

The Future Port Industry : DP World's Port & Business Park Strategy

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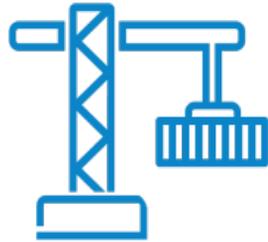
BIPC, Pusan, 1st-2nd
November 2018

Creating the Future, **Now.**

78 Marine and inland terminals

15 Terminal development projects completed over the last five years

1,600
cranes



42
countries

Safety is Sacrosanct, It will NOT and CANNOT be Compromised

Zero

Fatality in APC in Last 3 Years

1.8M

Tons of CO2 Emission Reduced in 2017, vs 2013

57+41

HSE Global Standards & Engagement Programs


36,000
people

We serve around

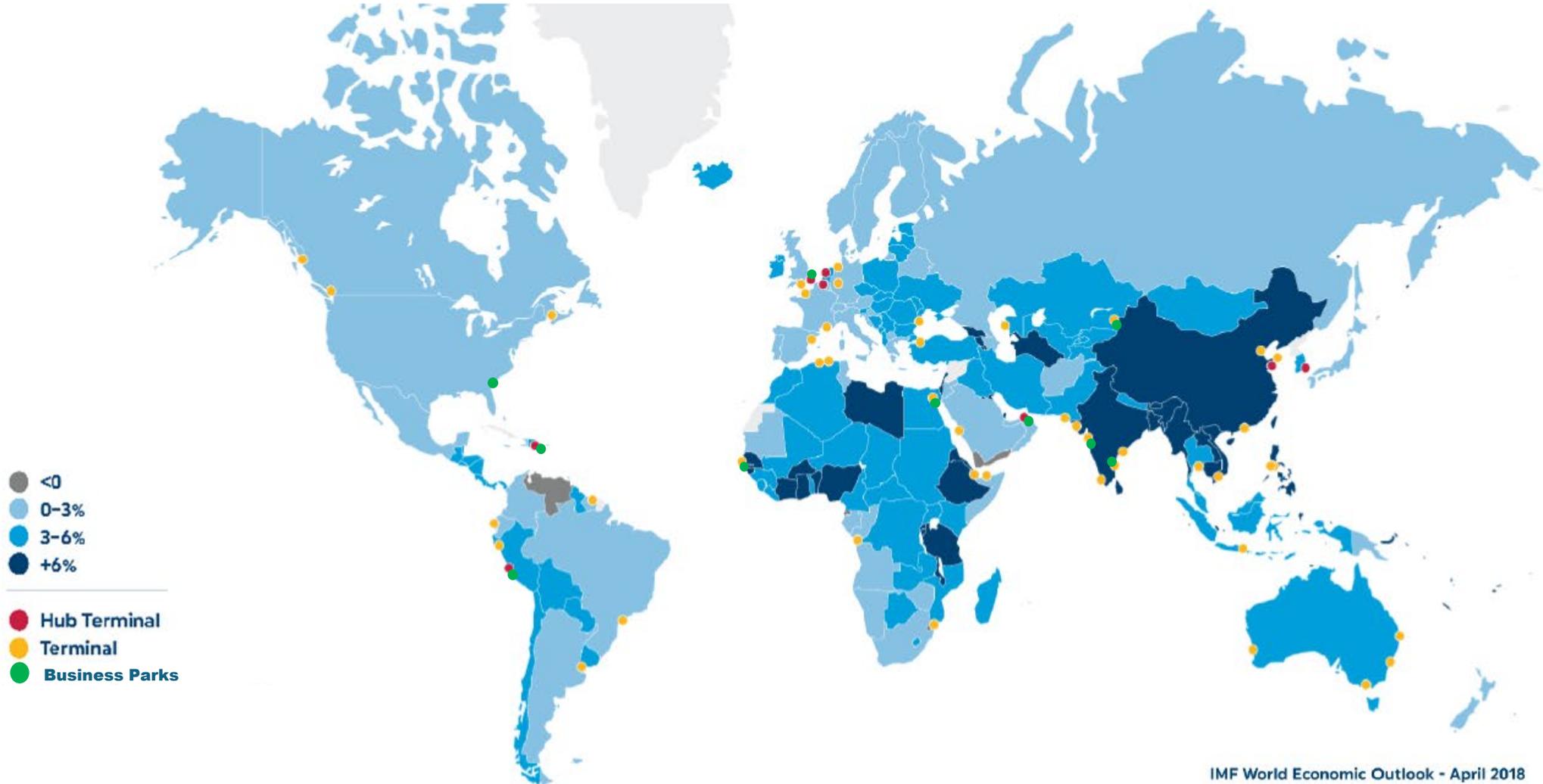
70,000
vessels/year



or nearly

180
Vessels a day

78 Terminals and 12 Business Parks



IMF World Economic Outlook - April 2018

Portfolio Overview – Asia Pacific Region

28 million TEU and 300,000 CBU

Philippines – Manila
• Asia Terminals Inc. (ATI)
Philippines – Batangas
• Batangas Container Terminal (BCT)

Thailand – Laem Chabang
• Laem Chabang International Terminal (LCIT)

Vietnam – Ho Chi Minh City
• Saigon Premier Container Terminal

Indonesia – Surabaya
• Terminal Petikemas Surabaya (TPS)

China – Yiwu
• Yitidong Distribution Hub

China – Tianjin
• Tianjin Orient Terminals Limited (TOCT)

China - Yantai
• Yantai International Container Terminals Ltd. (YICTL)

Korea – Busan
• Pusan New Port Co. Ltd. (PNC)

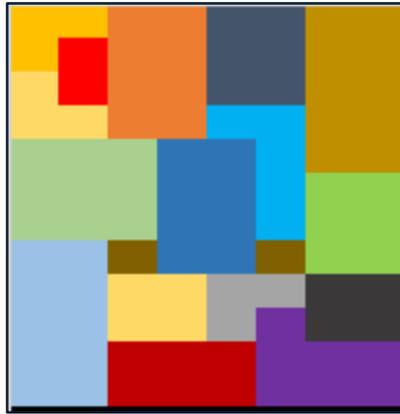
China – Qingdao
• Qingdao Qianwan Container Terminals

China – Hong Kong
• DP World Asia Pacific Regional Office
• CT3
• ATL Logistics Centre (ATL) – Largest Industrial Building in the world with 19 million sqf



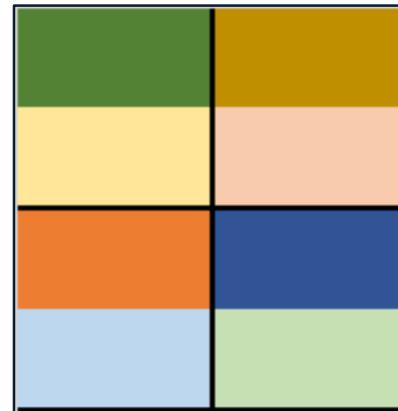
The narrative affecting the container shipping and port industry

Early Years



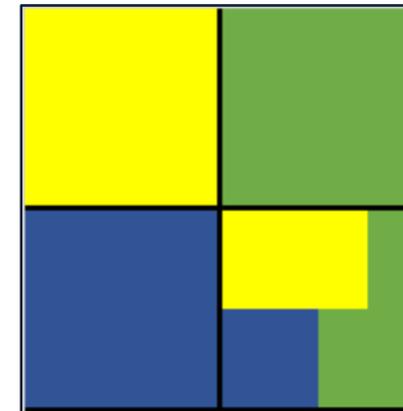
- Fragmented Shipping Line market

2000-15



- Larger vessel sizes
- Formation of alliances
- Shipping Line Affiliated Terminal Operators grow 226%. Independent Terminal Operators like DP World grow 94%

Current/Future



- Industry Consolidation
- Larger Alliances, with own terminal operations
- Implications for future port design

 DP World 01 DP World
A Trade Enabler

DP World invests in complementary businesses including:

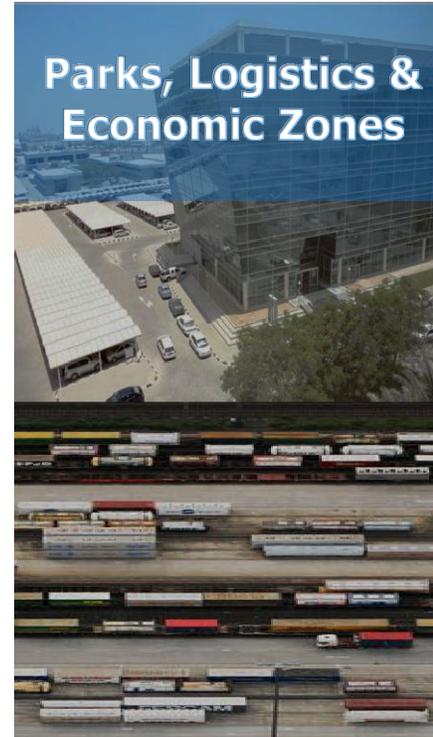
Special Economic Zones

Logistics Parks

Maritime Services



- ✓ **Container handling and ancillary services provided at the terminals**
- ✓ **Main revenue & profit driver**



- ✓ **Acquisition, development and leasing of industrial & economic zones**
- ✓ **Integrated global logistics business**



- ✓ **Offering a wide range of maritime support services**



Our Vision

To Lead the Future of World Trade

Help our customers manage the complexities & reduce costs of the **global supply chain**

To maximize shareholder value through leveraging out portfolio of world-class infrastructure assets and generate **sustainable economic growth**

Thinking ahead, foreseeing change and innovating.
Create the most **productive, efficient and safe** trade solutions globally





DP World

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DP World
Our Value Proposition

Independent

Common user Operations and Independence

- All major markets across the globe. Long standing carrier relationships
- Not affiliated with any single line / alliance & can offer a true common user service
- DP World has been operating in Asia Pacific since 1999, and has strong relationships with many stakeholders in the transport industry



Experienced Developer of Major Ports and Port Infrastructure

- We have recently completed the construction of major hub projects in the UK (London Gateway), the Netherlands (Rotterdam World Gateway) and Sokhna (Egypt) and continue the expansion of our flagship integrated port and special economic zone in Jebel Ali with the development of automated terminals
- Modern port design and implementation of cutting edge technology
- A wide variety of operating models & technology allowing us to share best practice.



London Gateway: GBP 1.5bn investment to develop a 1.6m TEU port integrated with the largest logistics park in Europe



Jebel Ali Terminal 3: 4m TEU capacity terminal opened in 2014 as one of the largest semi automated terminals in the world



Rotterdam World Gateway: Opened in 2015 with 2.4m TEU capacity which is fully automated

- Experience in **developing large scale modern port facilities** and integrating them with logistics parks and economic zones
- World class operating expertise to ensure the **highest levels of efficiency**
- Strong **commercial relationships** with all the world's major shipping lines at a global, regional and local level
- All DP World operations in Asia are joint-ventures and DP World **treats its partners equally** with a strong emphasis on mutual respect
- DP World is at the forefront of implementing **cutting edge technology**: automated terminals, in house TOS, Terminal Performance Analytics data system (TPA) and the development of block chain initiatives
- DP World has a strong culture of partnership, employee development and training through the DP World Institute and engaging in **sustainable business practices**



DP World

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DP World
Integration Port/Economic
Zones

We want to be the Leading Enabler of World Trade

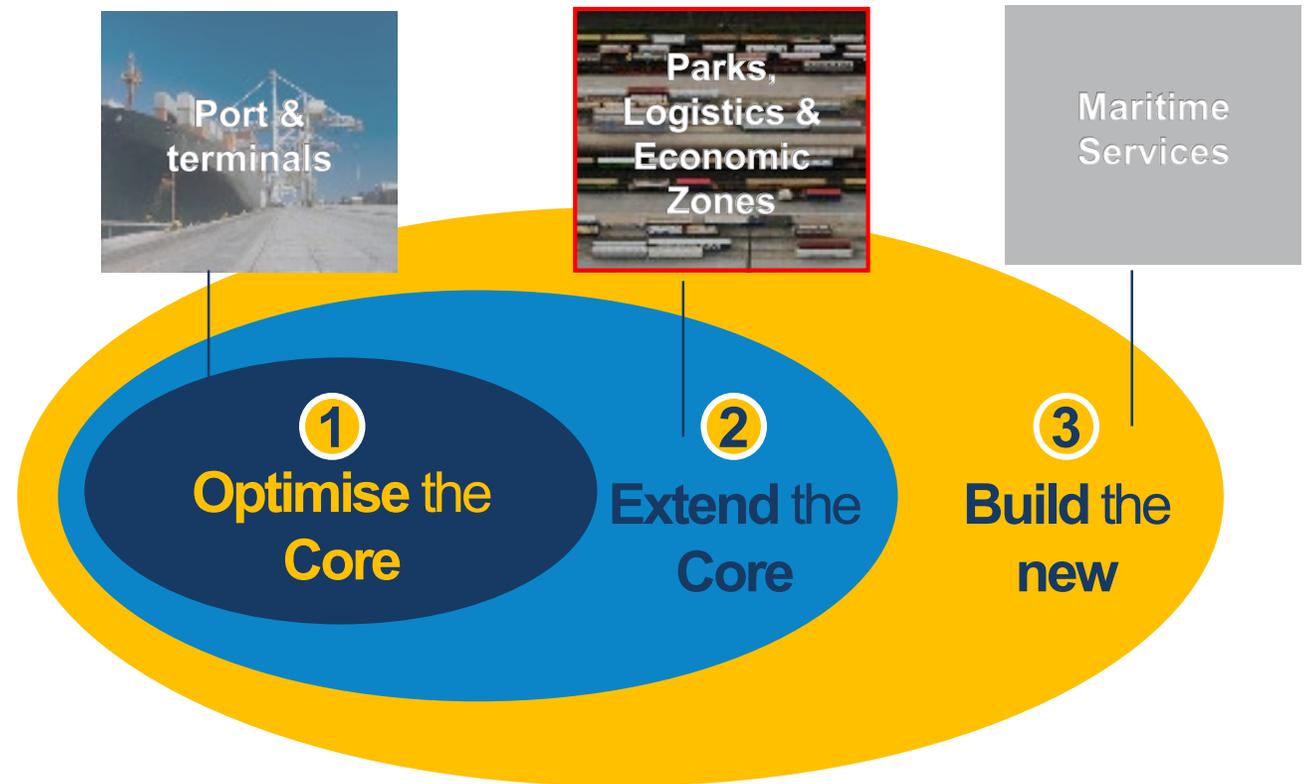
Key Benefits

Synergy between our port & economic zone

Offer our customers an integrated port centric industrial and logistics platform

Creates sustainable business for both port and economic zone

Improves export competitiveness & attractiveness of the country for FDI



1. Part of **national economic strategy** with commitment from economic zone authority, related ministries and investment promotion agencies
2. Strategy must be supported by the necessary **regulatory framework** to provide the necessary **conducive environment** for investment and trade
3. Relevant and none discriminatory **incentives** must be provided to create a **competitive environment**
4. Today economic zones have evolved into **economic pillars** in their own rights: **Mixed use, live work play environment** (logistics, industrial, residential, hospitality, to create mixed use, work live play environments); multiple activities
5. Must target wide range of investors (SMEs and MNEs), allow range of activities and range of facilities
6. The zone must be considered as a **business hub** where goods and services can be traded freely (export, import, local market etc)

Our flagship: Jebel Ali Free Zone





Over 78 Sq km Industrial & Logistics Zone

- Hub for logistics companies
- Base for global companies
- Hassle-free & cost effective business setup
- Smooth cargo movement
- Sea-air connectivity within customs-bonded transport corridor

LOGISTICS	CHEMICAL & PETROLEUM	MACHINERY & EQUIPMENT	FMCG, HEALTHCARE	ELECTRONICS	AUTOMOTIVE & TRANSPORT



Land



Warehouses

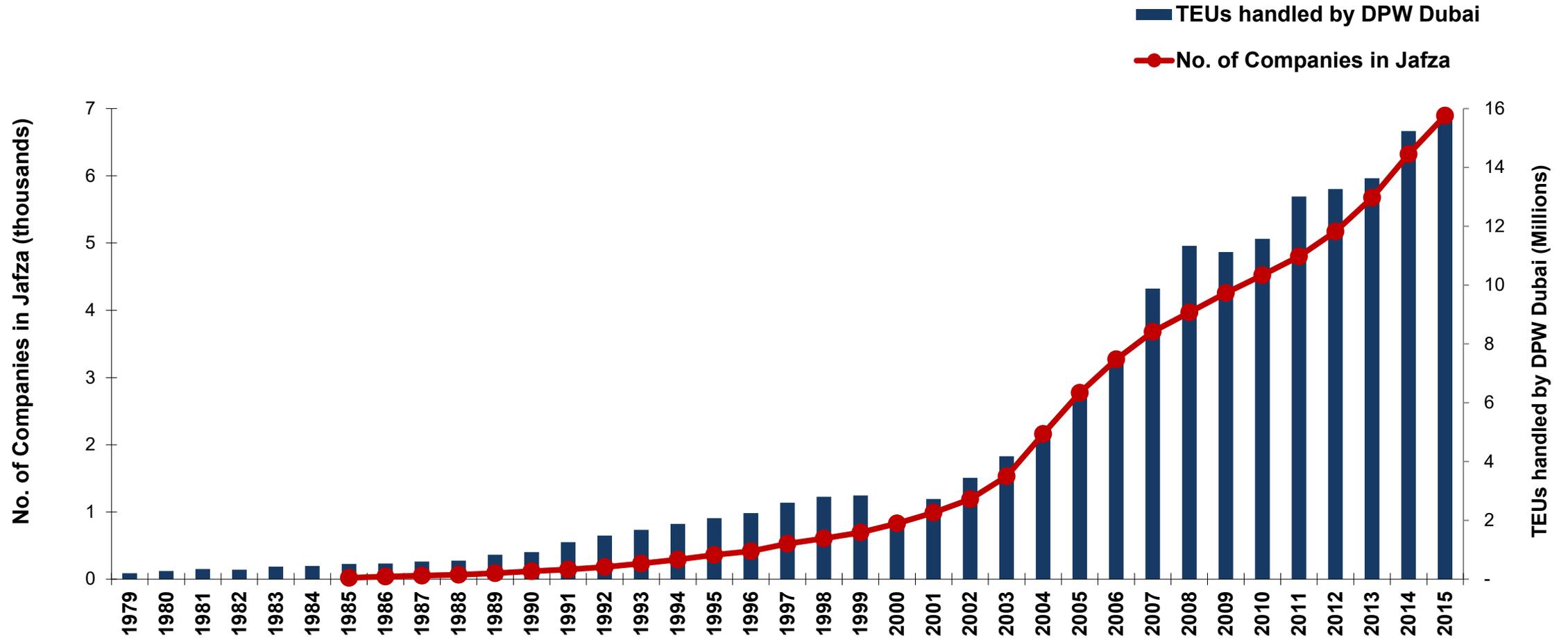


Specialized Parks (Food, Chemical)

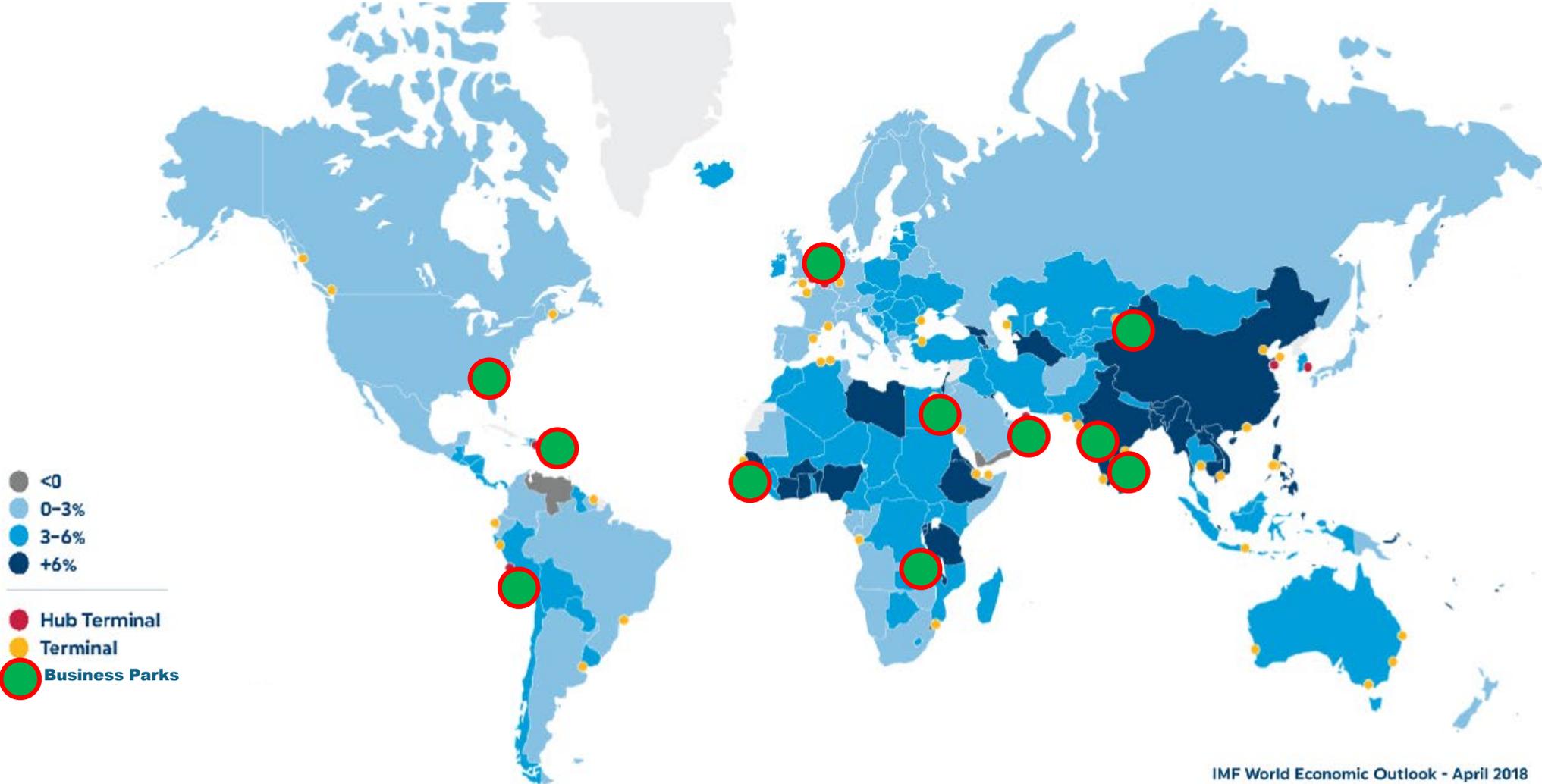


Retail, Office Buildings & Other Customized Solutions

Growth in Jebel Ali Port and Jafza Free Zone



12 Business Parks in Operation or Development



IMF World Economic Outlook - April 2018

Some Examples



Integrated Services

- Trade between Yiwu and Dubai is abt. USD 5 billion – 100,000 TEU
- Growing by 5% pa
- Yiditong provides a seamless, door to door, cargo flow from Yiwu to Dubai and from Dubai to other destinations, in particular Africa
- This is a superior product based on Customs Integration, Cost and Service Efficiency (one bill from China to Dubai) and all Services under one roof: storage, packing, transport, freight, final delivery
- Total investment of RMB 1 billion



1. Over **thirty years of experience** in developing and managing Jafza, one of the largest and most successful economic zones in the world
2. Experience in developing a successful **network of ports, container terminals & port centric industrial and logistics zones globally**
3. Network of **7000+ customers** approachable for our new economic zones projects
4. Economic zones form an integrated part of our **global strategy** to create logistics and industrial infrastructure in the country where we operate
5. We work closely with government authorities to adopt a unique customer centric ecosystem based on the Jafza model **to create a better environment for investment and trade**
6. We are not real estate developers but **trade enablers.**
7. **MOST IMPORTANTLY: We are open to discuss investment opportunities in Asia**



Thank you

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