



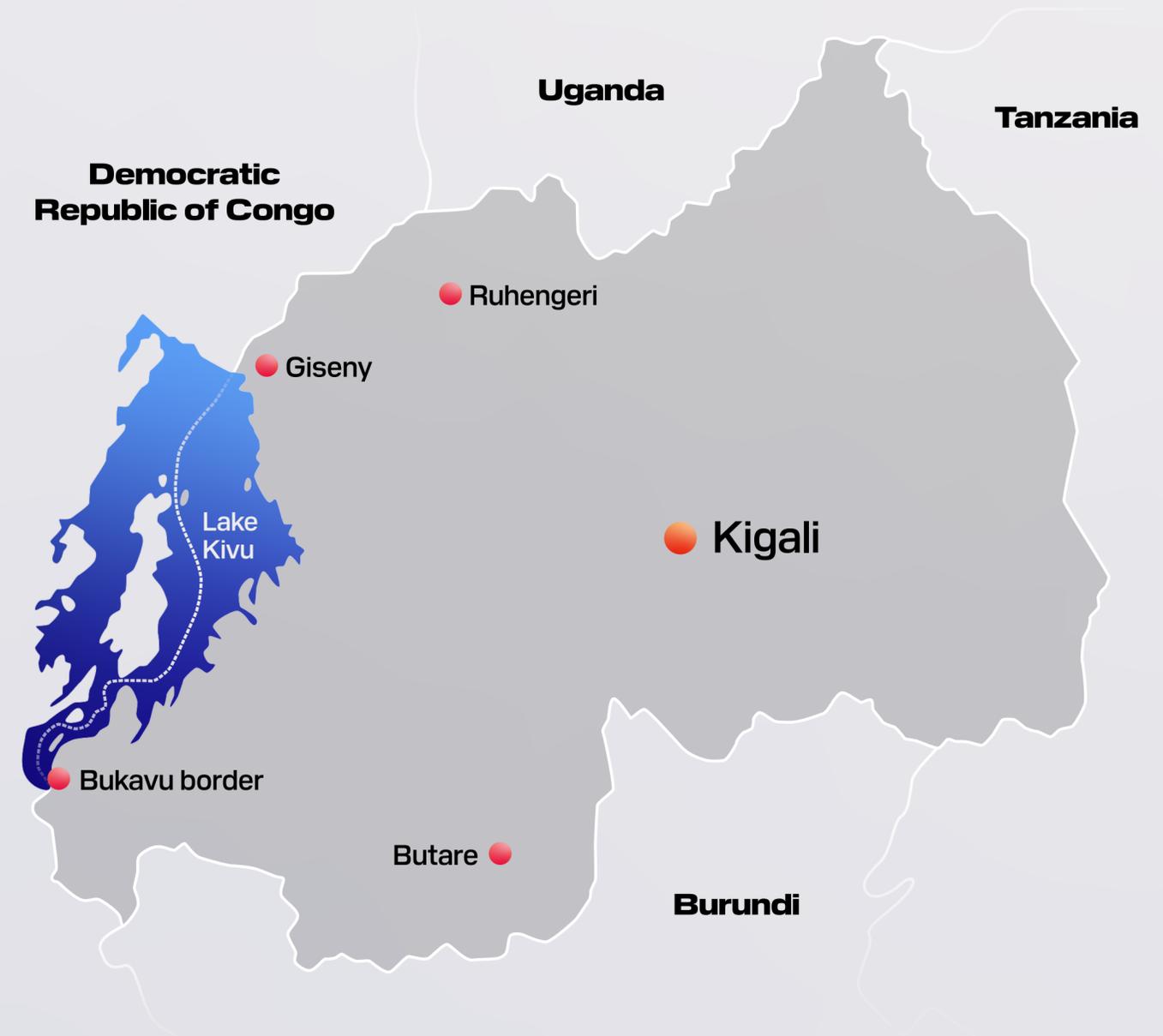
DP WORLD

**WORLD-CLASS
INFRASTRUCTURE
HERALDS
A NEW DAWN
FOR RWANDA**



A BRIGHTER FUTURE FOR RWANDA

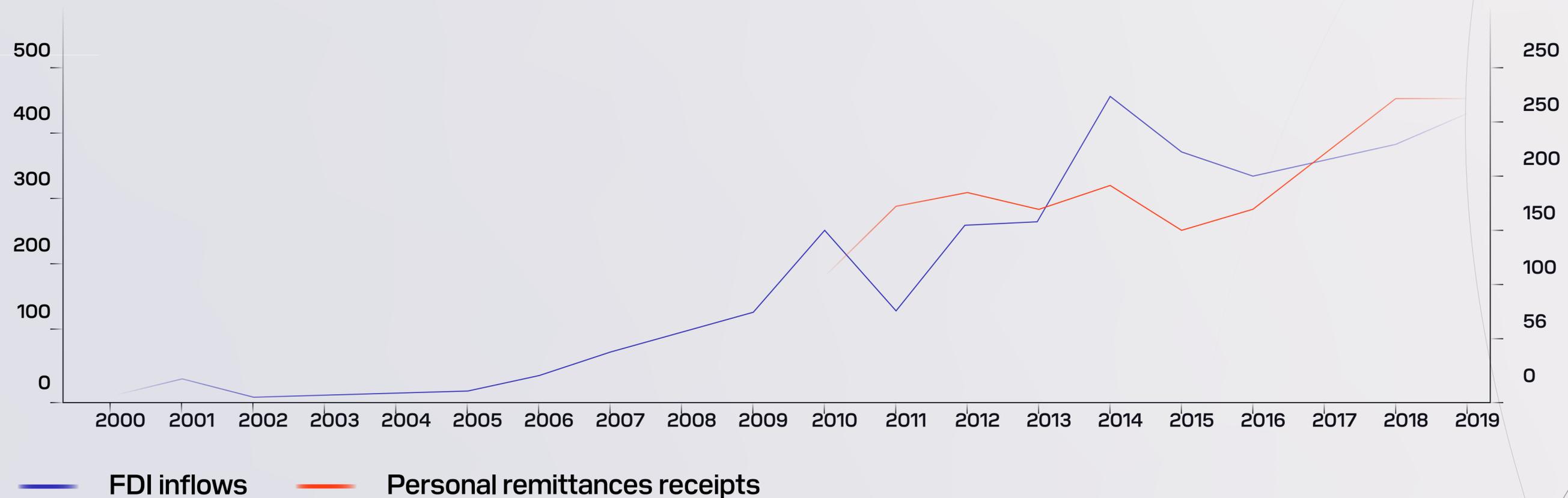
OUR PRESENCE



RWANDA ON THE ROAD TO GREATER PROSPERITY

Rwanda has emerged to a more vibrant economy that makes it a natural choice for investment and business. It is rapidly becoming one of the mainstream options for companies looking to grow or enhance businesses in Africa.

FINANCIAL FLOW TRENDS (millions of US\$)





Government spending programmes have rapidly improved the country's infrastructure, including new roads. Kigali, the capital of Rwanda, was even named the cleanest capital city in the world by the UN Environment Programme.

Public spending has improved the quality of transport and housing, and has invested in state-of-the-art equipment to boost broadband, especially for rural areas of the country. As a result, e-commerce in the country is thriving.

Some 70% of the labour force in Rwanda works in agriculture. The country's biggest exports are tea and coffee, as they have been for years. However, the government is keen to move towards a more knowledge-based economy and is investing extensively in talent development and education.

Over the years Rwanda has rebuilt a stable country and a growing economy with the right conditions for enterprise to thrive.

Rwanda has consistently achieved a superior annual rating in the World Bank's global 'Ease of Doing Business' rankings. It has a strong commitment to international trade and investment.

Inauguration of DP World in Kigali, October 2019, in presence of H.E. The President of the Republic of Rwanda Paul Kagame and Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World

Doingbusiness.org ranks Rwanda as the #1 destination to do business in Africa- the top 3 reasons why:

Economy	Ease of doing business rank
Switzerland	36
Slovenia	37
Rwanda	38
Portugal	39
Poland	40
Czech Republic	41
Netherlands	42

Rwanda provides a stable and efficient place of business, as it strives to develop the country's future by facilitating advanced features such as stable electricity supply and good road infrastructure

Imposed stringent measures supporting credit protection to ensure a stable environment for investors, traders and others

Rwanda's reputation caught our attention, and hence we invested in a world-class logistics platform in the capital. Our new Kigali Logistics Platform (KLP) demonstrates the strength of our belief in Rwanda's future as a gateway to the heart of Africa. The phase 1 development spans about 199,000m², including a 12,000m² container yard and 30,000m² warehousing facility (including a Ro-Ro zone)

As the government is supporting the future of trade and Rwanda's developing economy, it incentivises new businesses to prosper to build a stable economy for all in Rwanda



AN EMERGING TRADE HUB

Rwanda is becoming a trade hub for other African countries such as Burundi, Uganda, Central African Republic, Kenya, Tanzania, Zambia, Malawi and the Democratic Republic of the Congo. It is an emerging economy with huge investment potential.

The country has also shown resilience during the COVID-19 pandemic and demonstrated that it can meet such challenges.

In March, Rwanda tripled this year's Economic Recovery Fund to 350 billion Rwandan francs (US\$358 million) to support the recovery of businesses severely affected by the pandemic. The Economic Recovery Fund, set up in 2020 with an initial value of 100 billion Rwandan francs, prioritises sectors including tourism and hospitality, manufacturing, transport and logistics, agro-processing, and education.

As the World Bank states: "With the support of the International Monetary Fund and the World Bank, Rwanda has been able to make important economic and structural reforms and sustain its economic growth rates over the last decade"

"Rwanda now aspires to reach Middle Income Country status by 2035 and High-Income Country status by 2050. This aspiration will be carried out through a series of seven-year National Strategies for Transformation, underpinned by detailed sectoral strategies that are aimed toward achievement of the Sustainable Development Goals."

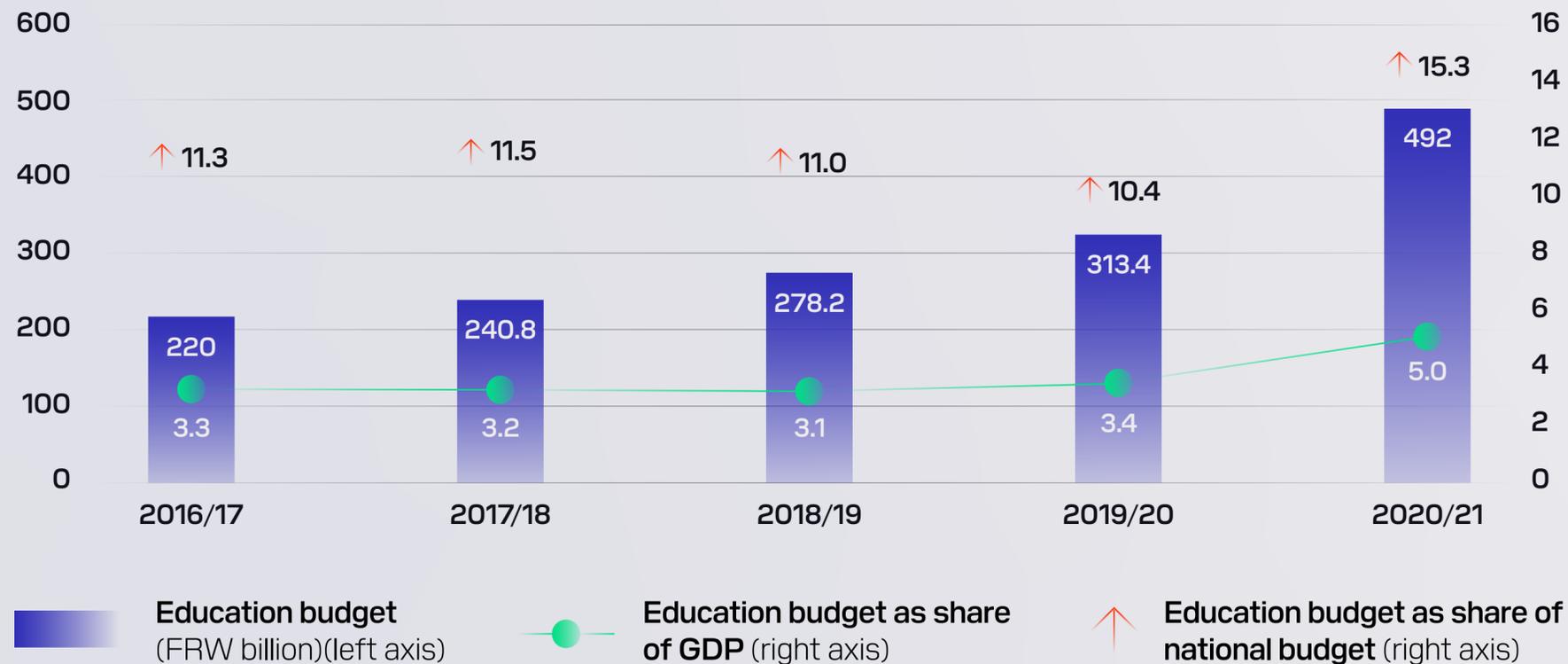
We are a leader in global supply chain solutions, specialising in cargo logistics, port terminal operations, maritime services, and free zones. When setting up operations in new areas, we focus on locations where our research highlights major opportunities for growth.

Rwanda's favourable investment climate, commitment to training and education, and determination to lead Africa in job creation and industrial advancement through technology, all serve to make it an obvious location for our operations.

THE EDUCATIONAL BUDGET IN NOMINAL FRW AND AS % OF TOTAL AND GDP

The Kigali Logistics Platform (KLP) builds on our strategic partnership with the Rwandan government to expand the logistics and trade sector, by empowering the Rwandan people to increase the attractiveness of the country as a key trade hub in Africa.

Average compensation for manufacturing workers in US\$ per hour



OUR INVESTMENT IN RWANDA

DP World in Kigali \$35 million project

spans approximately 199,000m² and includes:
12,00m² container yard
30,000m² warehousing facility (including RO-RO zone)

1st 
in Rwanda

2nd 
in Africa

to use articulated forklifts and modern narrow aisle racking system (VNA) in it's warehouse to reduce operational time

The inland port has the capacity to handle



→ **350,000** tons of cargo
→ **50,000** TEU annually

Only cargo terminal in Rwanda monitored by 24-hour CCTV,

with customers able to access real-time tracking through mobile and online portals

DP World in Kigali has created → **667** direct and indirect jobs

staffed by → **98%** local employment



We are the leading supplier of smart logistics solutions, enabling and enhancing the flow of trade worldwide. Our operations are global, and we invest along the supply chain to drive the future of world business.

Our innovations and technological capabilities are making supply chains smarter. In particular, we are helping to move trade online in emerging economies.

We made the decision to set up in Rwanda after seeing substantial progress in the country's economic prospects – major developments in Rwanda's economy are attracting worldwide attention.

We have invested in a world-class logistics platform in Kigali, demonstrating our strong belief and commitment in Rwanda's future.

Since the commencement of operations in the Rwandan capital last year, the Kigali Logistics Platform (KLP) has reduced truck turnaround time from an average of 10-14 days to just 3 days.

The facility became operational in September 2018 in test mode and launched officially in 2019. It has an annual throughput capacity of 50,000 twenty-foot equivalent units (TEUs). When operating at full capacity, it has the potential to save businesses trading in and through Rwanda up to US\$50 million a year in logistics costs.

The KLP serves as a gateway to the heart of Africa, connecting Rwanda to neighbouring countries including the Democratic Republic of the Congo, Burundi, Uganda, Tanzania, and Kenya.



A GATEWAY TO AFRICA

The facility will also provide access to other key African ports such as Mombasa in Kenya and Dar es Salaam in Tanzania, securing additional trade gateways. We are working on the construction of rail links with these ports, which could dramatically reduce logistics costs.

The railway from Mombasa port in Kenya will pass through Uganda to Rwanda, while the rail link from Dar es Salaam to Kigali is under construction and will have its final cargo rail siding located at KLP.

Linking railways to the Kigali Logistics Platform has the potential to significantly reduce logistics costs for exports and imports via international gateways on the coast.

Rwanda, at the heart of Africa, is set to benefit from trends that will boost the entire continent.

Our research, conducted in partnership with the Economist Intelligence Unit, shows that businesses in Africa are seeking to create agile supply chains to respond to market changes and support economic development.

An integral component of creating agile systems is the adoption of advanced technologies such as cloud computing and big data analytics to access real-time information.

These efforts were under way long before the onset of the COVID-19 pandemic, but have been accelerated by the effects of the crisis. Digital transformation will remain a priority for companies for years to come.

As the research shows, enhancing responsiveness to changes through real-time or predictive data analytics will determine companies' approach to future trade transactions over the next few years.

We are perfectly placed to assist companies looking to bring their supply chains up to speed with 21st century requirements and expectations. Our CARGOES Flow tool integrates along company supply chains to give full visibility and tracking, reduce delays, and mitigate monetary risks.

- Service corridors to RW
- Alternative corridors RW
- Other African corridors
- ⋯ Potential corridors
- Hinterland services

BEYOND LOGISTICS

As a global supply chain company, we are acutely aware of the wide-ranging and long-lasting effects of the COVID-19 pandemic, and we are determined to help economies recover strongly.

This means our involvement in Rwanda goes far beyond the development of KLP. We are investing in education programmes to help create the leaders of the future, ensuring that our operations will benefit local communities directly.

The World Bank has highlighted the many positive social consequences of Rwanda's strengthening economy, such as improved educational standards, which in turn lead to a better qualified labour market.

Already, Rwanda has made great progress in the past 20 years. Its economic growth has been accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality and near-universal primary school enrolment, according to the World Bank.

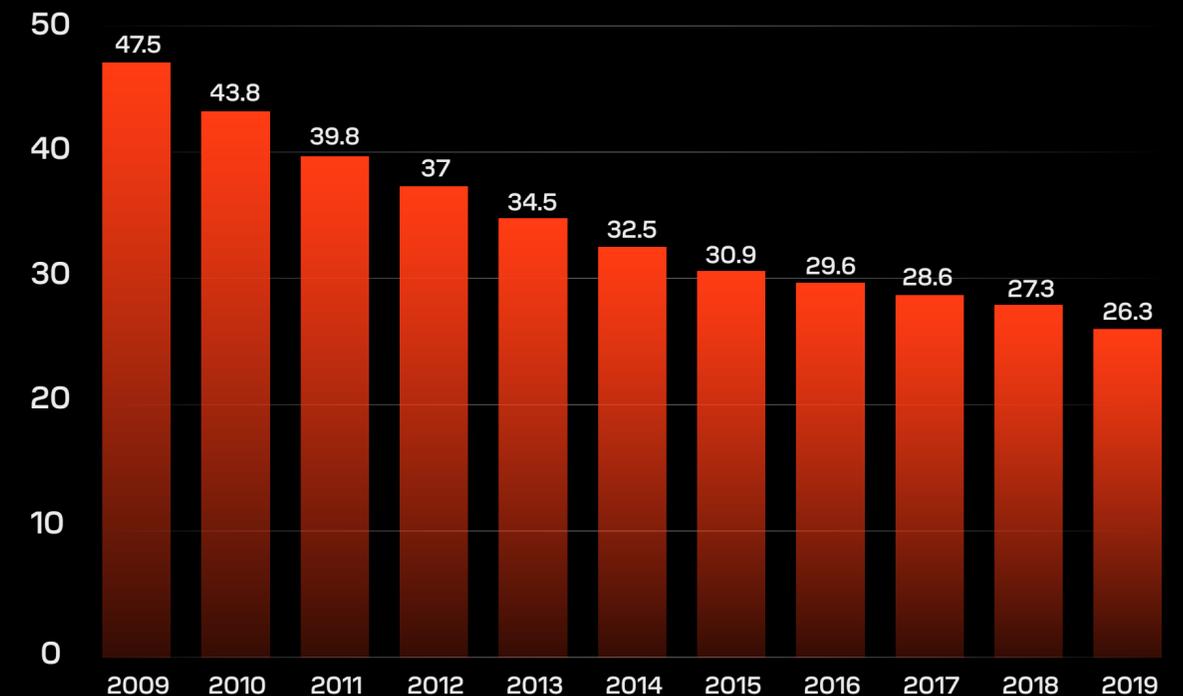
Poverty rates have fallen substantially, life expectancy has risen dramatically compared to the mid-1990s, and Rwanda's score on the official international inequality measure, the Gini index, declined from 0.52 in 2006 to 0.43 in 2017, demonstrating further improvements.

Despite Rwanda's recent growth, its long-term success – and the success of companies doing business here – depends upon continuous improvement. There is a long way still to go: developing Kigali as a major global trading centre will require substantial investment into education, infrastructure and training.

As the country has already seen, though, investment in these areas can have a substantial positive impact on communities and businesses.

GINI INDEX

The International Inequality Measure





INTERNATIONAL TRADE

In response to pandemic-related disruptions, African businesses are pivoting to new markets and reducing their reliance on single sources for critical raw materials where possible. Diversifying their supplier base is a major priority in determining African businesses' approach to international trade transactions, according to our research.

Ashish Thakkar, Founder and CEO of Mara Phones, a South African and Rwandan mobile phone manufacturer, echoed the need for diversification: "Imports of raw materials have become much less certain and costlier owing to higher transportation costs. Companies like ours have and are putting in place strategies to address the issues of unpredictability of demand and the need to control the supply chain cost, and eventually enable local producers."

The regional collapse in international trade since the start of the pandemic was primarily a result of a demand shock in the Middle East and a logistics shock in Africa.

In our research, 48% of respondents in the Middle East stated that a demand shock – defined as the difficulty in selling products to customers in international markets resulting from restrictions imposed to curb the spread of the virus – had the greatest negative impact on international sales. In Africa, the same proportion cited a logistics shock, defined as the difficulty in arranging for transport or logistics services.

The research clearly demonstrated that improving transport infrastructure and logistics capabilities will play a major role in the continuing economic development of the African continent.

With the African Continental Free Trade Area (AfCFTA) now in effect, the eyes of the world will be watching to see if its much-touted benefits will materialise. Along with a reduction in trade barriers, a push for "Made in Africa" – as part of a strategy to improve supply chain resilience post-pandemic – may alter trade dynamics. As a result, existing and new supply chains will need to be agile and adaptable. Our DP World's Kigali Logistics Platform perfectly caters to the requirements of AfCFTA and is becoming a focal point for enhancing the supply chain capabilities within the region.

In this macroeconomic context, our investment into KLP is a crucial development for Rwanda and Africa. As Rwandan president Paul Kagame said at the launch of the new KLP facility in 2019: "The Kigali Logistics Platform is getting up and running at a pivotal moment in the continent's economic transformation."



HOW WE CAN HELP YOU

Our Kigali Logistics Platform (KLP) is a state-of-the-art facility that helps businesses thrive with the minimum of friction.

KLP is the one-stop shop for all your logistics requirements:

Warehousing and storage capacity of 30,000 sq.m

Rwanda's first fully fledged cold store for chilled and frozen cargo storage

An inland container terminal for full container storage, including an empty container depot

Dedicated truck fleet for long haul transport

Parking area for more than 200 trucks inside the facility

Skilled and experienced clearing and forwarding agency

Sea freight and online logistics services

KEY FEATURES OF KLP

Secure and bonded facility of approximately 20 hectares in Phase-1: Having a secure bonded facility has helped to improve bonded cargo storage and handling through best practices. Space is provided to offload and load traders' cargoes faster. The presence of the customs commissioner at the facility and our strong relationships with local customs offices, makes releasing the cargo easier. Traders can be assured that their cargoes are secure and protected on site

In-house clearing and forwarding division provides ease of booking, clearing, transportation and delivery of goods to the customers' doorstep

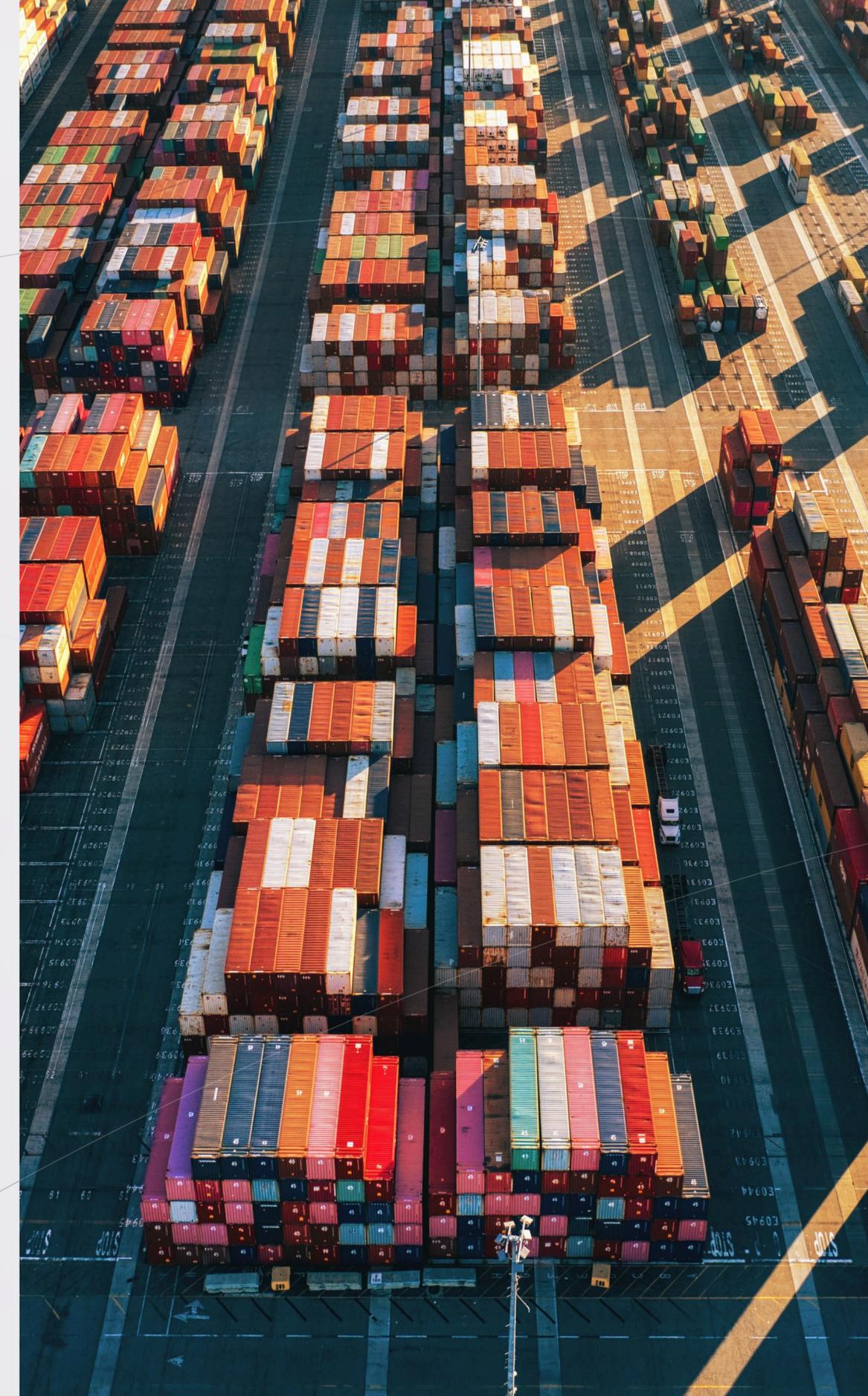
Own trucking fleet with an international service provider: We have our own fleet of trucks to assist in the reduction of transit time, improving cargo tracking and connecting trade corridors. By eliminating the need to deal with third party agents, trucks' turnaround time is improved and the transit time for our clients is reduced



Active Radio Frequency Identification (RFID) tags: This allows real-time GPS tracking of cargoes on route to Kigali. Having an active RFID and real time GPS is a value-added feature that helps clients track their cargo and plan for their shipment before it reaches their facility

Customs team at KLP handles final clearances: Having the customs team at KLP provides clients with a logistics hub to finalise their customs clearance, process payments through the Bank of Kigali, and get their cargo released faster

Inland container depot with modern IT infrastructure: This crucial facility helps make containers readily available for use promptly, allowing us to respond efficiently to client demands and providing a one-stop facility for efficient cargo management on site. A single-window operating system links the Rwanda Revenue Authority, the Rwanda Standards Board, and other government institutions, allowing a faster and transparent clearing of goods





DUBUY.COM

The vision is to make it easier for Rwandan businesses to engage in international trade, which includes strengthened commercial trading links between the United Arab Emirates and Rwanda.

Businesses using DUBUY.com will also benefit from our broader services and investment that will help to facilitate and develop trade. In Rwanda, this includes the promotion of exports of coffee, tea, and horticulture through DUBUY.com, as well as improvements to Rwanda's supply chain logistics in rural areas. The arrangement will also provide access to digital tools to help businesses become more efficient and expand their reach to local, regional, and global markets.

The decision to launch DUBUY.com in Rwanda follows the country's consistent superior annual rating in the World Bank's global 'Ease of Doing Business' rankings and its commitment to international trade and investment.

Clare Akamanzi, chief executive of Rwanda Development Board, said: "The government of Rwanda has made substantial investment in creating a suitable environment to derive e-commerce. The [agreement] with DP World is a significant boost to our efforts to support the development of a digital economy working closely with the private sector. There is no doubt that this partnership will make it easier for Rwandan businesses to participate in global trade."

As Mike Bhaskaran, Group COO, Digital Technology and Logistics Group IT, DP World, explains, the DUBUY.com platform will enable Rwandan products to reach global markets and help enterprises from around the world to invest in Rwanda. This will set the stage for further expansion into other African markets at a later date.

The DUBUY.com development is a further indication that DP World is a committed partner and investor in Rwanda. The country's favourable investment climate, commitment to training and education, and determination to lead Africa in job creation and industrial advancement through technology, makes it a strong and obvious location to introduce this new global e-commerce site.

We plan to expand DUBUY.com to other East African countries, including Kenya, by the end of 2021, further enhancing the profile of the platform in the region.

THE FUTURE FOR RWANDA

We are still in the early stages with our story in Kigali, having set up less than 2 years ago.

We have accomplished much, but there is still much to do. For example, we are planning to start a non-bonded area to host clients that have already paid customs duties, further boosting our portfolio and revenue streams.

Companies are only just beginning to realise the opportunities available in Rwanda and Africa as a whole. Premium coffee is a major export opportunity, for example, and with our commodities centre in Dubai, shipping coffee here via KLP will help exporters reach more customers.

Elsewhere, the car market in Rwanda is booming, offering an import opportunity for companies in this sector. By having easier access to spare parts, second-hand car dealers in Rwanda will be better equipped to address the growing market.

We are always looking to deploy the latest technology, even at the most detailed levels. Our warehouses are equipped with Very Narrow Aisles (VNA) and specially designed electrical articulated forklifts, ensuring the space is fully utilised. We are soon to deploy a barcode system for easier track and trace. Our transport fleet is equipped with GPS tracking devices and monitored 24 hours a day, seven days a week for better control, security, and transparency.



We use an advanced Terminal Operating System to update clients on their stock levels and invoices. Leveraging the global presence of our DP World ports and terminals, we have access to real-time data enabling us to locate containers and provide updates in a single dashboard to the cargo owners.

Our CARGOES Flow track and trace visibility tools, developed in-house, help track goods from the time they leave the factory to when they arrive at their destination warehouse.

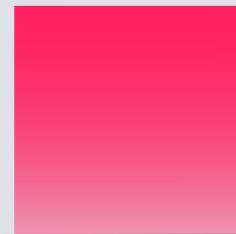
KLP is unique. No comparable facility can compete with our expertise and our efficiency. It is the first regional logistics hub for Rwanda, and we are in expansion mode. Once completed it will be the largest facility in the East African Federation of its kind.



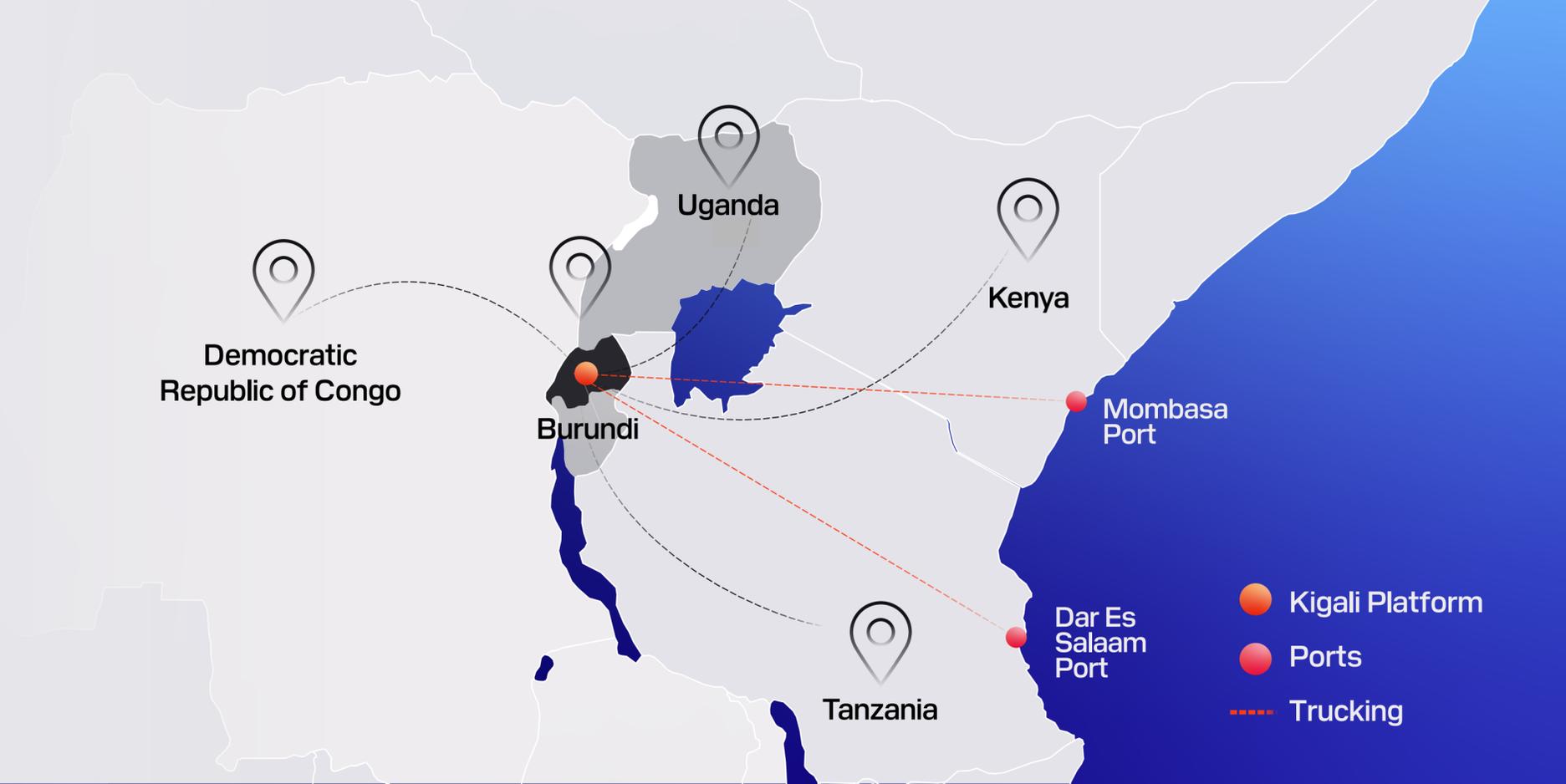
DP WORLD IN KIGALI

The gateway to the heart of Africa and the key to accessing two sea-ports for neighbouring land-locked countries

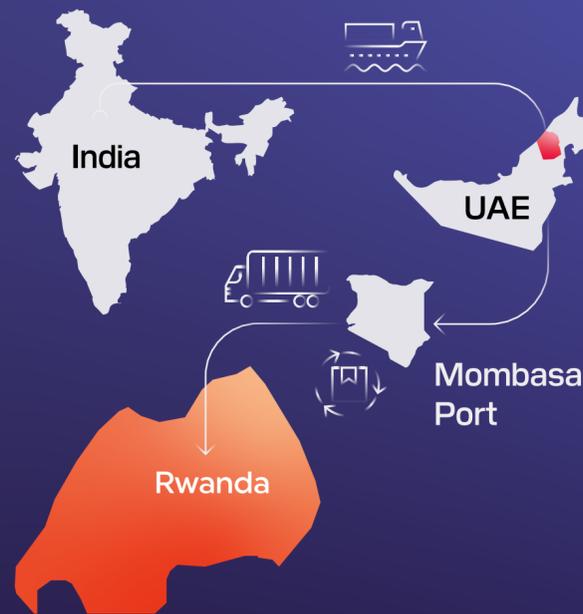
from
10-14 days



to just
3 days



Road to Kigali



Offers an end-to-end logistics and supply chain

Business Center – One Stop Shop (Custom/QC/Bank/MINAGRI etc.)

CFS, Bonded and Nonbonded warehousing and cargo consolidation

First and Last Mile Haulage

Inland Container Terminal (ICT)

Clearing and Forwarding

Cold storage

Ro-Ro Terminal

Long and short haul freight transportation in COMESA

We support Rwanda and are invested in its growth. We are passionate about contributing to our local communities by investing in business development projects and providing internship opportunities for young local graduates through our Grow programme.

We believe that the advancing of ports in Africa can do what ports and free zone areas in Dubai, Ecuador and elsewhere have done for growth in the region, and we are continuing to work closely with all our stakeholders to make this potential a reality.



CONCLUSION

We bring more than 20 years' experience to KLP. We can harness worldwide resources to achieve efficiency and customer satisfaction.

In Kigali, we have more than 200 staff who make trade happen every day. We know that people are our most important asset, and we care for and assist our staff to achieve their full potential through various comprehensive training, learning and development programmes.

We are also proud to employ and develop local talent: 97% of the people who built the KLP facility are Rwandan, and played a key role in helping their country compete on the global stage.

To learn more about our operations in Rwanda, visit: dpworld.com

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