



2025

Emerging Markets Logistics Index



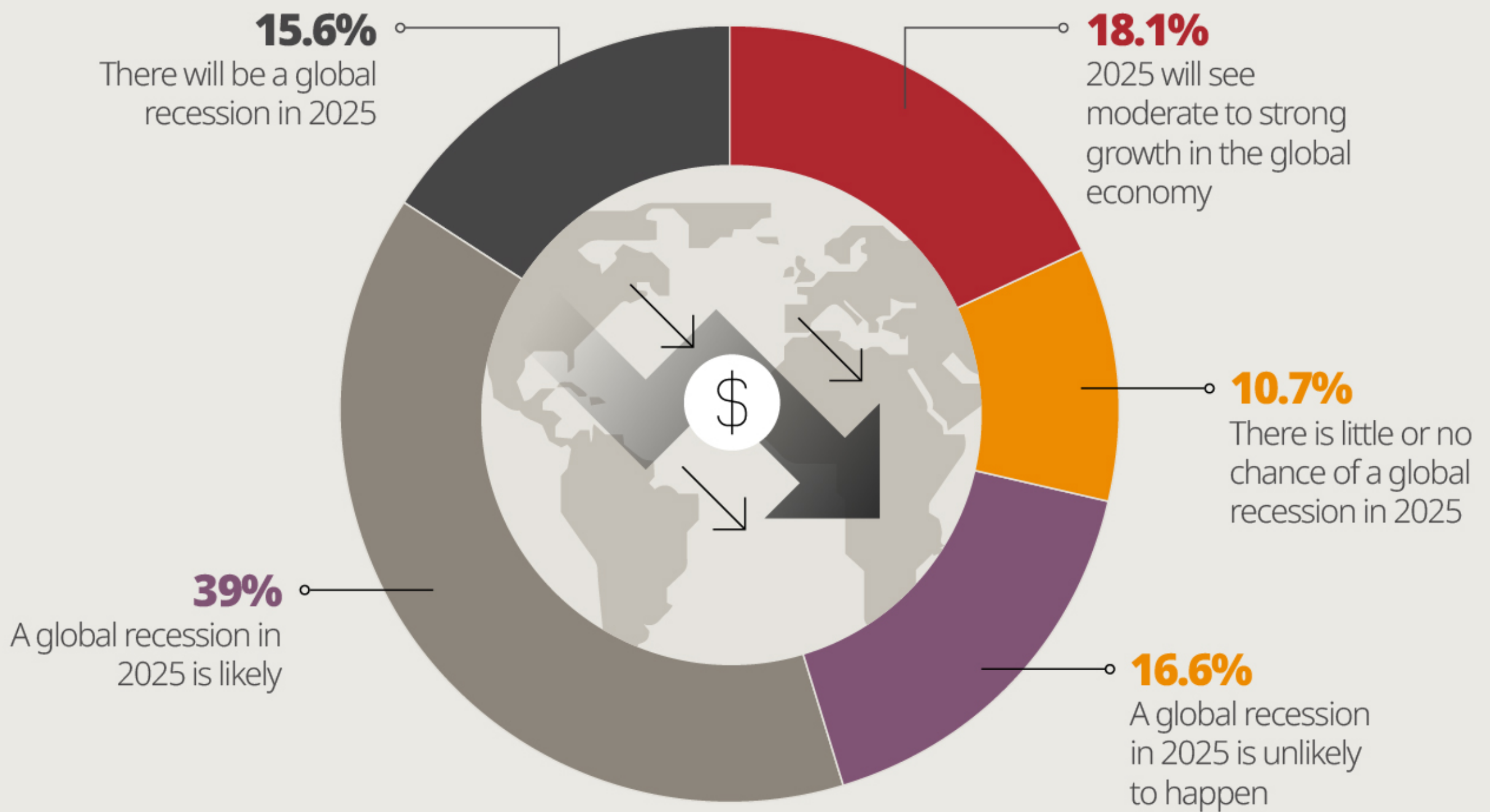
HIGHLIGHTS





Likelihood of Recession

Which of the following statements most closely matches your opinion on 2025 global economic prospects?

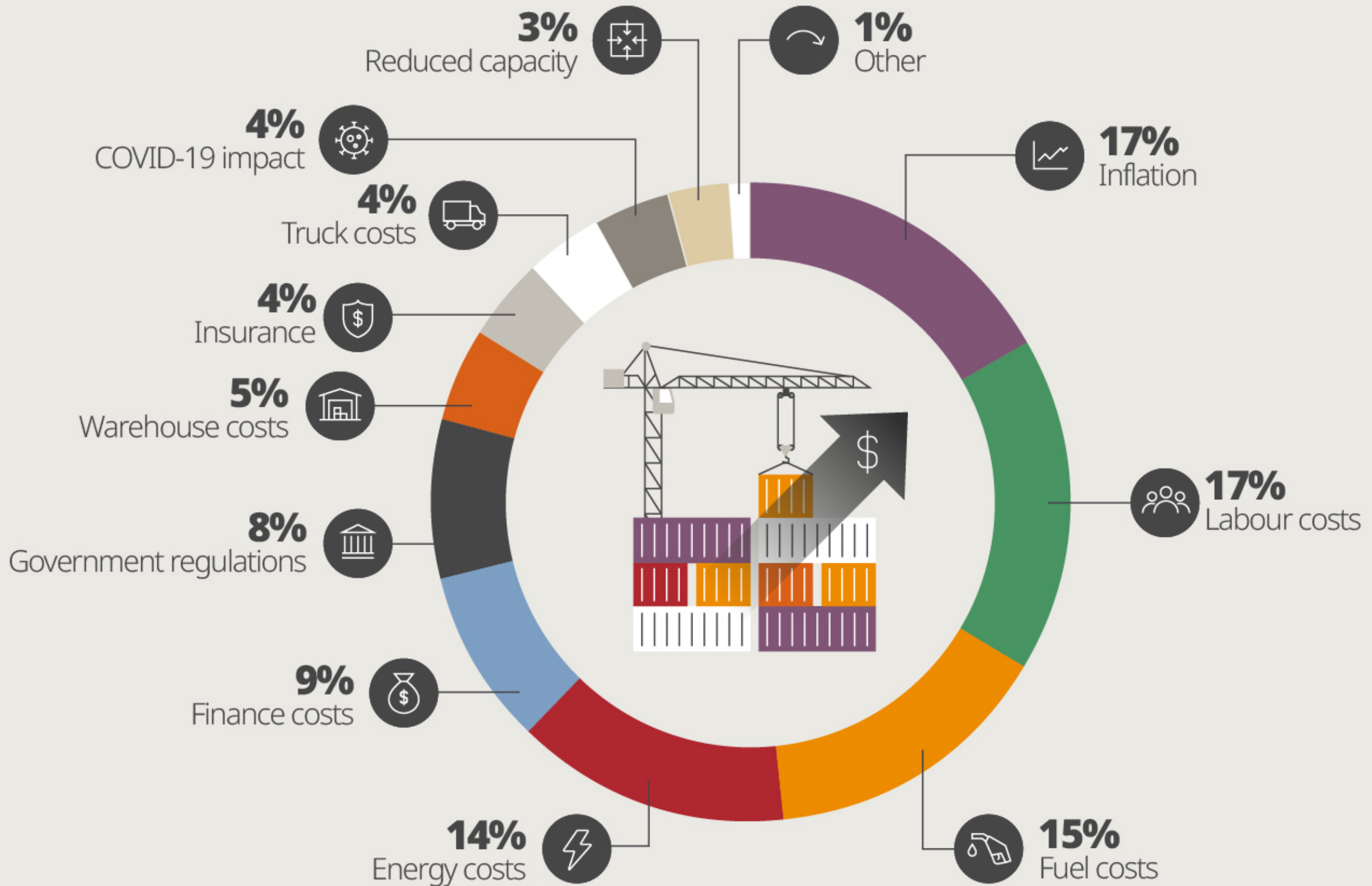


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Driving Logistics Costs

What is the top cost driver in your logistics operations?

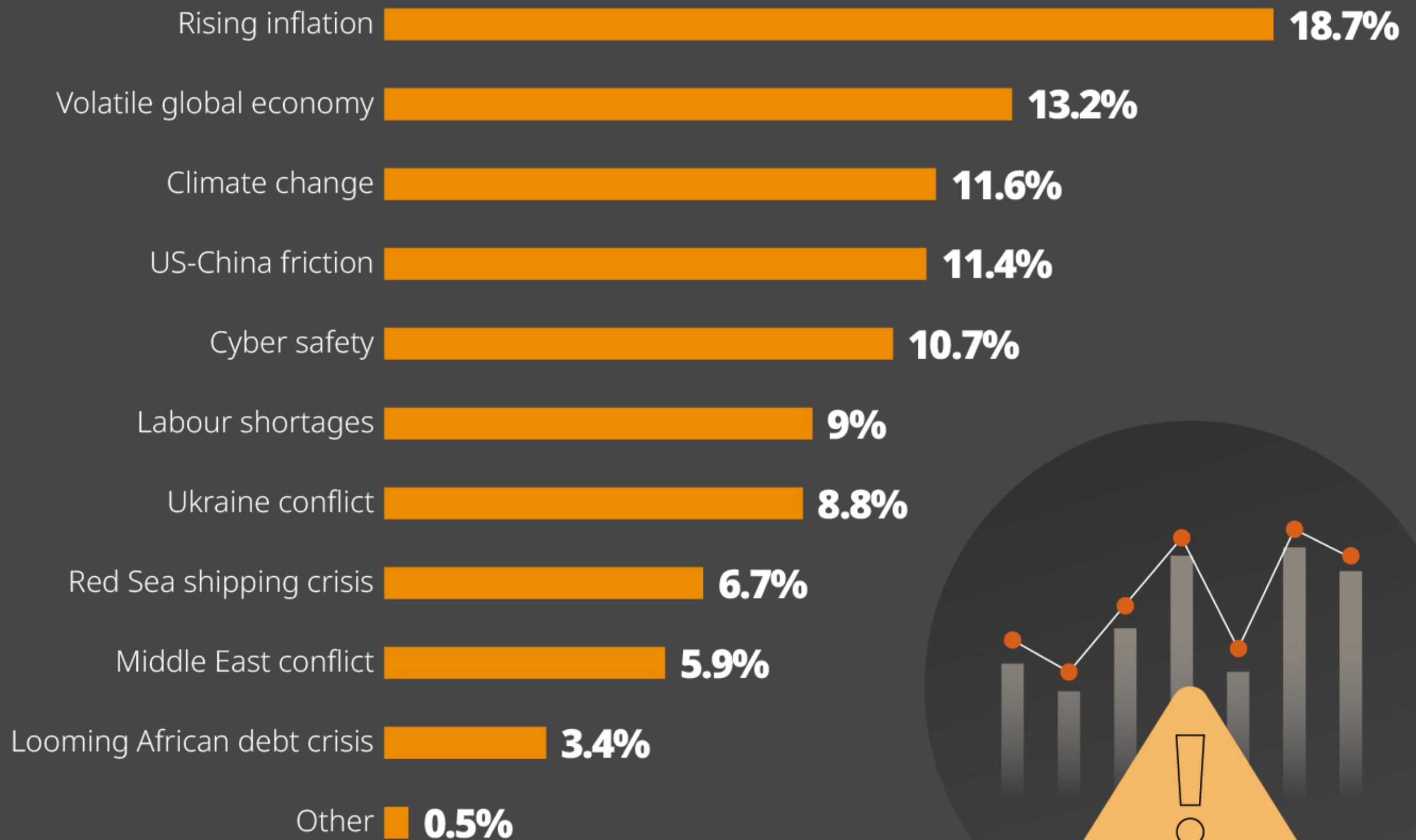


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Risks to Growth

What is the top risk to your growth?

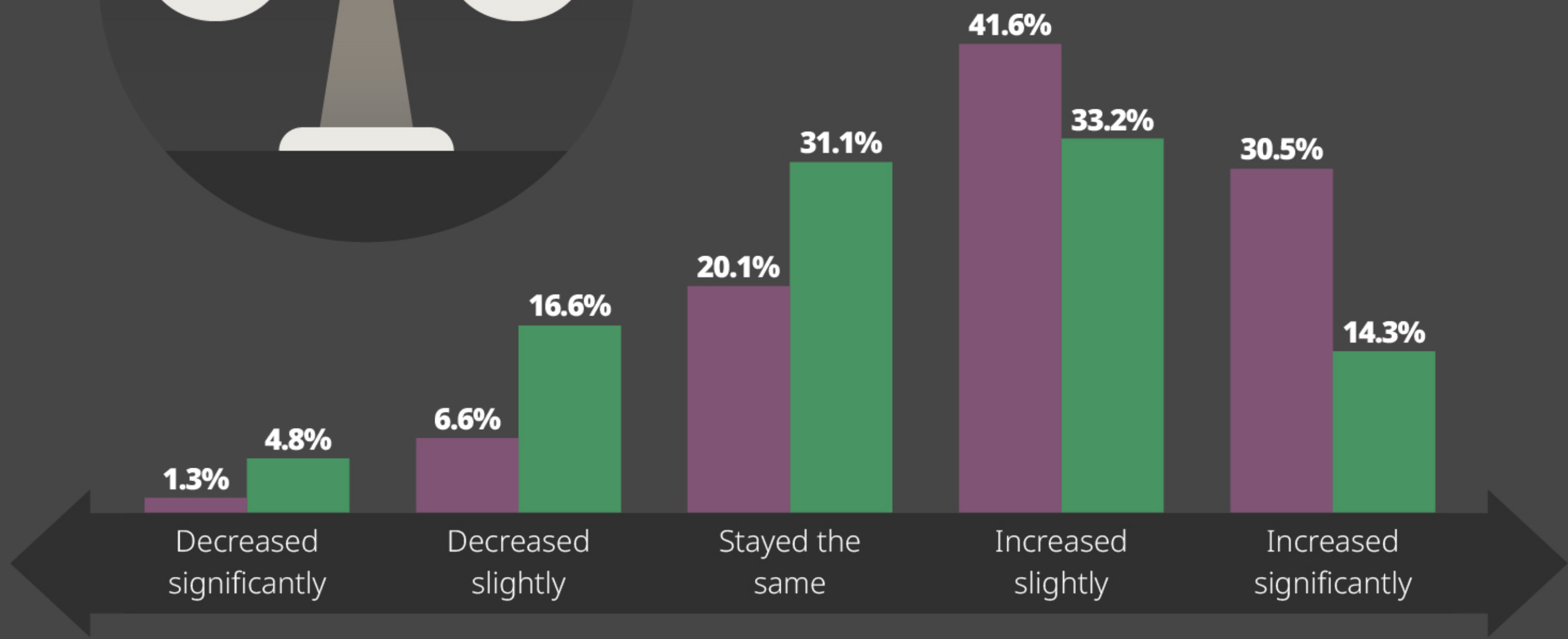


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Risks in Emerging Markets

In emerging markets, how has risk/reward changed over the past 12 months?

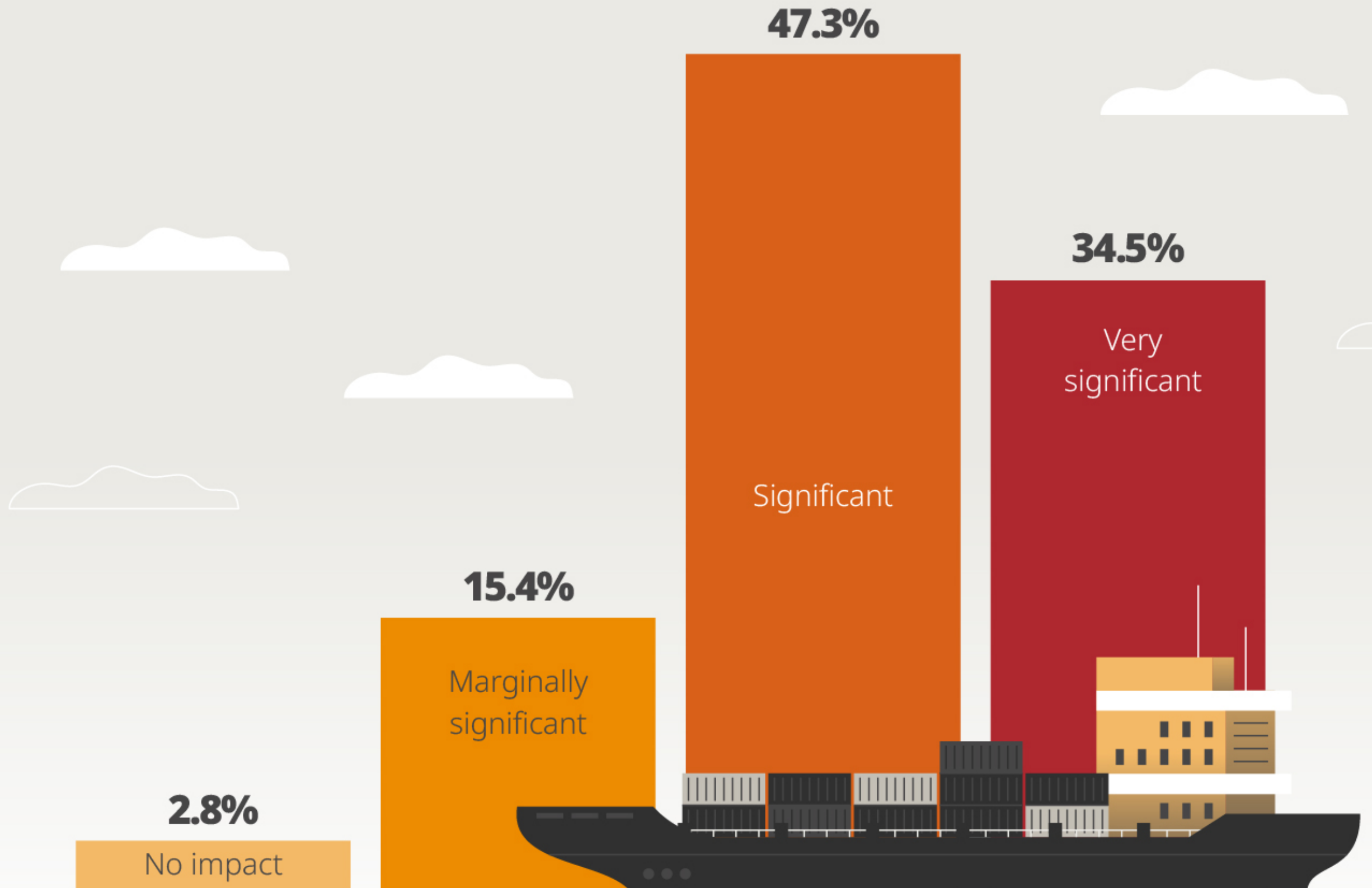


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Trade Protectionism

What is the impact of protectionism and tariffs on your supply chain?

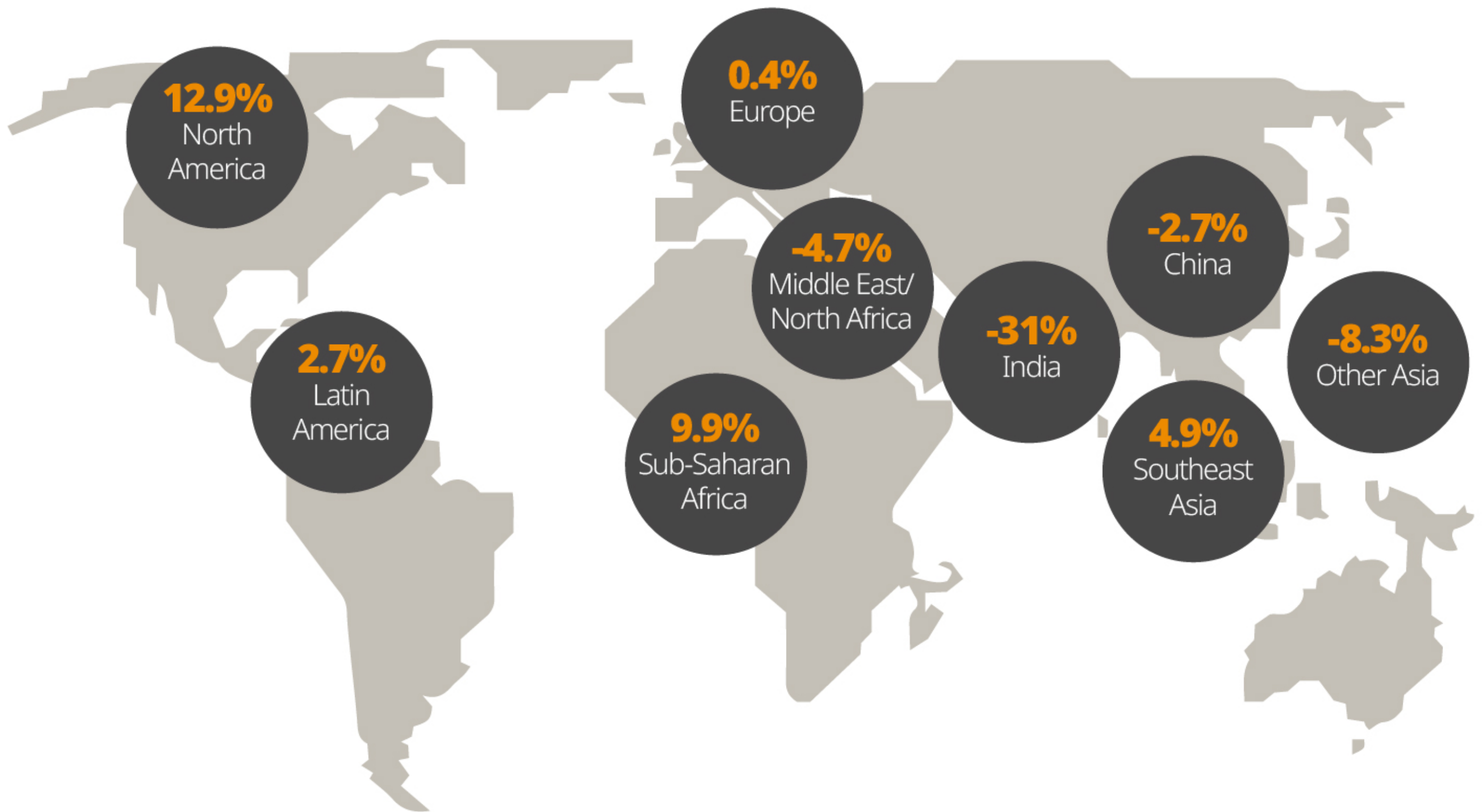


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Reshoring & Diversification

Do you plan to move production/sourcing activities **to** or **from** any of the following regions?

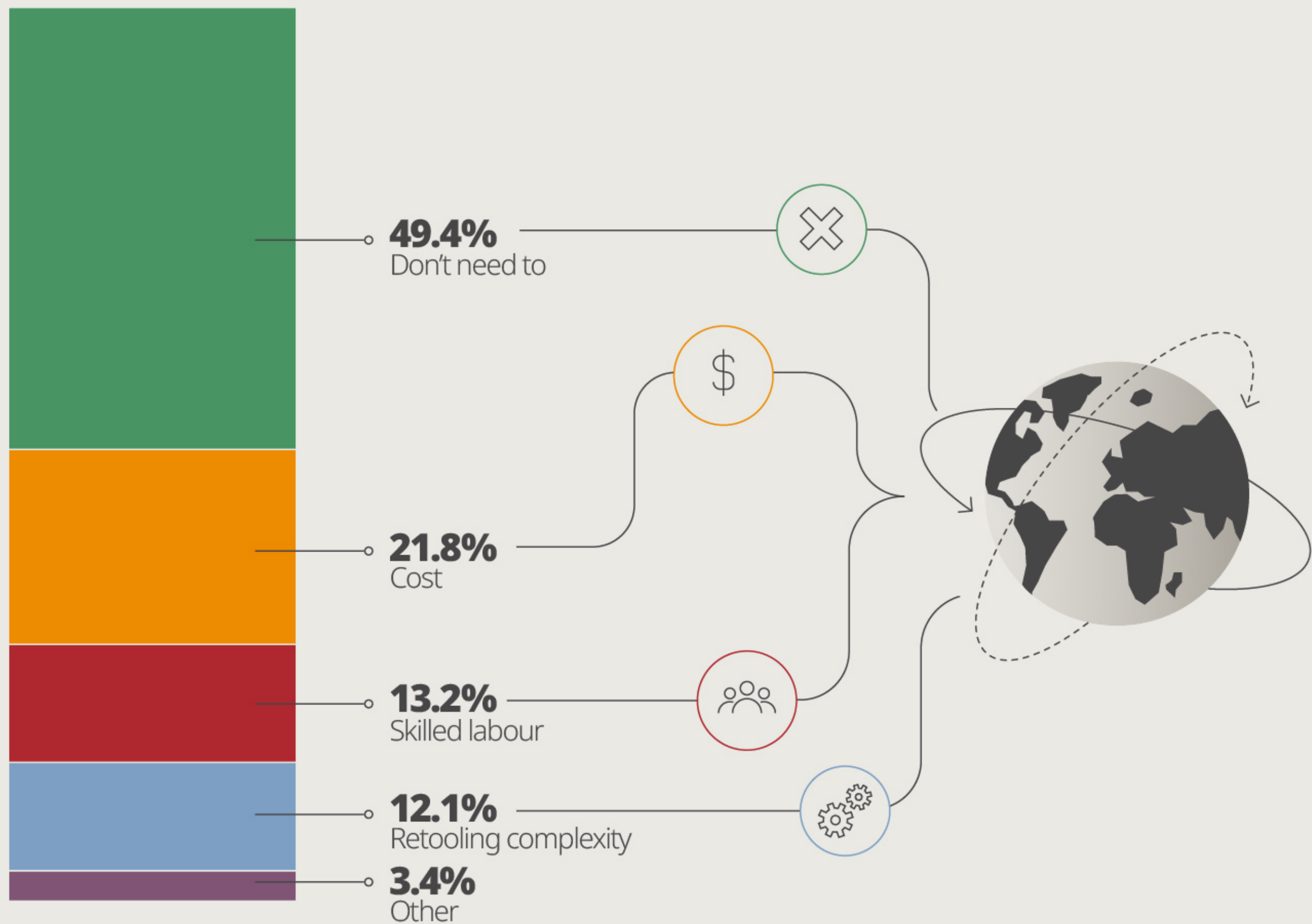


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Staying Put

What is the **main** reason for not wanting to move production/sourcing activities?

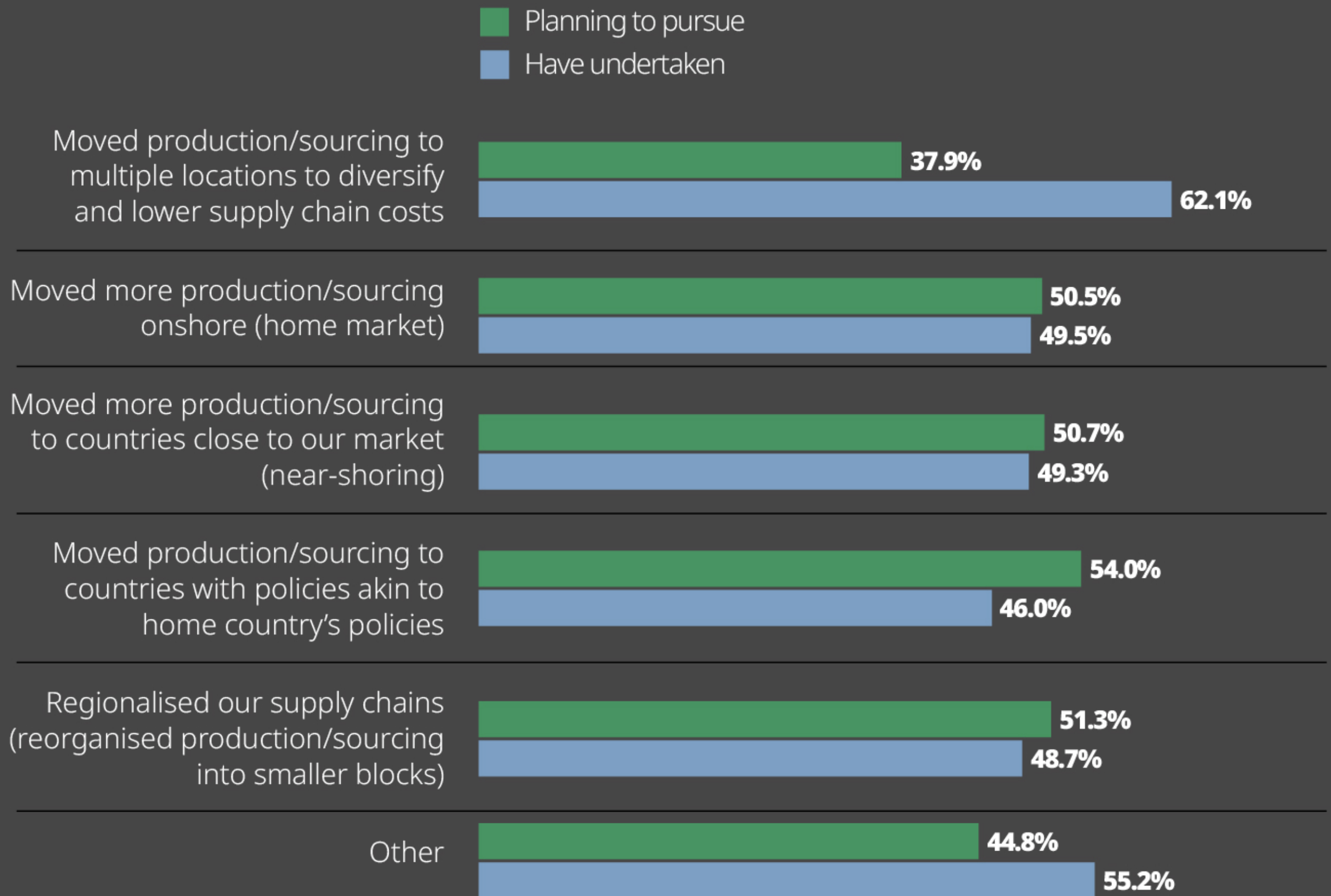


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Making Changes

Have you done any of the following to restructure your supply chain?

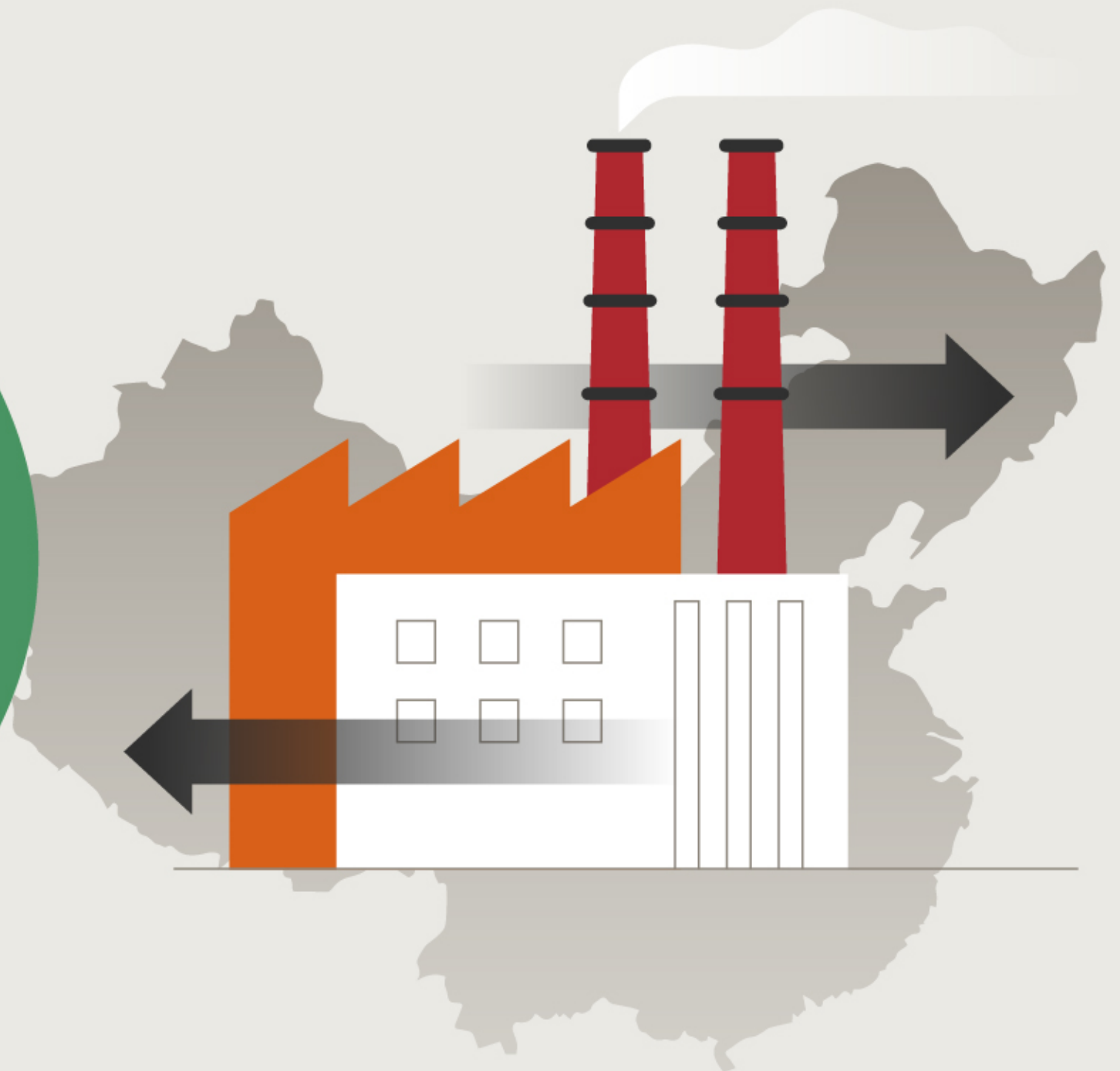
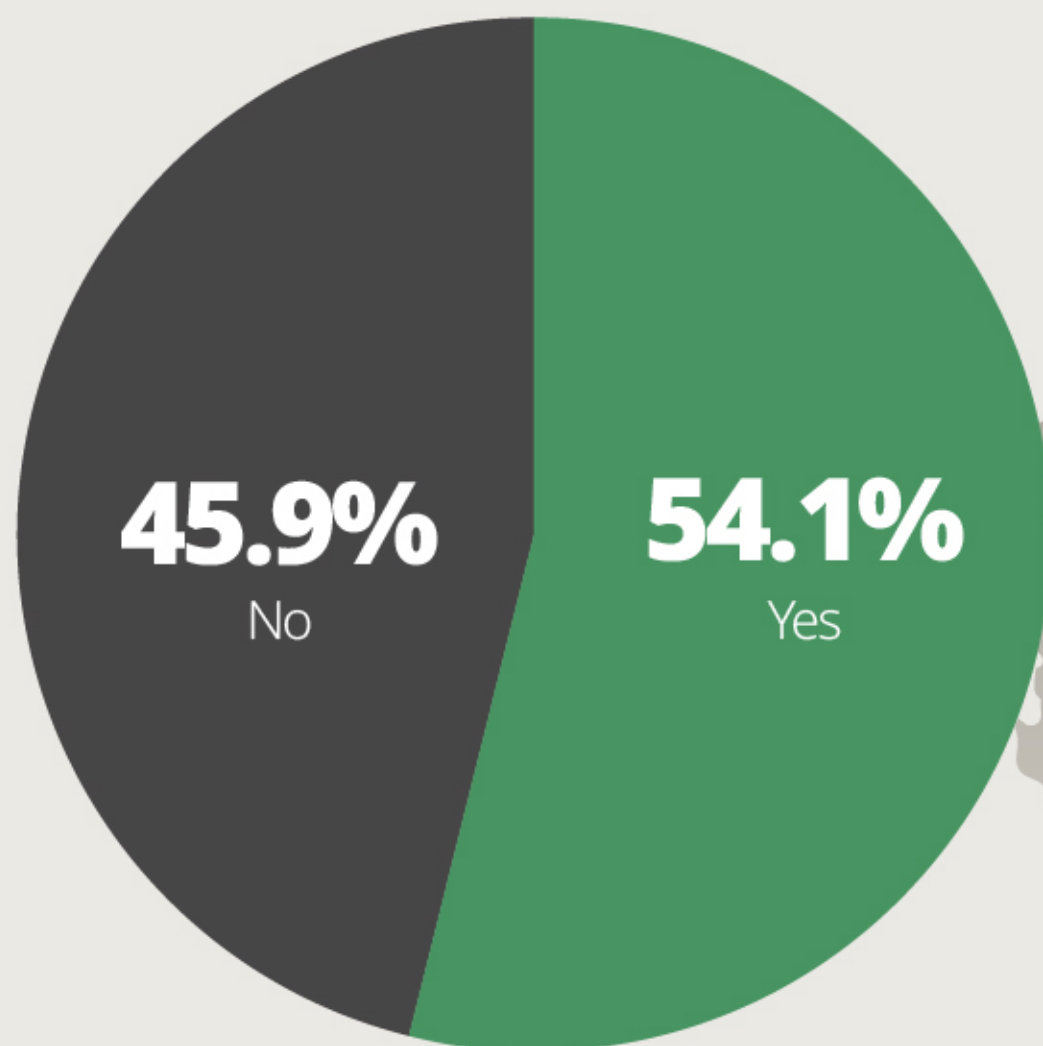


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The China Question

Do you intend to move any of your production/sourcing out of China in the next five years?

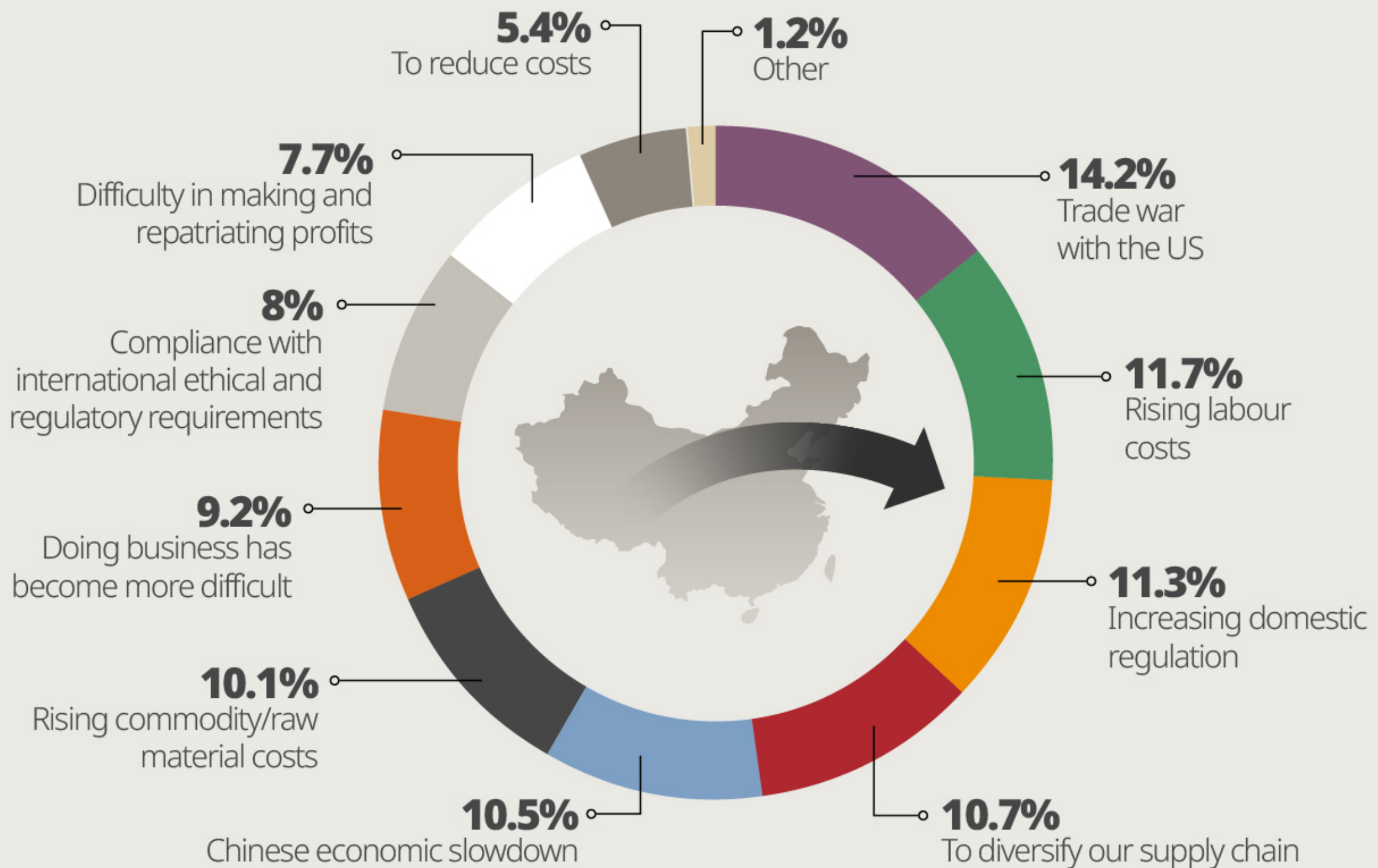


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China: Why Leave?

Why have you decided to move production/sourcing out of China or reduce investments in China?

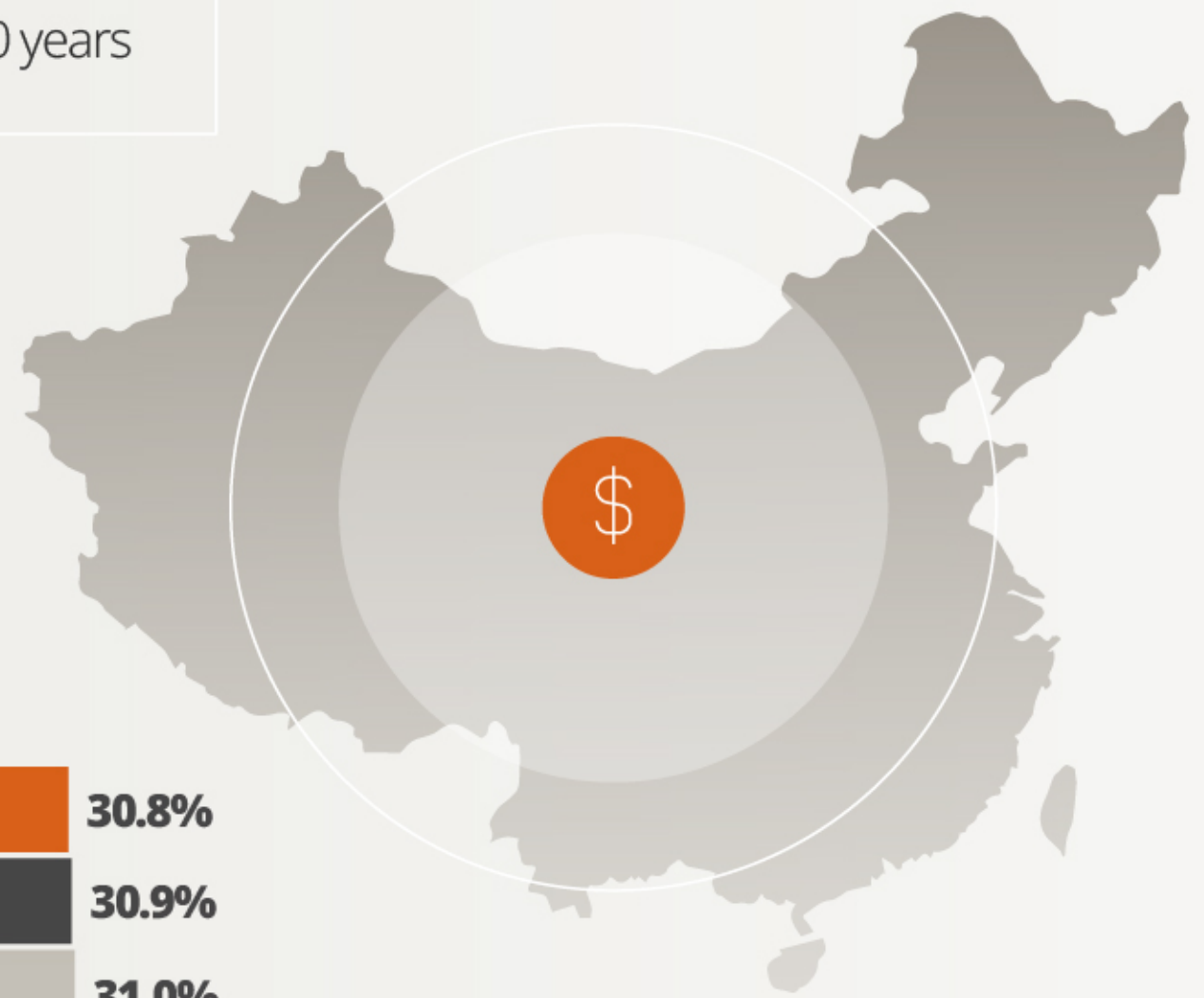
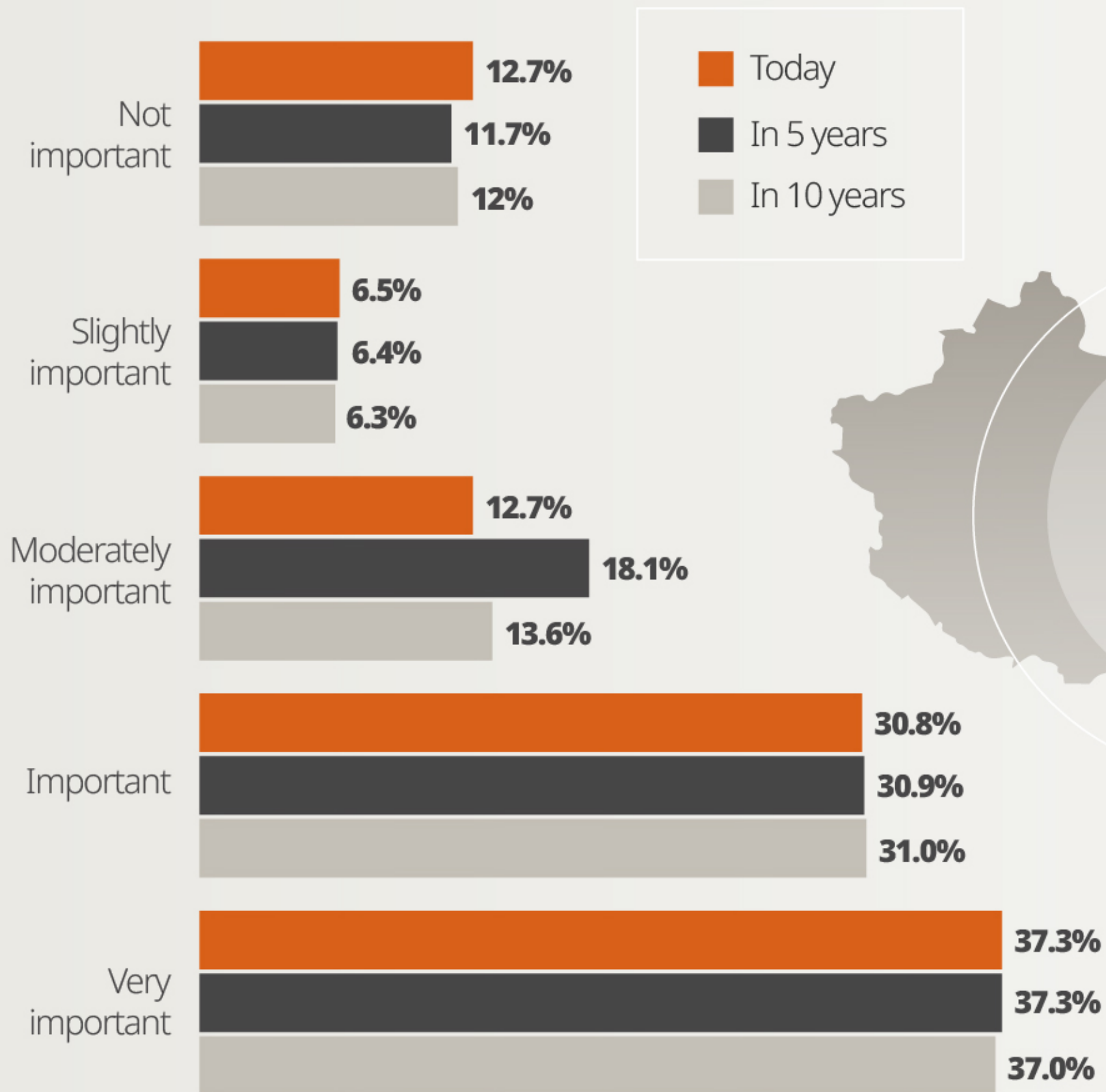


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China's Importance

How important is China to your investment strategy?

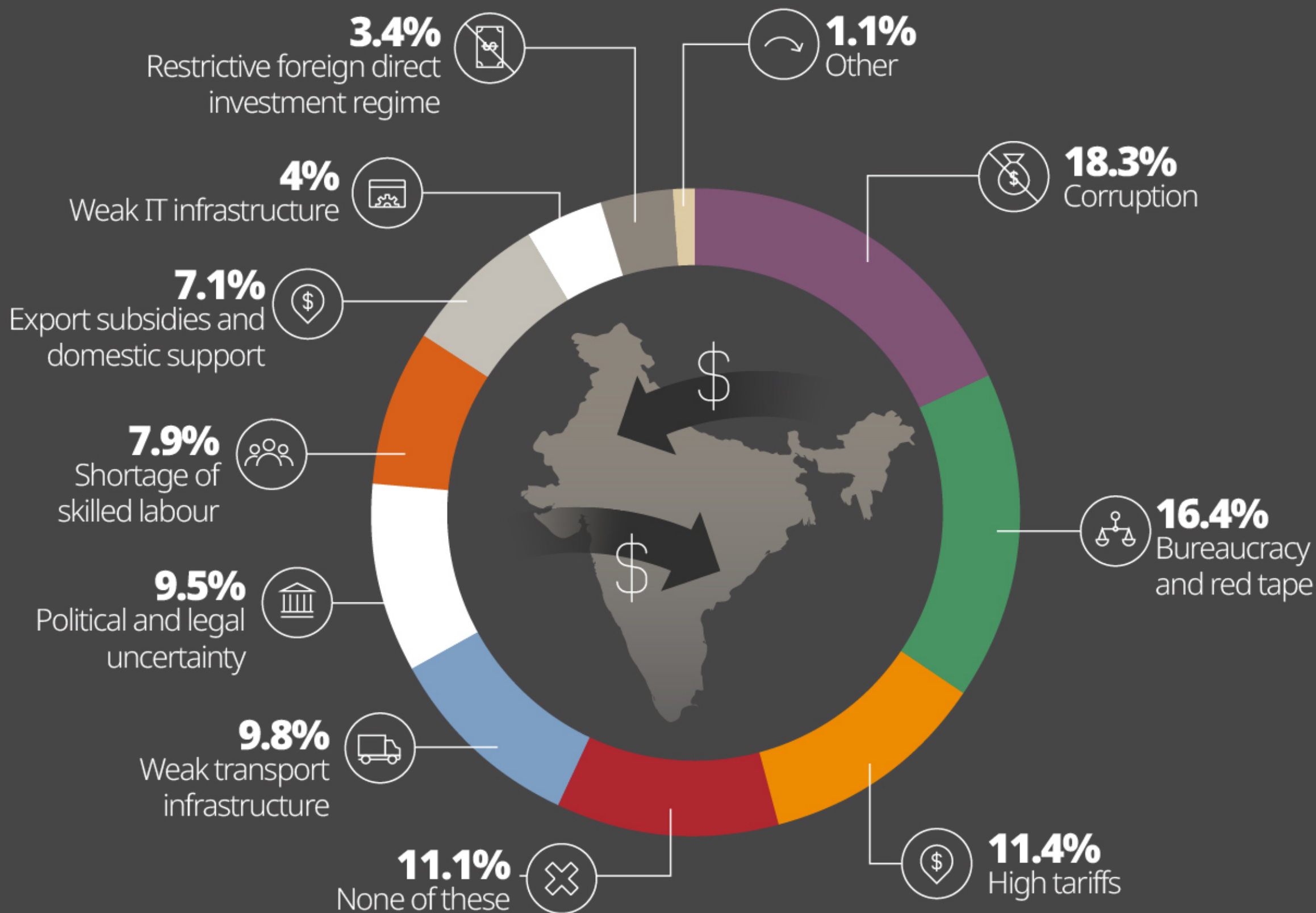


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Investing in India

What is the biggest investment barrier in India?

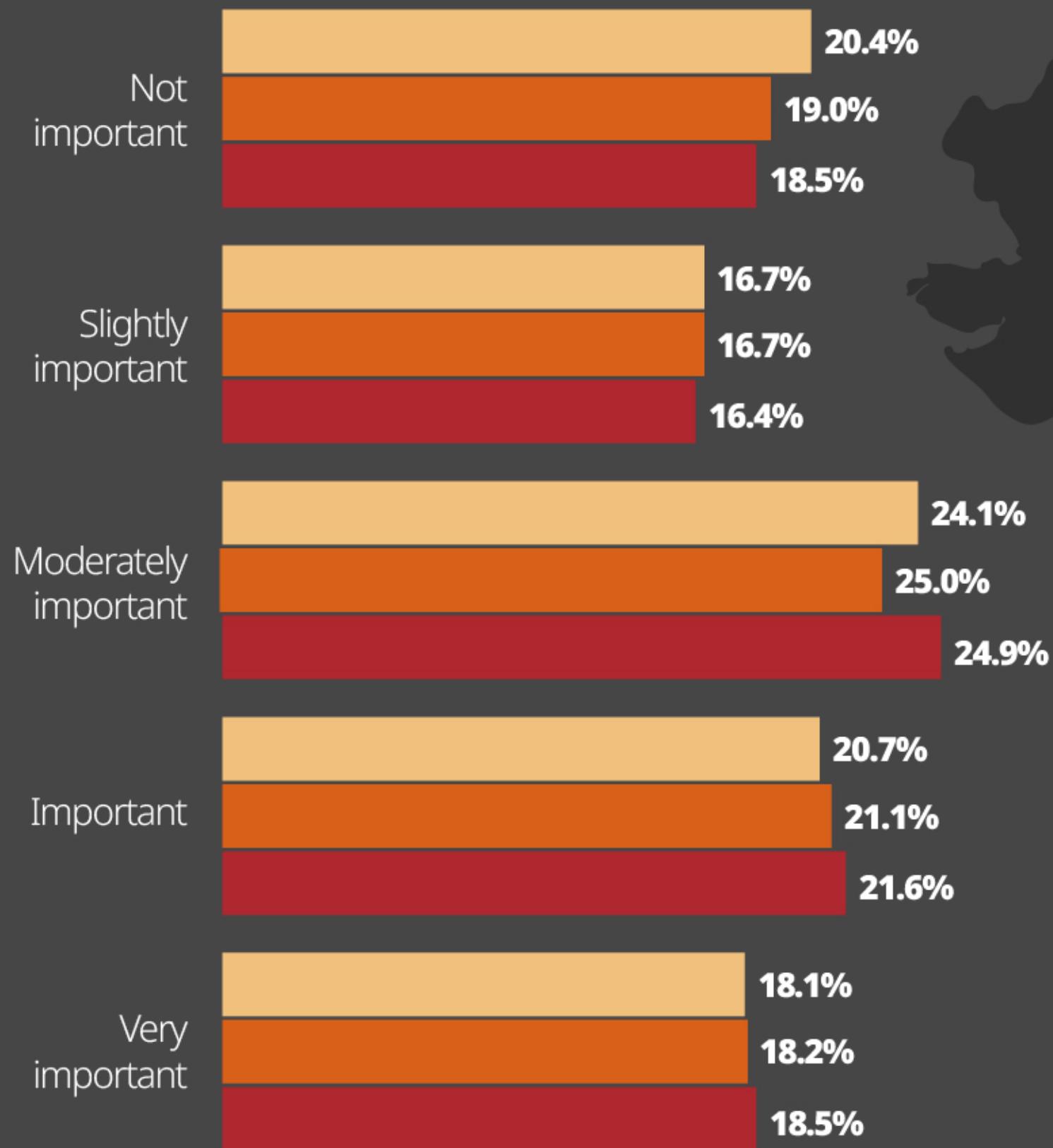


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India as Part of Strategy

How important is India to your investment strategy?

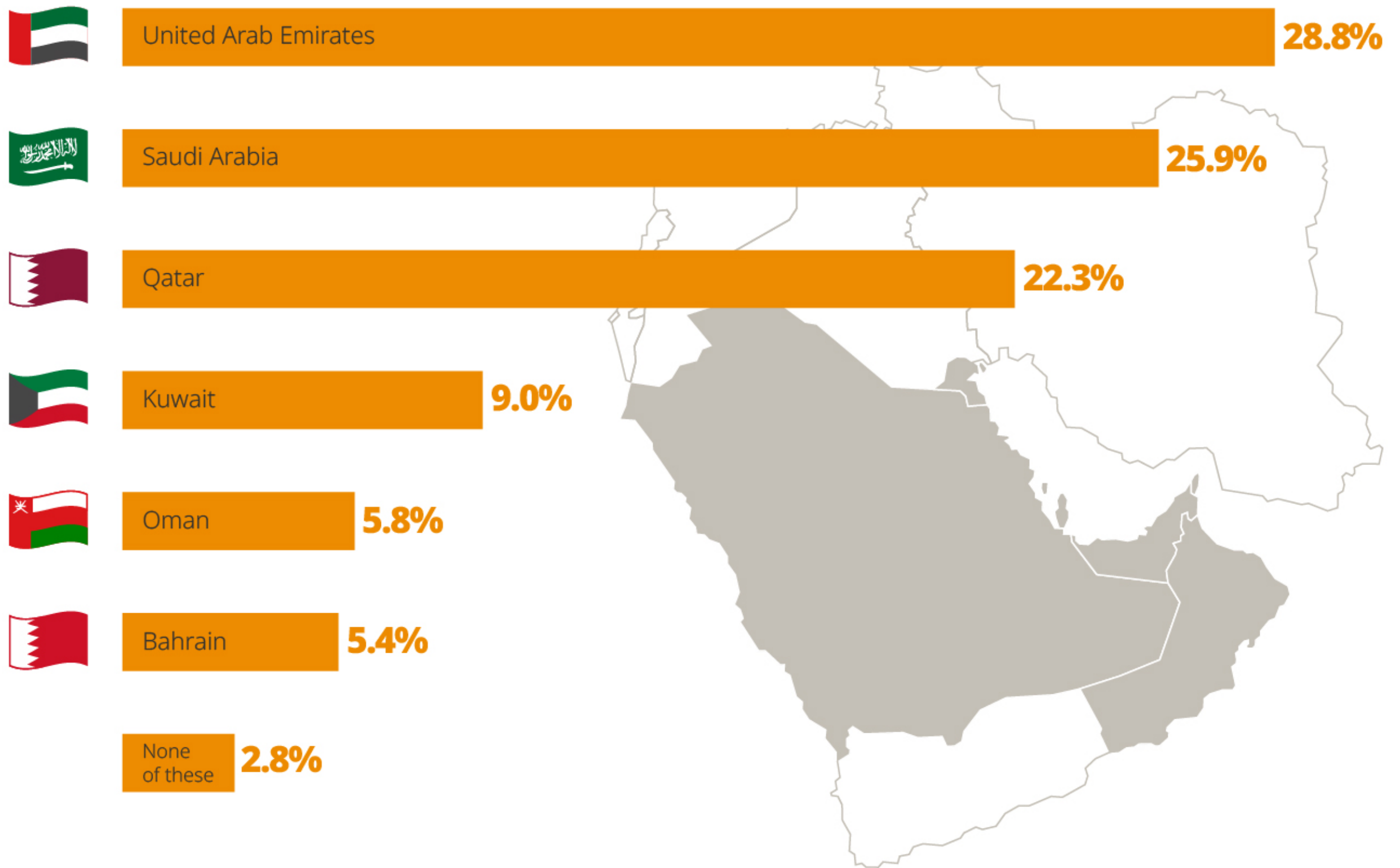


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Gulf Economic Diversification

Which Gulf Cooperation Council (GCC) countries have made the most progress in diversifying their economies?

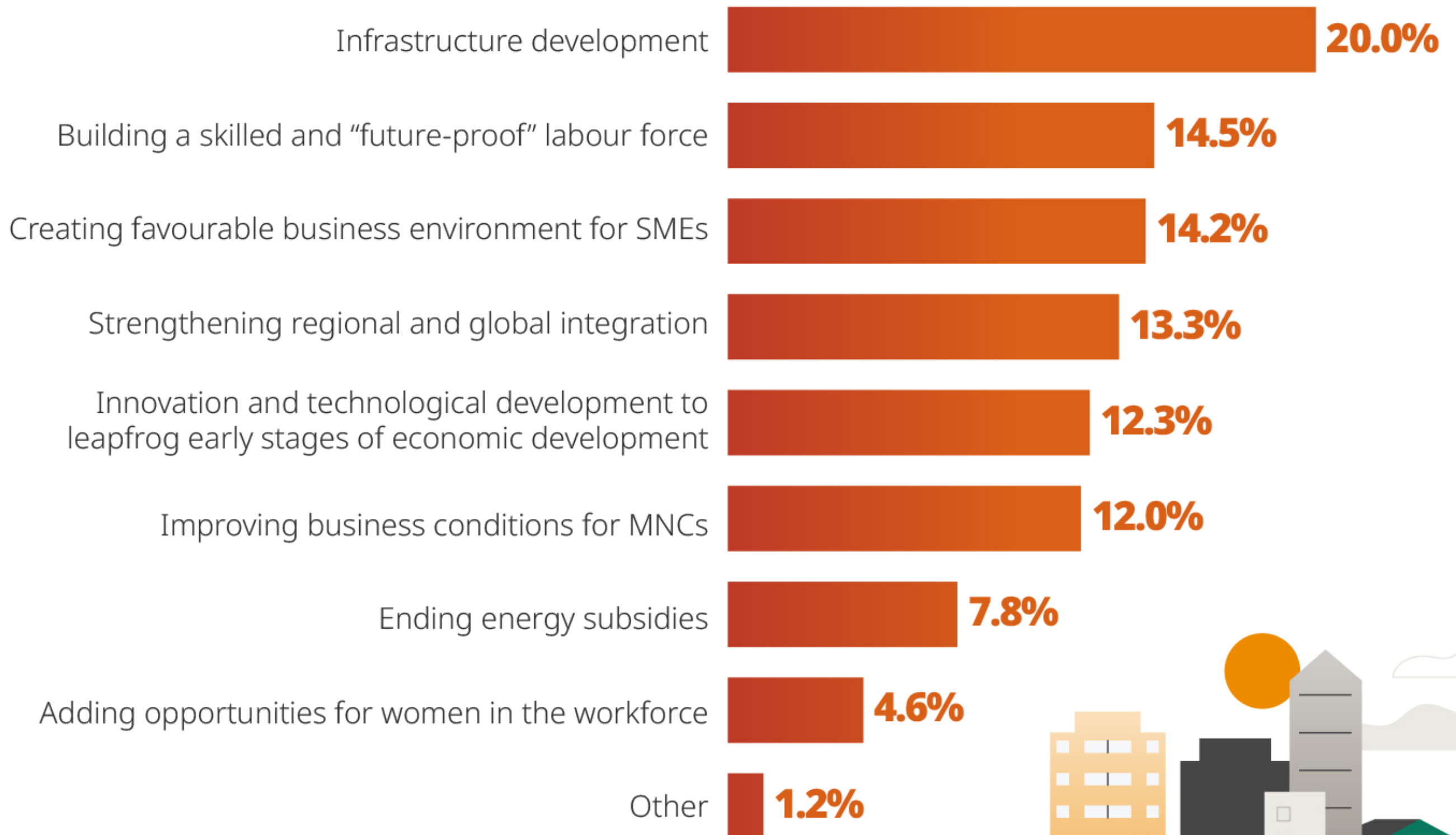


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Driving Gulf Diversification

What are the three most important drivers of economic diversification in the Gulf countries? Please rank in order of importance.

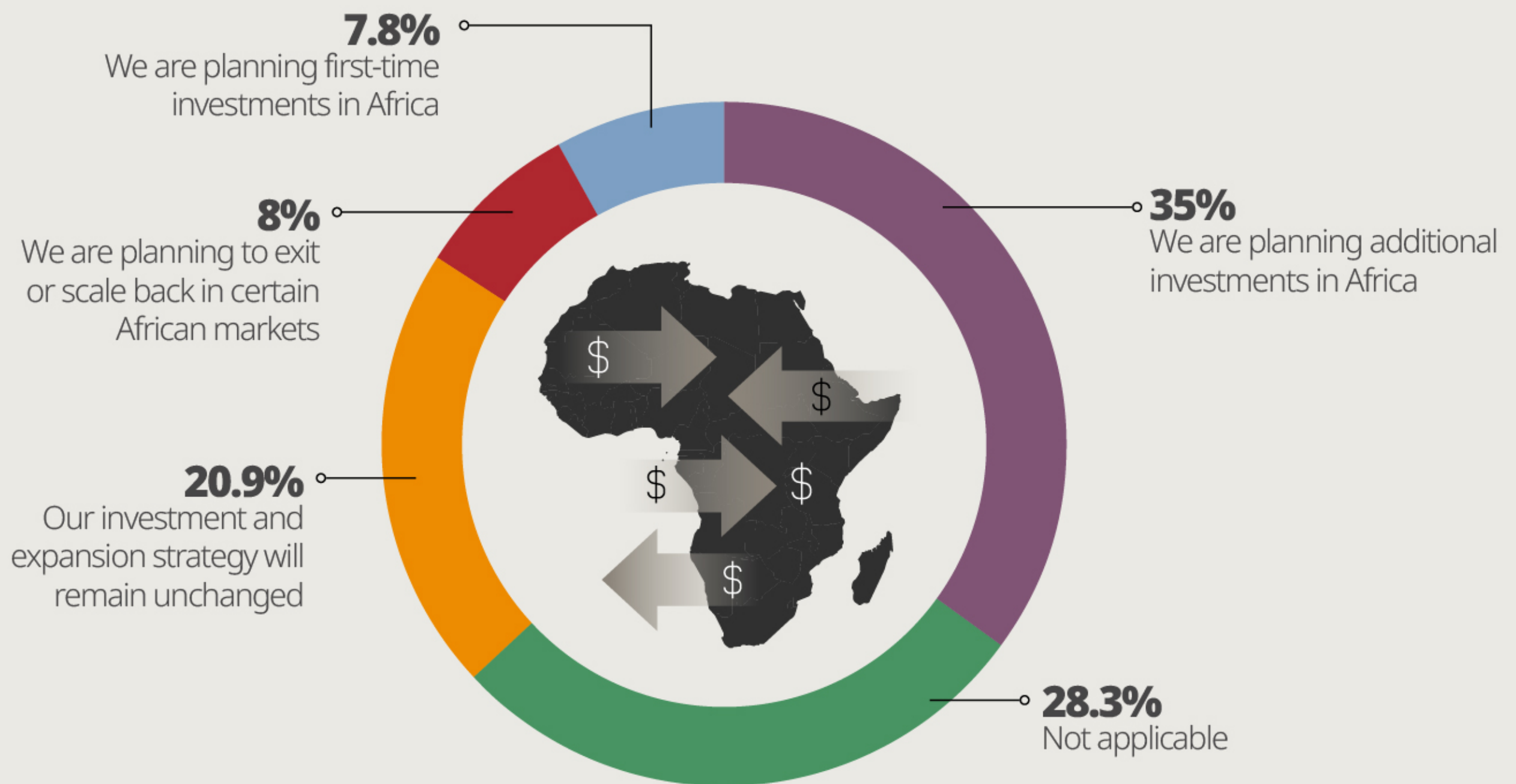


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Plans in Africa

How would you describe your company's investment and expansion strategy in Africa for 2025?

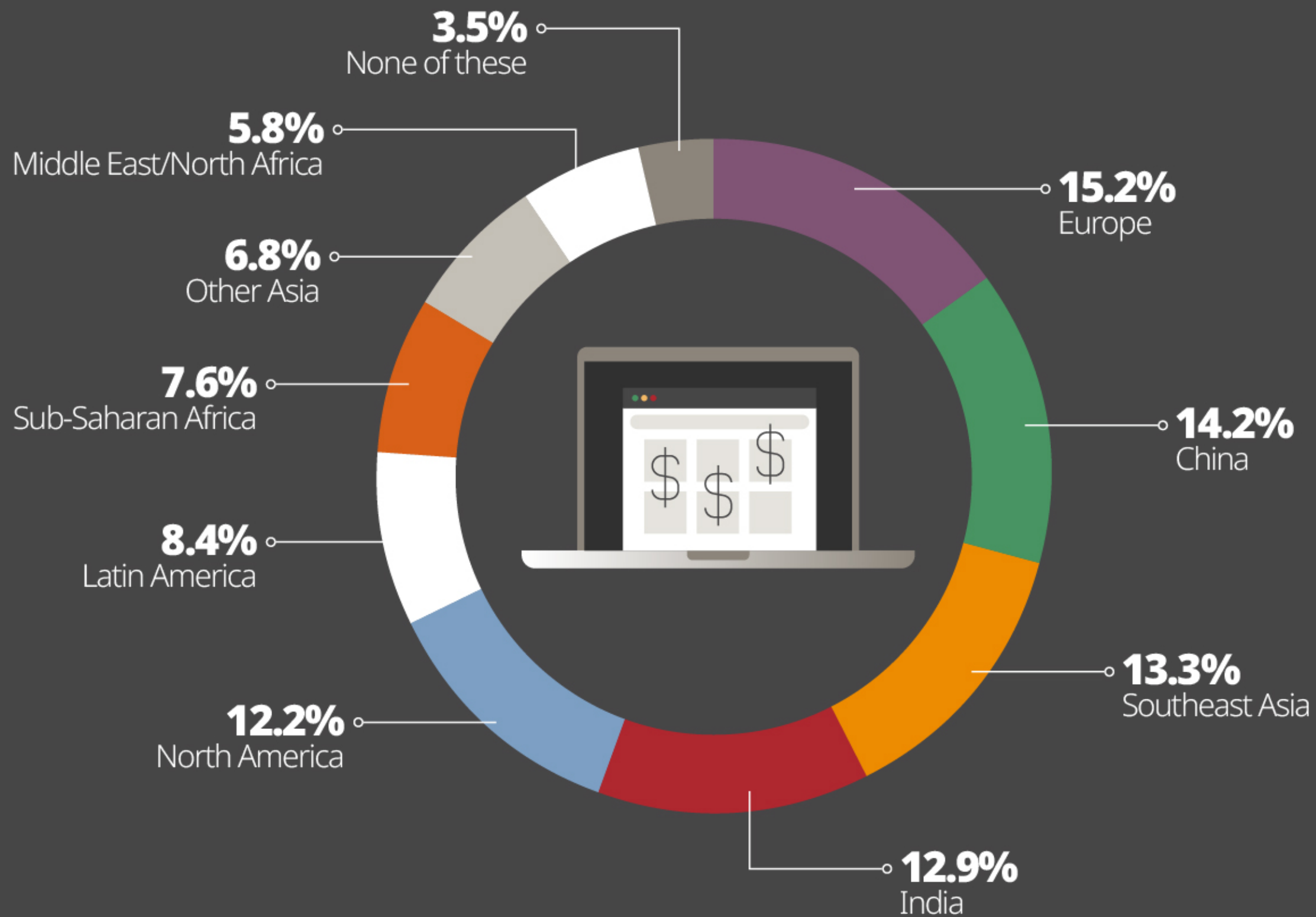


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E-Commerce

Where do you plan to expand e-commerce operations?



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Outlook for E-commerce

What do you expect to happen to the e-commerce market over the next 12 months?



45.0%

The market will grow significantly



36.3%

The market will grow slightly



9.2%

No significant change



5.7%

The market will decline slightly



1.1%

The market will decline significantly



2.7%

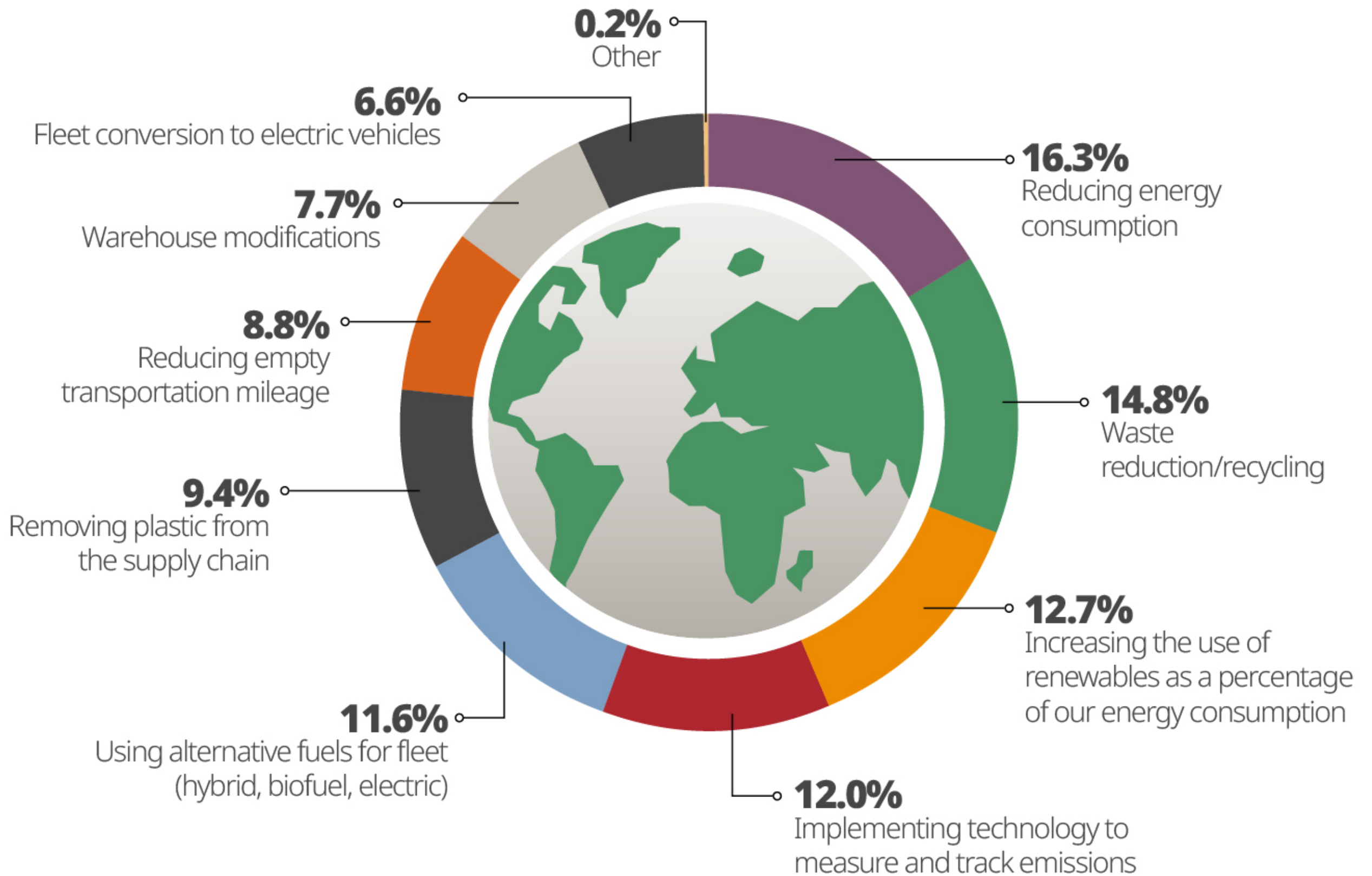
Unsure

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Sustainability

Which sustainability initiatives are among your 2025 priorities in emerging markets?

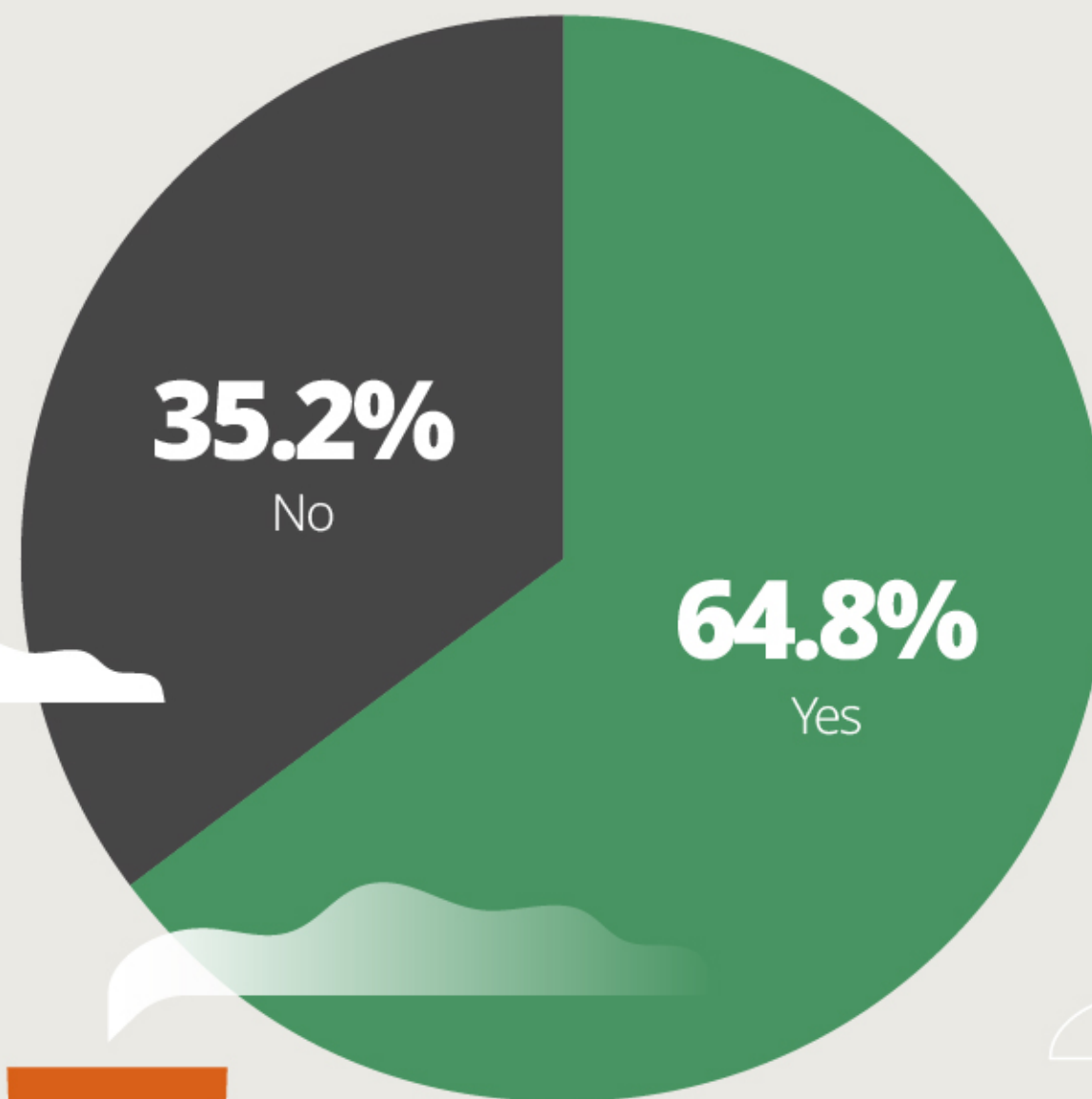


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On Pace for Net Zero

Are you currently on track to reach your Net Zero goals?



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Top 10 Emerging Markets in 2025

| 2025 Rank | | Change |
|-----------|---------------------|--------|
| 1 | China | — |
| 2 | India | — |
| 3 | UAE | — |
| 4 | Saudi Arabia | ▲ 2 |
| 5 | Malaysia | ▼ 1 |
| 6 | Indonesia | ▼ 1 |
| 7 | Mexico | ▲ 2 |
| 8 | Qatar | ▼ 1 |
| 9 | Thailand | ▲ 1 |
| 10 | Vietnam | ▼ 2 |





Top Emerging Markets in 2025



Top 5 Domestic Logistics Markets



Top 5 International Logistics Markets



Best 5 for Business Fundamentals

| 2025 Rank | Change | 2025 Rank | Change | 2025 Rank | Change |
|-----------------------|--------|-----------------------|--------|-----------------------|--------|
| 1 China | — | 1 China | — | 1 UAE | — |
| 2 India | — | 2 India | — | 2 Malaysia | — |
| 3 Indonesia | — | 3 Mexico | ▲ 2 | 3 Saudi Arabia | — |
| 4 Saudi Arabia | ▲ 3 | 4 Indonesia | — | 4 Jordan | ▲ 1 |
| 5 UAE | — | 5 Saudi Arabia | ▲ 1 | 5 Qatar | ▼ 1 |



Digital Readiness

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

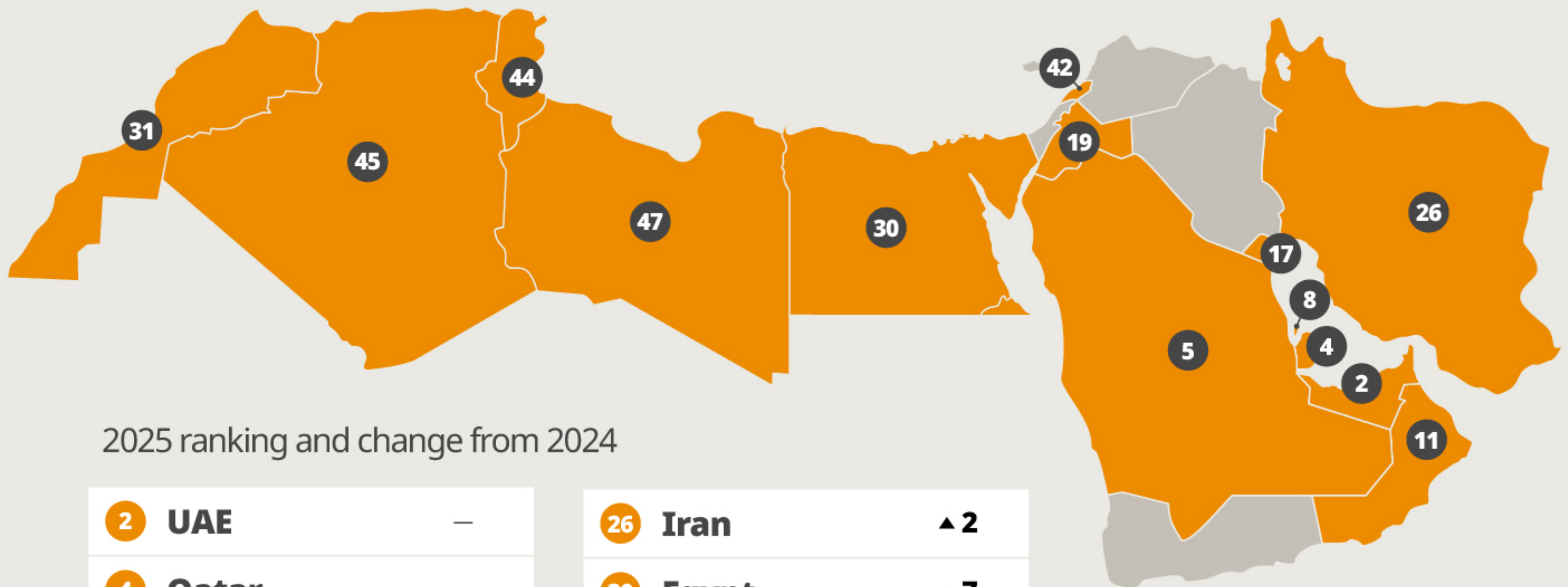
| 2025 Rank | | Change from 2024 |
|-----------|--------------|------------------|
| 1 | China | — |
| 2 | UAE | — |
| 3 | Malaysia | — |
| 4 | Qatar | — |
| 5 | Saudi Arabia | ▲ 1 |
| 6 | Thailand | ▲ 1 |
| 7 | India | ▼ 2 |
| 8 | Bahrain | ▲ 8 |
| 9 | Chile | ▲ 5 |
| 10 | Turkey | — |





Digitally Ready in the Middle East and North Africa

How countries in the region rank for digital readiness



2025 ranking and change from 2024

| | | | |
|-----------------------|-----|-------------------|-----|
| 2 UAE | — | 26 Iran | ▲ 2 |
| 4 Qatar | — | 30 Egypt | ▲ 7 |
| 5 Saudi Arabia | ▲ 1 | 31 Morocco | ▲ 1 |
| 8 Bahrain | ▲ 8 | 42 Lebanon | ▼ 9 |
| 11 Oman | ▲ 2 | 44 Tunisia | ▼ 2 |
| 17 Kuwait | — | 45 Algeria | — |
| 19 Jordan | — | 47 Libya | ▲ 3 |

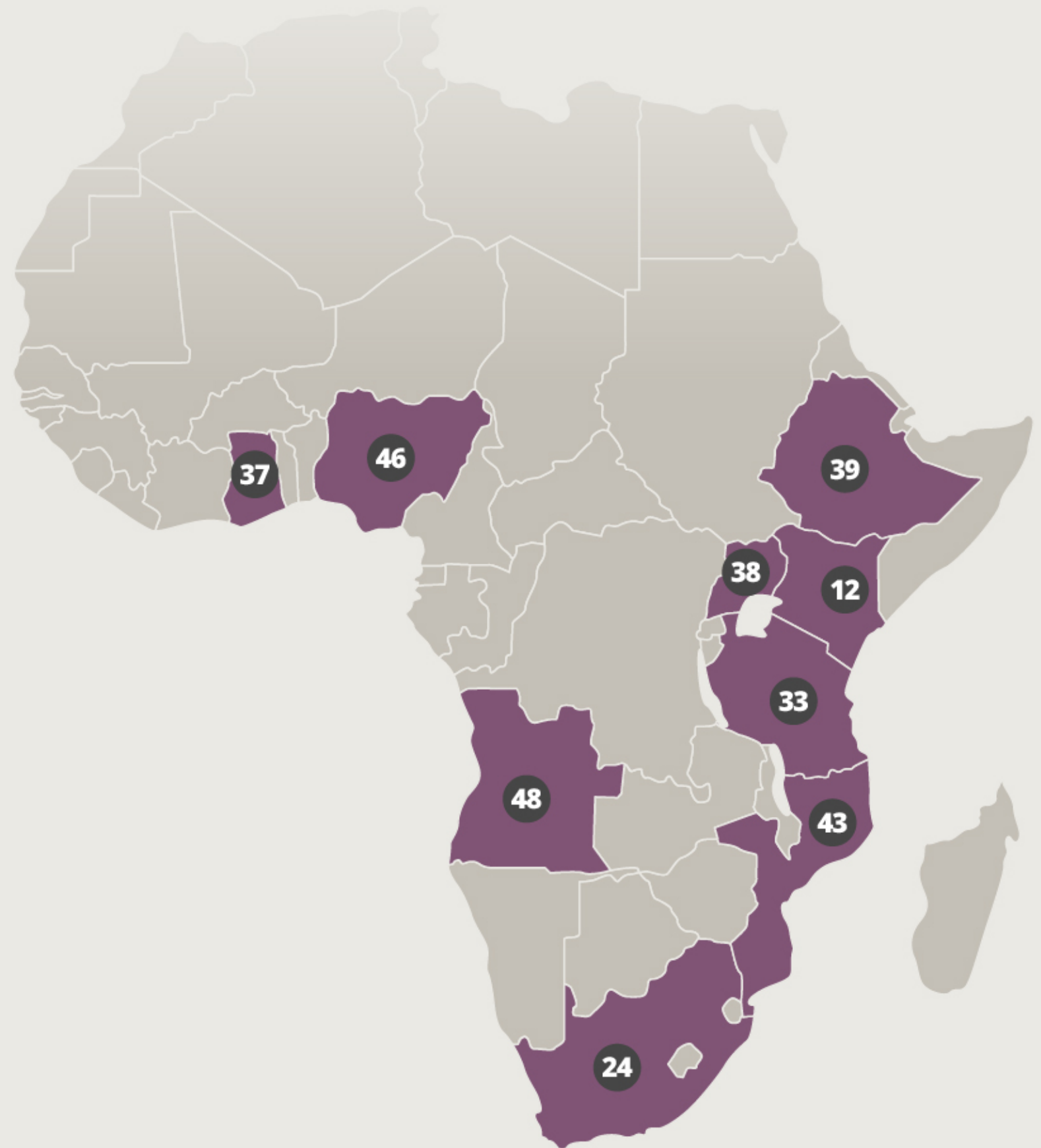


Digitally Ready in Sub-Saharan Africa

How countries in the region rank for digital readiness

2025 ranking and change from 2024

| | | |
|-----------|---------------------|------------|
| 12 | Kenya | ▼ 3 |
| 24 | South Africa | ▲ 1 |
| 33 | Tanzania | ▲ 8 |
| 37 | Ghana | ▼ 1 |
| 38 | Uganda | ▲ 2 |
| 39 | Ethiopia | ▲ 5 |
| 43 | Mozambique | ▲ 4 |
| 46 | Nigeria | ▼ 7 |
| 48 | Angola | ▲ 1 |

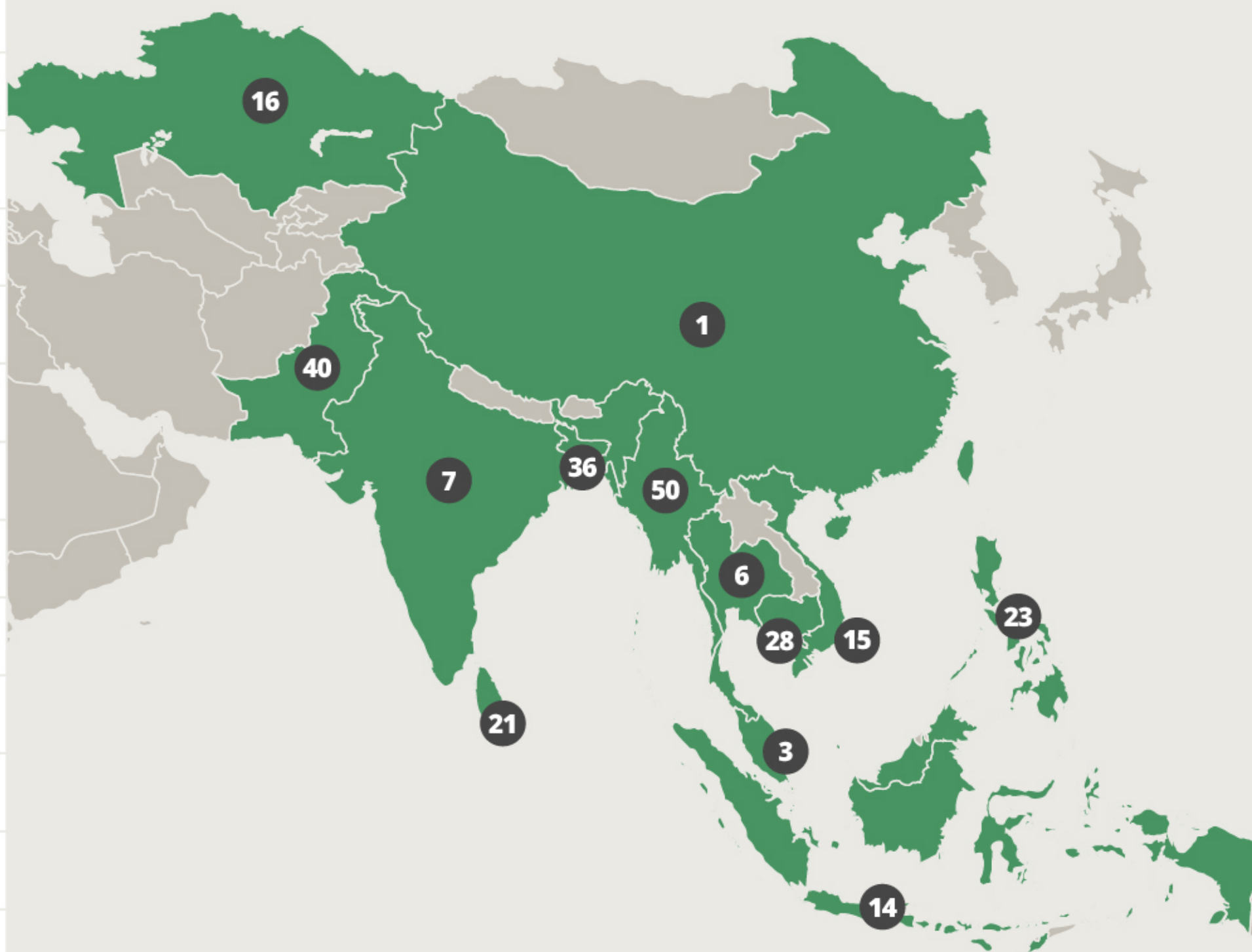




Digitally Ready in Asia

How countries in the region rank for digital readiness

| | | |
|-----------|-----------------|-----|
| 1 | China | — |
| 3 | Malaysia | — |
| 6 | Thailand | ▲1 |
| 7 | India | ▼2 |
| 14 | Indonesia | ▼6 |
| 15 | Vietnam | ▲6 |
| 16 | Kazakhstan | ▼1 |
| 21 | Sri Lanka | ▼3 |
| 23 | Philippines | ▼11 |
| 28 | Cambodia | ▼5 |
| 36 | Bangladesh | ▼6 |
| 40 | Pakistan | ▼13 |
| 50 | Myanmar | ▼2 |





Gulf Business Fundamentals

Gulf countries lead most other emerging markets in business climate and fundamentals

| 2025 Rank | Change |
|-----------------------|--------|
| 1 UAE | — |
| 3 Saudi Arabia | — |
| 5 Qatar | ▼ 1 |
| 6 Bahrain | ▲ 2 |
| 8 Oman | ▲ 3 |
| 11 Kuwait | ▲ 6 |





Climbing the Rankings



Key Changes



Losing Ground in Key Areas

| | | | | |
|----------|------|--|------|------------|
| Ethiopia | ▲ 19 |  International Logistics | ▼ 15 | Lebanon |
| Iran | ▲ 15 | | ▼ 12 | Kazakhstan |
| Algeria | ▲ 14 | | ▼ 12 | Bahrain |

| | | | | |
|-----------|------|--|------|---|
| Venezuela | ▲ 20 |  Domestic Logistics | ▼ 13 | Nigeria |
| Kuwait | ▲ 8 | | ▼ 11 | Pakistan |
| Angola | ▲ 8 | | ▼ 9 | Bangladesh/Jordan/ Kazakhstan/Ethiopia |

| | | | | |
|----------|-----|--|------|-------------|
| Bahrain | ▲ 8 |  Digital Readiness | ▼ 13 | Pakistan |
| Tanzania | ▲ 8 | | ▼ 11 | Philippines |
| Egypt | ▲ 7 | | ▼ 9 | Lebanon |

| | | | | |
|----------|-----|---|-----|---------------------------|
| Cambodia | ▲ 8 |  Business Climate | ▼ 7 | Egypt |
| Colombia | ▲ 7 | | ▼ 6 | Turkey |
| Myanmar | ▲ 7 | | ▼ 5 | Ghana/Sri Lanka/Argentina |





United Arab Emirates: Logistics Standout

The UAE leads the world's emerging markets and its GCC neighbors in key areas

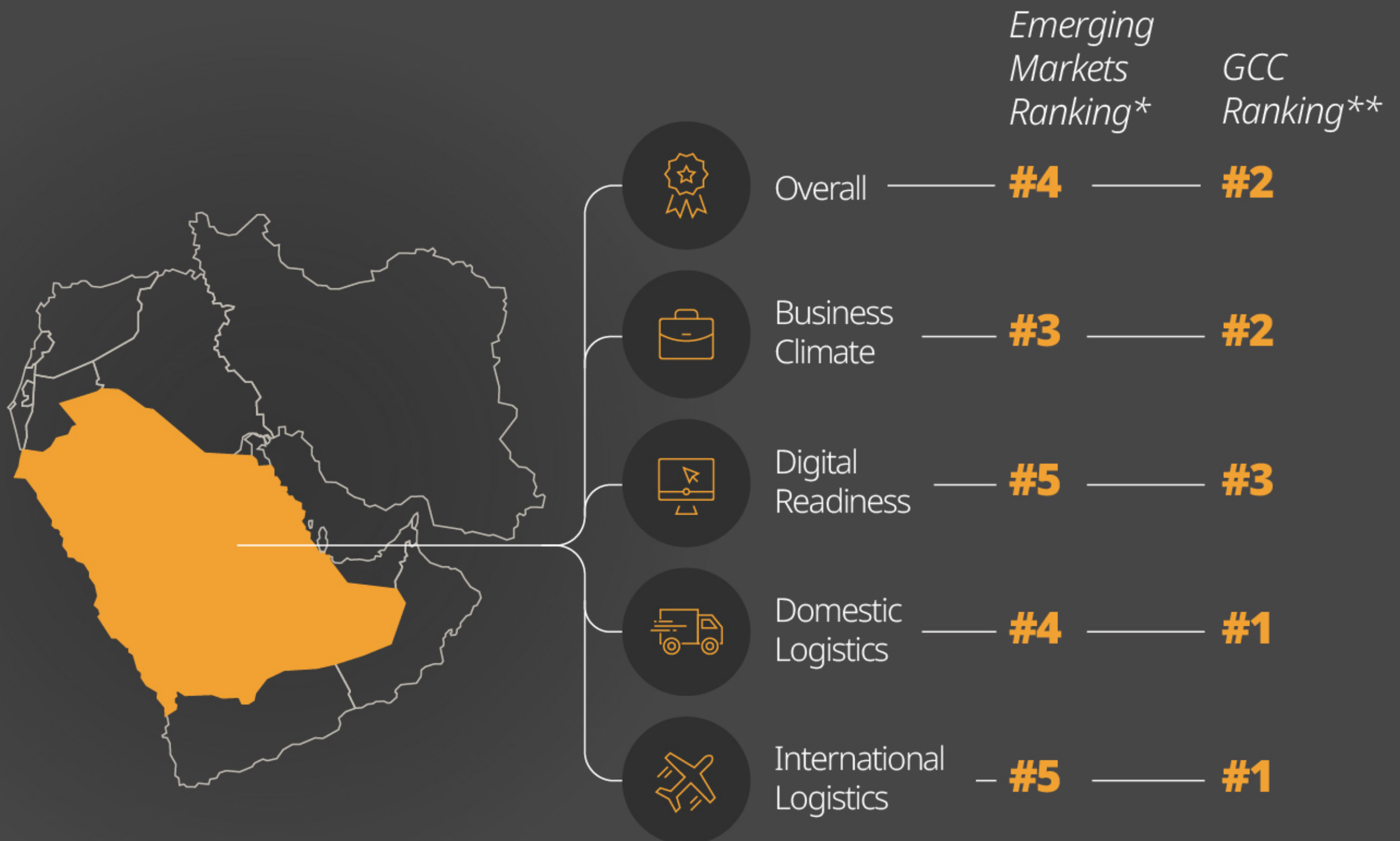


*ranking in 50-country Index **ranking in six-country GCC



Saudi Arabia: Logistics Leader

Saudi Arabia is becoming a regional and global logistics leader. Where it ranks vs. the world's emerging markets and its GCC neighbors



*ranking in 50-country Index **ranking in six-country GCC