

LogiSYM

The Magazine for Supply Chain Executives

JUNE-JULY 2025

**SECURING THE CHAIN: A
COMPREHENSIVE APPROACH
TO SUPPLY CHAIN SECURITY**

BY KIM WINTER

**SUPPLY CHAIN RISK
MITIGATION AS THE NEW
FRONTIER IN CORPORATE
CYBERSECURITY DEFENSE**

BY DR. SHEREEN NASSAR

**NAVIGATING TRADE SHIFTS
TO BUILD A RESILIENT
SUPPLY CHAIN FOR ASIA**

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HURDLES IN AN ERA OF
TARIFFS: STRATEGIES
AND APPROACHES**

BY ASHIMA TYAGI

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LOGISTICS**

BY TIM FOOTE

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The Official Journal of The
Logistics & Supply Chain
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**Supply Chain Security.
Physical Asset, Cybersecurity
and Surety of Supply**

JUNE-JULY 2025

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From the Editor

Welcome to the June/July Edition of LogiSYM Magazine. The industry has hit the mid-point of the year at pace and with no hint of slowing down. During May the LogiSYM APAC 2024 Symposium, held in conjunction with CeMAT South East Asia, successfully concluded with over 40 speakers in more than 30 panels, workshops and master-classes, with more than 450 registrations from 21 Countries. With the theme for this year's symposium—"Digital, Sustainable and Secure: Empowering Supply Chain Agility and Efficiency"—challenging the Logistics and Supply Chain Community to not just respond, but to lead; to focus on flow—of goods, of data, of knowledge, and of trust. This is how we will build resilient, responsible, and responsive supply chains for the region, and globally.

This month, our contributors explore Supply Chain Security. Physical asset, Cybersecurity & Surety of Supply. Kim Winter opens the issue with a comprehensive examination of supply chain security, integrating physical asset protection, cybersecurity, and surety of supply into a unified risk management strategy. From GPS-enabled transport protocols to quantum-resistant encryption and digital twins, his article underscores the strategic importance of securing the entire chain—physical, digital, and operational.

Building on that foundation, Dr. Shereen Nassar reframes cybersecurity not as an IT silo but as a vital pillar of logistics risk mitigation. Her analysis highlights the growing sophistication of cyber threats and the vulnerability of third-party providers, calling for integrated digital risk mapping, vendor assessments, and Cybersecurity-as-a-Service to fortify the supply ecosystem. This is an important discussion - our supply chains are digital, but trust is analogue. From API vulnerabilities to ransomware risks, cybersecurity must be viewed as a supply chain continuity priority, this is absolutely NOT just an IT function - requires caution because cyber-security companies have shown disrespect for the Supply Chain function and responsibility.

Ingrid Sidiadinoto of UPS offers a forward-looking perspective on trade and supply chain resilience across Asia. She illustrates how diversification, digital visibility, and end-to-end orchestration—along dimensions like flexibility, connectivity, and redundancy—are key to navigating today's geopolitical and economic volatility.

Ashima Tyagi of SP Global tackles the increasingly complex procurement landscape shaped by new U.S. tariff structures. With the declining feasibility of "China Plus One," her article explores shifting toward regional trade hubs, adopting tariff engineering, and embedding dynamic pricing and contract clauses to mitigate uncertainty and cost volatility.

The latest in "Green Corridor" by Tim Foote invites us to imagine the road to net-zero emissions in logistics. His roadmap-based approach to



The Editor's Message

sustainability planning provides a visual and structured methodology for driving emissions reductions through fleet transitions, energy reform, and packaging innovation—anchored in business reality but oriented toward future impact.

Heading into the second half of the year and LogiSYM is gearing up for events in Malaysia (27 August, 2025), Philippines (17-18 September, 2025), Thailand (15-16 October, 2025), and Indonesia (27 November, 2025) – looking forward to strengthening the Logistics and Supply Chain community Asia, and hoping you can join us.

Brett Marshall

Editor-In-Chief of LogiSYM Magazine



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LSCMS PRESIDENT'S MESSAGE

Time flies when you're having fun.

In a blink we've reached the midpoint of 2025; the logistics and supply chain industry continues to operate in a world where uncertainty is the only certainty. The shifting geopolitical and economic landscape, evolving cyber threats, and the urgency of climate action have all redefined the strategic priorities for our sector. This month's issue of LogiSYM highlights how the industry is responding to these challenges—not reactively, but with resilience, foresight, and innovation.

We begin with a critical lens on **supply chain security**, where Kim Winter provides a comprehensive perspective on safeguarding physical and digital assets. His article, *Securing the Chain*, reminds us that resilience starts with visibility, vigilance, and verifiable controls. In parallel, Dr Shereen Nassar explores the convergence of **cybersecurity and logistics**—a theme that is no longer niche but central to boardroom conversations. As she notes, cyber risk mitigation must now be embedded into the fabric of supply chain governance.

On the trade front, Ingrid Sidiadinoto dives into Asia's emerging role in global commerce. Her piece articulates how businesses can adapt to **trade realignments** and leverage Asia's dynamism to build stronger, more agile supply chains. Ashima Tyagi then takes us into the realm of procurement strategy, navigating the complexities of tariffs and price volatility with data-led approaches that allow companies to move from reactive buying to proactive planning.

Rounding out this month's edition, Tim Foote outlines practical and scalable strategies for achieving **green logistics**—from decarbonisation roadmaps to collaboration models that balance cost, compliance, and carbon.

Together, these articles reflect the ongoing transformation of our industry—not just to survive today's disruptions but to thrive in tomorrow's world. I encourage you to engage with the insights shared and to continue building a community that embraces change with clarity and confidence.

Raymon Krishnan, FALA, FCILT, CLP

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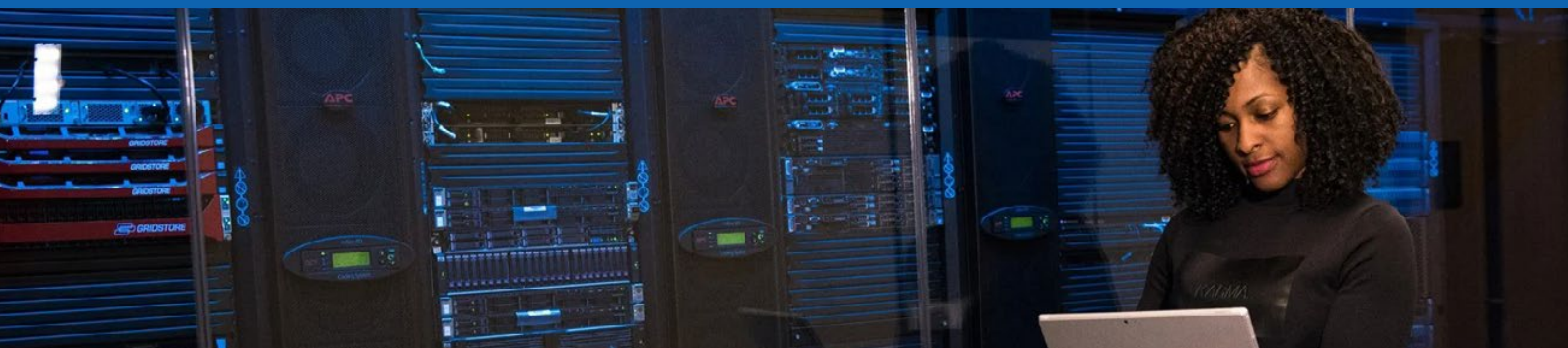
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Securing the Chain: A Comprehensive Approach to Supply Chain Security

By Kim Winter
Founder & Group Managing Director
at Logistics Executive Group

In today's globalised and hyper-connected world, supply chains are more complex—and more vulnerable—than ever. From physical theft and cyberattacks to geopolitical disruptions and supplier insolvency, risks are no longer isolated events; they are systemic threats that can cascade across entire value chains. Supply chain security, once treated as a back-office concern, is now a board-level priority.

To navigate this era of heightened volatility, logistics and supply chain executives must take a holistic approach to security—integrating physical asset protection, cybersecurity, and surety of supply into a cohesive risk management strategy. This article explores the core pillars of supply chain security and offers insights into how companies can protect operations, brand reputation, and customer trust.

1. Physical Asset Security: Protecting the Tangible Chain

Physical security remains a cornerstone of supply chain protection. It encompasses the safeguarding of assets such as goods in transit, inventory in warehouses, infrastructure, and personnel involved in the logistics

process. Physical threats include theft, pilferage, tampering, vandalism, and even terrorism.

Key Threats:

- **Cargo Theft:** High-value goods such as electronics, pharmaceuticals, and luxury items are prime targets, particularly at unsecured ports, depots, or en route.
- **Tampering and Counterfeiting:** Compromised cargo can lead to legal liabilities and reputational damage, especially in food and pharmaceutical supply chains.
- **Insider Threats:** Employees or contractors with access to facilities may become sources of risk if proper vetting and monitoring are not in place.
- **Infrastructure Sabotage:** Disruption of warehouses, distribution hubs, or utility systems can paralyse operations.

Best Practices:

- **Access Control and Surveillance:** Deploy CCTV, motion sensors, and biometric access systems to monitor critical facilities.
- **Tamper-Evident Seals and Smart Locks:** These technologies deter theft and provide traceability in case of

breaches.

- **Secure Transport Protocols:** Use GPS-enabled fleet tracking, geofencing, and driver authentication to protect goods on the move.
- **Background Checks and Training:** Vet personnel and train employees to identify and report suspicious activity.

Executive Insight:

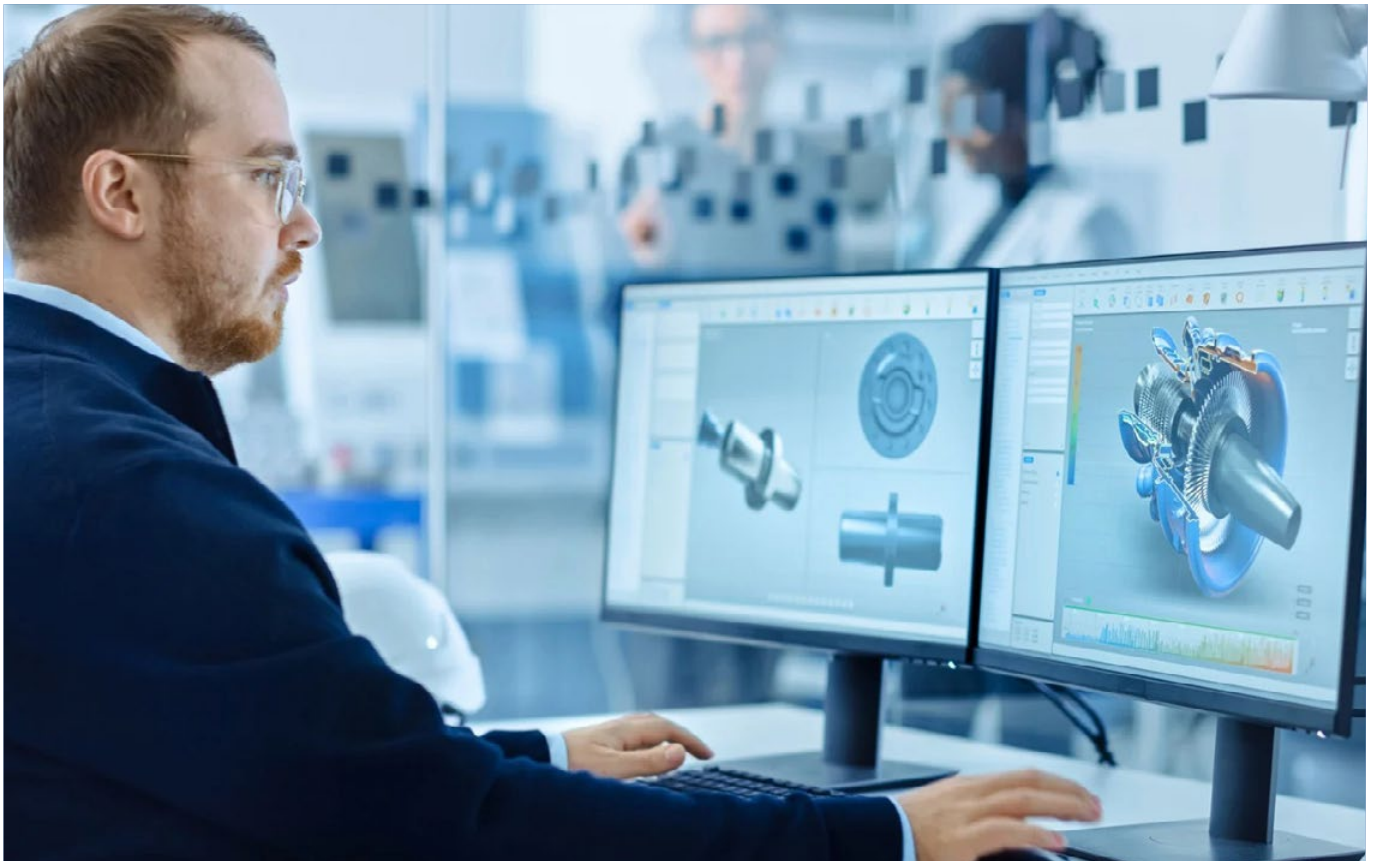
Leaders must prioritise physical security investment not just for loss prevention, but for compliance, customer confidence, and insurance viability.

2. Cybersecurity: The Digital Backbone at Risk

With the rise of digital supply networks, cybersecurity has become equally—if not more—critical than physical security. Logistics and supply chains rely on a host of interconnected systems: ERP platforms, warehouse management systems (WMS), transportation management systems (TMS), and IoT devices, all of which can be vulnerable to cyber threats.

Common Threats:

- **Ransomware Attacks:** These can halt operations, lock down systems, and demand crippling payouts.
- **Phishing and Social**



Engineering: Human error remains the weakest link in many organisations.

- **Third-Party Breaches:** Compromised suppliers or service providers can serve as a backdoor into a company's network.
- **Data Theft and Espionage:** Customer data, trade secrets, and proprietary algorithms are valuable targets.

Case in Point:

The 2021 ransomware attack on Colonial Pipeline in the U.S. led to a shutdown of critical fuel supplies, highlighting how cyber breaches in logistics can have national-level implications.

Best Practices:

- **Zero Trust Architecture:** Assume that threats can come from inside and outside the network. Verify everything and everyone.
- **Endpoint Security and Encryption:** Protect every device and data flow across the supply chain ecosystem.
- **Regular Audits and Penetration Testing:** Identify and fix vulnerabilities before attackers exploit them.
- **Employee Cyber Hygiene Training:** Educate staff on password policies, phishing recognition, and secure data handling.

Supplier Cyber Risk

Management:

Executives must ensure that cybersecurity extends beyond internal systems to include supplier networks.

This includes:

- Requiring vendors to adhere to cybersecurity standards (e.g., ISO/IEC 27001).
- Conducting risk assessments before onboarding.
- Contractually mandating breach notification timelines.

3. Surety of Supply: The Strategic Pillar

Even with robust physical and cyber protections in place, the supply chain is only as strong as its weakest node. The

surety of supply refers to the confidence that a company can continue to access materials, components, or services as needed—especially during disruption.

Common Disruptors:

- **Geopolitical Tensions:** Trade wars, sanctions, and embargoes can restrict access to key suppliers or markets.
- **Natural Disasters and Pandemics:** COVID-19 exposed the fragility of global supply lines, from semiconductor shortages to port congestion.
- **Financial Distress of Suppliers:** Insolvent vendors can collapse without notice, leaving critical gaps.
- **Single-Sourcing Risks:** Heavy reliance on one supplier or region can result in catastrophic downtime.

Strategies to Enhance Surety:

- **Multi-Sourcing:** Establish multiple suppliers across geographies to reduce concentration risk.
- **Inventory Buffers and Safety Stock:** Build strategic reserves for high-risk or high-value items.
- **Supplier Financial Monitoring:** Use AI and analytics to assess the financial health and

operational stability of key partners.

- **Contract Flexibility:** Ensure procurement contracts include clauses for alternate sourcing, expedited shipping, and crisis terms.

Emerging Tools:

- **Digital Twins and Scenario Modelling:** Simulate “what-if” scenarios to evaluate the impact of supply disruptions and test contingency plans.
 - **Blockchain for Provenance Tracking:** Improve visibility and traceability to ensure authenticity and compliance across the supply chain.
- Government and Regulatory

Engagement:

Proactively engaging with regulatory bodies, customs agencies, and trade associations can help secure priority access during national emergencies and policy shifts.

4. Integrating the Security Pillars: A Unified Strategy

The intersection of physical, digital, and strategic security domains necessitates an integrated approach. Siloed risk management practices lead to blind spots and inefficiencies. Modern supply chains require security orchestration—a framework

that unifies detection, prevention, and response across all layers.

Recommendations for

Executives:

a. **Establish a Chief Supply Chain Security Officer (CSCSO):** Assign a senior executive to oversee physical, digital, and operational risk in a coordinated manner.

b. **Conduct End-to-End Risk Assessments:** Map the supply chain, identify single points of failure, and conduct regular stress tests to evaluate preparedness.

c. **Adopt a Risk-Based Segmentation Model:** Segment suppliers, routes, and facilities based on risk profile. High-risk nodes get deeper security protocols and closer monitoring.

d. **Invest in Supply Chain Intelligence Platforms:** Real-time dashboards and AI-driven alerts enable faster, data-backed decisions in crisis situations.

e. **Promote Cross-Functional Collaboration:** Security must be embedded across departments—IT, operations, procurement, finance, and compliance—to ensure a unified response.



5. The Human Factor: People as Both Risk and Asset

People are central to any supply chain—whether they're drivers, operators, engineers, or executives. They are also often the biggest security vulnerability. But with training and engagement, they can become the strongest line of defence.

Human Risk Mitigation:

- Access Governance: Only grant system or site access to those who need it.
- Training & Awareness: Run regular simulations and education campaigns on threat detection.

- Whistleblower Channels: Encourage reporting of suspicious activity through safe, anonymous platforms.
- Leadership Imperative: Security culture starts at the top. Executives must champion risk awareness, fund security initiatives, and create accountability for safety protocols across the organisation.

6. Looking Ahead: The Future of Supply Chain Security

As AI, automation, and digital platforms continue to evolve, so too will the threats—and opportunities—in supply chain security.

Trends on the Horizon:

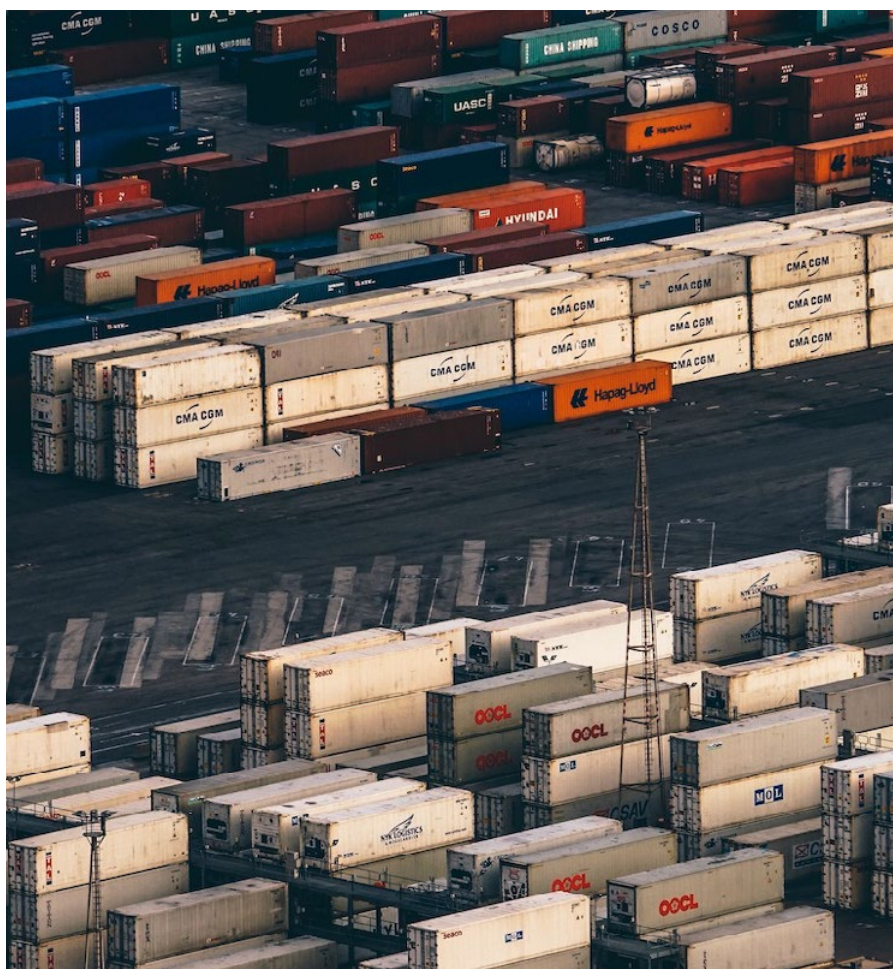
- AI-Powered Threat Detection: Machine learning algorithms will detect anomalies in logistics patterns in real-time, enabling early intervention.
- Cyber-Physical Convergence: Security solutions will simultaneously monitor both digital and physical events—e.g., correlating warehouse break-ins with system log anomalies.
- Quantum-Resistant Encryption: With the advent of quantum computing, companies will need to adopt new cryptographic standards to protect supply chain data.
- ESG-Driven Security:

Investors and regulators will increasingly require companies to demonstrate ethical sourcing, risk controls, and social safeguards in their supply chain practices.

Conclusion: Securing Resilience in the New Era Supply chain security is no longer just about locks and firewalls. It is about resilience—the ability to withstand, adapt, and recover from any disruption, whether it's a cyber breach, a port shutdown, or a supplier bankruptcy.

By addressing physical security, cybersecurity, and surety of supply in a unified strategy, supply chain leaders can build networks that are not only secure, but also agile and future-proof.

The next disruption is not a matter of if, but when. The most successful companies will be those that prepare today—investing in comprehensive supply chain security to protect their assets, their data, and ultimately, their customers.



Kim Winter

Founder & Group Managing
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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, a regular contributor to industry media, a professional Master of Ceremonies, and is frequently invited to chair or 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.



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Supply Chain Risk Mitigation as the New Frontier in Corporate Cybersecurity Defense

By Dr. Shereen Nassar

Global Director of Logistics Studies and Director of
MSC Logistics and Supply Chain Management Suite
at Heriot-Watt University Dubai

In today's global economy, supply chains have grown into vast, complex ecosystems that transcend borders, industries, and digital infrastructures. While natural disasters, political instability, and material shortages remain traditional threats, there is now a more insidious and rapidly growing danger of cybersecurity risk as one of the top priority risks. According to Global Cybersecurity Outlook 2025¹, a complex cyberspace characterised by geopolitical uncertainties, widening cyber inequity and sophisticated cyberthreats, leaders must adopt a security-first mindset

The digital transformation of logistics from warehouse automation to transportation management systems has significantly enhanced efficiency. However, it has also created numerous cyber

vulnerabilities that can impact a company's operations and the entire supply chain it depends on. Businesses must treat cybersecurity not as a separate IT function but as an integral part of their overall supply chain risk mitigation strategy.

The new face of supply chain disruption

Historically, risk mitigation in supply chains focused on physical disruptions, port delays, factory shutdowns, or labour strikes. Today, a ransomware attack on a single logistics provider or freight forwarder can paralyse operations across multiple continents. A compromised email at a customs broker's office or software vulnerability in a route optimisation system can lead to data theft, financial loss, and delivery delays. One prominent

example is the 2017 NotPetya cyberattack, which disrupted Maersk, one of the world's largest shipping companies. The attack originated through Ukrainian accounting software used by a partner company. As a result, Maersk had to reinstall thousands of servers and computers, with damages estimated at USD 300 million. This incident exposed how digital risks in logistics are not just technical, but are strategic threats.

Supply chains are increasingly digital, interconnected, and reliant on third-party service providers, making them prime targets for cybercriminals. Logistics firms often share sensitive data with carriers, customs authorities, suppliers, and software vendors. Each connection presents a potential entry point for attackers. Moreover, smaller third-party





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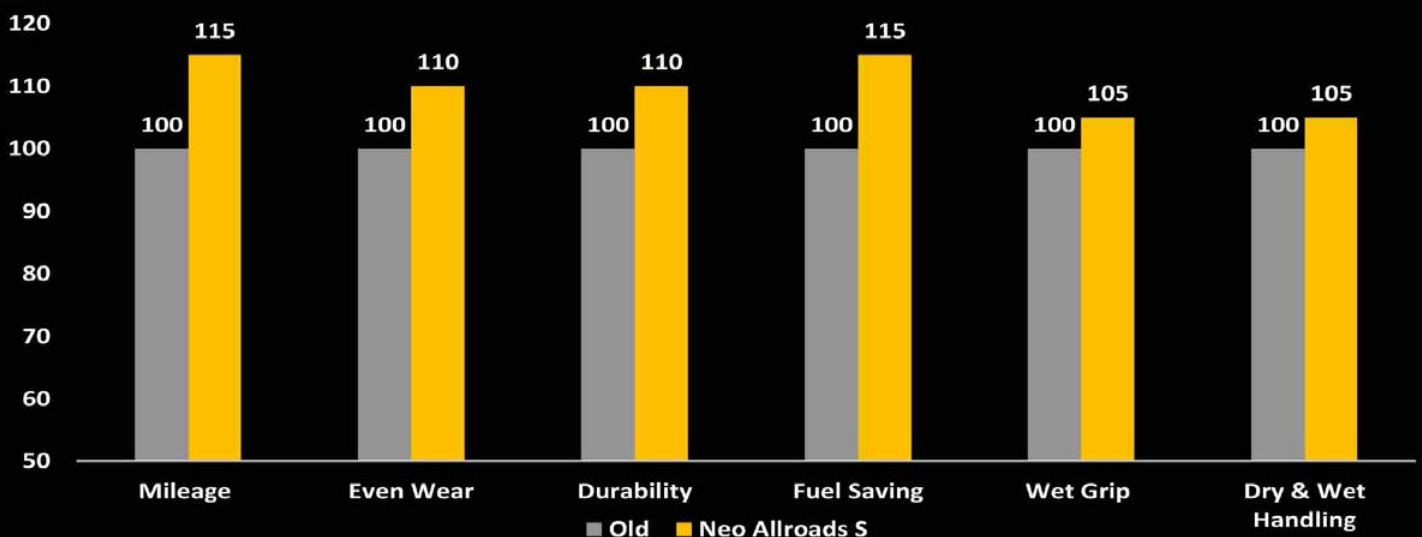


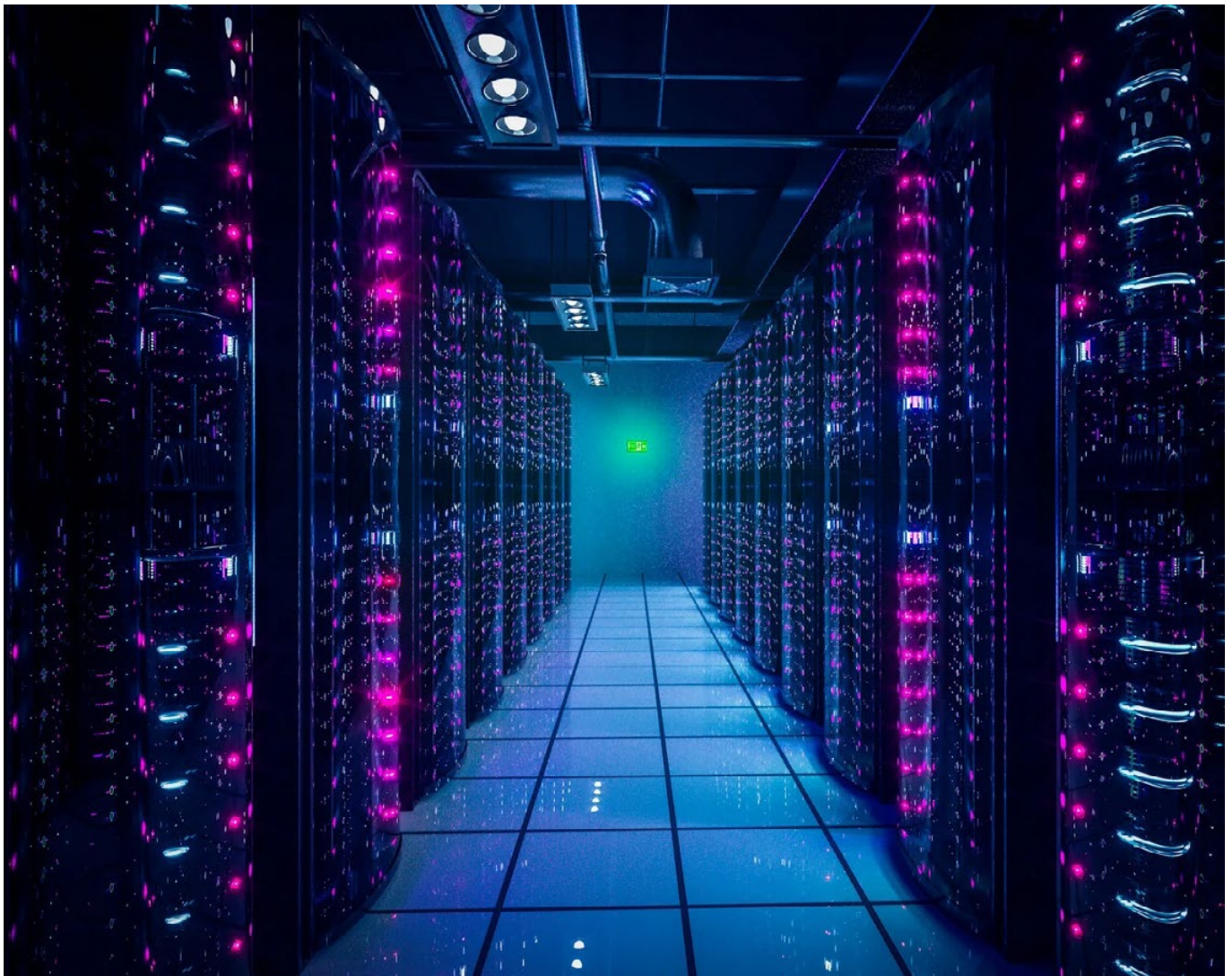
Safety



Durability

Performance Improvement





logistics providers (3PLs) or subcontractors may lack the cybersecurity resources of large corporations. Attackers exploit these weaker links to access the larger network. The decentralised nature of modern logistics, while efficient, amplifies this exposure. It was reported that 71 per cent of cyber leaders at the Annual Meeting on Cybersecurity 2024 believe that small organisations have already reached a critical sloping point where they can no longer adequately secure themselves against the growing complexity of cyber risks.

As an essential part of the global economy, the logistics

sector is susceptible to numerous cybersecurity threats. Credential-stealing phishing attacks through deceptive messages can undermine phishing systems and operational processes. Ransomware disables important logistics functions through data encryption, leading to significant financial costs and reputational loss. Deliberate and unintentional insider threats incur risks of data breaches via misuse of access rights. Supply chain attacks focus on gaps or weaknesses in the transportation and distribution system to facilitate product modification or alteration, as well as delays in services. These threats

amplified by the sector's interconnectivity—demand proactive measures.

To effectively counter modern cybersecurity threats, businesses must broaden their understanding of logistics risk to include digital vulnerabilities and adopt a comprehensive, integrated mitigation strategy. Digital risk mapping is the starting point where firms pinpoint all digital interfaces and evaluate which stakeholders may have critical system and data access. In addition, vendor risk assessment focuses on some third-party providers like freight forwarders, warehouse personnel, and customs brokers who have data access

or system integration and evaluates their cyber security policies. Secure procurement policies are just as important, embedding security criteria in supplier choice, demanding pertinent certifications, and including breach and data protection specific clauses in contracts.

To improve resilience, companies must secure redundancy and devise business continuity strategies to guarantee operation during cyber interruptions. Since human error is a common vulnerability, training employees and partners is important for

fostering responsibility at all levels. Comprehensive monitoring within and beyond organisational boundaries enables early detection of threats while integration of real time alerts into logistics platforms can permit proactive incident management. Lastly, enabling smaller vendors to participate through shared tool, framework, or subsidised protection models of Cybersecurity-as-a-Service, reinforces each link in the network, thereby fortifying the entire supply chain's digital security.

As one of the world's leading courier delivery service

companies, FedEx has put strong cybersecurity protocols in place to protect its global logistics network. FedEx uses sophisticated encryption technology to protect sensitive information during transmission as well as while stored. Moreover, FedEx uses advanced network surveillance, intrusion detection systems, and other real-time threat detection technologies to neutralise FedEx network risks. FedEx has succeeded with cybersecurity due to the combination of modern technology, regular security assessments, and an active stance on risk intelligence. It





Cyber threats are now as much a part of supply chain management as inventory planning or transportation routing.

places the highest emphasis upon training of operational staff on cybersecurity protocols, coupled with a pronounced culture of vigilance.

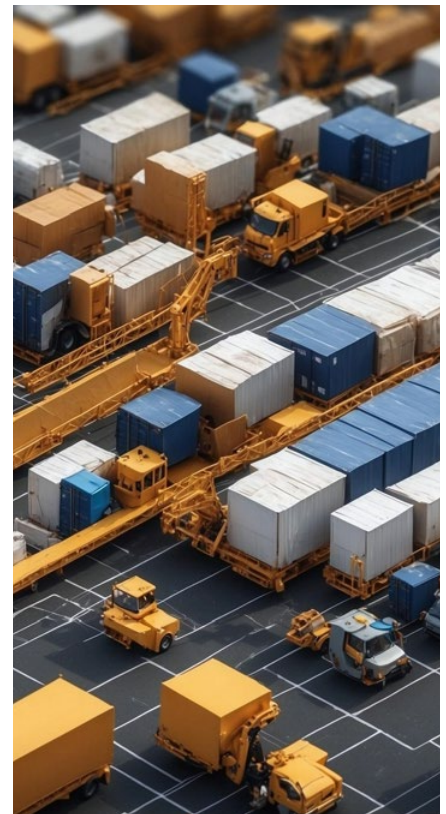
From operational risk to competitive advantage

Issues concerning cybersecurity in logistics have evolved from a simple compliance concern to a more sophisticated competitive factor. Companies embedding digital resilience into their supply chain frameworks are positioned to better sustain operations, enhance recovery speed, and forge more robust relationships with stakeholders. This also serves as a signal to investors, customers, and regulators that the business actively mitigates and adapts to

evolving risks. Cyber threats are now as much a part of supply chain management as inventory planning or transportation routing.

Logistics professionals must embrace cybersecurity as a core element of risk mitigation. The integrity of the global supply chain depends on physical assets and the strength of its digital infrastructure. To secure the future, businesses must ensure the links that connect them.

Sources: 'Global Cybersecurity Report 2025, World Economic Forum Insight Report January 2025, World Economic Forum (www.weforum.org)



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Dr Nassar's main research interest is sustainability and supply chain resilience. She has published a number of research papers and book chapters in areas such as automotive recall risk and social sustainable supply chain performance, sustainable maritime logistics, supply chain information security, contemporary disruptive business applications of blockchain technology, smart cities and implementation challenges.

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On July 9th, Armstrong & Associates, in partnership with The Logistics & Supply Chain Management Society and CargoNow, are hosting its annual 3PL Value Creation Asia Summit in Singapore. This year's event will bring together senior executives from third-party logistics providers and technology leaders to network and share cutting-edge concepts for achieving growth in 2025 globally and across Asia.

The 3PL Value Creation Asia Summit fosters progress by bringing thought leaders together to discuss the most important industry trends and issues (trade uncertainty, tariffs, the rise of post-COVID American business exceptionalism, cross-border e-commerce, and technological innovation) in an interactive and fully engaged way. This unique event represents an outstanding deep-dive into the operational, financial, and technological aspects of the global 3PL industry.

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Navigating Trade Shifts to Build a Resilient Supply Chain for Asia

By Ingrid Sidiadinoto,
Managing Director, UPS Singapore
and Malaysia





Resilience of a supply chain can be measured across five key dimensions – flexibility, visibility, connectivity, robustness and redundancy

It would be an understatement to say that businesses have had a lot to deal with in recent years. From the far-reaching impact of the Covid pandemic to the unpredictability of geopolitical tensions, the challenges of today are as complex as they are diverse.

But, as the old saying goes, with every challenge comes opportunity. And organisations that can build resilient supply chains will be best positioned to deal with future disruption.

The case for supply chain diversification

Firstly, it's impossible to talk about supply chain resilience without first talking about diversification. When we look back at the events of the last five to ten years, it's become clear that diversification is no longer optional, it's essential. You are all likely aware of the expression, 'do not put all your eggs in one basket' – well, it is

exactly the same with supply chains.

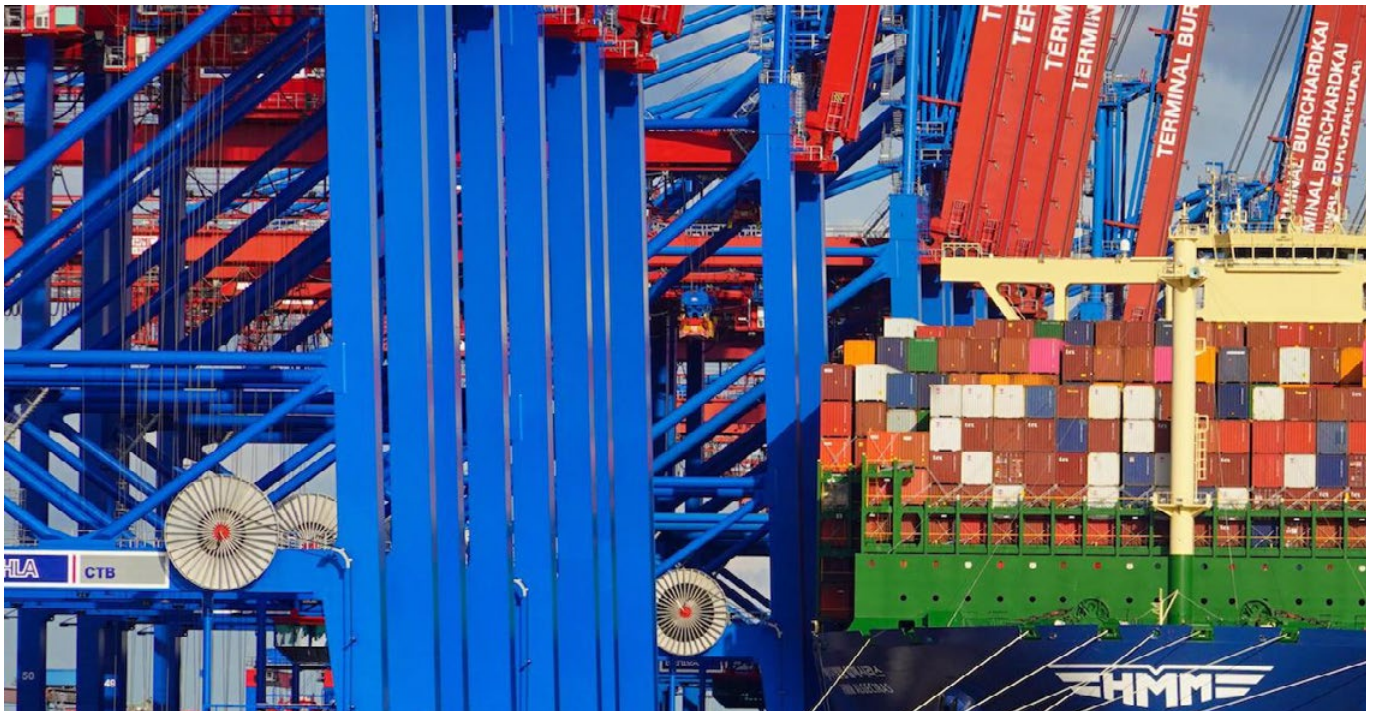
Whether you have heard it referred to as nearshoring, diversification, China Plus or something else, the facts are many companies are reviewing their business model and supply chain in order to become more resilient and protect themselves against future disruption.

This includes exploring alternative bases for manufacturing, shortening the distances between production and consumption and moving from the old just in time model to the new just in case model. Businesses are adopting multi-sourcing and multi-location strategies to mitigate risks associated with over-reliance on a single point of production. No one wants to be in a situation again where, if plan A fails, we are all scrambling around trying to find the keys to plan B.

And we have had a lot to navigate in the past few years. A lot of times where we have had to turn to that plan B, maybe even plans C and D. Trade conflicts, the pandemic, the blockage of the Suez Canal, war, disruption in the Red Sea shipping lanes, climate change, inflation, the availability of raw materials. It is not easy operating a business these days. It feels like we are constantly dealing with new and evolving challenges. The most recent example is, of course, tariffs.

Insights from the region

Earlier this year, we conducted a survey in eight of the leading Asia Pacific economies so that we could better understand and respond to our customers' concerns in relation to tariffs. The results showed that 53% of respondents are concerned about the impact on their business, and 45% said that they will consider raising the



price of their products. Some are looking at product mix changes; others are taking the 'wait and see' approach, while others are actually looking at price reductions through procurement and transportation mode shifts.

The truth is, there is no single 'right' answer, no silver bullet or one size fits all. Because the way each company operates is unique, the way to navigate every challenge will be too. We therefore recommend engaging with logistics experts to explore solutions that align with specific needs and strategic goals.

So, what does a resilient supply chain look like?

At UPS, we recently worked with the National Centre for Asia Pacific Economic Cooperation (NCAPEC) on a report that examines the state of supply chains within APEC countries.

That report shows that an

optimised supply chain is a resilient supply chain, and a resilient supply chain is one that can easily adapt, rebound, or recover when faced with the kind of shocks we have experienced over the last few years.

Worryingly, it seems most companies have yet to realise this. Our research shows that in key areas of diversifying products, suppliers, customers, and transportation options, up to 89% of businesses in the Asia Pacific are still not resilient.

The report says that the resilience of a supply chain can be measured across five key dimensions – flexibility, visibility, connectivity, robustness and redundancy.

- Flexibility helps businesses adjust their operations quickly to adapt to and minimise supply disruption. This could be in the form of backup transportation options or how you manage inventory;

- Visibility allows businesses to see exactly where any issues or weaknesses exist within a supply chain and even prevent problems before they happen. This often comes in the form of digital tools such as UPS Supply Chain Symphony, a unified cloud-based platform that integrates shipping, warehousing and inventory management;

- Connectivity means having stable and smooth interactions between every link in the supply chain. As a world-leading logistics integrator, we seamlessly manage the complete end-to-end delivery experience through a mix of air, ground, ocean, rail and digital services and solutions.

- Robustness means continuing to innovate, continuing to eradicate weaknesses and always preparing for the unexpected;

- And finally, redundancy: the ability to quickly move from plan A to plan B to allow

continuity of operations.

The key question you need to ask yourself is, the next time there is a major disruption to global supply chains, am I ready?

How UPS can help

UPS offers a range of solutions designed to strengthen supply chain resilience and reduce

operational risk:

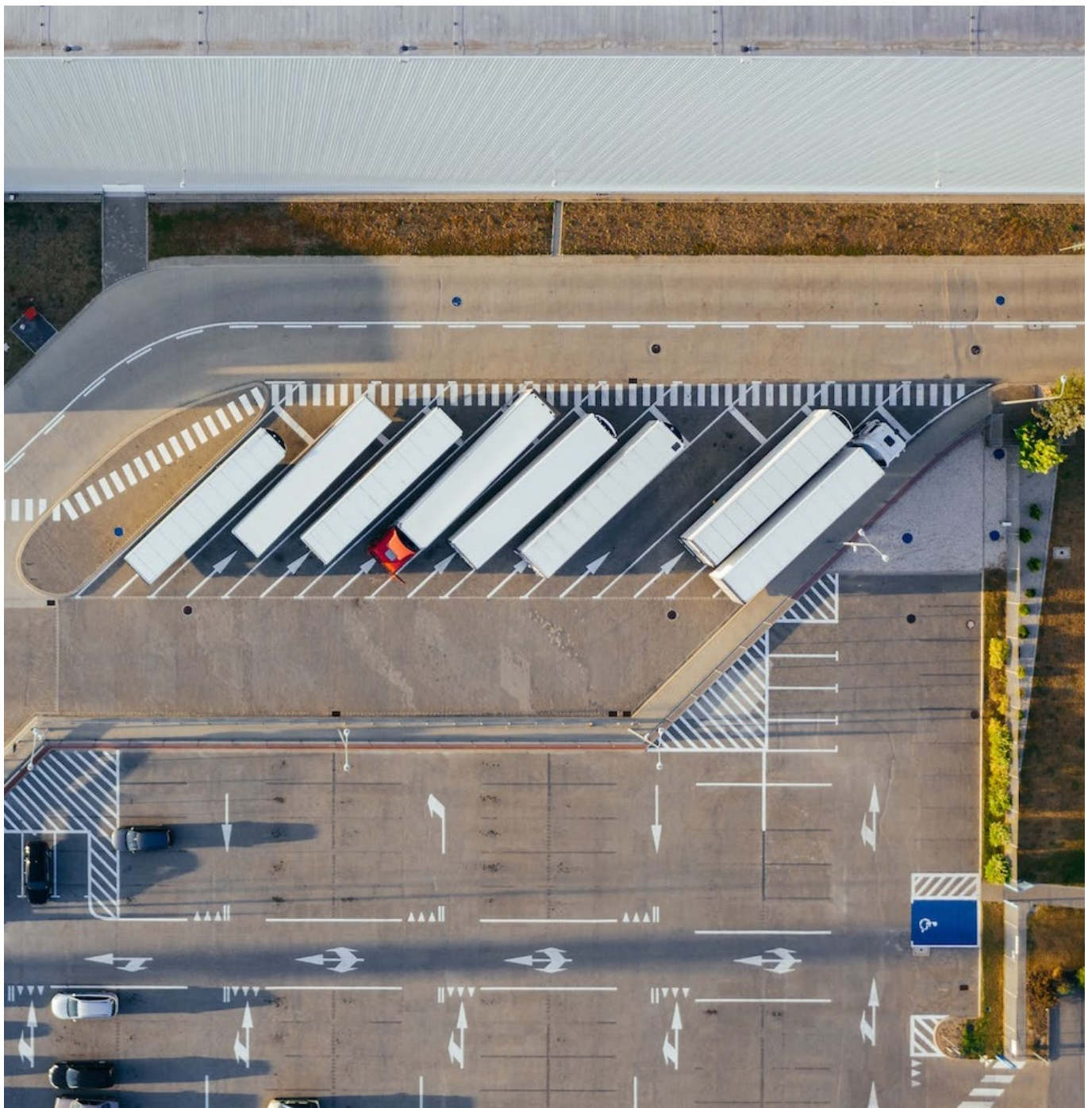
• **Supply Chain Optimization:**
From inventory and network planning to warehouse automation and transport mode selection, we help businesses identify efficiencies that deliver long-term savings

• **Smart Visibility Tools:**
Solutions like Intelligent Asset Tracking provide 24/7 monitoring of location,

temperature and humidity, crucial for industries like pharma and electronics

• **Packaging Solutions:**
We help minimise damage-related costs with packaging that's optimised for each product's journey

• **Global Checkout:**
Our AI-powered API that guarantees upfront the amount online shoppers pay





in duties, fees and taxes and eliminates the frustration of unexpected costs at delivery

• Supply Chain Symphony:

This end-to-end visibility solution allows businesses to orchestrate complex supply chains involving multiple carriers, forwarders and 3PLs, all from one interface

UPS is the world's largest package delivery company serving millions of small and medium-sized enterprises across the globe. We provide our customers with solutions for transporting packages and freight, facilitating international trade, and deploying advanced technology that can help companies efficiently navigate the world of business.

When a business chooses to partner with UPS, they instantly access a smart logistics network that serves more than 200 countries and territories worldwide; we are an airline that operates a fleet of over 570 aircraft; we are the world's largest customs broker with over 85 years' trusted experience helping our customers master the regulatory landscape available to them; we have almost 500,000 people around the

world who are dedicated to serving our customers, solving their problems and helping them succeed.

We have been operating across Asia Pacific for over 35 years, and here in Southeast Asia, we have an experienced team with strategically located facilities that allow us to continue delivering the services our customers need, even in the most challenging times.

If you'd like to find out more, we offer free virtual consultations where you can get expert analysis and learn ways to strengthen and optimise your supply chain, find new opportunities and discover new tools and solutions to set your business up for success.

Scan the QR code below to find out more, or contact your local UPS office.



Ingrid Sidiadinoto,
Managing Director, UPS
Singapore and Malaysia

Ingrid Sidiadinoto is the Senior Managing Director of UPS Singapore and Malaysia. In this role, Ingrid oversees all aspects of UPS's Express operations in both countries. Based in Singapore, she leads a team of several hundred people, driving business expansion in these two key Southeast Asian markets.

Ingrid began her career at UPS in the US in 1999, and over the years she has played a key role in the company's global reach strategy, scaling innovative local solutions worldwide while adapting global solutions to individual customer needs. She was also instrumental in UPS' supply chain shift initiatives, helping businesses improve their resilience and enhance sustainability of their supply chains.

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August 27, 2025

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A photograph of three business professionals in a meeting. A man in a dark suit and blue tie is seated in the center, looking down at a laptop. A woman in a dark blazer is leaning over his left shoulder, and a man with glasses in a blue blazer is leaning over his right shoulder. The background is a light blue wall with various digital overlays, including a world map, bar charts, and data points. The title of the article is overlaid on the bottom right of the image in white text.

Overcoming Procurement Hurdles in an Era of Tariffs: Strategies and Approaches

Ashima Tyagi

*Economics Associate Director, Pricing and Purchasing ,
Global Intelligence & Analytics,
S&P Global Market Intelligence, Singapore*



With President of the United States (U.S.) Donald Trump having marked his first 100 days in office in April, global procurement leaders are confronting a rapidly evolving environment characterized by increasing concerns over input cost escalation, possible supply chain disruptions and a risk of slowing growth across several economies. While there has been a relative easing of the geopolitical trade tensions in May, especially between the U.S. and mainland China, companies still need to reshape their supply chain strategies in real time and adapt swiftly to this new reality where uncertainty prevails. The interplay of rising protectionism globally, tariffs in the U.S. and trade negotiations from other trade partners have created

a scenario where businesses are not merely forecasting disruptions; they are experiencing them firsthand and adjusting their operations accordingly.

The Decline of the "China Plus One" Strategy

In the first week of April, President Trump enacted a tariff policy that established a 10% baseline universal tariff on most imports into the U.S., barring some exemptions, alongside significantly higher reciprocal tariff rates for specific trading partners. The reciprocal tariffs are now paused until July 9. While these measures are intended to strengthen the U.S. manufacturing and lessen dependence on foreign supply chains, they have

inadvertently hindered the diversification strategies that businesses had previously adopted during President Trump's first term. This includes the "China Plus One" strategy, which aimed to encourage companies to diversify their manufacturing operations beyond mainland China, targeting countries like Vietnam, India, Mexico and Taiwan as viable alternatives. However, the proposal to levy reciprocal tariffs—46% on Vietnam, 32% on Taiwan, and 26% on India—has significantly diminished the strategic advantages that initially made these nations attractive options. With the U.S. & mainland China coming to an agreement May 12 to reduce tariffs on each other, the tariff differentials between the "alternative" countries and mainland China are less

compelling to incentivize a shift in production base.

The proposal to levy reciprocal tariffs has also made it evident that the administration's priorities have shifted from minimising reliance on mainland China to focusing on reducing the U.S. trade deficit with partner nations. As a result, countries that previously gained from trade policies during the first Trump administration are at risk of other new trade measures from the U.S., even if the reciprocal tariffs are not eventually imposed in July.

The existing 10% baseline tariffs, coupled with the reciprocal tariffs in July, have established a burdensome and complex cost structure for imports into the U.S., regardless of their country of origin. This situation hampers the financial motivation for companies to relocate their production facilities, for cost savings are reduced and heavy capital investment is necessitated. The uniformity of these trade barriers challenges the geographic

risk mitigation that previously fuelled diversification strategies. Unless several of these "alternate" countries can successfully negotiate trade agreements with the U.S. before the high reciprocal tariffs take effect, the rationale for diversifying production across Asia will remain tenuous.

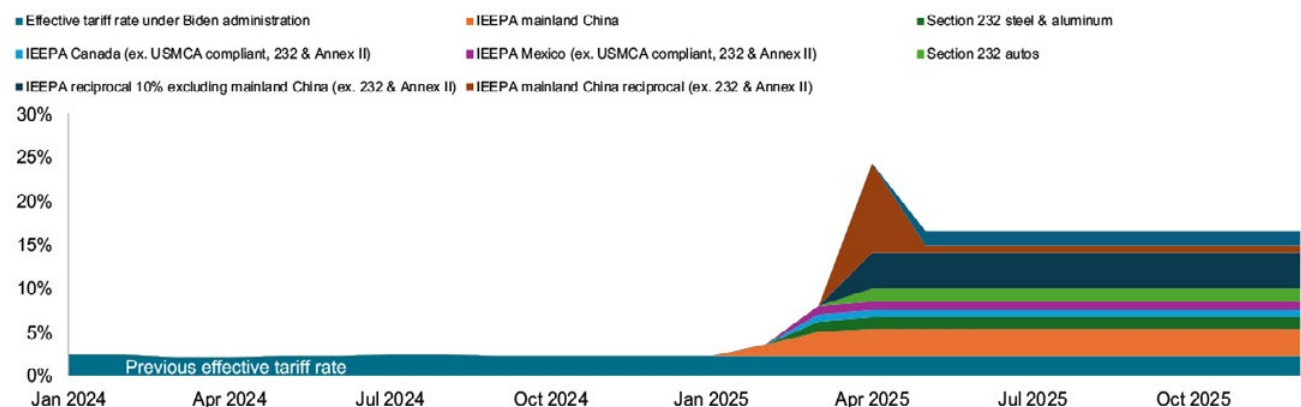
Increased Costs and Operational Uncertainty

The tariffs have introduced significant challenges for procurement teams and are a significant risk for businesses worldwide. Companies based in the U.S. are now facing elevated expenses regardless of their sourcing locations, while exporters in Asia are grappling with demand destruction. The effective tariff rate on imports to the U.S. has increased substantially over the past four months, rising from 2% to over 15% in June. (See chart below). For labour-intensive sectors like apparel and footwear, these high import

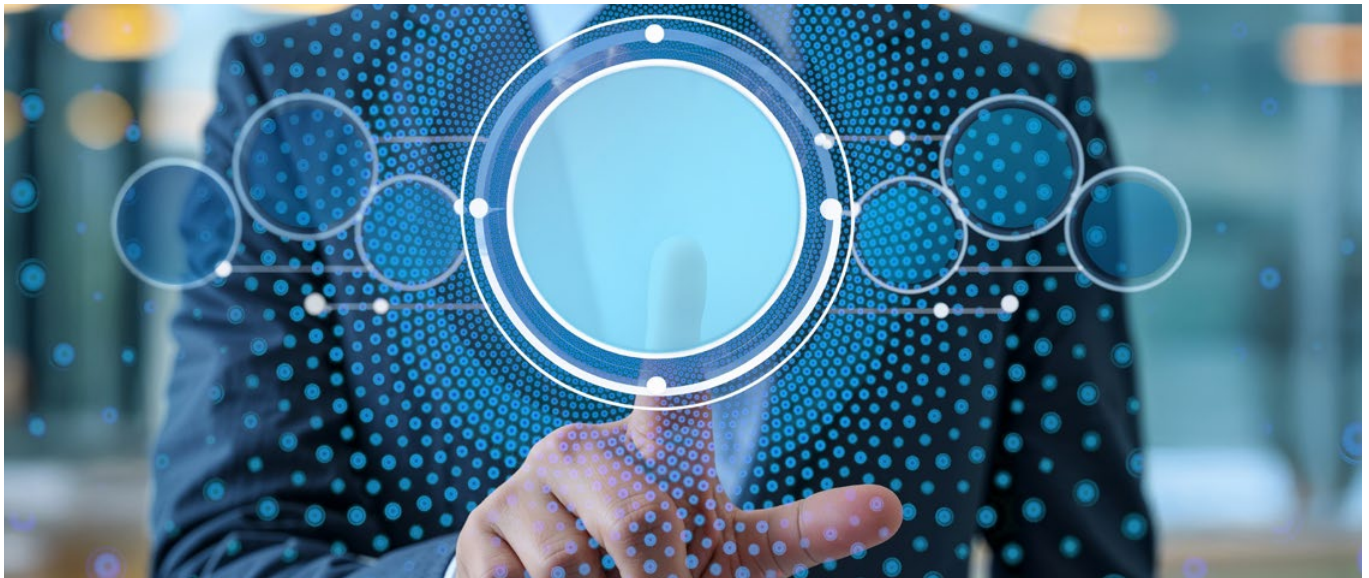
costs substantially reduce the savings derived from cheaper overseas production for the U.S. companies, primarily owing to lower wage rates. Relocating supply chains demands substantial upfront investment, but with tariffs broadly applied, the return on such investments remains uncertain.

Additionally, the lack of long-term clarity regarding these tariffs has led to expectations of renegotiations and adjustments of the reciprocal tariff rates. This uncertainty hampers decision-making, as businesses formulate mitigation strategies when tariff regulations may shift within months. For instance, the uncertainty surrounding the fluctuating tariff policies is also impacting the traditional schedule for annual service contracts between ocean carriers and importers in the eastbound trans-Pacific trade, as per S&P Global's Journal of Commerce (JOC). Typically, these contracts are finalized by May 1 each year; however, sources have indicated to JOC that this timeline has

US tariff 'trade wall' (based on 2024 trade values)



Data compiled May 30, 2025.
IEEPA tariffs exclude Section 232 & Annex II, and USMCA compliant goods. S232: Section 232
Source: S&P Global Market Intelligence.
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been postponed by at least two weeks. This delay is attributed to confusion regarding the implications of tariffs and the ongoing trade conflict between the U.S. and mainland China, which is creating apprehension about future commercial activities on this critical trade route for the next year.

Looking forward, there is a risk of fragmentation of global trade into competing blocs, one led by mainland China and another by the U.S., despite their reconciliation on reciprocal tariffs lately. Instead of diversifying, countries may prefer to retreat to regional alliances like the Regional Comprehensive Economic Partnership (RCEPA), the Association of Southeast Asian Nations (ASEAN), BRICS (Brazil, Russia, India, China, and South Africa), amongst others, which provide much more policy stability. This trend toward regionalisation reduces reliance on true diversification, as firms prioritise predictable trade environments over geographic spread.

Shifting Toward Regionalisation Instead of Diversification

The impact of impending tariffs is likely to adversely affect companies that relocated production to Southeast Asia or India, as they now face sunk costs with diminished returns. For production destined for the U.S. markets, increased tariffs on U.S. imports will lead to price hikes, which can dampen demand for goods sourced internationally. U.S. retailers may choose to stop stocking certain products altogether, as price-sensitive consumers resist higher-priced imports. Businesses are faced with the dilemma of either raising prices (and losing customers) or discontinuing product lines—neither option encourages further diversification.

2025 could prove to be the start of a shift toward regional trade hubs rather than global diversification. For instance, Chinese manufacturers could reinvigorate focusing on countries aligned with the Belt and Road Initiative, which

offer lower tariffs and political alignment. This regional consolidation reduces exposure to U.S. tariffs but deepens reliance on fewer, albeit more stable, partners.

Shifting Toward Regionalisation Instead of Diversification

In today's complex global landscape, leaders are transcending a superficial discourse of resilience and instead are cultivating intelligence around reassessing their exposure to pricing risks emanating out of the tariff-ridden era that we find ourselves in. The evolving nature of tariffs has created an environment where the attractiveness of supply chain diversification has reduced, particularly with new barriers from the U.S. that create intricate cost structures; APAC exporters now face effective rates exceeding 25%, unless reciprocal rates and universal 10% base rates are revoked, necessitating an urgent re-evaluation of the U.S.-centric business models.



strategic advantages, urging companies to embed geo-risk modelling into their decision-making processes.

Finally, the fragility of demand, compounded by currency risks as multipliers, creates unpredictable purchasing environments driven by inflation and fiscal policy shifts, necessitating dynamic pricing models that are adaptable on a regular frequency.

Strategies for Procurement to Navigate Pricing Risks

By imposing uniform barriers to the U.S. markets and fostering policy unpredictability, these tariffs have disincentivised investments in global supply networks. In this evolving landscape, procurement teams must implement agile, multi-faceted strategies that balance cost containment with supply chain resilience. By transitioning from global “China Plus One” models to regional trade blocs, modifying product designs to qualify for lower tariff classifications, and incorporating dynamic contract clauses in supplier agreements, businesses can better position themselves to thrive in a tariff-heavy environment. Unless tariff structures stabilise and exclude key partners, the era of aggressive diversification may give way to a focus on localised resilience—a transformation that could redefine globalisation for years to come.

Furthermore, the permanence of cost volatility demands a multidimensional approach to sourcing and pricing, incorporating origin, tariff, and currency risks, thereby rendering traditional cost-optimisation strategies obsolete. It is crucial to recognise that diversification does not equate to resilience,

as bilateral trade tensions and regulatory fragmentation weaken conventional methods, prompting a shift toward managing supplier risk tiers rather than geographical factors. Additionally, the operational complexities introduced by tariffs, exchange rate fluctuations, and customs risks can serve as

CATEGORIES	STRATEGIES
PROCUREMENT	Strategic Supplier Diversification: Shift from global “China Plus One” models to regional trade blocs to minimize cross-continental tariffs. • Prioritize supplier diversification across multiple countries within regions to avoid over-reliance on single markets. • Identify and onboard suppliers from local markets, as much possible, if based in the U.S. • Utilize advanced demand forecasting that incorporates geopolitical considerations to navigate uncertainties caused by tariffs. - Tariff Engineering: • Understand exposure to tariffs across all your Tier 1, Tier 2 suppliers • Evaluate supplier risks and the vulnerabilities of sub-tier components - Dynamic Contract Clauses: Embed tariff contingency clauses in supplier agreements, allowing for price adjustments or termination rights if tariffs exceed predefined thresholds. • Re-negotiate contracts, if necessary, using the appropriate pricing benchmarks to mitigate cost increases due to tariffs. • Understand escalation rates for contracts utilizing price forecasts - Total Cost of Ownership (TCO) Modeling: Expand TCO frameworks to include tariff risk premiums, logistics volatility, and geopolitical contingencies.



CATEGORIES	STRATEGIES
SUPPLY CHAIN	- Logistics Optimization: Partner with third-party logistics (3PL) providers to reroute shipments through tariff-advantaged corridors, utilizing Foreign Trade Zones to defer duties. • Diversify distribution networks to ensure flexibility and adaptability, establishing or expanding distribution hubs in low-tariff regions to enhance market responsiveness. • Adjust inventory management practices to protect against rising costs, revising strategies to address potential inventory buildup due to demand changes. - Free Trade Agreement (FTA) Utilization: Maximize preferential tariffs under existing agreements, auditing suppliers for FTA eligibility. - Supplier Co-Innovation: Collaborate with suppliers on cost-sharing initiatives, such as joint investments in nearshoring facilities or material substitution R&D.
	<i>As we look ahead, the procurement landscape will continue to change, and companies must remain vigilant and adaptable to the shifting dynamics of global trade.</i>



**Ashima Tyagi**

Economics Associate
Director - Pricing and
Purchasing
S&P Global Market
Intelligence

Armed with over 16 years of all-rounded experience in leadership positions within the commodities sector, Ms. Ashima Tyagi serves as the Economics Associate Director, leading the Asian Pricing & Purchasing team at S&P Global Market Intelligence in Singapore.

Her expertise lies within the trade and supply chain domain, with a specific focus on metals & mining industries, encompassing macroeconomic research, price surveillance, cost modelling, price forecasting, procurement strategies & data analytics. She has several white papers, podcasts, live TV interviews, print media interactions and conference presentations to her credit. She is known to offer her independent and unique perspective on macro developments, sectoral linkages to economic growth, global value chains, and international trade.

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The main title graphic for the event. It features a green silhouette of a human head in profile, facing left, with several interlocking green gears inside and around it. To the right of the head, the word "LogiSYM" is written in a large, dark grey sans-serif font. Below "LogiSYM", the word "PHILIPPINES" is written in white capital letters inside a solid green rectangular bar. To the right of this bar, the year "2025" is written vertically in a large, green sans-serif font.

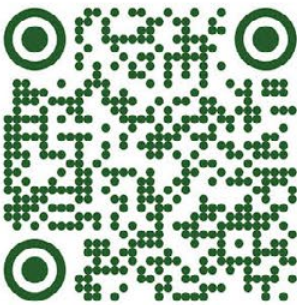
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Roadmaps for Green Logistics

By Timothy Foote

Director Transportation and Network APAC at Asendia
and Founder of Susymbio





People like a routine. It provides a person with a sense of stability and security. I understand this. With routines, we can form processes that are predictable and in some sense comfortable. That said, changing routines can often be fun and exciting. Sometimes to bring that excitement to others, it is important to provide an illustration in the form of a roadmap.

In April's Green Corridor Green Initiatives for Logistics, I wrote about how to make initiatives for your organisation so it can start to become carbon free. In the article I lay down how to do this in a 3-step plan.

1. Identify sources of emissions

2. Create initiatives that will reduce the emissions

3. Prioritize your efforts

Challenging yourself and your colleagues to come up with initiatives that will reduce emissions and agree with your organisation's business goals is not easy. Even getting the time from management to devote to initiative ideation may be difficult.

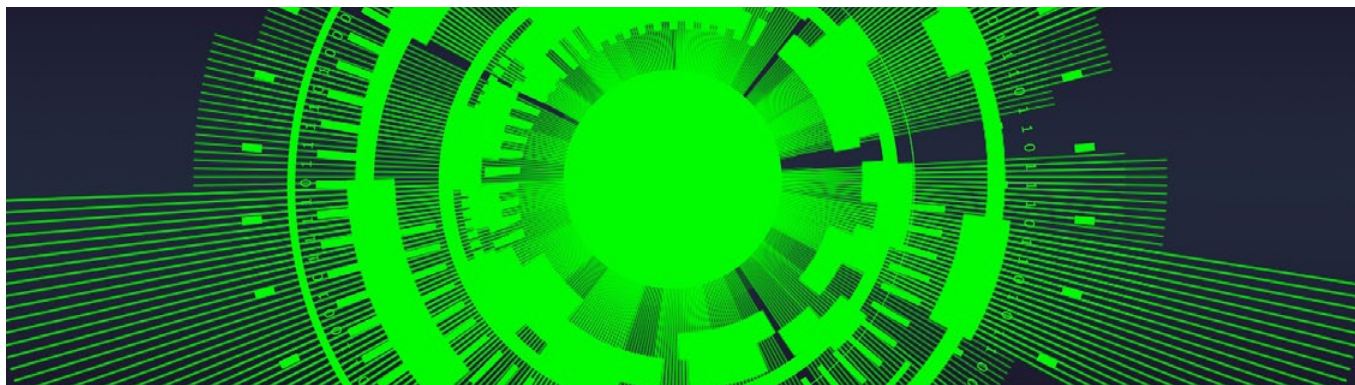
One thing that can help with moving forward in challenging the status quo is providing a picture of what the future could look like. With that picture, you can show others in the organisation how

the future outlook for the business after the initiatives are implemented. By using what is called a "roadmap", you can visually show how the initiatives would work over time, and as well, highlight the largest sources of emissions to your colleagues.

Below is a simple table style roadmap for a typical local delivery provider. This form of roadmap should be at least annually reviewed and updated. Many of the elements can change - like the current operational emissions number. Because businesses grow, there can be increases to emissions because that business growth itself, and therefore more deliveries and emissions are made do to that growth.

Current Year's Total Emissions 1,000,000 Kgs

Potential Savings	Impact Potential	Initiative Description	2030	2035	2040	2045	2050
140,000	14%	Reduce emissions via route optimisation	35.29%	58.82%	70.59%	94.12%	100%
650,000	65%	Reduce emissions by transitioning fleet from ICE (internal combustion engine) to Electric Vehicles (EV)	5.00%	40.00%	70.59%	94.12%	100%
60,000	6%	Increase rail or water miles from truck miles	40%	71%	100%	100%	100%
60,000	6%	Packaging material changes and weight reduction initiatives	50%	75%	100%	100%	100%
60,000	6%	Changing grid energy purchasing to sustainably sourced electricity.	30%	50%	100%	100%	100%
30,000	3%	Improved maintenance	100%	100%	100%	100%	100%



Bear in mind please, that a road map is only a vision of what could be the impacts of your initiatives. No one really has a crystal ball to see the future with. We can only make a reasoned guess. For instance in the above road-map it is planned that only 5% of the transition to EVs will be done by 2030. This could be much higher if the price of EVs continue to drop.

When working on roadmaps in the past, I have noticed some people are really uncomfortable with trying to put in targets for such a distant future as 2050. Most sustainability roadmaps are stretched out to 2050 because the Paris Climate Accords (UN Climate Change Conference (COP21) in Paris, France, on

12 December 2015) marked that year as being significant. Of course you can shorten the timeline as you wish, but by stretching the timeline out, you can bring in the impacts of future technological changes – and for logistics companies new green technology is tremendously important.

There are many other ways to express a roadmap towards an emissions-free future. So please to look at other examples that are circulating in the industry. Roadmaps can be a great way to engage others in your organisation with a positive vision of change. Do try to make one when you feel it helps.



Director Transportation and Network APAC at Asendia and Founder of Susymbio

Tim Foote has worked in management positions at multiple MNCs for more than 25 years, gaining expansive expertise in logistical operations. He continues to craft delivery solutions for many e-commerce clients at Asendia. When it comes to sustainability, Tim first gained experience as the Head of Go Green at DHL eCommerce APAC. He later grew his knowledge as a trusted sustainability expert working for his own consulting business, Susymbio. Please reach out to him for any sustainability stories you feel are noteworthy. Let's green our industry together!





Atomix Officially Opens Global Headquarters in Singapore, Ushering in the Era of Unlimited Warehouse Automation

By **ATOMIX**

Atomix, a next-generation warehouse automation company, today officially launched its global headquarters in Singapore—marking a major milestone in its international expansion and reinforcing its commitment to delivering intelligent, modular and scalable automation solutions worldwide.

But this new headquarters is more than just a physical space. It marks the official launchpad of Atomix's global vision: To bring "Unlimited Warehouse Automation" to life—anywhere, at any scale. Strategically located in the heart of Asia's logistics and supply chain hub, Singapore offers the perfect foundation of connectivity, innovation

infrastructure and forward-thinking policy to support Atomix's next phase of growth. "This is not just the opening of a new space—it's the ignition point of a movement," said Jenny Lu, Senior Vice President at Atomix. "From Singapore, we are building a future where warehouse automation is powerful, intelligent and most importantly—unlimited."



Pictured from left 2 to right 2: **Terrence Chan**, Dematic Singapore Representative; **Andy Zheng**, Customer Representative from Lenovo; **Tan Yu An**, Customer Representative from Kuehne + Nagel; **Xu Qingcai**, CEO of Atomix; **Dr Raymon Krishnan**, President of The Logistics & Supply Chain Management Society; and **Tan Hock Seng**, Chairman at Dexion.

More Than an Office: A Strategic Hub for Innovation and Collaboration

The new headquarters will serve as

- An Innovation Hub, where R&D and engineering teams push the boundaries of automation;
- A Strategic Command Centre, coordinating Atomix's global supply chain, deployment and support;
- A Collaboration Nexus, bringing together system integrators and partners to co-create plug-and-play solutions.

Atomix's strategy is rooted in partnering with local system integrators—offering clients not just advanced robotics and AI, but also speed, flexibility and responsive local support. This is how Atomix makes “Unlimited Warehouse Automation” a practical reality. Industry Voices: Associations, Partners and Media Celebrate a Shared Vision

The grand opening brought together respected voices from across the warehouse automation ecosystem—including industry associations, media outlets and long-standing technology partners.

We were privileged to hear insights and encouragement

from representatives of The Logistics & Supply Chain Management Society, SIASUN, Lenovo, Factronics, Innogreen, RobotPack, LiBiao Robotics and more—visionaries driving innovation in smart logistics, robotics and infrastructure.

Their presence affirmed the strength of the Atomix ecosystem and a shared belief in a more agile, intelligent and connected future for global warehousing.

Breakthrough Technology Behind Unlimited Automation

At the heart of Atomix's capabilities is its proprietary 4+1 Technology Framework:

- **4 smart robots** – Pallet Shuttle, Bin Shuttle, Pallet AMR and Bin AMR, each equipped with proprietary AI control modules;

- **1 unified platform** – Atomixer, an AI-powered software system with over 50 proprietary algorithms that synchronise devices, workflows and data. These elements combine to create three modular, scalable automation solutions:

- **Storage Mix** provides ultra-dense storage for all container types, such as pallets, bins, shelves, etc., solving the warehouse space headaches.

- **Handling Mix** provides seamless inbound-outbound harmony with either AMRs from us or from the 3rd party, simplifying handling processes.



- **Picking Mix:** pick all categories of materials at the same picking station, reducing travel time by 70% with swarm intelligence.

Together, they embody the “Unlimited Warehouse Automation” philosophy—modular, flexible and tailored for evolving business needs. Looking Ahead: Going Borderless

The launch of the Singapore HQ is just the beginning. Atomix is accelerating its global presence with expansion plans in Southeast Asia, the Middle East and Europe. As demand rises for more agile and scalable warehouse solutions, Atomix is poised to lead the next generation of intralogistics transformation—where automation goes beyond boundaries.





Atomix's strategy is rooted in partnering with local system integrators—offering clients not just advanced robotics and AI, but also speed

ATOMIX

Atomix is a Singapore-headquartered warehouse automation company delivering flexible and intelligent intralogistics solutions. Its proprietary blend of robotics and AI software empowers warehouses of all sizes to achieve greater efficiency, adaptability and space utilisation. Through strategic partnerships with local system integrators, Atomix deploys fast, plug-and-play solutions—advancing its mission of Unlimited Warehouse Automation worldwide.





New Singapore office brings Kardex intralogistics expertise to Southeast Asia

By KARDEX

Opening its new office in Singapore, global automated material handling and storage specialist Kardex has established a local team that is poised to grow the company in Southeast Asia, bringing its innovative, reliable and smart technologies to new customers.

Singapore, 16 May 2025

– Intralogistics specialist Kardex has opened a new office in Singapore, bringing its innovative solutions to local customers. With an

expert team located at the new 300 m² office in the Nordic European Centre at the International Business Park, Kardex is positioned for growth in Southeast Asia, meeting growing demand for smart, scalable material handling and storage automation in the region.

Official launch celebrates Kardex's growing Southeast Asian operation.

A formal opening ceremony

took place at the office on Tuesday May 6th, and attendees were given a first look at the new space, which is designed for growth, collaboration, and automation excellence. It is home to a team of 15 employees covering a wide range of roles, including sales, business development, marketing, LCS, and software.

The opening event was attended by many guests, including Frank Grütter, Ambassador of Switzerland

to Singapore, representatives of the Swiss Chamber of Commerce; as well as partners, customers, and employees. Featuring speeches, a ribbon-cutting ceremony and live demonstrations of the AutoStore ASRS and Kardex's Wearable Task Assistant (WTA), a highlight of the celebration was the traditional Lion Dance, a symbol of good luck and success at the beginning of a new venture. The dance was accompanied by another traditional gesture, the ceremonial offering of a pineapple to wish the business prosperity and success in its new office. The celebration culminated in a lunch reception with automation experts.

Kardex's new office provides customers with an immersive, hands-on experience.

With employees in over 30 countries, Kardex provides smart intralogistics solutions to multiple industry sectors. The company is the fastest-growing global partner for the AutoStore cube-based automated storage and retrieval system (ASRS). Kardex's new Singapore office features live demonstrations of core Kardex solutions, including the Kardex Shuttle Vertical Lift Module (VLM) and WTA. The facility also has an immersive virtual showroom and a fully operational AutoStore system, integrated with Kardex's Intuitive Picking Assistant (IPA) and purpose-built WES software, developed in-house to optimise user experience and system performance.

These technologies showcase the full strength of Kardex innovation, providing

customers with an immersive, hands-on experience of smart automation technology. It enables them to validate concepts, test configurations and engage with Kardex experts to optimise solutions. Customers can start their automation journey or take their automation strategy to the next level by exploring solutions across different types of products and picking environments.

Kardex looks to future growth in Southeast Asia.

Kardex's vision is to become the preferred automation partner across Southeast Asia by building a high-performing, customer-centric local presence, strengthening partnerships, and driving automation adoption through innovation, operational excellence and reliability. The company is





building momentum with office openings in Singapore and Beijing, developing a passionate and growing team.

Daniel Schaefer, Head of APAC New Business for Remstar, says, "The opening of our Singapore office sends a strong message of confidence and commitment. This strategic location provides Kardex with the ideal foundation to scale our presence, serve our rapidly growing customer base, and attract top talent while bringing our automation expertise closer to the market. Our new Singapore office is more than just a workspace; it reflects our long-term commitment to the Southeast Asian market, enabling deeper collaboration with customers and partners. By being on the ground in Singapore, we can accelerate project execution and co-create smarter, more relevant, scalable intralogistics operations."

Freddy Zhong, APAC Director of Business Development for AutoStore, adds, "Singapore is the ideal base for our Asia Pacific operations. It's about trust, proximity, and being truly present when it matters most. By opening an office here, we're not only moving closer to our customers but also embedding ourselves in a forward-thinking ecosystem that values speed, precision, and sustainable growth. What truly sets Kardex apart is our dedicated, passionate in-house innovation team, which continually enhances the AutoStore experience. With the first AutoStore systems already deployed in New Zealand and the Philippines and now a fully equipped showcase in Singapore, we're expanding with purpose."

kardex

Kardex is a leading global partner for intralogistics solutions in an attractive and growing market. The Group offers premium automated products, standardised systems and lifecycle services that guarantee high availability and low total cost of ownership. Kardex provides an intelligent entry into automation with its dynamic storage and retrieval systems, offers integrated material handling systems and small parts storage systems, and acts as a global AutoStore partner, offering flexible and modular storage and order fulfilment solutions. The Group employs around 2,500 people in over 30 countries. Kardex Holding AG has been listed on the SIX Swiss Exchange since 1989. For more information, please visit www.kardex.com.

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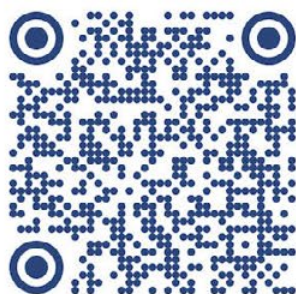
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