



2024

Emerging Markets Logistics Index

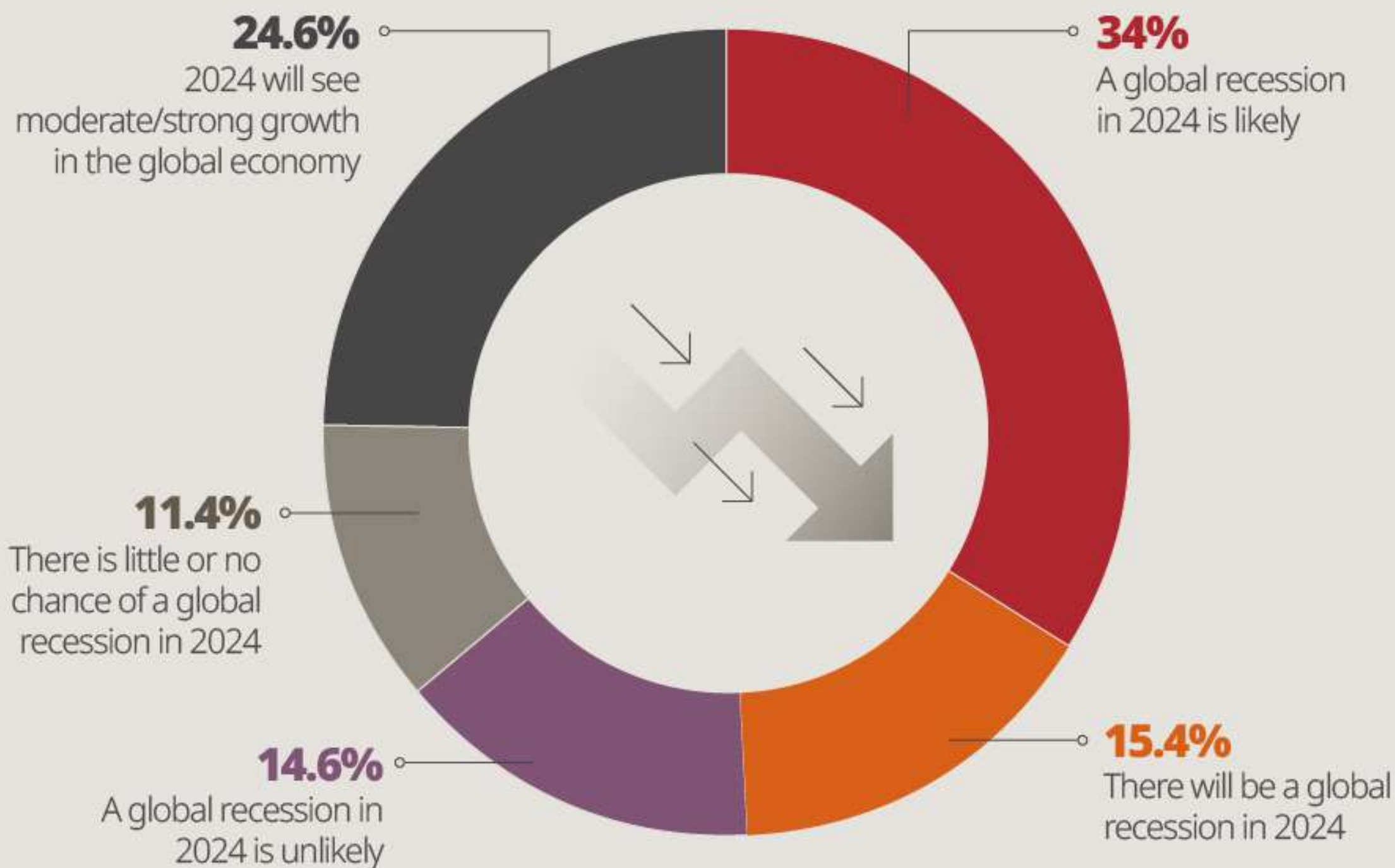
HIGHLIGHTS





Likelihood of Recession in 2024

Which of the following statements most closely matches your opinion on 2024 global economic prospects?¹

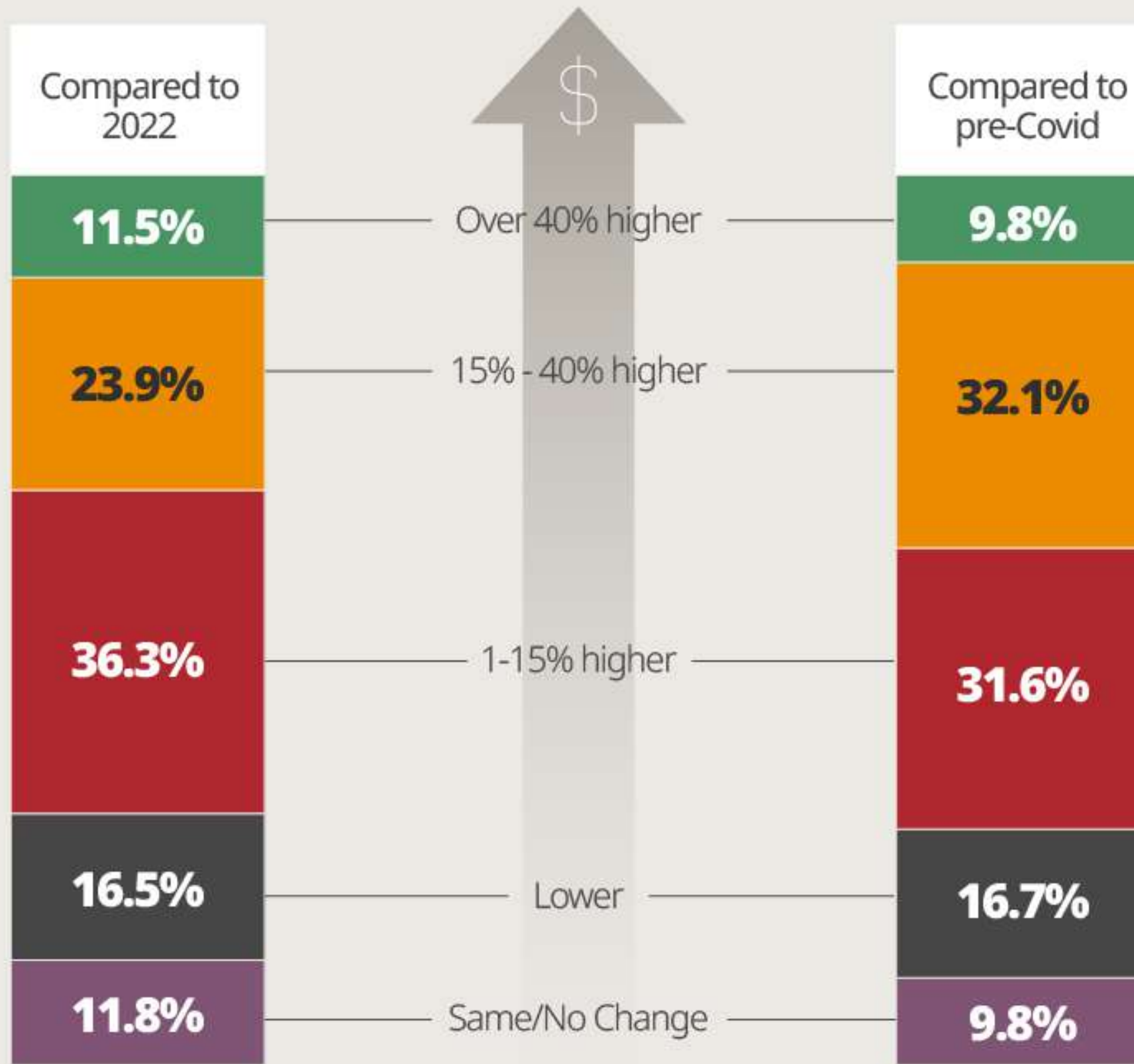


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Higher Logistics Costs

How do your company's logistics costs compare to 2022 and pre-Covid levels for this time of the year?¹

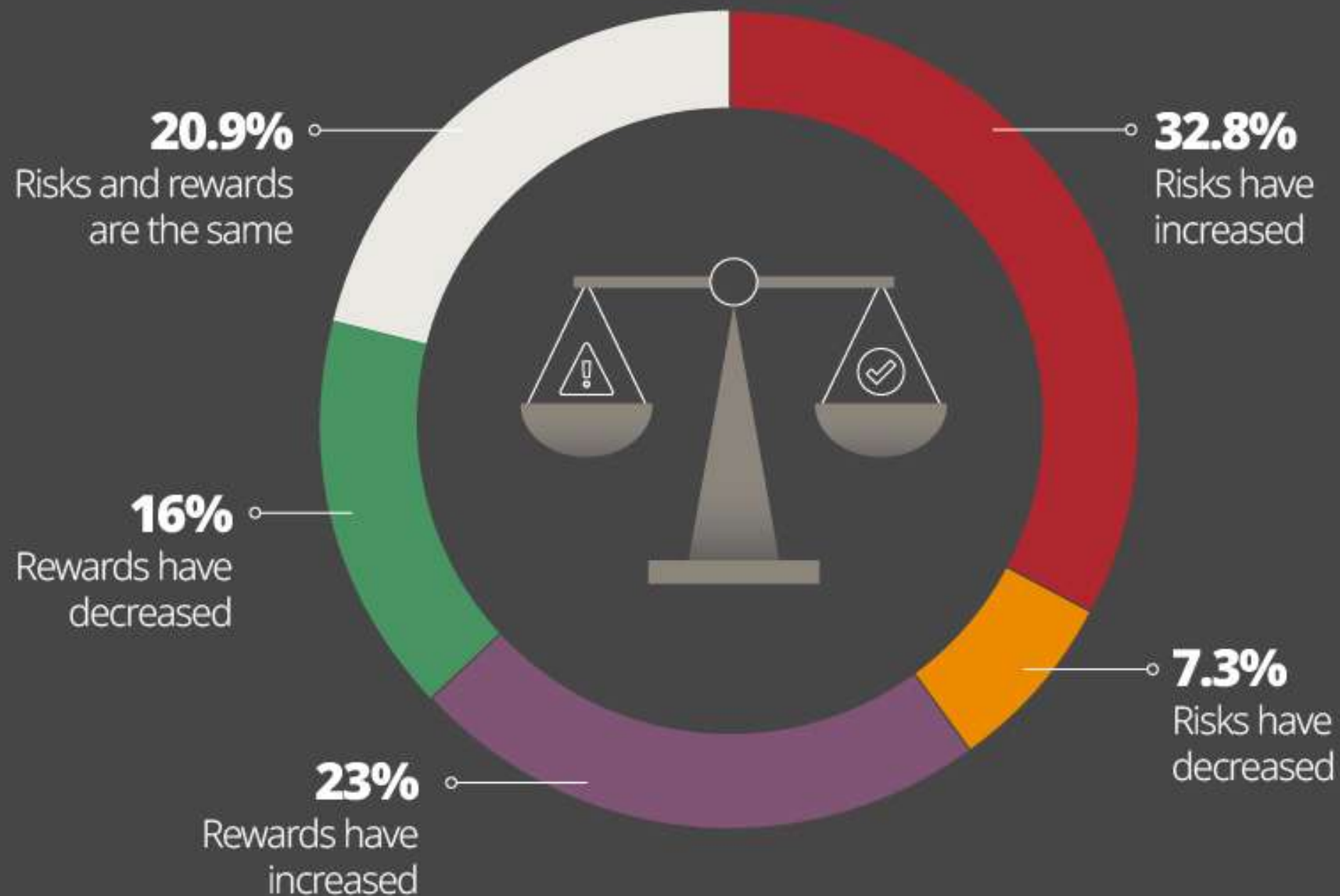


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Emerging Markets: Risks & Rewards

How has the risk/reward ratio of investing in emerging markets changed in the past year?¹

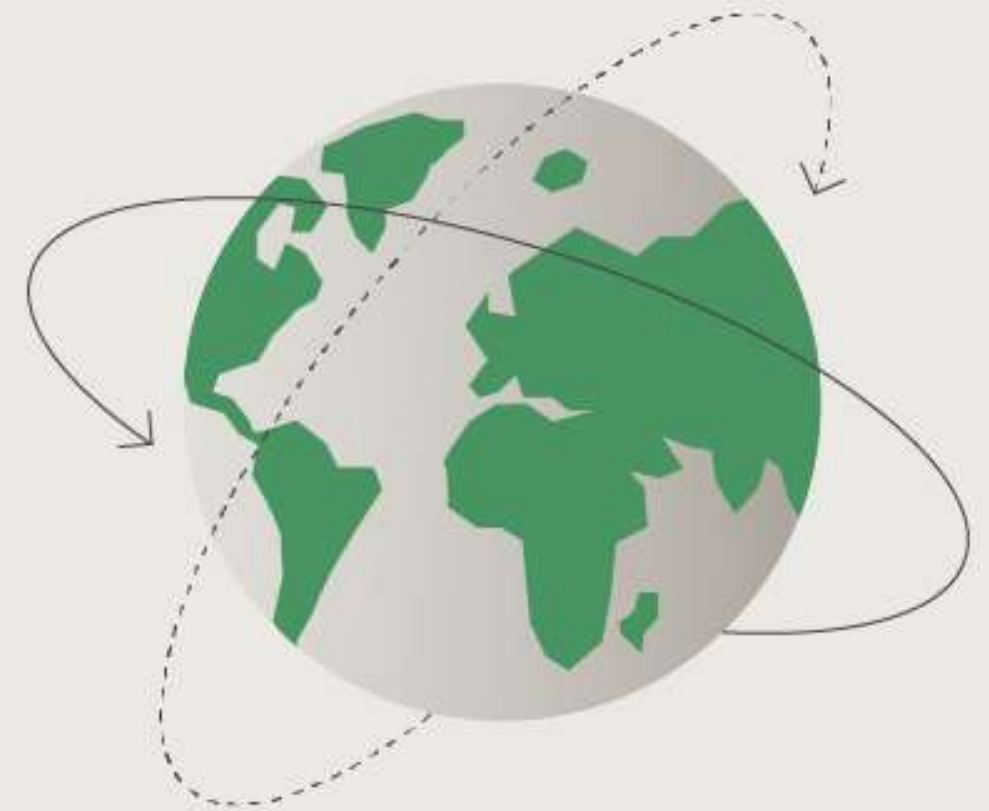
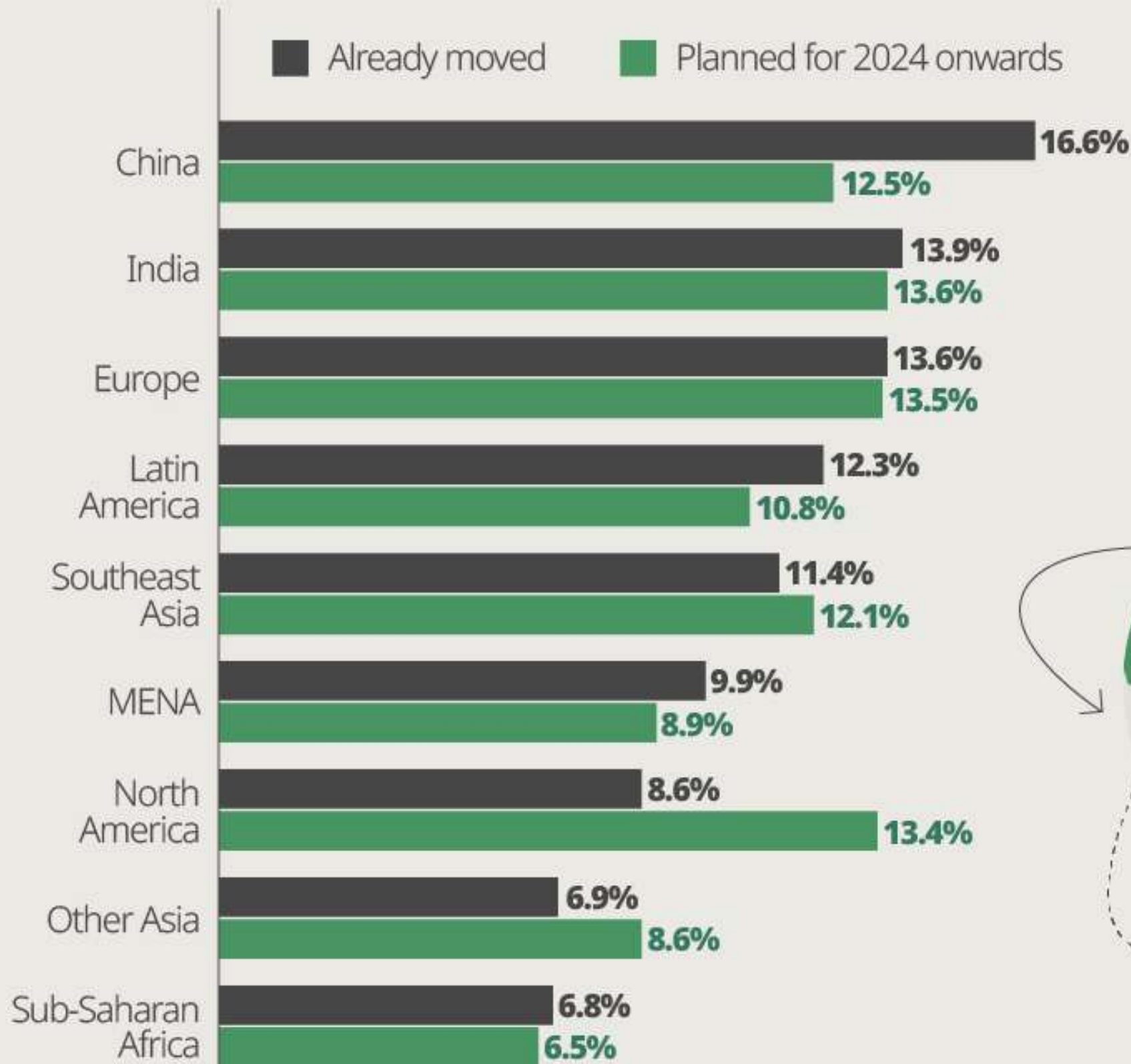


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Production & Sourcing Moves

Do you plan to move production/sourcing TO any of the following countries or regions?¹



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Supply Chain Restructuring

Have you or will you undertake any of these restructuring activities?¹

Have already undertaken **Planning to pursue restructuring strategy**

Moved production/sourcing to multiple locations to diversify and lower supply chain risks (multi-sourcing/multi-shoring)



Moved more production/sourcing onshore (home market)



Moved production/sourcing to countries with policies akin to home country's policies (friend-shoring)



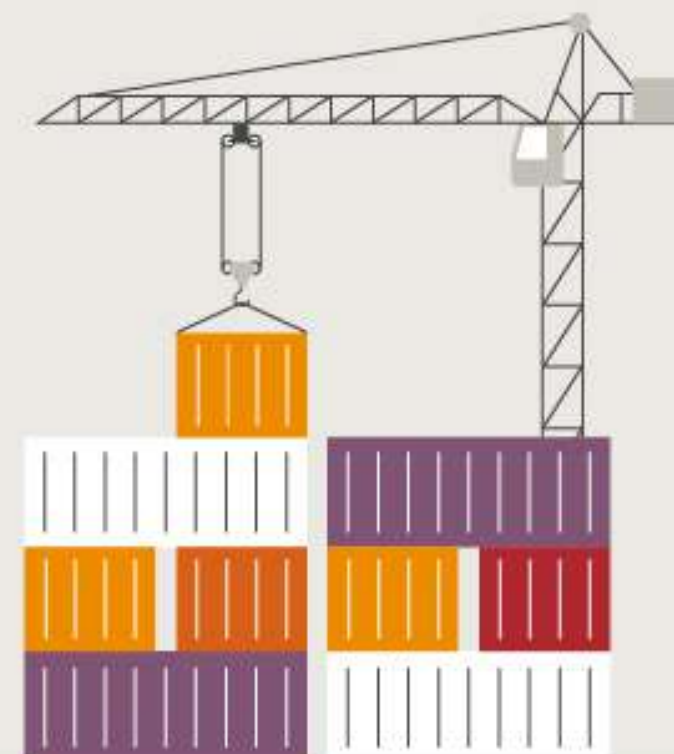
Moved more production/sourcing to countries close to our markets (near-shoring)



Regionalized our supply chains (reorganized production/sourcing into smaller blocks in more localized economies)



No, we haven't undertaken any supply chain restructuring



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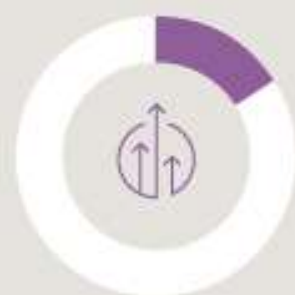
Risks in Production Diversification

What do you consider to be the main risks involved in a diversification strategy?
Please select all that apply.¹



17.5%

Increased costs in new sourcing and procurement locations



16.0%

Greater competition from established or emerging players within new markets



14.3%

Lack of skilled workforce in new markets



12.3%

Lack of resources in new markets



11.9%

Environmental regulation risks in new markets



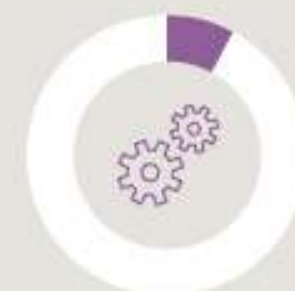
11.5%

Market access and regulatory restrictions



8.5%

Intellectual property risks in new markets



8.0%

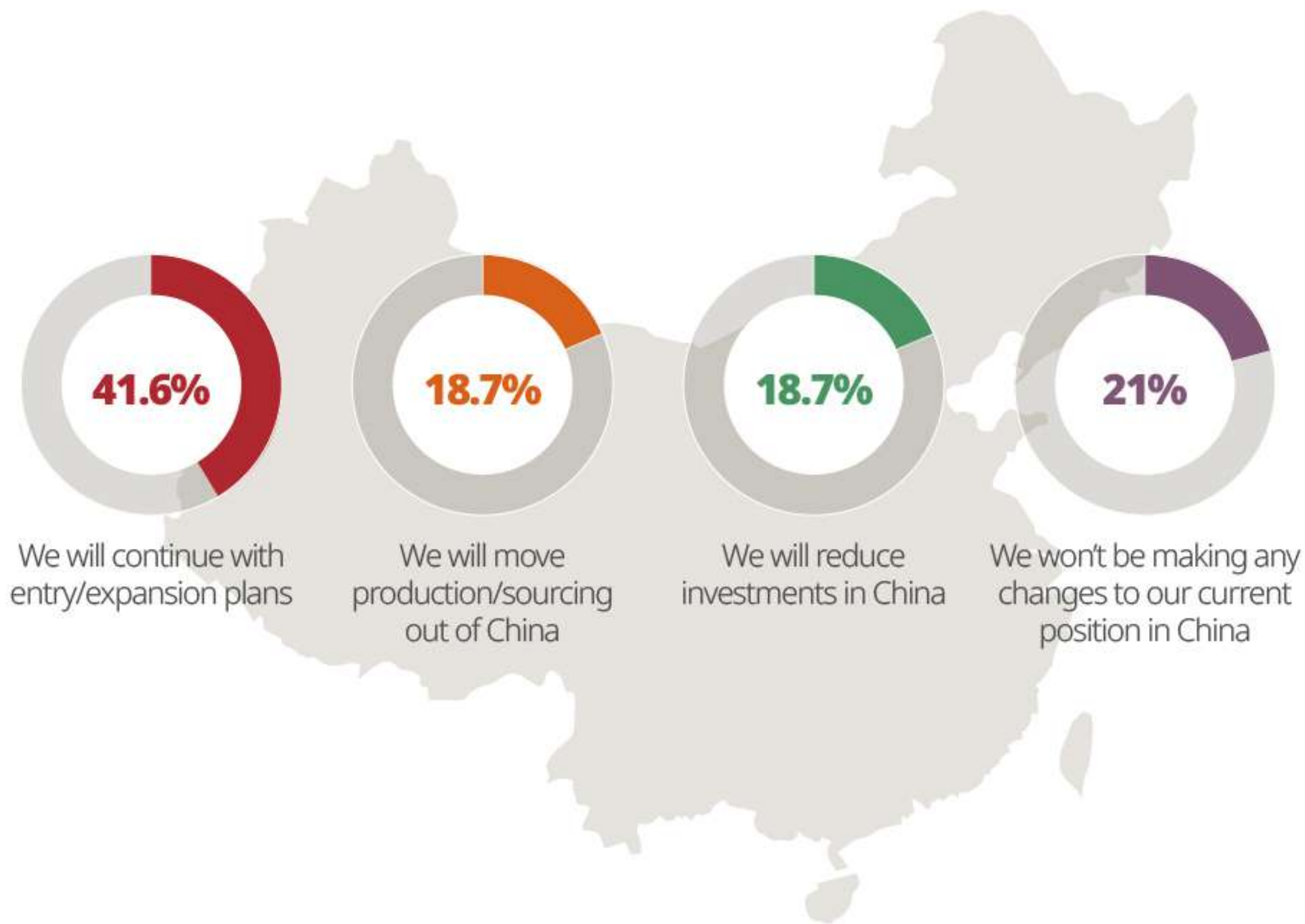
Additional operational complexity

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China Sourcing & Investment Strategy

Which statement best reflects your plans for the Chinese market over the next 5 years?¹

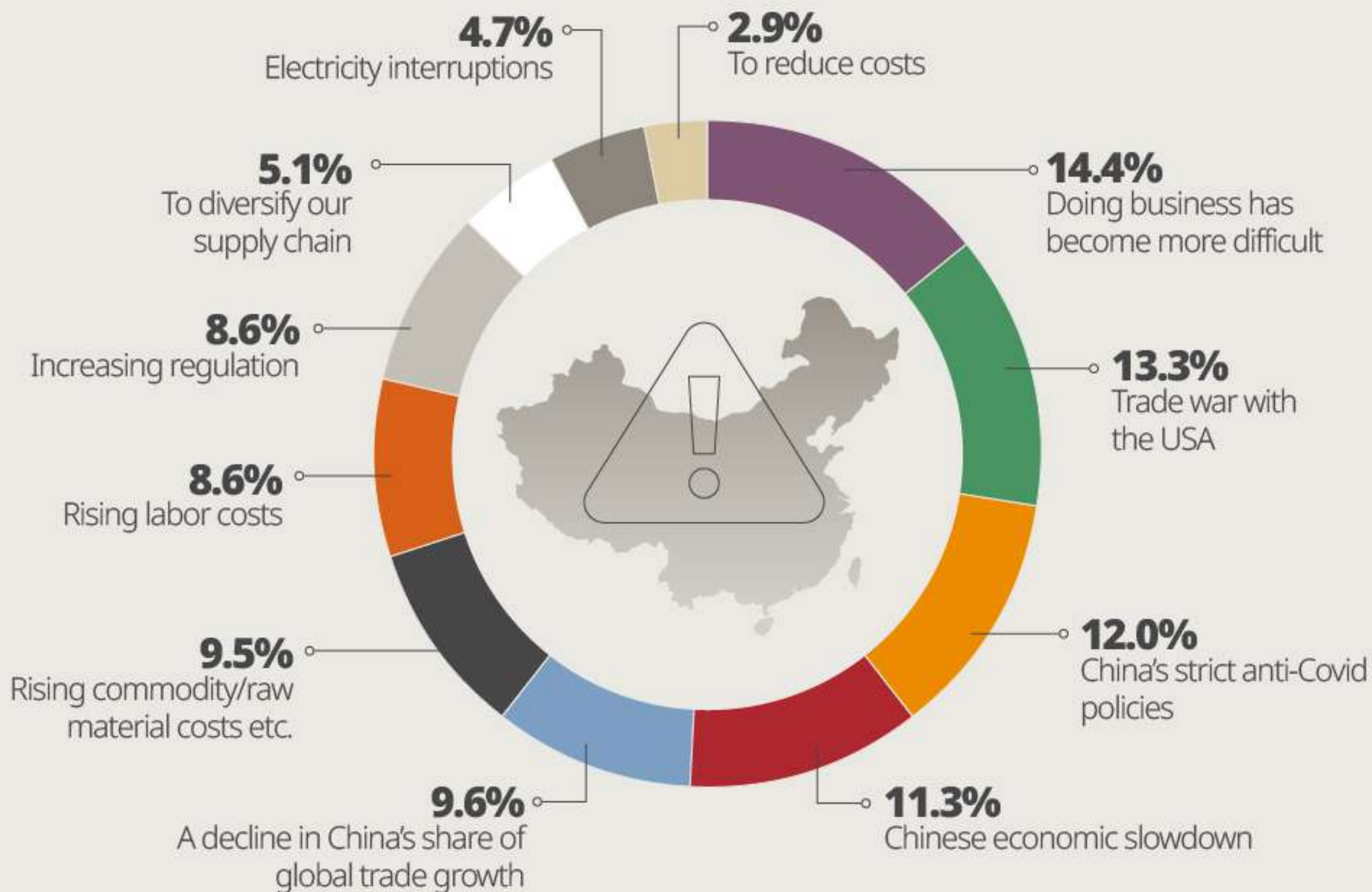


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China Risks

If you moved production/sourcing out of China, what were your reasons?¹



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How Dependent on China?

In five years, will you be more or less dependent on China for production and sourcing?¹



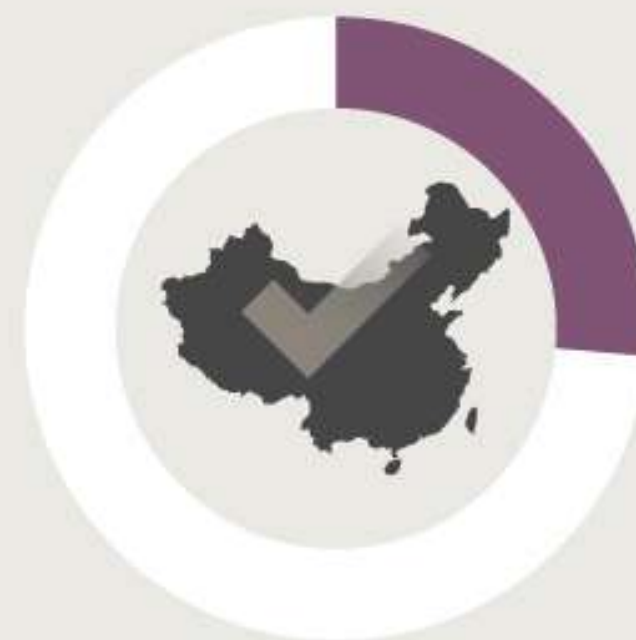
40.1%

Less dependent on China as a source of product and/or a market for our products



33.2%

More dependent on China as a source of product and/or a market for our products



26.6%

Our dependence on China will remain the same in the next 5 years

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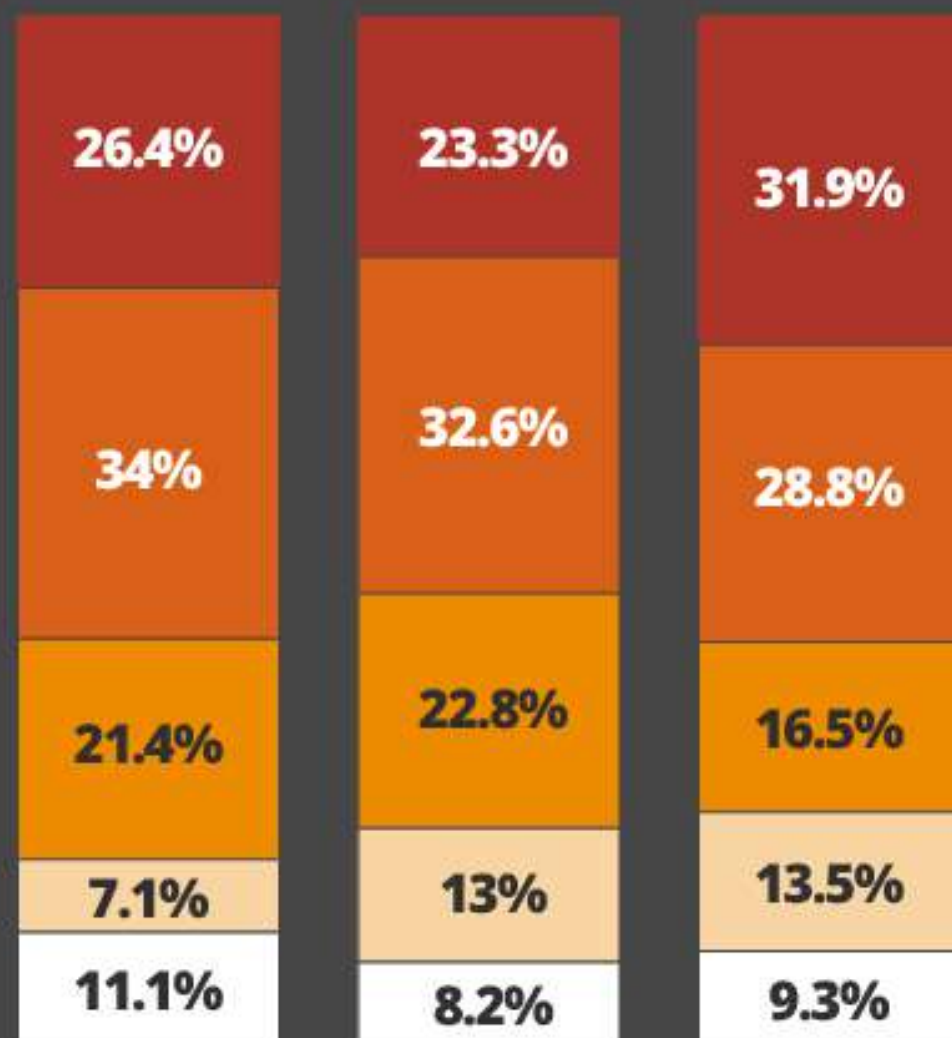


Investment Outlook in China & India



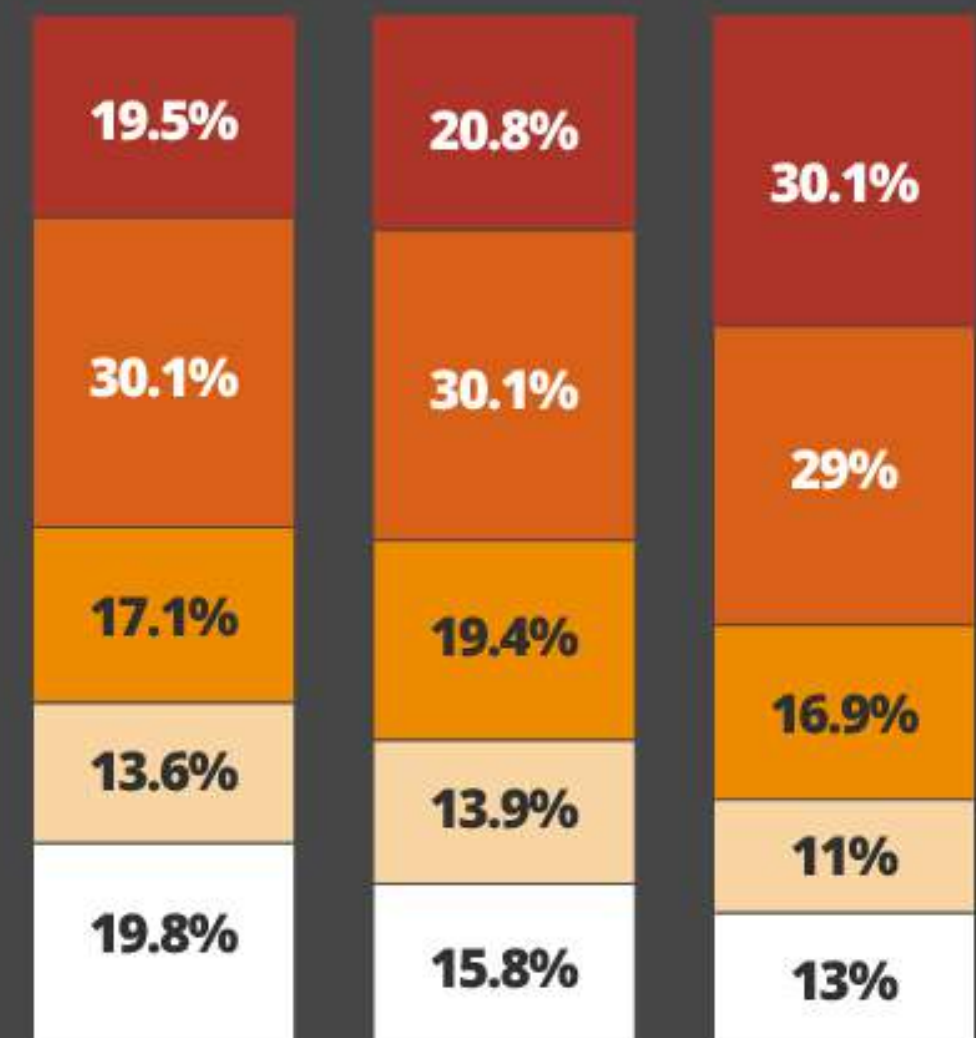
How important is China to your investment strategy?¹

Today In 5 Years In 10 Years



How important is India to your investment strategy?¹

Today In 5 Years In 10 Years



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Investment Obstacles in India

What do you consider to be the biggest investment barrier in India?¹

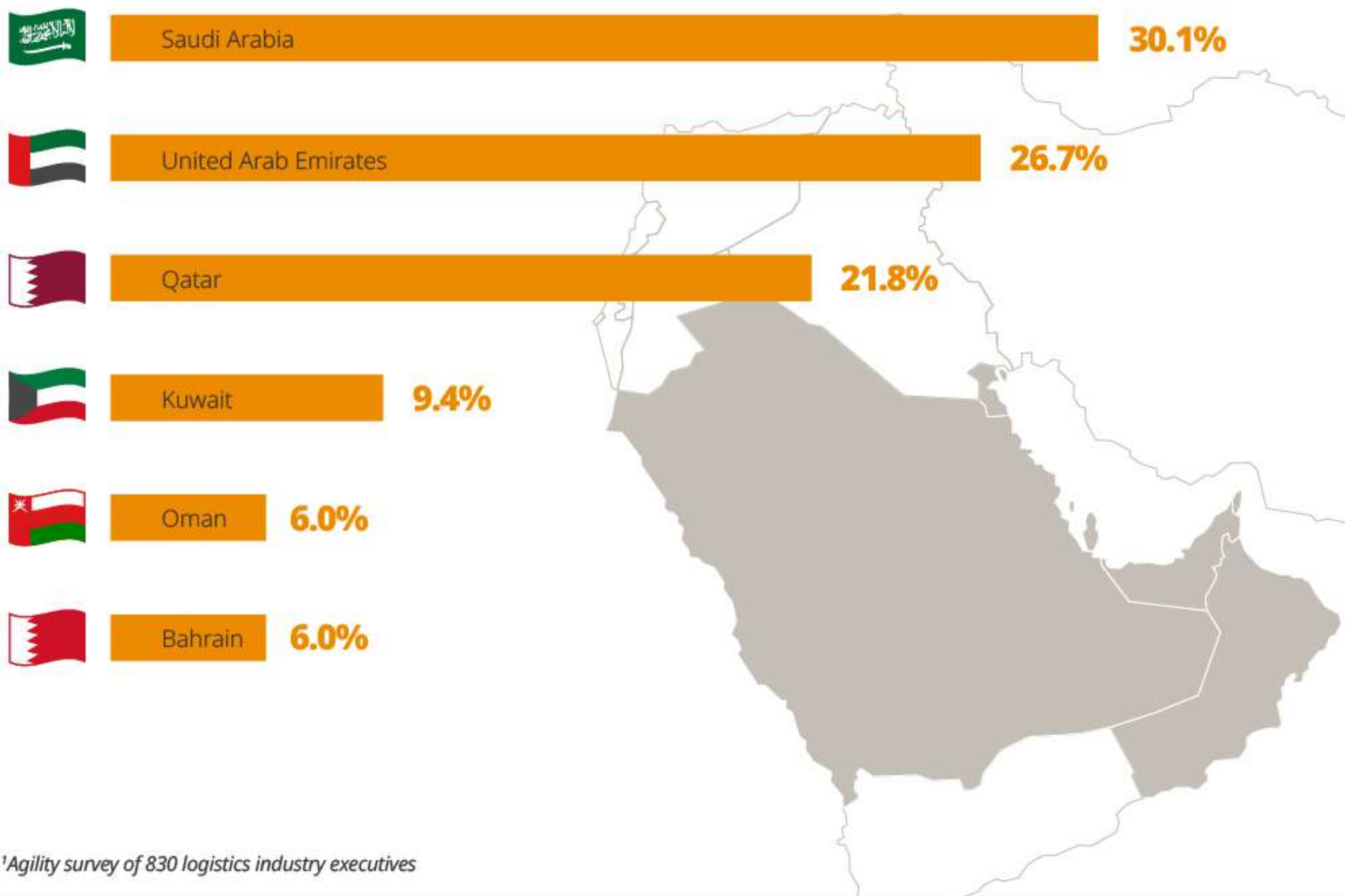


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Gulf Economic Diversification

Which GCC countries have done the most to diversify their economies over the past decade?¹

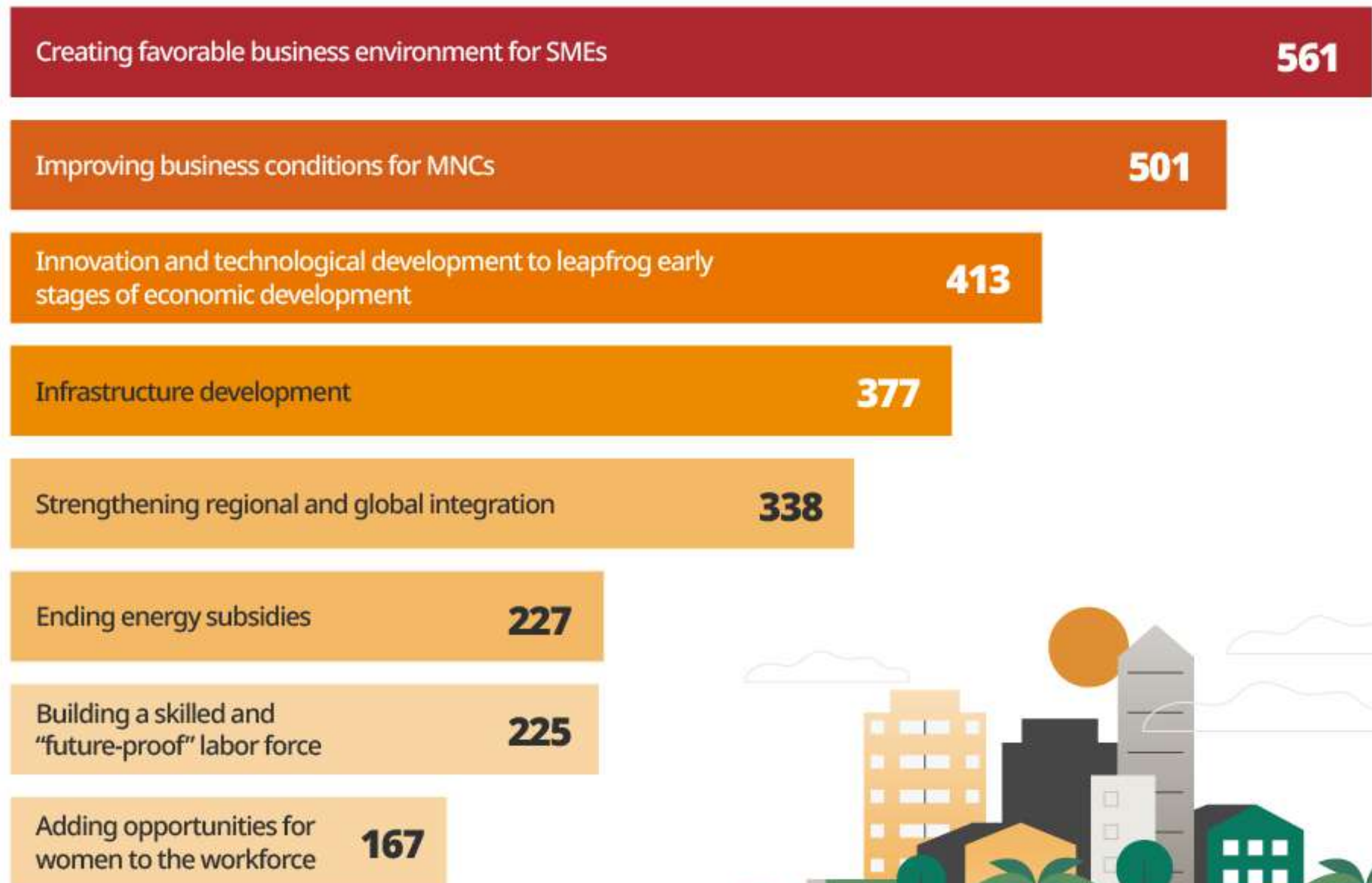


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Gulf Diversification Drivers

What are the three most important drivers of economic diversification in the Gulf countries?¹



* 3 points for 1st choice; 2 points for 2nd choice; 1 point for 3rd choice

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African Investment Strategy

What's your company's 2024 Africa investment and expansion strategy?



47.4%

We are planning additional investments in Africa



14.2%

We are planning first-time investments in Africa



31.8%

Our investment and expansion strategy will remain unchanged



6.6%

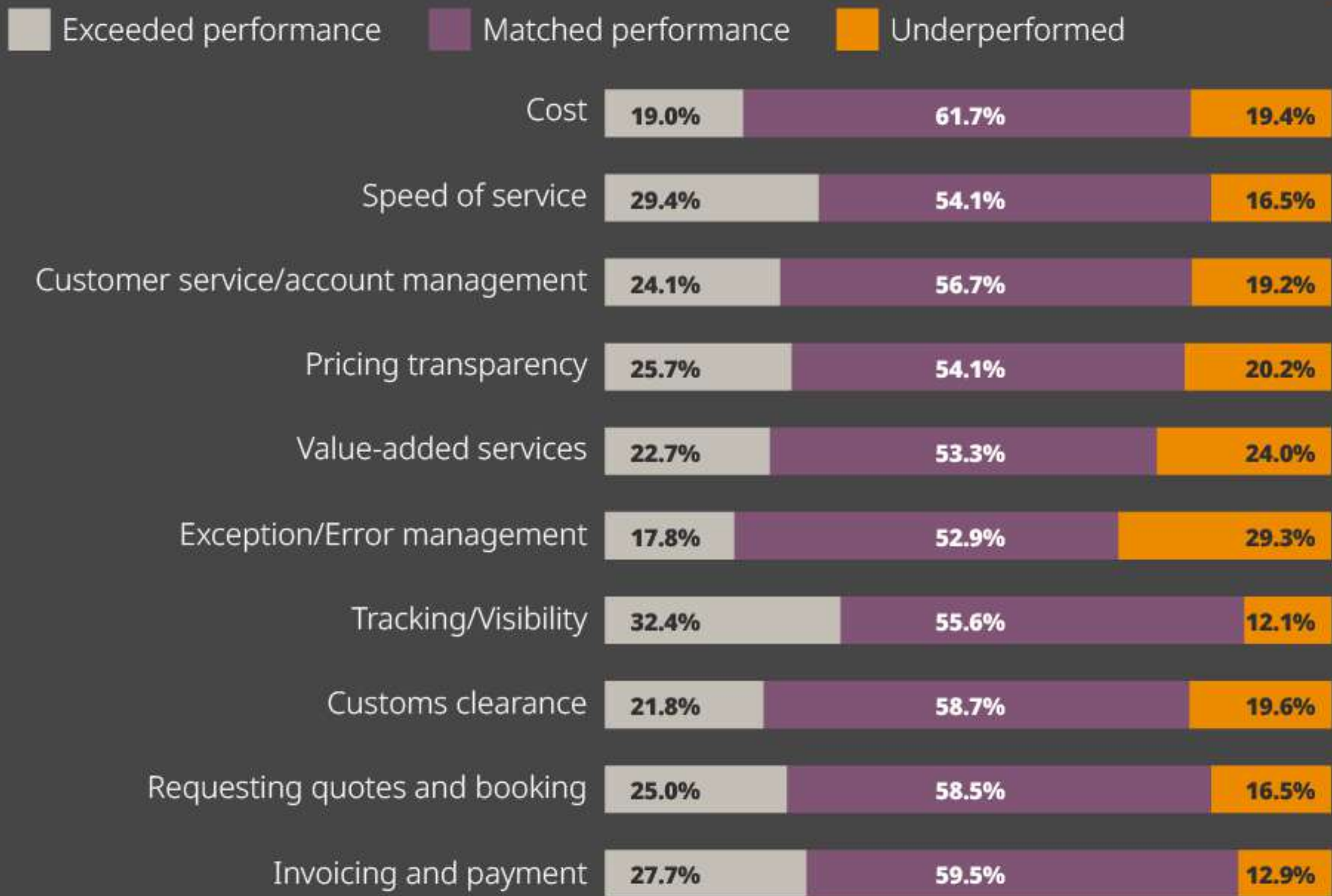
We are planning to exit or scale back in certain African markets

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Digital Freight Forwarding

How are digital freight forwarders (Flexport, Freightos, Forto, Zencargo, Ovrsea, ShipaFreight, iContainers, etc.) performing in comparison with traditional freight forwarders?¹



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Digital Freight Volumes

What percentage of your company's freight volumes are shipped through a digital forwarder?¹

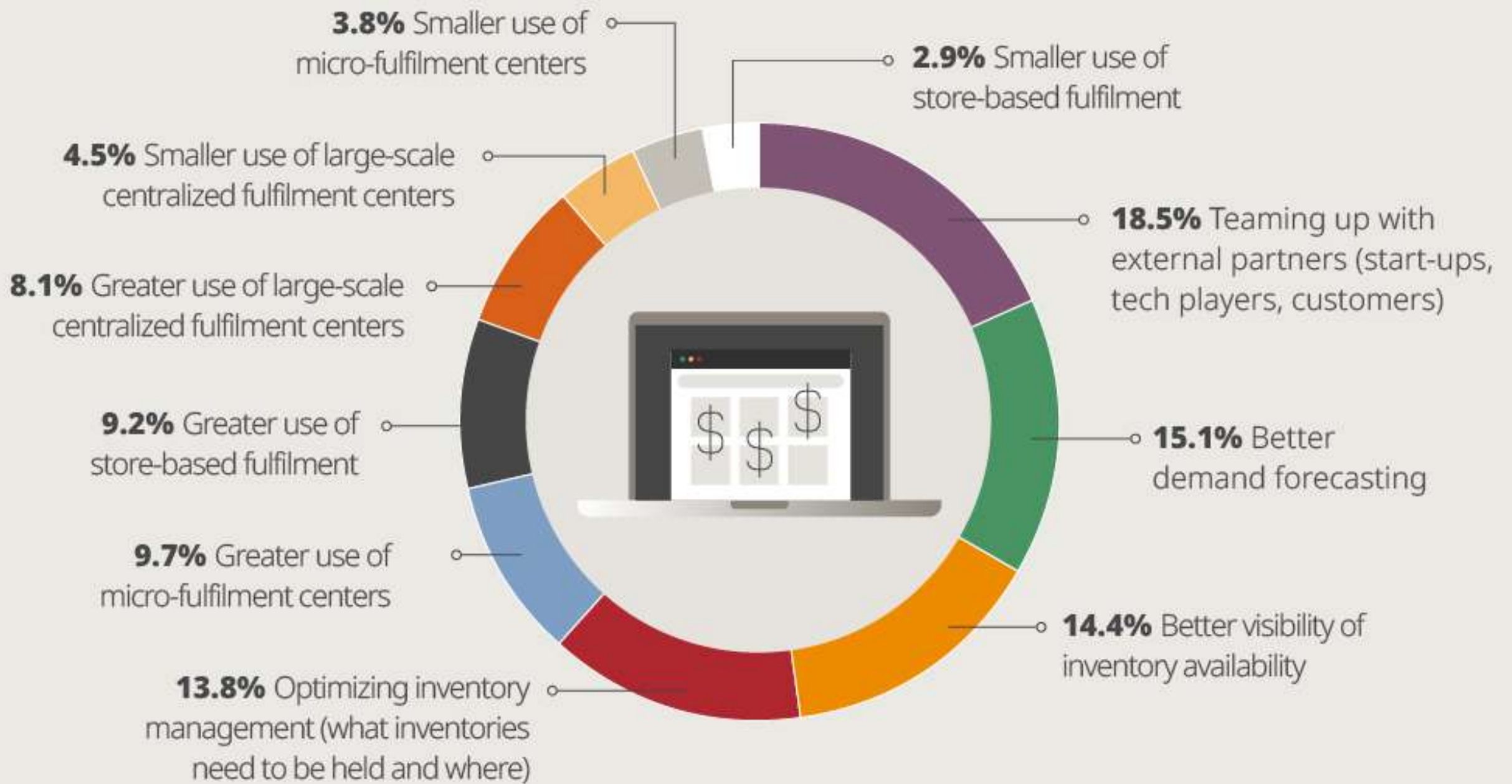


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E-Commerce Demand

How is your company responding to e-commerce demand?¹

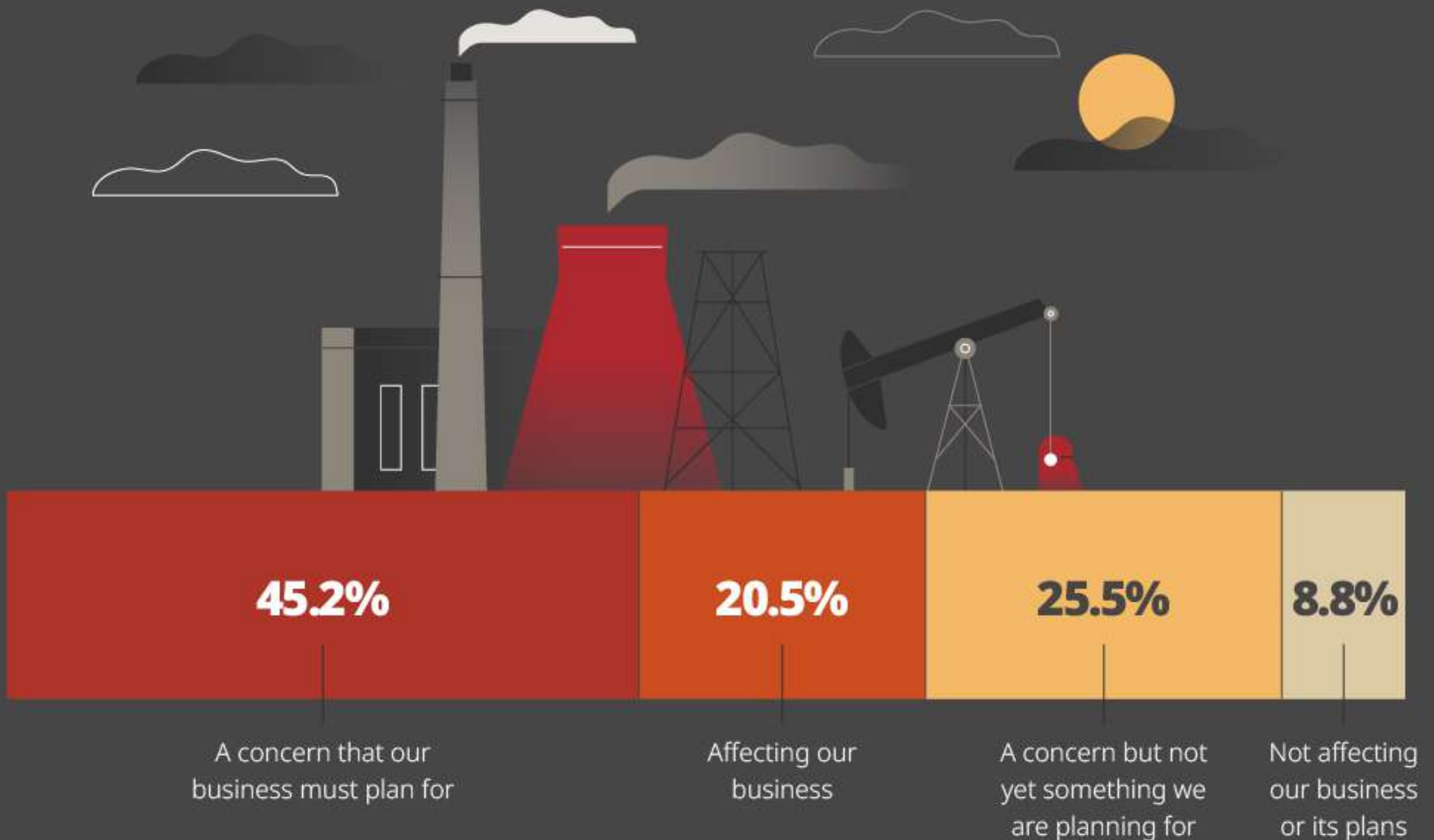


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Climate Disruption & Your Business

Disruptions caused by climate change are:¹

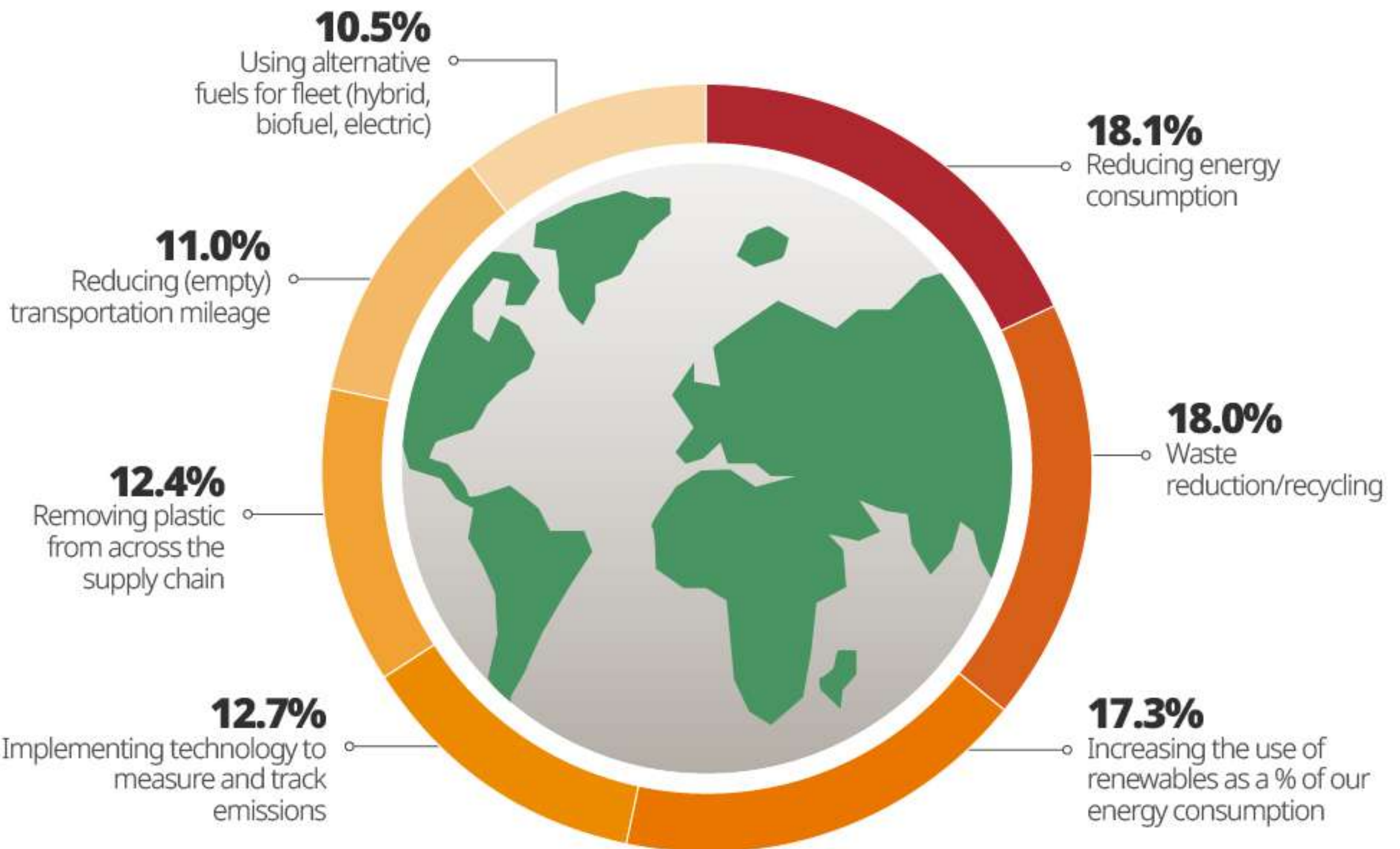


¹Agility survey of 830 logistics industry executives



2024 Sustainability Priorities

What are your emerging markets sustainability priorities in 2024?¹



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Top 10 Emerging Markets for 2024

2024 Rank		Change
1	China	—
2	India	—
3	UAE	—
4	Malaysia	—
5	Indonesia	—
6	Saudi Arabia	—
7	Qatar	—
8	Vietnam	▲ 2
9	Mexico	—
10	Thailand	▼ 2





Top Emerging Markets for 2024



Top 5 Domestic Logistics Markets



Top 5 International Logistics Markets



Best 5 for Business Fundamentals

2024 Rank	Change	2024 Rank	Change	2024 Rank	Change
1 China	—	1 China	—	1 UAE	—
2 India	—	2 India	—	2 Malaysia	▲ 2
3 Indonesia	—	3 Vietnam	▲ 1	3 Saudi Arabia	—
4 Qatar	—	4 Indonesia	▲ 2	4 Qatar	▼ 2
5 UAE	—	5 Mexico	▼ 2	5 Jordan	▲ 4



Digital Readiness

The emerging markets that lead in digital skills, e-commerce, sustainability and support for entrepreneurs and startups

2024 Rank		Change from 2023
1	China	▲ 3
2	UAE	—
3	Malaysia	—
4	Qatar	▲ 1
5	India	▼ 4
6	Saudi Arabia	—
7	Thailand	▲ 1
8	Indonesia	▼ 1
9	Kenya	▲ 3
10	Turkey	▲ 4





Digitally Ready in the Middle East & North Africa

How countries in the region rank for digital readiness



2024 ranking and change from 2023

2 UAE	—	28 Iran	▼ 9
4 Qatar	▲ 1	32 Morocco	▲ 1
6 Saudi Arabia	—	33 Lebanon	▼ 3
13 Oman	▼ 3	37 Egypt	▼ 9
16 Bahrain	—	42 Tunisia	▼ 2
17 Kuwait	▼ 6	45 Algeria	▼ 1
19 Jordan	▲ 1	50 Libya	—



Digitally Ready in Sub-Saharan Africa

How countries in the region rank for digital readiness

2024 Rank	Change
9 Kenya	▲ 3
25 South Africa	▲ 2
36 Ghana	▼ 15
39 Nigeria	▼ 3
40 Uganda	▲ 1
41 Tanzania	▼ 3
44 Ethiopia	▲ 1
47 Mozambique	—
49 Angola	▼ 1





Digitally Ready in Asia

How countries in the region rank for digital readiness

1	China	▲3
3	Malaysia	—
5	India	▼4
7	Thailand	▲1
8	Indonesia	▼1
12	Philippines	▼3
15	Kazakhstan	▲10
18	Sri Lanka	▲5
21	Vietnam	▼6
23	Cambodia	▲8
27	Pakistan	▼1
30	Bangladesh	▲5
48	Myanmar	▲1





Gulf Business Fundamentals

Gulf countries hold an edge over most other emerging markets in business climate and fundamentals

2024 Rank		Change
1	UAE	—
3	Saudi Arabia	—
4	Qatar	▼ 2
8	Bahrain	▼ 2
11	Oman	▼ 6
17	Kuwait	▼ 6





Climbing the Rankings



Key Changes



Losing Ground in Key Areas

Ukraine	▲ 11	 International Logistics	▼ 8	Ethiopia
Argentina	▲ 8		▼ 7	Jordan
Libya	▲ 6		▼ 7	Uganda

Iran	▲ 12	 Domestic Logistics	▼ 10	Tunisia
Ethiopia	▲ 9		▼ 9	Morocco
Sri Lanka	▲ 8		▼ 9	Lebanon

Russia	▲ 11	 Digital Readiness	▼ 15	Ghana
Kazakhstan	▲ 10		▼ 9	Iran
Cambodia	▲ 8		▼ 9	Egypt

Ukraine	▲ 12	 Business Climate	▼ 12	Iran
Mexico	▲ 5		▼ 6	Kuwait
India, Vietnam, Jordan, Uruguay	▲ 4		▼ 6	Oman

