

Acknowledgments

The World Economic Forum would like to thank the following organizations for their invaluable support of this *Report*.



A provider of integrated logistics to businesses and governments. It is a publicly traded company with close to US\$6 billion in annual revenue and 22,000 employees in over 100 countries. Agility Global Integrated Logistics provides supply chain solutions to commercial customers. Its portfolio businesses include Agility Defense & Government Services, a logistics provider to governments and international organizations. Its infrastructure group companies provide support in industrial real estate, customs optimization and airline services.



Brightstar is the world's largest specialized wireless distributor and a leading global services company focused on enhancing the performance and profitability of the key participants in the wireless device value chain. The company supports over 80,000 points of sale worldwide with operations in 51 countries and territories and provides a comprehensive range of more than 100 customized services for value-added distribution, supply chain optimization, retail, IT VARs mobility, and consumers. Brightstar's services help customers manage the growing complexity of the wireless device value chain and enable them to increase product availability, expand their channel reach and drive supply chain efficiencies by getting the right products to the right place at the right time for the best value. For more information, please visit www.brightstarcorp.com.

Deutsche Post DHL

A global market leader in mail and logistics services with services ranging from standardized products to tailored solutions. About 470,000 employees in more than 220 countries and territories form a global network focused on service, quality and sustainability. With several global initiatives, it is committed to social responsibility. In 2011, its revenues exceeded 53 billion euros.



DNB is Norway's largest financial services group and a global leading bank within shipping, energy and seafood.



FedEx Corp. (NYSE: FDX) provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce and business services. With annual revenues of \$42 billion, the company offers integrated business applications through operating companies competing collectively and managed collaboratively, under the respected FedEx brand. Consistently ranked among the world's most admired and trusted employers, FedEx inspires its more than 300,000 team members to remain "absolutely, positively" focused on safety, the highest ethical and professional standards and the needs of their customers and communities. For more information, visit news.fedex.com.



The Global Express Association represents international express delivery companies that serve over 220 countries, carrying over 30 million packages each day, all of them guaranteed to be delivered within specified time frames. Express delivery operators provide integrated, door-to-door services, including not only transportation systems in which the location and progress of packages is constantly tracked but also cross-border clearance and collection of payments from customers. Express delivery operators make it possible for businesses of any size to compete effectively in the modern global marketplace, serving their customers across a continent or around the world.

Although the efficient transportation links provided by express delivery companies can benefit a national economy of any nature, they are critical to knowledge-based economies, those engaged in production of high-value goods, and those comprising primarily small and medium size enterprises.

More information about GEA and its members is available at www.global-express.org or from info@global-express.org



The International Air Transport Association (IATA), founded in April 1945, is the prime vehicle for inter-airline cooperation in promoting safe, reliable, secure, and economical air services. Today IATA represents 240 airlines comprising 84 percent of international scheduled air traffic.



The International Trade Centre (ITC) is the joint technical cooperation agency of the United Nations and the WTO. ITC enables small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policy makers.



The Maersk Group is a global conglomerate operating mainly in the shipping and energy industries with a workforce of some 108,000 employees and present in more than 140 countries around the world.

Maersk Group consists of a group of companies devoted to lasting success in shipping and oil & gas. The container shipping lines, terminals, tanker business and logistics company move a large share of the world's products from continent to continent. The oil & gas and drilling companies supply energy from sources around the globe. Other business units provide supply, towage and emergency services at sea, just as the group provides retail products to millions of consumers in Northern Europe.

The diversity of the group has been a source of strength and success for more than a century.



The Panama Canal Authority is the entity of the Government of Panama with exclusive charge of the operation, administration, maintenance and modernization of the Canal. Its service to world commerce is testimony of the continuous service provided by a labor force comprised of over 10,000 men and women.

The Canal builds upon Panama's geographical position by promoting access to 144 maritime routes each week in over 100 countries.

After almost a century of operations, the Canal is expanding the waterway by means of a third set of locks. The expanded route will modify regional business patterns which will find in the Canal a catalyst of global trade.



The Stena Sphere consists of three parent companies, wholly-owned by the Sten A Olsson family, Stena AB (publ), Stena Sessan AB and Stena Metall AB and their wholly-owned or partly-owned subsidiaries.

The partly-owned company Concordia Maritime AB (publ) is listed on the Nasdaq OMX

Stockholm, 52% is owned by Stena Sessan AB. The Stena Sphere generated total revenues of SEK 54,443 million in 2011. Income before tax amounted to SEK 3,570 million.

The business idea is to use our knowledge about trade, ships, service, industry, and finance to make money in the business areas of shipping, ferry lines, offshore drilling, real estate, recycling and finance and to look after our clients in such a way that we contribute to their development as well as the development of society.



Swiss International Air Lines serves 72 destinations in 38 countries worldwide (winter schedule 2011/12) from its Zurich hub and the Swiss international airports of Basel and Geneva with a fleet of 89 aircraft. As part of the Lufthansa Group and a member of Star Alliance, its mission is to provide quality air services that link Switzerland with Europe and the world.



Transnet is a transport and logistics company, wholly owned by the Government of South Africa. With approximately 57,000 employees and assets in excess of ZAR 182 billion, Transnet is uniquely positioned to provide integrated, seamless transport solutions for its customers in the bulk and manufacturing sectors as part of its drive to improve the efficiency and competitiveness of the South African economy.

Transnet is investing over ZAR 300 billion during the next seven years to revitalize and extend its infrastructure (widening and deepening ports, building a new pipeline and buying hundreds of new locomotives) and address a maintenance backlog, especially at its rail freight division.

Transnet is made up of the following operating divisions: Transnet Freight Rail; Transnet National Ports Authority; Transnet Port Terminals; Transnet Pipelines; and Transnet Rail Engineering. The specialist units are Transnet Capital Projects, Transnet Foundation and Transnet Property



UNCTAD is the United Nations focal point for trade and development, and for interrelated issues in the areas of finance, technology, investment and sustainable development. With the objective to assist developing countries, especially the least developed countries, and countries with economies in transition, to integrate beneficially into the global economy, UNCTAD also seeks to help the international community promote a global partnership for development, increase coherence in global economic policymaking, and assure development gains for all from trade.

In addition to conducting ahead-of-the-curve research and analysis on both long-standing and emerging development issues, UNCTAD functions also as a forum to build consensus around efforts to promote national and international policies and strategies conducive to development. Through its technical assistance, UNCTAD supports countries in implementing their development strategies, helping them to overcome the challenges of globalization and seize the opportunities from it.



UPS (NYSE: UPS) is a global leader in logistics, offering a broad range of solutions including the transportation of packages and freight; the facilitation of international trade, and the deployment of advanced technology to more efficiently manage the world of business. Headquartered in Atlanta, UPS serves more than 220 countries and territories worldwide. The company can be found on the Web at UPS.com and its corporate blog can be found at blog.ups.com.



Europe's largest car manufacturer is made up of ten independent brands offering a broad product portfolio ranging from low-consumption vehicles, such as the Volkswagen BlueMotion, to sports cars from Lamborghini and heavy trucks from Scania and MAN. The Volkswagen Group sold more than 8 million vehicles in 2011. It has nearly 500,000 employees and more than 90 factory sites worldwide.



The Volvo Group is one of the world's leading manufacturers of trucks, buses, construction equipment, drive systems for marine and industrial applications and aerospace components. The Volvo Group also provides complete solutions for financing and service.

The Group has about 100,000 employees, production facilities in 20 countries and sales in more than 190 markets. Group sales of products and services are conducted through both wholly owned and independent dealers. The global service network handles customer demand for spare parts and other services.

Founded in 1927, the company is linked strongly to the corporate values of quality, safety and environmental care.



THE WORLD BANK

The World Bank is a vital source of financial and technical assistance to developing countries around the world. We are not a bank in the ordinary sense but a unique partnership to reduce poverty and support development. We comprise two institutions managed by 187 member countries: the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IBRD aims to reduce poverty in middle income and creditworthy poorer countries, while IDA focuses exclusively on the world's poorest countries. These institutions are part of a larger body known as the World Bank Group. Established in 1944, the World Bank is headquartered in Washington, D.C. We have more than 9,000 employees in more than 100 offices worldwide.

We provide low-interest loans, interest-free credit and grants to developing countries. These support a wide array of investments in such areas as education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. Some of our projects are cofinanced with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors.

We offer support to developing countries through policy advice, research and analysis, and technical assistance. Our analytical work often underpins World Bank financing and helps inform developing countries' own investments. In addition, we support capacity development in the countries we serve. We also sponsor, host, or participate in many conferences and forums on issues of development, often in collaboration with partners.



The World Customs Organization (WCO), with its 177 Members across the globe responsible for processing approximately 98% of world trade, is the only global intergovernmental organization uniquely focused on customs matters. Recognized as the voice of the international customs community, the WCO is particularly noted for its competence in areas covering the development of global standards, the simplification and harmonization of customs procedures, the security of the trade supply chain, the facilitation of world trade, customs enforcement and compliance programmes, coordinated border management, the international Harmonized System goods nomenclature, customs valuation, origin, and sustainable customs capacity building initiatives. For more information visit www.wcoomd.org or send an email to information@wcoomd.org.



The World Trade Organization (WTO) is the international organization dealing with the global rules of trade between nations. Its main function is to ensure that trade flows as smoothly, predictably and freely as possible.