CARAVAN

THE EXECUTIVE NEWSLETTER OF
QASR AL ANQAA GROUP OF COMPANIES

VOL. 1 | ISSUE 01 | July 2026 | Dubai

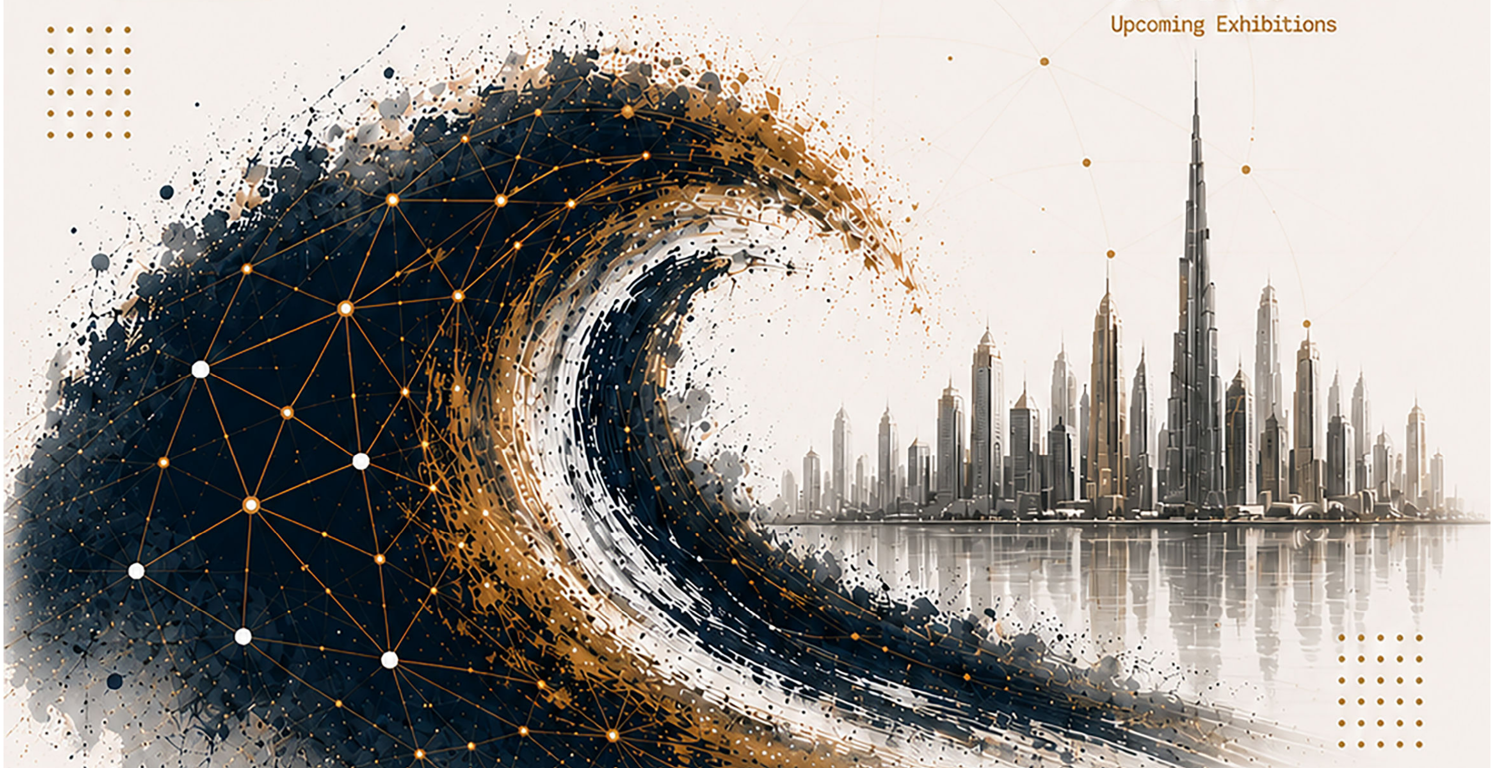
THE STRAIT REOPENED

YOUR COSTS DIDN'T

Merchant's Notebook
Real Trader's Notes

Market Opportunity
For Manufacturers

Trade Events
Upcoming Exhibitions



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EDITOR'S NOTE

KNOWING IS NO LONGER ENOUGH

For much of the past two decades, businesses across the Middle East operated within a relatively predictable trading environment. Supply chains followed established routes, pricing models assumed continuity, and the Strait of Hormuz remained a vital gateway connecting regional and international markets.

Today, businesses are operating in a different environment. While shipping activity has improved and regional connectivity continues to strengthen, commercial conditions continue to evolve. Insurance costs, freight markets, sourcing strategies and commercial risk assessments have all become more dynamic, requiring businesses to make decisions with greater awareness and flexibility.

For those of us working across regional and international trade, understanding these changes is no longer simply an advantage—it has become an essential part of doing business.

That is why we created **CARAVAN.**

CARAVAN is the executive circular newsletter of the QAA Group of Companies, shared exclusively with our clients, strategic partners, affiliates and the wider business network we have built across the Middle East and international markets.

Rather than simply reporting market developments, CARAVAN reflects an ongoing conversation within our business community—a place where experience, market observations and practical commercial insights are shared among people who work in trade every day.

Today, information is available everywhere. Market headlines, commodity prices and economic developments can be accessed within seconds. What is often more valuable is understanding what those developments actually mean for businesses negotiating contracts, managing supply chains, purchasing commodities and serving customers across borders.

That is the purpose of CARAVAN.

We do not aim to compete with news services or market commentators. Instead, we share practical observations drawn from day-to-day commercial experience—insights that we believe may help our business community make better-informed decisions.

Markets reward organisations that understand change before it becomes obvious. Our hope is that when markets evolve, the QAA community will better understand what those changes mean, recognise emerging opportunities with greater confidence and make stronger commercial decisions together.

Welcome to the QAA business community.

Dr. Hossein Azarbaijani
Founder & CEO
QAA Group of Companies

> **Markets reward organisations that understand change before it becomes obvious. Our hope is that the QAA community will make stronger commercial decisions together.**

EDITORIAL STRATEGY

Focus on What Matters
We focus on what market developments mean for business—not simply on what has happened.

Grounded in Experience
Our perspectives are grounded in practical commercial experience across procurement, logistics, commodity trading, contract management and cross-border commerce.

Practical Insight
Every article is written with one objective: to provide practical insight that readers can apply in their own business decisions.

MARKET FOCUS

- Shipping & Logistics
- Risk & Insurance
- Commodities & Markets
- Trade & Investment

STRATEGIC PARTNER NETWORK

RG Group
A Dubai-based diversified business group with operations spanning international trade, strategic investment, project development and business services.

Malik Khatam Logistics
A logistics and supply chain partner delivering integrated freight forwarding, transportation, warehousing and end-to-end logistics solutions.

Ali Aghdam General Trading L.L.C
A UAE-based general trading company engaged in commodity sourcing, procurement and cross-border trade.

Mithaq Alfajr General Trading L.L.C
An international trading company specialising in edible oils, fats, agricultural products and food commodities.

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THE REOPENING TRAP

THE STRAIT REOPENED. YOUR COSTS DIDN'T.

Brent crude prices have eased from recent highs. Shipping activity through the Strait of Hormuz has strengthened, and vessel movements have become increasingly stable following the market disruption experienced earlier this year.

These developments are encouraging signs for regional and international trade.

At the same time, they do not necessarily indicate that the commercial environment has fully returned to its previous operating conditions.

For importers, exporters and commodity traders, the key question is no longer whether cargo can move through the Strait. Rather, it is how evolving market conditions continue to influence the total cost of moving goods across international supply chains.

Understanding this distinction is essential for sound commercial decision-making.

Lower energy prices may contribute to improved market sentiment and reduced fuel-related costs. However, total landed cost is shaped by a broader range of facight raols, finaircing conditrons and contractual risk allocation.

Marine insurance is one example.

During periods of increased market uncertainty, insurers reassess exposure and adjust pricing accordingly. As market conditions have become more stable, insurance costs have moderated from earlier peaks. Even so, in some trade lanes and under certain operating conditions, insurance expenses may continue to exceed historical averages.

This reflects the way marine insurance markets operate.

Underwriters evaluate not only current operating conditions but also longer-term risk assessments. For this reason, insurance pricing often responds more gradually than movements in commodity markets, requiring a sustained period of market stability before premiums are reassessed.

For businesses, the commercial implications are significant.

Relying solely on lower oil prices when estimating delivered costs may not provide a complete picture of total logistics expenditure.

> "The reopening of a major trade corridor is an important operational milestone. Equally important is recognising how commercial conditions continue to evolve and ensuring that business decisions reflect the full economics of international trade—rather than a single market indicator."

KEY TAKEAWAY

The current environment is one of market adjustment. Operational conditions are improving, while commercial cost structures are adapting. Organisations that incorporate risk-adjusted costing into procurement, pricing and logistics planning will be better positioned to respond effectively to evolving market conditions.

EXECUTIVE INSIGHT

Improving shipping conditions are an important step toward market normalisation.

Successful commercial decisions depend on evaluating the full range of logistics costs—including insurance, freight and contractual responsibilities—alongside movements in energy prices.

INCOTERMS® 2020 AT A GLANCE

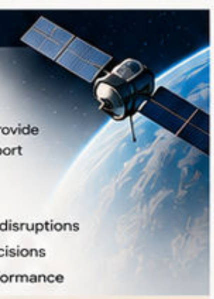
FOB – FREE ON BOARD
Buyer is responsible for ocean freight and cargo insurance once goods are loaded on board at the port of shipment.

CFR – COST AND FREIGHT
Seller pays for carriage to destination port, but buyer is responsible for arranging cargo insurance.

CIF – COST, INSURANCE AND FREIGHT
Seller arranges and pays for both ocean freight and cargo insurance to the destination port (minimum cover as per Incoterms® 2020 rules unless contract specifies otherwise).

Key Consideration
Evaluate not only the selected Incoterms®, but also the scope and adequacy of the insurance policy supporting the transaction. The most important question is not simply who purchases the insurance, but which risks are actually covered.

TECH IN TRADE



Visibility Is the New Competitive Advantage

AIS, satellite data and maritime analytics provide real-time visibility into vessel movements, port activity and estimated arrival times.

- Better routing & delay anticipation
- Proactive response to supply chain disruptions
- Stronger commercial planning & decisions
- Reduced uncertainty, improved performance

Data should be interpreted in context alongside other trusted sources such as port updates, weather, carriers and market intelligence.

IN THE NEXT ISSUES


Insurance Market Update: Trends & Outlook →


Total Landed Cost: Beyond Freight & Fuel →


Managing Risk in Global Supply Chains →

STAY INFORMED
Scan to access more market insights

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PRACTICAL GUIDE

FROM INSIGHT TO ACTION

Part I examined why trade costs may continue to evolve even as market conditions improve. The next step is understanding how businesses can manage those costs before they affect commercial performance.

The objective is not to eliminate uncertainty—an inherent feature of international trade—but to ensure that commercial responsibilities are clearly allocated, appropriately priced and accurately documented. The following four practices can help strengthen commercial resilience and support more effective decision-making.

01. Review the Incoterm® Before Negotiating the Price

The allocation of transport responsibilities, insurance obligations and commercial risk begins with the selected Incoterm® 2020, not with the quotation.

Before finalising commercial terms, confirm both the agreed Incoterm® and the level of insurance required under the sales contract. For example, a shipment sold under CIF may satisfy the contractual requirement to provide insurance while additional cover may still be appropriate depending on the agreed policy, cargo profile and contractual arrangements.

Establishing a clear understanding of risk allocation during contract negotiations helps minimise unexpected costs after shipment.

02. Treat Insurance as a Dynamic Cost Component

Insurance should be evaluated as a variable element of total landed cost rather than as a fixed assumption.

Premiums may change over time in response to market assessments, operating conditions and insurer pricing decisions. Commercial quotations that rely on outdated assumptions may no longer reflect the actual cost of executing a transaction.

Where appropriate, businesses may benefit from identifying insurance as a separate pricing component or linking quotations to the applicable premium at the time of shipment confirmation.

03. Evaluate the Entire Logistics Chain

The lowest freight rate does not necessarily produce the lowest total landed cost.

Effective logistics planning considers multiple factors, including insurance, inland transportation, transit time, operational efficiency and overall supply-chain reliability. Depending on the cargo, destination and contractual structure, alternative gateways or multimodal transport solutions may provide stronger commercial value than the shortest shipping route.

Successful procurement decisions are based on total logistics economics rather than freight rates alone.

04. Confirm Insurance Coverage Before Cargo Moves

Obtaining insurance is only one part of effective risk management.

Before shipment, confirm that the policy provides appropriate coverage for the agreed voyage, remains valid throughout transit and reflects the contractual responsibilities of the parties. Where additional endorsements are required under the agreed insurance arrangements, they should be confirmed before cargo is dispatched.

Early coordination with insurers, brokers and logistics partners can help minimise coverage gaps, improve documentation and reduce the likelihood of commercial disputes.

Well-prepared documentation before shipment remains one of the most practical and cost-effective elements of trade risk management.

EXECUTIVE TAKEAWAY

The most successful international traders are not necessarily those who anticipate every market development. They are the organisations that understand how commercial risk is allocated, ensure contractual responsibilities are clearly defined and incorporate realistic cost assumptions into pricing before cargo begins its journey. In today's trading environment, competitive advantage is built not only by identifying opportunities, but by executing every transaction with discipline, transparency and a comprehensive understanding of total landed cost.

TRADER'S NOTES

The Market Is an Ocean

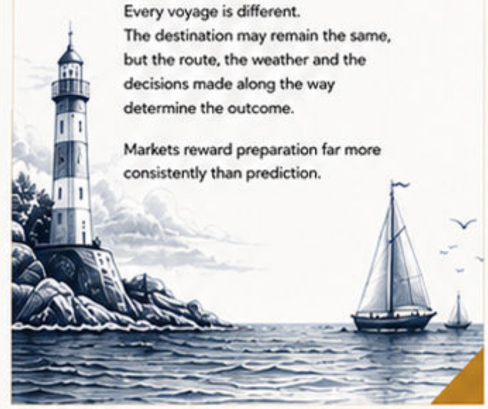
The market is like the open sea.
It cannot be controlled, negotiated with, or rushed. It simply moves.

Experienced traders learn to read the currents rather than fight them. They adjust their course as conditions change, protect their capital when uncertainty rises, and move with confidence when opportunities appear.

Those who mistake calm waters for permanent stability often discover that the greatest risks emerge when they stop paying attention.

Every voyage is different.
The destination may remain the same, but the route, the weather and the decisions made along the way determine the outcome.

Markets reward preparation far more consistently than prediction.



MINI CASE STUDY

A buyer imported industrial goods under CFR terms. When marine insurance premiums increased significantly due to regional risk, the buyer assumed the seller had already included the higher insurance cost in the freight rate. The seller assumed the buyer had accounted for it.

The misalignment was not discovered until after shipment, resulting in unplanned expenses and reduced margins. A short discussion during contract negotiation could have prevented this.

DID YOU KNOW?

70%+

of trade disputes are linked to miscommunication of contractual terms and responsibilities.

Source: ICC Dispute Resolution Report

RELATED READING

Scan to access more insights and analysis

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FEATURE ARTICLE

TWO COSTS. TWO TIMELINES. ONE BUYING DECISION.

UNDERSTANDING SUGAR'S EVOLVING COST STRUCTURE

MANAGING THE SUPPLY COMPONENT

The first cost component is fundamentally driven by global supply and demand.

Weather conditions in producing countries, harvest performance, export policies, production volumes and global inventories continue to shape international sugar prices. These structural factors typically evolve over months rather than weeks and are largely independent of short-term developments affecting transportation markets.

For businesses planning procurement over the coming quarters, this component deserves careful attention. Where commercially appropriate, forward purchasing or longer-term supply agreements may help improve cost predictability and reduce exposure to commodity price volatility.

The objective is not to predict every market movement, but to manage structural cost drivers with greater confidence.

MANAGING THE LOGISTICS COMPONENT

The second cost component develops much closer to the point of delivery.

Insurance premiums, freight rates, financing costs and operational logistics expenses continue to respond to changing market conditions. While many of these costs have moderated as shipping operations have become more stable, they may continue to adjust at a different pace from underlying commodity prices.

Unlike structural supply fundamentals, logistics-related costs often respond more quickly to changes in transportation markets and operational conditions.

Where commercial flexibility permits, businesses may benefit from reviewing logistics arrangements regularly, evaluating insurance as a variable cost component and aligning freight commitments with current market conditions rather than relying on historical assumptions.

TWO COST STRUCTURES

1. COMMODITY COST
DRIVEN BY SUPPLY FUNDAMENTALS

- Weather & Harvest
- Global Supply & Inventories
- Production & Exports
- Market Price Trends
- Forward Contracts

TIMELINE: MONTHS

2. LOGISTICS COST
DRIVEN BY OPERATIONAL CONDITIONS

- Insurance Premiums
- Freight Rates
- Inland & Port Operations
- Transit Time
- Financing Costs

TIMELINE: WEEKS

WHY SEPARATING THESE COSTS MATTERS

- Fixing every cost at once may lock in logistics expenses that could improve.
- Delaying purchases for lower logistics costs may increase commodity risk.
- Treating structural commodity costs and logistics costs as separate variables allows each to be managed with the right strategy.

BEYOND SUGAR

This framework applies to many commodities such as edible oils, grains, and other internationally traded agricultural products.

Each has its own supply story, while logistics costs often share similar drivers.

Recognising this distinction enables procurement teams to evaluate transportation costs consistently while assessing supply fundamentals individually for each product category.

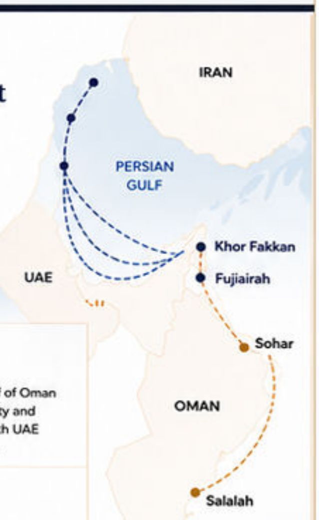
EXECUTIVE TAKEAWAY

Every international shipment reflects two distinct cost structures.
One is driven primarily by global supply fundamentals.
The other is influenced by logistics, transportation and commercial operating conditions.
Because these cost drivers evolve at different speeds and respond to different market dynamics, they should be evaluated independently. Businesses that distinguish between pirocurral commndity costs and logistics-related costs are better positioned to improve procurement planning, strengthen pricing decisions and protect commercial margins.
market movements but from understanding how different cost drivers evolve—and responding to each with an appropriate commercial strategy.

SPECIAL FEATURE

Choosing the Right Gulf Gateway

**Stronger Connectivity.
Smarter Route Selection.**



FUJAIRAH
UAE

Direct access to the Gulf of Oman with efficient connectivity and seamless integration with UAE and GCC infrastructure.

KHOR FAKKAN
UAE

Strategically located on the eastern coast with flexible routing options and reliable links to regional distribution networks.

SOHAR
OMAN

Offers additional routing flexibility for selected cargoes within broader Gulf supply chains.

SALALAH
OMAN

Provides efficient transport solutions depending on cargo, destination and commercial requirements.

DIRECT UAE–IRAN COASTAL SHIPPING

The resumption of direct cargo services, including traditional lenj operations and commercial cargo movements connected with Jebel Ali, has strengthened regional trade connectivity and expanded logistics options for many commercial shipments.

MULTIMODAL TRANSPORT OPTIONS

Combining maritime and inland transport can offer additional flexibility depending on cargo characteristics, destination and commercial priorities.

> "The goal is not just to move cargo, but to choose the route that delivers the best total value for each shipment."

QAA NEWS

QAA Launches an End-to-End Market Entry & Supply Chain Management Program

QAA has launched a new program to support producers and manufacturers entering and expanding in the UAE and MEA region.

- Market Resentry Strategy
- Supply Chain & Logistics Coordination
- Trade Facilitation
- Regulatory Coordination
- Market Development

QAA acts as the central project management partner—planning, coordinating and overseeing every stage while specialised partners execute their licensed activities.

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THE TWO-COST SUGAR FRAMEWORK — PART II

ONE COMMODITY. TWO COST DRIVERS. TWO DIFFERENT STRATEGIES.

Part I introduced the concept of the two-cost framework: one cost component driven by global supply fundamentals and another shaped by logistics and transportation conditions that influence total landed cost.

Although both affect procurement decisions, they respond to different market dynamics and evolve on different timelines. Treating them as a single variable can reduce pricing accuracy and lead to less effective purchasing decisions.

The strategic objective is not simply deciding whether to buy today or later. It is determining which costs should be secured early—and which should remain commercially flexible.

MANAGING THE SUPPLY COMPONENT

The first cost component is driven primarily by global supply fundamentals.

Weather conditions in major producing countries, harvest performance, export policies, production levels and inventory trends continue to influence international sugar prices. These structural factors generally evolve over months rather than weeks and are largely independent of short-term developments in transportation markets.

For businesses with procurement requirements extending into future quarters, this component may justify forward purchasing or longer-term supply agreements where commercially appropriate.

The objective is not to predict market prices with certainty, but to improve cost visibility and reduce exposure to structural market fluctuations.

MANAGING THE LOGISTICS COMPONENT

The second cost component develops closer to the point of delivery.

Insurance premiums, freight rates and logistics-related operating costs continue to respond to changing transportation markets and commercial operating conditions. While shipping activity has strengthened and logistics networks continue to adapt, some cost components may adjust more gradually than underlying commodity prices.

This creates opportunities for greater commercial flexibility.

Where contractual arrangements allow, businesses may benefit from reviewing freight commitments regularly, treating insurance as a variable cost component and aligning logistics decisions with prevailing market conditions rather than relying on historical pricing assumptions.

TWO DISTINCT COST DRIVERS

1. SUPPLY COMPONENT
DRIVEN BY GLOBAL FUNDAMENTALS

Weather & Harvest · Global Demand · Production & Exports · Inventories & Stocks · Export Policies

TIMELINE: MONTHS

SUGAR

2. LOGISTICS COMPONENT
DRIVEN BY OPERATIONAL CONDITIONS

Insurance Premiums · Freight Rates · Transit & Operations · Financing & Other

TIMELINE: WEEKS

THE COMMERCIAL PERSPECTIVE

- One of the most common procurement challenges is assuming that every cost component should be managed in the same way.
- Securing every element of total landed cost simultaneously may lock in logistics expenses that could continue to evolve.
- Delaying procurement decisions solely in anticipation of lower transportation costs may increase exposure to movements in the underlying commodity market.

Separating structural commodity costs from logistics-related costs allows each to be managed using the commercial strategy most appropriate to its own market dynamics.

EXECUTIVE TAKEAWAY

For many international supply chains, total landed cost reflects two distinct commercial components.

- One is primarily influenced by global agricultural fundamentals.
- The other is shaped by logistics, transportation and broader commercial operating conditions.
- Because these cost drivers evolve independently, they should be evaluated independently.
- Businesses that distinguish between structural commodity costs and logistics-related costs are better positioned to improve procurement planning, strengthen pricing decisions and protect commercial margins over the long term.

SIDE COLUMN

Edible Oils: The Same Framework, Different Market Drivers

The analytical framework presented in this issue extends naturally to the edible oils sector, although the relative importance of each cost component differs from that of sugar.

From a procurement perspective, supply costs should be evaluated according to the specific fundamentals of each oilseed market. Production forecasts, weather conditions, crushing margins, global demand and export policies all influence international prices. Because palm oil, sunflower oil and soybean oil each respond to different market dynamics, they should be assessed independently.

The logistics component, however, often follows a common pattern. When edible oils and other food commodities move through the same regional logistics networks, they are frequently influenced by similar transportation costs, insurance arrangements and operational considerations. Evaluating these logistics factors consistently across multiple product categories can improve supply-chain planning while allowing procurement decisions to remain tailored to the specific characteristics of each commodity.

For organisations managing diversified commodity portfolios, separating commodity-specific supply fundamentals from shared logistics costs supports more accurate pricing, stronger procurement strategies and more effective margin management.

EXHIBITIONS & EVENTS

FLOW

FLOW – Future of Logistics, Operations & World Trade
4–5 November 2026
Dubai Exhibition Centre, Expo City Dubai
Best for: Supply chain management, logistics technology, freight, trade finance, infrastructure and digital trade.

Breakbulk Middle East
2–3 February 2027
Dubai World Trade Centre
Best for: Project cargo, bulk commodities, heavy logistics, infrastructure, energy and industrial supply chains.

Gulfood 2027

Gulfood 2027
15–19 March 2027
Dubai World Trade Centre & Dubai Exhibition Centre, Expo City Dubai
Best for: Food commodities, edible oils, grains, sugar, ingredients, FMCG, food technology and international distribution.

EXECUTIVE NOTE

Business relationships are often established long before commercial agreements are signed.

For companies operating across the Gulf and international markets, these exhibitions provide more than networking opportunities. They offer direct access to industry knowledge, strategic parrterships, market intelligence and emerging commercial opportunities that help shape future business growth.

Event dates and venue information are based on organiser announcements at the time of publication and may be updated. Readers are encouraged to confirm schedules directly with the respective event organisers before making travel arrangements.

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DATA RADAR

WHAT THE UREA MARKET REVEALS ABOUT CHANGING LOGISTICS COSTS

Commodity markets rarely move in unison. Some respond primarily to global supply and demand. Others react more quickly to changes in transportation markets, logistics costs and commercial operating conditions.

Over recent months, the Middle East urea market has provided a useful illustration of how logistics-related costs can adjust as transportation networks and market conditions continue to evolve.

During periods of increased market volatility, FOB Middle East urea prices rose alongside higher transportation, insurance and energy costs. As logistics activity strengthened and commercial conditions improved, prices moderated from earlier highs.

While several factors contributed to this adjustment—including natural gas prices, production economics and global supply-demand dynamics—the pace of the correction demonstrates an important commercial principle:

> “Logistics-related costs often adjust more rapidly than structural commodity fundamentals.

That distinction extends well beyond the fertilizer market.

TWO COST COMPONENTS. TWO DIFFERENT TIMELINES.

The urea market illustrates the analytical framework presented throughout this edition of CARAVAN.

- One component of pricing reflects structural supply fundamentals, including feedstock costs, production capacity and international demand.
- The second reflects logistics and transportation costs, including freight, marine insurance and operational market conditions.

Although both influence total landed cost, they do not necessarily move at the same pace.

Transportation markets may adjust relatively quickly, while structural supply fundamentals often evolve over longer production and procurement cycles. Recognising this distinction enables businesses to evaluate temporary logistics costs separately from longer-term commodity fundamentals.

WHY IT MATTERS BEYOND FERTILIZER

The same commercial framework can assist procurement teams across a broad range of internationally traded commodities.

- Sugar, edible oils, grains and other agricultural products each have their own supply fundamentals shaped by harvest cycles, weather conditions, production costs and export policies.
- At the same time, many share similar transportation costs, insurance arrangements and logistics considerations.

Understanding these cost components independently enables businesses to develop more accurate procurement strategies, improve pricing decisions and strengthen supply-chain planning across multiple product categories.

READING THE MARKET SIGNAL

The urea market should not be interpreted as a predictor of price movements in other commodities. Rather, it provides a practical example of how logistics-related costs can evolve as commercial conditions change.

- Every commodity has its own market fundamentals.
- The broader lesson is that transportation-related costs and structural commodity costs often respond to different market forces and therefore deserve separate commercial analysis.

Recognising which factor is driving prices at any particular time supports better procurement planning and more informed commercial decision-making.

NUMBERS OF THE MONTH

Six Indicators Tracking Regional Trade

A market snapshot prepared at the time of publication. Market data may change as conditions evolve and should be independently verified before being used for commercial, financial or procurement decisions.

BRENT CRUDE

~US$71/bbl ↓

Brent crude has moderated from recent highs, reflecting improving market sentiment and changing conditions in [illegible] remains an important indicator for transportation costs and overall business confidence.

UREA (FOB MIDDLE EAST)

~US$360–415/t ↓

Following earlier market volatility, urea prices have moderated, illustrating how logistics, energy costs and supply-demand dynamics can influence fertilizer markets over time.

SUGAR (ICE NO.11)

~14.6¢/lb ↑

International sugar prices continue to be influenced primarily by global supply fundamentals, including harvest performance, production forecasts, weather conditions and export policies.

MARINE INSURANCE

Indicative Premium Levels ↓

Marine insurance costs have moderated as market conditions have become more stable. Actual insurance premiums vary according to vessel type, voyage profile, cargo characteristics, underwriting assessment and prevailing market conditions.

STRAIT OF HORMUZ OIL FLOWS

>10 Million Barrels per Day ↑

Shipping activity through the Strait of Hormuz has strengthened, reflecting continued operational connectivity across one of the world's most significant energy trade corridors.

TTF NATURAL GAS

~€41–42/MWh →

Natural gas remains an important cost component for nitrogen fertilizer production and continues to be closely monitored as an indicator for developments within global fertilizer markets.

REGIONAL OPPORTUNITY

A NEW TRADE WINDOW OPENS

While much of this issue has explored logistics, transportation costs and supply-chain planning, one of the most significant commercial developments this month comes from trade policy.

On 1 July 2026, the UAE–Ukraine Comprehensive Economic Partnership Agreement (CEPA) entered into force, marking another important milestone in the UAE's strategy to strengthen international trade, expand market access and deepen economic partnerships.

The agreement provides preferential market access across a broad range of goods and services, strengthening commercial links between the UAE and one of the world's leading agricultural exporters while creating new opportunities for private-sector collaboration.

For businesses operating in food commodities, agricultural products and international sourcing, this development deserves close attention.

WHY IT MATTERS

- Ukraine is an important global supplier of grains, oilseeds and vegetable oils—commodities that play a significant role in regional food supply and international agricultural trade.
- As procurement strategies continue to evolve, businesses increasingly seek to balance two objectives: securing reliable supply and improving total landed cost.
- Comprehensive Economic Partnership Agreements can support both.
- Subject to the applicable Rules of Origin, product eligibility requirements and customs procedures, preferential tariff treatment may improve the competitiveness of selected supply chains and create new sourcing opportunities for importers, processors and distributors serving the UAE and wider regional markets.

LOOKING BEYOND A SINGLE AGREEMENT

The UAE–Ukraine CEPA forms part of the UAE's broader Comprehensive Economic Partnership Agreement programme, which continues to expand the country's global trade network and strengthen commercial relationships across key international markets.

For businesses engaged in cross-border trade, every new CEPA provides an opportunity to review existing sourcing strategies by asking practical commercial questions:

- Which products qualify for preferential tariff treatment?
- Which Rules of Origin apply?
- How do preferential duty rates compare with standard MFN tariffs?
- How does the overall landed cost change after considering transportation, insurance and logistics costs?

The answers will vary by product, origin and supply chain.

The opportunity lies in identifying where trade policy creates measurable commercial value.

EXECUTIVE INSIGHT

- Freight markets evolve.
- Transportation costs adjust.
- Commodity prices respond to changing supply and demand.

Well-designed trade agreements, however, can create longer-term structural advantages for businesses that incorporate them into procurement and sourcing decisions.

Tariff schedules are publicly available.

Competitive advantage comes from understanding how preferential market access can be translated into stronger commercial performance, more resilient supply chains and sustainable business growth.

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EXECUTIVE NOTE

TURNING INSIGHT INTO ACTION

Throughout this edition of CARAVAN, one principle has remained consistent:

Better commercial decisions are built on better market understanding.

In today's trading environment, competitive advantage comes not only from recognising market developments, but from translating those developments into practical commercial action.

Route selection, Incoterms®, insurance arrangements, sourcing strategies, procurement planning and regulatory compliance are no longer simply operational considerations. Together, they shape total landed cost, pricing accuracy, supply-chain resilience and long-term commercial performance.

This is where Qasr Al Anqaa supports its clients.

Working across the UAE, the GCC and selected international markets, we assist businesses with market development, sourcing, procurement coordination and cross-border trade, supporting food commodities—including sugar, edible oils, grains and related products—through practical commercial planning, logistics coordination and structured business solutions.

Our objective is straightforward:

To help businesses transform market insight into informed commercial decisions.

STAY AHEAD OF THE MARKET

CARAVAN is published monthly, providing practical analysis of market indicators, trade policy developments, logistics trends and regional business opportunities relevant to importers, exporters, manufacturers and supply-chain professionals.

Each edition follows key commercial indicators while highlighting developments that may influence procurement, pricing and cross-border business decisions.

Subscribe to receive future editions of CARAVAN.

SCAN TO SUBSCRIBE

LET'S START THE CONVERSATION

Whether your business is evaluating new sourcing opportunities, reviewing procurement strategies or planning cross-border operations, our team would be pleased to discuss how we can support your commercial objectives.

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SPECIAL PROGRAM FOR MANUFACTURERS READY TO ENTER THE GCC MARKET

Are you planning to expand your products into the UAE and GCC markets?

Qasr Al Anqaa Group of Companies is ready to support your market entry with a complete business development solution.

- Collect your product samples directly from your factory.
- Introduce and promote your products in the UAE and GCC markets.
- Execute professional marketing and advertising campaigns.
- Provide warehousing and inventory management services in Dubai.
- Connect your business with qualified distributors, wholesalers, retailers, and B2B buyers across the region.
- FREE **Receive 1 FREE Ticket to attend one of our exclusive regional trade events or exhibitions.**

**You focus on manufacturing.
We take care of market development.**

For more information about this special program and to learn how your company can benefit, please contact our Sales Team.
Our specialists will be happy to explain the program in detail and help you build the most effective strategy for entering the UAE and GCC markets.

SHARE THIS ISSUE

Knowledge Creates Greater Value When It Is Shared.

Share this issue with someone who may benefit from it.

If you found this edition of CARAVAN valuable, we invite you to share it with colleagues, clients and business partners involved in international trade, procurement, logistics and supply-chain management.

In today's markets, informed decisions are built on informed conversations.

By sharing practical market insight, we strengthen the business community we work with every day.