

LogiSYM

The Magazine for Supply Chain Executives

SEPTEMBER 2025

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SUPPLY CHAINS**

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Sustainability: Operationalising Sustainability for Supply Chains



SEPTEMBER 2025

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From the Editor

Welcome to the September 2025 Edition of LogiSYM Magazine, we have entered the first of the “ber” months which means we will blink and suddenly be welcoming 2026. There is no question that the continued industry focus is agility, transparency, and proactive risk management in response to unabating global disruptions, inflationary pressures, geopolitical tensions, and ever-present cyber-security risks. Strategic investments continue for companies in resilience, supplier diversification, and AI and automation technologies. And Sustainability, which is theme this month: Operationalising Sustainability for Supply Chains

Sustainability is certainly at risk of fall-out resulting from US 2025 trade policies which impose steep tariffs on imports central to the clean energy transition, particularly for Asian nations such as China, Vietnam, Malaysia, and Thailand. The tariffs inflate costs for solar panels, EV batteries, and critical raw materials, slowing renewable adoption across both the U.S. and Asia. Solar exports from Asia have already fallen significantly, which in the US will likely see increased clean energy prices which undermine climate targets, and force companies to prioritize cost survival over sustainability. Not restricting drawback on Sustainability to the US, there is also evidence to suggest that pressure is being placed on other sovereign governments to wind down commitments to clean energy, for example in the maritime sector. So, in other parts of the globe, we must remain vigilant, continue emphasis on short-, medium- and long-term value gain of investment in sustainability instead of cost, to avoid fragmenting global climate cooperation and weakening collective progress toward decarbonization.

This month we cover a range of Environmental, Social and Governance topics. We first saw Matt Friedman at LogiSYM APAC Symposium in May 2025 and his presentation on Modern Slavery was profound. But this is a subject which must remain front and centre in our managerial vigilance - there are an estimated more than 50 million men, women, and children in modern-day slavery today, with more than half in Asia alone (55%). In his article “Modern Slavery and Supply Chains”, Matt will outline seven essential ways for major manufacturing companies to address the risk of modern slavery within their supply chains. One of LogiSYM's foremost thinkers on ESG is James Yin, and his article “The Choice is Clear: For Once, Wars, Tariffs & Climate Change are Pushing Supply Chains Towards Sustainability” looks through a different lens at the impact of disruption on Sustainability.

Coming from Chemical and Hazardous Goods industry that is expanding its footprint across Asia, Jamil Siddique shares his perspectives in “Sustainability: Operationalising Sustainability for Supply Chains”. One of the most challenging areas for engagement with ESG is the SME's who represent a significant share of the supply chain partnerships which exist in countries around the world. This month, Dr. Shereen Nasser provides us with insight in the world of Sustainability for SMEs in UAE



From the Editor

in her piece, “Navigating the Supply Chain Sustainability Conundrum for SMEs”. And Mark Connell focuses on the freight-forwarding sector and highlights the value of data in “Unintended Consequences: How Modern Freight Software is Driving a More Sustainable Future”.

The LogiSYM events around the region kicked off in August visiting Kuala Lumpur, Malaysia, and which saw a vibrant Symposium and Exhibition combination which Dr. Marco Tieman wraps up in his summary article “LogiSYM Platinum Malaysia 2025: Driving Digital, Sustainable and Secure Supply Chains”. Next stop this week is LogiSYM Philippines in Manila, which is always a tremendously popular event for the industry, and I look forward to seeing some of you there.

Brett Marshall
Editor-In-Chief
LogiSYM Magazine





LSCMS PRESIDENT'S MESSAGE

Ability, Opportunity & Drive

Aside from managing businesses and supply chains, I attend quite a fair few conferences and symposiums and have the opportunity to speak, meet or lead conversations around supply chain performance.

I was asked recently why there are some supply chains that perform less than optimally when compared to others. My short answer is that it all centres around the ability, opportunity and drive of the people who manage them.

Our ability as logisticians and supply chain professionals has never been more tested. From navigating tariffs and trade disruptions to embracing digitalisation and sustainability imperatives, our skills and resilience are the foundation of progress.

But ability alone is not enough. We must recognise and seize the opportunities that arise in moments of change—new technologies, collaborative models, and shifting global trade patterns. These are the openings that will define the next chapter of our industry.

Above all, it is our drive—the determination to push boundaries, to innovate, and to lead—that propels us forward. Drive transforms ability into impact and opportunity into achievement.

As a community, LogiSYM continues to provide the platform to amplify these qualities—through our symposiums, research, and thought leadership. Together, let us harness our ability, embrace opportunity, and fuel our drive towards shaping the future of global supply chains.

Raymon Krishnan, FALA, FCILT, CLP
President
The Logistics & Supply Chain
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Modern Slavery and Supply Chains

By Matt Friedman

Chief Executive Officer at The Mekong Group

Modern slavery, which represents the recruitment, transport, receipt and harbouring of people to exploit their labour, affects almost every country in the world. Globally, it is estimated that there are over 50 million men, women, and children in modern-day slavery today, with more than half in Asia alone (55%). According to the United Nations, there are more modern slaves today than at any other time in history.

Out of this total, 23 million are victims of forced marriage, while the remaining 27 million are involved in forced labour cases. These victims, found in sweatshops, on construction

sites, on farms, and within fisheries, are forced to work for little or no pay, deprived of their freedom, and often subjected to unimaginable suffering. This also includes 6.3 million women and girls (with some men/boys) who are in forced prostitution.

The main characteristics of modern slavery are the use of fraud or deception to trick a person into an exploitative labour situation, debt, violence, or threats to hold the person in place, and the lack of any payment in exchange for services provided. While most people believe that modern slavery mainly involves sex trafficking and forced prostitution, most

victims are linked to forced labour within private sector supply chains. This starts with a grower or producer and ends with a finished product bought by consumers in the retail market.

The international response to combating modern slavery has been insufficient for over three decades. While there have been some successful stories among NGOs, the United Nations, and governments, most victims remain unidentified. For example, the 2024 Trafficking in Persons Report (TIP Report) only documented 133,943 victims receiving assistance globally, which is approximately 0.2% of the

estimated 50 million modern slavery victims. This means that less than one per cent of the victims are identified and assisted annually. During the same period, there were fewer than 7,115 convictions out of the estimated half million criminals. Shockingly, these numbers have remained largely unchanged for over twenty years.

Why are these numbers so low? According to the International Labour Organisation (ILO), the estimated profits generated from this illegal trade exceed US\$236 billion annually. So every 60 seconds, this criminal industry makes more than US\$449,010. According to the United Nations, modern slavery generates proceeds representing the second most profitable multinational criminal activity after

drug trafficking. Despite the significant size of the problem, annual global donor contributions amount to only around US\$400 million, which represents less than one per cent of the total profits generated by the criminals. The problem's negligible impact can be attributed to the lack of available resources.

The limited impact of addressing this issue is also due to two additional factors. Globally, there are over 500,000 criminals involved, while the number of responders is estimated to be less than one-tenth of this. Those combatting this crime are bound by the rule of law, whereas the criminals are not. Awareness of this issue within the private sector is very low, so raising awareness is a major priority within the private sector.

Modern Slavery and Supply Chains

According to the International Labour Organisation, 86 per cent of the 27 million forced labour cases occur within the private sector, highlighting the pervasive nature of modern slavery in manufacturing. Many goods we buy go through a production, packaging, and distribution process known as a supply chain, starting with a factory and ending with consumers purchasing the finished product. Modern slavery can exist at any stage within these supply chains. Large companies are frequently under pressure to minimise costs to remain competitive. Since labour accounts for a significant portion of production expenses, reducing these costs can be achieved





by collaborating with manufacturing suppliers in areas of the world where labour is inexpensive. Unfortunately, some unethical individuals in the supply chain take advantage of workers to maximise profits in unregulated or non-existent labour-standard locations, often without the brand or retailer's knowledge.

Why should manufacturing companies care?

Modern slavery within supply chains has become a significant business risk. Governments and regulators worldwide are enforcing stricter regulations, compelling companies to show their efforts to reduce modern slavery in their operations. Failing to do so could lead to condemnation,

finances, loss of government contracts, and prosecution. Below is a summary of emerging trends related to this topic.

Since 2012, new transparency legislation has mandated major companies to disclose their actions addressing modern slavery. This includes laws such as the California Transparency in Supply Chain Act, the UK Modern Slavery Act, France's Duty of Vigilance, and the Australian Modern Slavery Act. Additional factors are continuously being incorporated with each new legislation. For instance, the recently enacted Canadian and German legislation requires the establishment of grievance mechanisms in supply chains and includes fines and penalties for companies found to have modern slavery in their supply chains. These legislations

require transparency but also encourage companies to take proactive measures to identify and address any instances of modern slavery within their operations.

There has been a noticeable surge in class action lawsuits targeting major retail companies operating in the fisheries, chocolate, and palm oil sectors. These lawsuits arise when instances of modern slavery are uncovered, ultimately causing reputational damage to the entire industry. The legal actions typically focus on allegations of modern slavery and other human rights abuses within the supply chains of these companies. As a result, affected individuals and advocacy groups are pursuing these class actions to seek compensation for the victims and to hold the companies accountable for

their social responsibilities. Furthermore, these lawsuits also serve as a wake-up call for the industry to re-evaluate their supply chain practices and work towards eradicating modern slavery.

The media and NGOs consistently illuminate modern slavery by openly criticising brands that do not take action against it. Investigative journalism and data collection efforts have increased the exposure of modern slavery in different industries. Some campaigns have also encouraged consumers to reach out to companies associated with modern slavery to express their dissatisfaction. Increased public awareness and pressure have pushed many companies to improve their supply chain transparency and take steps to eradicate modern slavery from their operations.

There has been growing emphasis on integrating modern slavery-related metrics into environmental, social, and governance (ESG) frameworks within the investment sector. This shift reflects a heightened awareness of the importance of ethical and socially responsible investing practices. Companies that fail to acknowledge this trend and overlook the significance of addressing modern slavery in their operations may find themselves facing limited investment opportunities and potential reputation damage. Therefore, integrating modern slavery-related metrics into ESG frameworks is becoming increasingly crucial for companies seeking

to align with responsible investment practices to attract a wider range of investors.

The concept of modern slavery within supply chains is relatively new, and as a result, many companies are only now beginning to grasp its relevance and significance. While traditional forms of labour exploitation have always been widely condemned, the nuances and pervasive nature of modern slavery have only recently come under scrutiny. This lack of historical awareness has meant that some companies may not have incorporated adequate safeguards into their supply chain management systems. As these trends persist, more companies must comprehend their vulnerability to modern slavery.

Matt Friedman Indicators of Modern Slavery

The ILO Indicators of Forced Labour, which address modern slavery vulnerability, are meant to assist auditors, law enforcement officials, labour inspectors, trade union officers, NGO workers, and others in identifying individuals who may be trapped in forced labour situations and in need of assistance. The following indicators are the most common signs that may suggest the possible existence of a modern slavery case: abuse of vulnerability, deception, restriction of movement, isolation, physical and sexual violence, intimidation and threats, retention of identity documents, withholding of

wages, debt bondage, abusive working and living conditions, and excessive overtime.

This set of eleven indicators includes the main elements of a forced labour situation and is used to determine whether an individual worker is a victim of this crime. In some cases, a single indicator may indicate the presence of modern slavery. In other cases, it may be necessary to identify multiple indicators that, when considered together, reflect a situation of modern slavery.

What Do Companies Need to Do?

There are seven essential ways manufacturing companies can address the risk of modern slavery within their supply chains:

- Company leadership (board and C-suite) should receive periodic detailed briefings on the relevance and importance of due diligence processes and procedures related to modern slavery at all levels of their supply chains.
- A designated individual or team should be a focal point for any actions and communication related to this topic.
- Internal and external policies related to modern slavery should be implemented or updated. These include codes of conduct, annual compliance certifications, standard contract language, due diligence questionnaires, and supplier statements of conformity. Portions of these policies should be included in contracts and requests for proposals with suppliers down



the supply chain.

- Purchasing practices should be revised to address and understand modern slavery vulnerability by studying costing, forecasting, and suppliers' workload management.
- New transparency laws require major brands to fully understand their supply chain. Efforts to map the supply chain should focus on tracing products from raw materials to finished goods. This helps to assess risks and identify potential vulnerabilities to modern slavery at all levels.
- To ensure fair working conditions in the supply chain, it is important to conduct investigative audits for both new and existing suppliers. Companies should ensure that grievance mechanisms, such as phone apps or third-party hotlines, are available to workers, allowing them to provide valuable feedback about their working conditions in a safe manner.
- Capacity development programmes should be established to equip suppliers

with the right expertise and tools to implement changes within their business operations and cascade this knowledge and responsibilities down the supply chain.

Companies must confront modern slavery in their supply chains for ethical, legal, and reputational reasons. By ensuring that their suppliers adhere to fair labour practices, companies uphold basic human rights and contribute to ending exploitation and abuse. As many consumers and investors prioritise ethical business practices, taking a stand against modern slavery can enhance a company's reputation and brand value. With increasing legal scrutiny and regulations surrounding supply chain transparency, addressing modern slavery is essential to avoid legal repercussions and maintain sustainable business operations. Ultimately, addressing this issue is the right thing to do.



Matt Friedman

Chief Executive Officer of The Mekong Club

Matt Friedman is an international human trafficking expert with more than 35 years' experience. He is CEO of The Mekong Club, an organization of Hong Kong's leading businesses which have joined forces to help end all forms of modern slavery. Mr. Friedman previously worked for USAID and the United Nations in over 40 countries. Mr. Friedman offers technical advice to numerous governments, banks and corporations working to eliminate all forms of modern slavery and is the author of fifteen books. In 2017, Mr. Friedman won Asia's prestigious "Communicator of the Year" Gold Award.



The Choice is Clear: For Once, Wars, Tariffs & Climate Change are Pushing Supply Chains Towards Sustainability

James Yin

Co-Founder and Director
V-plus Agritech Pte. Ltd

In recent years, the assault on global supply chains has been unprecedented. From the COVID-19 pandemic to geopolitical conflicts and rising trade protectionism, the old model of "just-in-time" logistics has been exposed as fragile. Simultaneously, a different kind of pressure—climate change—has escalated, turning climate risks into financial risks through record-breaking floods, fires, and heatwaves.

For once, these disparate forces are pushing supply chains in the same direction. The same measures needed for climate mitigation and adaptation are now the very same measures needed for supply chain resilience. The old paradigm of cost-efficiency is giving way to a new model focused on diversification, resilience, and regionalisation.

The Unifying Forces Reshaping Logistics

Each of these global challenges, while driven by different motives, is leading to a common strategic shift in supply chain management:

Wars and Geopolitical Instability: Recent conflicts, such as the full-scale war in Ukraine or persistent tensions in the Middle East, have starkly exposed the profound vulnerability of long, complex supply lines. Businesses that once relied on single-source suppliers or concentrated production in politically sensitive regions are now being forced to proactively diversify their sourcing and manufacturing footprints. A prime example emerged with the war in Ukraine, where numerous European companies, heavily dependent on Russian energy and raw materials, suddenly found themselves cut off from vital supplies. This immediate crisis triggered an urgent and widespread push not only to diversify supply chains

but also to accelerate the transition to renewable energy sources, underscoring the interconnectedness of energy security and supply chain resilience.

Tariffs and Trade Wars: The resurgence of protectionist trade policies, characterised by the imposition of tariffs and the escalation of trade wars, has introduced significant punitive costs into global commerce. Tariffs, particularly those witnessed between economic giants like the United States and China, directly increase the cost of goods, thereby creating a powerful financial incentive for companies to relocate production and reconfigure their supply networks. This economic pressure has led to the widespread adoption of the "China-plus-one" trend, where multinational corporations actively seek to shift a portion of their manufacturing capabilities out of China and into alternative

locations, often within Southeast Asia. Countries like Vietnam, Thailand, and Malaysia have become attractive destinations for building new regional hubs, not just to mitigate tariff risks but also to enhance overall supply chain resilience and reduce geographical concentration. This strategic decoupling is driven by a desire to avoid future trade disruptions and optimise cost structures in an increasingly fragmented global trade environment.

Climate Change: The escalating impacts of climate change are introducing unprecedented physical risks and regulatory pressures that fundamentally disrupt traditional supply chain operations. Extreme weather events, such as intensifying hurricanes, prolonged droughts, and widespread flooding, directly impede transportation networks and manufacturing facilities. Concurrently, a growing body of climate-related regulations,

including carbon taxes and stricter emissions standards, is creating immense pressure on businesses to decarbonise their operations across the entire value chain. The multi-year drought severely impacting the Panama Canal serves as a vivid illustration of this challenge. Dramatically low water levels have forced shipping companies to either reroute their vessels, incurring significant additional costs and delays, or substantially reduce cargo loads, leading to capacity constraints. This crisis has compelled global logistics providers and manufacturers to critically re-evaluate their reliance on single, climate-vulnerable waterways and actively seek out more resilient, shorter, and often more localised routes, emphasising the urgent need for climate adaptation within supply chain design.

Growing Global Momentum and Market Signals

"Sustainability is not a cost but a strategic investment.

Listening to the planet and listening to the bottom line are no longer conflicting imperatives; they lead to the same conclusion."

The sustainability megatrend is not a passing fad; its momentum is being cemented by both policy and economics. Globally, the adoption of the International Sustainability Standards Board (ISSB) as a unified sustainability reporting standard is gaining traction, with 36 jurisdictions outside the US and EU having adopted it as of June 2025. This widespread acceptance signifies a critical leap towards harmonising ESG disclosures, providing investors and stakeholders with comparable, transparent, and high-quality data. This global alignment not only fosters accountability but also streamlines the flow of capital towards sustainable ventures, thereby accelerating the transition to a low-carbon economy.

National commitments to climate action continue to



strengthen. In a significant development in April 2025, China, the world's largest emitter, publicly pledged to submit its 2035 Nationally Determined Contribution (NDC) before COP30. In the absence of global climate leadership, China's unwavering commitment underscores the continued dedication to the Paris Agreement and signals a clear long-term trajectory for decarbonisation efforts. Such pledges are critical, sending strong signals to industries and investors alike, encouraging innovation and investment in green technologies.

Across the Atlantic, despite political rhetoric in the US

suggesting a rollback of climate commitments, market forces tell a different story. Attempts to dismantle the Inflation Reduction Act (IRA) are met with the formidable obstacle of entrenched market momentum. The IRA has already catalysed unprecedented investment in clean energy, electric vehicles, and other climate initiatives, creating new industries, jobs, and a self-reinforcing cycle of innovation. Mary Schapiro, former Chair of the US SEC, stated that what once felt impossible is now becoming inevitable, as sustainable solutions are "simply better, cheaper & more resilient than the status quo." This statement encapsulates the

core economic argument for sustainability. Renewable energy, for instance, has become cost-competitive with, and often cheaper than, fossil fuels in many regions. Furthermore, companies are increasingly recognising that sustainable practices lead to operational efficiencies, reduced waste, enhanced brand reputation, and greater resilience to disruptions, ultimately bolstering their long-term financial performance.

Companies are not merely reacting to policy or market signals; many are actively leading the charge. Microsoft stands out as a prime example, demonstrating aggressive commitments to its



ambitious goal of becoming carbon-negative by 2030. In a landmark move in April 2025, the tech giant announced its largest purchase of high-quality carbon removal credits, totalling 6.7 million tonnes of CO₂ equivalent (MtCO₂e). This single purchase surpassed the combined total of all carbon removal credits bought by companies globally in 2024, highlighting a significant escalation in corporate climate action.

In our region, political leaders are echoing this sentiment. At Ecosperity Week 2025, Singapore's Senior Minister and Coordinating Minister for National Security, Teo Chee Hean, delivered a stark warning: climate change will not wait for global consensus. He emphasised Singapore's proactive approach: "But we will secure Singapore's future – by doing our part and collaborating with the world to reduce emissions; by readying our economy to grasp the new opportunities in a low-carbon world; and by preparing to protect ourselves from the effects of a warmer world, effects such as sea level rise." This comprehensive strategy highlights both mitigation and adaptation efforts, showcasing a nation preparing for the challenges while simultaneously capitalising on the opportunities of a green transition. Similarly, Malaysia's Minister of Natural Resources and Environmental Sustainability, Nik Nazmi Nik Ahmad, articulated a powerful message: "The green transition is not a sacrifice; it is a stimulus. Decarbonisation is an engine for innovation, investment and job creation." This statement

reframes sustainability from a burden to an economic engine. It emphasises the transformative potential of decarbonisation to spur innovation, attract significant investment into new technologies and industries, and create a multitude of new jobs across various sectors.

Conclusion

In many ways, the very disruptions that have recently fractured global supply chains are also providing the impetus to rewire them in a more resilient and sustainable manner. This marks a critical convergence of short-term necessity and long-term vision. Businesses are realising that building robust, localised, and environmentally responsible supply chains not only mitigates future risks but also enhances efficiency and reduces their environmental footprint.

Ultimately, the overarching message is clear: sustainability is not a cost but a strategic investment. Listening to the planet and listening to the bottom line are no longer conflicting imperatives; they lead to the same conclusion. Companies and nations that embrace sustainability are not merely fulfilling an ethical obligation but are positioning themselves for long-term success, resilience, and a competitive advantage in an increasingly carbon-constrained and environmentally conscious world.



James Yin

Co-Founder and Director
V-plus Agritech Pte. Ltd

"From Green Uniform to Green Economy"

James is the Co-Founder of V-Plus Agritech Pte Ltd. A senior officer of the Singapore Army for 2 decades, James pivoted from protecting his country, to protecting our planet. He is no stranger to crisis, disasters and conflicts, having deployed for the 2004 Indian Ocean Tsunami relief, the Defeat ISIS Coalition in Iraq, and Singapore's COVID-19 response. He saw climate change as a crisis that requires urgent action, and decided to step forward. He is scaling circular agriculture and is on the lookout for new opportunities to deliver environmental and social impact. James is a Fellow in the Lee Kuan Yew School of Public Policy Executive Education and Affiliate Faculty in the Singapore Management University sustainability certificate program. An Accredited Director of the Singapore Institute of Directors, he serves on the boards of corporates, non-profit and MOE school. James holds a B.Eng (Hon), Electrical Engineering from the National University of Singapore and an MA (International Communications) from the University of Leeds.



SUSTAINABILITY: Operationalising Sustainability for Supply Chains

By Jamil Siddique

Regional Director, Middle East
and Asia, TALKE

Setting the Scene: Why Sustainability Now Defines Supply Chains

Sustainability has moved from being a competitive differentiator to a fundamental expectation across industries. In logistics, which accounts for about 11% of global CO₂ emissions (IEA, 2023), road freight alone represents nearly three-quarters of that footprint (ITF, 2023). For supply chains that handle sensitive or hazardous goods, the challenge extends beyond emissions to include safety, regulatory compliance, and public trust.

Several forces are accelerating the shift:

- Regulation – The EU's Corporate Sustainability Reporting Directive (CSRD), California's SB 253 Climate Corporate Data Accountability Act, and various zero-emission truck mandates are demanding transparent emissions reporting and the adoption of cleaner technologies.
- Customers & Investors – ESG metrics, lifecycle assessments, and verifiable KPIs are now prerequisites for securing contracts. Major producers increasingly require sustainability dashboards integrated into service agreements.
- Technology Transformation – AI, IoT sensors, and digital twins provide real-time visibility on safety, emissions, and efficiency, enabling proactive rather than reactive management.
- Circular Economy – From reusable intermediate bulk containers (IBCs) to returnable drums, recirculating materials is becoming central to supply chain strategy. The message is clear: organisations embedding sustainability into their operating DNA will lead, while others risk obsolescence.

From Strategy to Action: Cutting Emissions Without Compromise

Transportation remains the largest contributor to supply chain emissions, but a range of pragmatic and scalable solutions are emerging:

- Modal Shift – Moving freight to rail or intermodal transport wherever feasible, reducing carbon intensity on

selected corridors by double-digit percentages without compromising delivery reliability.

- **Alternative Fuels & Drives** – Pilots of renewable diesel, electric trucks, and hydrogen-based propulsion systems have demonstrated up to 70% CO₂ reduction on specific routes.
 - **Smart Routing** – AI-driven optimisation can cut empty mileage by 10–15%, lowering both fuel consumption and emissions.
 - **Automation** – Automated tank cleaning, drumming, and wrapping reduce energy and water use by up to 30% compared with manual processes, while also improving safety.
 - **Renewable Energy** – Warehouses and logistics hubs powered by renewable electricity can bring Scope 2 emissions close to zero. These measures must be linked to measurable KPIs, tracked systematically, and reported transparently to customers and stakeholders.
- Circular Thinking in Practice

Circular economy principles are becoming operational realities in modern supply chains:

- **Closed-Loop Packaging** – Drum and tote reuse systems cut single-use waste and emissions from new container production.
- **Digital Lifecycle Tracking**

– Ensures that containers are recovered, cleaned, and returned to service multiple times, improving efficiency and traceability.

- **Customer Benefits** – Lower procurement costs for packaging and reduced waste disposal fees.

When integrated with digital platforms and customer portals, these practices allow real-time monitoring of asset cycles, enhancing both transparency and efficiency.

Digitalisation and Technology:

A Force Multiplier for Sustainability

Technology is the backbone of modern supply chain sustainability. Its role extends beyond efficiency to safety, transparency, and innovation. Enterprise-Wide Integration Linking ERP, TMS, WMS, EH&S, CRM, and mobility solutions into a single data ecosystem enables:

- **Real-Time Visibility** – Operational dashboards for customers and internal teams.
- **Environmental Monitoring** – IoT sensors tracking temperature, humidity, and safety parameters in transit and storage.
- **Predictive Analytics** – Incident reduction of up to 20% through early detection and intervention.
- **Digital Twins** – Simulation of modal shifts, route

changes, or alternative fuel adoption before physical implementation.

Process Automation & Innovation

- Automated cleaning and packaging reduce throughput times while conserving water and energy.
- Rainwater harvesting systems support sustainable site operations.
- Tablet-based field reporting reduces paper use and speeds compliance processes.
- Customer portals centralise live shipment status, compliance records, and performance KPIs.

Mobility & Communication

- SAP and CRM integration streamline financial, compliance, and operational workflows.
- Collaborative platforms enhance customer engagement and internal knowledge sharing.

Sustainability as a Team Sport
Organisational culture is critical in embedding sustainability. Successful companies ensure that:

- Leadership integrates sustainability into strategy, budgets, and decisions.
- Managers embed it into day-to-day processes and performance goals.
- Employees take ownership

of efficiency, safety, and waste reduction.

Support mechanisms include:

- Continuous training on eco-driving, hazardous material handling, and energy-efficient operations.

- Idea incubation platforms that capture employee-led innovations—often contributing a quarter or more of implemented measures.

- Annual campaigns tied to measurable goals such as reduced incident rates or waste diversion.

Social Responsibility: Beyond the Supply Chain

Sustainability extends beyond operations into communities and ecosystems:

- Supporting emergency services and environmental education programmes.

- Partnering with non-profits for social impact initiatives.

- Creating safe, stable jobs that offer long-term growth opportunities.

- Organising initiatives such as tree planting drives, road safety campaigns, and waste-free environment programmes.

These measures strengthen both community resilience and brand reputation. Living Responsibility – Now and for the Future Operationalising sustainability is no longer a compliance exercise—it is an investment in resilience, efficiency, and competitiveness. Supply chains that integrate sustainable practices not

only meet rising regulatory and market demands but also position themselves as leaders in an era defined by environmental and social responsibility.

The call to action is clear: act not because the rules demand it, but because it is right, smart, and the only way forward.

About TALKE

TALKE is one of the world's leading logistics partners to the chemical and petrochemical industry, with a focus on safe, sustainable, and efficient handling of products. Operating across Europe, the Middle East, and Asia, TALKE provides tailored logistics solutions for some of the industry's most complex supply chains.





Jamil Siddique
Regional Director for the
Middle East and Asia at TALKE

Jamil Siddique is the Regional Director for the Middle East and Asia at TALKE, bringing nearly 35 years of experience in logistics and supply chain management across South Korea, Indonesia, Singapore, Japan, Thailand, and the Middle East. His career spans multiple sectors, including FMCG, Retail, Electronics, Healthcare, Industrial Telecoms, Cold Chain, Manufacturing, and Petrochemicals.

Since assuming his current role in 2024, Jamil has overseen TALKE's regional operations and driven the company's growth through innovation, safety, and customer-focused solutions. Under his leadership, TALKE's GCC operations were recognized as the "Best Logistics Service Provider of the Year" at the GPCA Supply Chain Conference 2025. At the same event, he also participated as a panelist in the session "Leveraging AI and Technology to Build Robust, High-Growth Supply Chains."

At TALKE, Jamil leads initiatives across the company's comprehensive service portfolio, including onsite logistics, offsite logistics, transportation, packaging, logistics solutions, and scalable material handling for chemicals, semiconductors, plastics, and pharmaceuticals.

Earlier in his career, Jamil held leadership roles at global firms including TDG, Exel/DHL, Li & Fung, HAVI Logistics, ECCO Shoes, Kuehne + Nagel, and DB Schenker.

A passionate motorcyclist and fitness enthusiast, Jamil is equally dedicated to developing people through an empowering and personable leadership style.



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LogiSYM Platinum Malaysia 2025: Driving Digital, Sustainable and Secure Supply Chains

Dr. Marco Tieman

Chief Executive Officer of LBB International

On 27 August 2025, the Malaysia International Trade and Exhibition Centre (MITEC) hosted LogiSYM Platinum Malaysia 2025, a premier gathering of supply chain professionals, industry leaders, and technology innovators. With the theme “Digital, Sustainable, and Secure: Empowering Supply Chain Agility and Efficiency”, the event provided a high-impact platform for knowledge sharing, collaboration, and networking among global and regional stakeholders.

The one-day symposium attracted 200 delegates from

across Asia and beyond, underscoring Malaysia’s growing role as a regional hub for logistics and supply chain excellence. Participants were treated to a dynamic mix of CEO panels, masterclasses, and expert presentations, covering issues from digitalisation and automation to green supply chains and supply chain security.

Two CEO panels (Supply Chain Megatrends and Ports & Shipping) were a highlight of the programme, bringing together top executives from shipping, logistics, and manufacturing sectors. These sessions offered rare insights

into how industry leaders are navigating disruptive challenges, seizing digital opportunities, and building resilient supply chains. Two masterclasses conducted by industry experts Dr Janya Chanchaichujit and Mr Nazery Khalid provided participants with deep-dive learning on emission accounting for freight transport and megatrends affecting global supply chains & logistics, respectively.

A key takeaway from the event was the critical need for collaboration across industries and geographies. Discussions emphasised that







no single organisation can succeed in isolation in today's volatile environment. Instead, partnerships, alliances, and shared digital platforms are crucial for building agile, end-to-end supply chain solutions.

The exhibition of MALT complemented the symposium by showcasing cutting-edge solutions from technology providers, logistics companies, and academic institutions. Delegates engaged directly with solution partners, discovering innovations that are already shaping the future of logistics and supply chains.

Another recurring theme was sustainability, reflecting growing pressure from regulators, consumers, and investors. From decarbonisation pathways to circular supply chains, the sessions reinforced the industry's commitment to meeting sustainability targets without compromising efficiency and competitiveness. LogiSYM Platinum Malaysia 2025 also highlighted the human factor—from nurturing talent to upskilling

the workforce for a digital future. Panellists noted that technology adoption must be matched with people development to unlock true supply chain agility.

This year LogiSYM Platinum Malaysia 2025 was made possible by Slimstock, UPS, Pando AI, AutoStore and Thaumaza Express Transport Solutions. Their commitment reflects the shared vision of building a digital, sustainable, and secure supply chain ecosystem for the future.

As the day closed, one message resonated clearly: the future of supply chains lies in collaboration, innovation, and resilience. LogiSYM Malaysia 2025 has set the tone for this journey, reaffirming its role as a leading platform in shaping the regional and global supply chain agenda. Next year LogiSYM Malaysia is planning a 2-day symposium in Kuala Lumpur.



Marco Tieman
CEO of LBB International

Dr. Marco Tieman is the CEO of LBB International, a supply chain strategy consultancy and research firm, advising companies and governments on supply chain analysis, supply chain design, and market research. He is the organising chairman of LogiSYM Indonesia and Malaysia. He is also an adjunct professor with Saito University College in Malaysia and a senior fellow with IPMI International Business School in Indonesia. He is the author of 'Halal Business Management: A Guide to Achieving Halal Excellence'.

Navigating the Supply Chain Sustainability Conundrum for SMEs

By Dr Shereen Nassar

Global Director of Logistics Studies and the Director of the MSc
Logistics and Supply Chain Management
Heriot-Watt University Dubai



Small and medium enterprises (SMEs) and medium-sized businesses are the backbone of the world economy, creating about 70% of jobs and 90% of total companies worldwide and 40% of industrial pollution across the Organisation for Economic Co-operation and Development (OECD) countries (WEF, June 2025). However, while collectively important, they often face particular difficulties in adopting sustainability practices, ranging from limited resources to a lack of knowledge and

experience. This constrains the adoption of sustainability best practices in SMEs and medium-sized companies in the manufacturing and supply chain sector compared to large global corporations. These global businesses have started to embrace the benefits and potential of sustainability in areas such as low-carbon product innovation, circular supply chain configurations, green procurement and more detailed sustainability reporting to meet investor and regulatory requirements.

SMEs have become integral to global supply chains, often working closely with multinational corporations through supply and subcontracting arrangements. Their participation has fuelled economic diversification, enhanced employment opportunities, and introduced new technologies. In the United Arab Emirates (UAE), SMEs represent over 94% of the UAE's businesses and contribute more than 60% to non-oil GDP, with plans to reach one million SMEs by 2030 (AB Magazine & UAE Government Portal, July



2025). For many developing economies, including the UAE, their integration into global value chains has been instrumental in achieving key development priorities and accelerating growth.

Although SMEs and mid-sized companies face distinct challenges, they also possess the agility and potential to drive meaningful change when equipped with the right tools and support. By aligning sustainability with business strategy, not as a cost but as a competitive advantage, they can contribute significantly to global climate goals while securing long-term economic growth. The impacts of globalisation have heightened challenges for multinational companies to implement sustainable practices. These immediately extend to suppliers. This poses new opportunities for some sectors, notably for logistics SMEs, to use sustainability as an innovation driver for

efficiency and provide a competitive edge long-term. Focusing on sustainability as a pathway to operational excellence and global recognition will substantially improve the competitive position of SMEs. Nonetheless, the other side of the coin creates new challenges. Apart from meeting the social responsibility benchmarks of ethical employment, transparent procurement, and humane sourcing, SMEs face the constraints of insufficient financing, a lack of skilled labour, weak institutional support, high compliance burdens, and multinational supply chains. For logistics SMEs with multi-geography supply chains, the burdens become even more pronounced.

The UAE stands out as a country that possesses a supportive ecosystem for SMEs that wish to embrace sustainability initiatives. The UAE's geopolitical position

provides opportunities to align with global ESG standards due to the country's innovation-driven agenda, commitment to green growth, and investments in digital infrastructure. Moreover, the introduction of the first climate law as a net-zero milestone suggests a shift in policy-framed action in the region. The UAE also provides practical opportunities for SMEs to embrace sustainability in logistics through green warehousing, energy-efficient transport, and digital tracking systems.

To manage this shift, SMEs must take a more conscious approach that prioritises awareness and capacity-building. Specifically, accessing self-sustaining platforms, as well as examining trends across a broader industry and the international sustainability scene, can help SMEs craft smart and efficient actionable steps. Starting with basic



energy reduction measures, transport route optimisation, and waste segregation, SMEs can experience small wins which will enhance commitment towards larger goals. Exploring these initiatives often results in cost-efficient operations while showcasing a commitment towards sustainable practices.

Access to finance is a critical factor in facilitating substantial change. Many small and medium-sized enterprises are reluctant to invest in green technologies or process improvements because of perceived high costs. The International Chamber of Commerce (ICC), in collaboration with Sage, has launched a global report during COP 29 which reveals a \$789 billion green finance opportunity for small businesses. The report exposes a gap between SMEs' sustainability ambition and their ability to take action, preventing them from accessing vital green

finance needed to drive their initiatives.

The introduction of green financing mechanisms and sustainability-linked incentives by the UAE government and regional financial institutions has expanded opportunities to obtain funding for sustainability initiatives. For logistics SMEs, investments in low-emission vehicles, warehouses powered by renewable energy, or digital supply chain management tools can reduce operational costs and improve market competitiveness over time.

Another consideration is the need for workforce development. Meeting sustainability compliance related to emissions and reporting and ethical labour practices requires skilled practitioners who understand both the regulatory landscape and the operational environment. Through collaboration with businesses, universities, and vocational and industry associations,

SMEs have the opportunity to develop the appropriate internal sustainability competency through targeted training. Beyond these collaborations, the adoption of new technologies offers profound transformative potential. Real-time tracking systems, automated documentation systems, and carbon footprint calculators are digital solutions that promote compliance with sustainability requirements and enhance transparency throughout the supply chain. In the case of logistics SMEs, where visibility and operational performance are critical, these solutions not only aid in sustainability reporting, but they also provide considerable value-add to the logistics services offered.

Collaboration enhances the impact of sustainability initiatives by enabling SMEs to participate in industry clusters, trade associations, and public-private partnerships. These

collaborative structures enable small and medium-sized enterprises (SMEs) to share best practices, pool resources for workforce training and technology implementation, and engage with regulatory agencies to develop integrated sustainability frameworks.

To move forward, SMEs should integrate sustainability into all decisions, use their agility to drive innovation, and include climate KPIs in business metrics and ESG practices across procurement, product design, and operations. The implementation of these strategies allows SMEs to function as strategic partners within global value chains, increase resilience to regulatory changes, and attract collaborators with aligned values. Logistics professionals in the UAE have opportunities to improve supply chain efficiency, competitiveness, ethics, and environmental responsibility. SMEs can also seek the EcoMark Global Accreditation, which is the sustainability accreditation framework for micro, small and medium-sized enterprises

(MSMEs). This framework was developed to enhance the competitiveness of MSMEs in the global green economy through streamlining and standardising the regulatory processes surrounding sustainability benchmarking worldwide. These initiatives enable small and medium-sized enterprises to contribute meaningfully to net-zero emissions goals.

The shift towards sustainability is likely to benefit SMEs that embrace such practices during the current international climate. It is time that both the government and the private sector collaborated to assist businesses of every scale in the manufacturing and supply chain sector in their transition to sustainable practices. The UAE provides a pioneering practice through supportive policies, new financing mechanisms, and ongoing innovation which enable the small and medium-sized enterprise sector and logistics industry to address sustainability challenges effectively while establishing a competitive advantage.

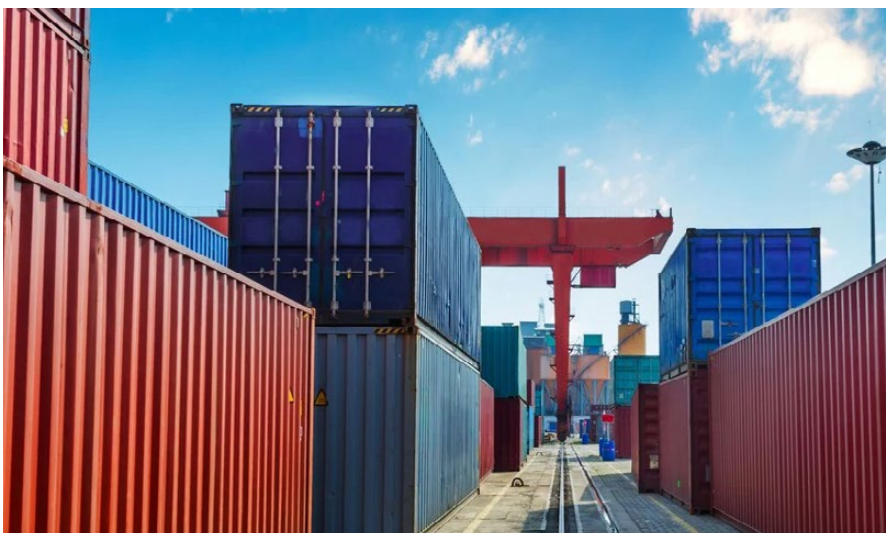


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Dr Shereen's main research interest is sustainability and supply chain resilience. She has published numerous research papers and book chapters in areas such as automotive recall risk and social sustainable supply chain performance, sustainable maritime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

Dr Shereen has extensive international teaching experience across UK and MENA region. She teaches both postgraduate and undergraduate levels. Her teaching proves the diverse expertise she has developed over a decade.



Unintended Consequences: How Modern Freight Software is Driving a More Sustainable Future

Mark Connell

Chief Executive Officer and Board Member
at Yojee



Let's be honest: if you walked into a freight forwarding office ten years ago and asked about carbon emissions, you'd likely get a blank stare... or worse, a dismissive wave. Even today, sustainability still sits on the sidelines for many in our industry. It's not that forwarders are anti-green. It's just not what gets trucks moving or containers cleared.

But the winds have shifted.

The industry is being nudged, sometimes gently, sometimes not, towards greener practices. From government mandates to shipper demands and ESG reporting, sustainability is no longer a "nice-to-have". It's a box that needs ticking. And whether you're in it for the planet, the PR, or simply because regulations leave you no choice, one thing's becoming clear:

Modern freight software is quietly driving the sustainability agenda.

Not through slogans or pledges. But through better design, better data, and better ways of working. In fact, sustainability is becoming a consequence of smart software decisions, not the goal itself.

And that, perhaps, is what makes it powerful.

The Freight Forwarding Reality Check

Let's call it out. The freight forwarding industry, especially across Southeast Asia, is built on hustle. It is built on relationships, on spreadsheets, on emails fired back and forth at 11pm. It is built on solving problems in real time, not theorising about climate impact.

Most forwarders are small- to mid-sized operators, running on thin margins and trying to keep customers happy. For them, sustainability often feels like someone else's problem until suddenly it is not.

Now, forwarders are being asked to produce carbon reports, offer cleaner shipping options, or explain how a shipment aligns with their customer's ESG goals. Many are not prepared. Their systems were not built for this. Their workflows are not designed for data visibility, let alone emissions tracking.

And yet, sustainability is knocking on every door, whether you care or not.

Three Camps of Sustainability

In working with freight



companies, I see three common mindsets when it comes to sustainability:

1. The Believers – These are the true green champions. They care deeply. They have made sustainability part of their business model. They are pushing for low-emissions lanes, working with greener carriers, and publishing sustainability reports voluntarily.

2. The Performers – These forwarders care about how they appear. Sustainability is cool; it is a brand play, and they are jumping on the ESG bandwagon, sometimes authentically, sometimes as a market signal.

3. The Reluctants – Probably the largest group. These operators are only doing what they have to and nothing more. If a customer demands a carbon breakdown, they will find a way to deliver it. But it is reactive, not strategic.

Here is the thing: regardless of which camp a forwarder falls into, modern freight software has a role to play. Because it does not just help you look green, it helps you operate smarter. And when you do that, sustainability comes along for the ride.

Sustainability by Design, Not by Force

Let's zoom out for a second. What does sustainability really mean in freight forwarding? It is not just about buying carbon offsets or printing fewer documents. It's about reducing waste – wasted time, wasted fuel, wasted capacity, and wasted effort.

In that sense, sustainability overlaps perfectly with operational efficiency. And that is exactly where software comes in.

Today's best freight platforms don't bolt sustainability on as an extra module. They build it in. They capture the right data

at the right time. They help forwarders choose optimal modes and routes. They improve collaboration across the supply chain, so fewer mistakes are made and fewer resources wasted.

And because this software is cloud-native and designed for interoperability, it allows for real-time emissions tracking, better vendor selection, and cleaner compliance reporting – all without a major change in workflow.

You do not have to be a sustainability crusader to benefit. You just have to be modernising your tech stack. And in doing so, sustainability becomes a consequence of better software thinking.

The Role of Community in Greener Freight

One of the key principles behind Yojee's MOSAIC platform is community. It is more than just a software product; it is a way of connecting forwarders, carriers,

and shippers into a shared ecosystem. That connectivity, at scale, is what drives collective intelligence and sustainability.

Think about it:

- **When forwarders share real-time shipment updates with customers and partners, there is less rework.**
- **When they access pooled carrier performance data, they can make cleaner transport choices.**
- **When they join an ecosystem where emissions metrics are standard, they can benchmark and improve faster.**

You cannot solve sustainability in a silo. The industry needs connected systems and shared data models. A modern digital platform does not just optimise your own workflows; it helps the entire supply chain move more efficiently, and yes, more sustainably.

That is the power of software-led community thinking.

Green by Default, Not Effort

What excites me about this new wave of freight software is that it removes the burden. You do not need a dedicated sustainability officer. You do not need a complex carbon calculator on your desktop.

With the right tools in place, your emissions data is captured automatically. Your workflows nudge you towards better choices, whether that is mode, route, or partner. Sustainability does not become a project. It becomes a default outcome.

And that, I believe, is how we win.

Because truthfully, we won't get every forwarder to care about sustainability. But we can give them software that helps them run better businesses where sustainability is baked in, not bolted on.

A Final Word on Progress Over Perfection

There is a risk in making sustainability feel like an all-or-nothing game. That unless you are planting trees and running electric fleets, you are not doing enough.

I do not believe that.

Progress in freight comes step by step. It comes from digitising a paper workflow. From choosing rail over air for a single shipment. From avoiding an empty return leg. These are operational wins, and they add up.

What modern platforms like MOSAIC are enabling is a mindset shift. You do not have to be perfect. But you can be better. And the right tools will guide you there, whether you are a believer, a performer, or a reluctant participant.

Because in the end, sustainability in logistics is not about preaching. It is about designing smarter systems, building stronger communities, and creating a future where doing the right thing is simply the easiest thing.



Mark Connell
Chief Executive Officer and
Board Member

Mark Connell is CEO of a logistics software company helping freight forwarders and brokers simplify complexity through smart, connected technology. With a career spanning enterprise software, logistics, and digital transformation, Mark champions a pragmatic, tech-led approach to sustainability in supply chains.

Mark has over 30 years of experience in technology and logistics globally, a strong background in engineering, sales, marketing, and product and project management, and a proven track record with companies such as Mainfreight and WiseTech Global.

About Yojee

Yojee is a leading logistics technology company focused on simplifying freight operations through digital innovation. Our platform enables logistics providers to consolidate complex supply chain networks into a single, intuitive system. By centralising operations, optimising workflows, and providing real-time visibility, Yojee empowers businesses to move air, ocean, and road freight efficiently and seamlessly. With our intelligent technology, logistics professionals can enhance performance, reduce inefficiencies, and drive growth in a rapidly evolving industry.

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J&T Express Achieved 147.1% YoY Surge in Adjusted Net Profit

Southeast Asia's market share soared 5.4 percentage points to 32.8%.

New Markets achieved positive Adjusted EBITDA for the first time

Hong Kong, 29 August 2025 -J&T Global Express Limited ("J&T Express" or "J&T" or "the Company", stock code: 01519.HK), a global logistics service provider, announced its Interim Results 2025 ("1H2025" or "the Period"). In 1H2025, J&T achieved a robust financial performance, driven by strong business growth and continuous operational optimisation across its markets. Propelled by strong parcel volume growth, the revenue contribution from

Southeast Asia and New Markets saw a sustained uplift, bringing the company's total revenue to US\$5.50 billion, a 13.1% increase year-on-year ("YoY"). Core express delivery services generated US\$5.34 billion in revenue, representing a 12.7% YoY increase.

The company's business indicators continued to improve, with net profit recorded at US\$89 million, a significant YoY surge of 186.6% from US\$31 million in the same period last year. Adjusted net profit reached US\$156 million, a YoY increase of 147.1%. Adjusted EBITDA amounted to US\$436 million, up 24.2% YoY, while adjusted EBIT grew by

65.4% YoY to US\$196 million, demonstrating the company's strong and sustainable profitability.

In 1H2025, J&T's total parcel volume increased by 27.0% YoY to 13.99 billion, with continued market expansion across all regions. Specifically, parcel volume in Southeast Asia ("SEA") surged by 57.9% YoY to 3.23 billion, with market share significantly increasing to 32.8%. In China, parcel volume grew by 20.0% YoY to 10.60 billion. New Markets (including Saudi Arabia, the UAE, Mexico, Brazil, and Egypt) saw parcel volume increase by 21.7% YoY to 170 million.

Dylan Tey, Chief Financial

Officer of J&T Express, commented, "In the first half of 2025, the company achieved solid performance growth despite a changing macroeconomic environment. Both our total revenue and profitability saw significant improvements, benefiting from parcel volume growth and refined operations across our 13 markets. Our market leadership in SEA has been further consolidated, with both revenue and profitability achieving high-speed growth. In China, despite intense price competition, we maintained steady parcel volume growth and business resilience through continuous cost optimisation and service upgrades. Encouragingly, our New Markets successfully achieved a turnaround to positive Adjusted EBITDA, proving the effectiveness and sustainability of our globalisation strategy."

Significant market share increase in SEA; non-platform business drives profit margin improvement

Leveraging its comprehensive logistics network, cost-effective services, and leading market position in SEA, J&T's business in the region continued its high-speed growth. In 1H2025, the company's parcel volume in SEA grew by 57.9% YoY, and its market share increased by 5.4 percentage points from 27.4% in the same period last year to 32.8%, solidifying its top position in the industry for the sixth consecutive year. The Company continues to seize growth opportunities in e-commerce and social e-commerce while actively implementing a long-term

strategy to expand its local brand and non-platform business in SEA countries. During the period, parcels from non-platform customers grew significantly, positively impacting the company's profits.

As regional e-commerce competition intensifies, platforms increasingly demand optimised fulfilment costs. As an independent e-commerce enabler, J&T integrates order resources from multiple platforms, leverages economies of scale, and replicates advanced experience from the China market to effectively reduce operational costs. The cost per parcel decreased by 16.7% YoY, enabling more competitive prices for customers and creating a virtuous cycle.

In 1H2025, J&T's revenue in SEA increased by 29.6% YoY to US\$1.97 billion. Adjusted EBITDA was US\$310 million, a YoY increase of 50.5%; adjusted EBIT was US\$230 million, a YoY increase of 74.0%, showing a significant enhancement in profitability. Continued profitability in the Chinese market with improving customer structure. During the period, J&T's market share in China steadily increased, with parcel volume growing by 20.0% YoY to 10.60 billion. By parcel volume, J&T's market share in China grew to 11.1%. The growth in parcel volume was mainly due to the company deepening its cooperation with major e-commerce platforms, improving service quality to enhance customer stickiness, and actively exploring rural

areas and agricultural support projects. The company also collaborated with e-commerce platforms to provide parcel aggregation services in Hong Kong, efficiently helping e-commerce platforms sell goods directly to Hong Kong and expanding its business footprint.

In terms of customer structure, J&T actively cooperates with industrial clients, focusing on growing with high-quality customers. During the period, the company proactively replaced customers and introduced high-quality brand clients, resulting in a significant increase in parcel volume from brand clients. For example, J&T's Guangzhou cloud warehouse successfully provided professional warehousing and customised logistics solutions for a major beauty client, helping it to accurately react to market challenges and explore new opportunities.

Amidst intense competition in the industry, the Company achieved significant cost optimisation in China through refined management in all operational links, enabling continued steady business growth. In 1H2025, the cost per parcel in the China market decreased by 10.3% YoY, further narrowing the gap with leading peers. Effective cost control offset some of the pressure on revenue per parcel from market competition, maintaining business resilience. During the period, revenue from China was approximately US\$3.14 billion, a YoY increase of 4.6%; adjusted EBITDA was

US\$160 million.

New markets gradually adopt mature operating models, achieving positive EBITDA for the first time.

J&T continues to cultivate its new markets, achieving breakthroughs in both business scale and profitability. In the period, parcel volume in the new markets grew by 21.7% YoY. The company continues to cooperate closely with global cross-border e-commerce platforms while actively expanding cooperation with local platforms. For instance, in Mexico and Brazil, the company established a cooperation with Mercado Libre, the largest e-commerce platform in Latin America, further broadening its business sources.

Benefiting from the operational experience accumulated in SEA and China, the New Markets have seen rapid parcel volume growth and improved operational efficiency, replicating and localising refined management models. Revenue from New Markets in the 1H2025 reached US\$360 million, a YoY increase of 24.3%. During the period, adjusted EBITDA turned positive for the first time, recording a profit of US\$1.569 million, compared to a loss of US\$7.841 million in the same period last year, marking a new stage of healthy development for the New Markets business.

Significant results from smart logistics deployment; increased investment in technology

J&T is committed to

enhancing service experience and operational efficiency through technological innovation. As of 30 June 2025, the Company had approximately 19,200 outlets and operated 239 sorting centres with 337 sets of automated sorting machines globally.

In the China market, under the policy guidance of "anti-involution", price competition in the industry is becoming more rational. At the same time, the company is increasing its investment in technologies such as intelligent sorting and unmanned vehicles. The unmanned vehicle network has covered multiple provinces and cities in China, with a total of 900 unmanned vehicles deployed across the network, aiming to improve quality, increase efficiency, and reduce costs. It is expected that with the combined effect of these favourable factors, the company will achieve steady growth in the second half of the year.

Charles Hou, Group Vice President of J&T Express, stated, "In the first half of 2025, we achieved good interim results, once again proving that the company's globalisation strategy is continuously deepening and strengthening, and the organisation's execution capabilities have been fully demonstrated. Our leading position in Southeast Asia is more solid than ever; we have maintained growth and resilience amidst fierce competition in the China market, and our New Markets

have reached a turning point towards profitability. Looking ahead, we will continue to cultivate our markets, deepen refined management, and continuously invest in technology and innovation to enhance service experience and operational efficiency, creating greater value for our global customers and achieving the company's long-term, sustainable development."



About J&T Express

J&T Express is a global logistics service provider with leading express delivery businesses in Southeast Asia and China, the largest and fastest-growing market in the world. Founded in 2015, J&T Express' network spans thirteen countries, including Indonesia, Vietnam, Malaysia, the Philippines, Thailand, Cambodia, Singapore, China, Saudi Arabia, the UAE, Mexico, Brazil and Egypt. Adhering to its "customer-orientated and efficiency-based" mission, J&T Express is committed to providing customers with integrated logistics solutions through intelligent infrastructure and a digital logistics network as part of its global strategy to connect the world with greater efficiency and bring logistical benefits to all.

For enquiries, please contact JTExpressSG@hoffman.com.



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