

Warehousing and Distribution Opportunities in the UAE

- Joint Venture
- Long-term lease

In 2023, UAE marked a decade of collaboration in BRI, focused on development and prosperity.

In H1 2023, the value of the UAE's non-oil trade with countries participating in the BRI reached \$305 billion, accounting for 90% of the UAE's non-oil trade during that period. The trade grew by more than 13% compared to H1 2022.



UAE Today

As one of the world's most open and investor friendly economies, the UAE has consistently attracted high FDI volumes

UAE's
Excellent
**Infrastructure
and Stability**
attracts
highest
**Foreign
Investment**
in the **region.**

In 2022, the UAE

Entered

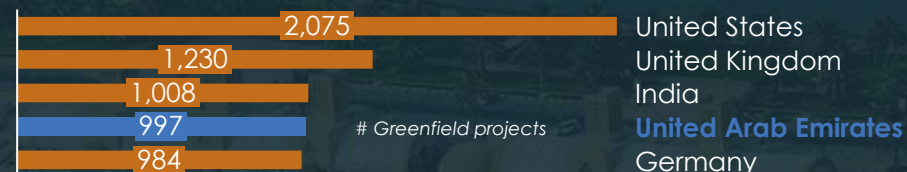
Top 20 economies of the world

Attracted Highest ever FDI

USD 23 billion in 2022, growing at **10%** y-o-y

Ranked

4th in the world in Greenfield projects, **84%** increase y-o-y



Key facts

-  **46** Free-trade zones
-  **Ranked 16th** in Doing Business Ranking 2022
-  **Ranked 1st** in Global Entrepreneurship Index
-  **USD 87,729 GDP** per capita based on PPP
-  **Fitch Rating : AA-** Stable Outlook (Jul 2023)

Policies that drive business success

The UAE is extremely proactive in creating a business-friendly environment and attracting foreign direct investment. In July 2020, the UAE announced a new Ministry of Industry and Advanced Technology to develop the industrial sector by promoting the adoption of advanced technology. The government fosters innovation through a variety of policy initiatives, including dedicated strategies for the Fourth Industrial Revolution, Artificial Intelligence; Advanced Innovation; the UAE Centennial Vision 2071, Operation 300 billion and “Make it in the Emirates” and the National Advanced Sciences Agenda 2031.



**100% Foreign
Ownership**



**Growing & Diverse
Economy**



**Legal
Framework**



**Favourable Tax
Structure**



**Safe
Investment**

Recent reforms allow for 100% foreign ownership of businesses, offer long-term and freelance residency and citizenship to entrepreneurs, business leaders and specialized talents. The UAE has also updated the laws around IPOs, remote working, and bankruptcy. Together, these policies create an environment where innovation is part of the fabric of society; where collaboration between public and private partners shapes a new reality; and where the future comes to life before us.



10th
Most competitive
nation in the world
(IMD, 2023)



6th
Most globally
connected country in
the world (DHL, 2022)



1st
in the Arab World
Human Capital Index
(World Bank, 2021)



1st
in the MENA region for
Foreign Direct Investment
confidence (FDICI, 2023)



1st
Arab country for
preparedness to embrace
advanced technologies
(UN Tech. index, 2023)



1st
in the MENA Index of
Economic Freedom
(Heritage Foundation,
2021)

As of 2022, about 6,000 Chinese businesses operate in the UAE, with a sizable Chinese population working primarily in the infrastructure and energy sectors.

Sharjah is home to 1,225 Chinese companies, including 245 in its free zones. Trade volume between the two sides has exceeded AED 47 million.



Sharjah Today

Contributes more than one-third to
UAE's industrial production

1.78 Million
population (2022)

3rd Largest
emirate after Abu Dhabi
and Dubai

128 km
of coastline

6
Freezones

62%
Of Industrial Hubs
dedicated to freight
forwarding

Border all
6 Emirates and Oman

1 International
Airport

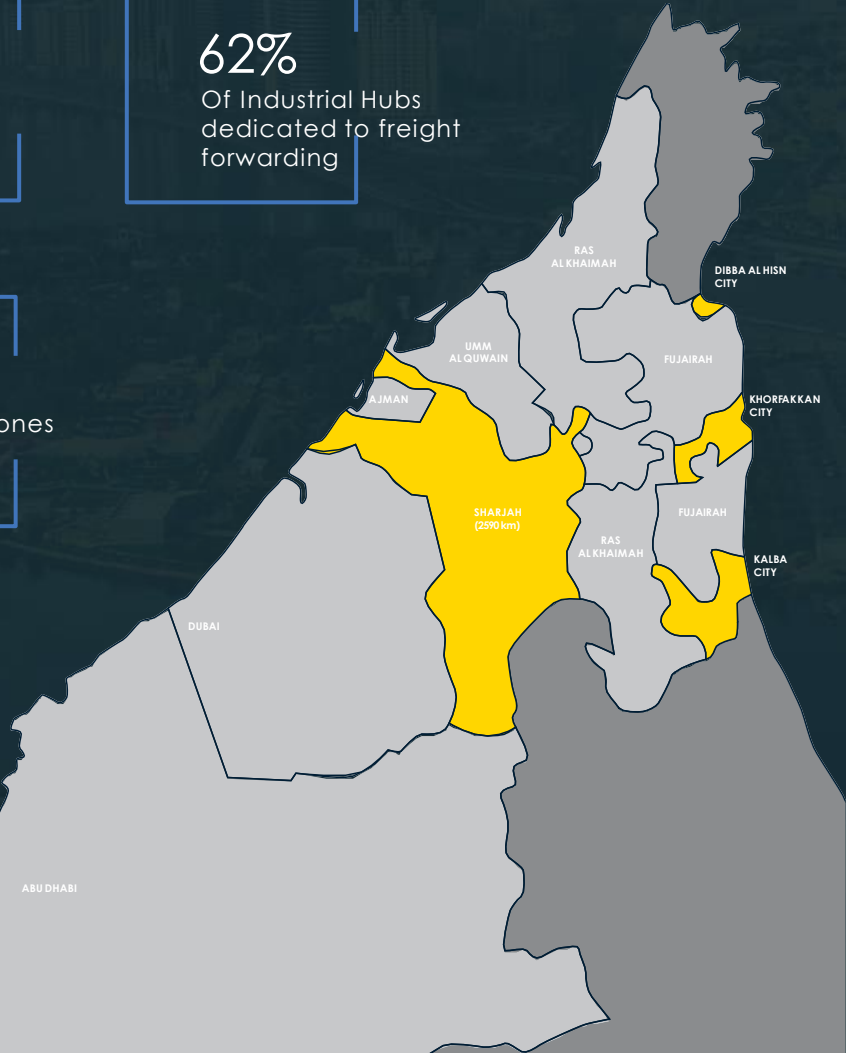
3 seaports
on Arabian Gulf
and Indian Ocean

33
Industrial Zones

5th Safest
city in the world (2023)

43%
Government budget
for developing
infrastructure

\$37.28 BN
GDP (2022)



Why Sharjah?

Sharjah has the right mix of ingredients to drive your business forward. It is the gateway to the Middle East, offering businesses a low-cost working environment, access to unparalleled talent and support at the highest level.

A business-friendly environment.

Sharjah at a Glance



A vibrant and highly-qualified workforce



A home for innovation



A business-friendly environment



A well-connected export hub



A gateway to the UAE and GCC



A thriving space for entrepreneurs and SMEs

A true success story borne out of Sharjah.

In 1976, Gulftainer was launched to operate the first container terminal in the Middle East, the Sharjah Container Terminal. From these humble beginnings, Gulftainer is now one of the region's leading international ports and logistics solution providers and the first and only operator from the Middle East to manage ports in the USA.

Momentum Logistics was formed in 2008, to provide an enhanced customer service offering, and has evolved to build a strong reputation as a fully integrated third-party logistics provider. Gulftainer's portfolio now encompasses seaports in the UAE, KSA, Iraq and USA, along with freight forwarding, supply chain operations and logistics cities through Momentum Logistics and Avalon Transport.

Shareholders:

- ▶ The Royal Family of Sharjah.
- ▶ Crescent Enterprises (Hydrocarbon sector)

Over the years, Gulftainer has won numerous awards for Port Productivity, Quality Health and Safety as well as Innovation.

What we do...

1



International
Port Management

2



Terminal
Management

3



Logistics
Cities

4



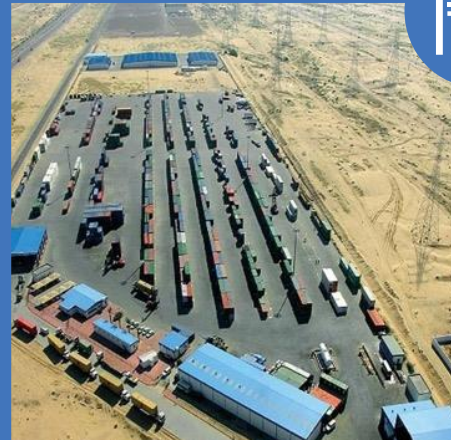
Container sales &
repair services

5



Inland
Transport

6



Inland Container
Depot



Port Management

- Khorfakkan Container Terminal (KCT), UAE
- Sharjah Container Terminal (SCT), UAE
- Iraq Container Terminal (ICT)
- Jubail Industrial Port, KSA
- Jubail Commercial Port, KSA
- Canaveral Cargo Terminal, Florida, USA

Logistics Solutions


- Momentum Logistics - Inland Container Depot, UAE
- Saja'a Industrial Investment Park (SIIP)
- Momentum Erbil, Iraq
- Momentum Umm Qasr, Iraq
- Umm Qasr Logistics Centre (Dry Port), Iraq
- Momentum Jubail, KSA

“

Partnering the growth of trade and economic development within the core Indian Subcontinent and Middle East Region

”


Joint development of
warehousing and
distribution hub



Long-term lease and
storage options


'Momentum Land-
bridge' for domestic
distribution

To/ from
Indian Sub-
Continent


Long-term connection from
Khorfakkan to other emirates as
well as GCC countries

To/ from
East Africa


Strategically positioned for
future global trading and
domestic growth

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- Focus on the core
- Focus on integrated transportation solutions
- Offer outstanding value for money

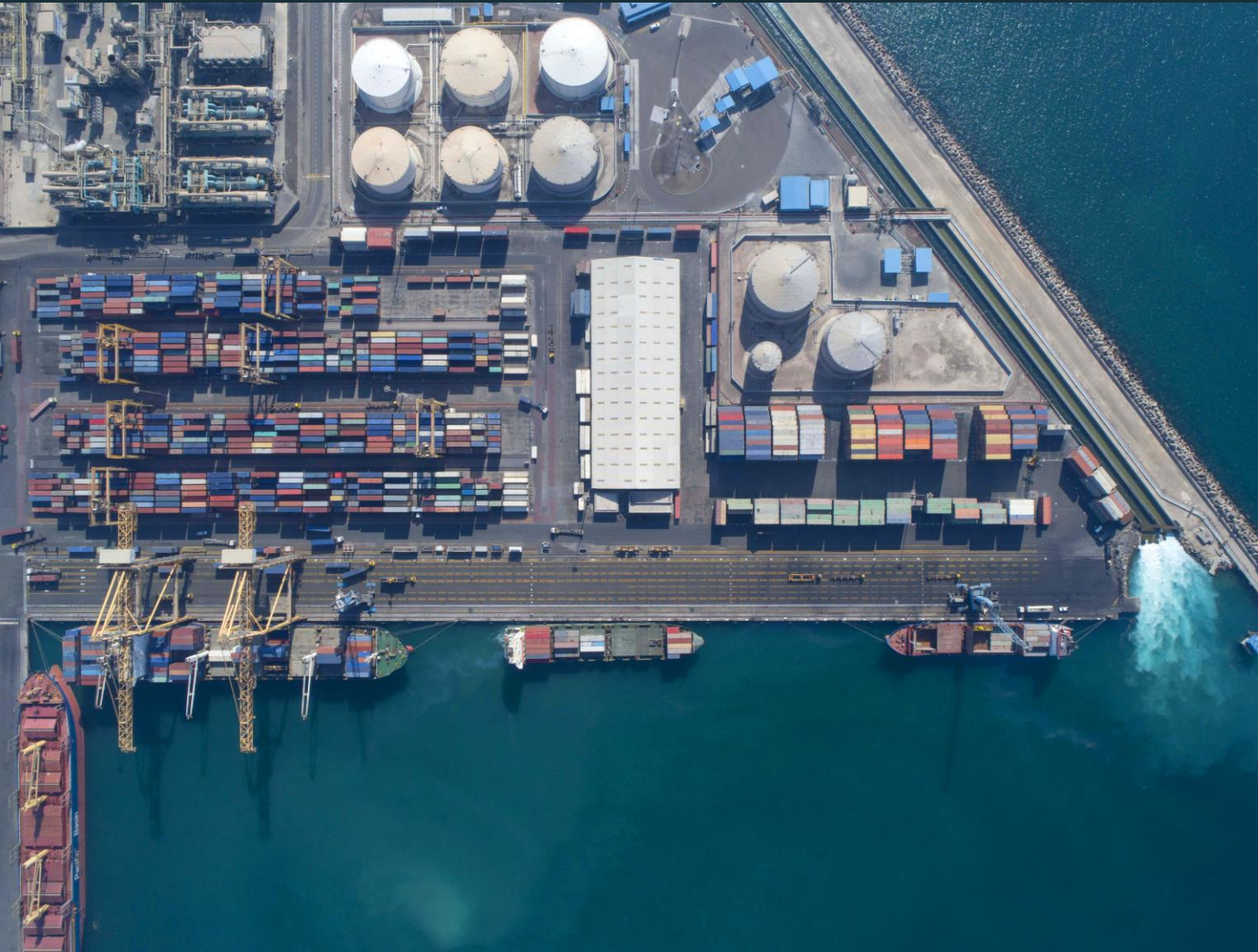
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Gulftainer's facilities in Sharjah

Operations are complemented by Momentum Logistics facilities and services.



Sharjah Container Terminal



- First dedicated container terminal in the Middle East
- Exceptional productivity levels
- Online customs facilities
- Access to Inland Depot for warehousing and cargo handling
- Cash flow advantage when moving cargo to Sharjah Free Zones
- Savings on transportation within Sharjah, Northern Emirates and South Dubai
- Dedicated customer service team to facilitate interaction with Customs and Municipality
- 50+ regular liner customers
- 6000+ Beneficial Cargo Owners

Khorfakkan Container Terminal



- Managed by Gulftainer since 1986
- One of a handful of terminals capable of handling the new 22,000 TEU class
- 2 km quay, 16m draft
- Located outside Straits of Hormuz – strategic geo-landscape
- Access to hinterland traffic through Sharjah ICD
- Fastest access from main trade lanes to UAE domestic market
- Minimal deviation from main trade lanes
- Excellent location for distribution across Indian Ocean Rim and Upper Gulf market
- Ample storage space and long-term space rental options next to the quay

Sharjah Inland Container Depot



- Gulftainer is one of the few global terminal operators who has invested in Inland Container Depots;
 - 15 hectares footprint
 - 50 / 50 split between warehouse and yard storage
 - Over 300 staff
- SICD enables Gulftainer in the supply chain integration. It provides the following services:
 - Transportation and storage
 - General and bonded warehousing
 - Empty handling
 - Container services

Saja'a Industrial Investment Park – *New Development*



- Close to Momentum Logistics Inland Container Depot with transport and container sales facilities on-site; direct links to 611
- VAT Flexibility:
 - Re-Export Cargo – No import duty or VAT payable.
 - Import Cargo – Duty and VAT payment deferred until final delivery.
- Proximity to strategic distribution locations: Located close to air, sea and road hubs: Sharjah International Airport, Khorfakkan, Mina Khalid and Hamriyah Ports.
- Flexibility in choice: SIIP offers a myriad of choices for any potential development of Industrial warehouses, modern light industrial units, manufacturing units.
- Primed to be the “warehousing and distribution hub” for Northern Emirates as the site will be connected to Etihad Rail network



Vehicles*

Tractor Heads	287
Container Chassis	150
Box Trailers	125
Reefer Trailers	112
Light Vehicles	65
Flatbeds	58
Curtain Trailers	55

Services Offered

- ✓ Air freight forwarding
- ✓ Sea freight forwarding

- ✓ Inland transportation
- ✓ Container maintenance

- ✓ Container trading
- ✓ Logistics cities

- ✓ Warehousing
- ✓ Contract logistics

- Provides a seamless movement and integration of logistics services through the supply chain from vessel to warehouse
- Developed to enhance the full logistics experience for Gulftainer's customers in UAE, KSA and Iraq
- Provides end to end services through the integration of :
 - Transportation
 - International Multimodal Freight Forwarding
 - Warehousing & Distribution
 - Cold Storage
 - Air & Sea Consolidation Freight Station
 - Licensed Customs Agents
 - Project Cargo & Heavy Lift
 - Vessel / Aircraft Charters
 - Worldwide Agent Network

Gulftainer's One Stop Shop in the UAE

SICD

Sharjah Inland Container Depot



7 ha WH area



15 ha Foot-print



6000 TEU Standing capacity



SIIP

Saja'a Industrial Investment Park



70 ha Foot-print



SCT

Sharjah Container Terminal



6 # WH



18 ha Foot-print



450,000 TEU Annual capacity



4 # Berth



KCT

Khorfakkan Container Terminal



1,880 m Quay Length



70 ha Foot-print



4 Million TEU Annual capacity



6 # Berth



Freight forwarding



Inland transportation



Container services



Logistics cities



Contract logistics

Etihad Rail will interlink Gulftainer's facilities

This will change the dynamics of cargo movements within the UAE and in the wider GCC region.



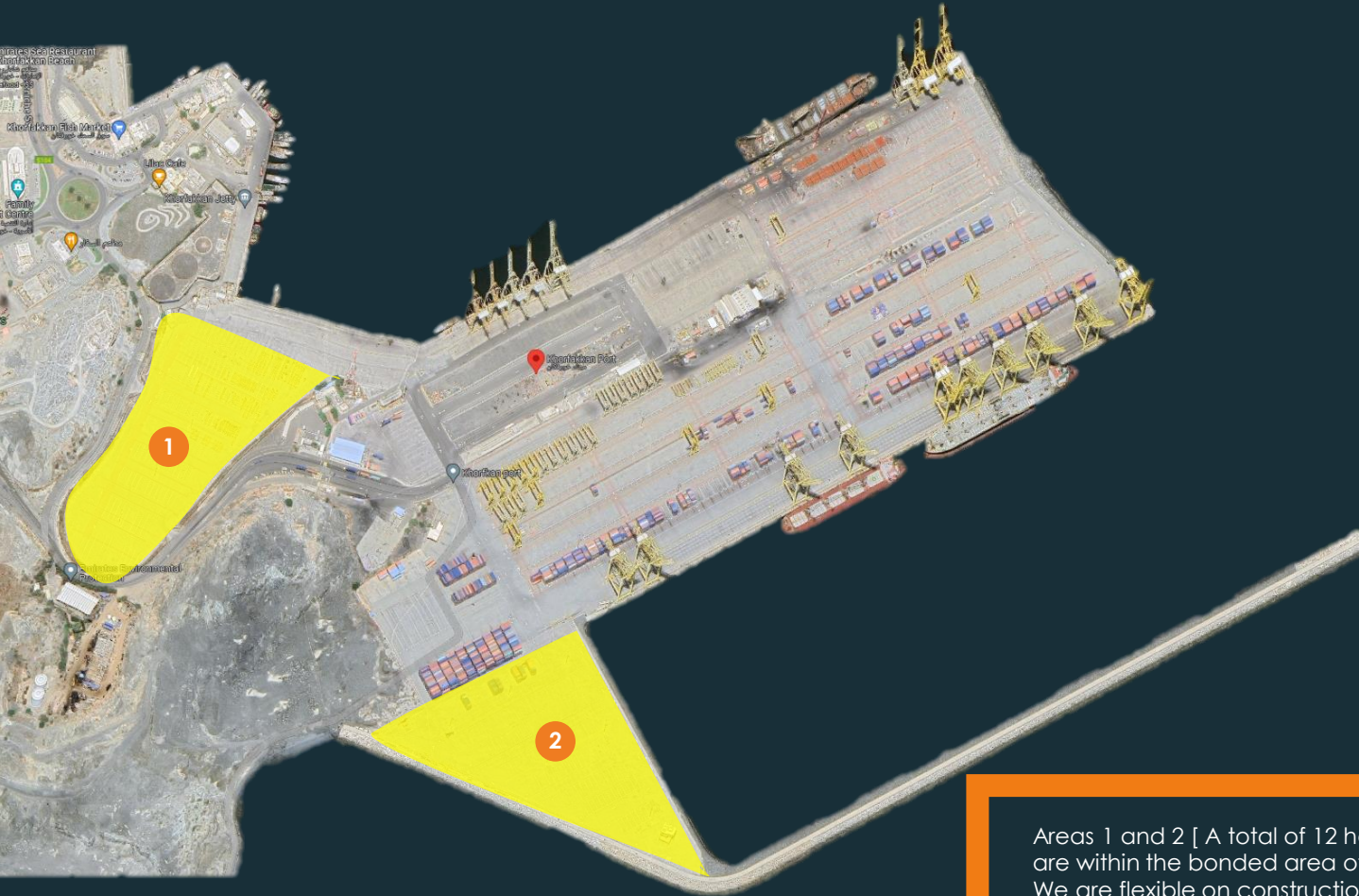
Package D	
Length:	145 km
Route:	Ports of Fujairah and Khorfakkan to the network at the Dubai border with Sharjah

Projected Rail Terminals	
	Intermodal Terminals
	Aggregates/Bulk Terminals
	Future Terminals

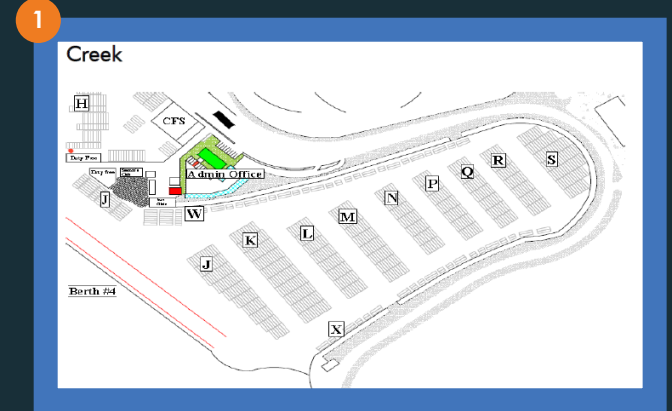
1 Khorfakkan Port

We seek a JV partner to develop warehousing at Khorfakkan

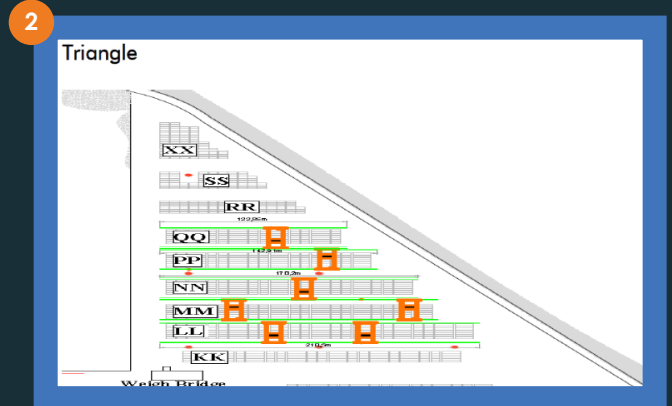
Within the next 5 years Etihad Rail will connect Khorfakkan to all parts of the UAE and beyond to the GCC. Thus, ships can increasingly discharge cargo at KF and not need to enter Straits of Hormuz. There is a first mover advantage in becoming a “grandfather rights” tenant at Khorfakkan now.



Areas 1 and 2 [A total of 12 hectares] are within the bonded area of the port. We are flexible on construction and operating arrangements.



“The Creek” has a total area of 59,875 sq. m. and is adjacent to berth #4, with clear access also from berth #3.



“The Triangle” has a total area of 59,206 sq. m. and is adjacent to berth #5.

Such a hub could be significantly advantageous...

..opening “tactical nearshoring” options for distribution into high demand markets across Indian Ocean Rim.




Joint development of
warehousing and
distribution hub


Long-term lease and
storage options


'Momentum Land-
bridge' for domestic
distribution

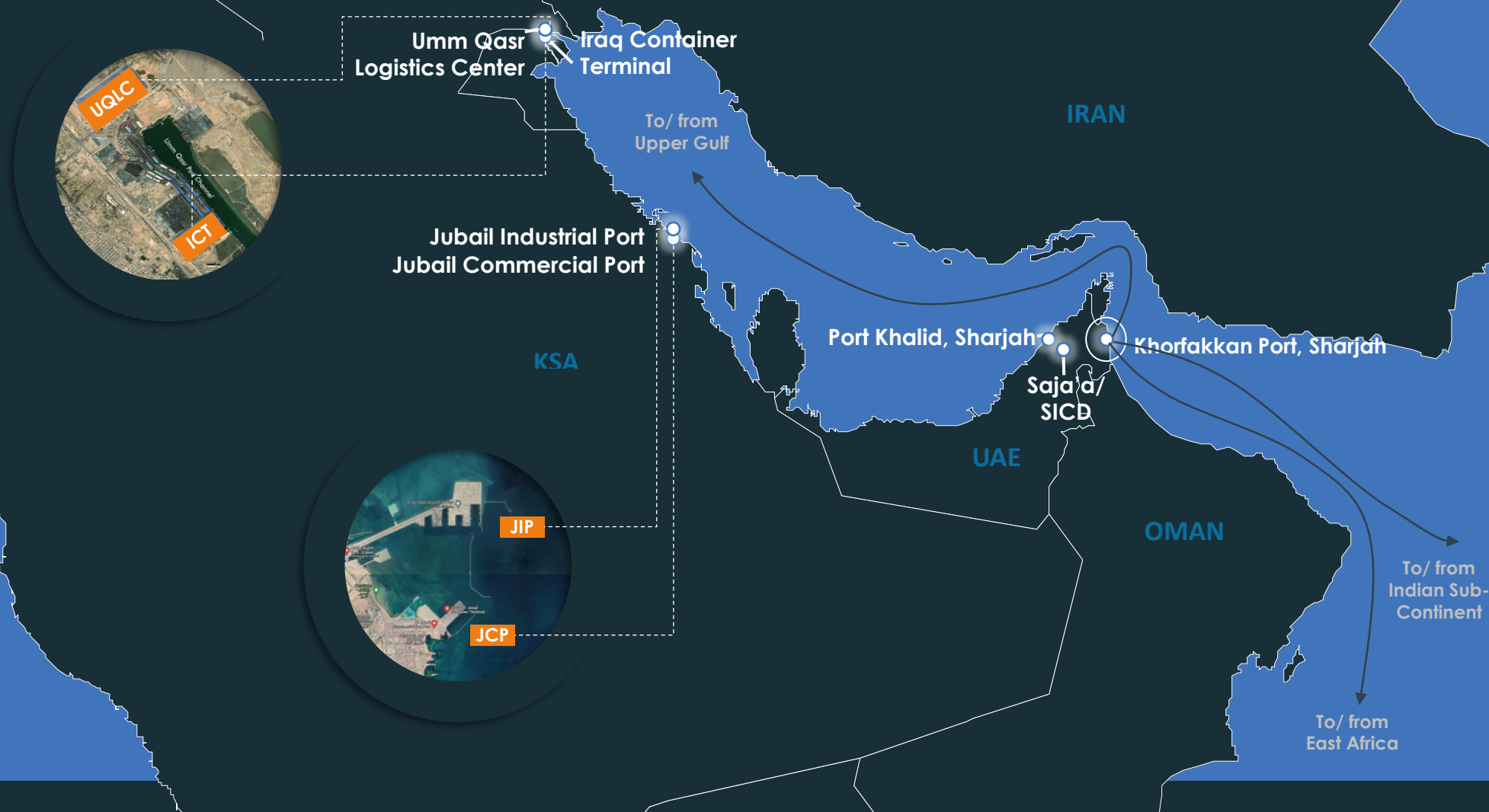



Long-term connection from
Khorfakkan to other emirates as
well as GCC countries


Strategically positioned for
future global trading and
domestic growth

GT's facilities in KSA and Iraq create unapparelled synergies...

Gulftainer operates the Jubail Container Terminal and Jubail Industrial Terminal in Saudi Arabia as well as Iraq Container Terminal and Umm Qasr Logistics Center in Iraq



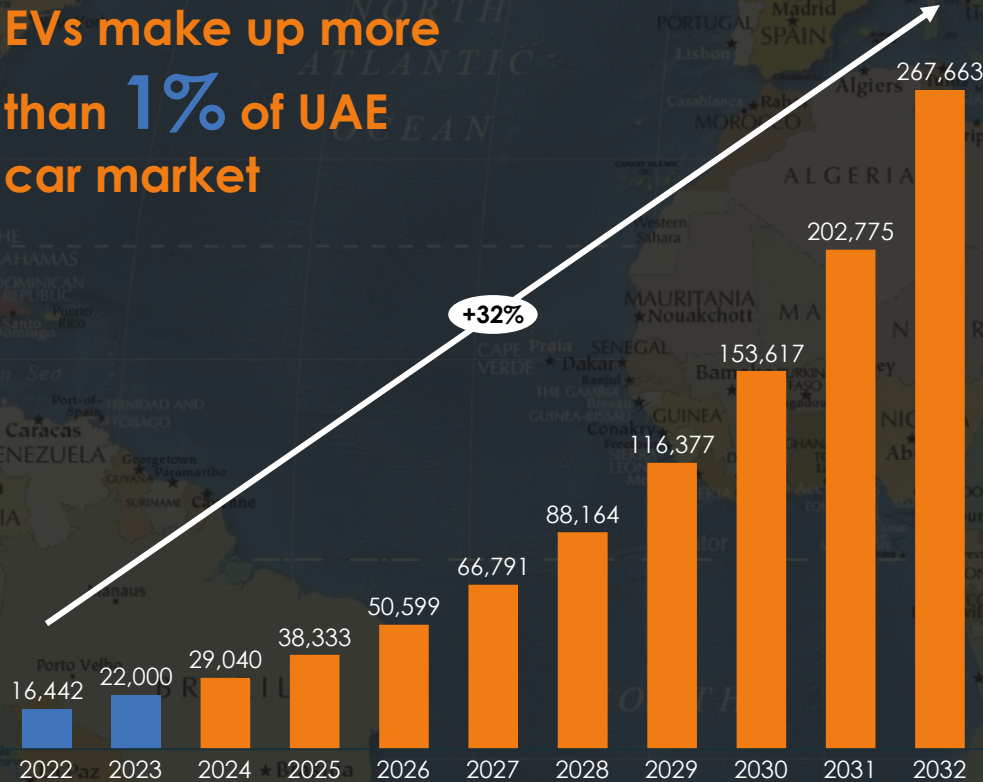
Operations are complemented by Momentum Logistics facilities and services in UAE, KSA as well as Iraq

A case in point...

UAE is a key EV Market Importing Vehicles & related parts from all over the world

EVs make up more than **1%** of UAE car market

Longer-term calculations suggest the total number of EVs will exceed **267,000** by 2032, representing more than **10%** of the UAE's passenger vehicles.



Khorfakkan EV Hub can support a fully integrated “Tactical Nearshoring Hub” ...

Process

Value



Inbound Replenishment to Khorfakkan (UAE) from suppliers in China



Warehousing and Value-added services in EV Logistics hub at Khorfakkan

Domestic Distribution



Outbound deliveries to regional dealers in the Indian Ocean, Upper Gulf and Red Sea markets

- Quickest transit time into the UAE
 - Ample storage space
- Pre-Delivery Inspection (PDI) Facility
- Completely Knocked Down (CKD) assembly?



2 Saja'a Industrial Invest Park

Saja'a Industrial Investment Park [SIIP]

SIIP aims to be a fully bonded logistics facility with goods imported and moved under bond with no duty or VAT payable until released to the local market. The facility sits in the core Sharjah Industrial Area

Illustrative

- Strategically located on the outskirts of Sharjah, near the Emirates Road (E611), this prime industrial land, spanning over an area of 750,000 sqm, is ideally positioned to connect to Khorfakkan Container Terminal, Sharjah Container Terminal, Hamriyah Ports and Sharjah International Airport.
- The property is divided into three zones with flexible access routes from major arterial highways linking North South and East West regions of the UAE. Property also comes with access to Sharjah International Airport – A premier air-sea hub.
- Gulftainer has a vision to make the Saja'a Industrial Investment Park one of the only sustainable investment parks in the Emirate. The property is expected to be solar panel powered offering efficient energy access.
- Saja'a Industrial Investment Park has scalability, flexibility and inventory management options to suit all requirements.



Saja'a Industrial Investment Park will host Etihad Rail Terminal

The site will be the “Warehousing and Distribution Hub” for Northern Emirates and will be connected to the GCC countries via Etihad Rail

The property is divided into 3 separate zones. The list below is indicative and can be changed to suit the demand.

- **Area 1**

- **Logistics and Customs Zone**

- Import and Export Clearance
 - Duty and VAT free warehousing
 - Container space yard
 - Haulage and distribution
 - High Bay and automated warehousing
 - Temperature controlled warehousing

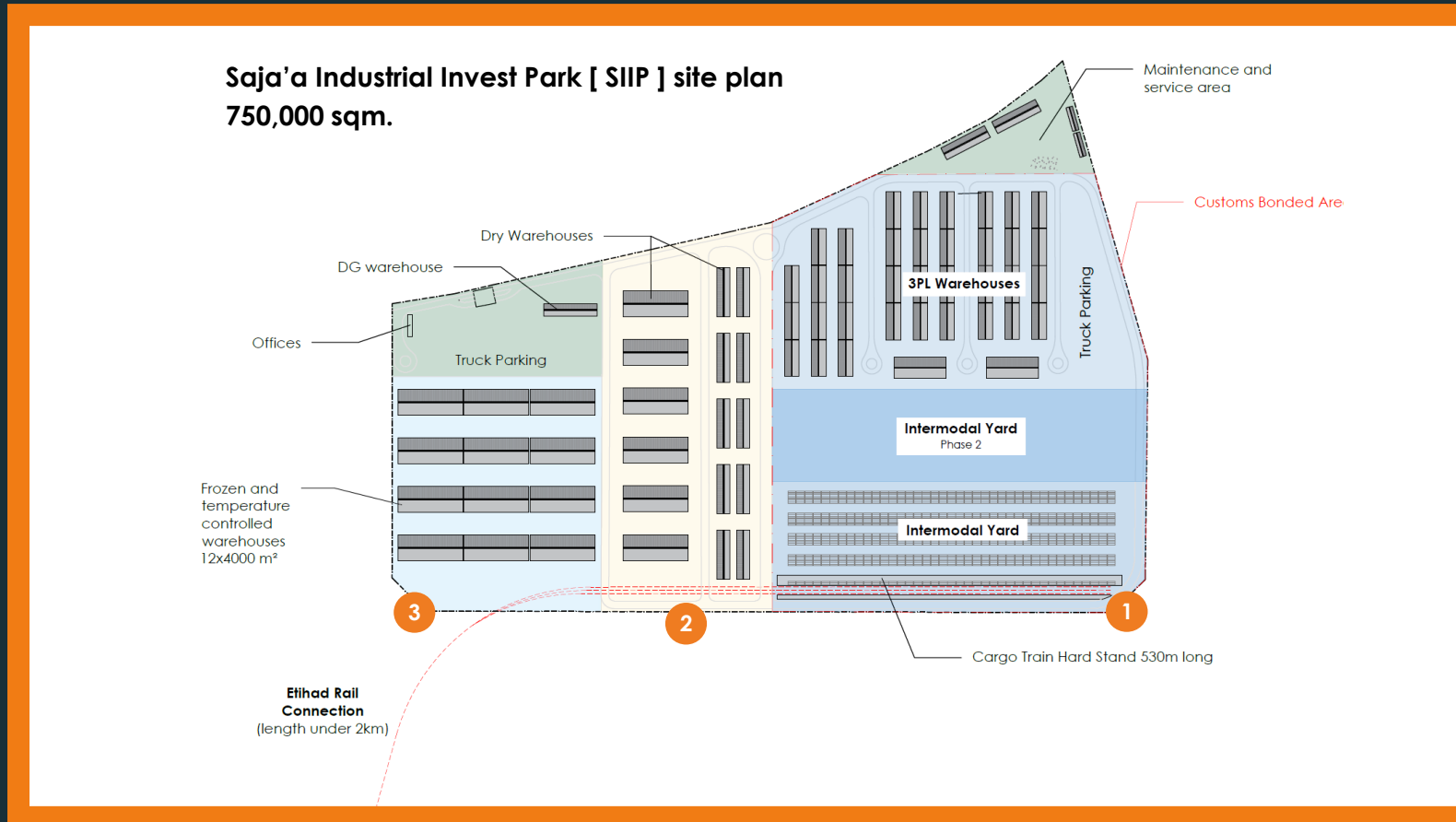
- **Area 2**

- **Commercial Office Space**

- **Area 3**

- **Industrial Zone**

- Recycling
 - Manufacturing



3 Umm Qasr Logistics Center

We are looking for business partners to lease out plots of undeveloped space or joint investments at UQLC

UQLC is a State-of-the-Art Logistics Facility in a Strategically Unique Location connected to Umm Qasr Port

- Fully bonded with a direct connection to Umm Qasr North Port
- On-site Customs & IPA Liaison
- Inside the port yet outside the traffic
- Large fleet of handling equipment
- Satellite offices in Baghdad & Erbil

Your Logistics Partner

Momentum Logistics offer a wide range of logistics services including:

- Door-to-door shipping services
- Air freight
- Sea freight
- 3PL Solutions
- Transportation
- Empty Container Management/ Reefer & Dry Container Repair

Storage Options

- Dry and Reefer containers storage
- General Cargo and Break Bulk storage
- Cold chain solutions / Refrigerated warehousing
- Bonded warehouses
- Dry warehouses
- Verification, packaging, labeling

Lease Options

- Quality office spaces
- Land lease for projects and businesses
- Accommodation inside the port in Oasis Residence



32.5 ha of development area

10 ha developed area

2.5 ha of warehousing space



Value-Added Services

- Consolidation & De-consolidation
- Labeling & Tagging
- Inventory Control
- Pick & Pack Services
- Loading decks for easy loading / unloading

0.4 ha Cold Stores



Gulftainer's Management Team



Daniel Caton

Managing Director
Momentum Logistics

Daniel is an international logistics and supply chain specialist with over twenty years' experience in operational and commercial management roles for leading third-party logistics providers in Europe, Middle East and Africa. He started his career in London, United Kingdom in the courier logistics industry before moving to the Middle East in 2010 with Kuehne + Nagel to design, implement and operate regional distribution centres in United Arab Emirates for Johnson & Johnson and Carrefour.

In 2014, he moved to Saudi Arabia to launch the maintenance materials and chemical warehouse for Saudi Aramco & TotalEnergies JV at one of the world's most advanced petrochemical refineries. He returned to the United Arab Emirates to focus on the commercial aspect of logistics, developing and executing supply chain solutions for Barloworld Logistics in the Middle East and Southern Africa, before leading as General Manager from 2018. Since then, he expanded the business, establishing and growing freight and logistics operations in four countries in East Africa.

Daniel recently joined Gulftainer as Managing Director of Momentum Logistics, with financial and operational responsibility for the groups logistics facilities in United Arab Emirates, Saudi Arabia and Iraq, tasked with providing integrated logistics solutions for leading international clients.

Regional Logistics Distribution Centres Implemented and Managed:

- Johnson & Johnson – Dubai, United Arab Emirates
- MAF Carrefour – Dubai, United Arab Emirates

Freight Forwarding Offices Established and Managed:

- Dar es Salaam, Tanzania
- Mombasa, Kenya
- Kampala, Uganda
- Kigali, Rwanda



Jonathan Grace

Managing Director
UAE Terminals
Gulftainer

With over 20 years of international experience in the ports & terminals industry, Jonathan Grace is currently the Managing Director for Gulftainer's UAE Terminal's, with financial & operational responsibility for both Khorfakkan & Sharjah Container Terminals.

A senior, results orientated, port operation executive with over 20 years of international experience. Adept at building high-performing, results-driven, cohesive teams that deliver positive improvements across all industry metrics.

During Jonathan's time in the port industry, he has operated in six container terminals across the European, Middle Eastern and North American continents with two high-profile, globally recognized container terminal operators.

Terminal Operations managed

- HPH Port of Felixstowe, UK – 2002 to 2013 - Quayside Operations Management (Shift based) | 3.4m TEU
- Gulftainer Khorfakkan Container Terminal, UAE | 3.5m TEU
 - Various Roles -Ops Superintendent / Deputy Terminal Manager / Terminal Manager
- Gulftainer Sharjah Container Terminal, UAE - Terminal Manager | 450k TEU
- Gulftainer Ports / Terminals Portfolio – UAE, Iraq, KSA & USA – 2021 (one year)
 - Process Excellence Manager (GT Group) | 7.2m TEU
- Gulftainer UAE – Managing Director UAE Terminals (Khorfakkan & Sharjah terminals)

Expansions /Developments managed

- Operations M&A contributor for Gulftainer's new projects and developments across the portfolio



Pietro Nesti

Director of Operations Support
Gulfair

Pietro is an experienced senior ports manager with over 26 years within the Global Ports Industry, with demonstrable track record in optimization and achieving business performance and efficiencies in Engineering, Procurement & Operations across Container, Logistics and Bulk Port Industry.

In June 2014 Pietro relocated from the UK to the UAE becoming Group Engineering Manager at Gulfair's corporate office introducing and driving Asset Management & Service of Excellence processes across the portfolio. In 2020 he also served as Group Head of Engineering & Procurement.

Prior to joining Gulfair Pietro held Group Engineering Maintenance Manager position with Peel Ports (UK) for 18 years progressing through the ranks from technician to group level delivering numerous business transformation & operations projects across the UK & Ireland.

Pietro is currently the Director of Operations Support, responsible for Engineering, Procurement, QHSE & Process Excellence functions across Gulfair's global port network and forms part of the senior leadership team during Concession & Contract business opportunities.

Terminal Maintenance Repair Operations (MRO) managed

- Hunterston Bulk - Terminal 6 million Tonnes (Head of Engineering & Maintenance)
- VT3 Belfast 300k TEU (Head of Engineering & Maintenance)

Terminal Portfolios managed

- Peel Ports (UK) Ports & Terminals managed from 2004 to 2013
 - GOT Glasgow | 250k TEU p.a.
 - Manchester Ship Canal | 180k TEU p.a.
 - Port of Dublin | 180k TEU p.a.
 - VT3 Belfast | 175k TEU p.a.
 - Hunterston Bulk Terminal | 6 million tonnes
 - KGV Glasgow Dry Bulk | 750k
- Gulfair Group Ports and Terminals portfolio managed in various roles from 2014 to date
 - GT UAE – 4.0m TEU p.a. (KCT & SCT)
 - GT Iraq – 250k TEU p.a. (ICT & IPT)
 - GT KSA – 2.6m TEU p.a. (NCT & JCT)
 - GT USA – 430k TEU p.a. (GTW & CCT)

Expansions /Developments managed

- 200mts yard expansion SCT
- SICD Warehouse Expansion 10k mts
- Port Of Wilmington Yard Densification (Project)
- Edgemoor Container Terminal USA 1.5m TEU Feasibility (Project)
- Manisty Wharf Coal Handling Facility England (Project)
- Hunterston Rail Rapid Loading Facility (Project)
- Engineering & Procurement M&A lead for Gulfair's new projects and developments.



Daniel Wright

Chief Operating Officer
Gulftainer

Daniel is a seasoned senior operations management professional with over 28 years of global supply chain and logistics experience, specializing in global ports and container terminals.

In December 2012 Daniel made the move from the UK to the UAE becoming Terminal Manager of Gulftainer's flagship container terminal in Khorfakkan and also served as Gulftainer Group Operations Manager from 2018 to 2020. Daniel then served as Gulftainer UAE's Managing Director and Director of Operations Support since 2020.

Prior to joining Gulftainer Daniel held senior managerial positions, starting his career in the UK at the Royal Mail. In 2008 Daniel moved into the Ports industry to take up an operational management role with Hutchinson Port Holdings at the Port of Felixstowe in the UK, being one of only two new entrants at that time, recruited from outside the industry into a management role. During his time at Felixstowe, Daniel introduced numerous successful initiatives aimed at improving productivity and management/employee communication.

Daniel is currently the Chief Operating Officer, responsible for driving operational growth across Gulftainer's global ports and container terminals portfolio. He is responsible for business relationship liaison between Business Unit terminal operations and port authorities and customer relations, along with ensuring safe, efficient and productive operations

Terminal Operations managed

- HPH Port of Felixstowe, UK – 2008 to 2012 - Quayside Operations Manager | 3.4m TEU
- Gulftainer Khorfakkan Container Terminal - Terminal Manager | 3.5m TEU
- Gulftainer Sharjah Container Terminal, UAE - Terminal Manager | 450k TEU
- Gulftainer Ports / Terminals Portfolio, UAE, Iraq, KSA & USA - Group Operations Manager | 7.2m TEU
- Gulftainer UAE – UAE – Managing Director
- Gulftainer Group – UAE, Iraq, KSA & USA – Director Operations Support
- Gulftainer Group – UAE, Iraq, KSA & USA – Chief Operating Officer

Terminal Portfolios managed

- GT UAE – (KCT & SCT) | 4.0m TEU p.a.
- GT Iraq – (ICT & IPT) | 250k TEU p.a.
- GT KSA – (NCT & JCT) | 2.6m TEU p.a.
- GT USA – (GTW & CCT) | 430k TEU p.a.

Expansions /Developments managed

- HPH Port of Felixstowe 2010 to 2012
 - Operations lead manager for Felixstowe South Reconfiguration (FSR) providing additional terminal capacity (1.0m TEU), 2 new berths and associated CHE
- Operations M&A lead for Gulftainer's new projects and developments



Andrew Hoad

Chief Commercial Officer
Gulfairer

With 34 years' experience within the transportation industry, Andrew is currently CCO responsible for the commercial performance of the Gulfairer portfolio of terminal and transportation companies.

Andrew began his career with P&O where he was Commercial Manager for the Group's Southampton Container Terminal. He also served as General Manager for the Saudi Arabia & Red Sea region for P&O Containers. To date Andrew has been based in eight countries and territories during his professional career.

Prior to joining Gulfairer, Andrew served as CEO for DP World Asia Pacific and as Chief Network Officer (CNO) for their global supply chain and logistics function. As CEO Andrew was responsible for eleven business units throughout the Asia region, leading the acquisition and then integration of the Korean based Unico logistics business into the wider DPW group. During this same period in 2021-22 Andrew also served as President of the Digital Freight Alliance, part of DP World's digital enterprise.

Andrew has held roles as CEO of terminals in the Dominican Republic and Peru and was successively CEO and then Chairman of Asian Terminals Inc, DPW's portfolio of container terminals, general stevedoring and passenger terminals in the Philippines. During this period in the Philippines, he doubled the revenue of the business, building an integrated multi-modal partnership with the country's largest exporter, while also increasing margins. Earlier he was Commercial Director Asia for DP World and for CSX World Terminals. Prior to this, he served successively as Commercial Director Europe and then General Manager Europe for CSX, leading a number of terminal concession bids.

A graduate of Cambridge University, Andrew has logistics qualifications from the Institute of Chartered Shipbrokers, and has participated in executive programmes at MIT, IMD Business School, the National University of Singapore and Case Western Reserve University. He has been active in the British and American chambers of commerce in Hong Kong for a number of years.

Terminal Operations managed

- Manila South Harbour , Philippines (CEO) | 1.2m teu
- Batangas , Philippines (CEO) | 400k teu
- Callao, Lima, Peru (CEO) | 1.1m teu
- Caucedo, Dominican Republic (CEO) | 1.0m teu

Terminal Portfolios managed

- Asia Pacific DP World portfolio (CEO) 10 terminals - 27m TEU; US\$1.6 billion turnover
- QQCT Qingdao (China); TOICT Tianjin (China); Yantai (China)
- Container Terminal 3 Hong Kong (China)
- LCIT Laem Chabang (Thailand)
- SPCT Saigon (Vietnam)
- TPS Surabaya (Indonesia)
- ATI South Harbor Manila (Philippines); ATI Batangas (Philippines); PNC Pusan (Korea)

Expansions /Developments managed

- South Harbor Manila terminals (Philippines) : \$100m 300m berth expansion
- Batangas terminal (Philippines) : \$ 150m : 200m berth expansion
- Caucedo (Dominican Republic) : \$60m : 300m breakwater berth expansion

Associated logistics businesses / ecosystems

- DP World global supply chain network design as Chief Network Officer (71m teu)
- Unico Logistics freight forwarding and rail operation: 25 subsidiaries in 20 countries (110,000 teu annually)



For more information, kindly contact:

Andrew Hoad
Chief Commercial Officer

M: +971 56 416 5431 E: ahoad@gulftainer.com