GLOBAL HOTSPOTS

Logistics against the odds
Demobilizing in Afghanistan
Aid supply chains
This issue of *Tradelanes* is about the challenges of operating in global hotspots. These places are characterized by volatility, risk and uncertainty, where Murphy’s Law has a tendency to prevail ("Anything that can go wrong, will go wrong").

To operate in these areas requires a particular mindset and adaptability. While many logistics companies claim to offer services in over 100 countries, few are genuinely able or willing to take on these kinds of challenges. From the earliest days of Agility’s operations in the Iraq war zone, the process of anticipating, planning for and dealing with risk has become second nature.

Agility’s work in Papua New Guinea is a prime example of overcoming terrain, distance and volatility. Agility created a 800km supply line through one of the most remote parts of the world to open up a new source of liquefied natural gas and provide valuable income for this Pacific nation.

Similar logistics challenges arise in getting relief supplies to war-torn areas or disaster zones, a key role for Agility Defense & Government Services, which is also actively involved in the withdrawal of UK forces from Afghanistan. UK logistics officers are calling it “the most complex logistics challenge since the D-Day landings of WWII.”

Around the world, underdeveloped infrastructure or civil unrest continue to mean special challenges. We look at two examples, Egypt and South Sudan.

We also review the progress of Agility’s Corporate Social Responsibility (CSR) program, where engagement has deepened the company’s roots and strengthened communities where Agility operates.

---

**Sustainment logistics**
The earthquake in Haiti was one of many crises presenting special logistics challenges.

**Egypt struggles**
Despite unrest, Agility helps customers maintain supply chain continuity in Cairo.

**Afghan hurdle**
Disposing of UK forces’ equipment in Afghanistan.

**Relief operations**
Maintaining fuel supplies in a difficult, war-torn region.

**Iraq moves forward**
Rapid economic growth but not a market for the fainthearted.

**Project supply chain**
Agility overcomes terrain to create a 800km supply route through the highlands of Papua New Guinea.

**Progress in CSR**
Cambodia is one of several Asian countries where Agility is actively engaging.
The growth of opportunity in emerging markets brings with it challenges and risks, not least in the supply chain.

For nearly 20 years, logistics providers have been maneuvering to capitalize on the rapid growth in emerging markets economies. "Is it even possible to speak (any more) about ‘emerging’ markets in the logistics sector?" asked a recent report by Price Waterhouse Coopers’ Supply Chain Management Institute. "Many large logistics service providers report that they already operate in more than 100 countries."

The emerging markets mania that swept the industry obscures the fact that not all developing countries have "emerged." And despite the presence of global logistics providers in countries such as China, Brazil and the United Arab Emirates, few logistics providers – even today – are able to take on the challenges in places where risk is high and disruption is the norm.

X-Treme supply chains

Global hotspots – much of Africa, as well as parts of the Middle East, Asia and Latin America – are characterized by volatility, risk and uncertainty. Typically, they have untested, unproven or unreliable supply chain networks.

These are places where “volatility emerges as a systemic condition,” says Lisa Harrington, a University of Maryland professor and co-author of X-SCM: The New Science of X-treme Supply Chain Management.

The challenges and threats that arise in these places “are unlike any you would face in many of the promising emerging markets in Asia, Latin America and the Middle East,” says Essa Al Saleh, CEO of Agility Global Integrated.
logistics (GIL). “You need an entirely different set of skills and a different mindset to get the job done.”

So, what makes a hotspot “hot”?

**Location**
Remote, austere and under-served locations, such as Afghanistan, Sudan, Kazakhstan, even parts of Australia constitute “location” hotspots. “Most of these places are quite distant from regional and global transportation hubs and among the weakest or most poorly served spokes in any ocean and air carrier systems,” says Al Saleh. Geographic chokepoints where congestion causes bottlenecks and delays also can be hotspots – the Suez, the Malacca Strait, the Bosphorus, the Arabian Gulf and overland routes from Pakistan to Afghanistan.

Transportation and logistics companies “have to be much more flexible in their transportation routing in order to avoid ‘hot spots’ that pose problems for security in transit,” continues Al Saleh. “And supply chain managers will need to take into account higher transport costs, longer travel times and potential problems meeting schedules when alternative transport routes are used.”

**People issues**
Everything from persistent social unrest (Egypt, Libya) to crime, piracy and theft (Somalia) to an inadequate supply of educated, skilled labor (West Africa), make for hotspots. “Even if you’ve established strong relationships and solid contracts with all your suppliers and service providers, external events can jeopardize your supply chain,” says Al Saleh. “Political upheaval, economic protests, national labor actions, and complete regime changes (in Arab Spring countries) created turbulent conditions throughout the summer of 2011.”

People issues also can include gaps in workforce skills. Providers need to bring “strategies for managing people, such as diversity management, managerial accounting systems including the use of KPIs, and robust corporate social responsibility practices and reporting.” PWC’s Supply Chain Management Institute says.

---

### Spotlight on Agility in Emerging Markets

Agility is an emerging markets leader with a presence in many of the countries and regions considered logistics hotspots.

<table>
<thead>
<tr>
<th>Country</th>
<th>Year</th>
<th>Square Meters</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saudi Arabia</td>
<td>2004</td>
<td>80,000</td>
<td>300</td>
</tr>
<tr>
<td>Kuwait</td>
<td>1979</td>
<td>760,000</td>
<td>260</td>
</tr>
<tr>
<td>India</td>
<td>1999</td>
<td>1,340</td>
<td>150</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>1992</td>
<td>10,000</td>
<td>160</td>
</tr>
<tr>
<td>Pakistan</td>
<td>2001</td>
<td>14,000</td>
<td>200</td>
</tr>
<tr>
<td>Russia</td>
<td>1993</td>
<td>340</td>
<td>150</td>
</tr>
<tr>
<td>China</td>
<td>1997</td>
<td>190</td>
<td>150</td>
</tr>
<tr>
<td>Vietnam</td>
<td>1994</td>
<td>1,650</td>
<td>150</td>
</tr>
<tr>
<td>Philippines</td>
<td>1979</td>
<td>15,800</td>
<td>300</td>
</tr>
<tr>
<td>Indonesia</td>
<td>1992</td>
<td>39,000</td>
<td>600</td>
</tr>
<tr>
<td>Papua New Guinea</td>
<td>1989</td>
<td>3,800</td>
<td>200</td>
</tr>
<tr>
<td>Cambodia</td>
<td>2010</td>
<td>20,000</td>
<td>10</td>
</tr>
<tr>
<td>Colombia</td>
<td>1999</td>
<td>60,000</td>
<td>350</td>
</tr>
<tr>
<td>Lebanon</td>
<td>2004</td>
<td>50,000</td>
<td>350</td>
</tr>
<tr>
<td>Mexico</td>
<td>1966</td>
<td>200</td>
<td>150</td>
</tr>
<tr>
<td>Brazil</td>
<td>1921</td>
<td>170,000</td>
<td>350</td>
</tr>
<tr>
<td>UAE</td>
<td>2003</td>
<td>15,000</td>
<td>350</td>
</tr>
<tr>
<td>Oman</td>
<td>2004</td>
<td>50,000</td>
<td>200</td>
</tr>
<tr>
<td>Uganda</td>
<td>2010</td>
<td>25,000</td>
<td>350</td>
</tr>
<tr>
<td>Argentina</td>
<td>1976</td>
<td>30,000</td>
<td>200</td>
</tr>
<tr>
<td>Kenya</td>
<td>2008</td>
<td>15,000</td>
<td>350</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>1992</td>
<td>14,000</td>
<td>350</td>
</tr>
<tr>
<td>Thailand</td>
<td>1989</td>
<td>41,000</td>
<td>350</td>
</tr>
<tr>
<td>Malaysia</td>
<td>1985</td>
<td>8,000</td>
<td>200</td>
</tr>
</tbody>
</table>

---

Essa Al Saleh, CEO of Agility Global Integrated Logistics
Global hotspots

LEFt: Agility is providing supply chain continuity for its customers in Egypt.
RIGHT: Agility’s presence in the EAC states has grown substantially. Despite accelerating economic growth, this is not an easy area for companies looking to establish a presence.

Capacity constraints
Many countries are constrained by poorly maintained or underdeveloped roads, ports, rail networks and airports (Papua New Guinea, Haiti). In others, there are limited numbers of trusted carriers and other vendors (Iraq). Others are plagued by weak distribution networks, shortage of storage options, lack of automation or unreliable power supplies.

“All of these things pose risk, whether you are moving goods inbound or outbound,” says Al Saleh. “Anything that increases dwell times in port lengthens your turnaround time and raises your costs. The same goes for anything that delays inland movements.”

Lack of transparency
Regions with immature legal systems, lack of effective arbitration and dispute resolution, poor customs frameworks, and corruption, collectively, constitute hot spots.

Gaps in transparency typically mean longer waits at the border for security, verification, searches, and audits. And where legal and regulatory systems are weak, there usually are few suppliers and distributors capable of meeting international standards.

The best practices that customers take for granted elsewhere can be foreign concepts: standardized batch management, packaging and palette dimensions, refrigeration, containerization, communications via Electronic Data Interchange, and tracking, tracing and RFID.

Says Al Saleh: “The fact that your logistics provider is ISO-certified in Germany is irrelevant. How good are they at building a solution in a place where international standards don’t exist?”

Financial issues
Payment and capital flow problems are typical in hotspots and are manifested in underdeveloped payments and banking systems, difficulty obtaining insurance at reasonable rates, and volatile or uncertain commodity, currency or energy prices.

“Many transportation and logistics companies have had to pay a high premium to cover possible risks to their assets and cargo. In the future, insurance companies might refuse to underwrite some types of large risks. If transportation and logistics companies are no longer able to offset risk through insurance, logistics costs might soar,” says PWC’s Supply Chain Management Institute.

“Risks outside the control of individual organizations – from terrorism to weather to currency shifts and political upheavals – have been escalating furiously,” says Logistics Management magazine.
The most vulnerable
The margin for error in many hotspots is nil. By nature, they offer little backup or redundancy and few alternatives to critical links in the supply chain. The cascading effect of any disruption is powerful and immediate: customers see inventories back up, sales decrease, production idles, costs increase.

“The most vulnerable companies are those heavily reliant on lean logistics and the just-in-time distribution model,” says Logistics Management.

Because demand in hotspots accelerates or decelerates with little warning, supplying them using lean techniques isn’t practical. And because they possess so many inherent weaknesses and risks, hotspots typically can’t serve as sourcing locations in lean supply chains.

The Supply Chain Risk Leadership Council, an industry organization that studies risks, says outsourcing, globalization, lean processes and geographical concentration of production have boosted supply chain efficiency – and risk.

“Many enterprises have risk management protocols that can address localized disruptions. However, recent high-profile events have highlighted how risks outside the control of individual enterprises can have cascading and unintended profile events have highlighted how risks outside the control can address localized disruptions. However, recent high-

Local conditions shape response
Customers moving goods into and out of hotspots need providers who can engineer tailored supply chains that gain resilience from local knowledge, on-the-ground experience and built-in flexibility, Al Saleh says.

Successful providers shape the practices and processes they use elsewhere to meet and provide value under conditions they find locally. That means risk quantification, scenario planning, data and information sharing, business continuity planning, quality standards, vendor compliance and supplier audits. One key: the ability to build trusted networks across business and government in a hotspot.

The logistics industry has intensified its focus on identifying risk in hard-to-work places. Deloitte, for instance, has identified 200 current and emergent risks across the global supply chain. But one of the biggest risks can be the inability to gauge cost and ensure that it remains stable.

“The economics of supply chains in hotspots don’t fit the norm,” Al Saleh says. “Things like lack of transport infrastructure, congestion and a shortage of affordable storage space create all sorts of problems. You have to factor in higher on-site storage requirements, low service levels, poor on-time delivery – then figure out how you’re going try to bring those costs down over time.”

Supply chain-related expenses are often the largest component of a company’s cost structure and ultimately determine profits. “Because it’s the biggest opportunity to extract value, manufacturers may be unready to sacrifice ROI for another layer of security or risk mitigation,” says Logistics Management.

Stress testing and flexibility
Experts urge providers and their customers to perform stress tests on their supply chains after developing contingency plans and rehearsing various scenarios.

“The ability to identify and manage risk will become a critical component in sustaining and growing business in developed and emerging markets,” says Infosys, the consulting company. “With most 3PLs and freight forwarders focused on expanding their network and building their presence in niche markets, the challenge of gaining early visibility to the associated risks is very real.”

But there is disagreement about the value of planning and rehearsal for situations that arise in places where dysfunction and instability are the everyday reality. Being too wedded to a plan can inhibit flexibility and “lead to paralysis – being overwhelmed by the fast array of risks –

WHERE RISK LURKS
Logistics providers operating in unstable, unpredictable environments require special skills. Strategic and operational risks associated with logistics and transportation are significant in much of Africa and parts of the Middle East, Asia, Latin America and the Caribbean. They include:

- Carrier delays and non-performance
- Capacity and allocation volatility
- Port, airport, road congestion
- Environmental regulations
- Regulatory and trade compliance
- Carrier/supplier concentration
- Carrier/supplier financial instability
- Inadequate infrastructure
- Hijacking, kidnapping
- Damage, loss of cargo
- Theft, pilferage
- Corruption
- Customer claims
- Cargo re-routing
- Customs penalties
- Weather events
- Natural disasters
- Armed conflict
- Political turmoil
- Labor unrest

Global hotspots
Global hotspots

poor on-time delivery – then figure out how you’re going try to bring those costs down over time.”

Supply chain-related expenses are often the largest component of a company’s cost structure and ultimately determine profits. “Because it’s the biggest opportunity to extract value, manufacturers may be unready to sacrifice ROI for another layer of security or risk mitigation,” says Logistics Management.

Stress testing and flexibility
Experts urge providers and their customers to perform stress tests on their supply chains after developing contingency plans and rehearsing various scenarios.

“The ability to identify and manage risk will become a critical component in sustaining and growing business in developed and emerging markets,” says Infosys, the consulting company. “With most 3PLs and freight forwarders focused on expanding their network and building their presence in niche markets, the challenge of gaining early visibility to the associated risks is very real.”

But there is disagreement about the value of planning and rehearsal for situations that arise in places where dysfunction and instability are the everyday reality. Being too wedded to a plan can inhibit flexibility and “lead to paralysis – being overwhelmed by the fast array of risks –

WHERE RISK LURKS
Logistics providers operating in unstable, unpredictable environments require special skills. Strategic and operational risks associated with logistics and transportation are significant in much of Africa and parts of the Middle East, Asia, Latin America and the Caribbean. They include:

- Carrier delays and non-performance
- Capacity and allocation volatility
- Port, airport, road congestion
- Environmental regulations
- Regulatory and trade compliance
- Carrier/supplier concentration
- Carrier/supplier financial instability
- Inadequate infrastructure
- Hijacking, kidnapping
- Damage, loss of cargo
- Theft, pilferage
- Corruption
- Customer claims
- Cargo re-routing
- Customs penalties
- Weather events
- Natural disasters
- Armed conflict
- Political turmoil
- Labor unrest

Global hotspots
Global hotspots

poor on-time delivery – then figure out how you’re going try to bring those costs down over time.”

Supply chain-related expenses are often the largest component of a company’s cost structure and ultimately determine profits. “Because it’s the biggest opportunity to extract value, manufacturers may be unready to sacrifice ROI for another layer of security or risk mitigation,” says Logistics Management.

Stress testing and flexibility
Experts urge providers and their customers to perform stress tests on their supply chains after developing contingency plans and rehearsing various scenarios.

“The ability to identify and manage risk will become a critical component in sustaining and growing business in developed and emerging markets,” says Infosys, the consulting company. “With most 3PLs and freight forwarders focused on expanding their network and building their presence in niche markets, the challenge of gaining early visibility to the associated risks is very real.”

But there is disagreement about the value of planning and rehearsal for situations that arise in places where dysfunction and instability are the everyday reality. Being too wedded to a plan can inhibit flexibility and “lead to paralysis – being overwhelmed by the fast array of risks –

WHERE RISK LURKS
Logistics providers operating in unstable, unpredictable environments require special skills. Strategic and operational risks associated with logistics and transportation are significant in much of Africa and parts of the Middle East, Asia, Latin America and the Caribbean. They include:

- Carrier delays and non-performance
- Capacity and allocation volatility
- Port, airport, road congestion
- Environmental regulations
- Regulatory and trade compliance
- Carrier/supplier concentration
- Carrier/supplier financial instability
- Inadequate infrastructure
- Hijacking, kidnapping
- Damage, loss of cargo
- Theft, pilferage
- Corruption
- Customer claims
- Cargo re-routing
- Customs penalties
- Weather events
- Natural disasters
- Armed conflict
- Political turmoil
- Labor unrest

Global hotspots
Global hotspots

poor on-time delivery – then figure out how you’re going try to bring those costs down over time.”

Supply chain-related expenses are often the largest component of a company’s cost structure and ultimately determine profits. “Because it’s the biggest opportunity to extract value, manufacturers may be unready to sacrifice ROI for another layer of security or risk mitigation,” says Logistics Management.

Stress testing and flexibility
Experts urge providers and their customers to perform stress tests on their supply chains after developing contingency plans and rehearsing various scenarios.

“The ability to identify and manage risk will become a critical component in sustaining and growing business in developed and emerging markets,” says Infosys, the consulting company. “With most 3PLs and freight forwarders focused on expanding their network and building their presence in niche markets, the challenge of gaining early visibility to the associated risks is very real.”

But there is disagreement about the value of planning and rehearsal for situations that arise in places where dysfunction and instability are the everyday reality. Being too wedded to a plan can inhibit flexibility and “lead to paralysis – being overwhelmed by the fast array of risks –

WHERE RISK LURKS
Logistics providers operating in unstable, unpredictable environments require special skills. Strategic and operational risks associated with logistics and transportation are significant in much of Africa and parts of the Middle East, Asia, Latin America and the Caribbean. They include:

- Carrier delays and non-performance
- Capacity and allocation volatility
- Port, airport, road congestion
- Environmental regulations
- Regulatory and trade compliance
- Carrier/supplier concentration
- Carrier/supplier financial instability
- Inadequate infrastructure
- Hijacking, kidnapping
- Damage, loss of cargo
- Theft, pilferage
- Corruption
- Customer claims
- Cargo re-routing
- Customs penalties
- Weather events
- Natural disasters
- Armed conflict
- Political turmoil
- Labor unrest

Global hotspots
Global hotspots

poor on-time delivery – then figure out how you’re going try to bring those costs down over time.”

Supply chain-related expenses are often the largest component of a company’s cost structure and ultimately determine profits. “Because it’s the biggest opportunity to extract value, manufacturers may be unready to sacrifice ROI for another layer of security or risk mitigation,” says Logistics Management.

Stress testing and flexibility
Experts urge providers and their customers to perform stress tests on their supply chains after developing contingency plans and rehearsing various scenarios.

“The ability to identify and manage risk will become a critical component in sustaining and growing business in developed and emerging markets,” says Infosys, the consulting company. “With most 3PLs and freight forwarders focused on expanding their network and building their presence in niche markets, the challenge of gaining early visibility to the associated risks is very real.”

But there is disagreement about the value of planning and rehearsal for situations that arise in places where dysfunction and instability are the everyday reality. Being too wedded to a plan can inhibit flexibility and “lead to paralysis – being overwhelmed by the fast array of risks –
Agility has been involved in delivering logistics solutions in Papua New Guinea (PNG) for over 20 years and is currently providing exclusive services to energy firms and engineering procurement companies (EPC’s) constructing a major liquified natural gas (LNG) project.

Agility provides services to support this project through its Port Moresby and Lae branches, and dedicated supply bases and transport operation along the Northern Logistics Route, a 800km route linking the Port of Lae to the operating sites in the highlands of PNG.

Early infrastructure
Three months after receiving the go-ahead from the project owner in 2010, Agility’s main supply base in Lae and its transport resources were operable. This formed an infrastructure backbone that is used to deliver construction materials, equipment and supplies to project sites and eventually to support project demobilization.

"Agility’s goal has been to exceed its client's expectations whilst ensuring the safety of all stakeholders, handling of...

One of the camps in the highlands built and supplied by Agility.
freight and project targets,” says Paul Booth, Agility’s Director of LNG Projects in Australasia.

**Challenges**

Work in the PNG interior is fraught with risk. Heavy rains are frequent, causing washed-out roads. Existing bridges are in poor condition and many have collapsed, needing replacement. Trucks and convoys can be blocked for hours, even days, by landslides. On occasion, local land owner disputes have blocked convoys, throttling tightly scheduled equipment deliveries that are needed to move the project forward.

“People and infrastructure issues are the hardest to resolve in PNG,” Booth says. “Our biggest challenge until the project closes will be maintaining health, safety and productivity in the face of these ongoing issues.”

**Milestone for PNG**

This LNG development will bring online Asia’s first major source of cleaner-burning natural gas. It represents a milestone for the energy-starved region and an enormous opportunity for isolated Papua New Guinea, which has yet to benefit from Asia Pacific’s rise and integrate itself into the regional economy.

Power companies and other customers in energy-hungry Taiwan, Japan and China are already lined up to buy PNG gas.

---

**DID YOU KNOW?**

Papua New Guinea (PNG) has more than 850 indigenous languages and at least as many traditional societies. Only Vanuatu exceeds this density of languages.

PNG is also one of the very few regions close to the equator where snowfall occurs at higher altitudes.
n Africa, Asia, the Middle East, the Caribbean and the South Pacific, international institutions and NGOs have looked to Agility to bring stability to supply chains that sustain peacekeeping forces, refugees, and victims of conflict and natural disasters. Lenny Petruccelli, Senior Vice President of Operations for the Middle East/Africa, Agility Defense & Government Services, coordinates Agility’s work with international institutions.

**Tradelanes:** How does your work for international institutions differ from what Agility does for commercial customers?

**Petruccelli:** Our work for international aid organizations is performed largely in the developing countries of Africa, Middle East and the Caribbean – areas where we also do a great deal of commercial work. So they tend to complement one another, although sustainment logistics for international aid organizations often take place outside of traditional trade lanes.

Typically, these transactions originate in large donor nations in Europe and Asia, and we have to find a timely solution to deliver goods destined for Africa, the Middle East and Caribbean.

We use the same assets and capabilities that we draw on for commercial customers, but with international aid organizations there are added layers of compliance and special requirements such as bid bonds and performance bonds.

Getting the job done

There are some other special things we have to be mindful of. We need to know what’s going on at the local and customs clearance level. Often, there are tax exemptions or there is different treatment of taxes and a different process for clearance of goods in...
support of aid or relief missions that are sponsored by the international donor community.

**TL:** Most global logistics providers boast that they’ve got a presence in emerging markets. Does that mean they can get the job done in the countries where you’ve been working with international institutions and NGOs?

**Petraccelli:** Not necessarily. We learned long ago that having a presence in a particular country and being able to operate there are two entirely different things. Let’s take our Kenya and Somalia project as an example. We had a presence in Mombasa and Mogadishu, where we were working on projects. However, we also had local talent – people with intimate knowledge, experience and relationships in the local marketplace.

Prior to bringing the local talent on board, it was nearly impossible for us to get products moving. Once we had the right people in place, our operations sailed smoothly because we had people who handled customs clearance, bonded warehousing, transportation and local procurement. So my answer is this, it takes more than just a presence to get the job done. It takes the right local talent, combined with a global team, to get it done.

**TL:** What trends do you see in this kind of logistics?

**Petraccelli:** While the world is getting smaller, the number of places that can be considered “hotspots” is increasing. The number of conflicts, natural disasters and other events that trigger international intervention is on the rise. And while international institutions and NGOs often have in-house logistics expertise, they don’t have the capability to build and maintain their own supply chains. They have to find commercial partners that know how to move quickly and provide stability in areas that involve risk. This requires agile, responsive supply chain management and dependable throughput at choke points: airports and seaports in and around Africa and the Middle East and Asia. Countries such as Iraq, Afghanistan, Somalia and Sudan require a range of knowledge and capabilities to ensure their supply chain operates smoothly and works efficiently in both directions: inbound and outbound.

The earthquake that struck Haiti in 2010 – the most destructive in the Caribbean region for 200 years – caused massive loss of life and hardship. In the ensuing months and years, millions of tons of goods were shipped to the island to aid its recovery.

122 aircraft movements were required to ship drilling rigs to Afghanistan for the creation of a reliable water supply to serve military and civilian personnel in remote areas. Turn to page 19 to read about Agility’s involvement and civilian personnel in remote areas. Turn to page 19 to read about Agility’s involvement in the safe, recycling and disposal of the massive quantities of non-military goods that have accumulated in Afghanistan since 2001.

Agility recognized as an industry leader

Agility was singled out as one of a handful of industry leaders in a recent Gartner report. The Magic Quadrant for Global Third-Party Logistics Providers. The report defines industry leaders as companies that “show strength in ability to execute and completeness of vision, which includes their understanding of the market and customers’ needs. Compared with their competitors, they offer a broader set of integrated services across significant global regions. They score better on providing customers with continuous improvement and innovation, and provide specialized solutions within particular industry segments. They also demonstrate excellence in operations, customer service and responsiveness.”

“Gartner is an objective, authoritative and well-respected source,” said Tarek Sultan, Chairman and Managing Director, Agility. “We believe the report recognizes our strength in emerging markets and our specialty capabilities, and this is very encouraging. In terms of how our customers see us, it is clear our values of integrity, teamwork and personal service are bringing us closer to them as their needs change.”

Gartner is the world’s leading information technology research and advisory company. The Magic Quadrant for Global Third-Party Logistics Providers charts the progress of the largest global third-party logistics providers as they strive to meet changing customer demand.
British commanders in Afghanistan describe efforts to wind down the presence of UK forces by the end of 2013 as the largest and most complex logistics challenge they have faced since World War II.

A year ago, they turned to Agility to handle the sale, recycling and disposal of the massive quantities of non-military goods that they have accumulated in Afghanistan since 2001.

Since then, Agility has received, stored, inventoried, marketed, sold and shipped thousands of tons of construction material, vehicles, generators, containers and other gear used by UK forces in the country.

Proceeds from the sales “have already produced a significant cash return to UK taxpayers. Perhaps even more important, the equipment has not been transported home to the UK at vast expense. It’s been a great deal for the UK,” says Chris Murray, vice president of Agility Defense & Government Services, Europe. “Some of the items are sold into the local Afghan market, so much of this equipment will help an emerging economy as it develops.”

Camp Bastion

The Agility team operates from Camp Bastion, the vast British military base near Kandahar in Helmand Province in southern Afghanistan. Bastion has been the collection and storage point for most of the material UK forces are handing over to Agility.

The quick success of the UK forces’ disposal effort prompted Australian, Danish and Estonian forces, along with other British government departments, to ask Agility to take on disposal of their non-military items, as well.

Before winning the disposal contract, Agility already had a strong relationship with the UK Ministry of Defence, running the MoD’s worldwide household goods and relocation contract, known as the Global Removal Management Services contract, and managing transportation of UK personnel on Cyprus.

Agility’s global footprint and established commercial presence in Afghanistan, Pakistan and the United Arab Emirates helped it win the disposal contract in 2012. The ramp-up – deployment of the team to Afghanistan and the first sale of UK inventory – took just two months.

Invaluable experience

Murray, a former British Army officer and past director of the UK’s Royal Logistic Corps, knew what British forces would confront based on his own experience as the last commander of British forces in Bosnia in 2007.

Now a civilian heading the Agility team at Camp Bastion, he has drawn on Agility Europe for IT expertise; Agility Afghanistan for trucking, local sales and coordination with ocean and air movements; Agility Pakistan for help coordinating cross-border moves; and Agility Dubai for help with storage and international sales.

“The geography is a massive challenge. Afghanistan is a land-locked country. Air movement is expensive. Surface movement is expensive and dangerous,” Murray says. “We knew the environment would be tough. We knew we had to get organized at speed, and we knew the customer would be demanding and require us to be flexible.”

The Agility team has been surprised by some of the material it has received, which includes running machines, motorcycle helmets, chain saws, miles of cable, outboard motors, pine doors, an aircraft tug, handcuffs, and two airfield de-icing machines. What can’t be stored is recycled or safely disposed of, rather than merely dumped.

In emerging markets and global hotspots, “you tend to be breaking new ground. You need to be flexible and agile, and the scale can sometimes overwhelm you,” Murray says. “But hotspots can create weird, unique market conditions. Afghanistan has been a ferocious hotspot. We have to do our very best to understand and mitigate any threats because this is logistics at the violent end of the supply chain. The cost of failure is high.”

Clean-up in Afghanistan

Agility helps UK forces to clean-up and move on

DID YOU KNOW?

The most complex and challenging logistics operation ever mounted in modern times is the D-day invasion of Nazi-occupied France, mounted from the south coast of England. On one day, June 6th 1944, 156,000 Allied troops landed on five beach-heads in Normandy.

The ‘armada’ involved 5,000 ships and landing craft, 50,000 vehicles and 11,000 aircraft. Over the course of the next five days, more than 325,000 troops crossed the English Channel. The Allied troops were drawn from The United States, United Kingdom, Canada, Free France and Norway.
Against a backdrop of political, economic and social uncertainty, Agility continues to serve contract logistics customers in Cairo two years after the Arab Spring of 2011. With a major distribution center, freight forwarding operations and project logistics capabilities, Agility is a logistics leader in Egypt. Ahmed Aly, CEO of Agility Egypt, gives Tradelines readers an insider’s view of the business climate there.

Consumer goods companies and others doing business in Egypt have struggled to bring reliability and predictability to their operations amid the political turmoil and sporadic violence that have destabilized the country since early 2011. Street demonstrations helped topple the Mubarak government. Mohamed Morsi, who swept to power in 2012, was pushed aside by the Egyptian military after massive protests in July. The strain on supply chain providers has barely eased, but some have learned to cope. “It’s been a tough experience, but the days of unrest in Egypt have made us stronger,” says Ahmed Aly, CEO of Agility Egypt. He says Agility has been able to maintain supply chain continuity for the past two years by maintaining focus on the security of its employees and its customers’ assets.

Focus on the essentials
The anti-Mubarak demonstrations that began in January 2011 quickly brought on challenges: port strikes, fuel and power shortages, curfews and security checks. The disruption posed immediate and specific threats to security and a smooth functioning supply chain. Closed ports prevented inbound and outbound goods from moving. Diesel shortages
Egypt struggles to find footing

A vessel approaches the Suez Canal Bridge at El Qantara, also known as the Stohada 25th January Bridge and the Egyptian-Japanese Friendship Bridge (the latter in recognition of the contribution by Japan to the cost of the bridge construction).

A MARVEL OF 19TH CENTURY CONSTRUCTION

In 2019 the Suez Canal will celebrate its 150th anniversary. It took 11 years to create the 101-mile waterway, of which 75 miles were excavated. The cost when the canal opened in November 1869 was approx. $100 million.

Close to 8% of world trade moves through the canal and it is the shortest sea route between east and west, saving significant time and fuel compared to routing south around Africa. 50 ships pass through the canal daily. In 2010 the canal was dredged to a depth of 66 feet (20m), which allows 60% of the world’s bulk tankers to complete the transit.

BEYOND WAREHOUSING

Freight forwarding and project logistics in Egypt

More than 100 customers rely on Agility for freight forwarding. Agility offices in Alexandria, Port Said and at the Damietta and Cairo airports deliver a wide range of supply chain services, including air and ocean freight, and customs clearance and distribution, to international customers such as Kraft, ABB, P&G and IKEA and a slew of local manufacturers and retailers.

Agility’s project logistics experts are in demand for movement of oversized cargo into and throughout the country. Agility is equipped for the pressing requirements of such diversified sectors as power, oil and gas, government and industrial.

When cuts in electricity created an urgent need for an electrical rotor to be delivered from Singapore to Alexandria, GE Power Services turned to Agility. Project logistics specialists quickly mobilized resources from across Agility’s global network to deliver the 100-ton rotor. Praise from the customer acknowledged the professional and technical efforts exerted by each one of the Agility team while handling the rotor shipment.

Demand for movement of oversized cargo into and throughout the country comes from such diversified sectors as power, oil and gas, government and industrial.

and beverages, continuous throughput is essential. Information relayed across Agility’s global network alerts customers to on-the-ground developments and keeps them abreast of the status of incoming and outgoing shipments, local and international. Agility’s security consultant flags hot spots and identifies alternate routes for customers. At one point, the warehouse team advised a customer to park 20 of its trucks out of view at Agility’s distribution center for protection from damage and theft.

Blueprint for the future

A huge portion of world trade – 7.5 percent – moves through the Suez Canal. So turmoil in Egypt has an immediate effect on global trade. Freight volumes, both in-country and export, are down substantially, and warehouse vacancies have risen. Unrest in the country has left foreign investors and businesses wary. Only 33 percent of trade and logistics professionals surveyed in Agility’s 2013 Emerging Markets Logistics Index believe that Arab Spring countries (Bahrain, Egypt and Tunisia) are ready to grow and absorb investment in the near term. The situation has made it hard to offer competitive solutions, and customers are distracted. Agility’s ability to forecast business market status was initially impaired, but is now on track.

Despite Egypt’s difficulties, Agility is upbeat about the future. Aly is optimistic that Egypt’s economy and business climate will improve. “In spite of all the turmoil, or maybe because of it, we have turned to a new page,” Aly says. “Our team came through not only intact, but stronger. We are more focused, more customer oriented and ready to deal with what comes next.”

Says Essa Al Saleh, President and CEO of Agility GIL, “Egypt holds so much potential because of its size and location. If it can restore political stability and send the right signals to the domestic and international business communities, it can rebound quickly.”

Through it all, Agility has worked closely with a security consultant to identify routes that employees can use to get

halted tracks in their trucks. Warehouse temperatures soared due to power outages. Curfews played havoc with normal work schedules and staffing.

“In 2011 and 2012, we saw rioting and lawlessness and witnessed acts of looting and destruction, arson and attacks on public and private property, including some banks and hotels. The military declared curfews in greater Cairo, Alexandria and Suez from six in the evening until seven o’clock in the morning. Those steps were taken to ensure public safety, but they complicated our efforts to serve customers,” Aly says.

The situation deteriorated further amid a showdown between the military and Morsi supporters.

The military declared curfews in greater Cairo, including some banks and hotels. The military declared curfews in greater Cairo, Alexandria and Suez from six in the evening until seven o’clock in the morning. Those steps were taken to ensure public safety, but they complicated our efforts to serve customers,” Aly says.

The situation deteriorated further amid a showdown between the military and Morsi supporters.
Over the past two years, Agility has made major gains in sustainability and has significantly expanded its community engagement. The progress is captured in DRIVING CHANGE, the company’s 2013 CSR report. Seven awards in the period 2011-12 bring to 18 the total number of CSR and sustainability awards the company has received in its drive for continuous improvement.

Environmental progress
During 2011-12, Agility mapped the carbon footprint of more than 70 percent of its core logistics operations for the first time and partnered with major customers to reduce their carbon emissions. The company is working with customers, employees, subcontractors and suppliers in an effort to improve sustainability performance. It has also expanded its internal campaign to drive energy efficiency and waste management efforts. Agility is pursuing ISO 14001 certification throughout its global operations. This certification sets out the criteria for environmental management practices. Nearly 40 percent of Agility employees work in ISO 14001 certified sites.

Throughout Agility’s logistics operations, customers are offered free carbon emissions reporting for their shipments. This can help to point to potential areas for improvement. For example, Agility partnered with a major customer to consolidate goods in transit, resulting in a reduction of carbon emissions by 9 percent on more than one million kg of airfreight.

Community involvement
Agility’s strong presence in emerging markets gives the company an opportunity to contribute in the

Below: Frank Clary, Agility’s Senior Humanitarian Project Manager, on location in Indonesia.
Global solution for pharma supply chain

Agility and H. Essers’ Pharma Logistics division have been awarded a long-term contract as preferred logistics providers for Actavis.

Actavis is a global specialty pharmaceutical company focused on developing, manufacturing and distributing generic, branded and biosimilar products.

Agility and H. Essers will operate a control tower that provides Actavis with full visibility into its global freight movements and unified data set, and also delivers the logistics business intelligence Actavis was seeking.

Agility’s team is based in Bristol in the UK. H. Essers’ team operates out of company headquarters in Genk, Belgium. Operationally, Agility manages the control tower function and global air and ocean movements; Essers handles European road freight.

The contract highlights the strength of Agility’s life sciences expertise and the capability of its Pharmaceutical Competence Center, which operates specialized cold chain logistics and provides expert support across the Agility network.

“We are proud to have been awarded this contract by Actavis,” said Stephan Dülk, Agility’s VP, Life Sciences, Europe. “It underlines how customers make smart business decisions. It also further strengthens Agility’s position as a leading logistics provider in the pharmaceutical industry.

“We are already seeing extremely positive results from the control tower and regard this as potentially the biggest logistic improvement for Actavis and regard this as potentially the biggest logistic improvement for Actavis, said Valgeir Petursson, Executive Director, Logistics – International Operations, at Actavis.

communities where it is present – primarily through initiatives aimed at youth and education, health, and environmental action. In 2011 and 2012, Agility volunteers in 60-plus countries launched more than 300 community projects that ranged from building schools in Cambodia, Indonesia and Sri Lanka to raising money for disadvantaged children in the Americas and Europe and helping children in the Middle East get access to education and entrepreneurship opportunities.

Employee welfare and training

Agility employs more than 22,000 people around the world. The majority work for its commercial logistics business in emerging markets countries where job creation and professional growth are sustainable development priorities.

The company maintains high standards for employment and is strengthening its global health and safety program. Agility has built a framework that provides protection and safeguards for migrant workers in the Middle East. This includes training more than 80 percent of the workforce in the region and conducting fair labor audits.

“As with all companies, we know that we have more to learn and more to do,” says Tarek Sultan, Chairman and Managing Director. “Our CSR strategy requires that logistics capacity assessment be completed for any location where a possible staging area might be activated. To complete an assessment, the WFP-led Logistics Cluster deploys specialists to gather information on port and airport capacity, road and rail networks, storage facilities, customs and handling procedures, service rates and local transportation resources.

Agility, A.P. Moller-Maersk, TNT Express and UPS help make the assessments as members of the Logistics Emergency Team (LETs) established in 2008 by the World Economic Forum to work in partnership with WFP and the Logistics Cluster.

Agility and other members of the team have supported the humanitarian community’s response to more than 40 emergencies. In the last two years, the LETs members have conducted logistics capacity assessments in Nigeria, Turkey, Kuwait, Indonesia, Rwanda, and the Dominican Republic. For more information about WFP and the Logistics Cluster, please visit: wfp.org/logistics and logcluster.org.

 pictured during the devastating floods that hit Pakistan in 2010 displacing over 20 million people.

Ready for action

Logistics Emergency Teams (LETs) are assessing a worldwide network of staging areas that can be quickly mobilized in the event of a disaster.

These staging areas are located in regions where disaster risk is high and where good airport, port and other logistics infrastructure and resources are present. Following a disaster, the staging areas offer a vital component in the humanitarian response.

This strategy requires that logistic capacity assessment be completed for any location where a possible staging area might be activated. To complete an assessment, the WFP-led Logistics Cluster deploys specialists to gather information on port and airport capacity, road and rail networks, storage facilities, customs and handling procedures, service rates and local transportation resources.

Agility, A.P. Moller-Maersk, TNT Express and UPS help make the assessments as members of the Logistics Emergency Team (LETs) established in 2008 by the World Economic Forum to work in partnership with WFP and the Logistics Cluster.

Agility and other members of the team have supported the humanitarian community’s response to more than 40 emergencies. In the last two years, the LETs members have conducted logistics capacity assessments in Nigeria, Turkey, Kuwait, Indonesia, Rwanda, and the Dominican Republic. For more information about WFP and the Logistics Cluster, please visit: wfp.org/logistics and logcluster.org.
Ten years after the fall of Saddam Hussein, Iraq continues to tantalize and bedevil. Hardy investors have established themselves in a handful of sectors, including consumer products, telecoms, banking, hotels and, of course, energy, which still accounts for 90 percent of government revenue and 80 percent of foreign exchange earnings.

Yet periodic spikes in violence keep many potential investors on the sidelines in spite of the country’s rapid economic growth. Iraq remains plagued by sectarian tension and friction between the central government in Baghdad and the largely autonomous Kurdish north. Even so, the economy is projected to grow 9 percent this year after growing 8.4 percent in 2012.

Iraq is enjoying rapid economic growth but it’s not a market for the fainthearted.

Energy sector
Agility has been on the ground in Iraq for 10 years, investing in assets and partnerships, building a network of suppliers, developing infrastructure, and helping customers navigate the formidable challenges on the ground. This fall, Agility is opening the Rumaila Energy Park, a one million-square meter industrial park that will serve as a one-stop shop for oil and gas companies operating in southern Iraq.

The energy sector, now crowded with multi-national oil and gas producers and service providers, has gotten the lion’s share of investment and attention. The International Energy Agency says Iraq will contribute 45 percent of the world’s incremental oil supply this decade and will be the world’s No. 2 oil exporter by the 2030s.
Iraq moves forward

SERVICES FOR THE OIL INDUSTRY
Multi-national energy companies are working to produce oil, provide oilfield services and explore for new oil deposits, working alongside Iraq's national oil industry. Agility's provides many of the multi-nationals with vital services, including:

- Camp construction
- Catering
- Housekeeping
- Laundry
- Waste management
- Fuel & water
- Recreational support
- Utilities maintenance
- IT services
- Transportation
- Freight management
- Customs clearance
- Documentation
- Permits
- HSE compliance
- Warehousing & storage
- Delivery
- Project cargo
- Heavy lift
- Air, sea charters
- Convoy & logistics management
- Protective security details
- Static security service
- Security consulting
- Labor supply

Insight
Agility entered the market a decade ago and arrived with several advantages. Among them were its strong existing capabilities in neighboring Kuwait, Jordan, Turkey and UAE, global energy industry expertise, and emerging markets experience, along with an appetite for new frontiers.

"We already had a great deal of insight into the Iraqi economy, and we were able to put that to work relatively quickly," says Samir Berqdar, CEO of Agility Global Integrated Logistics (GIL) for Iraq. "We also had significant resources – warehouses, trucks, IT support, technical experts – right across the border in our other operations. We've been able to use those to build up our capabilities in Iraq." Today, Agility has offices in Baghdad, Basra and Irbil. It provides services in all of the major gas and oil fields that are producing or under exploration. Agility customs clearance teams operate at all major airports, border crossings and at the port of Umm Qasr. Agility owns a sizeable minority stake in Korek, a leading Iraqi mobile phone operator that is rapidly upgrading broadband services around the world's third-largest oilfield, wanted modern infrastructure and facilities that were built to suit their needs."

"Over the next few years, the largest increase in oil production will be in Rumaila, Qurna, Zubayr and Majnoon, fields that are all close enough to be served by the park," says Rashad Sinokrot, CEO of Agility GCC Services. "They will have modern offices, workshop space, maintenance facilities, storage and nearby housing. We've taken a very austere area and turned it into a secure, efficient hub that has everything they need." Agility offers freight forwarding, ocean freight, air freight, road freight, project logistics, construction, real estate development and supply chain solutions in Iraq. Its GCC Services unit is the leading provider of life-support services and construction for the oil and energy industry, serving companies and contractors from the UK, China, Russia, Netherlands, France, the United States and other countries. GCC offers camp hospitality and management services, camp construction, facilities maintenance, security utility supplies and waste management services.

Rumaila investment
"Agility's decision to develop the Rumaila Energy Park grew out of our belief that multi-nationals operating in Rumaila, some of Agility's work for energy industry customers in Iraq

- Freight forwarding for UK multi-national oil company moving cargo from various global locations to and from Majnoon oilfield.
- Import, customs clearance, warehousing, HSE compliance and multi-modal deliveries via Kuwait, Umm Qasr port and Basra airport for Chinese energy giant operating in Khafaya field.
- Freight forwarding for a leading oilfield services multi-national including multi-modal shipments, customs clearance, documentation, permits, HSE compliance, warehousing.
- Air charter for 11 gas turbines shipped from Baghdad to Calgary for repair and back via Sharjah to Musayab and Al-Quaddisi power stations.

We have invested in Iraqi service providers. That’s allowed us to support their expansion, bring efficiency to their operations, tap into their supplier networks, and add to the range of services we can offer locally," says Berqdar.

Best 3PL in Asia
Agility picked up Best Third Party (3PL) Provider at the prestigious Asian Manufacturing Awards 2013. The award recognizes companies that have achieved excellence in technology solutions and as value-add service providers. Agility was selected for the award based on four criteria: solution innovation, customer impact, client engagement and regional market penetration.
Without access to fuel in remote areas of Africa, the peacekeeping and relief operations that are aimed at preventing conflict and sustaining millions of displaced persons would be impossible.

The difficult, dangerous work of getting fuel to peacekeepers, relief workers and camps frequently falls to Agility TriStar, a specialist in the storage and movement of fuels.

“In many parts of Africa, weather, terrain, poor road networks and security risks limit or rule out the long distance movement of fuel overland,” says Eugene Mayne, TriStar CEO.

“Movement by air has limitations, too,” he says. Most of the aircraft capable of carrying bulk fuels are military aircraft. In cases where air is the only option, TriStar has modified civilian aircraft to ferry fuel to isolated camps and bases, taking care to use tanks that meet international certification standards for carriage of dangerous goods by road and rail, by river and sea, as well as by air.

“Air is expensive, and quite often you can’t move enough of it to make sense. On top of that, tank modification and installation is time-consuming and requires a lot of care,” Mayne says. “To be efficient, we’ve had to become masters of the rivers wherever we’ve worked in Africa. In many places, you have to build your supply chain around barge movements.”
Fuel for relief

Nile operations
TriStar has been building, commissioning and operating fuel barges in South Sudan, a struggling new nation that achieved independence from Sudan in 2011 after years of civil war and ongoing conflict with various armed groups.

More than 223,000 registered refugees are in camps in South Sudan, mainly in the states of Unity and Upper Nile. Camps in the central and northern regions of South Sudan sit amid vast malarial swamps. With torrential rains for nearly eight months of the year, this terrain is treacherous, if not impossible to navigate. Refugees, medical staff and animals can easily become stranded. And in many cases, barges, helicopters or air charters are the only feasible means of transport.

The swamps pose severe health risks. Adequate supplies of fuel are essential to efforts by international institutions and non-governmental groups to provide medicine and health care in the camps.

TriStar moves large volumes of fuel up the Nile River from the South Sudan capital of Juba to depots at northern locations using two 600 cubic meter barges and a pusher tug. To distribute fuel from the Malakal depot to even more isolated areas, TriStar uses smaller, self-propelled deck barges.

Jet fuel stores
TriStar also built tank farms to store Jet A1 fuel to service an international institution with aid operations in Sudan. It constructed a supply chain to import, store, distribute, dispense and account for 60 million liters a year of ground and aviation fuels, and provided retail and storage operations in 24 locations across an area one-third the size of the continental United States. TriStar set up aircraft refueling operations at 15 remote sites, most of them inaccessible by road.

In the Democratic Republic of Congo, TriStar devised a river distribution system that enabled it to ship fuel by barge, then quickly dismantle loads for transportation by truck and trailer to move past waterfalls and un-navigable portions of the river, before loading back onto barges.

Jet fuel stores

A five-year deal with KNPC
Agility has won a new contract with the Kuwait National Petroleum Company (KNPC), one of the leading oil companies in the Middle East. The five-year contract is worth an estimated $24.4 million.

To move shipments of goods and equipment procured by KNPC worldwide, Agility will provide ocean, air and road transport services to 42 countries. Agility will supply KNPC’s projects with spare parts, pipes and oversized parts that require special handling. It will also provide procurement and purchasing, origin logistics, customs clearance, freight forwarding and local transportation in Kuwait and the country of origin.

Natural Gas event contract
Agility has been awarded a contract to manage logistics services for Gastech 2014, which will be held at the Kintex Exhibition Center in Seoul, South Korea, March 24 – 27, 2014.

Agility Fairs & Events will be the official freight and on-site handling contractor and will be responsible for assisting exhibitors and their contractors with logistical and shipping requirements of exhibits to and from the show.

Now in its 41st year, Gastech is the global meeting place for the energy industry and brings together thousands of commercial and technical industry professionals. The exhibition showcases more than 400 international exhibitors and is supported by 21 leading governing bodies throughout the industry.

Fuel for relief

TriStar moves large volumes of fuel up the Nile River from the South Sudan capital of Juba to depots at northern locations.

Fuel Handler, a leading industry publication, cited TriStar for its ingenuity and creativity in Africa. “Whether it was a dug-out canoe carrying a bag of rice or a modern smart reefer with mesh technology that is transported by mammoth cargo barges on mighty African rivers, TriStar looked at all routes and methods of distribution,” the magazine wrote.
Locations

Global Integrated Logistics

International HQ
Baar, Switzerland
Tel: +41 41 766 5270
gil@agilitylogistics.com

Americas
Irvine, California, USA
Tel: +1 714 617 6300

Asia Pacific
Singapore
Tel: +65 6463 9868

Europe
Basel, Switzerland
Tel: +41 61 316 5555

Middle East & Africa
Dubai, United Arab Emirates
Tel: +971 4 813 1222

Chemicals
Liverpool, UK
Tel: +44 151 494 5900

Fairs & Events
Singapore
Tel: +65 6463 9868

Project Logistics
Houston, Texas, USA
Tel: +1 713 452 3500

Infrastrcuture Companies

Defense & Government Services
Alessandria, Virginia, USA
Tel: +1 703 417 6000
dgs@agilitylogistics.com

Real Estate
Salubiya, Kuwait
Tel: +965 1 856 1236
red@agilitylogistics.com

National Aviation Services
Farwaniya, Kuwait
Tel: +965 1 842 842
info@baircorporal.com

Inspection & Control Services, Ltd
Salubiya, Kuwait
Tel: +965 2498 1236

Metal and Recycling Company
Alghoura, Kuwait
Tel: +965 2547 7773/4
mrc@mrc.com.kw

GCC Services
Kuwait City, Kuwait
Tel: +965 232 3350/2/3
info@gcc.kw.com

Other Enquiries
Career Opportunities
careers@agilitylogistics.com

Media
press@agilitylogistics.com

Investors
investor@agilitylogistics.com

TradeLines is the magazine of Agility, published by Agility Holdings Inc., 240 Commerce, Irvine, California, 92602, USA.

Editor in Chief: Jim Cox
Managing Editor: Nita Bhaktar
Consultant Editor: Richard Paviot

Design: Paul Cooper Design
Produced by: Nugene Ltd
and printed in England.

Editorial Coordinators
Global Integrated Logistics (GIL)
Toby Edwards tedwards@agilitylogistics.com
Americas
Mary Thomasen mthomasen@agilitylogistics.com
Asia Pacific

Inspection & Control Services, Ltd
Salubiya, Kuwait
Tel: +965 2498 1236
info@baircorporal.com

Middle East
James Gildea jgiilda@agilitylogistics.com
Chemicals
Mark Ridge mridge@agilitylogistics.com

Fairs & Events
Jennifer Lim jlim@agilitylogistics.com

Project Logistics

Kuwait City, Kuwait
Tel: +965 232 3350/2/3
info@gcc.kw.com

Blanche Tarwater btarwater@agilitylogistics.com

Defense & Government Services
Jim Cox jcox@agilitylogistics.com
Bernadette Valdez bvaldez@agilitylogistics.com

Infrastrcuture
Nita Bhaktar nbhaktar@agilitylogistics.com

Corporate Marketing
Marian Al Foudery malfoudery@agilitylogistics.com

Nita Bhaktar nbhaktar@agilitylogistics.com

© 2013 Agility Holdings Inc.
All rights reserved.

Copyright of Tradelines, and the Agility trademark are owned by Agility. Other trademarks reproduced in this magazine are the property of their respective owners.

About Agility

Agility brings efficiency to supply chains in some of the globe’s most challenging environments, offering unmatched personal service, a global footprint and customized capabilities in developed and developing economies alike. Agility is one of the world’s leading providers of integrated logistics. It is a publicly traded company with $5 billion in revenue and more than 22,000 employees in 500 offices across 100 countries.

Agility’s core commercial business, Global Integrated Logistics (GIL), provides supply chain solutions to meet traditional and complex customer needs. GIL offers air, ocean and road freight forwarding, warehousing, distribution, and specialized services in project logistics, fairs and events, and chemicals. Agility’s Infrastructure group of companies manages industrial real estate and offers logistics-related services, including e-government customs optimization and consulting, waste management and recycling, aviation and ground-handling services, support to governments and ministries of defense, remote infrastructure and life support.