

Urban Supply Chain -
The Green Conundrum
Introduction: The
Double-Edged Sword
of Progress
BY KIM WINTER

Beyond The Fine Print:
How Cargo Insurance is
Evolving in the Age of
Digital Trade
BY HARIESH MANADIAR

Prioritising Supply Chain
Visibility Amidst
Tariff Threats
BY VINCENT TANG



CARGO NOW

JUNE 2025

A large cargo ship is shown from a low angle, its deck stacked high with colorful shipping containers in shades of yellow, red, blue, and green. The ship's white superstructure is visible against a clear blue sky. In the foreground, a smaller tugboat is partially visible, pulling the ship. The water is dark blue with some white foam from the tugboat's wake.

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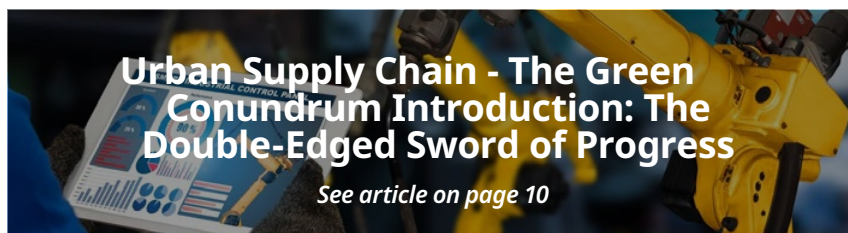
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Tell us about what you think
about CargoNOW and the
Logistics and Supply Chain
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The background of the slide features a large cargo ship with yellow cranes and a white cargo plane flying overhead. The ship is filled with colorful shipping containers, and the plane is a large, white, four-engine aircraft. The scene is set against a dark, cloudy sky.

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An aerial photograph of a busy port area. In the foreground, a large white cargo ship is docked at a pier. The pier is filled with numerous colorful shipping containers (red, blue, green, yellow) stacked in rows. Several yellow gantry cranes are visible, some with containers being loaded or unloaded. In the background, a dense urban skyline with various high-rise buildings is visible under a clear sky.

FROM THE **EDITOR**

Natasia Jerah

There is something to be said about halfway points...

From mid-life crises to mid-term elections - it somewhat ends up being an important milestone for majority of us.

So here we are, June. Mid-year. It felt right to take the focus off (a little) from cargo, confusing tariffs and what feels like a never ending trade war. If anything, this season has taught me that life - like supply chain - is volatile. But, like what Wayne Yoshida shared, community helps. Helps create order, helps us keep moving, helps us grow (often, through painful feedback).

I used to think community was fragile — something that takes years to earn, build, or be invited into. But after what feels like my 100th major geographic move, I'm learning that people everywhere are quietly hoping for connection. We were made for community. And for that reason, maybe building it is less about effort and more about showing up. So at this midpoint, I offer a simple wish: may each of us find a space — however small — where we're known and seen.

Maybe it's CargoNOW (shameless plug), maybe it's your child's parent-teacher association, or your next door neighbour. And if I may borrow an inspired analogy from an article this month: investing in community is like buying cargo insurance. It's easy to treat it as optional, something for "later." Most days, you'll get by without it. But when disruption strikes — and it often does — you'll be grateful it's there.

Natasia Jerah

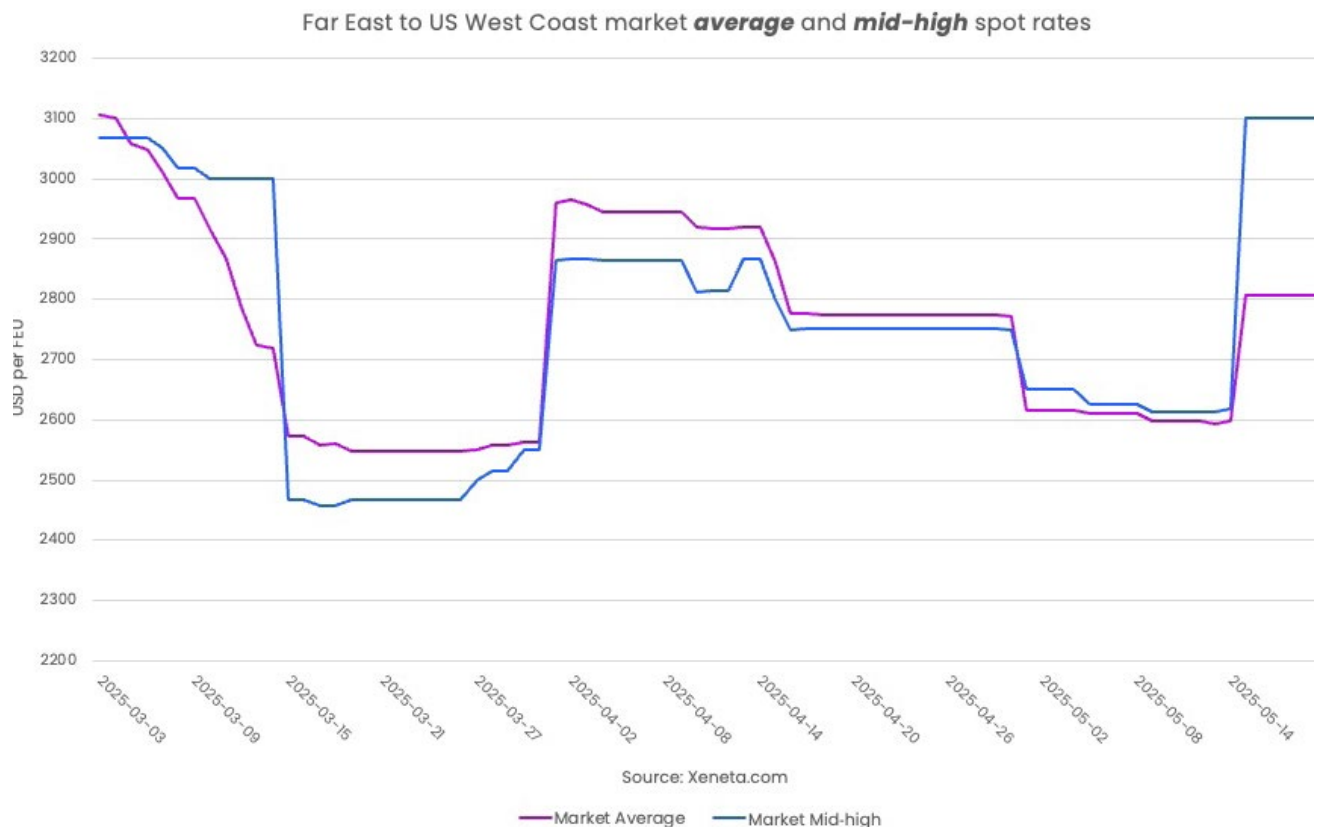
Editor-In-Chief

CargoNOW

How high will ocean freight rates go after US and China lower tariffs for 90 days? Shippers don't need to sacrifice financial efficiency for supply chain resilience

Emily Stausbøll
Senior Shipping Analyst - Xeneta





How high will ocean freight rates go after US and China lower tariffs for 90 days? Shippers don't need to sacrifice financial efficiency for supply chain resilience

10 days ago on 11 May, businesses were caught in a tariff limbo amid dramatic decreases in container shipping demand on the major trade from China to the US.

The fact there is now talk of a spike in freight rates following the announcement of a temporary lowering of tariffs between the US and China demonstrates how quickly situations can come full circle and why it is so difficult for shippers to manage supply chains against such uncertainty.

There will no doubt be

further twists and turns, but shippers can use data to gain insight on how freight rates are likely to develop in the coming weeks, along with tactical strategies to manage supply chain risk.

Implications of 90-day window of opportunity

The announcement of a 90-day lowering of US tariffs on Chinese imports from 145% to 30% acted as the starting gun for businesses to ship as many goods as possible during this window of opportunity.

Carriers do not need a second invitation to introduce surcharges in response to situations that cause a squeeze on capacity and this puts shippers in a difficult position.

Everyone is aware of the 90-day window of opportunity as well as the financial implications of missing the deadline for imports. Even if spot rates increase to levels seen during the peak of the Red Sea disruption last year, it would still pale in comparison to the financial impact of tariffs increasing back towards the 145%.

Shippers know this and – perhaps more importantly – so do the carriers as we are already seeing GRIs that push all-in rates to USD 7000 per FEU into the US East Coast for 1 June.

These GRIs may not stick but it gives a clear indication of carrier intentions.

How high will rates go?

There is no doubt shippers



are willing to pay higher prices if it ensures their goods arrive in the US during the 90-day window.

We saw this in the immediate aftermath of the 'Liberation Day' announcement when some shippers turned to air freight to beat the tariffs. Even the more expensive air mode was financially palatable in comparison to waiting for the tariffs to hit.

The question is therefore what freight rate increase carriers will be able to reasonably demand in the coming weeks.

The answer to this question is not found in the reasonableness of carriers, or even the balance between available shipping capacity and demand. Freight rates will increase to whatever

level shippers are willing to pay to ensure their goods are moved.

If some shippers were willing to pay air freight rates to protect supply chains last month, would they not be willing to pay a massive premium for ocean freight this time around?

Data insight

The behavior of shippers can be viewed in the development of freight rates, if we look deeper than average spot rates.

For example, on the trade from China to US West Coast, average spot rates have increased 8% since 14 May, rising from USD 2600 per FEU (40ft container) to USD 2805 per FEU.

It should be noted that average spot rates will climb much higher than 8%. The sudden nature of the US-China tariff announcement meant the immediate priority for shippers has been to get cargo moving - the average spot rate will therefore increase as more shippers renegotiate with carriers at higher prices in the coming days.

What is perhaps more interesting is data in the Xeneta platform that shows spot rates in the mid-high level of the market increased 18% in the same period, from USD 2620 per FEU to USD 3100 per FEU.

The Xeneta mid-high represents rates paid in the 75th percentile of the market. These are highly-likely to be the shippers

who reacted quickest to the lowering of the US-China tariffs and were willing to pay higher prices to get their goods moving again.

However, shippers do not need to sacrifice financial prudence to achieve supply chain resilience if they understand the factors that are driving freight rates and the level of the market they should target.

Longer term impact

Uncertainty and fear can have a major impact on freight rates, even in the absence of more tangible factors such as a squeeze

on available capacity or port congestion.

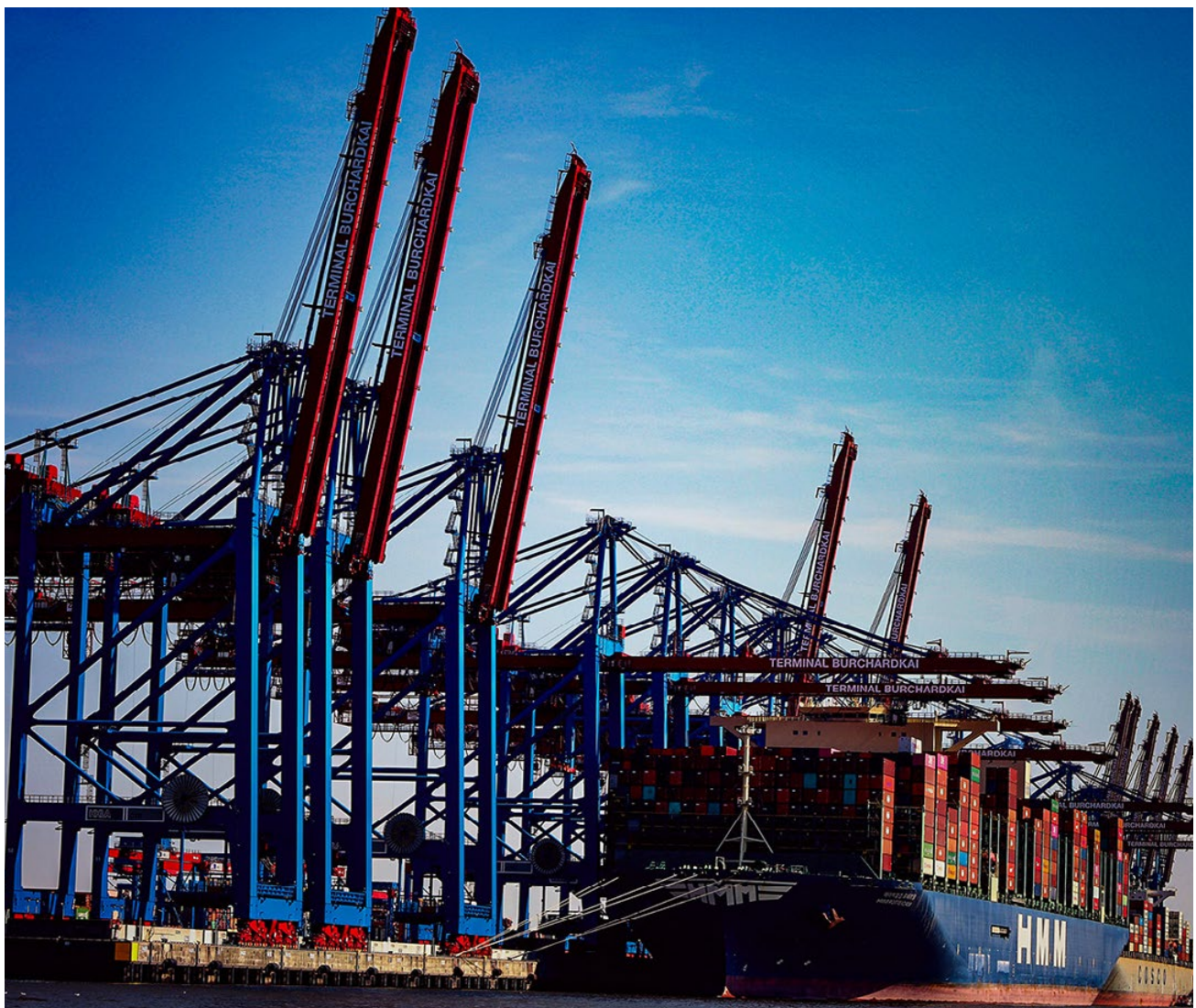
We saw freight rates spiral during the Covid-19 pandemic and then again following the escalation of conflict in the Red Sea. Unlike these previous global supply chain shocks, the spike in spot rates resulting from the lowering of tariffs will have a shorter expiration date.

Following a drop in demand during the early months of the pandemic there was an explosion in consumer demand. This time around, the increase in demand is to allow shippers to build up inventories in case tariffs

increase again when the 90-day window closes. They may not return to 145%, but would you risk it?

There will not be a major increase in consumer demand in 2025 either. While tariffs are lower, they are still higher than they were previously, so there is every likelihood this will subdue consumer demand.

Once shippers have built up inventories, they will not continue to frontload imports. Demand will therefore ease and carriers will once again be struggling to fill their ships. This means the traditional Q3 peak



season will arrive earlier in 2025, but it should not take too long for spot rates to soften and continue the downward trend seen during Q1.

Carriers may start removing capacity in response – just as they did while the 145% tariffs were in place – but it will probably not be enough to stop rates falling to levels not seen since Q4 2023.

Time to market is key

Understanding these market dynamics is important for shippers who have recently agreed new long term contracts that came into force in May. If they are now looking to frontload imports and this exceeds Minimum Quantity Commitments (MQC) they could be pushed onto the escalating spot market.

Spot market developments in the coming weeks are also hugely significant in determining the best time to market for any shippers who delayed negotiations over new long term contracts.

Clearly, a shipper negotiating during the current spot rate upturn will be in a very different position to one that waits until the decline once the frontloading of imports subsides or carriers flood the market with shipping capacity.

Understanding these market forces allows shippers to use the Xeneta platform to monitor the delta between the short and long term rates and ensure financial efficiency and supply chain assurance.



Emily Stausbøll
Senior Shipping
Analyst - Xeneta

XENETA

Xeneta is the leading ocean and air freight rate benchmarking and market analytics platform transforming the shipping and logistics team. Using these rates as a starting point, the market analysis team delivers insight to customers and the wider market, offering a deeper understanding of the dynamics behind the market conditions.





Urban Supply Chain – The Green Conundrum

Introduction: The Double-Edged Sword of Progress

By Kim Winter
Founder & Group Managing Director
Logistics Executive



As urbanisation intensifies and digital commerce becomes the norm, cities face an increasingly difficult challenge: how to keep pace with rising demand for fast, seamless delivery while mitigating environmental harm. This friction between consumer expectations and ecological responsibility is the essence of the “green conundrum” in urban supply chains.

The urgency is mounting. Logistics and transportation are major contributors to greenhouse gas emissions, and with more than half of the world’s population now living in cities, a figure expected to rise to 68% by 2050, the environmental footprint of urban delivery networks cannot be ignored. In this context, sustainable intralogistics is not just a preference; it is an imperative.

This article explores the multi-layered complexity of greening urban logistics, examines emerging innovations, and proposes actionable strategies for building more sustainable supply chains that can serve future cities.

Urban Logistics: At the Crossroads of Efficiency and Ecology

Urban supply chains comprise a complex web of activities: freight movement, warehousing, last-mile delivery, and returns processing. While these operations keep cities running and consumers satisfied, they also generate significant externalities: traffic congestion, air and noise pollution, and CO₂ emissions.

In fact, last-mile delivery accounts for more than

50% of total logistics costs and is responsible for a disproportionate share of carbon emissions. Add to this the fragmented landscape of multiple service providers duplicating efforts across the same delivery corridors, and the inefficiency becomes not only an economic concern but an environmental crisis.

Moreover, consumer behaviour, shaped by same-day delivery promises and free return policies, is compounding the problem. The urban logistics engine is running faster than ever, but at what cost?

Emerging Solutions: Charting the Course Toward Green Logistics

To transform urban supply chains, the industry must shift from a model of fragmented, fossil-fuelled efficiency to one of

integrated, clean innovation. Here are some of the most promising developments:

1. Electric Vehicles and Alternative Fuels

Electrification of delivery fleets is a cornerstone of sustainable logistics. Many global players are committing to large-scale electric vehicle (EV) adoption. Amazon has pledged 100,000 electric vans through its investment in Rivian. UPS, DHL, and FedEx are also scaling up their EV fleets.

In addition to EVs, alternative fuels like bio-CNG, hydrogen fuel cells, and hybrid models are being trialled, particularly for heavier freight vehicles.

However, challenges remain: EVs still carry a higher upfront cost, range limitations affect route planning, and the availability of charging infrastructure is inconsistent across urban areas. Governments must support this transition through subsidies, zoning policies, and urban charging networks.

2. Urban Consolidation Centres (UCCs)

UCCs operate as intermediary hubs outside city centers where goods from multiple suppliers are consolidated before being dispatched into dense urban zones via eco-friendly vehicles. This reduces the number of trips, minimises partial loads, and decreases vehicle kilometres travelled.

Cities like London, Paris, and Stockholm are experimenting with this model. The catch? Success hinges on public-private cooperation, shared logistics platforms, and open data exchange components still missing in many markets.

3. Micro-Hubs and Cargo Bikes

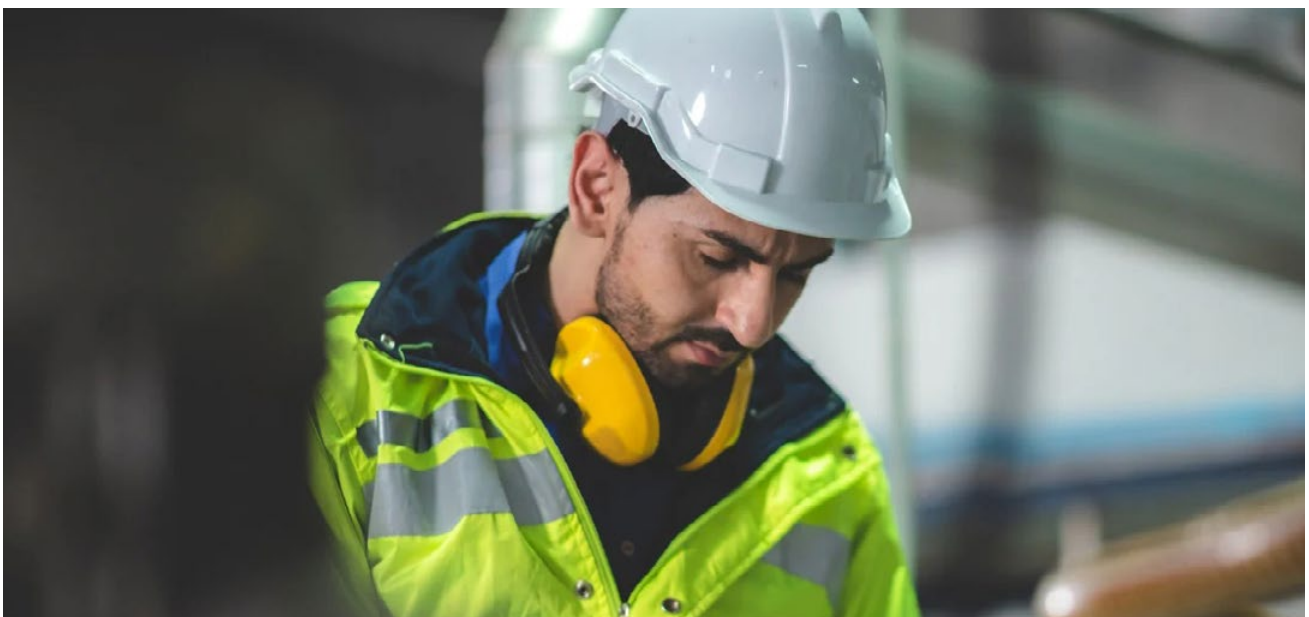
Micro-distribution centres in urban neighbourhoods, often located in unused retail spaces or modular units, enable short-distance deliveries using electric cargo bikes or small e-vans. These setups are gaining popularity across Europe.

In Amsterdam, over 25% of urban deliveries are made using cargo bikes. Not only are these zero-emission vehicles nimble enough to bypass traffic snarls, but they also drastically reduce noise and operating costs. For densely populated areas, they represent a win-win scenario: faster delivery and a lower carbon footprint.

4. Smart Logistics and Digital Twins

Data is the new diesel. Leveraging technologies such as IoT, AI, and digital twins, companies can create intelligent logistics systems that optimise routes in real time, predict traffic patterns, and dynamically adjust delivery windows.

Digital twins, a virtual replica of logistics networks, allow planners to test various scenarios and disruptions before implementing solutions on the ground. These tools are proving critical in managing energy use, load consolidation, and predictive maintenance.





Regulation and Policy: The Role of Governance in Greening Supply Chains

The shift to sustainable urban logistics cannot occur without policy support. Governments and city planners must enact and enforce policies that promote green logistics while ensuring business continuity.

Low-Emission Zones (LEZs): Already in effect in over 250 cities globally, LEZs restrict entry of high-emission vehicles into city centres, incentivising cleaner fleets.

Green Infrastructure Investments: Funding for electric vehicle charging stations, bike lanes, and pedestrian zones supports modal shifts in last-mile delivery.

Incentives for Clean Tech: Rebates, tax credits, and accelerated depreciation schemes can offset the upfront cost of sustainable vehicles and infrastructure.

Urban Planning Synergy: Land-use planning must accommodate urban logistics through zoning for micro-hubs, multi-use buildings, and reverse logistics corridors.

Circularity and Reverse Logistics: The Forgotten Piece of the Puzzle

While much attention is given to forward logistics, reverse logistics – the movement of goods from consumer back to seller or recycler – is equally critical. The fashion and electronics industries, in particular, suffer from high return rates.

Building reverse logistics into

the supply chain architecture through urban return hubs, automated lockers, and consolidated pick-up points can dramatically reduce emissions and waste.

Additionally, companies embracing circular economy principles – repair, refurbish, and recycle – are not only improving sustainability but also creating new revenue streams. Ikea, for instance, has launched “buy-back” programmes in select cities to extend product life cycles.

Case Examples: Green Urban Supply Chains in Action

Bruchsal's EfeuCampus, Germany

A flagship initiative in Germany, EfeuCampus combines autonomous electric delivery robots, drone logistics, and smart infrastructure. Residents

can schedule deliveries to secure drop boxes and track emissions reductions in real time.

Singapore's Urban Logistics Innovation

The Singapore government has implemented an urban logistics framework that integrates UCCs, mandatory scheduling for heavy vehicles, and IoT-based traffic flow optimisation. The city's logistics carbon footprint has decreased steadily since 2018.

New York City's Freight NYC Plan

NYC's FreightNYC plan includes freight rail expansion, barge terminals, and localised logistics hubs to reduce truck dependency. The initiative demonstrates how legacy infrastructure can be repurposed to support a modern, green supply chain.

Challenges to Watch: Barriers to Full-Scale Adoption

Despite promising developments, the path to sustainable urban logistics is not without obstacles:

Cost and ROI Pressure: Green solutions often require substantial capital investments with uncertain returns in the short term.

Stakeholder

Fragmentation: Competing interests among logistics providers, retailers,

municipalities, and landlords can derail collaboration.

Consumer Expectations: Fast, free delivery remains a primary driver of buying behaviour, making it difficult to promote greener (but slower or more expensive) options.

Data Privacy and Interoperability: Sharing real-time logistics data across systems while ensuring cybersecurity and privacy is still a regulatory grey area.

The Path Forward: Turning the Conundrum into Opportunity

Ultimately, the green conundrum in urban supply chains is a challenge of integration across systems, stakeholders, and goals. Solving it will require a reimagining of logistics not as a behind-the-scenes operation but as a visible, accountable player in the sustainability agenda.

By combining regulation with innovation, rethinking consumer engagement, and investing in clean, adaptive infrastructure, the logistics industry can lead the transition to climate-resilient cities.

The question is no longer whether we can afford to go green but whether we can afford not to.



Kim Winter

Kim delivers 40 years of executive leadership experience spanning Executive Search and Recruitment, Executive Coaching, Career Transition, Corporate Advisory, Consulting and M&A, across the Supply Chain, Logistics, 3PL, e-commerce, Cold Chain, FMCG, Retail, Maritime, Aviation, Government, Resources and Industrial sectors. He is the host of the Logistics Executive TV vodcast platform, is a regular contributor to industry media, a professional Master of Ceremonies, and is frequently invited to chair / moderate international events. Kim is the co-founder and chairman of the not-for-profit humanitarian organisation Oasis Africa (www.oasisafrica.org.au), which provides sustainable 'Freedom from Poverty through Education' to over 8,000 mainly orphaned children in East Africa's slums.



Beyond the fine print: How cargo insurance is evolving in the age of digital trade

By Hariesh Manaadiar
Founder at Shipping and Freight Resource and
Features Editor – OceanFreight at CargoNOW

Insurance is often acknowledged as a grudge purchase, whether it relates to movable assets or to cargo. It is seen as a footnote in the vast documentation that accompanies a global shipment.

From smartphones to steel coils, from frozen shrimp to life-saving pharmaceuticals, trillions of dollars' worth of cargo moves daily, each with an inherent risk. One storm, one crane collapse, one blocked canal, or one moment of geopolitical friction can send ripple effects across global supply chains and balance sheets.

And yet, many companies treat cargo insurance as an afterthought or, worse, assume someone else has it covered.

Spoiler: they often do not. According to Allianz's Safety & Shipping Review, insured losses are often only a fraction of actual cargo losses, as many policies either do not apply or are misunderstood.

What can (and does) go wrong

Let us start with reality. The World Shipping Council's 2024 report noted that an average of 2,500 containers are lost at sea every year. Maritime disasters, like those involving the MSC Flaminia, Maersk Honam, and Xpress Pearl, to name a few, have become disturbingly regular.

Then there's theft, pilferage at ports, misrouting, war risks in places like the Red Sea, and port congestion

leading to temperature-sensitive cargo spoilage.

Whether it's the surge in inland hijackings targeting container trucks in South Africa, seasonal typhoons that routinely disrupt sailings across Southeast Asia, violent cargo thefts by organised crime syndicates exploiting weak security protocols in South America, or the rise of fictitious pickups in Europe—where criminals impersonate legitimate drivers to steal high-value goods—such incidents significantly heighten the risks of cargo damage, delay, and deviation.

But here is the kicker: most cargo insurance policies are not automatically embedded into the transport contracts. Shippers, consignees,

freight forwarders, and carriers play a dangerous game of assumptions, often leading to denied claims or prolonged settlements.

And contrary to popular belief, carrier liability under conventions like Hague-Visby or COGSA is often minimal—capped per kilogram or per package. In many loss events, carriers are not even liable at all. A typical international shipment may be worth USD 500,000, but carrier liability might only cover USD 1,000.

Types of coverage & common gaps

Most insurance options fall into two buckets:

All-Risk Policies – The gold standard, but often misunderstood and misapplied.

Named Peril Policies – Limited coverage based on listed risks like fire, theft, or sinking.

Then there are the dangerous assumptions baked into commercial terms. Incoterms® rules DDP suggest insurance coverage is not obligatory for either party, but who should take the cover and for which parts, etc.?

The result is a no-man's land where:

- The buyer thinks the seller insured it.
- The forwarder thinks the shipper did.
- The insurer says the claim was not triggered.

And the cargo? It is lost, unpaid for, and sitting in the

middle of a blame storm.

Additionally, there is a growing lack of clarity around liability in multimodal transport. If a container is damaged on rail in India, transhipped at Singapore, and discovered only at arrival in Rotterdam—who bears the loss, and under which country's insurance law? Often, nobody has a clear answer.

New frontiers in cargo risk management

But the landscape is shifting. As freight digitisation picks up steam, so too is the insurance sector undergoing its own transformation. A few key trends are shaping this new frontier:

Integrated Insurance Access: Many digital freight and logistics platforms now



provide the ability to opt in for cargo insurance through embedded interfaces, typically in partnership with third-party providers. While these platforms do not underwrite insurance themselves, they simplify the process by enabling instant access to coverage during booking—often supported by digital documentation and automated claims workflows.

- **Parametric Insurance:** This innovation ties insurance payouts to predefined, verifiable events—such as temperature excursions, shipment delays, or route

deviations—captured through IoT sensors or APIs. By removing the need for manual claims assessment, parametric policies enable faster, more transparent settlements, particularly for time-sensitive or perishable cargo.

- **Blockchain and Smart Contracts:** Blockchain technology is being adopted to secure and streamline various stages of the cargo insurance value chain—from risk assessment and policy issuance to claims validation and automated settlement—enhancing transparency and

trust across all stakeholders.

- **On-Demand Micro-Policies:** Some insurance models now support single-shipment or commodity-specific coverage, tailored to individual voyages or high-value goods. These flexible, short-term policies lower barriers for SMEs and enable cost-effective protection based on real-time shipment variables.

The Digital Risk dashboard

The digitalisation of risk is not just about buying insurance online. It is about holistic risk visibility:

IoT sensors now monitor shock, tilt, temperature, and GPS in real time.

AI algorithms calculate risk profiles based on route, commodity, weather, and even port efficiency.

Predictive analytics now warn of higher-risk transits, giving shippers a chance to reroute or boost coverage.

APIs enable freight platforms to send real-time shipment data to insurers, helping underwrite smarter and process claims faster.

In short, the risk profile of a shipment is no longer static; it evolves in real time, and insurers are catching up.





Case Snapshot: Claim Nightmares & Digital Triumphs

1. Perishable Goods: Rapid claim settlement for seafood shipment

A seafood exporter faced a situation where a shipment of fresh cod experienced a temperature excursion due to a flight delay. Utilising IoT sensors, the temperature breach was detected in real-time, triggering a parametric insurance claim. The claim was settled in under 8 hours, allowing the exporter to

mitigate financial losses promptly.

2. Floral Exports: Protecting time-sensitive shipments

A flower exporter in Colombia insured a 5-tonne shipment of roses destined for Miami. A severe storm caused a 14-hour flight delay, surpassing the 12-hour threshold of their parametric policy. The insurance claim was automatically triggered and settled within 24 hours, covering the \$100,000 loss due to the delay.

3. Aviation Parts: Ensuring operational continuity

An aircraft manufacturer shipped a critical engine part from Paris to London. A pre-departure equipment failure led to a 16-hour delay. With a parametric insurance policy in place, the manufacturer received a \$100,000 payout within 24 hours, offsetting the expedited shipping costs and maintaining client satisfaction.

Climate Change and the New Insurance Imperative

The climate crisis is already rewriting the rules of cargo insurance. More frequent hurricanes, flooding in low-lying port cities, and rising sea temperatures are all introducing new variables for underwriters.

According to the Swiss Re Institute's sigma 1/2024 report, global insured losses from natural catastrophes in 2023 totalled USD 108 billion. This figure marks the fourth consecutive year where insured losses have exceeded USD 100 billion, highlighting the increasing financial impact of natural disasters on the insurance industry. That is pushing insurers to rethink premium calculations and risk zones. Cargo insurance premiums may rise not just because of location, but due to timing, vessel age, and seasonal weather forecasts.

Shippers will increasingly need climate-linked coverage and climate-adjusted transit planning.

A call for industry alignment

Here is where it gets interesting. The move towards digital trade documents—like the electronic bill of lading (eBL)—has implications for insurance too.

If trade documentation is digitised, why are we still submitting physical evidence

for insurance claims? If platforms like DCSA, GSBN, and ICC are digitising the transport stack, insurers must plug into that same ecosystem.

We need: Shared standards between digital logistics platforms and underwriters.

Mutual recognition of digital documents across insurers, ports, and customs.

Alignment on parametric triggers and data validation.

Banks, trade finance institutions, and customs authorities should be looped in as well. After all, many claim disputes arise from missing or mismatched documents at border control or LC settlement.

Conclusion: from reactive cover to predictive protection

Cargo insurance is evolving from a fallback safety net to an active part of freight risk strategy.

In today's world, where disruptions are no longer the exception, businesses cannot afford to rely on 20th-century models to protect 21st-century trade. They need real-time cover, automated protection, and data-validated decisions.

As AI and blockchain redefine how we calculate, manage, and mitigate risk,

the cargo insurance of 2030 may look more like a smart contract suite than a static PDF policy. And in that future, companies that fail to adapt will not only be uncovered—they will be outmanoeuvred.

The digital transformation of cargo insurance is not simply good practice—it is a competitive advantage. Because in global trade, risk is everywhere. But so is opportunity—if you are covered.



Hariesh Manaadiar is a subject matter expert in the field of shipping, freight, logistics and trade active in the industry for over 35 years. Hariesh shares his knowledge and experience through his Shipping and Freight Resource which he founded in 2008. He has a Masters in Shipping and Logistics, is a Fellow of the Institute of Chartered Shipbrokers, qualified in Digital Trade Strategy and Digital Supply Chain Management and holds a Diploma from the London School of Journalism.

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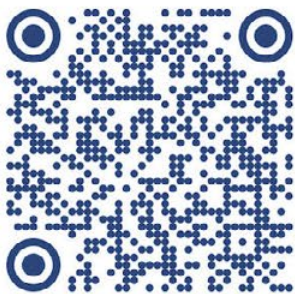
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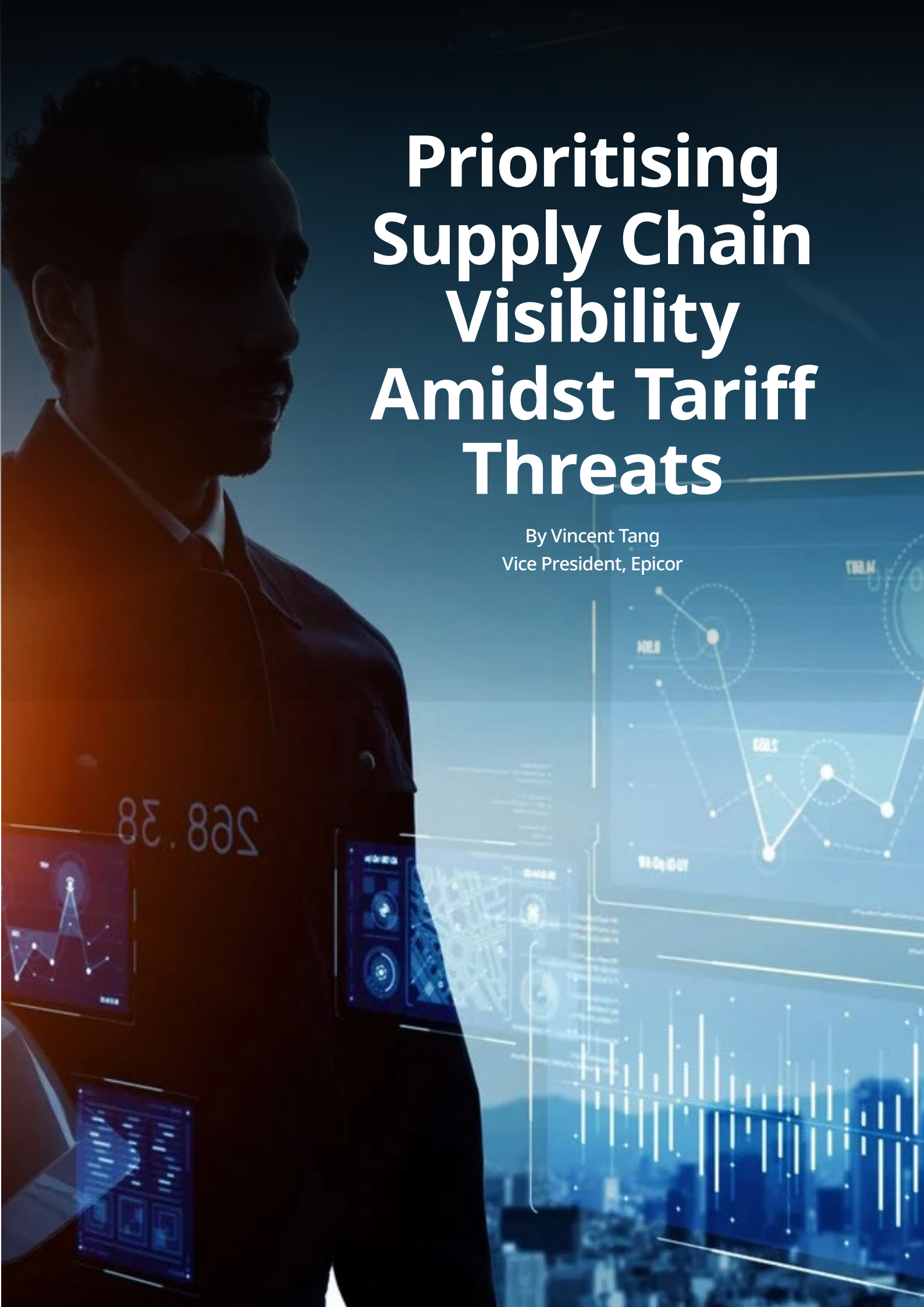
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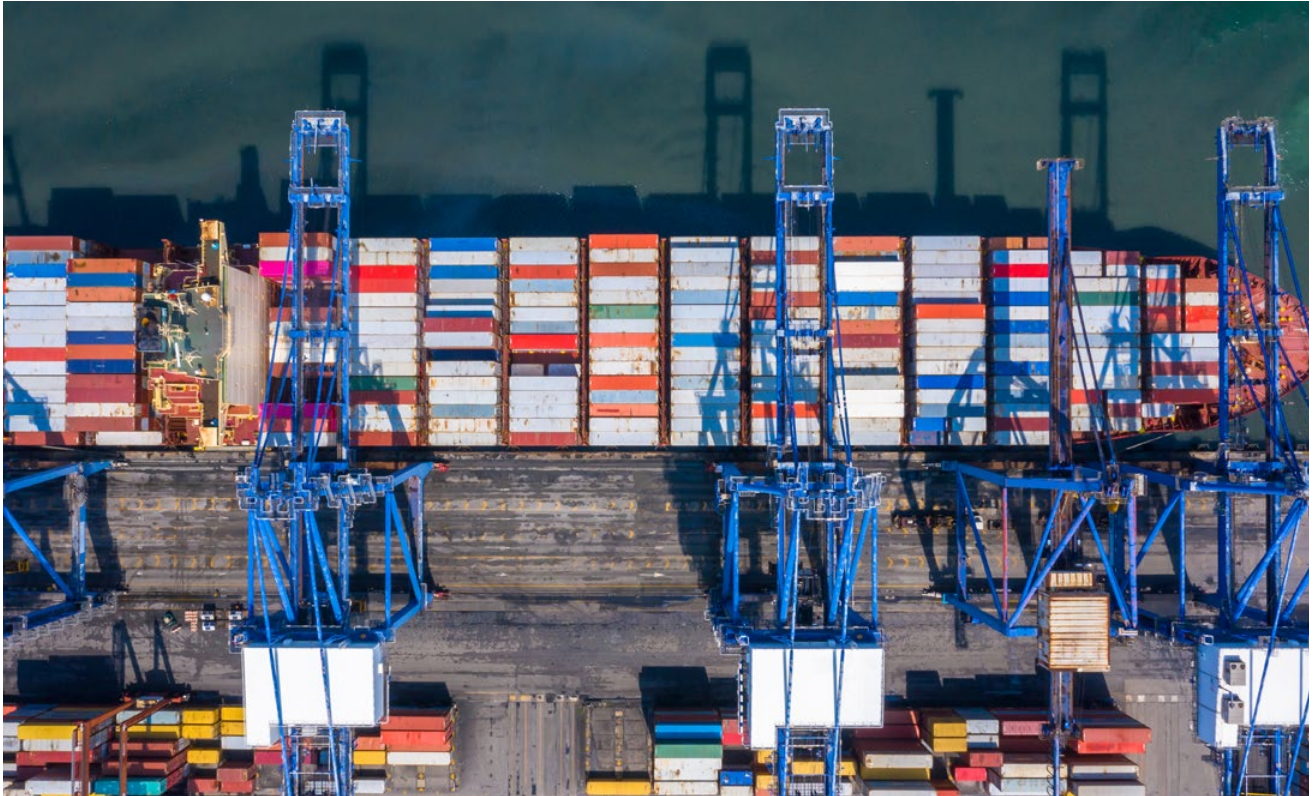
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A man in a dark jacket is shown in profile, looking towards the right. He is standing in front of a large, futuristic digital interface that displays various charts, graphs, and data visualizations. The interface is semi-transparent and overlaid on a dark background. The man's face is partially illuminated by the light from the screen. The overall color scheme is dark blue and black, with white and light blue highlights from the digital elements.

Prioritising Supply Chain Visibility Amidst Tariff Threats

By Vincent Tang
Vice President, Epicor



Singapore's heavy reliance on open markets is vital to its strategic position as a global trade hub. According to a Deloitte report, Singapore's economy grew by 4.4% in 2024, supported by recovery in global trade and resilience in key industries such as financial services, high-value manufacturing, and digital transformation. It currently has initiated 26 Free Trade Agreements (FTAs) with economies that represent over 85% of the global GDP. With these FTAs in place, businesses can access overseas markets easily and more efficiently.

This has the added benefit of guaranteeing a continuous flow of supplies in and out of the country, even under challenging circumstances — an economic advantage

that was in full effect during the COVID-19 pandemic. Singapore's resiliency meant that it was one of just a handful of countries that maintained a free flow of goods and services without imposing export controls or restrictions. It further enhanced the country's reputation as a trusted partner and reliable logistics and transport hub among businesses and the international community.

Enhancing Transparency in Global Trade Networks

Over the years, one side effect of the US tariffs on China is a surge in manufacturing opportunities across Southeast Asia. To capitalise on these opportunities, the region is expected to spend approximately US\$300 billion

in smart manufacturing by 2028, powered by significant investments from tech conglomerates such as Apple, Microsoft, and Intel. At the same time, Chinese automotive manufacturers are also looking into expanding their manufacturing capabilities in the region.

The newly imposed tariffs and retaliation by economies spell lasting implications for global trade and economic growth. This new market landscape calls for greater operational resilience, one that hinges on real-time tracking of goods and shipments. Having data transparency is vital, and 87% of businesses see investing in supply chain visibility as critical to their operations.

By analysing data through digital technologies such as

cloud-based platforms, the Internet of Things (IoT), and artificial intelligence (AI), businesses can track and trace the movement of goods and materials from raw inputs to finished products that reach the end customer.

Using data to track shipments, monitor inventory, and predict disruptions enhances accountability, making it easier to manage risk, reduce waste, and increase safety and security. Businesses can better mitigate risks, improve efficiency, and meet regulatory standards across different countries and regions.

Mitigating Disruptions with Real-Time Oversight

Singapore's investments in industries focused on digitalisation, AI, and sustainability have reinforced its position as a hub for high-value economic activity. These strategies, combined with the development of best practices and the leveraging of FTAs, have contributed to reducing the number of businesses impacted by supply chain disruptions from 35% in 2023 to 22% in 2024.

As disruptions will always be a reality of global trade, businesses must take

proactive steps to mitigate the risks that may stem from these disruptions. This is why real-time visibility is key for real-time material tracking, transparent supplier networks, and effective inventory management.

It is easier to monitor supplier practices and comply with industry regulations. Businesses, especially those with global operations, can quickly pinpoint and isolate problematic shipments or suppliers, minimising the impact of recalls or other corrective actions. Quality control issues can also be quickly identified and



addressed, making sure that goods comply with international regulatory standards.

Achieving complete traceability can seem daunting, but it's a necessary step to improve efficiency, compliance, and risk management. Government initiatives such as Enterprise Singapore help streamline this process by providing market intelligence and advice on changing regulatory landscapes so they can adapt and respond effectively.

Building resilient networks with confidence

In today's highly connected global economy, traceability has evolved from an add-on to a key strategic necessity.

Businesses are under increasing pressure from consumers, regulators, and stakeholders to ensure they operate transparently, ethically, and efficiently. It's a business imperative that's crucial to Singapore and its position as a trusted global trade hub.

To successfully capitalise on market demands and build resilient operations, businesses must actively implement strategies and systems that serve to improve supply chain visibility. This will enable them to be responsive, secure long-term competitiveness and drive sustainable growth amidst potential trade disruptions and evolving market dynamics.



Vincent Tang

Vice President for Epicor Asia with over 30 years of working experience in software industry. Managing 11 offices in Asia for both direct and channel business including operations in Hong Kong, China, Taiwan, South Korea, Singapore, Malaysia, Thailand, Indonesia and Vietnam. Strong knowledge on manufacturing industries, smart manufacturing and Industrial 4.0 initiatives. Skilled in Business Process, Enterprise Software, ERP, MES, BI, AI, IOT, CRM. Extensive experience in channel recruitment, enablement and development with strategic mindset. MBA from Hong Kong Baptist University and BSc in Computer Science from University of Hull, U.K.



From Idea to Impact: How Connor the Container Set Sail

By Wayne Yoshida
Senior Talent Acquisition and Attraction Manager
at A.P. Moller - Maersk



In the world of supply chain and shipping, it's easy to overlook the magic behind how things move. But what if we could spark that curiosity in the next generation through storytelling?

That's exactly how Connor the Container was born.

The idea came to me during one of my many conversations about global logistics, where I found myself explaining the basics of container shipping to my High School daughter. As we talked about ports, vessels, and containers, a thought struck: what if a container had a story to tell? One that could teach children about global trade in a fun, engaging way?

That seed grew into Connor the Container, a children's book that follows an eager little container on his very first voyage across the world. From being loaded with bananas in Ecuador to arriving at his destination in China, Connor's journey introduces kids to the

fundamentals of shipping, geography, and supply chain logistics.

Of course, bringing Connor to life was not a solo journey.

I was incredibly fortunate to receive generous support from professionals across the logistics industry. Colleagues stepped forward to help with translations into multiple languages (Korean, Japanese, Spanish, and French), ensuring Connor could connect with children in their native tongues. Others offered their insights and time to guide me through the publishing process, from layout to ISBN registration, right through to print production in Japan.

Their enthusiasm reminded me of the strength of our industry—not just in moving goods, but in building communities.

Today, Connor the Container is more than just a character; he's a tool for education, outreach, and sparking young imaginations. As the logistics landscape evolves, so too does our opportunity to make it relatable. And who better to help lead that charge than a smiling red container named Connor?

The Adventure Continues Online

Connor's story doesn't end with the book.

Through his Instagram page @connor.the.container,

Connor continues his journey—sharing bite-sized stories, educational fun facts, and behind-the-scenes looks at the import/export world. From the Panama Canal to flexitanks, from holiday toy shipping to port rankings, Connor introduces kids (and adults!) to key industry concepts in an approachable and visual way.

Whether it's a "Where's Connor now?" post or a quick fact about the world's largest shipping vessel, Connor's feed keeps the magic of logistics alive—one post at a time.

Connor's Got Flex!

Ever wondered how wine, juice, and cooking oil travel the world safely inside shipping containers like Connor? Meet the Flexitank—Connor's stretchy sidekick in bulk liquid logistics!

What's a flexitank?

It's a giant, durable bag that fits inside a standard 20-foot container—like Connor! It transforms him into a bulk liquid powerhouse, moving 16,000 to 24,000 litres of non-hazardous goodness in one go

Flexitank vs ISO Tank:

Flexitank = one-way, cost-effective, ideal for non-hazardous liquids

ISO Tank = reusable, great for hazardous or mixed liquids

Why Flexitanks Rock:

- ✓ **No special loading/unloading needed**
- ✓ **Hygienic, safe & customisable**
- ✓ **Made of tough polyethylene + polypropylene**
- ✓ **Used for wine, oils, juices, liquid latex, and more!**

From vineyards in Australia to kitchens in Japan, Connor and his Flexitank buddy are keeping the world flowing—one slosh at a time!

Connor's Tariff Trouble

Big changes are hitting the seas. Starting this week, goods loaded in China face a 145% tariff when arriving

in the US. That means fewer ships, less cargo—and higher prices ahead.

Imports from China could drop up to 80% this year.

= top source for shoes, toys, electronics & more

Shelves won't be empty, but choices will shrink.

Expect higher prices by summer.

At the Port of LA, where nearly half the business comes from China, container volume is already down 35%. Truckers, warehouse workers, and small businesses all feel the squeeze.

Connor's keeping his wheels turning—but it's getting harder to deliver what

people need.

Key Canadian Export Facts:

In 2018, petroleum products, LNG, and fuels generated \$21.6 billion in exports from Canadian ports.

In 2023, bulk exports increased by 13%, reaching a record 91.5 million metric tonnes—including grain, sulphur, coal, and petroleum products.

Canada's top exporting sectors:

- ✓ Energy (18%)
- ✓ Automotive/Parts (11%)
- ✓ Metals & Minerals (10%)





- ✓ Consumer Products (9%)
- ✓ Port Metro Vancouver is Canada's largest port and the third-largest in North America by cargo tonnage!
- ✓ Canada is also a major fish & seafood exporter, shipping over \$7.6 billion worth of seafood in 2023!

From coast to coast, Connor the Container is proud to help move Canada's key exports to destinations worldwide! Where do you think Connor will go next? Drop a in the comments!



Key points about the Port of Montreal's TEU capacity:

Current capacity: Around 1.5 million TEUs

Expansion project in Contrecoeur: Aims to add 1.15 million TEUs to the port's capacity

Large container ships: The port can handle large container ships



Wayne Yoshida, aka Supply Chain Wayne™, a Senior Talent Acquisition and Attraction Manager at A.P. Moller - Maersk, the world's largest integrated container logistics company. With over 10 years of experience in executive recruitment and talent acquisition, I specialize in sourcing and attracting top talent for the supply chain and logistics industry.

Leading the recruitment and attraction strategies for Maersk's NEA & OCE regions, working closely with business and HR stakeholders to understand and cater to their hiring needs and capabilities. Wayne is also responsible for creating and implementing programs to enhance the employer brand and reputation of Maersk, such as job fairs, recruitment events, and social media campaigns.

QATAR Airways Cargo Delivers Record-Breaking Year and Reaffirms Its Leading Position

By QATAR Airways



Qatar Airways Cargo has once again proven why it continues to be the world's leading air cargo carrier. In a year defined by disruption and fierce competition, the world's largest cargo airline posted its strongest financial performance since the COVID era, with a 17.4% surge in cargo revenue and 1.5 million tonnes of chargeable weight transported. A bold strategy, relentless innovation, and unmatched operational reliability have kept the airline firmly ahead of the curve—and the industry.

Backed by a modern fleet of 28 Boeing 777 freighters and a network reaching over 60 freighter and 160 belly destinations, Qatar Airways Cargo has maintained its market-leading 7.11% global share.

It's not just about volume—it's about impact. Of the total cargo uplifted, 470,000kg were humanitarian aid, delivered free of charge under the WeQare programme in partnership with UNHCR, Airlink and other global NGOs. In addition, through its WeQare

"Rewild the Planet" initiative, the cargo carrier transported 1182 animals, free of charge, supporting organisations such as United for Wildlife and Animal Defenders International. Special cases included 47 ring-tailed and brown lemurs, 155 radiated tortoises, 757 spider tortoises and seven lions.

"Reaching the top is hard. Staying there takes vision, precision, improvement and teamwork," says Mark Drusch, Chief Officer Cargo. "We've executed relentlessly and the results speak for



themselves. Our agility in adapting to shifting market conditions, a focus on investing in digitalisation, deeper data-driven analyses, and best-in-class reliability is what has attributed to our success. I'm incredibly proud of the Qatar Airways Cargo team, our partners and customers who continue to make us the benchmark in air cargo."

Product innovation remained front and centre. Driven by customer insight, Qatar Airways Cargo launched:

AirPlus Solutions, combining Q-Climate, Q-Plus, and Q-Prime for tailored shipment options;

Relaunch of its Live product and the opening of its state-of-the-art Animal Centre at the Doha hub. Spanning

5,260 m², the temperature-controlled centre is the largest single-carrier facility in the world;

Aerospace, a dedicated service for aviation, defence, and space cargo;

TechLift, built to handle the extreme precision required by the semiconductor industry.

At the same time, digital transformation continued to accelerate. Highlights include:

E-bookings via its Digital Lounge platform rose to 36% by March 2025;

Becoming the first cargo airline globally to enable interline partners to book online;

Expanding omnichannel options with Octoloo by Cargo Flash in 10 Indian cities, including wallet integration;

Integrating with UNISYS Cargo Portal Service for expanded access;

Partnering with Wiremind Cargo to become the first airline live on CARGOSTACK Optimiser, bringing AI-powered revenue management to the forefront.

Fleet expansion and network enhancement enabled new freighter services to Abu Dhabi, Sharjah, Vienna, Kuala Lumpur, and London, plus increased frequencies to China and Hong Kong.

The results? 10 major industry awards:



Cargo Airline of the Year - Air Cargo Week World Air Cargo Awards 2024

Air Cargo Industry Customer Care - Air Cargo Week World Air Cargo Awards 2024

Air Cargo Industry Achievement - Air Cargo Week World Air Cargo Awards 2024

Air Cargo Industry Marketing & Promotional Campaign – Air Cargo Week World Air Cargo Awards 2024

Cargo Airline of the Year - Air Cargo News Awards 2024

Sustainable Cargo Airline of the Year 2024 - Middle East - Freight Week Awards

International Air Cargo Marketer of the Year - STAT Times Awards 2025

Green Logistics Initiative of the Year - Middle East Logistics Awards 2025

Social Responsibility Initiative of the Year - Middle East Logistics Awards 2025

Humanitarian Force for Good - Air Transport World Airline Industry Achievement Awards 2025

“We’re not here to follow trends—we’re here to set them,” adds Drusch. “Qatar Airways Cargo will continue to lead through performance, foresight, and purpose. New products and digital innovation are already in the pipeline. This is what Leading Global Trade looks like.”



Qatar Airways Cargo, the world’s leading international air cargo carrier, is based in Doha, State of Qatar. It serves a global network of more than 60 freighter destinations and 170 passenger destinations utilising freighters and belly-hold passenger aircraft.

The airline’s freighter fleet includes 28 Boeing 777 freighters and 230 belly-hold planes. It also has an extensive road feeder service network. The cargo airline is the launch customer for the innovative Boeing 777-8F featuring advanced technology, and a 25 per cent improvement in fuel efficiency and emissions, with the first delivery arriving in 2027.

As a market leader, the cargo carrier provides high operating standards for the transportation of cargo, with considerable investments in digitalisation, products, facilities and services. Qatar Airways Cargo remains committed to sustainability and giving back to communities it serves through its sustainability program WeQare, built on the key pillars of sustainability: environment, society, economy, and culture.



UPS ENHANCES SERVICE IN JOHOR TO ACCELERATE GLOBAL DELIVERY

- Enhanced service in Senai cuts global delivery times for UPS customers in Johor by 1 day
- Businesses can seize global trade opportunities with next-day delivery to Asia Pacific and 2-day delivery to Europe and the U.S.

Enhanced service in Senai cuts global delivery times for UPS customers in Johor by 1 day

Businesses can seize global trade opportunities with next-day delivery to Asia Pacific and 2-day delivery to Europe and the U.S.

SENAI, Malaysia, May 28, 2025 – UPS (NYSE: UPS), one of the world's largest package delivery and supply chain management companies, has enhanced its services in Johor in a move that significantly reduces delivery times and

boosts global connectivity for UPS customers across the state.

The new operation, which consists of a bonded warehouse at Senai International Airport and a package centre in Senai, is located in one of Johor's leading manufacturing and industry clusters and at the heart of the Johor-Singapore Special Economic Zone (JS-SEZ).

It means imports and exports to Johor from countries across Asia Pacific can now

enjoy next-day delivery, while imports and exports from Europe and the U.S. will arrive in as little as two business days. This is a time saving of one business day, facilitated by improvements in connectivity between Johor and Singapore's Changi Airport.

"In line with the growth possibilities presented by the Johor-Singapore Special Economic Zone, we're excited to open our new Johor service at a time when there are opportunities for businesses to expand and build

greater resilience into their supply chains,” said Ingrid Sidiadinoto, senior managing director UPS Malaysia.

“Johor is an important industrial centre in southern Malaysia, particularly for manufacturing and high-tech companies. Being able to respond to orders quickly is critical in these sectors and now UPS customers in Johor can send and receive deliveries to and from anywhere in the world in two business days or less. This offers the fast and flexible access businesses need to our industry leading global network to make them more responsive, more resilient and more competitive.”

The new Johor operation underscores UPS’s continued commitment to supporting businesses in Malaysia by

providing better access to the company’s world class integrated global logistics network.

“The establishment of UPS’s new Johor operation reflects Malaysia’s growing prominence as a regional logistics and supply chain hub,” said Datuk Sikh Shamsul Ibrahim Sikh Abdul Majid, chief executive officer of the Malaysian Investment Development Authority (MIDA). “Strategically located in Senai, the facility benefits from robust multimodal connectivity, including well-established highways, rail links, and proximity to key ports, making it an ideal gateway for integrated logistics solutions.

“This milestone complements the government’s MADANI vision to position Malaysia

as a high-value, innovation-driven economy. MIDA will continue to support companies like UPS, fostering their sustained growth within Malaysia’s vibrant logistics ecosystem.”

This is the latest in a series of investments by UPS in its Malaysia network. In 2024, the company introduced a service enhancement to allow deliveries from Johor to over 50 countries across the Americas to be completed in as little as two business days. Later in the year UPS also announced a partnership with Ninja Van to provide UPS’s international express services at any of Ninja Van Malaysia’s 52 stores across Klang Valley.





About UPS

UPS (NYSE: UPS) is one of the world's largest companies, with 2024 revenue of \$91.1 billion, and provides a broad range of integrated logistics solutions for customers in more than 200 countries and territories. Focused on its purpose statement, "Moving our world forward by delivering what matters," the company's approximately 490,000 employees embrace a strategy that is simply stated and powerfully executed: Customer First. People Led. Innovation Driven. UPS is committed to reducing its impact on the environment and supporting the communities we serve around the world. More information can be found at www.ups.com, about.ups.com and www.investors.ups.com.

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www.LogiSYM.org



Grow Your Brand Through Platform Partnership



Consumers trust recommendations from third parties more than they trust a brand itself. 70% of people will trust a review from a complete stranger as opinions and recommendations are by and large more influential when they do not come from the source itself. Additionally, most marketers include company logos and testimonials as proof on materials pages to strengthen trust and influence visitor behaviour.

LogiSYM offers marketers a range of promotional options to reach your target audience, generate quality leads and increase conversion rates.

The combined magazine platforms of LogiSYM and CargoNOW offer one of the largest circulations globally and are the biggest in the Asia Pacific region. Coupled with this, LogiSYM and CargoNOW hold world-class symposiums in various parts of Asia and the Middle East and have been doing so for more than 8 years.



The online presence of the brands is second to none and this is further strengthened by our high visibility on social media such as Facebook and LinkedIn.

In this Influencer or Platform Partnership, LogiSYM will provide significant influencer reach across the supply chain industry which include the following platforms:

- ✓ Articles in two of the largest circulation supply chain publications globally
- ✓ Press-releases
- ✓ Webinar sponsorships
- ✓ Online advertising
- ✓ Industry led symposiums across the region
- ✓ Surveys & survey analysis
- ✓ Advertisements in two of the largest circulation supply chain publications
- ✓ Online articles
- ✓ Content syndication
- ✓ White label reports and thought leadership articles
- ✓ eDMs
- ✓ Social media – LinkedIn, Facebook, You Tube

When working on the Influencer / Platform Partnership, partners have the opportunity to choose which options they feel will give them maximum reach and success and planning and pricing will be structured along the desired activities. Contact Harjeet@logisym.org for more information.