

Dubai and the Changing Face of Middle East Logistics

September 2007



Who We Are

- Supply Chain Research
- Supply Market Forecasts
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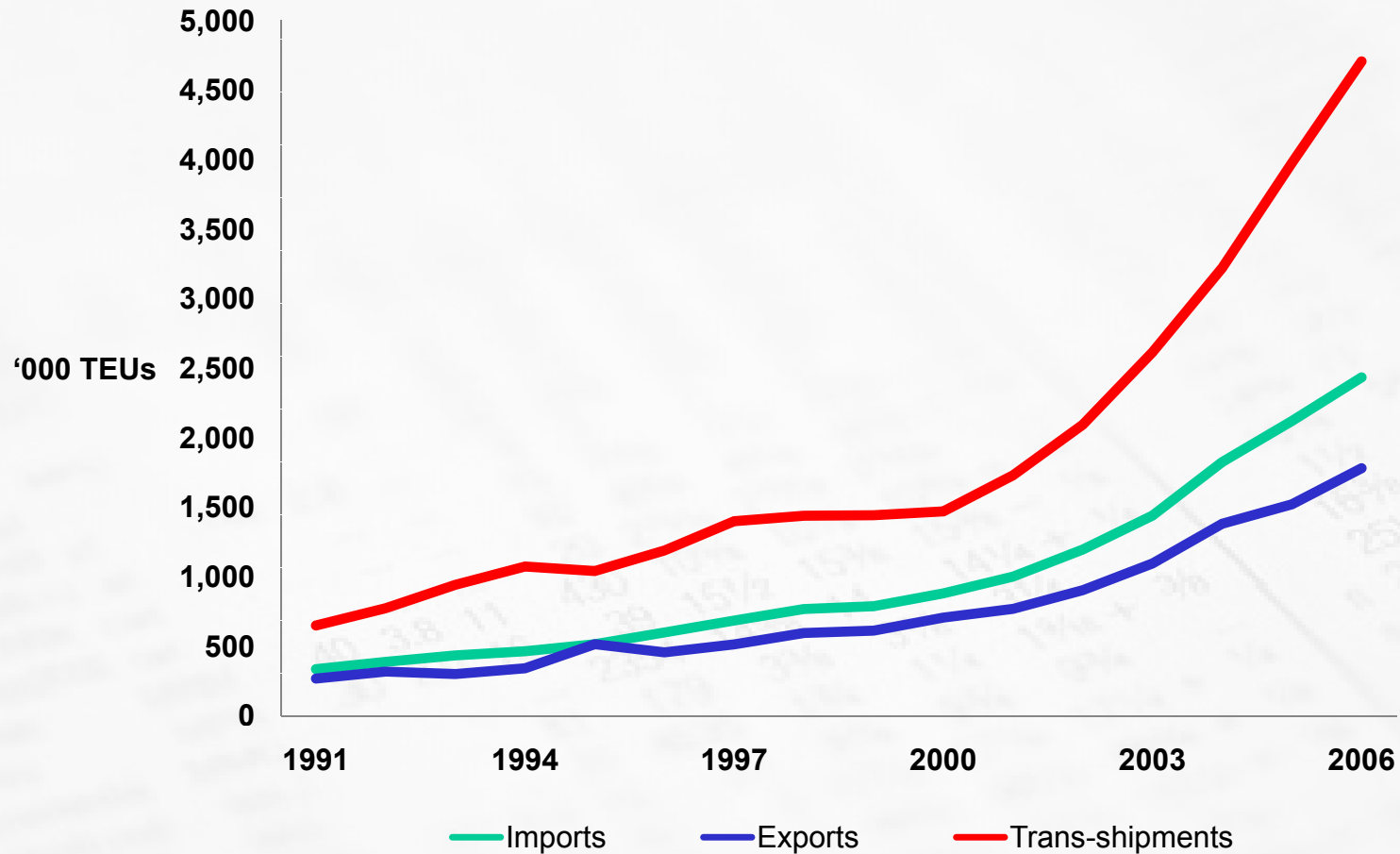
Agenda

- Historical view of shipping in the region
- Dubai and changing face of the GCC
- Logistics case studies
- Outlook: the promises and challenges of growth
- Advice for doing business in the UAE

Historical view of shipping in the region

Trade in the Middle East is booming

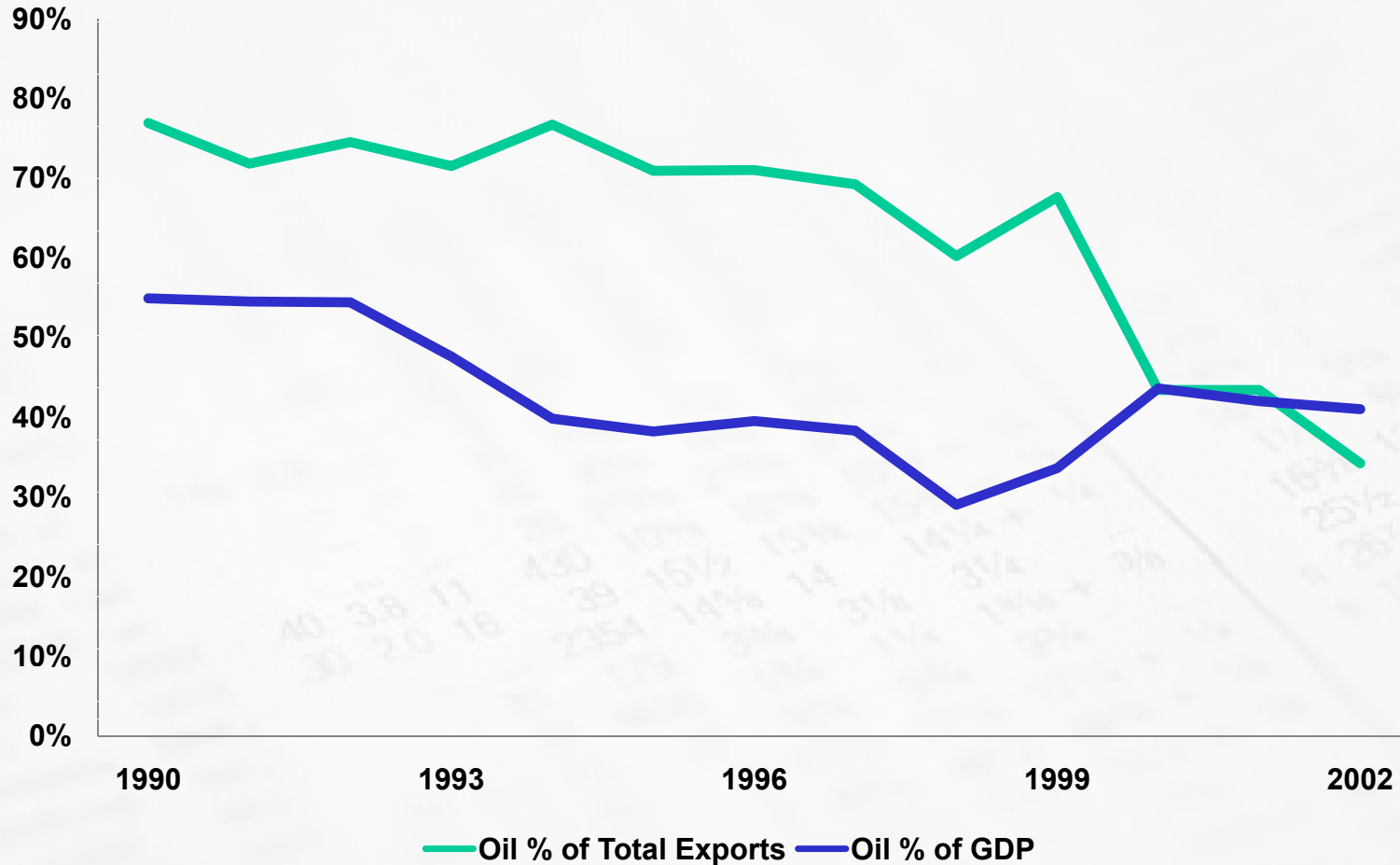
Historical Evolution of Trade



Source: DP World

The UAE's reliance on oil is decreasing rapidly

Oil trade flow in the UAE

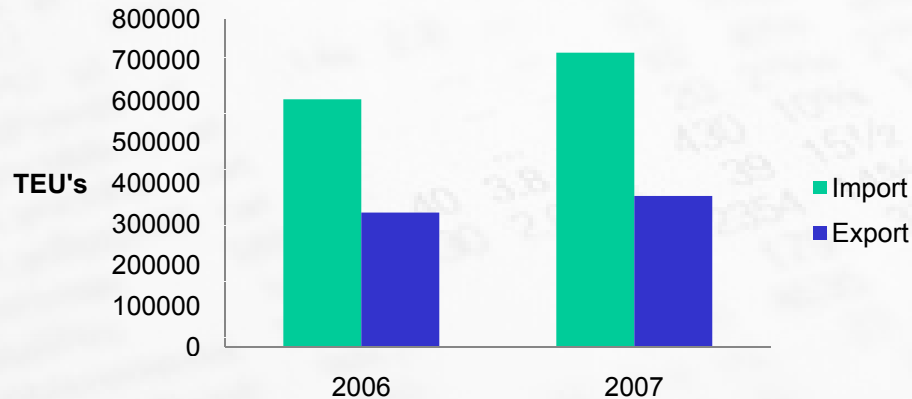


Source: FCCI UAE

Dubai is a major trans-shipment hub

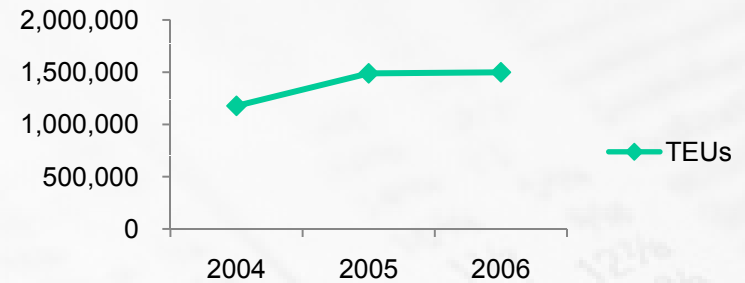
- Dubai trans-shipped 1.9m containers so far this year, vs. 700,000 TEUs imported and 350,000 TEUs exported.
- 64% of all value is trans-shipped
- Jeddah Islamic Port
- Jebel Ali
- Port Rashid

Jebel Ali and Port Rashid Cargo Flows



*Note: 2007 figures are through August 2007

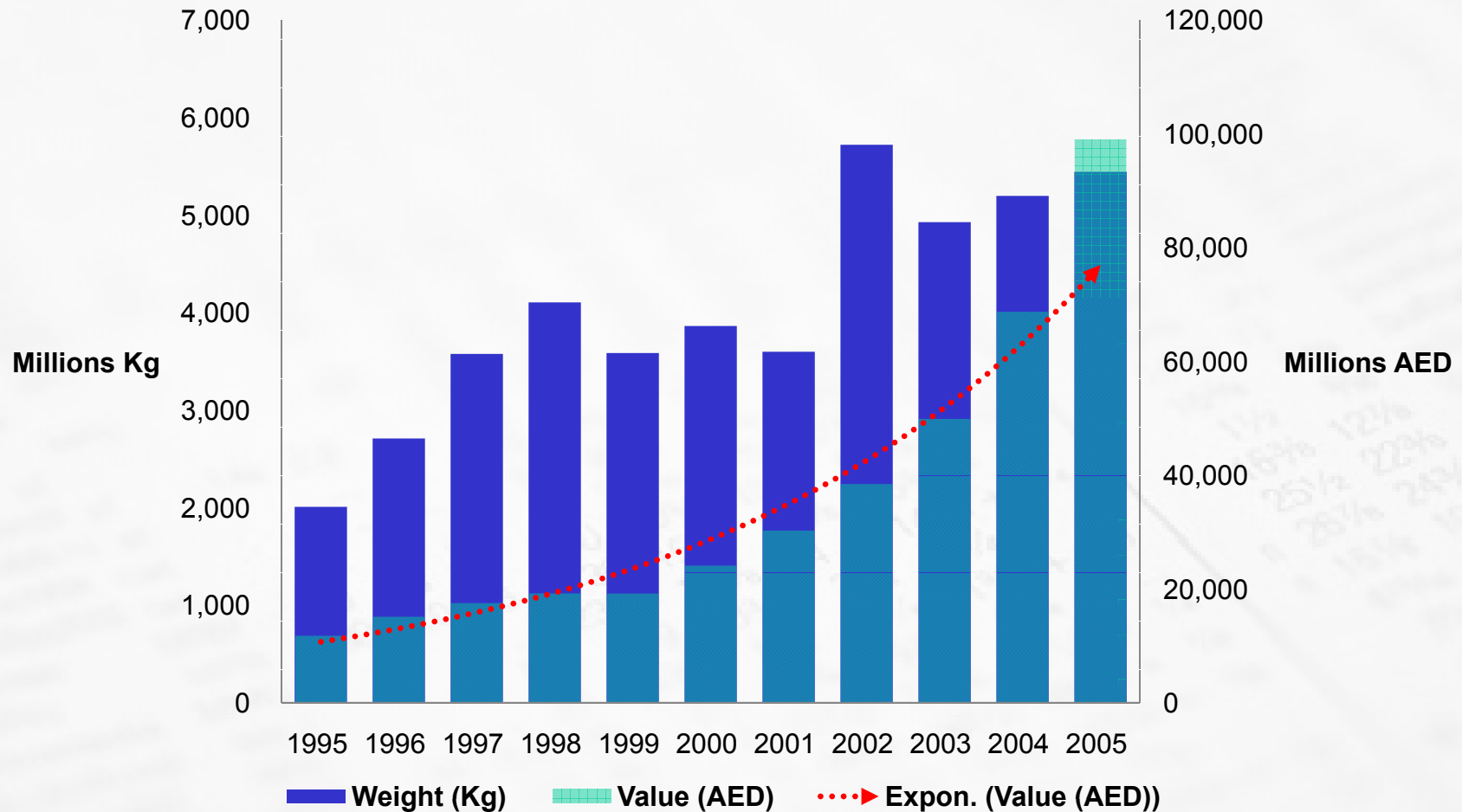
Jeddah Islamic Port Transshipment Containers



Sources: Saudi Ports Authority, DP World

Jebel Ali Free Zone's cargo intake is increasing rapidly...

Jebel Ali Free Zone Imports



Source: Analysis by Boston Logistic

Planned airport infrastructure projects

- Over 20 years, airport development will exceed Dh75 billion (US\$20.43 billion)

Infrastructure Project	Estimated Cost (Dh)	Estimated Cost (US\$)
Abu Dhabi International Airport redevelopment	30 billion	8.17 billion
Expansion of Dubai International Airport	15 billion	4.08 billion
New Dubai World Central development	30 billion	8.17 billion
Sharjah International Airport redevelopment	227 million	61 billion
Ajman new airport	2.9 billion	800 million
Fujairah terminal & associated structures expansion	183 million	49 million
Al Ain International Airport redevelopment	75 million	20.43 million
Ra's al-Khaimah airport expansion	1 billion	272 million

Source: UAEINTERACT

Lead – don't follow!

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- **Research** that help investors and policy makers quantify the benefit of emerging technologies and decide whether or not to invest in them
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Industries Served:

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- Process Manufacturing and Conversion: Paper, Pulp, Energy, Packaging, Processed Minerals/ Aggregates, Plastics, Metals, Chemicals
- Transportation: Railroads, Ocean Shipping Lines, Airlines, Trucking Companies, Package Delivery, Intermodal
- Logistics: Dedicated and Third Party Logistics, Ports, Stevedoring, Storage, Material Handling, Distribution, Maintenance, Retail