



2023

Emerging Markets Logistics Index

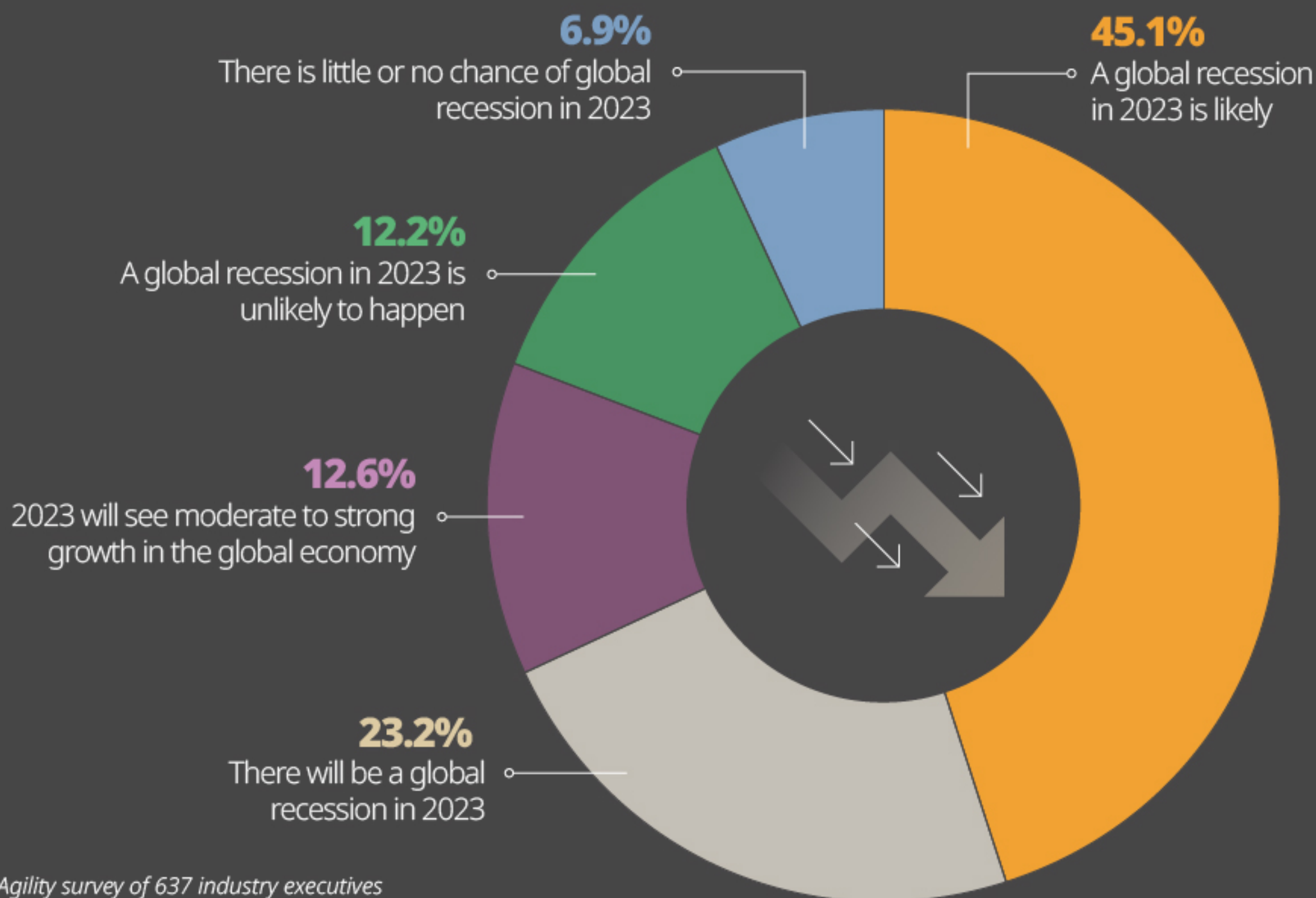
HIGHLIGHTS





Likelihood of Recession in 2023

Which of the following statements most closely matches your opinion on global economic prospects for 2023? ¹

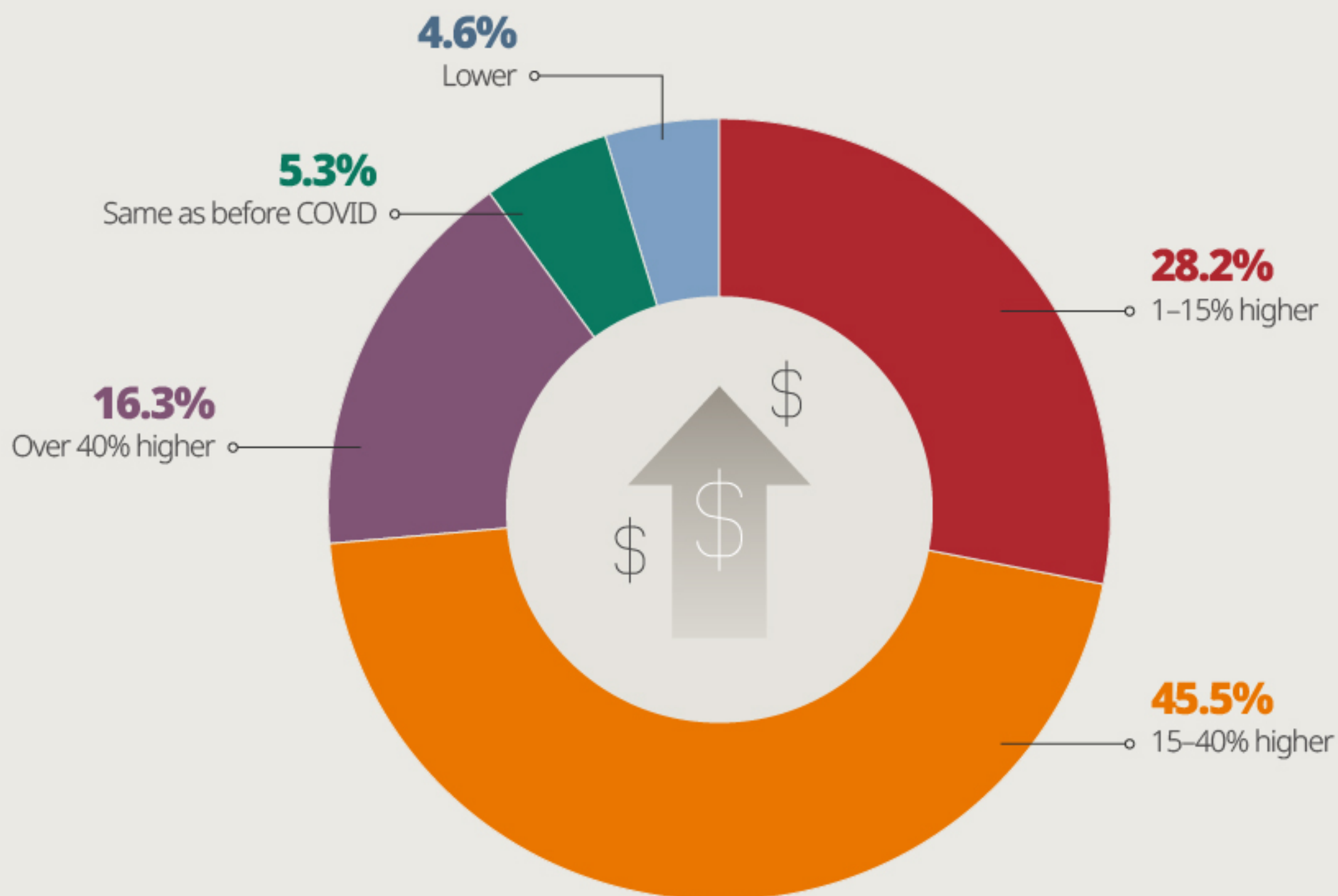


¹Agility survey of 637 industry executives



Higher Logistics Costs

How do your company's logistics costs compare to pre-COVID levels for this time of the year? ²



²Agility survey of 750 industry executives



Coping with Higher Logistics Costs

What is your company doing to reduce logistics costs? ² Select all that apply.



18.5%

Demand forecasting
and contingency planning



14.2%

Moving production/sourcing
to other locations



18.4%

Storage and inventory
optimization



10.8%

Bringing logistics
in-house



15.2%

Increased automation



8.4%

Modal shift



14.5%

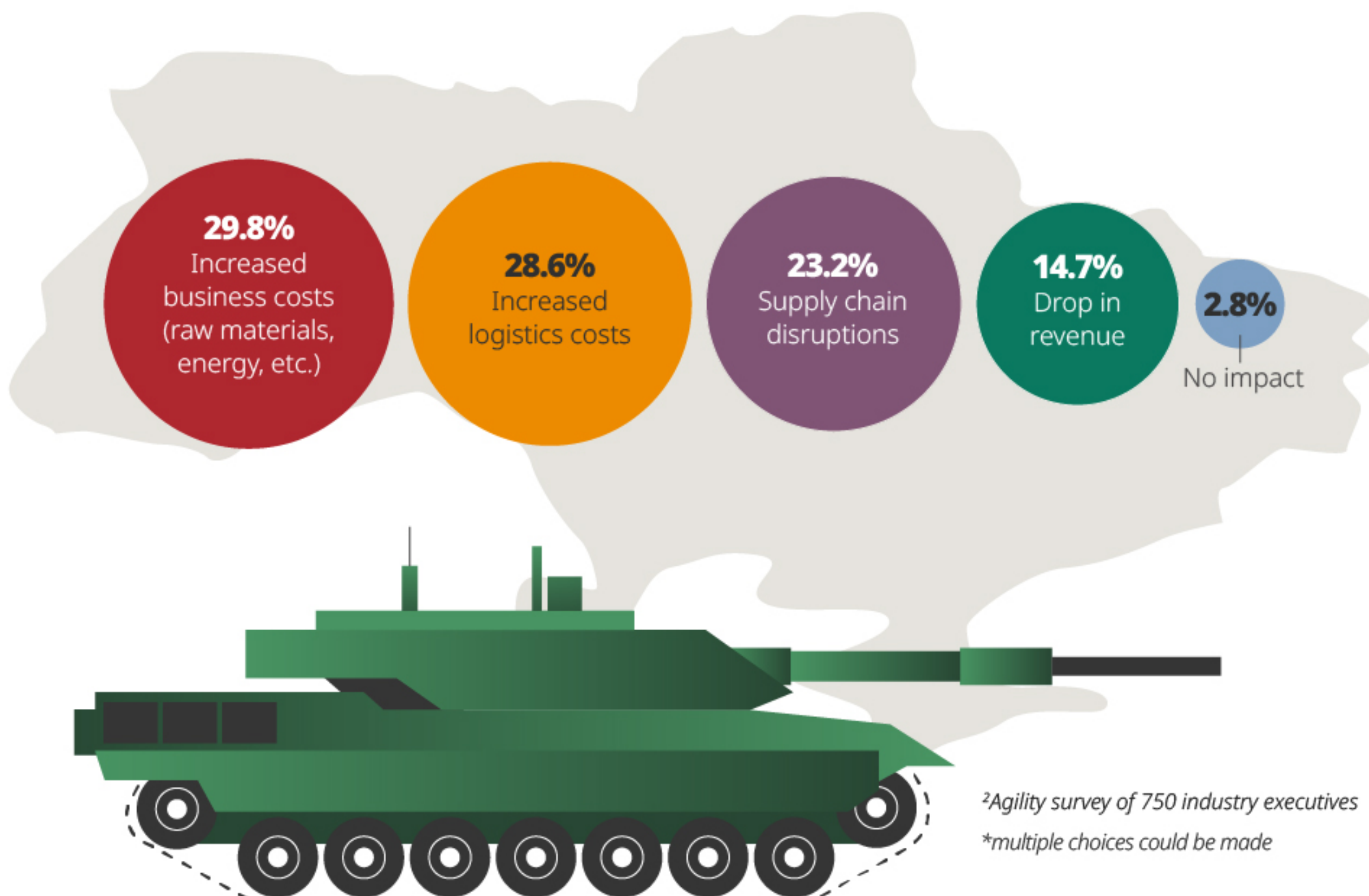
Improved visibility

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Impact of the War in Ukraine

*How do you assess the impact of the Russia-Ukraine war on your company? ²**



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*multiple choices could be made



Dealing with Spiking Energy Prices

What measures will your company take in the next 12 months to respond to escalating energy prices? ^{2}*



18.3%

We plan to increase energy efficiency[†]



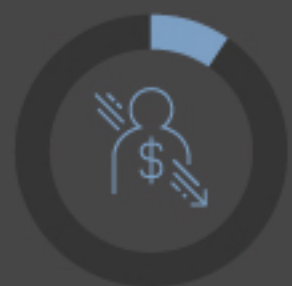
10.9%

We will accept lower profits



16.3%

We plan to reduce energy consumption



10.4%

We plan to reduce labor costs



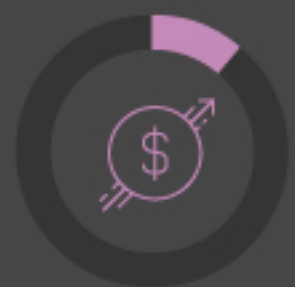
13.5%

We plan to increase our prices by 6–10%



9.8%

We plan to increase our prices by more than 10%



11.3%

We plan to increase our prices by 1–5%



9.8%

We plan to reduce investment

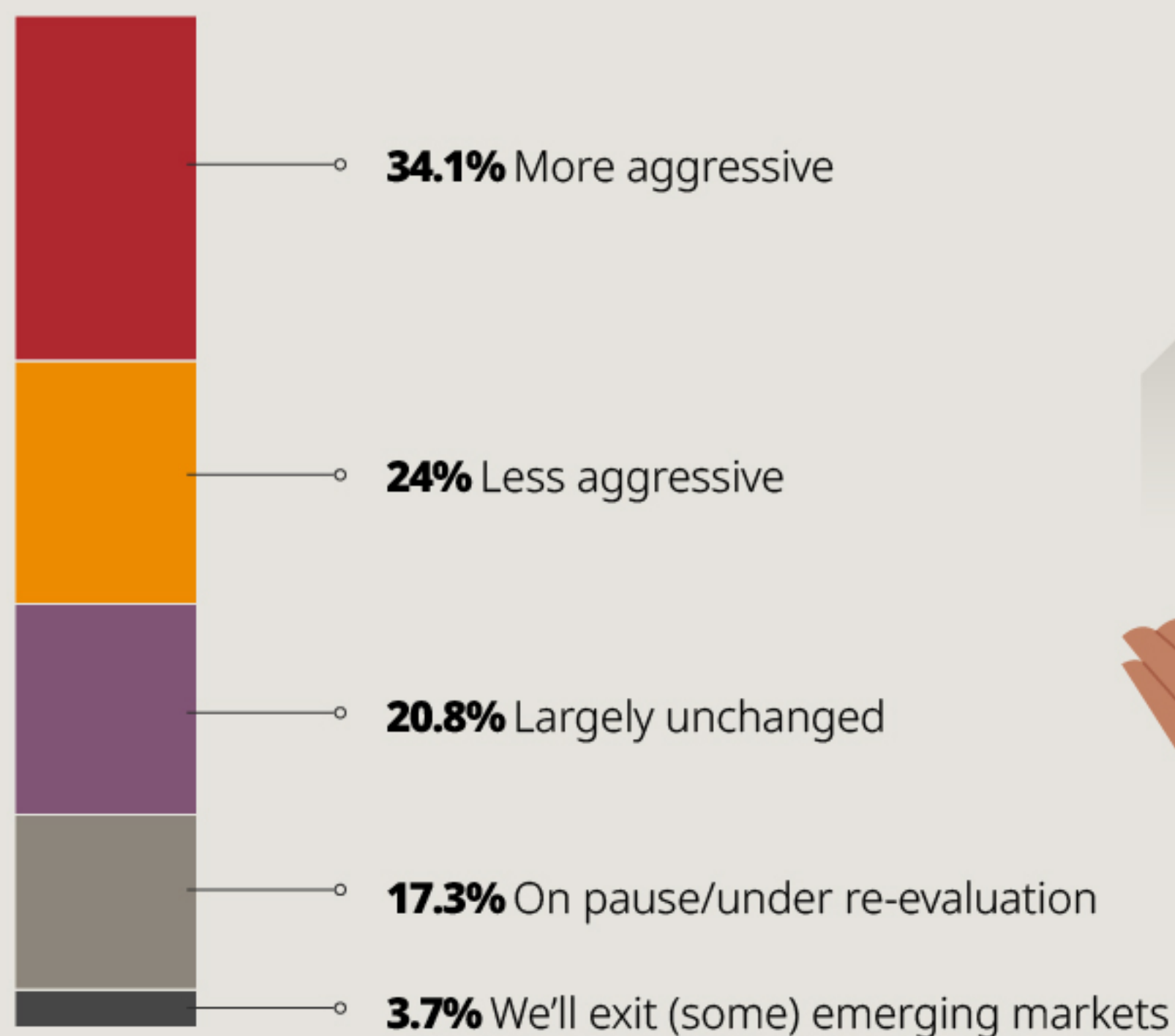
**multiple choices could be made [†]e.g., invest in energy efficient technologies, materials and equipment*

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Emerging Markets Investing after COVID

How would you describe your company's post-COVID investment and expansion strategy in emerging markets? ²

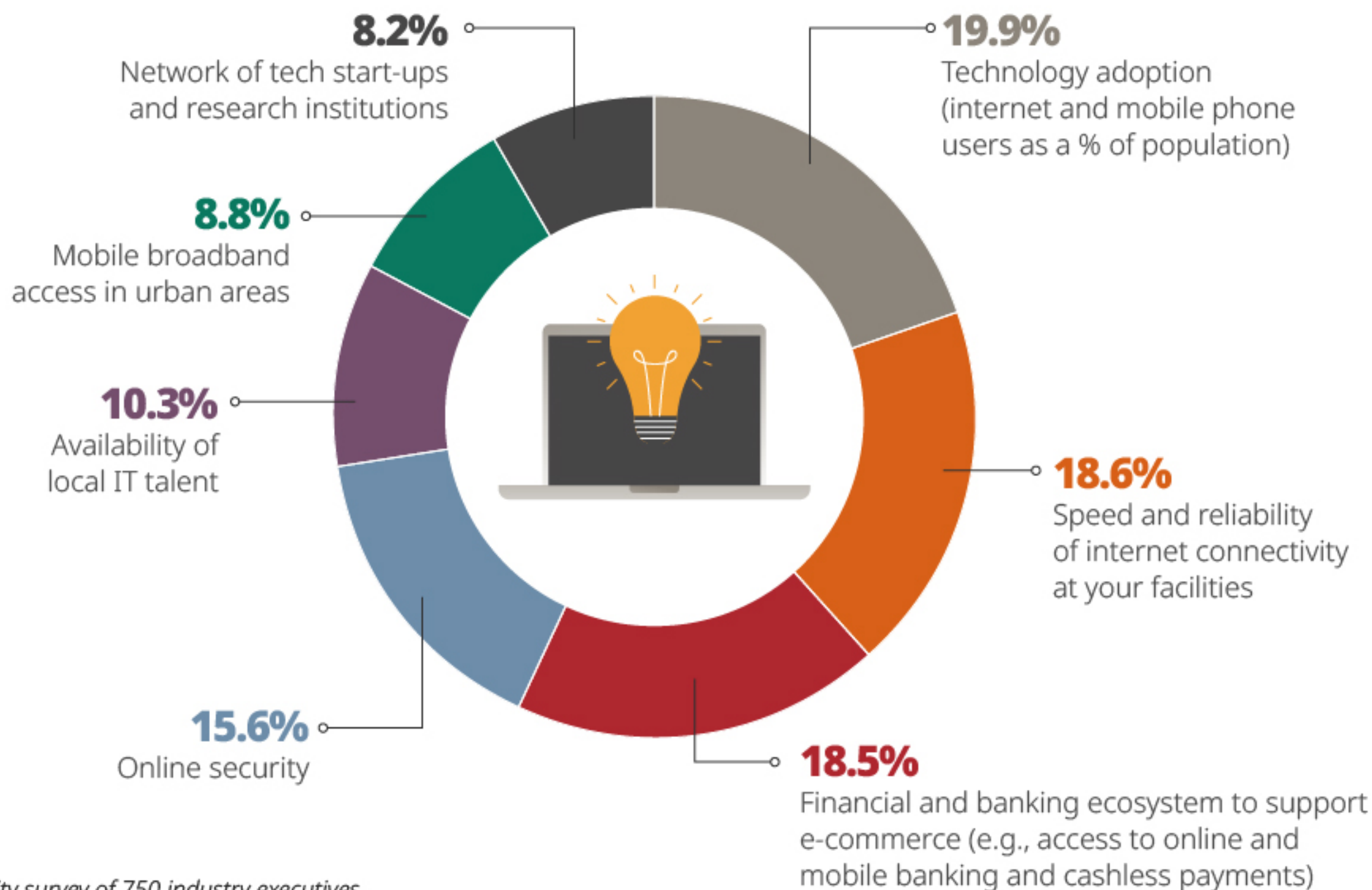


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Most Important in Digital Readiness

Which of the following digital readiness factors are important to your business when deciding whether to invest in an emerging market? ²

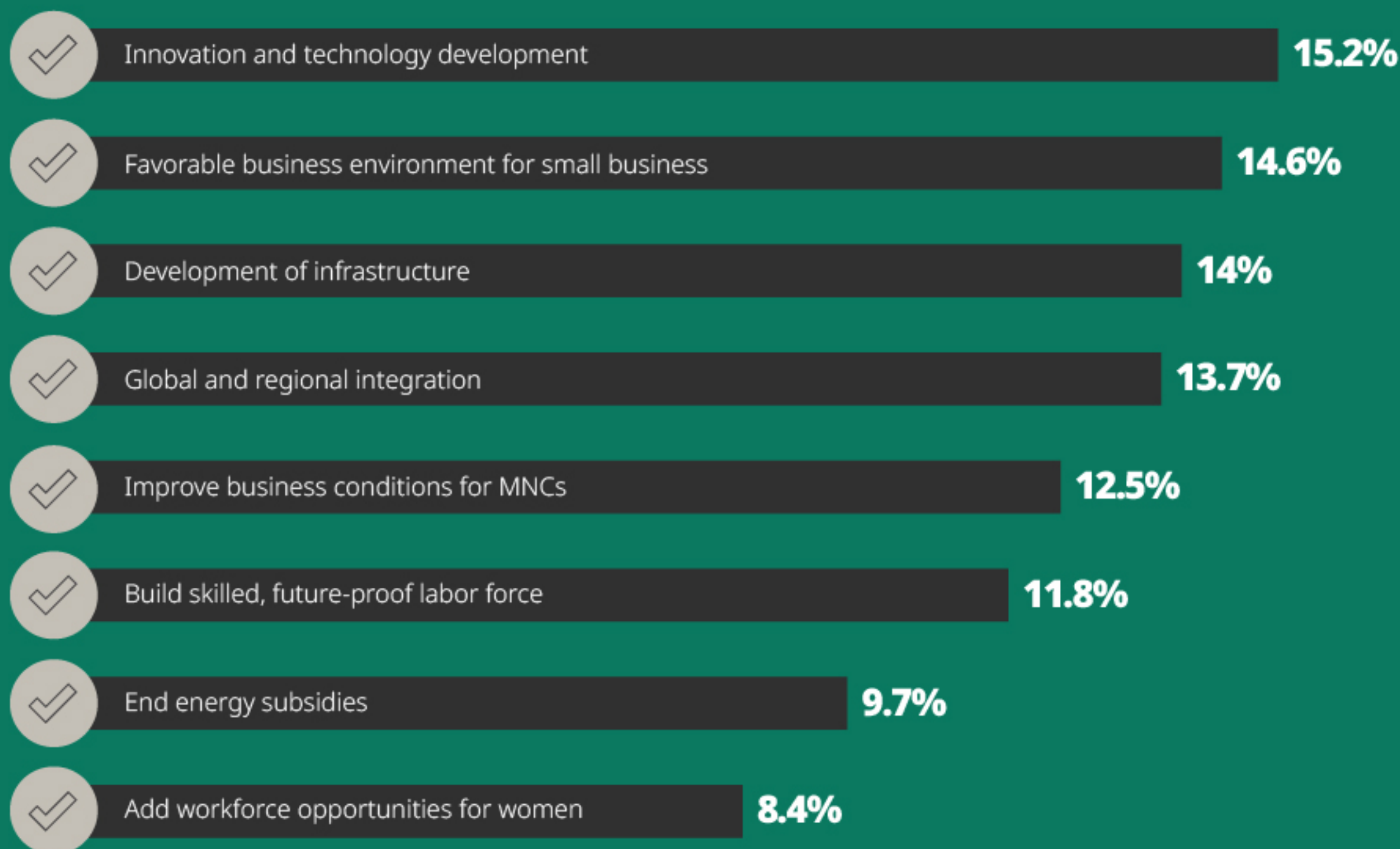


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Key Drivers of Gulf Diversification

What are the three most important drivers of economic diversification in the Gulf countries? ²



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Shifting Production to Lower Risk

Which of the following statements best describe your company's post-COVID supply chain? ²



24%

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



19.4%

Moved more production/sourcing onshore (home market)



16.7%

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



14.7%

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



14.5%

Reorganized our supply chains (reorganized production/sourcing into smaller blocks belonging to more localized economies)



10.8%

Looks about the same

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Shifting Views of China

Which statement best reflects your plans for the Chinese market over the next 5 years? ²

41.3%

We will continue with entry/expansion plans

20.5%

We will move production/sourcing out of China

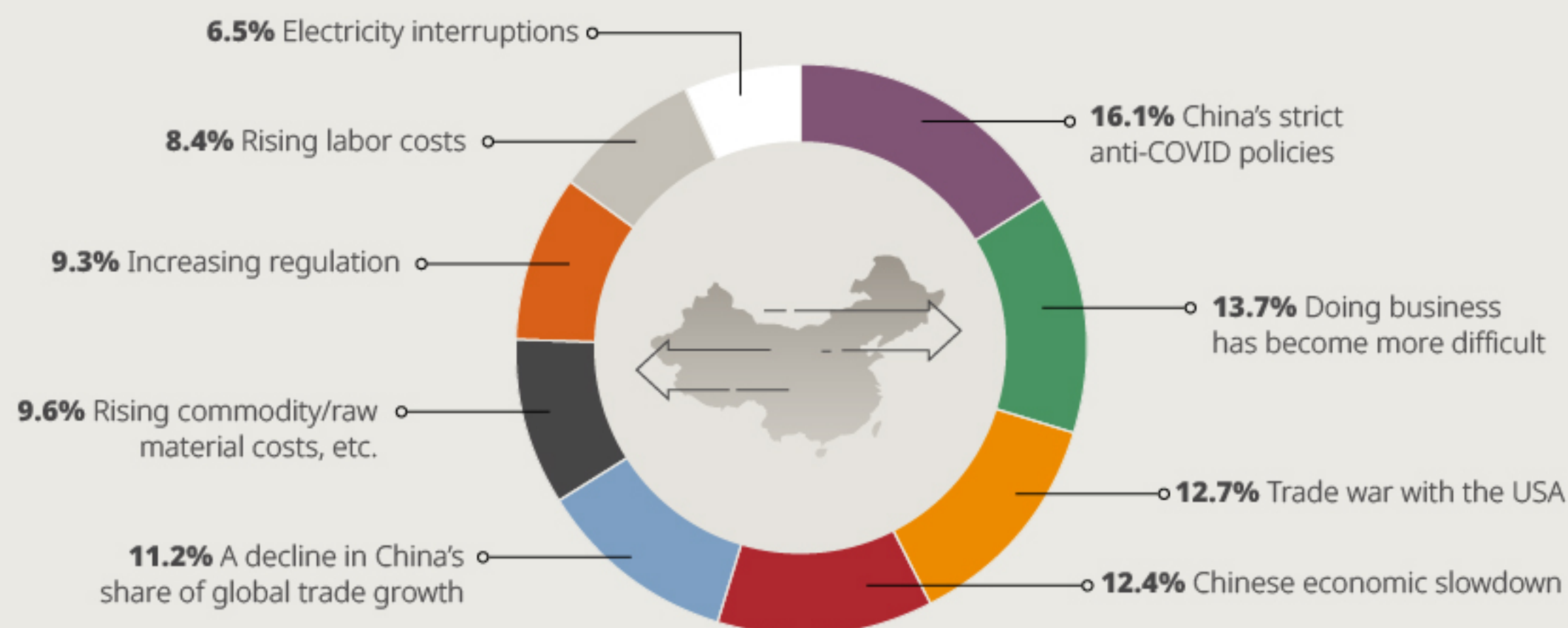
18.4%

We will reduce investments in China

19.8%

We won't be making any changes to our current position in China

Why have you decided to move production/sourcing out of China/reduce investments in China? ²



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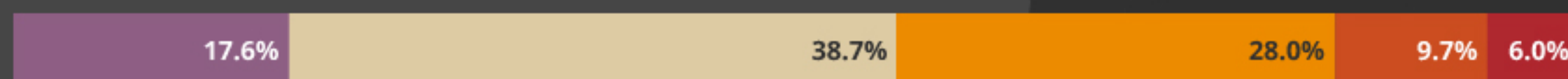


Africa's New Trade Agreement

The African Continental Free Trade Area (AfCFTA) will: ²

■ Strongly agree ■ Agree ■ Neither disagree nor agree ■ Disagree ■ Strongly disagree

Boost intra-African trade



Strengthen the capacities of SMEs to access regional and global markets



Support the production of higher value-added products made in Africa



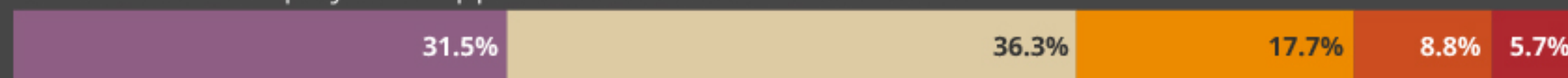
Reduce costs of doing business



Reduce bureaucracy associated with exports/imports



Generate new employment opportunities across the continent



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Africa's New Trade Agreement

The African Continental Free Trade Area (AfCFTA) will: ²

Strongly agree Agree Neither disagree nor agree Disagree Strongly disagree

Create better employment opportunities for women



Boost wages



Threaten local SMEs with cheaper imports



Encourage dumping of international products



Increase inequalities and promote uneven development



Slow Africa's progress towards its sustainable growth objectives



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E-Commerce Momentum

The COVID pandemic accelerated e-commerce adoption. How will consumer shopping and spending habits evolve post-COVID? ²



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How Digital Forwarders are Performing

What proportion of your company's freight is shipped/booked through a digital forwarder? ²

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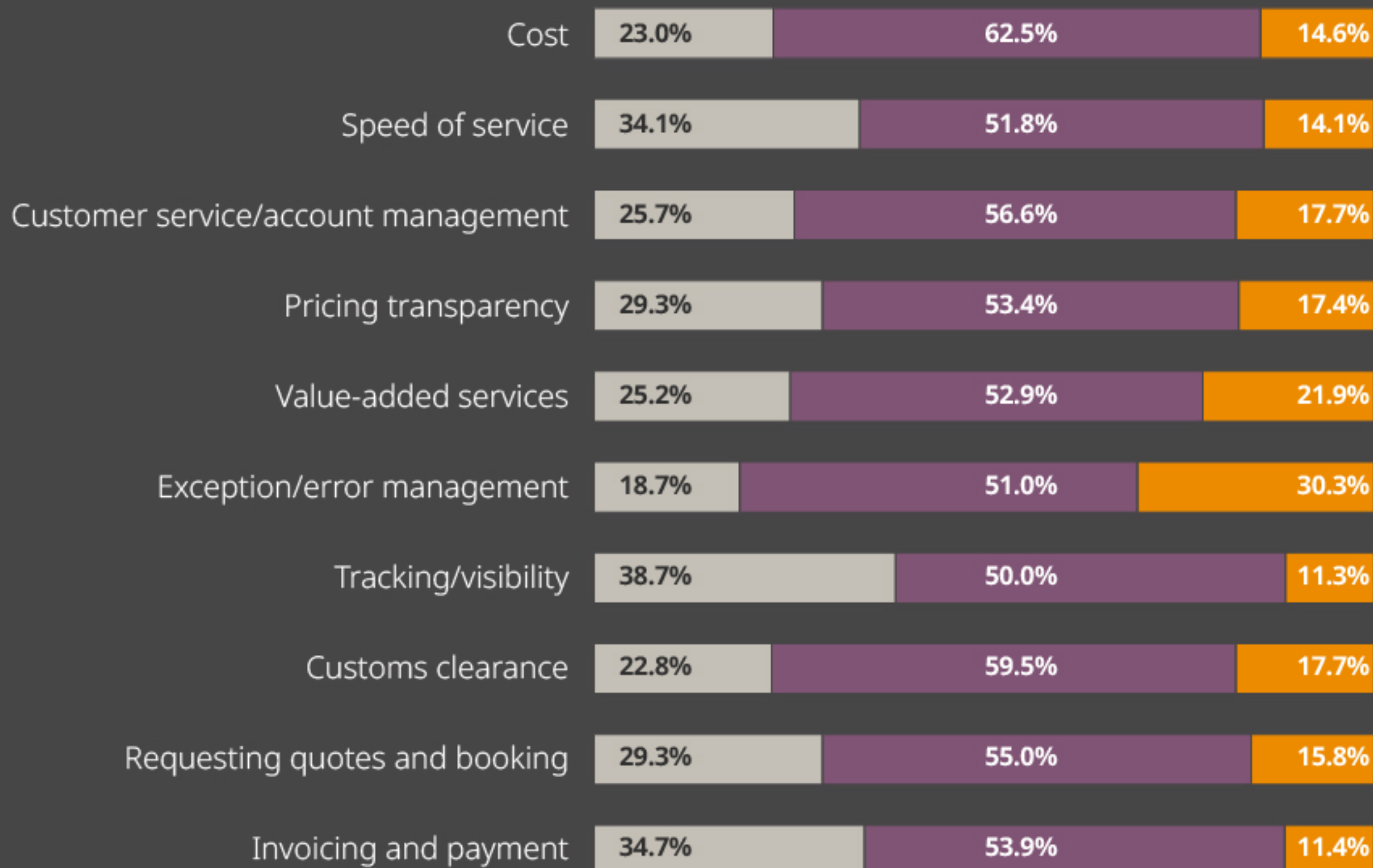




How Digital Forwarders are Performing

In your experience, how have digital forwarders performed in comparison with traditional forwarders you use? ²

Exceeded performance Matched performance Underperformed

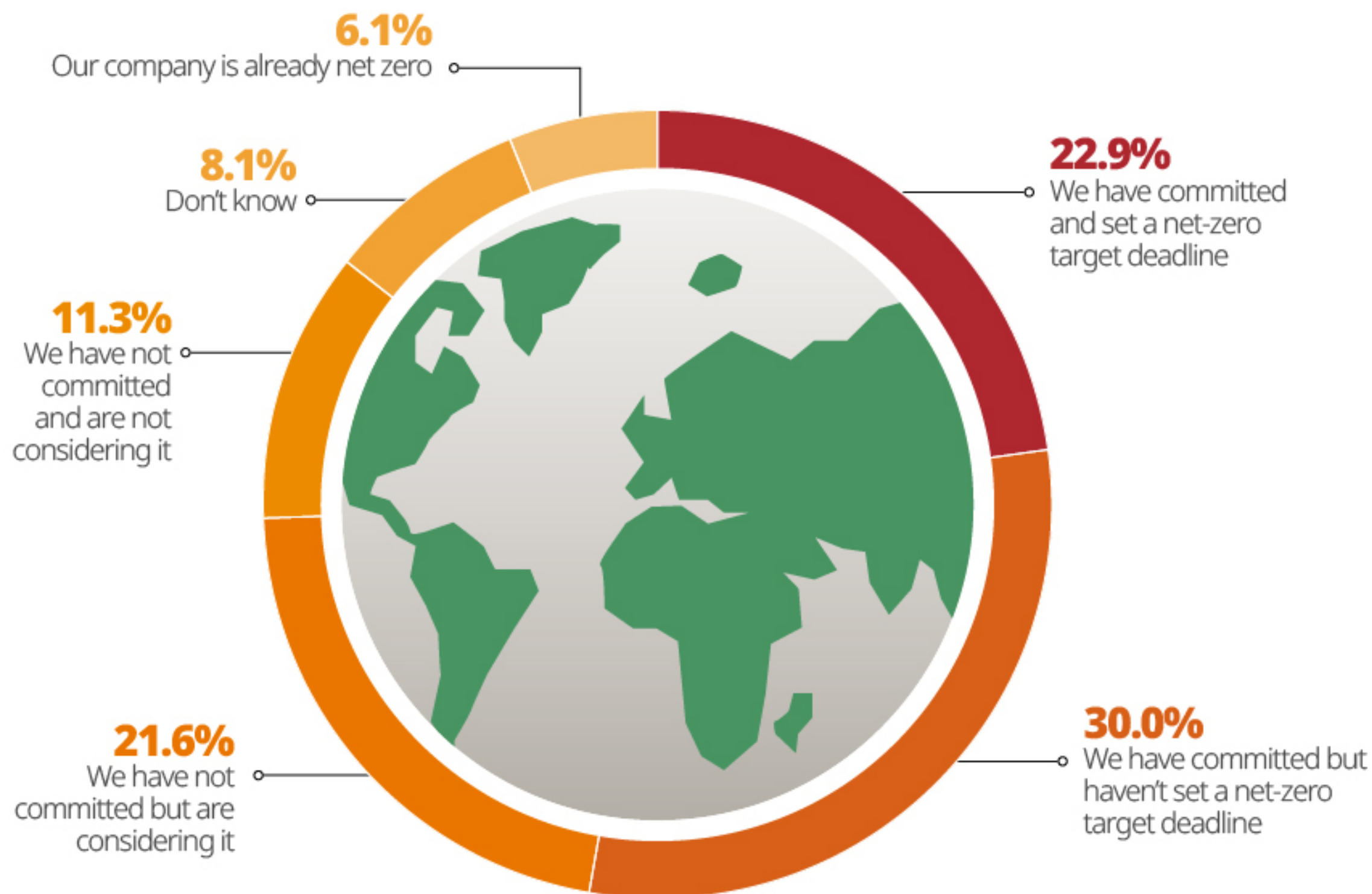


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Committed to Sustainability

Has your company committed to a net-zero target? ²

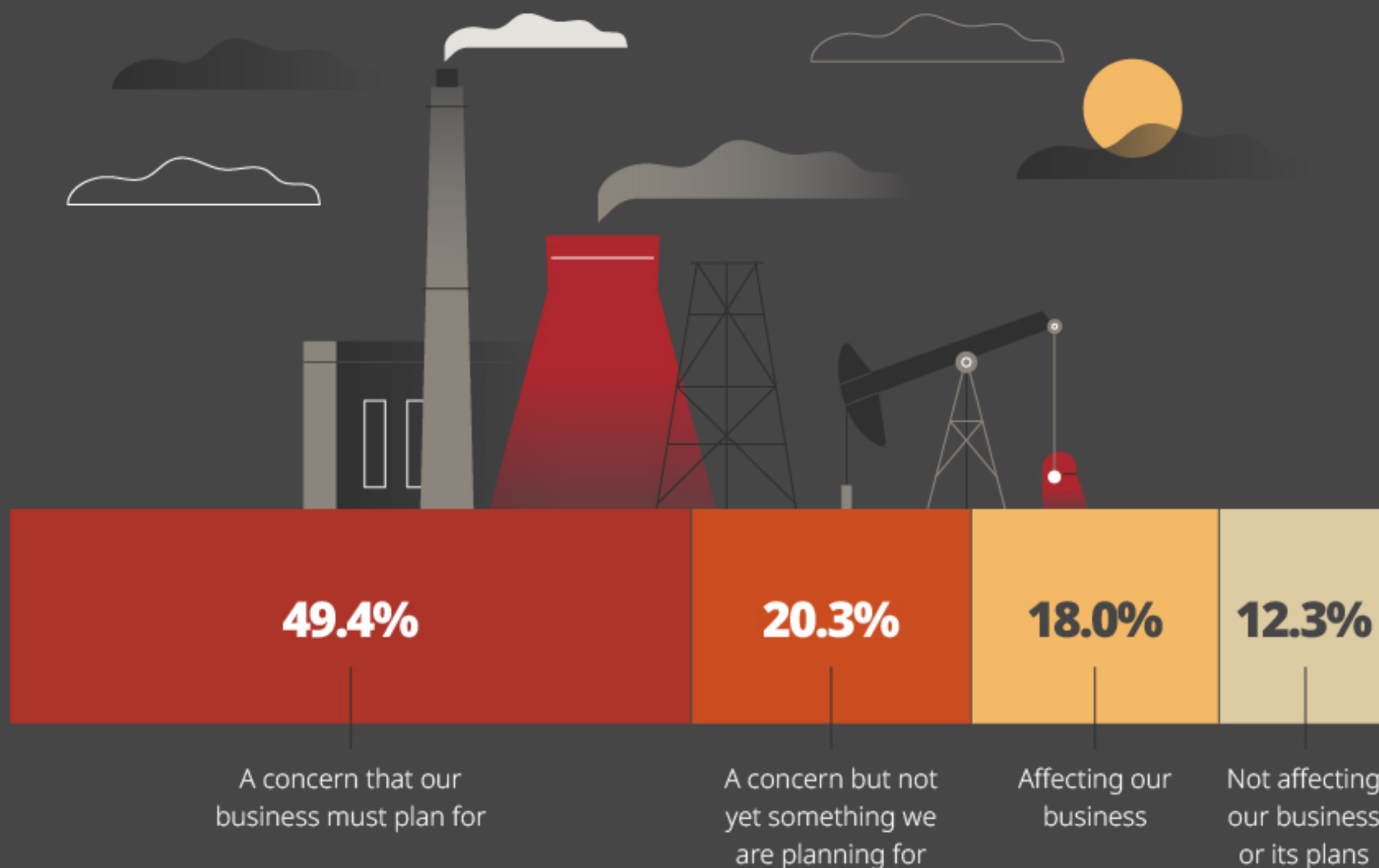


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Climate Change Disruptions

Disruptions caused by climate change are: ²



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Top 10 Emerging Markets for 2023

2023 Rank		Change
1	China	—
2	India	—
3	UAE	—
4	Malaysia	—
5	Indonesia	—
6	Saudi Arabia	—
7	Qatar	—
8	Thailand	—
9	Mexico	—
10	Vietnam	▲ 1





Top Emerging Markets in 2023



Top 5 Domestic Logistics Markets

2023 Rank	Change
1 China	—
2 India	—
3 Indonesia	—
4 UAE	—
5 Saudi Arabia	—



Top 5 International Logistics Markets

2023 Rank	Change
1 China	—
2 India	—
3 Mexico	—
4 Vietnam	▲ 1
5 Thailand	▼ 1



Best 5 for Business Fundamentals

2023 Rank	Change
1 UAE	—
2 Qatar	▲ 2
3 Saudi Arabia	—
4 Malaysia	▼ 2
5 Oman	▲ 1

Out of 50 countries in the 2023 Agility Emerging Markets Logistics Index; 2023 ranking and change from 2022



Who is Digitally Ready?

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

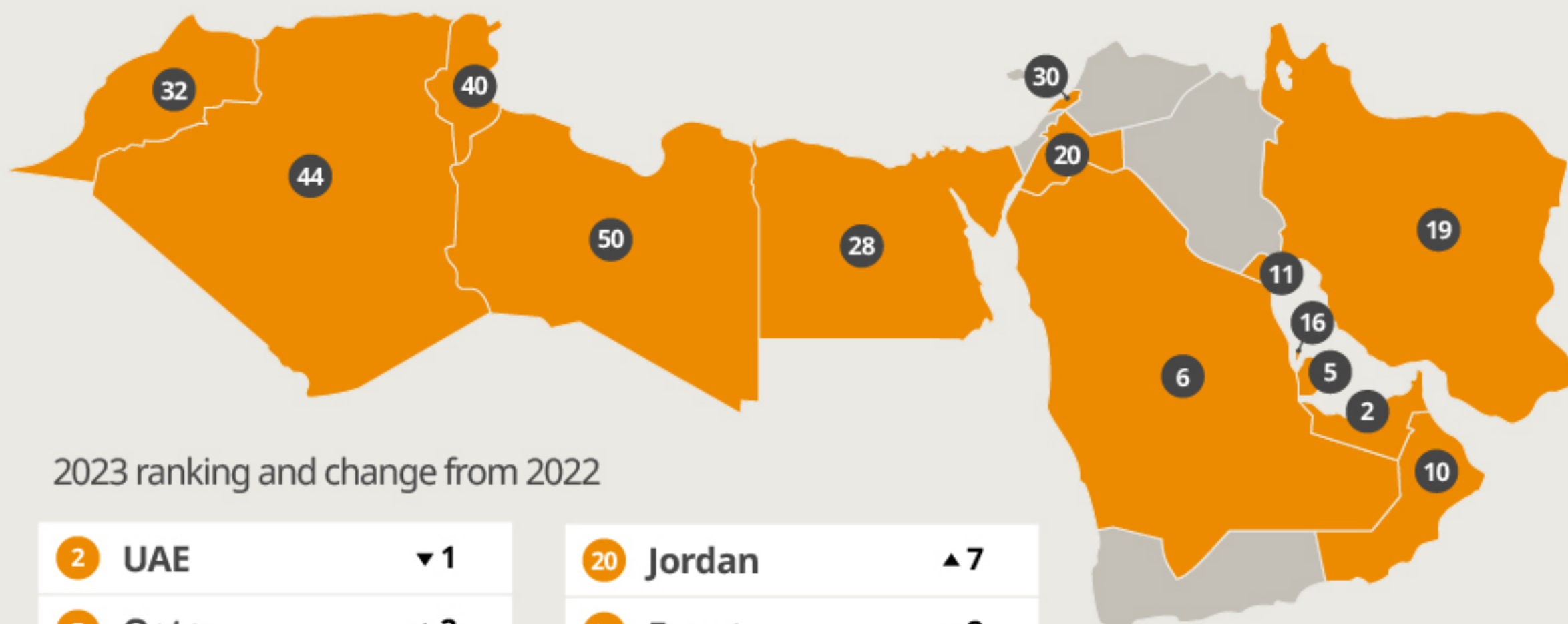
2023 Rank		Change from 2022
1	India	▲ 4
2	UAE	▼ 1
3	Malaysia	▼ 1
4	China	▼ 1
5	Qatar	▲ 2
6	Saudi Arabia	▼ 2
7	Indonesia	▲ 1
8	Thailand	▼ 2
9	Philippines	▲ 1
10	Oman	▲ 5





Digitally Ready in the Middle East & GCC

How countries in the region rank for digital readiness



2023 ranking and change from 2022

2	UAE	▼ 1	20	Jordan	▲ 7
5	Qatar	▲ 2	28	Egypt	▼ 2
6	Saudi Arabia	▼ 2	30	Lebanon	▲ 8
10	Oman	▲ 5	32	Morocco	▲ 3
11	Kuwait	▲ 1	40	Tunisia	▲ 1
16	Bahrain	▲ 6	44	Algeria	▼ 2
19	Iran	▲ 1	50	Libya	—

Out of 50 countries in the 2023 Agility Emerging Markets Logistics Index; 2023 ranking and change from 2022



Digitally Ready in Africa

How countries in the region rank for digital readiness

2023 ranking	Change
17 Kenya	▲ 5
21 Ghana	▲ 2
23 South Africa	▼ 6
26 Nigeria	▼ 5
31 Tanzania	▲ 1
36 Uganda	▼ 1
39 Ethiopia	—
40 Mozambique	—
41 Angola	—

Out of 50 countries in the 2023 Agility Emerging Markets Logistics Index; 2023 ranking and change from 2022

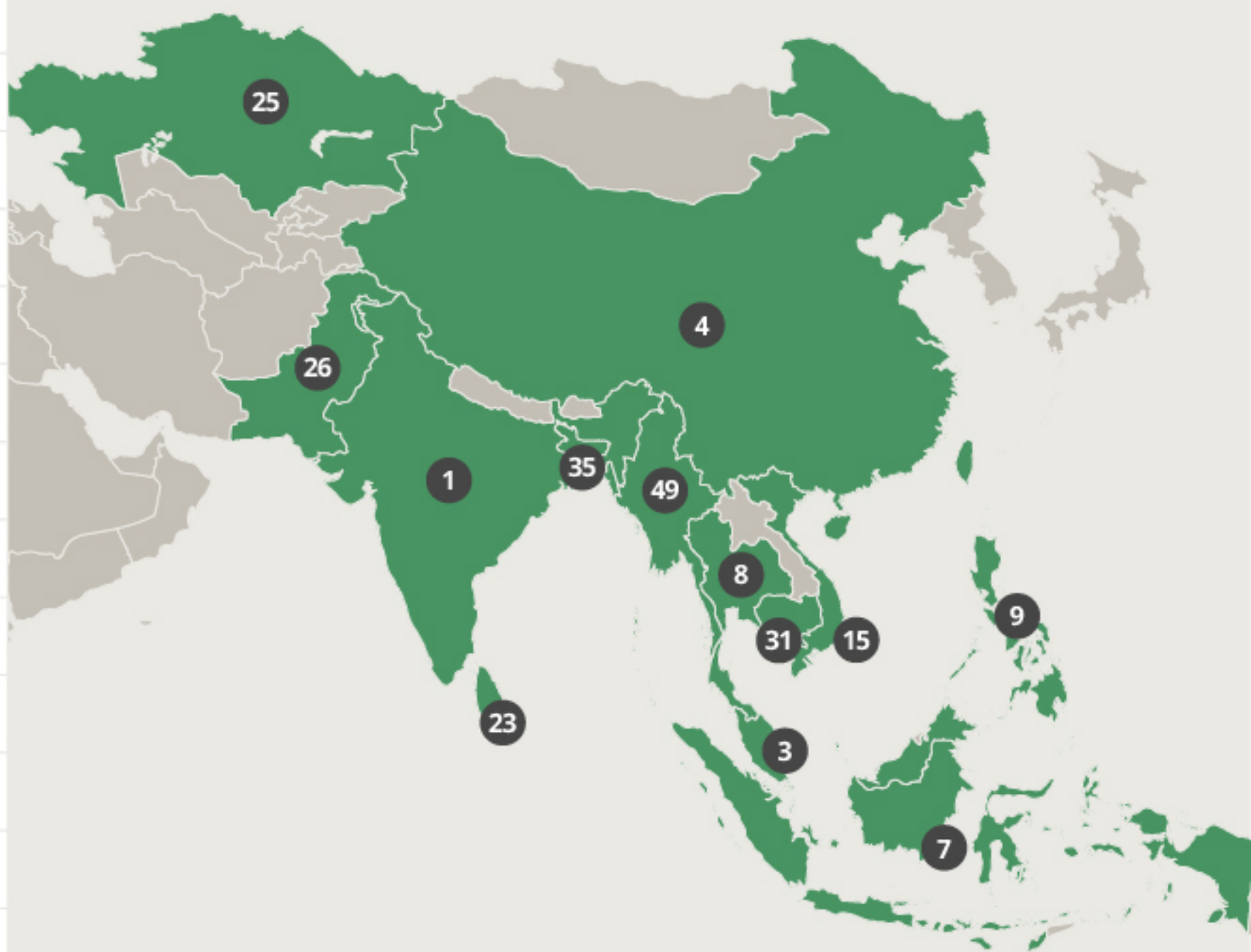




Digitally Ready in Asia

How countries in the region rank for digital readiness

1	India	▲4
3	Malaysia	▼1
4	China	▼1
7	Indonesia	▲1
8	Thailand	▼2
9	Philippines	▲1
15	Vietnam	▼1
23	Sri Lanka	▲7
25	Kazakhstan	▲3
26	Pakistan	▼2
31	Cambodia	▲6
35	Bangladesh	▼1
49	Myanmar	—



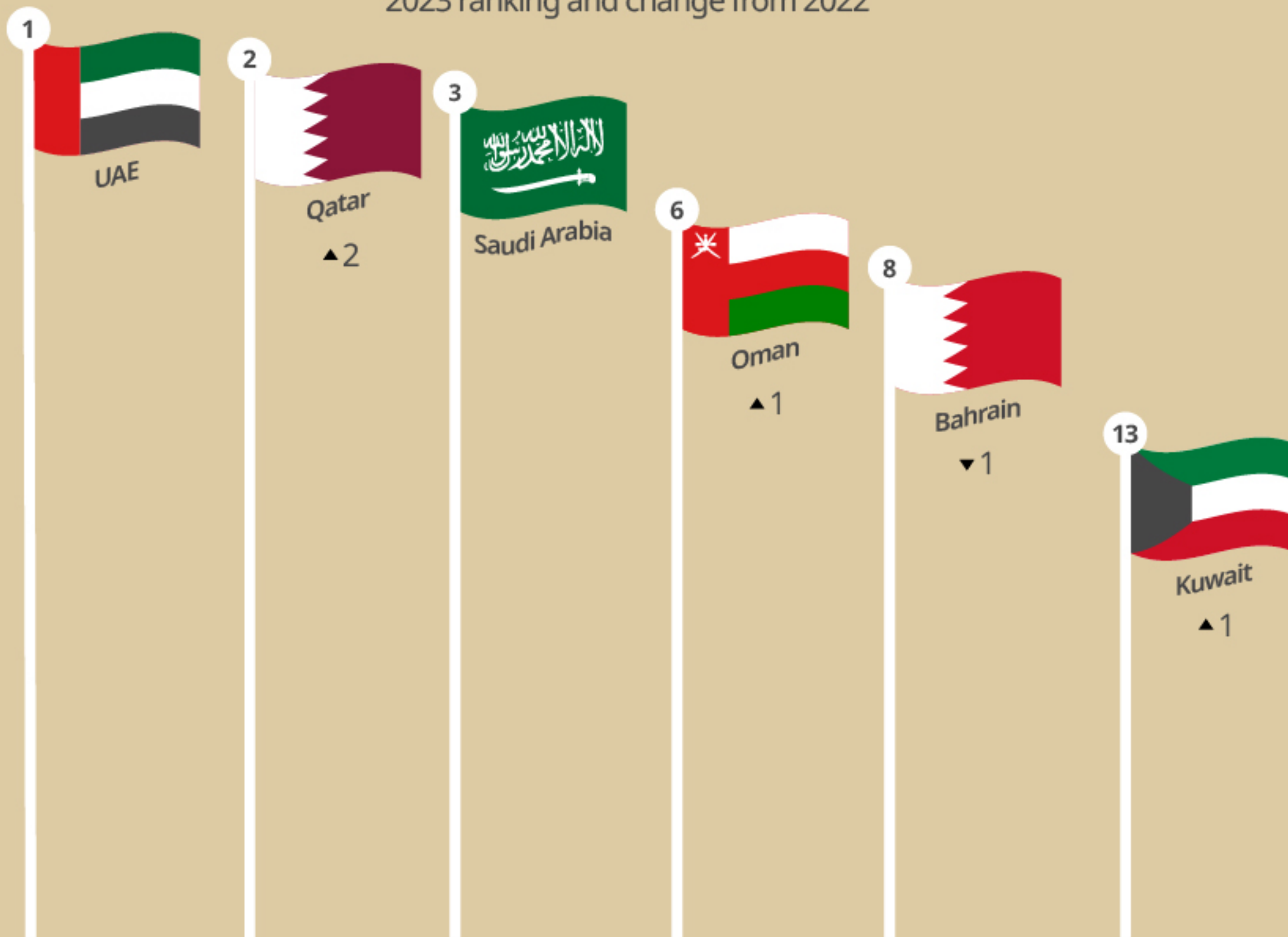
Out of 50 countries in the 2023 Agility Emerging Markets Logistics Index; 2023 ranking and change from 2022



Gulf Business Fundamentals Outshine Others

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

2023 ranking and change from 2022





Climbing the Rankings



Key Changes



Losing Ground in Key Areas

International logistics			International logistics		
Bangladesh	▲ 8		▼ 25		Ukraine
Kuwait, Ethiopia	▲ 4		▼ 7		Paraguay
Nigeria	▲ 3		▼ 2		Iran, Russia, Turkey
Domestic Logistics			Domestic Logistics		
Pakistan	▲ 6		▼ 22		Ukraine, Iran
Bangladesh, S. Africa	▲ 4		▼ 8		Russia
Tanzania, Venezuela, Libya	▲ 4		▼ 3		Turkey, Bolivia
Digital Readiness			Digital Readiness		
Lebanon	▲ 8		▼ 10		Colombia
Jordan, Sri Lanka	▲ 7		▼ 9		Russia
Bahrain, Cambodia	▲ 6		▼ 6		Mexico, South Africa
Business Climate			Business Climate		
Ghana	▲ 6		▼ 8		Ukraine
Argentina	▲ 5		▼ 4		Mexico, Pakistan
Iran	▲ 4		▼ 3		Lebanon, Algeria

