

LogiSYM

The Magazine for Supply Chain Executives

SEPTEMBER 2024

**URBAN LOGISTICS
REQUIRES
COLLABORATION**

BY MARCO TIEMAN

**EVOLUTION AND
DEVELOPMENT OF
TECHNOLOGY IN THE
MARITIME INDUSTRY**

BY HARIESH MANAADIAR

**DREAMS TO REALITY!
OPERATIONS BUILDS A
GREEN FUTURE**

BY TIM FOOTE

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Sustainability: Operationalising Sustainability for Supply Chains



SEPTEMBER 2024

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EDITORIAL MESSAGE

Optimising Sustainability in Supply Chains: A Strategic Imperative

Commercial headwinds and other conflicting objectives make it challenging to make sustainability the critical focus for businesses that it needs to be—especially in the ever-evolving and complex world of supply chains.

As all of us know, building a sustainable supply chain requires a comprehensive approach; addressing environmental, social, and governance (ESG) factors requires consistent effort and focus. From sustainable sourcing to energy-efficient operations and waste reduction, companies that embed these principles into their supply chains can significantly reduce their carbon footprints while improving operational efficiency. Additionally, collaborating with suppliers to ensure ethical sourcing and transparent practices is vital to building a responsible, resilient supply chain.

When digitalisation and AI are correctly adopted and coupled to these initiatives, the opportunities are boundless.

Ultimately, the shift toward sustainable supply chains requires strong leadership and a commitment to long-term goals, and we need to ask ourselves if we have the commercial fortitude and wherewithal to continue driving the necessary changes we need to make. Companies that prioritise sustainability will not only optimise their operations but will also contribute to a more responsible and adaptable global economy.

At LogiSYM, we continue to encourage all businesses to take proactive steps toward building sustainable, resilient supply chains for the future. On October 4th, we will even be running our first symposium dedicated 100% to sustainability, and we encourage all of you to participate.

Always more work and opportunities to do better.

Raymon Krishnan , FALA, FCILT, CLP

President

The Logistics and Supply Chain Management Society

SAAA - LogiSYM SUPPLY CHAIN DAY

October 4, 2024, Cassia Junior Ballroom, Marina Bay, SINGAPORE

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15 SSI EXYZ

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Teleport and Etihad Cargo are partners in line with the growing trade flow between Southeast Asia and the Middle East.

Teleport and Etihad Cargo



Teleport, an integrated logistics provider, and Etihad Cargo have partnered together to inject cargo capacity and frequency on their respective cargo networks between Southeast Asia and the Middle East, with plans to increase frequency in the near future. This move is against a backdrop of growing airfreight demand and trade between the two regions.

Trade between the Gulf nations and emerging Asian nations continues to show high growth momentum, surging 35% from US\$383 billion in 2021 to US\$516 billion in 2022, and is expected to reach US\$757 billion by 2030 [1], outstripping growth rates with Western nations such as the US, UK, and Euro Area. At the same time, air freight demand continues to pose

double-digit growth across all regions, having risen 14.1% as of June 2024 [2].

Since signing the partnership in May this year, Teleport has deployed its freighters for Etihad to ship machines, raw materials, phones, and chip sets, among others, from Ho Chi Minh City to Kuala Lumpur twice a week, with onwards





connection via Etihad's capacity to Abu Dhabi and beyond. This partnership also enables both parties to maximise the available passenger belly capacity, especially out of leisure hubs such as Bali and Phuket, by leveraging on each other's network strengths. Etihad will deepen its connectivity in Southeast Asia on the back of Teleport's extensive network in the region, while Teleport leverages Etihad's strong global network to expand its network reach into the Middle East, Europe, the Americas, and the African regions. By the end of this year, the partnership is expected to see 1600 metric tonnes of cargo moved between the two destinations, with the potential for an increase in flight frequency and new routes.

Stanislas Brun, Vice President of Cargo at Etihad Cargo, said, "We continue to anchor our strategy on key partnerships that will enable us to better serve our customer needs while supporting global trade. This recent partnership with Teleport is important to enhance our

connectivity to Southeast Asia, and we are confident that through the integration of their freighter operations and our capacity, we are able to continue to grow and build a more efficient and robust network that better serves both regions and quickly. The market environment is highly favourable to growing our presence here today, and with a strong air partner like Teleport, Jagedeswaran Nadrajah, Head of Air Partners at Teleport, commented, "The integration of Etihad's global network with our largest Southeast Asia network has opened up a more dynamic way to connect cargo between these two regions, leveraging on the strengths of both our networks. This is valuable to both our existing and new customers trading between two important regions. This sort of synergy is testament to what Teleport has been building through its Air Partners program as a win-win solution for all Teleport Air Partners, where we can continue to build and grow and never fly empty."

teleport

About Teleport

Established in 2018, Teleport is the largest integrated logistics provider in Southeast Asia with a presence across Malaysia, Thailand, Indonesia, the Philippines, India, Singapore, and China. The company has a unique network advantage that is reflected in its exclusive access to the AirAsia network through its high-frequency passenger aircraft belly space combined with Teleport's own freighter fleet and 40 partner airlines.



About Etihad Cargo:

Etihad Cargo is the cargo and logistics arm of Etihad Airways. Since its establishment in 2004, Etihad Cargo has grown rapidly to become one of the leading air cargo carriers in the world, offering customers a range of cargo products and services to five major continents. Its hub in Abu Dhabi is strategically located at the centre of the world's busiest trade lanes, providing an integral link between Asia, Europe, North America, Australia, and Africa.

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Urban logistics requires collaboration.

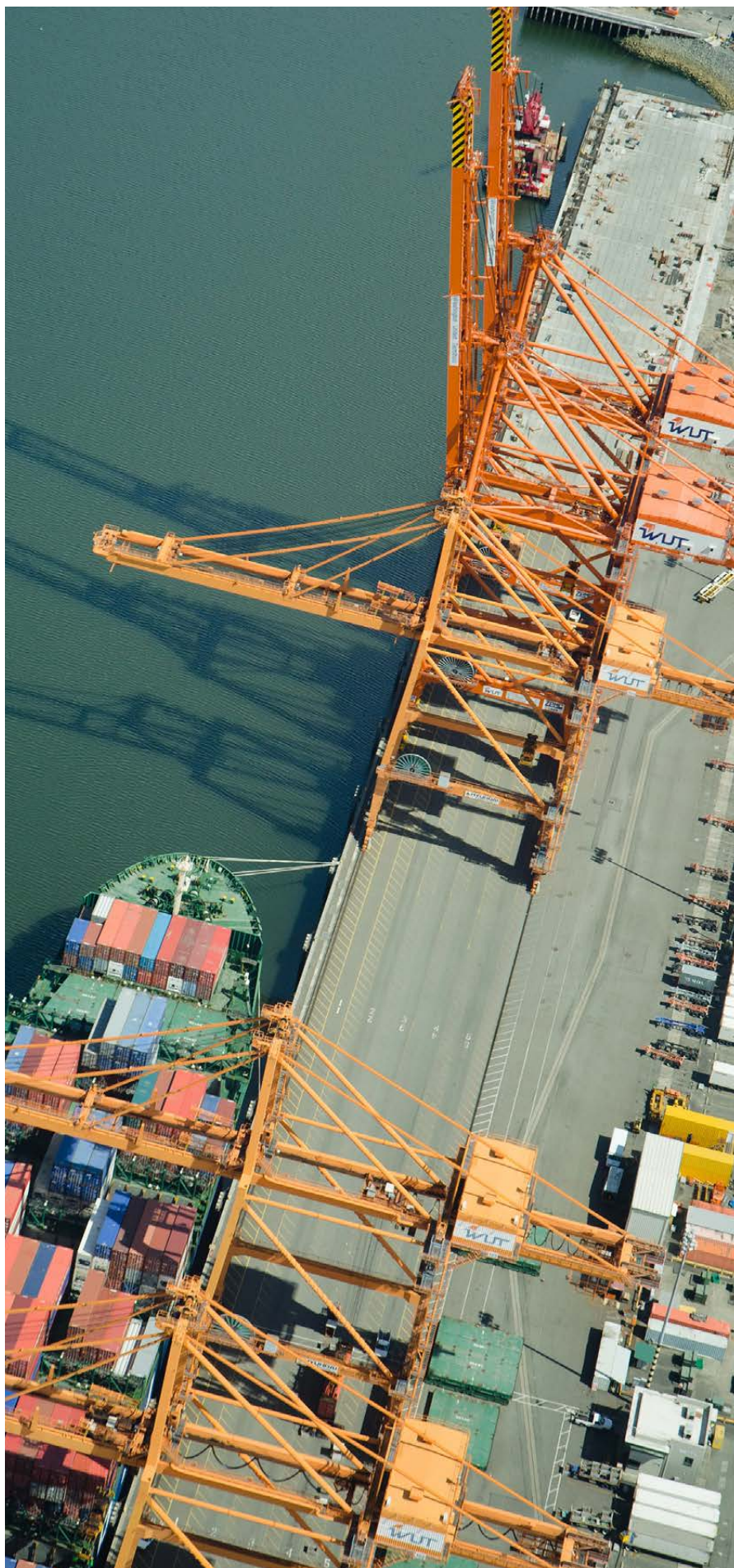
*By Dr. Marco Tieman
CEO of LBB International*

There are both international and national political pressures to green urban cities towards zero-emission freight logistics and last-mile delivery. It is important to recognise that there are no one-size-fits-all solutions but different pathways to achieve zero emissions over time. The biggest stumbling block is that it requires collaboration between key stakeholders to make this transition successful. It cannot be achieved solely through a top-down government decision to go fully electric by 2030. Collaboration between key stakeholders needs quick wins and local success stories to move forward along the zero-emission pathway.

The Role of Logistics Service Providers

Logistics service providers are at least three times more efficient compared to using their own transport, as they can better: consolidate different cargos to the city; use distribution centres; transport larger volumes in more efficient vehicles; and organise return cargo. They also facilitate indirect collaboration among different and sometimes competing supply chains. This is particularly important, as brand owners have traditionally focused on vertical collaboration (collaboration within their own supply chain) and are not keen to collaborate directly with competing supply chains. Direct collaboration is an issue for many brand owners, as they are afraid that sensitive corporate information, trade secrets, and product knowledge might leak to competitors. On the other hand, basic storage and transportation sharing via a logistics service provider could be less of an issue when there are clear financial and carbon footprint benefits.

Furthermore, logistics service providers will be key partners in solving the urban logistics puzzle and in orchestrating freight flows to, from, and within cities. Instead of manufacturers, traders, and retailers using their own cargo trucks, logistics service providers can ensure high utilisation of



trucks and return loads. It is advisable that cities should not be served by shippers' own trucks but only by logistics service providers.

The Role of the Government

The government needs to support urban logistics initiatives, facilitate the development of the necessary urban logistics infrastructure, and regulate the entry of freight vehicles into the city.

The government should promote urban logistics initiatives by bringing the right stakeholders together and creating incentives—a pull factor—to collaborate on urban logistics projects. Local governments could, for example, sponsor pilots with electric vehicle deliveries to hotels, restaurants, and cafés and restaurants (HORECA) and award those participating outlets with a green city hallmark. This would create public awareness of a city's green initiative and highlight those HORECA outlets supporting sustainability and a green city environment.

There are opportunities for urban consolidation centres near the city to consolidate deliveries for the city centre and switch to better vehicles for entering the city. These urban consolidation centres can act like command and control centres, similar to an airport control tower, to better organise city deliveries and waste flows. The



government can make land or facilities available for this purpose.

Cleaner vehicles are also important for city deliveries, preferably using biogas, biodiesel, hydrogen, or electricity. However, in developing countries, a first step is often needed: banning old diesel trucks from entering urban areas.

Going fully electric for freight logistics is challenging. First, not all categories of electric freight vehicles are available, or they come at a very high cost. Second, electric infrastructure in most cities is still lacking to support this transformation on a large scale and at a high cost. Therefore, biofuels and hydrogen trucks are more likely to have a bigger share in future efficient and

sustainable urban freight transport.

The First Steps in Better Organising Urban City Freight Flows

The biggest freight flows in cities generally include construction, HORECA, and waste. It makes sense to focus on these largest freight flows first to make a significant impact.

As urban logistics projects in the UK and several other countries show, construction in the city could benefit from an urban logistics consolidation centre on the city's outskirts. This stock point would better orchestrate construction movements into the city and waste from construction projects. Transporting to

and from construction sites with cleaner vehicles directly contributes to a cleaner and safer city environment.

HORECA is characterised by a high number of small deliveries and low truck utilisation, which can be better consolidated by logistics service providers instead of producers and traders. An urban logistics consolidation centre could also benefit HORECA supplies delivered by a limited number of logistics service providers that can consolidate HORECA deliveries for the city. Governments could facilitate this through licensing a limited number of logistics consortia. This initiative should go hand-in-hand with the standardisation of load carriers, such as crates and trolleys, to boost efficiency at the urban consolidation

centre and in its last-mile distribution.

Waste flows are substantial and consist not only of waste destined for landfills or recycling but also of food products that are near expiration. These food products could be processed in a central kitchen into ready-to-cook or ready-to-eat meals, cakes, fruit juices, and more. After processing, these value-added products can be distributed back into the city to retail, HORECA, food stalls, and other such outlets or distribution points. Used coffee grounds are perfect for growing mushrooms. Hence, collecting used coffee grounds from HORECA is another valuable waste stream to supply to mushroom farms in or near the city. There are several more examples of using "waste" flows as input for other organisations. I call this concept in my latest book "Economies of Chains," where supply chain expertise is needed to identify ecologically fitting supply chains to create value and contribute to truly sustainable supply chains.

I believe there are massive opportunities in reshaping urban logistics and rethinking urban supply chains and freight flows to, from, and within cities. This is what urban logistics are all about.

Conclusion

The journey towards achieving zero-emission

urban logistics is multifaceted and demands the concerted efforts of multiple stakeholders. Logistics service providers play a crucial role in consolidating and efficiently managing urban freight flows, while governments must foster an environment conducive to collaboration and innovation. By focussing on the largest freight flows, such as construction, HORECA, and waste, and by promoting cleaner vehicle technologies and urban consolidation centres, cities can make significant strides towards greener logistics.

The implementation of urban logistics initiatives is not without its challenges, particularly in developing infrastructure and overcoming initial costs. However, by leveraging the strengths of logistics service providers, creating incentives for collaboration, and adopting incremental changes, cities can pave the way for more sustainable and efficient urban freight systems.

Ultimately, successful urban logistics hinges on the ability to adapt and innovate, ensuring that each step taken today lays the foundation for a zero-emission pathway. The future of urban logistics lies in our ability to collaborate, innovate, and continuously improve, setting the stage for a greener and more sustainable urban environment.



Dr. Marco Tieman
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Dr. Marco Tieman is the CEO of LBB International, a supply chain strategy consultancy and research firm that advises companies and governments on supply chain analysis, supply chain design, and market research. He has been an advisor on urban logistics and sustainable supply chain projects in Asia and Europe. He is also an adjunct professor at Saito University College in Malaysia and a senior fellow at IPMI International Business School in Indonesia. He is the author of 'Halal business management: a guide to achieving halal excellence'.



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Evolution and development of technology in the maritime industry

By Hariesh Manaadiar

Founder at Shipping and Freight Resource and Features Editor – OceanFreight at CargoNOW

The maritime industry has been integral to global trade for centuries, facilitating the movement of 80–90% of goods across the world's oceans.

Since the 1990s, technological advancements have significantly transformed this industry, enhancing efficiency, security, and sustainability.

In this article, we explore the evolution of shipping technology from the 1990s to the present day, highlighting the challenges faced in sea freight, how technology is assisting, and the current challenges with the adoption of various technologies and standards.

The 1990s: Ushering in Technological Shifts

The 1990s are considered by many to be the beginning of a technological shift in the sea freight industry.

The Global Positioning System (GPS), one of the key technologies, became operational in the early 1990s, revolutionising the navigation and tracking capabilities of ships across the world. GPS was able to provide precise, consistent, and reliable vessel positioning.

Automated Identification Systems (AIS) were also introduced around the same time, allowing vessels to

continuously transmit their position, sailing speed, and course heading to shipowners, operators, other ships, and port authorities. AIS also helped with maritime safety, provided situational awareness, and avoided collisions.

These two technologies helped shipowners optimise their route plans and identify issues relating to ship safety.

Today, the IMO has made the presence of voyage data recorders (VDRs) and automatic ship identification systems (AIS) on board ships mandatory under SOLAS (Safety of Life at Sea) regulations.

Vessel Traffic Services (VTS)

Vessel Traffic Services (VTS) systems were introduced to manage vessel traffic in congested areas, such as busy ports and waterways.

VTS systems provided real-time monitoring and communication with vessels, improving maritime safety and port efficiency. By coordinating vessel movements and providing timely information, VTS systems helped prevent accidents and optimise port operations.

As per the IMO, while Vessel Traffic Services were not specifically referred to in the 1974 International Convention for the Safety of Life at Sea (SOLAS), in June 1997, the Maritime Safety Committee adopted a new regulation to Chapter V (Safety of Navigation), which sets out when VTS can be implemented.

A revised SOLAS chapter V on "Safety of Navigation" was adopted in December 2000 and entered into force on July 1, 2002. ("Vessel Traffic Services, IMO")

Technology in Shipping Documentation

Not just in navigation and ship operations, technology started permeating the industry in other activities relating to sea freight, like shipping documentation.

The creation of electronic data interchange (EDI), an electronic messaging system, is seen as

one of the forerunners that enabled the digitalisation of shipping documentation.

While it was created in the 1960s, the standardisation of EDI formats by UN/EDIFACT (United Nations Electronic Data Interchange for Administration, Commerce, and Transport) by the United Nations made EDI popular, more accessible, and widespread.

This standard helped develop a globally approved messaging structure for the exchange of information between various stakeholders.

With the rise of the internet in the 1990s, EDI became even more accessible and widespread and was credited with reducing errors, speeding up transactions, and increasing business productivity, making it a revolutionary technology of its time.

EDI allowed for the faster and more reliable exchange of information between shipping lines, ports, customs authorities, and other stakeholders. This shift significantly reduced the time and effort needed for documentation and helped minimise errors.

EDI is still being used by many organisations that are using legacy ERP systems and have not moved onto more modern offerings.

The digital transformation begins.

The late 1990s and early 2000s

saw a more pronounced shift towards digital transformation, with advancements in connectivity playing a crucial role in modernising sea freight operations.

The rise in internet connectivity enabled and enhanced the development of online booking systems, which allowed shippers to book cargo space more efficiently.

Although online booking started in the early 2000s, it wasn't until the mid- to end-2010s that these systems developed the capability to send out instant and real-time booking confirmations, with Maersk being the first container line to start its instant booking confirmation in 2018.

The late 1990s and early 2000s also saw the beginning of what we now call digital or electronic documentation in shipping.

Whispers of a mysterious, hitherto unknown, and unseen electronic bill of lading (eB/L) were heard around the world's shipping corridors. The Bill of Lading Electronic Registry Organisation (BOLERO) came into existence in the late 1990s and is currently the oldest working electronic bill of lading system.

Smart Technologies: IoT, Big Data, Blockchain, AI, and ML

The 2010s saw the beginning of the integration of smart technologies, such as the Internet of Things (IoT), big data analytics, blockchain, and

artificial intelligence (AI) into sea freight operations.

Internet of Things (IoT) and Smart Containers

IoT technology enables the real-time monitoring of cargo conditions, such as temperature, humidity, and location. Smart containers, equipped with IoT sensors, provide detailed information about the status and condition of the cargo throughout its journey.

This capability improves supply chain visibility and allows for proactive management of potential issues, such as temperature deviations in perishable goods, cargo theft, route deviations, door openings, etc.

IoT devices can send data on a real-time basis from anywhere there is cellular coverage, also covering any sudden shocks such as collisions, which could lead to cargo damage. This is especially useful in maritime disasters, such as containers falling into the sea.

Big Data Analytics

Big data analytics has revolutionised the maritime industry by enabling companies to process and analyse vast amounts of data, optimise routes, predict maintenance needs, and enhance overall operational efficiency.

By leveraging data from various sources, maritime companies can make more informed decisions, resulting

in significant cost savings and improved service levels.

Predictive analytics helps to identify patterns and trends, allowing for proactive maintenance and reduced downtime.

Before the rise of big data, organisations relied on traditional methods to analyse large datasets from sources like warehouses and distribution centers. Now, with big data, analysis has become easier by incorporating both conventional data and real-time or batch data from unconventional sources.

By analysing data from years of shipment tracking, companies can identify causes of vessel losses at sea, container losses, and other dispatch issues, such as damage to goods.

This information allows companies to predict and prevent costly problems, leading to more reliable cargo delivery options and a more resilient maritime industry.

Blockchain Technology

Blockchain technology, which first appeared in 2008 as a means of facilitating Bitcoin transactions, has since evolved into a disruptive force across many sectors, including energy and finance, and has gained traction in the maritime industry, promising enhanced operational efficiency, transparency, and security.

The maritime sector has been exploring several potential blockchain applications.

Blockchain technology introduced the possibility of tamper-proof, transparent, and efficient transaction documentation and smart contracts.

Blockchain platforms can automate processes such as the electronic transfer of trade documents like bills of lading, invoices, packing lists, and freight payments, customs clearance, and cargo tracking, reducing the risk of fraud and errors.

Blockchain also enhances traceability and accountability in the supply chain, addressing concerns about the authenticity of goods and documents.

Artificial Intelligence (AI) and Machine Learning

AI and machine learning are being used in the maritime industry for predictive analytics, enabling accurate predictions, optimising operations, and enhancing decision-making.

AI and ML play a crucial role in enhancing safety and risk management in maritime operations. By analysing data such as weather patterns, sea currents, vessel performance, and navigational inputs, these technologies identify potential safety risks, improve route planning, fuel consumption, on-time delivery, and possibly predict collisions, thereby improving overall maritime safety.

AI and ML contribute to environmental sustainability in the maritime industry. By



combining and analysing multiple data sets, such as vessel and marine life movement patterns, these technologies monitor and mitigate the impact of maritime operations on the environment. Other technologies in the industry

Autonomous Ships

Autonomous ships, equipped with advanced sensors, AI, and machine learning algorithms, are being tested and gradually introduced. These vessels promise to reduce human error, enhance safety, and lower operational costs by automating navigation, collision avoidance, and other critical functions.

While fully autonomous ships are still in the testing phase, semi-autonomous vessels are already being used in some areas, demonstrating the potential benefits of this technology.

Digital Twin Technology

Digital twin technology, which creates a virtual replica of a physical asset, allows for real-time monitoring and predictive

maintenance of ships and port infrastructure. This technology is revolutionising the way maritime operations are managed by simulating different scenarios, which can help operations and predict potential issues before they occur, leading to more efficient and reliable maritime logistics.

Online freight platforms

Freight rate volatility is a major challenge in the sea freight industry, affecting shippers, carriers, and logistics providers. Technology has enabled more accurate monitoring and forecasting of freight rates, helping stakeholders make informed decisions.

With the advances in digitalisation and technological advancements in the shipping and freight industries, there are several freight benchmarking tools, platforms, and freight indices available in the market.

"Freight benchmarking works on the back of contracted freight rate data made available to the freight benchmarking

platforms and indices." ("Freight benchmarking and its benefits") A lot of big international businesses support and provide their freight data to these platforms and indices, who then track these rates across all major trade routes and corridors.

Online platforms and digital marketplaces have emerged as solutions for the freight benchmarking challenges and became particularly useful and popular during the steep increase in freight rates during COVID-19.

Although this could not stem the rise in freight rates, these platforms provided real-time information on freight rates and market trends, allowing shippers to compare rates and book cargo space.

Environmental Concerns

While not the biggest, sea freight shipping is still a contributor to greenhouse gas emissions, accounting for approximately 2–3% of global CO₂ emissions.

There is growing pressure from governments, environmental organisations, and consumers for the industry to reduce its carbon footprint. Implementing sustainable practices and technologies, such as alternative fuels and energy-efficient vessels, is essential but challenging.

Companies must balance the need for environmental sustainability with economic considerations.

Thanks to technology and developments in digitalisation, there are several pieces of software available on the market today to benchmark and measure carbon emissions per ship, per container, and per shipment on various modes of transport.

Customers now have several options to verify and calculate carbon emissions for their shipments and choose the best option.

Cybersecurity and Workforce Adaptation

The increasing reliance on digital systems, however, also comes with distinct issues such as cybersecurity and workforce adaptation.

There are concerns from various quarters about cyber-attacks disrupting operations, causing financial losses, and compromising sensitive information. Companies need to ensure that they have robust cybersecurity and other contingency measures to protect maritime infrastructure and data.

Currently, the lack of standardised systems and protocols is hindering the seamless integration of modern technologies.

While many standards have been created for industry-wide ship operations, container track and trace, electronic trade documentation, etc., ensuring interoperability between different systems and platforms has become essential for maximising

the benefits of technology adoption.

The introduction of modern technologies also requires a skilled workforce capable of managing and supporting these systems.

Training and upskilling the existing workforce, along with attracting new talent, is a significant challenge for the industry. Companies must invest in education and training programs to ensure that their employees have the necessary skills to adapt to the changing technological landscape.

Change management is a significant challenge, as there can be resistance from employees and stakeholders accustomed to traditional methods. Overcoming this resistance requires effective communication, training, and support.

Companies must invest in change management strategies to ensure a smooth transition to modern technologies.

Conclusion

The sea freight industry has undergone significant technological transformations since the 1990s, driven by advancements in navigation, documentation, smart technologies, and digital platforms.

These innovations have enhanced efficiency, safety, and sustainability in maritime operations.

However, challenges such as cybersecurity, workforce adaptation, and standardisation remain.

Addressing these challenges and continuing to innovate will be crucial for the future of the sea freight industry, ensuring it remains resilient and competitive in an increasingly digital world.



Hariesh Manaadiar

Founder at Shipping and Freight Resource and Features Editor – OceanFreight at CargoNOW

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, is qualified in Digital Trade Strategy and Digital Supply Chain Management, and holds a Diploma from the London School of Journalism.



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DREAMS TO REALITY!

Operations Builds a Green Future

By Timothy Foote

Director Transportation and Network APAC at Asendia
and Founder of Susymbio





I conduct an introductory training course for new employees to describe how operations work. I always start with a slide that shows what I feel is the main point of our operations: building dreams into reality. In the logistical services industry or in other industries like manufacturing, it is the team of operations personnel that creates and runs the processes that produce the outcomes that either our customers or our own company's visionaries dream of achieving. It's great stuff to be a part of, and it is the reason that I really love working with my colleagues in these roles.

This month's theme of operationalising sustainability presents an existential challenge to operations teams all over the world. Processes, after all, feed on energy, which

is still produced much of the time by burning fossil fuels. In our industry, especially.

The SWAG Example

To illustrate what "operationalising sustainability" means to me, let me share something from my work and experience as a member of a conservation group we affectionately call "SWAG." One of my jobs as a volunteer is to report and advise on actions for SWAG's sustainability program.

As a conservation group, SWAG has always cared about the carbon footprint of its activities. The largest emissions area for SWAG is the transportation used for its citizen action anti-poaching patrol work in Malaysia. Pre-COVID, this monthly activity

involved a small group of five to eight individuals flying to Kuala Lumpur from Singapore and then taking a passenger van from Kuala Lumpur to Merapoh, Malaysia. The same journey in reverse was then undertaken to get back to Singapore.

I calculated what reductions could be made if individuals didn't fly to Kuala Lumpur but instead travelled together by van the whole journey. The savings in emissions for a team of six were significant. Just moving from air to land for that team would yield an 86% reduction in emissions. So when COVID travel restrictions were lifted and our patrols started again in 2022, SWAG started its first van-only group to Merapoh from Singapore. It has been the default procedure ever since.



The next emissions dream is to either have electric van services or to travel by train from Singapore to Merapoh while still meeting our time and cost requirements. We can dream about that now, but only having service providers who can help us operationalise and meet our service requirements will make this dream a reality.

Keys for Operationalising Sustainability

This example seems clear-cut enough, but the steps rely on characteristics not present in many organisations. Here is what I mean.

Leadership that sees reducing carbon emissions from activities as important and a vital area to address

Access to resources that can measure carbon emissions in different scenarios. Operational creativity that provides options to reduce impacts from different scenarios

Leadership that doesn't mind taking risks in the pursuit of making emission reductions.

I have written about leadership in past articles (check out August's edition of Green Corridor), and no doubt, without the will of the leadership to have reducing carbon emissions as a vital mission, none of the other characteristics will have an impact.

Creative operations personnel, though, are critical. Without operations being able to present real options for consideration, real change simply will not even have a chance to be discussed.

Keep the Dreamers Close By.

My example above started because the directors of SWAG were committed to getting the carbon numbers reduced. They were also pragmatic enough to take some risk and give the van

from Singapore to Merapoh a try. They are dreaming up the future, and they were driven enough to make the change.

You may have some colleagues like this, or you may be like this yourself. In any case, people who espouse ideas to improve our environment should be the people that organisations treasure.

Please share with me some examples where you see sustainability being operationalised in your organisation.



Timothy Foote

Director Transportation and Network APAC at Asendia and Founder of Susymbio

Tim has worked in management positions at multiple MNCs for more than 25 years, gaining expansive expertise in logistical operations. Tim continues to craft delivery solutions for many e-commerce clients at Asendia. Once a regional Head of Go Green at DHL eCommerce, Tim now works for customers to decarbonize their logistics by managing Asendia's 100% carbon-neutral network.

To further promote a net zero future for the logistics industry, Tim created MOVE GREEN. This is a movement committed to greening the logistics industry during this time of transformation. Please join the companies making a pledge to become net zero by going to Susymbio.com for more details.



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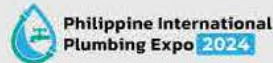
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Cross-border investments in Asia-Pacific are projected to rise by more than 33% in H2 2024.

By Knight Frank

Cross-border investments in Asia-Pacific are projected to rise by more than 33% in H2 2024. Australia to lead with a 129% increase in cross-border investment volumes for H2 2024

For the full year, Australia is expected to attract 36% of total cross-border capital, followed by Japan (23%), and Singapore (11%), placing them among the top three destinations.

Singapore, 30 July 2024: Knight Frank, a leading global property consultancy, forecasts a significant rebound in cross-border real estate investments in Asia-Pacific for the second half of 2024. According to the firm's latest research, Horizon Report III: Look Beyond the Norm, cross-

border investment volumes are expected to rise by more than 33% compared with the same period in 2023. The anticipated increase is largely driven by potential Federal Reserve rate cuts, which bode well for commercial real estate investments.

Christine Li, Head of Research at Knight Frank Asia-Pacific and author of the report, says, "Historical analyses of previous crises, including the Global Financial Crisis, the Chinese economic slowdown, and the Covid-19 pandemic, demonstrate that transaction volumes in the region typically normalise within 30 months. Currently, we are in the 24th month of the high-interest-rate-induced downturn, suggesting the second half offers a prime investment window for undervalued assets. Early indicators of recovery are already observed in Australia and South Korea."

Australia is projected to be the top destination for cross-border investment volumes in the second half of 2024, representing a 129% increase from the same period a year ago. For the full year, Australia is expected to attract 36% of total cross-border flows.

Neil Brookes, global head, capital markets, Knight Frank, says, "Australia stands out as a prime destination for cross-border investments due to higher-than-average re-pricing compared to the rest of the region. While the adjustment may still have further to go, the gap between valuations and buyer sentiment has narrowed,

and the outlook for relative returns across asset classes is shifting back in favour of offices. The substantially higher capitalisation rates in Australian offices mitigate near-term risks and pave the way for strong risk-adjusted returns, which attract international investors."

In Q2 2024, Australia received US\$1.9 billion worth of international capital, a 2.5-fold increase compared with Q1 2024, signalling renewed confidence among foreign investors.

The office sector was the main driver of this rise, accounting for 63% of total transactions, highlighting the enduring appeal of Australian commercial real estate to international investors, especially those from Japan. Mitsui Fudosan's acquisition of a 66% stake in 55 Pitt Street for US\$879.4 million was a standout transaction. This significant transaction not only highlights the continued interest of Japanese investors in Australian commercial assets but also reinforces Australia's position as a top destination for cross-border real estate capital in Asia-Pacific.

Neil adds, "The second half of 2024 is expected to witness a narrowing bid-ask spread, which should encourage more deal-making activity as cross-border investors reappraise this new outlook. Japanese investors have shown a strong appetite for Australian commercial property assets, exemplified by Mitsui Fudosan's recent acquisition.

This pattern is expected to persist as Japanese firms continue their hunt for higher-yielding assets in overseas markets."

Japan to attract 23% of total cross-border flows in 2024

International investors are gradually re-entering the Japanese market, capitalising on favourable long-term prospects. This is most evident in established players seeking opportunities in prime locations and high-quality assets that offer stable yield spreads. For instance, BentallGreenOak acquired Honmachi Garden City in Osaka, a mixed-use building, from Sekisui House REIT for US\$422.9 million in May 2024. The deal cap rates at 3.0% for the hotel component and 3.4% for the office component reflect the premium placed on well-located, high-quality assets in Japan's major cities.

While the living sectors continue to draw investors' interest, cap rate compression has led to investors' increased selectivity in multifamily asset acquisitions. Interestingly, some investors are expanding their focus to include the senior living sector. This shift is strategic, capitalising on Japan's demographic trends towards an ageing population.

Neil notes, "We expect 23% of the total cross-border flows to target Japan in 2024. As Japanese companies accelerate the shedding of property assets, and more motivated sellers are unlocking extensive opportunities in the country.

Japan remains a safe spot for global capital due to the Bank of Japan's cautious approach. The Central Bank monitors market conditions, prioritising sustainable wage growth and moderate inflation before significant rate hikes. A short-term 10-30 basis point rise is possible with minimal impact on value-add players.

Singapore maintains appeal with 11% of total cross-border trade.

Despite a general retreat from both domestic and international investors, Singapore's real estate market continues to demonstrate healthy appeal to global capital. In H1 2024, cross-border investments accounted for a substantial 48% of total real estate investment volume, surpassing the 10-year average of 43%. Although both domestic and international investors retreated, the proportion of cross-border capital remained substantial at 48% in H1 2024, exceeding the 10-year average of 43% and indicating that Singapore continues to attract significant cross-border investment.

Total cross-border volume amounted to US\$756.8 million in Q2 2024, supported mainly by PAG's acquisition of Mapletree Anson, an office building, from Mapletree Pan Asia Commercial Trust for US\$567.5 million. Overall investment activity increased by 63.8% compared with the same period a year ago.

Christine adds, "Interest in Singapore's real estate assets can be attributed

to its macroeconomic stability, business-friendly environment, and politically neutral stance, which persistently instill confidence in investors seeking portfolio diversification and wealth preservation. This positions Singapore at third place in capital flow predictions for the Asia-Pacific region in 2024, attracting about 11% of the cross-border capital."

These factors not only highlight Singapore's appeal but also reflect broader trends in the Asia-Pacific investment landscape. For 2024, the office sector is expected to attract the most cross-border investment volume at 30%.

Asia-Pacific investment volume by sectors

Office: 30% of all transaction volumes

Australia and Japan are forecast to experience a rebound, with full-year volumes nearly doubling from 2023 levels.

Singapore is expected to receive 15% more volume from this sector this year.

Greater China may witness significantly lower volumes in 2024 than in previous years.

Industrial: 29% of all transaction volumes

Expected to recover to below 5-year average (2028-2022)

Greater China volumes are projected to fall by over a third year-on-year in 2024, making it

the lowest since 2018. India is set to achieve its second-best year after 2021.

Activity in Singapore is expected to rise above the long-term average, similar to the peaks seen in 2017/2018.

Living: 18% of all transaction volumes

Projected to recover to above 5-year average (2018-2022)

Top locations are Japan, Australia, and Greater China.

Australia is expected to see its best year on record.

Despite Q2 2024 cross-border volume reaching US\$6.2 billion, which is nearly one-third lower than the same period in 2023, the slowing rate of decline suggests that the market may be approaching its trough. Combined with the anticipated Federal Reserve interest rate cuts in September and December, these factors contribute to a more conducive investment environment.

Christine adds, "Cross-border investments have experienced a harsh retreat since interest rates started to hike aggressively in the second half of 2022. With yields not expanding fast enough and assets still being repriced, investors have exercised caution, focussing on opportunities within their national boundaries rather than pursuing ventures in foreign markets."



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SeaLead Announces Board of Directors and Global Chief Executive Officer to Propel Growth

By SeaLead

SeaLead, a fast-growing global shipping line, today announced a series of strategic appointments at a time of continued growth and expansion in strategic regions, having achieved its operational goals both in terms of business performance and financial result, and increased its market share through expansion of new routes and connections in the container shipping markets regionally and globally.

SeaLead has appointed a five-member Board of Directors to provide strategic guidance and oversee the company's ambitious growth plans. The Board brings a wealth of expertise, with a combined 180 years of industry experience, a testament to the calibre of its leadership. The board consists of:

At the inaugural meeting of the Board of Directors, two resolutions were passed: Mr. SC Chan has been appointed as Chairman of the Board of Directors, and Mr. Suleyman Avci as Global Chief Executive Officer.

Mr. Chan is a seasoned maritime executive with over 35 years of industry experience. He started his career at sea and qualified as a master mariner in 1987 before joining OOCL where he held various positions, including the role of Regional Managing Director of OOCL Singapore. He also served as the Chief



Executive Officer of China Sonangol Group, which operated across a wide range of sectors including oil and gas, industrial infrastructure, mining, real estate, commodities, and transportation.

Commenting on his appointment, Mr. SC Chan, Chairman, SeaLead said; "I am honoured to take on this role at such a pivotal time for SeaLead. With our renewed focus and strategic direction, I am confident that we will continue to deliver exceptional value to our customers and stakeholders."

Speaking on the appointment of the Board of Directors, Mr. SC Chan added, "We are privileged to welcome such an accomplished group of professionals to our Board of Directors. Their combined expertise and strategic vision will be invaluable as we navigate the evolving landscape of the global shipping industry. This diverse and experienced board will play a crucial role in guiding SeaLead towards sustainable growth."

Mr. Suleyman Avci, Global Chief Executive Officer of SeaLead, brings over three decades of industry experience. Prior to joining SeaLead as Vice President of Global Trade Management and Managing Director for Europe and Mediterranean, he held several senior leadership roles, including Managing Director of Arkas Line, Chief Business Development Officer at Arkas Group, and Chief Operating Officer at MAS Shipping in Dubai, United Arab Emirates. Commenting on his new role, Mr. Suleyman Avci said, "I look forward to taking SeaLead into its next chapter of growth, leveraging our robust financial position and strategic partnerships to continue our expansion into strategic regions, build strong teams under capable leadership, and strategically timing our investments to enhance our asset base."

As part of its commitment to growth, SeaLead has inaugurated a new office in Singapore headquarters. The move provides a modern, collaborative environment that reflects the company's forward-thinking approach

and accommodates its expanding team.

"Our new office marks an important step for SeaLead," Mr. Avci added. "It will serve as a central hub for our global operations, encouraging creativity and collaboration among our team." The recent ownership change to Eurasia Capital, HCP Investments, Access Capital Funds, and Saral Incorp. VCC SubFund has significantly strengthened SeaLead's financial position and strategic outlook, providing SeaLead with enhanced governance structures, access to global capital markets for strategic investments, and deep industry knowledge and expertise.

Amid an ever-evolving shipping industry landscape, SeaLead is well-equipped to meet growing customer needs with a strong management team, backed by a solid financial position, and state-of-the-art facilities, maintaining high standards of service, innovation, and customer satisfaction.



SeaLand Leadership Profiles



Mr. Joachim Schlotfeldt
Board Member, SeaLead

Mr. SC Chan brings over 35 years of maritime-related experience, beginning his career at sea and earning his master mariner qualification in 1987. He then joined OOCL, where he held various positions, including Regional Managing Director of OOCL Singapore, overseeing operations across more than 30 countries in Southeast Asia, Africa, South Asia, and West Asia. Mr. SC Chan also served as Chief Executive Officer of China Sonangol Group, leading the company in diverse sectors such as oil and gas, industrial infrastructure, mining, real estate, commodities, and transportation.



Mr. Joachim Schlotfeldt
Board Member, SeaLead

With over 40 years of experience in the maritime industry, Mr. Joachim Schlotfeldt began his career at Hapag-Lloyd in 1979. He held key roles across various regions, including Hamburg, Taiwan, Japan, Singapore, Spain, Portugal, and China. He served as Managing Director for Asia region (headquartered in Singapore) Europe region (headquartered in Hamburg). Between 2018 to 2022, he was a Member of the Executive Board of Hapag-Lloyd AG, overseeing personnel, procurement, and processes.



Mr. Kim Young So
Board Member, SeaLead

Mr. Kim Young So has a rich background in business and finance, starting his career with KPMG Korea as a Senior Consultant and then moving to Banque Paribas as a Manager in corporate banking in 1989. He joined Dow Chemical Korea Ltd in 1992 as a Credit Manager and became Treasurer in 1994. In 1996, he was appointed as General Manager at Hanjin Shipping Co. Ltd., and later promoted to Regional Managing Director for Southeast and West Asia. Since 2009, he has been the Executive Managing Director of Braintrust Partner Co., Ltd. Mr. Kim also served on the Board of Directors of Westport Holdings, Malaysia, for 9 years until 2023.



Capt. Subhangshu Dutt
Board Member, SeaLead

Captain Subhangshu Dutt has over three decades of experience in the shipping industry. He is currently the Director of OM Maritime Pte Ltd. in Singapore, focusing on consultancy, education, and shipbroking. Previously, he was Director of Krishnapatnam Port Pte Ltd. and Chief Executive Officer / Director of Pacific Shipping Trust, where he led the company through a successful IPO in 2006. He also held senior management roles at Pacific International Lines. Captain Dutt is Chairman of the Institute of Chartered Shipbrokers (Singapore branch) and has held various significant positions in industry bodies.



Mr. Martin Kaalund
Board Member, SeaLead

Mr. Martin Kaalund has over 20 years of experience in financial management, business leadership, and corporate strategy. Since 2020, he has served as Global Chief Financial Officer of House of Shipping in Dubai, overseeing finance functions including accounting, audit, treasury, and investor relations. Previously, he was Chief Executive Officer and Chief Financial Officer at B-Eye Solutions LLC, VicePresident - Accounts for United Arab Shipping Company (UASC), and Chief Financial Officer UK & Ireland for Maersk Logistics / DAMCO Group. Earlier in his career, he held finance management roles with Maersk Line and Maersk Group. Martin holds a Master of Science and a Bachelor of Science in Business Administration and Commercial Law from Copenhagen Business School, and a Diploma in Financial and Management Accounting (ACCA) from UAE.



Mr. Suleyman Avci
Board Member, SeaLead

Suleyman Avci has over 30 years of experience in the maritime industry. Suleyman was the Managing Director of Arkas Line before taking on the role of Chief Business Development officer at Arkas Group and subsequently as Chief Operating Officer in MAS Shipping in Dubai, UAE, before joining SeaLead as Vice President of Global Trade Management and Managing Director for Europe and Mediterranean. Suleyman holds a bachelor's degree in Electronics Engineering from Turkish Naval Academy.



Founded in 2017, SeaLead is a prominent service provider in the global container shipping market, with headquarters in Singapore and regional offices in China, Turkey, India, UAE, the United States, the Philippines, Malaysia, and South Korea, and agencies covering key markets. SeaLead is an institutional investor-owned global shipping line, boasting a presence in 47 locations and operating across 77 ports globally. For more information, please contact SeaLead Media at media@sea-lead.com or visit the SeaLead website. For the latest news and insights, follow SeaLead on LinkedIn.

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