

Group Chairman & CEO

**His Excellency President Joseph Kabila Kabange
The Democratic Republic of Congo**

4th October 2016

Your Excellency,

On behalf of DP World, I would like to thank you again for the warm welcome extended to the DP World team during our first visit to Kinshasa in 2012. We also thank your office as well as His Excellency, Moise Ekanga for reconfirming that DP World is still the preferred partner of the Government of the Democratic Republic of Congo for the deep water port project at Banana. We believe in the Government's vision for Banana port and are confident of successfully turning the vision into reality.

Given the promising economic outlook for DRC as well as the strategic positioning of the Banana site, we are enthused by the Government's proposal for a public-private partnership for Banana port development with an added emphasis on promoting an industrial zone surrounding the port. We feel privileged to have been invited to partner with the Government in realizing this vision in transforming the maritime and land transport infrastructure in DRC to meet the needs and expectations of the economy, thereby catalyzing trade in the coming years.

We appreciate the strategic importance of this project for the DRC in terms of the potential to increase manifold the competitiveness of international trade in DRC. We also understand that the Government is committed to the success of this project by extending legal, fiscal and other support in addition to developing necessary infrastructure to ensure its competitiveness and sustainability.

Our vision for the Banana port development aims to:

- accommodate large vessels calling the west African market at DRC ports
- reduce the dependence of the DRC on maritime gateways at neighboring countries for its international trade
- increase the efficiency of the logistics infrastructure in the DRC, allowing greater flexibility and increasing the competitiveness of DRC exports in the global market, thereby contributing in the reduction of the overall cost of logistics for the Congolese consumer
- create an industrial park which can support the growth in trade and further create employment opportunities in the region

DP World has a successful track record of partnering with the Governments in Africa to help them realize their vision and transform trade. We hope to enter into a fruitful and mutually beneficial partnership with the Government of the Democratic Republic of Congo for the Banana port project as we believe the port is an important elements of the Government's development strategy.

We are willing to offer a minority equity stake in the port operating company to the Government of the Democratic Republic of Congo with the management of the port being undertaken by a subsidiary owned by DP World.

We keenly look forward to working jointly on this project which will transform the logistics landscape of DRC with a cascading positive impact on the international trade in the Democratic Republic of Congo and we are ready to meet, Excellency with representatives of the Government of the Democratic Republic of Congo at your convenience to realize this strategic project.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sultan', with a large, sweeping flourish extending to the right.

Sultan Ahmed Bin Sulayem
Group Chairman & CEO
DP World