Logistics Sector Profile Pakistan





Logistics Sector in Pakistan





Transport and logistics sector contributes around 13% to GDP and more than 5% to country overall's employment²



Pakistan has a total road network of 493,089 km7 which includes 48 national highways, motorways, and strategic roads with a total length of 14,480 Km1



Pakistan has 21 airports and Pakistan International Airline Corporation (PIAC) has 30 airplanes in its fleet1



Pakistan Railways has 466 Diesel Locomotives, 16,159 Freight wagons, 1,460 Passenger coaches and 230 other coaches 10 and it has second largest railways network of south comprised of 7,791 Km route length1



In Pakistan, total length of the pipeline network is more than ~12,500km. ~80% of pipelines network pertains to gas pipelines. Total length of oil pipeline operating network is above ~2,000km6



Pakistan has coastline of more than 1,000 km along the Arabian Sea. Pakistan has 08 shipping ports and harbors. At present, Pakistan National Shipping Company (PNSC) fleet comprises of 11 vessels of various types/sizes (05 Bulk carriers. 04 Aframax tankers and 02 LR-1 Clean Product tankers) with a total deadweight capacity (cargo carrying capacity) of 831,711 metric tons9.



There are many modes of transportation transport, which includes rail road transport, air transport, maritime transport, waterway transport. inland pipeline transport, and urban and rural transport. Pipeline transport is majorly used for transportation of oil and gases.



228.7m

6th largest population in the world²²

South China Sea carries an estimated 1/3rd of global shipping

Pakistan has an offshore **Exclusive Economic Zone** covering an area of 240,000sq km

China wants Gwadar port to be the transit point for it's industrial hub in Xinjiang province

> Gwadar is 2,500 km from Xinjiang and 4,500 km from China's Eastern seaboard21















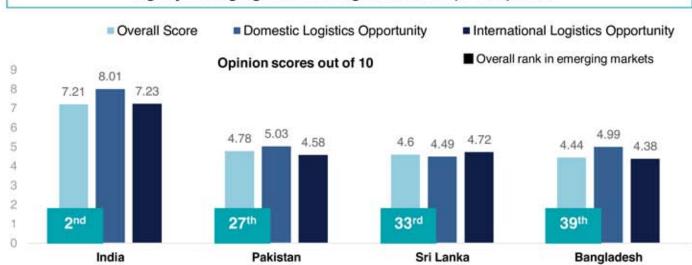


Sector Statistics

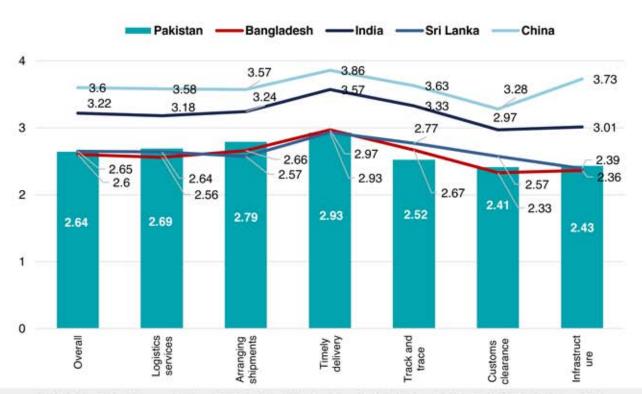








Aggregate Logistics Performance Indicator (LPI) 4 (2012, 2014, 2016 and 2018)



LPI Global Rankings: China (27), India (42), Sri Lanka (92), Bangladesh (100), Pakistan (95)
In 2007, Pakistan was ranked 68 on LPI index. Currently, Pakistan is down by 27 ranks in LPI index from 2007. The major deterioration was witnessed in Customs and Track and Trace.

Sector Policy²





Objectives of Policy

- · Provide an Effective Regulatory Oversight
- Create enabling Environment for Modernizing the Logistics Strengthen Transit Trade Business with the other Countries
- · Enhance Multimodal Linkages
- · Encourage Freight by Railways

- Establish a Modern Trucking Fleet
- Build Urban-Rural Connectivity
- Develop E-Logistics
- Adopt Intelligent Transport Systems (ITS)
- Training and Capacity Building of the Industry

Planned Major Initiatives in National Logistics Freight Policy

Road Transport

- Revise Trucking Policy and establish a Truck Renewal Programme
- Implement WP29 (UN Technical Standards for harmonization of vehicle specifications)
- Recognize semitrailers as transport vehicle
- Enforce drivers' registration and training
- Improve, Licensing and regulation of Heavy Transport Vehicle
- Enforcement of axle load regime and permit bonded warehouse facility for imported vehicles
- Issue Project Cargo Permit at international gateways
- Implement Road Asset Management and improve Fuel quality
- Review of import duties on vehicles
- Automate, certify and standardize weighbridge
- Establishment of Warehousing and Coldstorage supply chains
- Designate and Develop HTV Parking Areas and Truck Stops

Air Transport

- Develop Aero-Logistics Parks and Cool Ports
- Permit Cargo Airlines directly to fly internationally
- Build Transit Trade facilities

Ports & Shipping

- Improve warehousing facilities along the Karachi Northern Bypass
- New access road to SAPT
- Improve gate accessibility to Karachi Port and Port Qasim
- Handling oversizes and overweight cargoes
- Promote multimodal waybills and multimodal transport operators
- Streamline clearance procedures at the Ports
- Improve access to and from Karachi port by investing in multiple modes
- Creation of Dry Port near shipping ports
- Increase ship handling capacity
- Second Channel to Port Qasim
- Reconstruct Mehran Highway
- Promote multimodal waybills and multimodal transport operators

Inland Waterways Transport

- Develop an Inland Waterways Transport (IWT) Masterplan
- Appoint a new IWT Development Company
- · Develop rules and regulations for IWT

Sector Policy²





Planned Major Initiatives in National Logistics Freight Policy

Rail Transport

- Upgrade Mainline-1 from Karachi to Peshawar
- · Develop Havelian Dry Port
- · Establish cargo handling facilities
- Improve feeder lines for coal and bulk freight
- Develop Pipri Marshalling Yard connection to Karachi Port terminals
- · Setting market driven rail-freight tariffs
- Connect railways to Gawadar, SEZs and Industrial Parks and extended operating hours

E-Logistics

- Promote supply chain management and automation technology
- · Reduce cash on delivery
- · Promote nationwide operations
- Facilitate reverse logistics and establish Delivery Networks for E-commerce Goods

Ecosystem of Logistics and Warehousing Network





WAREHOUSE OPERATORS: Warehouse operators can be classified into 2 types of categories: General cargo warehouse; and cold storage warehouse. Some of these warehouses are operated by freight forwarders. The bonded warehouses are also available but are few in numbers.

THIRD-PARTY LOGISTICS PROVIDERS:

3PL services providers in both road transportation and container freight train services through a mix of warehouse management, contract management, transport, terminal operations and rail freight.

TERMINAL AND TRANSIT STORAGE OPERATORS:

Terminal operators usually have contractual agreements with shipping line and the forwarders for the terminal handling services such as for the container yard from the terminal to the container yard, freight handling services, container freight station, where usually the freight forwarders perform the consolidation and the de-consolidation services.

SPECIALIZED TRANSPORTERS: These transporters specialize in handling and transportation of heavy, over dimensional industrial equipment, power generation units, refineries TRUCK OPERATORS: Two types of truck operators exist in Pakistan market. Fleet operators and market transporters. They offer transport services of different types of cargos such as dry cargo, bulk cargo, containers and the fluid cargo not limited to the fuel, gas, chemicals etc.

FREIGHT FORWARDERS: Two types of the freight forwarders are operating in Pakistan. One, who have single network and a global presence. The others are acting under Principal & Agent contract. Forwarders also act as 3PL solution providers and provide multiple value-added services.



Consolidators: Firms that specialize in combining cargo shipments from multiple shippers into full container loads. They also support shippers by devising

cost-effective strategy transport cargo globally.

Shipping Line: There are a few shipping lines directly operating in Pakistan. Mostly the shipping lines work with the ship agents. The shipping line are offering services to the freight forwarders and directly to the exporters as well. Some fleet operators and carriers have also diversified and developed their logistics wing, which makes them competitors to the freight forwarders. The shipping lines have contracts with the private container yard operators to handle their equipment.

Shipping Agent: There are a few shipping lines directly operating in Pakistan. Mostly the shipping lines work with the ship agents. The shipping line are offering services to the freight forwarders and directly to the exporters as well. Some fleet operators and carriers have also diversified and developed their logistics wing, which makes them competitors to the freight forwarders. The shipping lines have contracts with the private container yard operators to handle their equipment.

Areas of Investment Road Transport





A. Road Infrastructure

Pakistan has a total road network of 493,089 km⁷ out of which national network roads represent ~260,000 km¹³. There are 48 national highways, motorways, and strategic roads with a total length of 14,480 Km^{1.}



Currently, Pakistan has a skewed model for its transportation in which roads are over burdened with freight and passenger traffic. National highways, that represents 2% to 3 % of total road network, carries more than 80% of the freight volume⁵. The N-5 highway, running from Karachi to Torkham, is the busiest route. It is 1,760 km in length and carries about 65% of the inter-city traffic and serves 80% of Pakistan's urban population2. It is estimated that ~ 118bn tons kms load is moved/ transported by road in FY 2020 and this volume is expected to increase by 40% in next decade and will be 165 bn tons kms2. Current model is over-burdening systems. causing congestion, creating pollution and damaging roads, all contributing towards high cost of transportation. Pakistan needs high level of investment for road development to cater future transport requirement and to achieve its road density target as is defined in Pakistan 2025 Vision (Increase road density from 32 km/100 km2 to 64 km/ 100 km2).

20 Projects were proposed by National Highways Authority (NHA) in the FY2022 for approval of Departmental Development Working Party (DDWP), out of which 06 projects have been presented and approved in DDWP meetings¹. Projects approved are as follows:

- Feasibility study and detailed design for road tunnel across Babusar pass and its link access roads;
- Feasibility study and detailed design for development of rest areas along major highways in Balochistan including M-8 (41 Nos rest area approx.)
- Feasibility study and detailed design and preparation of PC-I for construction of road between Shounter to Rattu along with tunnel at Shounter
- TOR for feasibility study and detailed design for construction of Shadadkot bypass on (N-55)
- Riverine Survey, Hydrology study and coordination for Hydraulic Model Study for construction of additional bridge over river Indus at Ghazi Ghat on N-70
- Feasibility study and detailed design for construction of Wangu Hills tunnel on M-8

Pakistan's Strategic Location¹⁴ Pakistan holds a unique strategic location and provides access to trade routes to the Middle East, Africa and the rest of the World: 3 continents, 68 countries, 1/3 of the world's GDP and 62% of global population. Pakistan is taking initiatives under China Pakistan Economic Corridor (CPEC) and Central Asia Regional Economic Cooperation (CAREC) programs to exploit its strategic location.





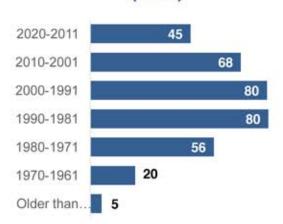
B. Trucking Sector

Trucking in Pakistan

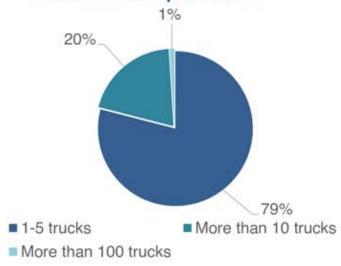
- Almost every industry relies on trucking industry for transport of its materials and products. Trucking industry is important for socio-economic development of the country. Globally, this industry is highly concentrated. Businesses of all sizes depend on the trucking industry to maintain fast delivery times and deliver products safely.
- In Pakistan, trucking is highly fragmented and underdeveloped market. Pakistan's trucking industry have majority of 2 axle and 3 axle trucks in the fleet. However, now trend is changing in the commercial market to use multi axle trucks.
- Currently, most of the fleet has aged beyond 10 years and majority of the fleet truck are obsolete and with rigid suspensions. These trucks have limited speeds, are heavy on fuel consumption and also have a deteriorating effect on the road surface. The transport of material through these old trucks is highly inefficient in terms of time and cost.

In United States, 95% of the market size in terms of revenue represented by top 20 companies. Trucks are responsible for 68% of all freight tonnage in the U.S15. Currently, there 500,000 are registered trucks and pickup vehicles in Pakistan2. The market is highly fragmented - it is mostly a 1-5 vehicle ownership model and individual owners have 85% of market share. Largest freight transporters control less than 2% of the total freight market2.

Age Structure of Registered Trucks (000s)



Truck ownership structure







B. Trucking Sector

Agricultural goods (primary agricultural food accounts for 21% of Pakistan's GDP) such as fruits and vegetables are currently transported from rural harvesting areas only via trucks. However, it is estimated that about 30% to 40% of agriculture production is wasted each year due to non-availability of effective channels for transport of agri-products from farms to markets channels². The road transit time in Pakistan is almost twice that of European markets due to an outdated fleet and poor road network and infrastructure. This constrains Pakistan's ability to integrate its supply chains with global supply chains. Globally, delivery models have changed drastically. Now, companies and businesses require just-in-time delivery.

Recent Investment

- There is noticeable mobilization of investment by the private sector players particularly driven by Corporate sector needs; Both International (DHL, Agility) and local (Daewoo, PTN, BSL) players are investing in Trucking mostly driven by demand from larger FMCGs and Pharma companies; and
- At least 5 start-ups focused on Trucking have emerged in the last 2 years.

Future Potential

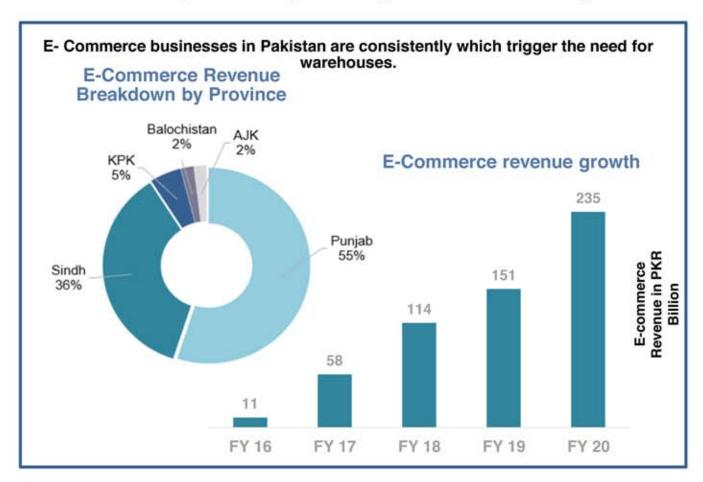
There are ample opportunities for companies willing to operate modern truck fleets in this sector. Moreover, the international experiences of foreign companies could play a key role in introducing cost effective and efficient concepts. An example being the international experiences of German companies introduction of cost effective and efficient concepts such as long body 50 ft. trailers and road trains. Road being the dominant mode of transport currently is likely to grow consistently over the next decade. Therefore, as per Board of investment and National Freight Logistics Policy (NFLP), there is an immediate requirement of ~100,000 trucks to meet the market gap, particularly in the context of CPEC construction projects².





C. Warehouses

- Agriculture sector is the backbone of Pakistan's economy. It contributes more than 20% to total GDP and provides 37.4% of total employment in the country¹. Pakistan produces different types of crops such as wheat, rice paddy, maize. Despite of huge reliance of country's economy on agriculture sector, Pakistan was unable to develop sufficient warehousing facilities to provides good storage facilities to farmers, small and medium sized millers and traders. It is estimated that Pakistan incurs post-harvest losses of around 15% to 20% for food cereals and 40% of fruits and vegetables annually due to non-availability of modern warehouses¹6.
- Additionally, warehousing facilities are not purpose built structures. Warehousing structures are primarily commercial/ industrial buildings converted into warehouses, and without any consideration to work flow. Often times, vacant non-customized buildings are converted into warehouses which may not meet the requirements of a modern warehouse. Purpose-built warehousing structure is a new emerging area. However, on a stand-alone basis, they may not add much value unless process is integrated with logistics and warehouse management.





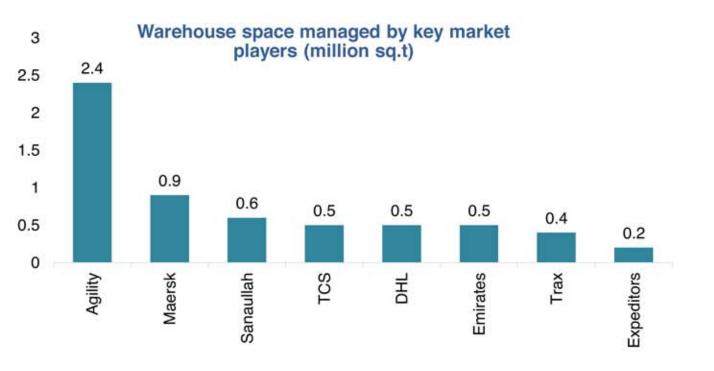


C. Warehouses

Modern warehousing structures are now coming in Pakistan qu to meet the requirement of efficient storage solutions and increasing throughput requirements, and thus, there are great opportunities in this area with the most important factor for companies in todays market is to ensure they are close to their end consumer markets and therefore are ready to take advantage of efficient solutions. Private sector investment with governmental / military players is enabling the development of state-of-the-art logistics parks that provide purpose-built and quality standards driven facilities.

Electronic Warehouse Receipt Financing (EWRF)

The State Bank of Pakistan (SBP) has launched an incentives scheme "Electronic Warehouse Receipt Financing (EWRF)". It is a form of credit by banks to farmers, traders and millers against agricultural produce stored accredited in SBP warehouses. formally has launched EWRF in February, 2022 wherein 25 banks signed the System Usage Agreements (SUA) Collateral Management Company (CMC)1.







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D. Cold Chains Logistics

40% of dairy produce, fruits and vegetables are lost or spoilt because of poor storage, handling or transportation². Similarly the lack of cold storage or cool chain and temperature control warehousing is hampering the development of this sector. There is also lack of refrigerated vehicles, limiting the volume of temperature sensitive goods that can be transported throughout the country.

Cold Chain Logistics not only serves the agrobased industries (primary agricultural food accounts for 22% of Pakistan's GDP) but is also a vital factor for dairy (Pakistan is the 4th largest milk producing country), pharmaceutical, FMCG, confectionery and food related industries.

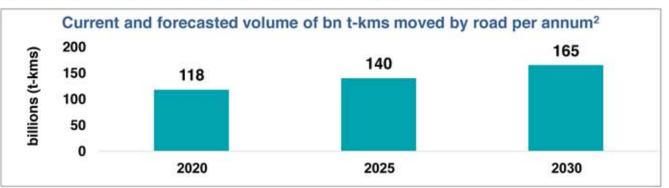
Freight Forwarding and Logistics players play a key role in this sector by offering integrated solutions for these cold chain products. More and more cold storage warehouses are coming up to meet international standards and provide cost effective solutions to the trade. However there is plenty of potential demand to be fulfilled and thus plenty of opportunities. Railways are barely being utilized for the transportation of perishable goods. This gap highlights a great opportunity for freight companies looking to enter the market

Areas of Investment Rail Transport





In 1950s, Pakistan Railway's share in freight volume transport was more than 85% which has significantly reduced to around less than 4%. Road is the most dominant mode of transport - more than 118bn t-kms of freight is moved by roads per annum. It is expected to increase by 40% over next decade. National highways and motorways carry the majority of all freights. Current transport model is over-burdening road systems, causing congestion, damaging roads and creating pollution which leads to high cost of transportation. The rise of the transport through road has lowered the competitiveness through rail transport. Railways was not modernized/ updated with the passage of time which has resulted in deterioration of existing rail network. Recently, Pakistan Railways has been able to prioritize freight and therefore, regain some freight transport.



According to the World Bank research, a single freight train can replace one hundred trucks at a time from the road. Rail transport requires one gallon of fuel to transport one tonne of goods to 250 miles compared to 90 miles by the road. Thus, rail transport is more cost effective. Use of rail transport for freight can help in managing the demand for trucks, easing congestion reducing the deterioration of roads and facilitating economical and environmentally friendly movement of freight by rail².

Central Asia Regional Economic Cooperation (CAREC)

Located at the crossroads of Afghanistan, Central Asia, the People's Republic of China, India, and Iran, Pakistan has huge potential to become a hub for regional transport and trade. As a member of the Central Asia Regional Economic Cooperation (CAREC) program, and in accordance with the priorities of the CAREC Transport and Trade Facilitation Strategy 2020, Pakistan is attempting to increase transit traffic with its neighboring countries. In 2017, 11 members approved the CAREC Railway Strategy with a view to expanding the role of railway transport in the region. Among the members of CAREC, Pakistan is the only country that has deepwater ports10.



Source: https://www.carecprogram.org/uploads/2017carec-corridor-map-FIN-1.pdf





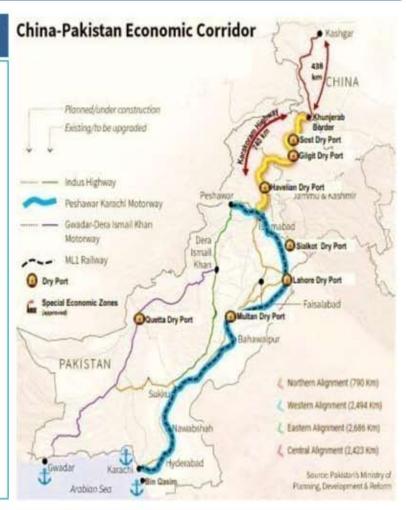
Pakistan targets to increase share of rail in transport from 4% to 20% (Pakistan Vision 2025)

Areas of Investment in Rail Transport under CPEC vision²

Rail transport network requires large amount of investment in order to modernize its operation. Following are the major opportunities that exist in rail transport:

- Upgradation of Mainline-1 from Karachi to Peshawar as envisioned under CPEC to increase capacity and speed of the main route across the country. Around 65% of the freight volume is transported through N-5, connecting Karachi to Torkham, which is the blood-line of Pakistan. Mainline-1 will help to reduce burden and congestion on N-55; and
- Development of Havelian Dry Port to allow for transfer of cargo to rail in Khyber Pakhtunkhwa:

Above projects are proposed under CPEC vision.



Other areas of investment²

- Cargo handling facilities can be established at strategic locations across the country;
- Cold supply chain networks for perishable goods transported through rail network can be developed to shift food supply chain load from road transport to rail network;
- To reduce the pressure on the road and enhance the accessibility to the port, extension and upgradation of the railway linkages from Pipri Marshalling Yard to Karachi Port terminals is planned. It will also avoid the use of trucks for a short term distance transfer from port to rail terminals;
- In future, connect railways network to Special Economic Zones (SEZs) and large industrial states in the country.

China Pakistan Economic Corridor (CPEC)

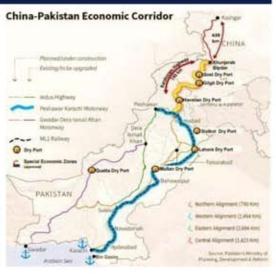




China Pakistan Economic Corridor (CPEC), under the Belt and Road Initiative (BRI), aims to bring Pakistan on the forefront of global trade routes

\$55 billion is planned to be invested in the energy, transport, industrial cooperation / special economic zone, and social and economic development. Within the logistics sector, approx. \$19.7 billion will be invested in construction of Gwadar port, network of motorways, dry port in Havelian, upgradation of main lines of Pakistan Railways, etc. Under CPEC program, Pakistan and China has launched 56 projects. Out of which 26 projects of work ~ \$17 billion has been completed so far and 30 projects worth \$8.5 billion are under construction¹. Additionally, 36 projects having an estimated cost of \$28.4 billion are also under different stages of negotiations for inclusion in the CPEC framework¹.¹¹9. Some of the key projects in the logistics space and their progress in as below¹¹8:

Projects



Completed projects	 Karakoram Highway - Phase 2 (approx. \$1.3 billion) Peshawar-Karachi Motorway - M5 (approx. \$2.9 billion) Orange Line Metro Train Lahore (approx. \$1.6 billion) Cross Border Optical Fiber Cable (approx. \$44 million) Pilot Project of Digital Terrestrial Multimedia Broadcast (approx. \$4 million) Hakla - D.I Khan Motorway (approx. \$0.67 billion) Development of Port and Free Zone at Gwadar Port (approx. \$300 million)
Under Constructio n Projects	 Karakoram Highway Alternate Route - Phase 1 (approx. \$86 million) National Highway - Zhob to Quetta (approx. \$360 million) National Highway - Khuzdar to Basima (approx. \$100 million) Ratodero Gwadar Motorway - M8 (approx. \$140 million) Gwadar Eastbay Expressway (approx. \$179 million)
Projects in pipeline	 Upgradation and dualization of Main Line-1 and establishment of dry port Havelian (approx \$6.8 billion) Up-gradation of National Highway N50 - Phase 1 Karakoram Highway Alternate Route - Phase 2 (approx. \$270 million) Peshawar – Dera Ismail Khan Motorway (approx. \$1.49 billion) Dredging of berthing areas & channels (approx. \$27 million)
Long Term	 Mirpur – Muzaffarabad - Mansehra Road Karachi Circular Railway (approx. \$1.9 billion)

Mashkhel - Pangur Road Quetta Mass Transit

Greater Peshawar Region Mass Transit

Success Stories



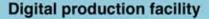




It was 1982 when two brothers, Mr. Sadiq Awan and Mr. Khalid Awan joint ventured the global air express DHL in Pakistan under the name of DHL Pakistan private limited. It was then that TCS was established as a domestic arm complementing the international business. It is the same year when Khalid Awan, who had served as Managing Director since inception of both TCS and DHL Pakistan under the Chairmanship of Sadiq Awan, took over as the Chairman and sanaging director of TCS Private Limited.

Partnership with UPS

TCS has partnered with United Parcel Services (UPS) to have access to the UPS global network. Since UPS maintains the position as the world's largest package delivery and supply chain solution provider and it has exclusive access to its sales and delivery network in Pakistan. Hence, being allied with UPS gives TCS global reach and scope.



TCS owns the Pakistan's fastest Digital Production Printing Facility at Karachi and Lahore with a capacity to print 2.0 million pages and 600,000 stuffing of envelopes per day.

Printing facility is ISO 27001:2005 Information Security Management System and ISO 9001:2008 Quality Management System Accredited



Passport delivery services

In collaboration with the Government of Pakistan and National Bank of Pakistan TCS has launched the "MRP Home Delivery" Project recently. Under this project, the citizens of Pakistan have a more convenient and cost-effective option of having their Machine Readable Passports delivered to them right at their doorsteps through TCS Passport Express.

Diverse Portfolio

TCS' portfolio is very vast. It includes some of the biggest names across almost all sectors from banking to fashion.

Main clients include: Mobilink, Nadra, PTCL, Atlas Honda, Uniliver & P&G, MCB, NBP, UBL, HBL to name a few.



Key Highlights



Express Centers



2500+ Service Locations





220+ Countries Worldwide



15 Million+ Consumer Touchpoints

Source: ://www.tcsexpress.com.

https://www.thefreelibrary.com/TCS+MRP+HOME+DELIVERY+PROJECT+INAUGURATED+IN+KARACHI%2C+LA

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Success Stories





DHL express is a Dutch company and it started its business operations in 1982 in Pakistan as a domestic arm complementing the international business. Currently it is headed by Mr Sarfaraz Siddiqui. DHL Global Forwarding is a market leader in air and ocean freight and it began its operations in Pakistan in 2006 and is headed by Umair Alam, Managing Director

Services Offered

Various best-in-class logistics services including air & ocean freight, international supply chain service / consolidation, custom clearance and transportation are offered through the Global Forwarding division

Collaboration with Sana Safinaz

DHL Express Pakistan entered into a business relationship with Sana Safinaz SS Fashion Resources in 2011 by offering them express services for their regular B2B export sampling. Since then, DHL has consistently built upon this relationship through regular interaction and troubleshooting all their issues.



Warehousing, distribution and other Supply Chain Management services through its Supply Chain division

Source:

https://www.dhl.com/globalen/delivered/about-us.html



APL Logistics is a subsidiary of Kintetsu World Express, Inc., a major Japanese freight forwarding company founded in 1970, and is an innovative provider of international supply chain solutions and started its operations in 1991 at a new custom-built container freight station (CFS) facility at Port Qasim, Karachi.

Location



APL's CFS facility is located adjacent to Port Qasim and closely linked by road to the port of Karachi. Hence being positioned nearby the main roads, railway networks and ports, customers are able to minimize the transportation time and costs as well.

Services Offered

Cargo consolidation

Warehousing

Quality Control

Value added services

Their location by the Port of Qasim offers customers a strategic advantage by leveraging road transportation operations for reliable domestic distribution or seamlessly connecting to global markets via ocean transportation services. Furthermore, proximity to Karachi's key industrial zones, such as the upcoming Textile City, ideally positions APL Logistics to support the region's progressive trading initiatives.

Source: https://www.apllogistics.com/

Success Stories







TRUCK IT IN is a platform tech company focused on simplifying road freight for millions of businesses in Pakistan to unlock 1 Billion dollars in resource potential. Pakistan's Truck It In has raised \$13 million in early-stage funding for a logistics startup in the Middle East, North Africa and its home country. The funding is considered to be one of the largest for a logistics startup fund raised in early stage funding.

https://pk.linkedin.com/company/truckitin

https://www.bloomberg.com/news/articles/2022-02-04/truck-it-in-raises-largest-early-funding-in-pakistan-mena

GridgeLinx,

BridgeLinx is a digital freight network, marketplace and solutions provider. At BridgeLinx, technology is deployed to bring efficiency, scale and innovation to the fragmented and inefficient logistics services. It has an established footprint in Pakistan, MENA / APAC regions, and beyond. With technology at its core, BridgeLinx uses machine learning to connect shippers with carriers, delivering asset-like reliability and broker-like flexibility. Startup has raised \$10 million investment.

https://www.bridgelinxpk.com

https://pk.linkedin.com/company/bridgelinx

https://techcrunch.com/2021/09/13/digital-freight-marketplace-bridgelinx-raises-10-million-in-pakistans-largest-seed-funding/

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