HOW GENERATIVE AI FITS INTO A SUSTAINABLE SUPPLY CHAIN
BY HARIESH MANAADIAR

VISIBILITY WON'T DECARBONIZE FREIGHT. CONTROL WILL
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WHO WAS ACTUALLY DRIVING? GETTING DRIVER ID RIGHT IN A SHARED FLEET
JOSEPH CIMAND

BEYOND THE HYPE: IS AI REALLY MAKING SHIPPING & LOGISTICS MORE PRODUCTIVE?
BY SIMON TRUSS
BY WAYNE YOSHIDA

CARGONOW

SEPTEMBER 2026



Sustainable Supply Chains

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CARGONOW

Natasia Jerah

Dear Readers,

Every feature in this issue is circling the same question from a different angle: does the technology change what actually happens, or does it just describe the problem faster?

Sure - Generative AI can map your emissions, put a name to who was driving, or turn a two-hundred-page tender into an afternoon's work, but none of it moves the needle until it's tied to a decision someone is accountable for enforcing.
In a similar vein, AI generates visibility to tell you where you stand but establishing control
changes where you go.

It's a pattern I've run into inside my own team this year: we built a log to catch errors in our
communications, and the real fix wasn't seeing the mistake. It was closing the gap where the
check got skipped altogether. Same logic as the fob left plugged into the reader: the system
worked exactly as designed and still left no impact without an intervention or rather - human
integration.

So take that as the lens for this issue. Wherever "AI" appears in the pages ahead, ask what it's
actually doing: informing a decision, or quietly being mistaken for one. Get that distinction right
and the tools earn their keep. Get it wrong, and you've just automated the same old blind spot,
faster.

Natasia Jerah
Editor-In-Chief
CargoNOW



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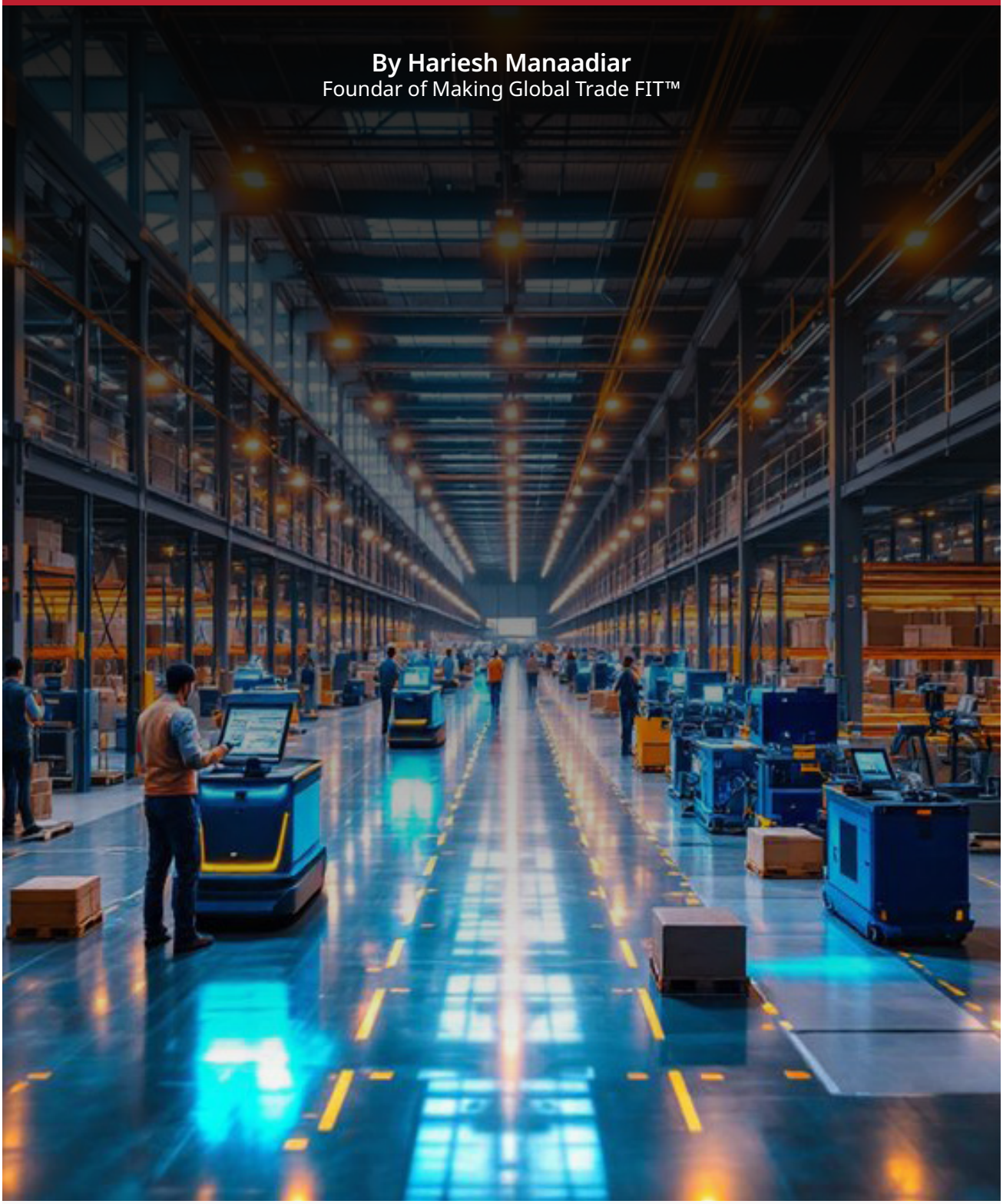
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How Generative AI Fits into a Sustainable Supply Chain

By Hariesh Manaadiar
Foundar of Making Global Trade FIT™





Two questions are being asked in almost every logistics boardroom this year

- How do we cut emissions across our supply chain?
- And what are we doing about AI?

In most companies the two sit with different teams. Emissions reporting lands with sustainability or finance, AI sits with IT, and they buy separate tools for overlapping problems.

In this article I go through where generative AI is genuinely useful to a sustainable supply chain, the limits you will hit, and what to have in place before you spend money on it.

What A Sustainable Supply Chain Actually Means

UN Global Compact, describes supply chain sustainability as the "management of environmental, social and economic impacts", together with the encouragement of good governance practices, right across the lifecycles of goods and services.

In a freight operation that definition comes down to a short list of things you can count.

- Carbon released per tonne moved
- How full the equipment leaves
- How far empties travel to reposition
- How much packaging goes around the goods and how much of it is recovered
- How much cargo is damaged, rejected or thrown away
- The conditions people at each link in the chain are working under

For a typical shipper the bulk of the footprint is created in supplier factories, on carriers and by hauliers you do not own and cannot instruct. You choose them, you pay them, you measure them, and that is where your control ends.

What is Generative AI

Generative AI produces new content such as text, summaries, tables or recommendations, based on patterns learned from very large volumes of data.

The difference from the analytics tools this industry has used for years is that you ask a question in ordinary language and get an answer in ordinary language.

One Thing To Get Out Of The Way

"Buying an AI tool does not make your supply chain sustainable", although you will see it presented in board packs as a sustainability initiative in its own right.

Look again at the six measures above. Every one is the result of a decision somebody in your business takes. Which supplier gets the order, which mode the goods move by, what the

packaging spec says, and how often cargo is rehandled because the wrong information went out at the start.

Generative AI can inform those decisions and that is the extent of it. A badly designed network stays badly designed, and the technology just describes it faster.

Remember, a model can only work with what YOU feed it.

1. Getting Your Emissions Data Out

Most companies report their own fuel and electricity use without much trouble. The difficulty is everything happening beyond their own gate.

The data you need to account for those emissions sits in other people's paperwork. Bills of lading, packing lists, invoices, telematics extracts and supplier declarations. Different formats, several languages, and often a scanned photocopy nothing in your building can read.

Generative AI reads that paperwork and pulls consistent fields out of it. Weight, mode, distance, origin, destination, fuel type, material. Once those fields are consistent, the footprint calculation moves from a six month consulting exercise to a monthly routine your team runs in house.

Research published this year found the environmental gains from generative AI came mostly through redesigned, more circular supply chains rather than from faster operations.

2. Cutting Out The Wasted Moves

Empty running, half-filled containers and last minute air freight all cost money and generate emissions. They usually trace back to one cause, finding out too late what is coming down the line.

Scenario work is where the technology earns its keep. Ask what happens to cost, transit time and CO2 if a lane shifts from air to sea and you hold two more weeks of stock. Ask which suppliers ship short often enough to force expedited replenishment. Those answers still need checking against what your planners know.



3. Keeping Up With The Reporting Load

Carbon border declarations, deforestation regulations, investor disclosures, customer questionnaires. The load has grown far quicker than the teams handling it.

First draft work is where generative AI performs. Mapping a supplier document against a requirement, flagging what is missing, cutting a two hundred page framework down to the few clauses that touch your operation.

Everything it produces is a draft and needs somebody who understands the regulation to check and sign it. Feed it unverified supplier claims and you will publish greenwashing at speed, under your own name.

4. Designing The Waste Out Before It Happens

The biggest wins are locked in before anything moves, when somebody chooses a material, sizes a carton or appoints a supplier.

Generative design tools help at that stage. Repacking a product so more units fit a pallet and more pallets fit a container. Modelling a

regional sourcing option against a global one with the freight and carbon numbers alongside.

The Energy Question You Will Be Asked

If you are presenting an AI project as a sustainability win, somebody could ask what the technology itself burns.

The International Energy Agency puts data centre electricity use at around 415 terawatt hours in 2024, roughly 1.5 percent of global consumption, and expects that to double by 2030 with AI as the main driver. It also reports that energy used per AI task has dropped sharply as hardware and software improve.

So test each application before you approve it. Does it remove a physical movement, a wasted kilometre, a spoiled load or a rehandled container.? A dashboard nobody opens fails that test and still runs up the power bill.

Four Things To Settle Before The Budget Goes In

1. Put a cargo person in charge of the data. Whoever owns the accuracy of what goes in has to know what a bill of lading should say and spot a weight that cannot be right. IT can run the platform but IT cannot tell you that 28 tonnes on a forty foot reefer is nonsense.
2. Start with the worst job in the building. Not the most impressive one. Take the task that is manual, repetitive, high volume and quietly hated, which in most companies is pulling emissions data out of supplier paperwork.
3. Put a name against every number that leaves the building. The drafting can be automated. The answer to where a figure came from cannot.
4. Settle what may go into the tool before somebody settles it for you.Customer contracts, rate sheets, personal data. Write the rule down and circulate it, or you will find out later that your rate structure sits inside a public model.

The Summary

Generative AI will not make your supply chain sustainable. It makes the chain VISIBLE, and visibility is what most companies in this industry are short of. You cannot manage a number you are still estimating, and that is what you are doing while the evidence sits in paperwork nobody has read.

So the question for anyone running one of these projects is a narrow one. Is it taking movements, waste and errors out of the chain, or is it producing better looking reports on the same old problems.?

About the Author

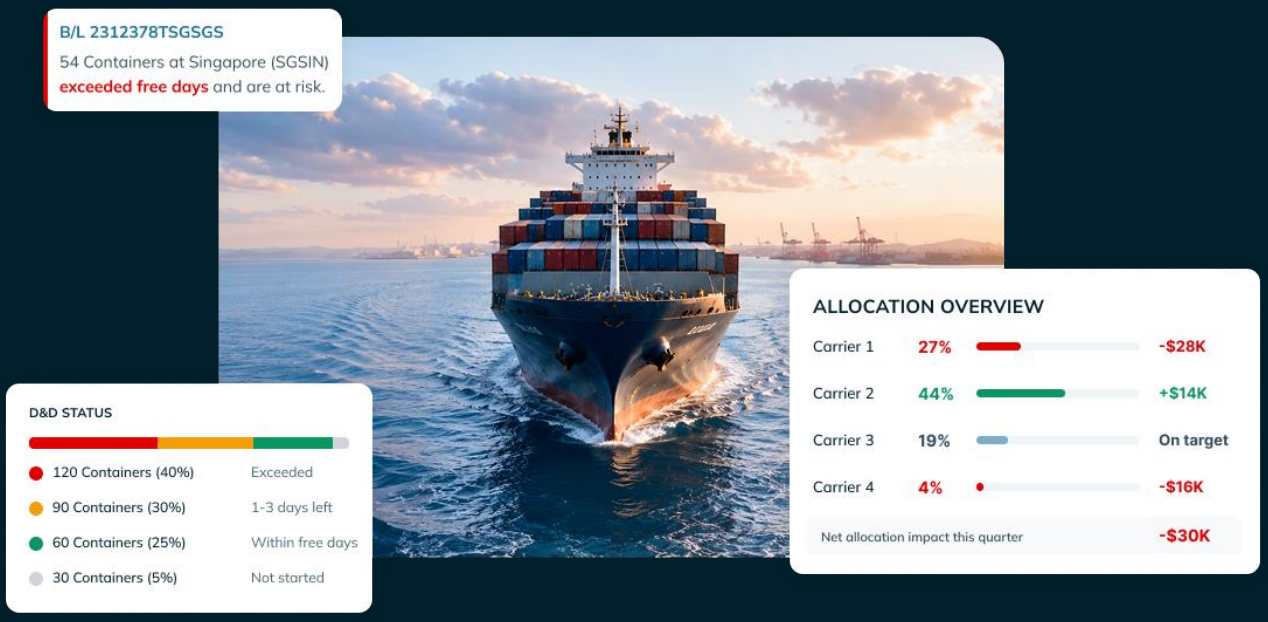


Hariesh Manaadiar is the founder of Shipping and Freight Resource. He has been working in the global transport and trade ecosystem since 1989 across shipping, freight, logistics, supply chain, and trade.

He shares insights and knowledge across the industry, ranging from bills of lading and trade documentation to ports, maritime regulation, freight markets, and the digitalisation of global trade. His work sits under Making Global Trade FIT™, built on a simple philosophy: every trade challenge can be fixed, explained, or taught.
HM Business Solutions fixes trade challenges, Shipping and Freight Resource informs the industry, and Shipping and Freight Academy trains for capability. Since 2008, this resource has helped businesses make sense of complexity in global trade, and has been read by over 11.4 million visitors from 230 countries.

He has also delivered training and developed guides for organisations including UNICEF, Texas State University, the University of Plymouth, and AMTOI India

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Cainiao Launches Global 3-Day Delivery to Further Enhance Cross-Border Shipping Speed

Cainiao, a global leader in e-commerce logistics, has launched Global 3-Day Delivery, a new cross-border logistics service that enables parcels to be delivered from shipment to customer receipt within three calendar days on 15 international routes.

The service covers routes from China to Europe, routes within Europe, and selected corridors in the Middle East, including Hong Kong to the UK, Hong Kong to the Netherlands, Germany to France, the Netherlands and Luxembourg, as well as Saudi Arabia to the United Arab Emirates.

Global 3-Day Delivery brings express-level delivery speeds that were previously available mainly through premium international courier services, while offering a cost structure at roughly half the level of traditional express shipping. The service provides merchants with a faster,

more accessible option for cross-border fulfillment.

As cross-border e-commerce continues to evolve from a price-driven market into one increasingly shaped by delivery speed and customer experience, logistics performance has become a critical factor in merchant operations and consumer decision-making. Faster shipping can help merchants reduce inventory pressure, improve cash flow and support smaller, more frequent replenishment cycles. For consumers, shorter delivery times help narrow the experience gap between overseas shopping and domestic e-commerce, where rapid fulfillment has become the norm in many markets.

"Cross-border e-commerce is moving from a stage where access to products was enough to one where the full customer experience determines competitiveness," said Xiong Wei, Senior Vice President of Cainiao Group. "Delivery speed is no longer just a fulfillment metric. It is now a key factor affecting consumer choice, merchant working capital and the structure of competition. When 72-hour door-to-door delivery becomes an affordable everyday option for more sellers, it changes how cross-border trade is organized."

The service is supported by Cainiao's end-to-end global fulfillment network, spanning air, ground and customs operations. On the China-UK route, for example, parcels ordered in the evening can be packed at a hub the following morning, flown out the same day and delivered after landing. Cainiao's global logistics network includes around 170 chartered flights an BSAs per week, more than 2,300 trucking routes and a Hong Kong eHub cargo hub that enables parcels to move directly from warehouse to aircraft.

Global 3-Day Delivery marks the latest step in the continued expansion of Cainiao's cross-border logistics capabilities, following the launch of Global 10-Day Delivery and Global 5-Day Delivery. The service will continue to expand into additional markets over time.

About the Company

Founded in 2013, Cainiao is a global leader in e-commerce logistics. Leveraging deep e-commerce expertise and advanced technological capabilities, Cainiao has developed a smart logistics network spanning over 200 countries and territories. Our core business pillars include cross-border logistics, overseas local express, global supply chain, global logistics technology, and global logistics parks. Committed to a long-term vision of delivering nationwide within 24 hours and globally within 72 hours, Cainiao connects global markets, empowering businesses and individuals to capitalize on global trade opportunities.

For more information about Cainiao, please visit cainiao.com.

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Visibility Won't Decarbonize Freight. Control Will.

Generative AI Can Translate Sustainability Policy Into Shipment-Level Guidance. But Emissions Change Only When Operating Systems Enforce The Resulting Decision.

By Martin Hubert
CEO, Freightgate





A transportation planner opens a routing screen. Two options meet the basic requirement. One is familiar and fast. The other is potentially lower-emission, slightly slower, and still within the customer's delivery commitment. Company policy says to favor the latter when service and cost remain within approved tolerances.

But that policy is scattered across a sustainability document, a customer SOP, a rate agreement, and an email thread. Capacity may have changed. The planner has minutes, not hours. Under pressure, the familiar service gets booked.

The company had visibility. It did not have control. Much of the supply-chain sustainability conversation has focused on measurement. That work is essential. Organizations need credible data to understand emissions across modes, carriers, lanes, and shipments.

But a dashboard is usually retrospective. It shows what happened. It cannot ensure that the next shipment is planned differently.

The real sustainability gap sits between the recommendation and the transaction. Freight decisions are made during procurement, consolidation, mode selection, routing, carrier selection, booking, and exception approval. Unless sustainability policy is applied at those decision points, it stays an aspiration rather than an operating rule.

Where Generative AI Fits

Generative AI can help close this gap, but only when its role is defined honestly.

Transportation policies are usually written for people, not systems. They live in contracts, standard operating procedures, customer instructions, procurement rules, and corporate sustainability commitments. Generative AI can interpret that unstructured information and make it usable within a shipment-level decision.

A planner could ask: Does the lower-emission option still meet the customer commitment? Which policy applies to this shipment? Is an exception required? What information is missing? Why was one route ranked above another?

That is a valuable role: interpreting the rulebook, retrieving the relevant context, and explaining the trade-offs.

It should not be asked to invent emissions factors, guess at missing data, or independently certify that one shipment is sustainable.

Emissions calculations should come from trusted operational data and accepted methodologies. ISO 14083, for example, establishes a common methodology for quantifying greenhouse-gas emissions from freight transport chains (ISO 14083, iso.org).

The AI can explain the answer. It should not manufacture the evidence behind it.

From Information to Governance

A practical model has three tiers.

First, inform. Generative AI identifies the policies, customer requirements, contractual limits, and service constraints that apply to a shipment, without a search through multiple systems and documents.

Second, recommend. Using verified data from routing, rate, schedule, capacity, and emissions systems, the platform surfaces feasible alternatives. Generative AI then explains the trade-offs in plain language: one option may add a day of transit, stay within the delivery promise, meet the approved cost threshold, and align better with the organization's sustainability policy.

Third, govern. Once the organization approves the policy, the control system applies it consistently. It may prefer a lower-emission option when cost and service remain within defined tolerances, require approval before using air freight, favor consolidation when the delivery window permits, or escalate a booking that falls outside policy.

Generative AI interprets and explains the rules. The control layer enforces them.

That control layer does not replace the systems a company already runs. It applies policy above the procurement, rate, routing, and booking systems already in place. Integration, not replacement, is what



lets enforcement happen consistently, without a multi-year systems overhaul.

That distinction matters because sustainability cannot be managed in isolation from service, cost, resilience, capacity, and customer commitments. The lowest-emission route is not automatically the right route for every shipment. Perishable cargo, emergency replenishment, production shutdowns, and critical customer orders may require a different decision.

The goal is not blind automation. It is consistent policy application and accountable exception management.

When a higher-emission option is necessary, the system should record why it was selected, who approved it, which alternatives were considered, and whether the exception points to a recurring problem. Over time, those records reveal where better planning, procurement, consolidation, or customer coordination could prevent the same exception from recurring.

Sustainable Supply Chains Need Repeatable Decisions

Organizations do not need another AI system making unsupported environmental claims. They need a reliable way to turn sustainability objectives into repeatable transportation decisions.

That begins with clear operating questions: Which shipment decisions can we control? What cost and service tolerances are acceptable? Which data sources are trusted? When is human approval required? How will exceptions be documented?

Generative AI can make those rules easier to understand and apply. But it is the connection to routing, booking, execution, and governance that turns policy into action.

Sustainable supply chains will not be created simply because companies can see a greener route. They will be created when the operating model can evaluate that route, select it when appropriate, book it consistently, and explain every exception.

Visibility tells an organization where it stands. Control changes where it goes.

About the Author



Martin Hubert is the Founder and CEO of Freightgate, a global logistics technology company focused on supply chain visibility, transportation management, and AI-driven logistics orchestration. With extensive experience in international trade, freight operations, and digital supply chain transformation, he has helped organizations improve efficiency, resilience, and sustainability across complex logistics networks. Martin is recognized as a thought leader in connected supply chains, predictive logistics intelligence, and urban logistics innovation. His work focuses on helping enterprises modernize operations through real-time visibility, collaborative ecosystems, and intelligent orchestration technologies that support more agile and sustainable global supply chains.

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ICTSI 1H2026 Recurring Net Income up 25% to US$604.69

Throughput increased 16% to 8.12 million TEUs

Revenues grew 27% to US$1.92 billion

EBITDA improved 24% to US$1.23 billion

Diluted EPS rose 23% to US$0.289

Enrique K. Razon Jr., ICTSI Chairman and President said: "ICTSI delivered a strong first half, with double-digit growth in volumes, revenues and earnings supported by contributions from recently added terminals and stable performance across our existing portfolio. Despite a more challenging operating backdrop in some markets during the period, our diversified footprint continued to provide resilience and support strong financial and operational performance.

"We remain focused on executing our expansion programme, integrating new operations, and maintaining financial discipline across the business. We continue to invest to strengthen capacity and service levels across our portfolio while supporting sustainable long-term growth. I would like to thank our employees around the world for their continued commitment and contribution."

International Container Terminal Services, Inc. (ICTSI) today reported unaudited consolidated financial results for the first half of 2026 posting revenue from port operations of US$1.92 billion, an increase of 27 percent from the US$1.51 billion reported for the same period

in 2025; Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) of US$1.23 billion, 24 percent higher than the US$990.54 million generated in the same period last year; and net income attributable to equity holders of US$589.98 million, an increase of 22 percent from the US$483.84 million earned in the same period last year driven primarily by higher operating income. Excluding the nonrecurring charge from the sale of Yantai International Container Terminal (YICT) in Shandong Province, China, net income attributable to equity holders would have grown 25 percent to US$604.69 million. Diluted earnings per share increased 23 percent to US$0.289 from US$0.235 in the same period in 2025.

For the quarter ended June 30, 2026, revenue from port operations increased 25 percent from US$764.63 million to US$958.73 million; EBITDA was 23 percent higher at US$613.70 million from US$500.94 million; and net income attributable to equity holders was at US$296.41 million, 21 percent more than the US$244.31 million in the same period in 2025. Diluted earnings per share for the second quarter of 2025 and 2026 was at US$0.119 and US$0.146, respectively.

ICTSI handled consolidated volume of 8,115,758 twenty-foot equivalent units (TEUs) in the first half of 2026, 16 percent higher than the 6,989,075 TEUs handled in the same period in 2025. The increase was mainly due to the contribution of two new ICTSI terminals: Durban Gateway Terminal (DGT), which took over port operations of DCT Pier 2 in Port of Durban, South Africa in January 2026, and Batu Ampar Container Terminal (BACT), which took over port operations in Batam, Indonesia, in September 2025. Volumes were also supported by improvement in trade activities in Asia and the Americas, partially offset by a volume decrease in EMEA, due to geopolitical conflict in the Middle East, and deconsolidation of YICT. Excluding volume contributions from the new operations in DGT and BACT, and discontinued operations in YICT, consolidated volume would have increased by one percent. For the quarter ended June 30, 2026, total consolidated throughput was 15 percent higher at 4,030,857 TEUs compared to 3,517,162 TEUs in 2025.

Gross revenues from port operations for the first half of 2026 grew 27 percent to US$1.92 billion from US$1.51 billion reported in the same period in 2025. This was mainly due to volume growth with favorable container mix, higher revenues from ancillary services at certain terminals and tariff adjustments; revenue contribution of DGT and BACT; and favorable foreign exchange translation impact mainly from the appreciation of Mexican Peso (MXN)-, Australian Dollar (AUD)-, and Brazilian Real (BRL)- based revenues. This was partially offset by volume-driven decrease at Basra Gateway Terminal (BGT) in Iraq, deconsolidation of YICT, and unfavorable translation impact mainly from the depreciation of Philippine Peso (PHP)-based revenues. Excluding the impact of new and discontinued operations, the Group's consolidated gross revenues would have increased 18 percent. For the quarter ended June 30, 2026, total consolidated revenue was 25 percent higher at US$958.73 million compared to US$764.63 million in 2025.

Consolidated cash operating expenses in the first six months of 2026 were 39 percent higher at US$529.34 million compared to US$381.73 million in the same period in 2025. The increase in cash operating expenses was mainly due to the cost contributions from DGT; volume and revenue driven increase in operating expenses, including those related to the growth in revenue generating ancillary services, and fuel price increases due to geopolitical crisis in the Middle East; government mandated and contracted salary rate adjustments; and unfavorable foreign exchange effects mainly from BRL-, MXN-, and AUD- based expenses. This was partially tapered by continuous cost optimization measures implemented, and favorable foreign exchange effect of PHP-based expenses. Excluding the impact of new and discontinued operations, consolidated cash operating expenses would have increased by 17 percent.

Consolidated EBITDA for the six months of 2026 increased 24 percent to US$1.23 billion from US$990.54 million in the same period in 2025. EBITDA margin, however,

declined to 64 percent from 66 percent primarily reflecting the impact of newly acquired operations. Excluding the impact of new and discontinued operations, EBITDA would have increased by 18 percent while EBITDA margin would have improved slightly to 66 percent, underscoring the continued strength and profitability of the Company's existing operations.

Capital expenditures, excluding capitalized borrowing costs, amounted to US$320.05 million for the first half of 2026. The Group's estimated capital expenditures for 2026 is US$740 million which will be utilized mainly for the completion of phase 3B expansion at Contecon Manzanillo S.A. (CMSA) in Mexico; ongoing expansions at Manila International Container Terminal (MICT), Manila North Harbour Port Inc. (MNHPI), Mindanao Container Terminal (MCT), and South Luzon Container Terminal (SLCT) in the Philippines, ICTSI Rio in Brazil, and Matadi Gateway Terminal (MGT) in the Democratic Republic of Congo; various other equipment acquisitions and upgrades; and maintenance capex; and four new expansion projects at Operadora Portuaria Centroamericana, SA de CV (OPC) in Honduras, Victoria International Container Terminal Ltd. (VICT) in Australia, Contecon Guayaquil S.A. (CGSA) in Ecuador and phase 4 at CMSA, Mexico. #

ICTSI is a leading developer, manager and operator of common user origin and destination container terminals serving the global container shipping industry. ICTSI operates in six continents and continues to pursue container terminal opportunities around the world.

ICTSI and Subsidiaries
Financial Highlights
YoY Comparison

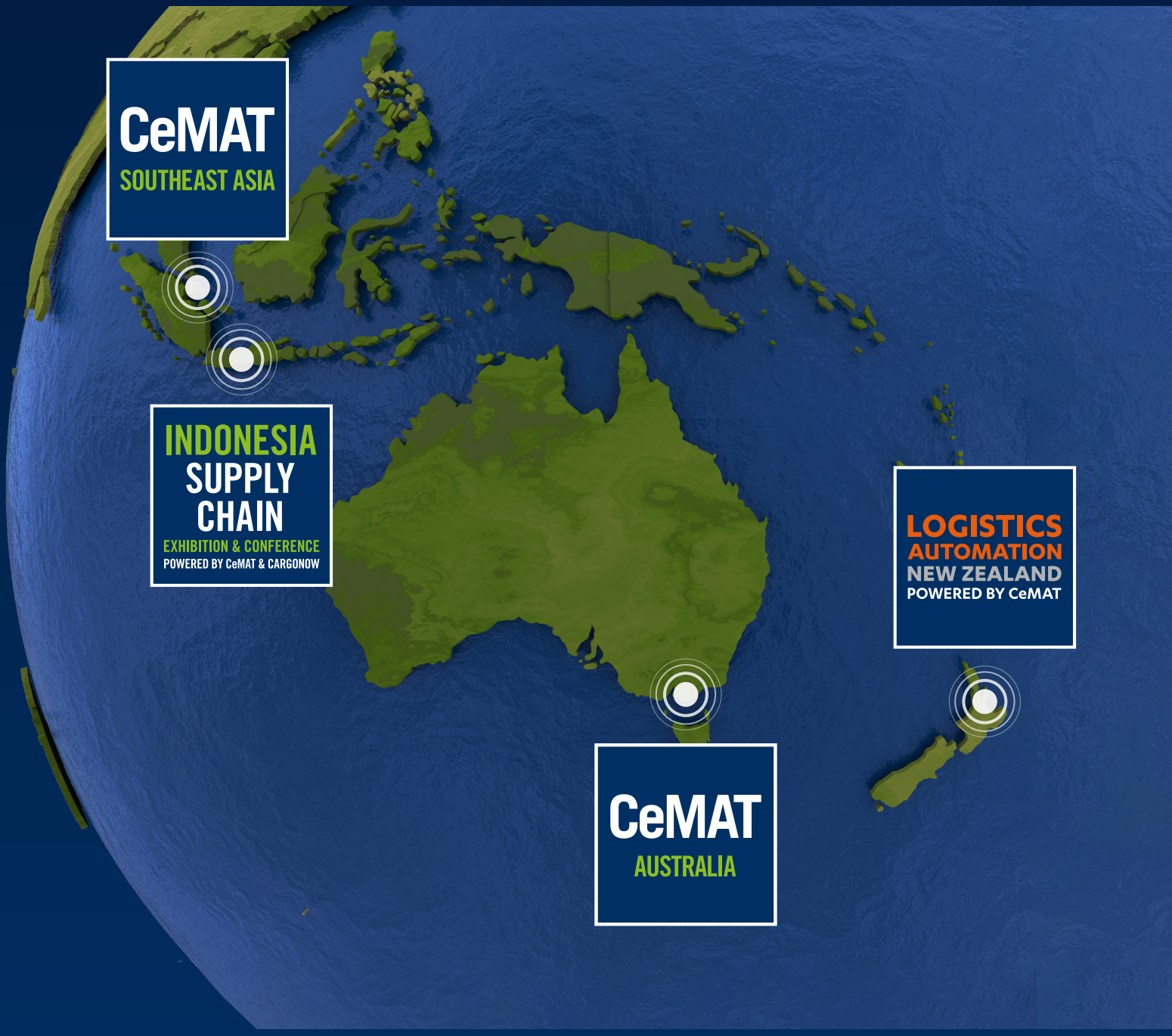
For the six months ended June 30

(In million USD, except Earnings per share data)		1H 2025		1H 2026	% Change
Gross Revenues	USD	1,510.05	USD	1,919.84	27%
EBITDA		990.54		1,231.57	24%
Net Income		524.06		641.39	22%
Net Income Attributable to Equity Holders		483.84		589.98	22%
Earnings per share					
Basic		0.236		0.290	23%
Diluted		0.235		0.289	23%

For the quarter ended June 30

(In million USD, except Earnings per share data)		2Q 2025		2Q 2026	% Change
Gross Revenues	USD	764.63	USD	958.73	25%
EBITDA		500.94		613.70	23%
Net Income		263.03		326.70	24%
Net Income Attributable to Equity Holders		244.31		296.41	21%
Earnings per share					
Basic		0.119		0.146	23%
Diluted		0.119		0.146	23%

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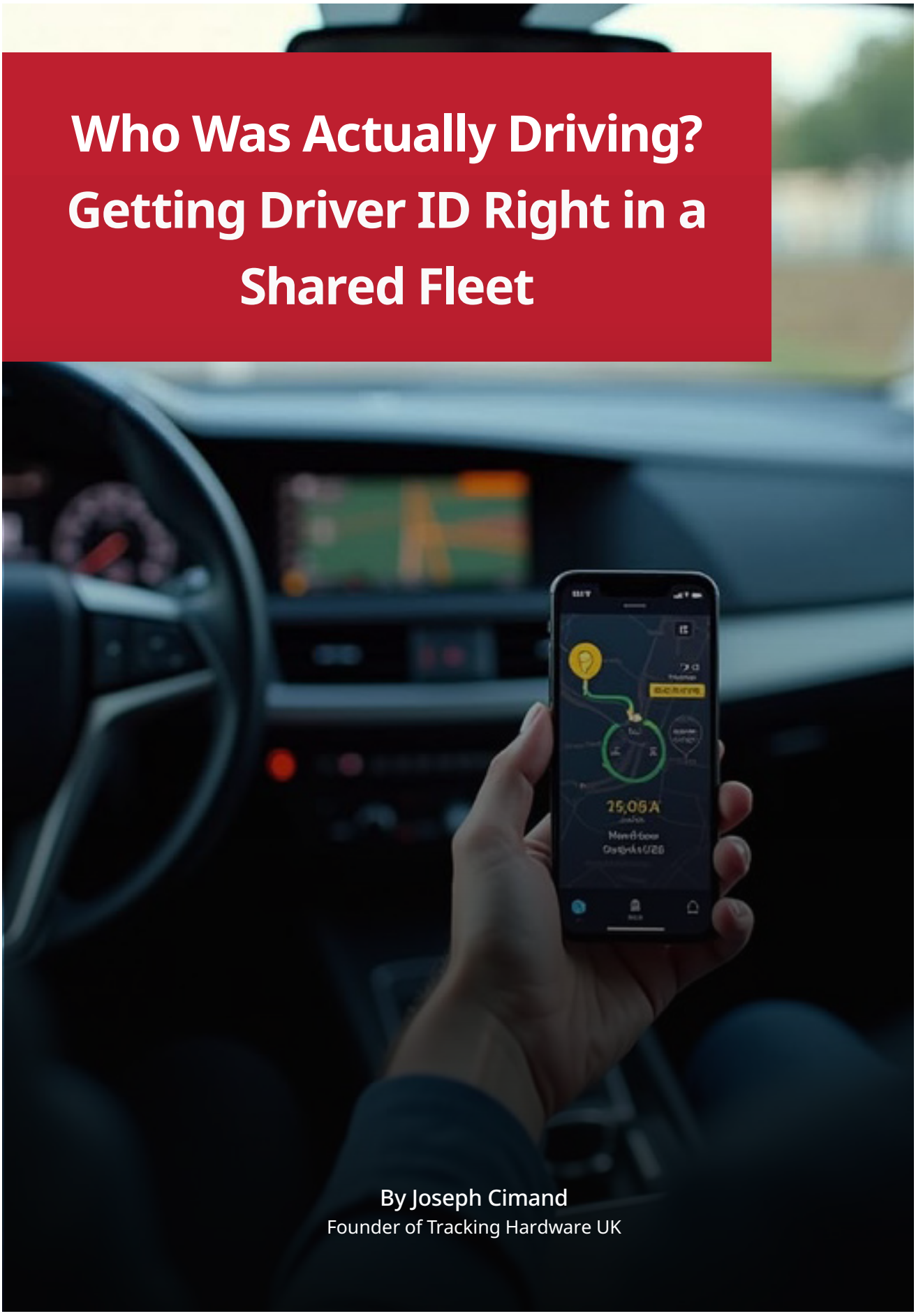
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Who Was Actually Driving? Getting Driver ID Right in a Shared Fleet



By Joseph Cimand
Founder of Tracking Hardware UK

I make driver identification hardware for a living, and I spend a good part of most weeks on the phone with fleet managers who are all trying to answer the same fairly ordinary question: who was actually driving the vehicle at the time. Not where it went. Who was in the seat. You would think that is the easy part. In a shared fleet it usually is not.

Here is the situation I run into again and again. An operator has, say, forty vans and sixty-odd drivers spread across shifts. The tracking itself works fine. They can pull up any vehicle and see every trip, every stop, every hard brake, all of it. Then a speeding fine turns up, or a customer rings in about the way someone drove near their loading bay, or a van comes back with a dented wing and nobody puts their hand up. The manager opens the system, sees exactly where and when it happened, and then hits a wall. The system knows the van. It does not know the person. And in a yard where keys get passed around and shifts overlap, "it was probably one of the agency lads, I think" is not something you can actually act on.

That gap is the whole reason driver ID exists. Your trip data is only half a story until you can put a name against it. The problem is there are four or five common ways to do that, and every single one of them has a catch. I will go through the ones I actually see in the field, because the marketing versions and the real-world versions are not always the same thing.

Ibutton Fobs

These are the little metal buttons the driver touches against a reader in the cab. They have been around forever, they are cheap, and they mostly work. The catch is human. The fob is separate from the person, so the moment a driver leaves it plugged in the holder, or lends it to a mate, or just keeps someone else's in the door pocket, your data is quietly wrong and you do not even know it.

I had a chilled distribution firm come to me a while back who were sure their driver ID was solid. It turned out half the yard had worked out that if you left your fob wedged in the reader, the van logged you in automatically every morning and you did not have to think about it. Very convenient. Completely useless for knowing





who was really driving. On paper their compliance was excellent. In reality one fob had "driven" about nineteen hours straight.

Rfid Cards

Same basic idea, different shape. The driver taps a card, the vehicle logs them on. Cards are handy because a lot of operators already use them for fuel or building access, so drivers are used to carrying one. The weakness is the same as the fob, plus cards are easier to lose and easier to swap. If your fuel card and your ID card are the same card, you have also just tied two things together that maybe should not be, but that is a different article.

Phone And App Login

Newer approach. The driver logs in on an app on their phone and that is how the system knows who they are. On a slide it looks great, because nearly everyone has a phone. In the cab it gets messy. Drivers forget to log in. They use their own phone and then object to the tracking on it. The battery dies. On a wet Monday with twelve drops to do, opening an app and signing in is the first thing that gets skipped, and once a few people skip it the data has holes in it and the whole thing loses its value.

I worked with a courier operation that went all-in on app login because it was cheap to roll out. Six weeks in, their own numbers showed something like a third of trips had no driver attached to them at all. Not because the drivers were being difficult, just because it was one more thing to remember at six in the morning and it did not stop the van from starting if you forgot. Anything optional in a busy yard becomes optional very fast.

Pin Keypads

This is a small keypad in the cab where the driver punches in a personal code before they set off. No card, no fob, no phone. I will be straight that this is the world I come from, so take that as you will, but I will give you the downside too because it is a real one. A PIN is only as good as the person keeping it to themselves. Drivers will absolutely tell each other their code if there is no reason not to. On its own a keypad is just a slightly different way of logging in, and it can be shared like anything else.

Where it earns its place is when the login actually gates something. If the correct PIN is what releases the immobiliser and lets the engine start, then

entering it stops being a box-ticking step and starts being the thing that gets you moving. People do not tend to hand out a code that is tied to their own name when that name is what carries the fine. It is not magic and it does not remove the human, it just changes what the human is motivated to do.

Biometrics And Cameras

Worth a mention because they come up in every conversation now. Fingerprint or facial recognition removes the card-swapping problem because the credential is the person. The catch is cost, driver pushback, and the privacy questions, which in a lot of markets are not small. Cameras with driver recognition are getting cheaper and better, but you are then buying and managing a camera system, which is a bigger commitment than a lot of operators want just to answer the who-was-driving question.

So What Actually Matters

After enough of these conversations I have stopped believing there is one right answer, and I have stopped trusting any pitch that says there is. What matters is not really which technology you pick. It is three plainer things.

First, is the login tied to the actual person, or to an object the person can leave behind or lend out. Second, does anything happen if they skip it. If forgetting to identify yourself has no consequence, plenty of people will forget. Third, can you live with it every day. The strictest system in the world is worthless if the yard finds a way around it by the end of the first week, and they will, because drivers are practical people with a job to get done.

My honest advice to anyone sorting this out is to stop shopping by feature list and go stand in your own yard at shift change for twenty minutes. Watch what people actually do with the keys, the fobs, the phones. You will see your weak point straight away, and it is almost never the one on the brochure. Get the behaviour right and most of the technologies can be made to work. Get the behaviour wrong and the best kit on the market will still tell you a van drove itself for nineteen hours.

About the Author



Joseph Cimand is the founder of Tracking Hardware UK (https://www.google.com/url?q=http://www.tracking-hardware.co.uk&source=gmail&ust=1787820517338000&sa=E), a British manufacturer and global distributor of GPS tracking and in-vehicle telematics hardware. For years he has worked with fleet operators, installers and telematics providers across Europe, Africa, the Middle East and Asia, with a particular focus on driver identification and in-cab safety. He designs and supplies the in-cab PIN keypad that lets fleets know exactly who is behind the wheel of every shared vehicle.



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PRESS RELEASE

LSCMS Appoints Terry Tan to its Advisory Board

Singapore, 14 August 2026 — The Logistics & Supply Chain Management Society (LSCMS) has appointed Terry Tan, to its Advisory Board, strengthening the Society's strategic leadership with expertise spanning military logistics, commercial supply chains, technology and resilience.

Terry brings a unique perspective to the supply chain profession. Before moving into the commercial sector, he served in the Singapore Armed Forces, ultimately as Commander of the Combat Service Support Command, with responsibilities covering supply chain and logistics, transportation and freight, engineering and maintenance, medical services and training.

As ex-CEO of Country Foods and ex-Chief Integrated Supply Chain for SATS Food Solutions, Terry led in an environment where supply chain resilience, technology and operational excellence are critical to business performance. His new appointment within SATS Ltd is embargoed and will be announced in early September 26.

His appointment reflects LSCMS' commitment to broadening the perspectives represented within its leadership and developing supply chain management as a strategic profession.

Dr. Raymon Krishnan, President of LSCMS, said:
"Terry brings a very valuable combination of experience to the Society. He understands supply chain resilience from both a national and commercial perspective, and he has seen first-hand how technology, leadership and people must come together to create truly resilient supply chains.

"We are delighted to have him join our Advisory Board and look forward to benefiting from his insights as we continue developing the profession and the next generation of supply chain leaders."

Wolfgang Lehmacher, Advisory Board Member of LSCMS, welcomed the appointment:
"Terry brings a rare combination of perspectives, spanning military logistics, national resilience and

commercial supply chain transformation. His ability to connect technology and innovation with practical execution will be particularly valuable to LSCMS as the Society works to strengthen supply chain capabilities and develop future leaders."

Terry's commercial experience includes driving digital supply chain transformation, including the development of Sentinel, a digital control tower designed to improve supply chain visibility, intelligence and risk management.

He is also actively involved in professional education and industry thought leadership, sharing his experience in areas including strategic procurement, technology, AI governance and supply chain resilience.

Commenting on his appointment, **Terry Tan** said:

"I am honoured to join the Advisory Board of LSCMS. Supply chain management has never been more important or more challenging. We need better leaders, stronger capabilities, greater collaboration and the intelligent use of technology and data.

"I look forward to contributing to LSCMS and supporting its efforts through it's collaborative platforms LogiSYM and CargoNOW to develop the profession and the supply chain leaders of the future."

The appointment reinforces LSCMS' ambition to bring together leaders from across logistics, procurement, technology, manufacturing and business transformation to strengthen the capabilities of the wider supply chain profession.

As supply chains become increasingly critical to business competitiveness and national resilience, LSCMS remains focused on developing the people, knowledge and leadership capabilities required to navigate an increasingly uncertain world.

About the Company

The Logistics & Supply Chain Management Society (LSCMS) is apex professional society dedicated to advancing excellence across logistics and supply chain management in the Global South.
Through professional education, certification, research, thought leadership and industry engagement, LSCMS brings together practitioners and leaders to develop talent, promote innovation and strengthen supply chain capabilities across the region.

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Beyond the Hype: Is AI Really Making Shipping & Logistics More Productive?

Generative Ai Is Already Saving Hours In Forwarding Offices. The Harder Question Is Whether It Is Reducing The Fully Loaded Cost Of Processing A Shipment.

By Simon Truss
CEO at Top Transport Talent

By Wayne Yoshida
Managing Director



THE CENTRAL TEST AI productivity is credible only when the fully loaded cost per successfully completed shipment falls while service quality is maintained.

The Information Revolution Around The Cargo

For the last few years, Generative AI has been surrounded by extraordinary hype. Depending on whom you listen to, it will transform the global economy, eliminate millions of jobs—or become another costly technology that fails to live up to expectations. [4]

Shipping and logistics has heard this before. Blockchain was going to revolutionise the bill of lading. Digital freight forwarders would sweep away traditional forwarding. Yet containers still get delayed, customers still ask where their cargo is, documentation still needs correcting, and experienced operators still spend much of their day chasing information. [4,5,13]

GenAI is unlikely to begin by moving cargo. It is beginning by transforming the enormous amount of information surrounding it: emails, tenders, contracts, invoices, bills of lading, SOPs, spreadsheets and presentations. Traditional logistics AI predicts ETAs, forecasts demand and optimises routes. GenAI reads, interprets, summarises and generates language, including the messy, unstructured information on which forwarding still runs. [4]

What Adoption Looks Like On The Forwarding Floor

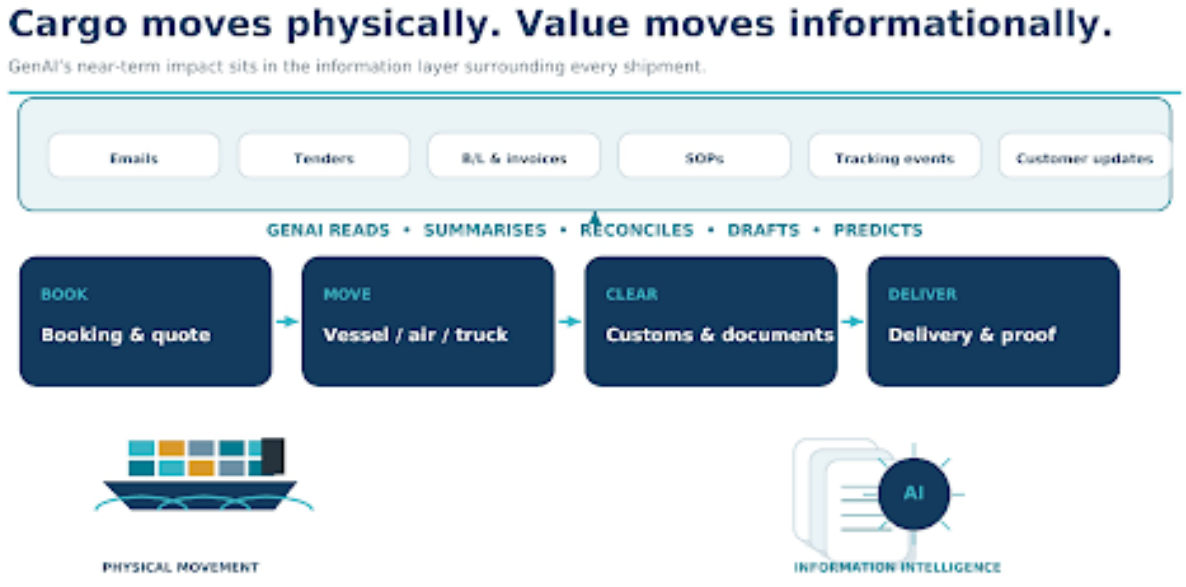
Evidence from Japan suggests that the technology has already moved beyond occasional experimentation. One Danish logistics company said its staff use AI daily for routine and legal translation, summarising tenders and contracts, completing and analysing Excel files, filling gaps in Word documents, customer research, business planning and presentation preparation. Usage is not formally measured, but employees appear willing and happy to use it. [1]

One example makes the time saving tangible. A major Dubai warehouse tender was managed from Japan. Summarising the tender package and completing the response would previously have taken several days. Using Claude, the team completed the work in a matter of hours. This is not a futuristic demonstration; it is a live commercial workflow in which AI compressed days of administrative work into hours. [1]

Feedback from a large Swiss / German logistics company describes a similar direction. The company is exploring GenAI for data collection, reconciliation and validation, and it already supports some repetitive administrative tasks. The stated objective is not simply to remove staff, but to improve productivity and quality so teams can spend more time with customers and on exceptions requiring human expertise. [2]

Time Saved Is Not The Same As Economic Productivity

These examples prove that AI can make particular tasks faster. They do not by



themselves prove that it has reduced the total cost of running a forwarding business. That distinction should sit at the centre of the AI debate. [4,8,9,13]

If a forwarder handles the same volume with fewer employees, shipments per employee rises. But that metric does not capture enterprise software, cloud infrastructure, integration, cybersecurity, governance, consultants, data cleaning, human checking, restructuring, legacy systems, errors or rework. Nor does it show whether service quality was maintained or whether the remaining staff simply absorbed a heavier workload. [4,8,9,13]

The more demanding measure is the fully loaded cost per successfully completed shipment. A credible calculation should include labour savings, avoided rework, additional capacity and incremental margin, then subtract AI ownership costs, restructuring costs and quality failures. Corporate claims should also separate savings already achieved through headcount reduction, operational improvements demonstrated in data, and future AI benefits that remain prospective. [4]

Where The Business-Level Savings Are Already Visible

One logistics company said its track-and-trace system offers a useful example of real scale. Operators worldwide still input shipment data, and prediction quality depends on that input. However, customers can check predicted cargo movement and arrival themselves. The company estimates that this self-service capability saves many hundreds or thousands of customer-service hours. Here, AI is not merely helping one employee draft faster; it is reducing a large volume of repeat enquiries across the network. [1]

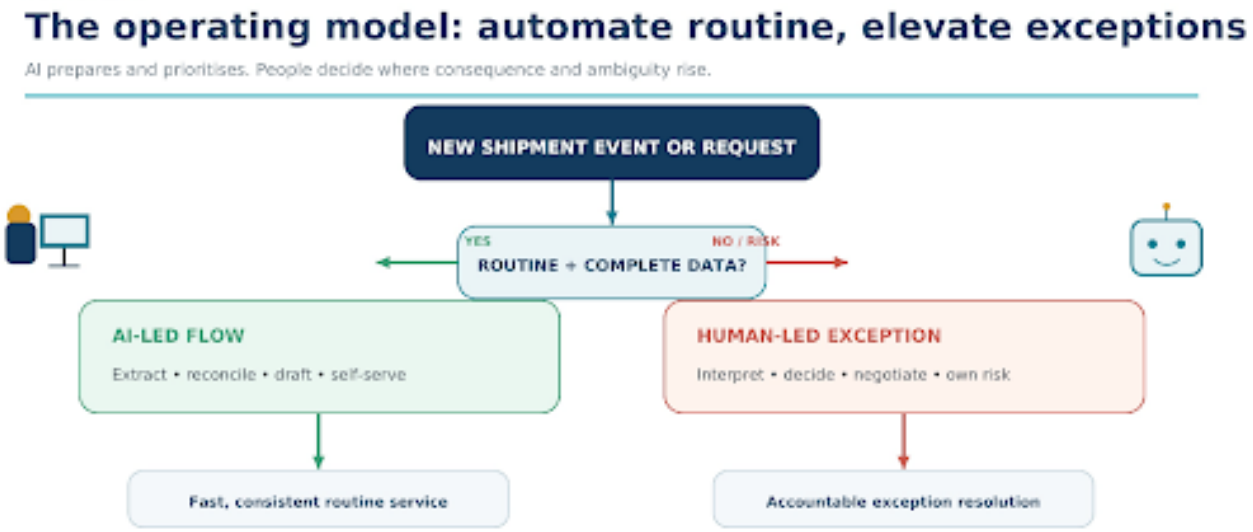
The benefit is therefore a mix. The system lowers the cost of providing routine visibility, while general-purpose tools help staff manage workloads and improve output. Yet there is a clear boundary: the company does not use an AI customer-service chatbot, and shipment exceptions are still handled by people in different offices. It has not yet solved autonomous exception management. [1]

That is a revealing picture of the market in 2026. AI is strong at summarising, drafting, completing, reconciling and predicting. It is weaker where information is incomplete, responsibility is dispersed and a decision carries operational, commercial or regulatory consequences. [4]

The Data-Quality Paradox

GenAI has an advantage over earlier waves of logistics technology because it can work in an unstandardised environment. But unstructured does not mean unreliable. A former senior executive at a global logistics company warns that outdated, duplicated or contradictory SOPs must be reviewed before they are placed behind an AI assistant. Otherwise, the old principle remains: garbage in, garbage out. [1,3,4,8]

The same problem appears in track and trace. AI can predict only from the events operators record. Poor input does not disappear because a sophisticated model sits above it. Companies therefore need clear data ownership, decision rights and accountability—areas that are often ambiguous



in logistics, particularly where global organisations, local offices, shared-service centres and subcontractors meet. [4]

There is also a human competence risk. If employees spend years reviewing and approving AI output rather than doing the underlying work, will they retain enough operational understanding to recognise a subtle error? The industry may create roles such as AI workflow designer and exception-management specialist, while simultaneously weakening the entry-level pathway through which tomorrow's experts learn. [4]

Bpo, Jobs And The Uncomfortable Sequence Of Change

Standardised shared-service and BPO activities are likely to face the earliest disruption. They are repetitive, governed by established SOPs and KPIs, and were outsourced precisely because they could be standardised. This has implications not only for logistics companies but also for BPO-heavy economies such as the Philippines and India. [3,5,12]

A former senior executive at a global logistics company offers a more uncomfortable hypothesis: management may reduce workforce before productivity has demonstrably risen in order to force organisational change. The broader incentive problem is real. Why should employees enthusiastically automate their own work if the perceived reward is fewer colleagues, greater workloads or redundancy? Leadership must give staff a credible stake in the transformation. [3,11,14]

The sensible question is therefore not simply, 'How many jobs can AI remove?' It is, 'How much low-value work can we remove, and how will we use the capacity released?' The answer might be lower headcount, but it might also be faster tender responses, better service, more customers per employee, fewer errors or more time spent on complex exceptions. [4,8,9,11,13]

Japan May Be The Perfect Stress Test

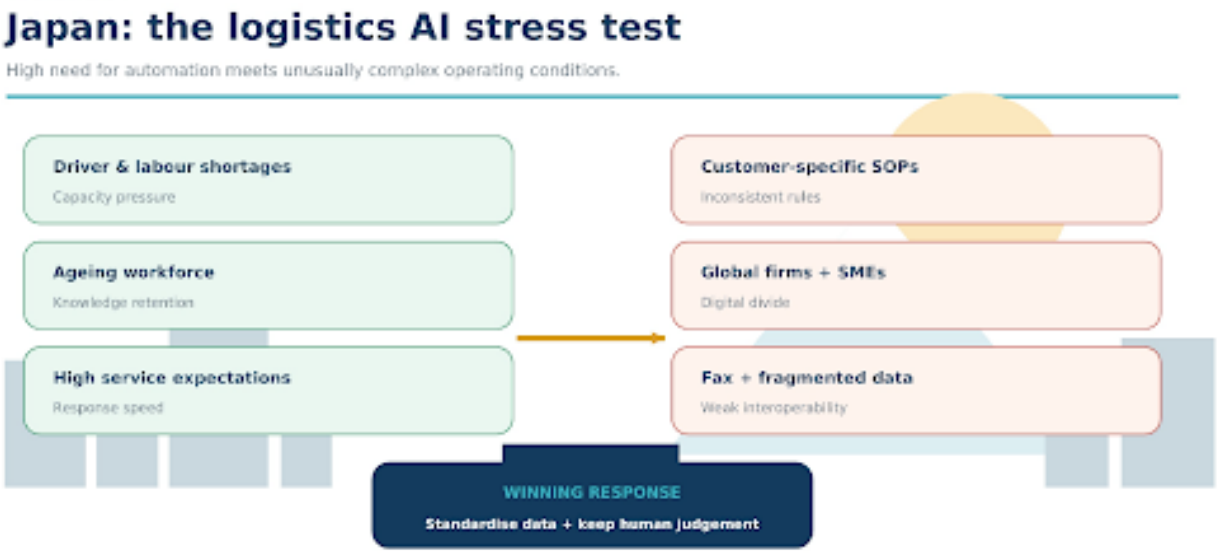
Japan combines a severe labour shortage with layers of subcontracting, customer-specific SOPs, uneven digitalisation between global corporations and SMEs, continued use of fax and a business culture in which personal relationships remain important. That makes it both an attractive market for automation and a difficult environment in which to scale it. [3,6,7,14]

Physical automation matters too. Driver and warehouse shortages create a strong case for robotics, and a capability learned by one robot can in principle be replicated across an entire fleet. But in the near term, the fastest gains are still likely to come from the office: translation, document checks, tender work, knowledge retrieval, tracking enquiries and routine customer communication. [3,6,7,12,14]

A Practical Test For The Next AI Announcement

When a logistics company announces an AI programme, four questions matter.

1. Which end-to-end workflow changed?
2. How much employee time, rework or customer effort disappeared?



3. Was service quality maintained or improved?
4. And did the fully loaded cost per successful shipment fall after all technology and transformation costs were included?

[4,8,9,11,13]

The evidence so far is neither hype nor revolution. A tender completed in hours rather than days is real. Thousands of customer-service hours avoided through predictive self-service is real. Data reconciliation and repetitive administration supported by GenAI is real. But fully autonomous exception management remains rare, and most companies still do not publish enough information to prove a lower total unit cost. [1,2]

The winning combination is experienced logistics people, good data and AI. The technology processes information at extraordinary speed; people understand customers, risk, relationships and what really happens when a shipment misses a connection at 2 a.m. The companies that win will not be those that merely 'have AI'. Eventually, everybody will. They will be the companies that can show—workflow by workflow—that AI removed cost or friction without weakening service, accountability or human expertise. [1,2,4,8,9,11,13]

That transformation will not arrive as one dramatic moment. It is arriving through millions of boring, repetitive tasks quietly disappearing from the working day. For an industry still powered by emails, spreadsheets, and human follow-up, that may be revolutionary enough. [1,2,4,8,9,11,13]

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About the Author



Wayne is the Managing Director of Top Transport Talent and leads one of the only Consulting, Executive Search and Recruitment agencies dedicated to the Transportation and Supply Chain industry in Japan.

Wayne has worked for over 10 years in the Japan logistics & recruitment sector.

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Simon has been at the forefront of the Logistics Industry in Japan for around 20 years. With an MSc in Logistics and Supply Chain Management from Cranfield University, he has headed up Maersk Logistics, Panalpina, Wallem Shipping and SF Express in Japan.

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