



## **Development Services International** LTD

International Free Zone, Economic Development, Supply Chain  
and Port Infrastructure Specialists

**20+**

Years Experience

Each team member brings over twenty years of international knowledge and experience

**4**

International Offices

DSI offers services globally with international offices located in Europe, Asia, Southeast Asia, and the Middle East



Our Mission

To provide knowledge-based economic development to emerging economies, aimed at supporting employment and wealth creation through technology transfer

# Our Commitment



**Tony P Restall**  
**Founder & Chairman**  
**of DSI Ltd**

Founder & Chairman Tony P. Restall – globally known as “Mr. Free Zone” – is one of the world’s foremost Free Trade Zone specialists, with nearly five decades shaping FTZs and SEZs for governments, investors and developers. He helped launch Dubai’s Jebel Ali Free Zone, ran Ajman Free Zone as Managing Director, led Oman’s Salalah Free Zone as CEO, drove the build-out of Sharjah’s Free Zones, and spearheaded Nigeria’s first Oil & Gas Free Zone at Onne.

His advisory footprint extends to NEOM, Laos, Albania and Thailand. A trusted counsel to heads of state and former Financial Times FDI Magazine expert judge, he delivers across investment attraction, infrastructure, PPPs, Free Zone management, economic diversification and sovereign wealth creation.

# DSI North America - Directors



**Anthony Racanelli** is a construction and engineering professional with more than 30 years of industry experience overseeing complex projects across multiple sectors. Throughout his career, he has worked closely with contractors, engineers, architects, developers, government officials, and project stakeholders to successfully deliver projects ranging from infrastructure improvements to large-scale commercial developments.

Mr Racanelli's extensive technical knowledge, practical field experience, and collaborative leadership style have enabled him to navigate complex project challenges while maintaining a strong focus on quality, safety, efficiency, and results. His ability to coordinate multidisciplinary teams and manage project execution has earned him a reputation for reliability, professionalism, and problem-solving.

Mr. Racanelli provides valuable expertise in construction planning, infrastructure development, project execution, and long-term implementation strategies designed to support sustainable economic growth and investment attraction.



**Rex Lengyel** brings more than three decades of experience in government operations, infrastructure protection, security management, project coordination, and public sector engagement. Throughout his career, he has worked on major government capital projects involving new construction, facility modernisation, transportation infrastructure, and critical public assets.

Mr Lengyel has collaborated with government agencies, engineering teams, construction professionals, and private sector stakeholders to support complex projects requiring strategic planning, operational oversight, and regulatory coordination. His experience includes work related to public facilities, transportation centres, infrastructure protection, risk assessment, and large-scale development initiatives.

His extensive background in government operations and project implementation provides valuable insight into the planning, execution, and long-term sustainability of major economic development projects. He contributes expertise in stakeholder engagement, infrastructure planning, operational coordination, and strategic development.

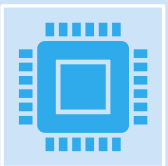
# Who We Are



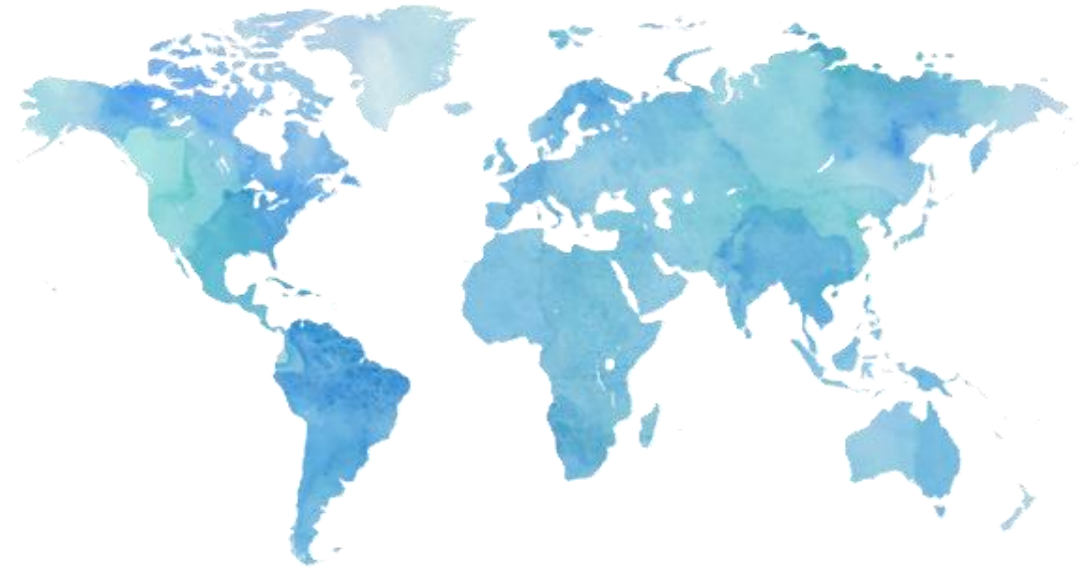
Development Services International brings together all the elements – The pieces of the business jigsaw that will enable you to establish, develop and grow your economic model



We bring to the table over 46 Years of Senior Leadership Experience gained from working in some of the most successful Free Zone, Port Development and International Airport Operation Projects in the World



From Greenfield sites to fully operational projects, we will work with you as Consultants, Developers, and Managers to ensure success



Americas	EMEA	Asia
Trinidad & Tobago	Albania	Papau New Guinea
Guyana	Kingdom of Saudi Arabia	Thailand
Antigua & Barbuda	Yemen	Myanma
Venezuela	Nigeria	Cambodia
Suriname	Egypt	Laos
Statia	United Arab Emirates	Philippines

# Services Provided



Evaluation Visit



Site Visit



Benchmarking Studies



Business Planning



Conceptual Master Planning



Financial Modelling



Project Management



Investor Evaluation



Legislation Process Support



Investor Development



Partnership / Management Services



Supply Chain Development Services

# Benchmarking

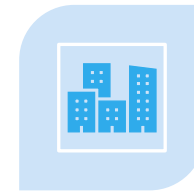
## Comparison Data Analysis

Our highly detailed Benchmarking Programme enables you to assess your market position

Your Benchmarking Study provides you with a valuable Road Map to your development

Start small – grow quickly

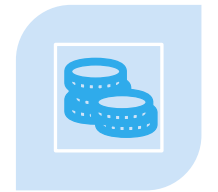
## Pricing Your Free Zone



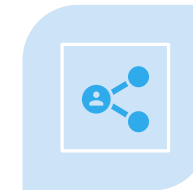
DSI HAS ESTABLISHED FREE ZONES WITH LITTLE OR NO SUPPORT FUNDING THAT TODAY HOST OVER 8,000 INVESTORS



GENERATING OVER USD\$80 MILLION USD PER YEAR + REVENUE

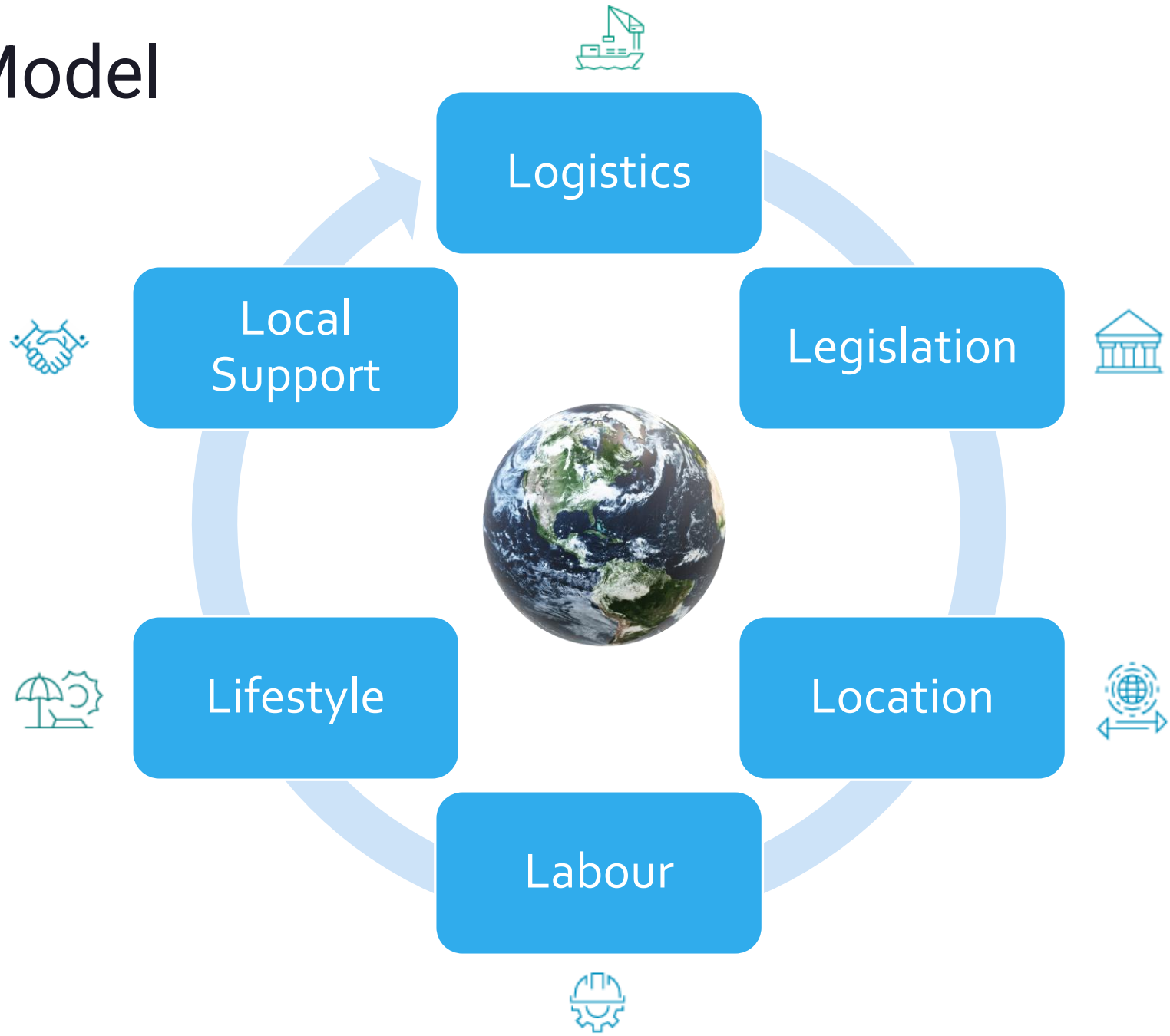


ADDING OVER USD \$1 BILLION TO THE LOCAL NON FTZ ECONOMY PER YEAR



WE CAN SHOW YOU HOW

# The 6L Model



# What is a Free Zone?



## Basic Economics of a Free Zone

Key to the success of Free Zones is the generation of early cash flow from the rental of basic offices and accommodation spaces

Early costs, including:

- legal to cover the costs of legal documentation with the host government and any associated costs, such as legislation
- Master planning
- Construction of initial office and accommodation blocks
- Marketing;
- Typically, total Circa US\$3 million

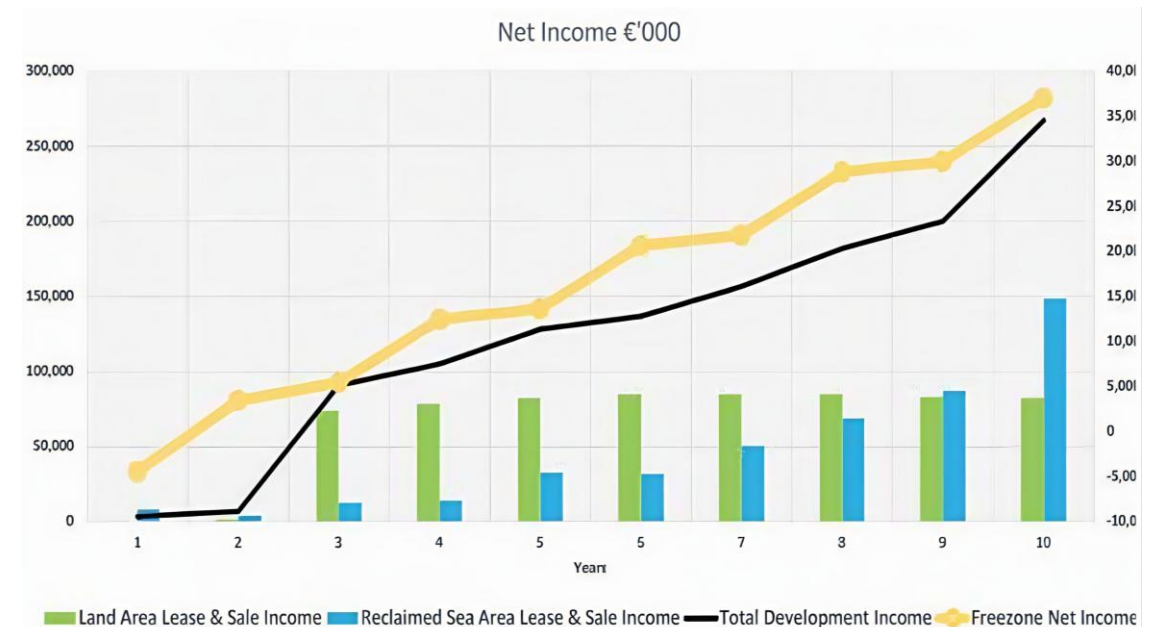
\* Experience shows that the payback of these costs is c. 30 months

### NB

- Turnover of Ajman FZ in 2017 was \$110 million, based on approximately 8,000 units (offices/apartments)
- Turnover of Ras Al Khaimah FZ in 2017 was \$207 million, off 14,000 units

The chart below shows a typical profile of Free Zone development, showing net income from land development, marine reclamation development and Free Zone development.

In this case, both existing and reclaimed land is split between land leased and land sold, while net income from the Freezone shows steady growth.



# What Governments Think?

Over the years, we have been invited to many countries to deliver presentations and to submit recommendations on Free Zone Developments. The questions we're asked are always the same.

Q

Don't Free Zones require huge investment costs?

A

A Free Zone can be started with little or No investment, just a minimum government commitment of:

**Legislation:** forming the Free Zone Law

**Land:** allocated on Long Term Lease to the Free Zone project, free of charge

Ajman FTZ started with little or no Investment (but now hosts over 8,000 investors)

Q

Why should we give away Taxation Opportunities to attract FDI?

Surely, we are missing out?

A

You can't lose what you don't have or never will have! What you think you are losing will add a multiplier effect to your economy

The Ajman Free Zone:  
Generates over USD\$100 Million USD p.a. in revenue

Adding over USD \$1 Billion to the local Non-FTZ Economy Per Year  
A PROVEN Economic Model

Q

We know of many Special Economic Zones [SEZs] which haven't worked. Why haven't they?

A

These are not Free Zones in the true sense

SEZ's are often little more than zones with limited taxation holidays and time limits on business freedoms  
Some SEZ's also impose penalties

Such overregulation scares investors away

# Putting the Pieces Together



Introducing a unique self-sustaining economic option to develop your economy and to provide mass employment and wealth creation

## Understanding the Economics

Over our 46+ Years in the GCC Ports and Free Zones Industry, it is astonishing what little is understood about the Financial Mechanism associated with Free Zones.

We will guide you through the process and share the Direct and Indirect Revenue Streams with you.

We have witnessed at First Hand how large global consultancy companies fail to understand the FDI Process and subsequently spend your money and fail to deliver solutions and results

## The Reality

DSI expertise has created Free Zones with Zero Funding – Such as the Ajman Free Zone, which now hosts over 8,000 Investors

Obviously, Government Investment Helps, but if you utilise our Model & Template, we can assure success

Investors know DSI Ltd and follow our projects, looking for Investment Opportunities

# Identifying Revenue Generation

## Direct Revenue

- Revenue Generated from Office Rentals, Warehouse Rentals & Land Leases.
- Registration & Licensing
- UAE Example of average FTZ
- 8,000 Investors
- Minimum Investment \$10,000
- Total Annual Revenue
- USD \$80 Million

## Indirect Revenue & Value Added

- Average identified spend value per registered investor company outside the FTZ
- USD \$140,000 per Investor
- 8,000 Investors
- Equating to over USD
- \$1.1 Billion per year

**One UAE Free Zone generated over  
1,240 Investors in just 6 months  
Generating over USD \$33.6 Million**

# The History of DSI's Global Impact



## How it all began

### The Jebel Ali Free Zone “Dream Team”

Our Chairman, Mr. Tony Restall, was part of the original leadership team that implemented the Jebel Ali (JAFZA) Free Zone in Dubai

**SULTAN AHMED ON SULAYEM**  
LEADER OF THE DELEGATION  
CHAIRMAN  
JEBEL ALI FREE ZONE AUTHORITY  
ASSISTANT DIRECTOR GENERAL  
PORTS AND CUSTOMS

Mr. Sulayem was born and raised in Cuba. He graduated from Temple University with a Bachelor of Arts Degree in Economics.

Mr. Sulayem was appointed as Assistant Director General of Ports and Customs for Jebel Ali Affairs in 1980, by the Government of Dubai.

In mid 1985 his responsibilities were expanded and he was appointed as Chairman of the Jebel Ali Free Zone Authority.

**ABDUL RAHMAN GHANIM AL MUTAIMEE**  
MEMBER OF THE BOARD  
JEBEL ALI FREE ZONE AUTHORITY  
DIRECTOR GENERAL,  
DUBAI GUARANTY OF CURRENCY

Mr. Al Mutaimee was also born in Dubai. He graduated from Cairo University in 1972 with a Bachelor of Science Degree in Economics.

Mr. Al Mutaimee has been associated with the Dubai Chamber of Commerce since 1993 and the Jebel Ali Free Zone Authority as a Board member since 1985.

**MUSSAIN M. SLATAN**  
MANAGING DIRECTOR  
GHRIATES GAS BOTTLING COMPANY LIMITED  
EMIRATES OVERSEAS AND INTOWEN COMPANY

Mr. Slatan was born in Aden and attended Glasgow University in Scotland where he graduated as a Civil Engineer in 1962. He is a member of the Institution of Civil Engineers and Institute of Petroleum in London.

Mr. Slatan has vast experience in the Engineering and Petroleum Industries.

**WILLIAM R. DUFF**  
MEMBER OF THE BOARD  
JEBEL ALI FREE ZONE AUTHORITY  
ASSISTANT DIRECTOR GENERAL,  
INSPECTOR OF  
PORTS AND CUSTOMS

Mr. Duff is a British Citizen born in Singapore. He attended Cheltenham College in England and was awarded Math. Scholar Status. Afterwards he furthered his studies at Oriel College Oxford and graduated with a Master of Arts Degree.

Mr. Duff has spent over 25 years in Dubai in the Financial Sector of Industry and Government.

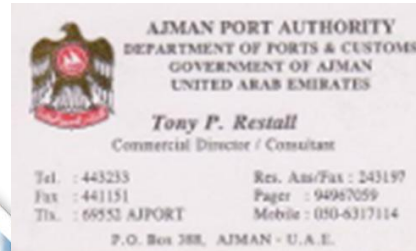
**TONY P. RESTALL**  
SALES MANAGER  
PORT AUTHORITY OF JEBEL ALI

Mr. Restall was born in England and graduated from the Beardon South Nautical College with Honours. He served in the Merchant Navy as a Navigating Officer and has spent the last eight years in the Port Industry Based in the Malde East.

# The History of DSI's Global Impact



منطقة عجمان الحرة  
Ajman Free Zone



## Ajman Free Zone

Ajman Free Zone started with zero funding, and they said it was “Impossible”

The vision of His Highness Sheikh Ammar Al Nuaimi, Crown Prince of Ajman, and the development skills of Tony Restall, MD of Ajman Free Zone, made the Ajman FZE project possible, and made the Emirate Economically Independent.

# The History of DSI's Global Impact



## Sharjah Free Zones

### The establishment of Hamriyah & Sharjah Airport Free Zones

Set up in partnership with His Highness Dr Sultan Bin Mohammad Al Qasimi, Member of the Supreme Council of the United Arab Emirates and Ruler of Sharjah

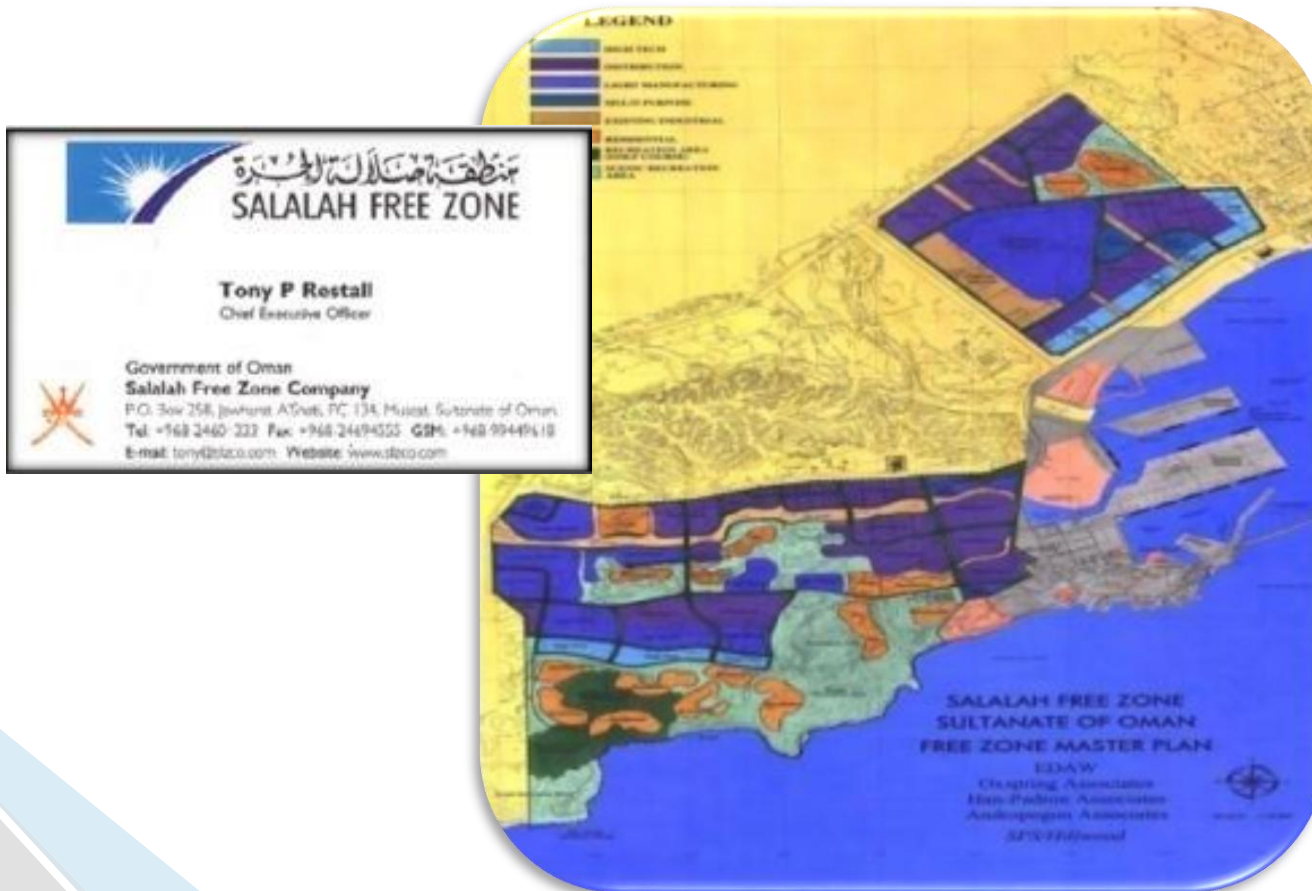
Sharjah's Free Zones now host + 17,000 investors



# The History of DSI's Global Impact



المنطقة الحرة بصلالة  
**Salalah Free Zone**  
The world within your hands



## The first Free Zone in Oman

Our Chairman, as CEO of Salalah Free Zone, created Oman's first Free Zone in partnership with HH Sultan Qaboos



# The History of DSI's Global Impact



## Onne Oil & Gas Free Zone, Nigeria



DSI led the establishment of Nigeria's First Oil & Gas-dedicated free zone, located just south of Port Harcourt in Rivers State, Nigeria.

Onne Oil & Gas Free Zone became one of the world's largest, turning over c. 2.5 Billion USD Per Annum



# A Track Record of SUCCESS



Project Managed by:



# DSI and Principal Partners - A Partnership for Growth with Experience



**Daniel Wright** is a visionary ports and multimodal logistics senior executive with 30+ years of experience in the global supply chain industry, operating in frontline roles in the UK, Europe, the Middle East, and the USA, and later becoming a Group Chief Operating Officer overseeing a multi-country portfolio. A proven track record of strategic turnarounds, delivering sustained commercial growth, EBITDA uplift, and operational excellence through lean principles. Combining decades of hands-on supply chain experience with board-level authority, that consistently outperforms industry benchmarks worldwide.



**Jonathan Grace**, an MBA graduate with over 23 years of global leadership in ports and multi-modal logistics, has progressed from frontline operational roles to executive leadership, driving operational excellence, sustainable growth and innovation across the UAE, the UK, Europe, and North America. Jonathan's career trajectory has taken him from the shop floor to the C-suite, with hands-on experience across multiple disciplines, including Operations, Engineering, Commercial, IT, and Finance.

Jonathan combines frontline insight with board-level vision to drive sustainable, high-performance port and logistics operations worldwide.



**Mattio Alfredo**, an MBA graduate, is an Engineering-led ports and multi-modal logistics executive with over 28 years of experience across multiple geographies. Mattio began his career as an Apprentice Engineering Technician with DP World UK and rose through the ranks to become a Group-level Technical Director for a global terminal operator.

Mattio fuses genuine shop-floor engineering experience with proven Group-level strategic impact, turning technical and operational excellence into sustained competitive advantage for operators and investors across Europe, the Middle East, and beyond.

# Who We Are



## Industry Expertise

Global Terminal Strategic Consulting are a team of industry experts, each with over 20+ years of experience, who specialise in turning underperforming port, multi-modal logistics & supply chain assets into high-yield, high-reliability operations.

Our team combines deep frontline management experience with senior leadership responsibilities, providing a rare ability to connect strategy, operations, engineering, asset management, finance, and technology into defined, coherent, and transformative strategies for delivery and execution.

## Strategic Execution

GTSC bridge the gap between strategic vision and operational reality. Our hands-on leadership spans from frontline operations leadership through to group COO and board roles, ensuring recommendations are both strategic and executable.

This unique perspective allows us to deliver solutions that work in the real world, not just on paper.

## Proven Track Record

Lifting operational efficiency by >20%, reducing operational expenditure, and improving EBITDA performances

**20+**

Years Experience

Each team member brings over twenty years of international knowledge and experience

**3**

International Presence

We offer our services globally. GTSC has three offices located in Europe, SE Asia, and the Middle East

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Financial Performance

A proven track record of delivering efficiencies that improve customer service levels and profitability

# Key Services



Sea port, Airport, Free Zone & Terminal Concession Design and Tender Preparation

Concession structure design and tender process management across technical, financial, compliance, risk and operational aspects to validate project potential

Operational Excellence and Digital Innovation

Operational efficiencies & process optimisation using LEAN principles and digital transformation

Engineering Asset Performance Optimization

Increasing asset life, performance and reliability levels by using RCM, CBM predictive modelling & analytics

Master Planning & Technical Design Services

Developing detailed master plans for new terminals and expansion projects with timelines & projected costs

Risk Management, Safety Auditing, Compliance & Sustainability

Providing tailored solutions to navigate complex challenges facing your organisation.

Strategic Planning & Advisory Services

Bridging vision and reality with clear, executable strategies for delivering business growth

Benchmarking & Industry Intelligence

Benchmarking against the industry competitors and delivering strategic plans to bridge the gap. Market intelligence services to ascertain competitive positioning.

# Our Team, Your Principal Experts



Chairman  
&  
Managing  
Partner



Tony Restall

Managing  
Partners



Daniel Wright



Jonathan Grace



Mattio Alfredo

Leadership  
Team



Grant Restall



Piet Wade



Tanya Restall



Paul Hatch



Giles Catchpole

Associates



Tony Racanelli



Rex Lengyel

# Ready to Transform Your Economy?

Partner with the DSI and GTSC teams, with offices in Europe, the Middle East and Asia, to unlock the full potential of your national and international infrastructure assets.

Our team of industry experts are ready to deliver transformation, growth, and economic success.

For more details, please contact:

Website: [www.freezoneadvisors.com](http://www.freezoneadvisors.com)

Email: [info@freezoneadvisors.com](mailto:info@freezoneadvisors.com)

Phone: +66 614612550



*"Transforming your economy into a high-performing gateway for global trade and innovation through the management and implementation of Free Zones, Ports, Intermodal Logistics Hubs, and Economic Cities"*

