LogiSYM

The Magazine for Supply Chain Executives

APRIL 2026

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PROCUREMENT AS A STRATEGIC IMPERATIVE: A FRONTLINE DRIVER OF COMPETITIVE ADVANTAGE

PG 9
BY CHANDRANATH CHAKRABORTY

THE VALUE MULTIPLIER: WHY PROCUREMENT IS YOUR BEST STRATEGIC ASSET

PG 15
BY DR. CHRISTINA SS OOI

STRONG TOGETHER: PROCUREMENT AND SUPPLY CHAIN AS STRATEGIC PARTNERS

PG 24
BY VICTORIA FOLBIGG

ELEVATING HALAL PROCUREMENT: FROM COMPLIANCE TO STRATEGY

PG 32
BY DR. MARCO TIEMAN

FROM PANDEMIC RECOVERY TO GEOPOLITICAL DISRUPTION: RETHINKING SUPPLY CHAIN RESILIENCE

PG 37
BY RAYMOND WI

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CONTENTS

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Articles

9 Procurement as a Strategic Imperative: A Frontline Driver of Competitive Advantage

15 The Value Multiplier: Why Procurement is Your Best Strategic Asset

24 Strong Together: Procurement and Supply Chain as Strategic Partners

32 Elevating Halal Procurement: from compliance to strategy

37 From Pandemic Recovery to Geopolitical Disruption: Rethinking Supply Chain Resilience

Contents

4 President's Message





EDITORIAL MESSAGE

From the Editor

I am not a procurement practitioner, but I have spent a good portion of my career observing how procurement is still treated like a glorified purchasing clerk in many boardrooms, blamed for external spend yet denied real control over it. When the CPO sits under the CFO or COO as a default, the signal to logistics and supply chain leaders is simple: stay tactical, trim costs, and leave strategy to others. Boards routinely invoke resilience, innovation, and ESG, but park procurement in a back office role rather than making it a co-owner of end-to-end supply chains. That is a structural choice, not an accident. Some companies are starting to break the pattern and build deeper levels of cross-functional collaboration. They move procurement closer to the CEO, link metrics to growth, risk, and sustainability, and back this with serious digital investment.

This month's theme, "Procurement a Strategic Imperative: A Frontline Driver of Competitive Advantage," spotlights how procurement is redefining competitive advantage in today's dynamic supply chain landscape. Chandranath Chakraborty opens with "Procurement as a Strategic Imperative: A Frontline Driver of Competitive Advantage," exploring how procurement has become a catalyst for agility, sustainability, and digital transformation. Dr. Christina SS Ooi, in "The Value Multiplier: Why Procurement is Your Best Strategic Asset," demonstrates how data, collaboration, and governance elevate procurement to a board-level priority. Continuing this discussion, Victoria Folbigg's "Strong Together: Procurement and Supply Chain as Strategic Partners" illustrates how integration strengthens resilience and performance. Dr. Marco Tieman broadens the lens in "Elevating Halal Procurement: From Compliance to Strategy," positioning halal standards as a global differentiator aligned with trust and ethics. Together, these thought leaders show that procurement today is not just operational; it is transformational.

Also this month, as the voice of the LSCMS's Shippers Council, Raymond Wi reflects in "From Pandemic Recovery to Geopolitical Disruption: Rethinking Supply Chain Resilience," urging a strategic rethink of risk frameworks in an era of uncertainty.

This time in May we will be in the midst of the LogiSYM week in Singapore at the Singapore Expo, 12-14 May, 2026, with real conversations taking place in Planning and Procurement, Cold Chain Management, 3PL Value Creation, and the APAC Symposium Tracks of Digitalization, Sustainability and Circular Supply Chain, Supply Chain Risk Management, Intralogistics, and e-Commerce – not to be missed and hope to see you there.

Brett Marshall
Editor-in-Chief
LogiSYM Magazine



LSCMS PRESIDENT'S MESSAGE

Resilience, Regionalism, and the Road to May

As we move into the heart of the second quarter of 2026, the global logistics landscape continues to be defined by a paradox of persistent volatility and remarkable adaptation. While we have grown accustomed to "expecting the unexpected," the current shifts on the world stage, particularly within the Gulf region, are demanding a level of strategic agility that goes beyond traditional risk management.

The ongoing dynamics in the Gulf remain a focal point for our industry. As a critical bridge between East and West, any shift in the Middle Eastern corridor sends ripples through global trade lanes. We are currently witnessing a dual reality. While geopolitical tensions continue to challenge the predictability of the Red Sea and Suez routes, we are also seeing an accelerated push toward multimodal alternatives and the strengthening of the India-Middle East-Europe Economic Corridor (IMEC). For supply chain leaders, the lesson is clear—reliance on a single path of least resistance can no longer be your playbook. Resilience now lies in redundancy and the ability to pivot at short notice. This is easier said than done.

A Convergence of Excellence: LogiSYM & CargoNow 2026

Against this backdrop of global flux, I am incredibly excited about what the month of May holds for our community. We are preparing for a landmark series of events as LogiSYM and CargoNow take centre stage in both Singapore and Malaysia. These gatherings could not come at a more pivotal time. Singapore continues to reinforce its status as the world's premier logistics hub, while Malaysia's rapid infrastructure development and manufacturing growth make it an indispensable link in the global value chain. These events are designed to be more than just "conferences." They are where the best minds in the industry will gather to solve the very problems created by the global instability we see today.

As we prepare to meet in person next month, I encourage you to look at the current global challenges not just as disruptions but as catalysts for the innovation that will define the next decade of supply chain excellence.

I look forward to seeing many of you in Singapore and Malaysia very soon. Until then, stay agile, stay informed, and keep moving forward.

Raymon Krishnan, FALA, FCILT, CLP
President The Logistics & Supply Chain Management Society

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Procurement as a Strategic Imperative: A Frontline Driver of Competitive Advantage

Feature Article By Chandranath Chakraborty, Senior Procurement & Transformation Executive
Strategic Sourcing & Global Indirect Procurement

For much of the past three decades, procurement was viewed primarily as a cost-control function, an operational discipline focused on negotiating prices and managing suppliers. That perception is rapidly becoming outdated. In today's volatile and interconnected global economy, procurement sits much closer to the centre of enterprise strategy than ever before.

Geopolitical tensions, supply chain disruptions, inflationary pressures, ESG commitments, and the increasing complexity of global supplier networks have fundamentally reshaped the role procurement must play within organisations.

Forward-looking companies are recognising that procurement is not merely a support function, but a frontline driver of operational resilience, margin improvement, and long-term competitive advantage. Across industries, procurement now influences some of the most critical levers of enterprise performance: cost structure, working capital, supply continuity, innovation partnerships, and third-party risk management. Organisations that elevate procurement to a strategic level consistently outperform those that continue to treat it as a transactional function.

PROCUREMENT'S EXPANDING STRATEGIC SCOPE

Global supply chains today operate in an environment defined by uncertainty. According to several industry studies, companies typically spend between 50% and 70% of revenue on external suppliers, making procurement one of the largest controllable cost bases within most enterprises. The implications are clear: how effectively a company manages its supplier ecosystem has a direct impact on profitability, resilience, and growth.

Modern procurement leaders must therefore operate at the intersection of strategy and execution. Their role extends far beyond sourcing and contracting to encompass supplier market intelligence, risk management, demand discipline, and enterprise collaboration.



THREE STRUCTURAL SHIFTS ARE ACCELERATING THIS TRANSFORMATION.

First, supply chain volatility has increased dramatically. Events such as the COVID-19 pandemic, geopolitical conflicts, and trade disruptions exposed the fragility of many global supply networks. Procurement teams have had to move from cost optimisation alone to a more balanced focus on resilience, supplier diversification, and continuity planning.

Second, digital technology is reshaping how procurement operates. The adoption of advanced spend analytics, AI-enabled sourcing tools, and digital contract management platforms is allowing organisations to move from reactive decision-making to predictive insights.

Third, organisations are placing greater emphasis on sustainability and responsible sourcing. Procurement now plays a central role in delivering corporate ESG commitments, ensuring supplier compliance with environmental and social standards while balancing cost and operational requirements.

Taken together, these trends are positioning procurement as one of the few corporate functions capable of influencing both financial performance and operational resilience simultaneously.

MARGIN IMPACT: PROCUREMENT AS A DRIVER OF EBITDA

One of the most tangible contributions procurement makes to enterprise performance is through structurally sustainable cost improvements.

Unlike one-off cost reductions, strategic procurement focuses on redesigning category strategies, supplier ecosystems, and demand patterns to deliver lasting financial benefits. These improvements often translate directly into operating margin and EBITDA.

The most effective procurement organisations achieve this by applying a combination of levers:

- Category strategy and demand management
- Supplier consolidation and strategic partnerships
- Should-cost modelling and cost transparency
- Global scale leverage across regions and business units

The impact can be significant. Even a modest 3–5% structural cost improvement across major spend categories can materially influence enterprise profitability, particularly in sectors with thin operating margins. However, achieving these results requires procurement to operate with strong executive sponsorship and deep cross-functional alignment. Category strategies must be developed collaboratively with finance, operations, marketing, and technology teams to ensure cost optimisation does not compromise business performance.

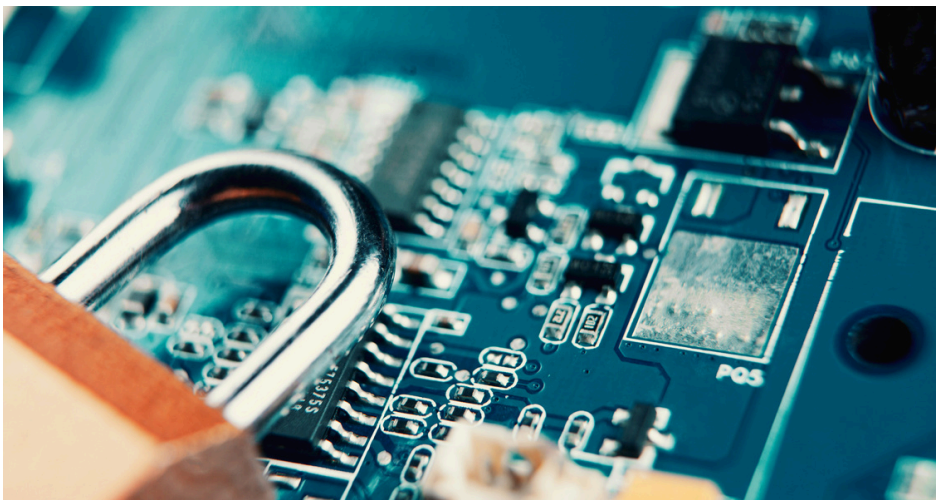
PROCUREMENT'S ROLE IN SUPPLY CHAIN RESILIENCE

The disruptions of recent years have underscored a critical reality: supplier networks represent both opportunity and risk. Large multinational companies often work with thousands of suppliers across dozens of countries, creating complex ecosystems that require active governance.

Procurement plays a central role in managing this complexity by building structured supplier segmentation models and implementing risk monitoring frameworks. Leading organisations now assess suppliers not only on cost and quality, but also on:

- Financial stability
- Geographic concentration risks
- ESG compliance





- Cybersecurity and data protection standards
- Operational capacity and contingency readiness

Strategic supplier relationships have also become increasingly important. Rather than relying purely on competitive bidding cycles, many companies are developing deeper partnerships with critical suppliers, enabling joint planning, innovation collaboration, and shared risk management. These partnerships can significantly improve supply continuity during periods of disruption while also unlocking opportunities for cost and operational efficiency.

DIGITAL PROCUREMENT AND THE POWER OF DATA

Another major shift reshaping procurement is the rapid digitalisation of the function. Historically, procurement decisions were often based on fragmented data sources and manual analysis. Today, advanced analytics platforms are enabling procurement teams to consolidate spend data across business units, categories, and geographies, creating far greater transparency.

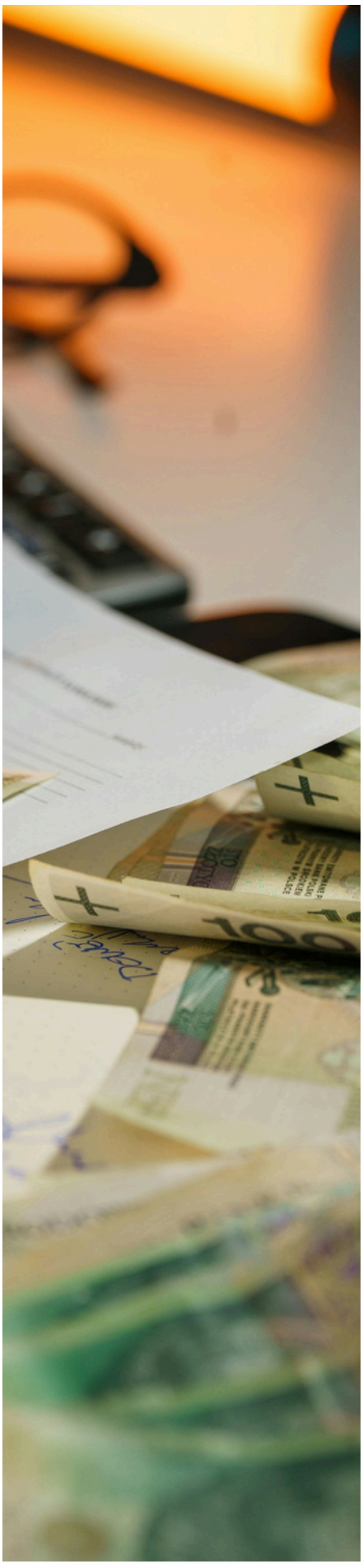
Digital procurement tools now support a wide range of capabilities:

- Real-time spend visibility across the enterprise
- Automated sourcing and contract workflows
- Supplier performance tracking and scorecards
- AI-driven opportunity identification
- Compliance monitoring and governance controls

When effectively implemented, these technologies allow procurement organisations to scale their impact significantly. Instead of focusing on individual sourcing events, teams can identify systemic opportunities across entire categories and supplier ecosystems. More importantly, digital tools help procurement shift from reactive cost management to proactive value creation.

WORKING CAPITAL AND FINANCIAL DISCIPLINE

Beyond cost savings, procurement also plays a meaningful role in working capital optimisation.



Payment terms, supplier financing models, and inventory strategies can collectively influence a company's cash flow position. Procurement teams often collaborate closely with finance departments to align supplier payment structures with enterprise working capital targets while ensuring suppliers remain financially healthy. This balance is critical.

Aggressive payment policies that weaken supplier financial stability can ultimately increase supply chain risk. The most effective procurement leaders therefore adopt a balanced approach that improves cash flow while maintaining sustainable supplier relationships.

BUILDING PROCUREMENT CAPABILITY AND INFLUENCE

Despite its growing strategic importance, procurement still faces one persistent challenge: influence. In many organisations, procurement operates within complex matrix structures where business units retain significant autonomy over spending decisions. To succeed in such environments, procurement leaders must focus on building credibility, trust, and demonstrable business value. This often requires investing in three key capability areas.

First, talent and capability development. Modern procurement professionals need a broader skillset than ever before, combining commercial negotiation skills with analytics, risk management, and stakeholder engagement.

Second, clear governance and operating models. Procurement must establish structured processes for supplier selection, contract management, and spend governance while maintaining the flexibility needed to support business priorities.

Third, executive alignment. Procurement initiatives are most successful when senior leadership recognises the function as a strategic partner rather than an administrative gatekeeper. Organisations that successfully address these areas often see procurement evolve into one of the most influential functions within the enterprise.



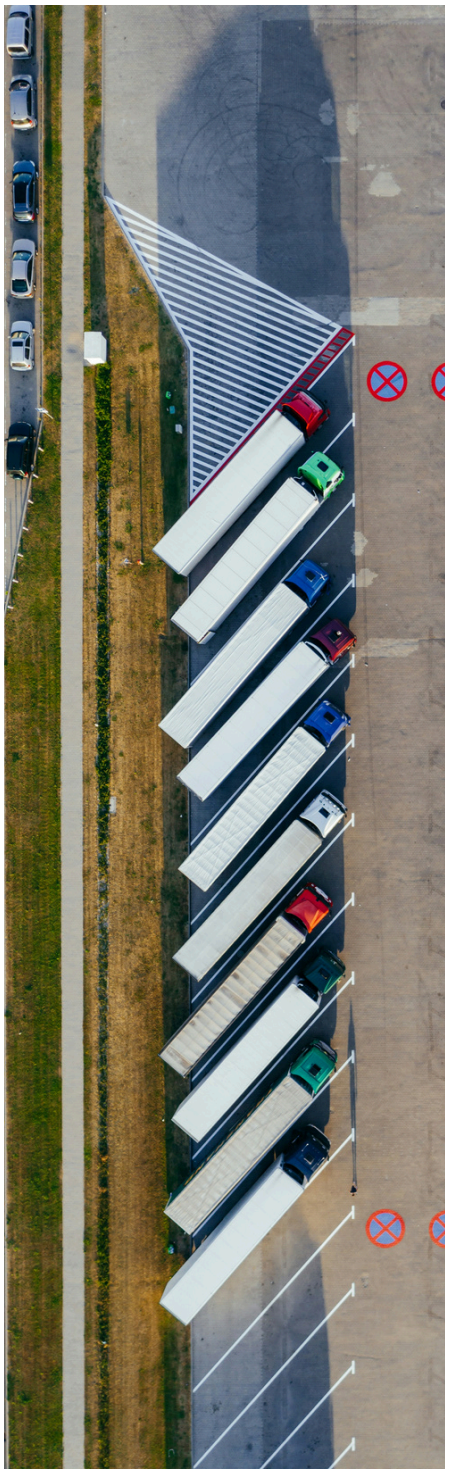


THE ROAD AHEAD

As global supply networks continue to grow in complexity, the strategic importance of procurement will only increase. Companies are facing a future defined by greater supply uncertainty, accelerating digital transformation, and rising expectations around sustainability and corporate responsibility. Navigating these challenges requires a procurement function capable of balancing commercial discipline with strategic foresight.

For business leaders, the message is clear: procurement is no longer simply about managing costs. It is about shaping supplier ecosystems, strengthening operational resilience, and unlocking sustainable competitive advantage.

Those organisations that invest in building high-performing procurement capabilities will be far better positioned to thrive in an increasingly unpredictable global economy. Procurement has moved from the back office to the front lines of enterprise performance. The companies that recognise and embrace this shift will ultimately define the next era of supply chain leadership.





Chandranath Chakraborty

Senior Procurement & Transformation Executive | Strategic Sourcing & Global Indirect Procurement

Chandranath Chakraborty is a senior procurement and transformation executive with more than 20 years of global leadership experience across multinational organisations including The Walt Disney Company, Nike, Unilever, and Procter & Gamble.

Based in Singapore, he has led large regional procurement organisations across Asia Pacific managing multi-billion-dollar supplier ecosystems. His expertise spans strategic sourcing, operating model transformation, digital procurement enablement, supplier risk governance, and working capital optimisation.



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The Value Multiplier: Why Procurement is Your Best Strategic Asset

Feature Article By Dr. Christina SS Ooi, Board Member, Council Member, C-Suite Procurement Leader, Adjunct Lecturer

The true test of Procurement has arrived. For decades, the function has been tucked away in the back office, viewed as a necessary but purely operational cost-centre. Often labelled as the "Department of No" or the team called in only when a contract needs a signature. But as we move into 2026, we are witnessing a remarkable evolution.

The future of procurement isn't just about efficiency anymore. It is about elevation. We are shifting from "process managers" to strategic architects. This isn't just a change in title. It is a fundamental re-engineering of our role as a primary engine of growth. To understand this shift, we must look at the forces reshaping our world and the tools we now have to master them.

THE BALANCING ACT: THE 2026 LANDSCAPE

Modern Procurement is no longer a linear process of "find, bid, and buy." We are in a high-stakes, constant balancing act between three massive, competing forces that define the modern organisation. They are:

Stakeholder Management: Navigating increasingly complex internal expectations. Business units no longer just want the cheapest widget. They want speed, quality, and a trusted advisor cum partner who understands their specific commercial goals.

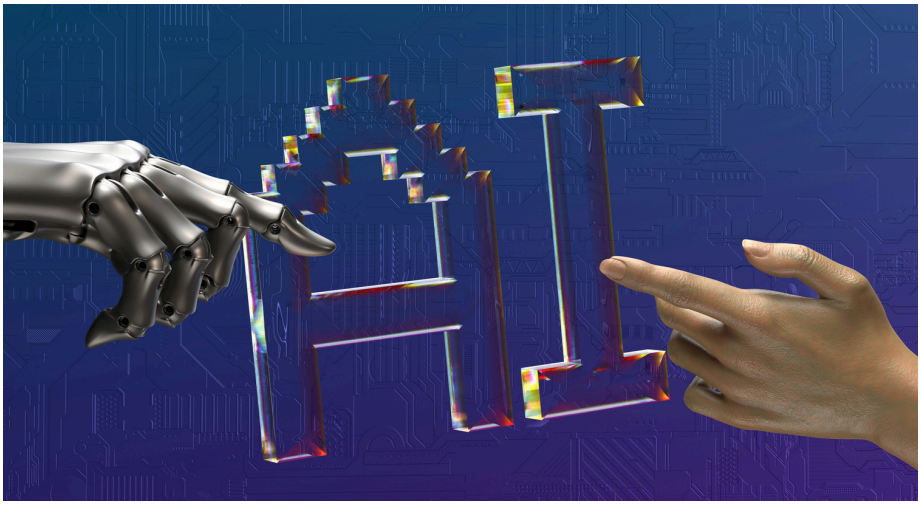
Innovation: Acting as the primary bridge to external markets. In a world of rapid technological shifts, the next big breakthrough for our organisation is likely found within our supplier base. Procurement is the gateway to that external R&D and market intelligence.

Risk Management: Operating under the ever-present shadow of global volatility. From geopolitical shifts to climate-driven supply chain breaks, risk is the "new normal."

But the question we must ask ourselves is: Is our Procurement team ready for a world that won't stop changing? If we continue to talk only about the bottom line and "savings against budget," we have already lost our seat at the table. The board doesn't just want to know what we saved; they want to know how we protected the business and how we helped it grow.

THE AI CATALYST: WHITHER THE HUMAN ELEMENT

The arrival of Agentic AI and tools like DeepSeek and ChatGPT marks a turning point for our profession. For years, the complaint was the same: "I can't be strategic because I'm buried in paperwork." Today, that excuse is gone. By freeing us from the burden of manual data entry, invoice matching, and repetitive RFPs, technology isn't replacing us. It's liberating us. This is the moment for procurement to



reclaim its time and focus on what humans do best. This “Human Advantage” is our true value multiplier. While an AI can optimize a route or find a price discrepancy, it cannot:

Build Deep Relationships: Trust is the currency of the supply chain. We cannot automate the bond between a CPO and a critical Tier-1 strategic partner.

Drive True Sustainability: Meeting “Scope 3” carbon goals requires strategic negotiation and shared vision with suppliers, not just a data dashboard.

Navigate Ethical Dilemmas: Decisions involving sensitive supplier relationships or ethical sourcing require a moral compass that algorithms lack.

We must approach AI with humble awareness. It is a powerful co-pilot, but the pilot must remain human. Procurement leadership must never lose the “Human Touch” the empathy to hear the fear behind a stakeholder's "no," the calm to stay steady when the market panics, and the honesty to build trust when things inevitably go wrong.

THE POWER OF STORYTELLING : EARNING THE SEAT

To stay assertive at the strategic table, data is not enough. We must master the Power of Storytelling. Leadership teams often dismiss “soft skills,” but in 2026, narrative is a high-impact professional tool. If we cannot articulate the value of what we do, we will always be viewed as a cost to be cut. When Procurement masters the art of the narrative, we become trusted advisors. We move from presenting spreadsheets to presenting business cases. This involves:

- **Convincing stakeholders** to embrace bold, unconventional ideas that might have higher upfront costs but massive long-term returns on investment (ROI) and total cost of ownership (TCO).
- **Persuading business leaders** to adopt transformative technologies before the competition does.
- **Articulating risk** in a way that is compelling and believable, turning “insurance” and “sound risk mitigation plans” into a “competitive advantage.”

FOUR HABITS OF A FUTURE-PROOF PROCUREMENT FUNCTION

To move from an "order-taker" mindset to a “value-creator” mindset, as effective leaders of procurement, we must inculcate four cultural habits in our teams:

Healthy Conflict: Having the confidence and the data to say 'No' to a stakeholder’s preferred path if it’s the wrong move for the business. True professional partners challenge each other.

Intellectual Curiosity: Moving past the "check-in-the-box" process. Strategic procurement teams ask, "Why?" and "What if?" for every supplier contract. They treat every supplier interaction as an opportunity to extract more value than just a product.

Extreme Ownership: Taking responsibility for outcomes, not just tasks. When we innovate, things won't always be perfect. A strong team doesn't look for someone to blame. They own the solution together.

Strategic Empathy: Spending time in the shoes of our stakeholders. When we truly understand their pain points and their KPIs, we gain the trust required to challenge their old, inefficient ways of working.

BREAKING THE “FIRE-FIGHTING” CYCLE

Despite the potential, too many procurement teams are still stuck in a reactive loop. They are “order-takers” who handle after-the-fact issues and react to “urgent” emails all day.

This is a case of constant, energy-sapping firefighting. To break out of this grind, we must move past the 'NATO' phase (No Action, Talk Only). Real transformation is a marathon, not a quick fix. It requires us to ask hard questions about our sense of purpose and goals:



The Mandate: Is there a clear "tone from the top?" Without a genuine mandate from the board, procurement transformation risks becoming just lip service.

The Collective Will: Does the entire organisation have the appetite for change? Procurement cannot transform in a vacuum. It requires "all hands on deck."

The Stamina: Do we have the endurance for the long haul? This is a fundamental re-engineering of how we operate moving forward.

The Leadership: Do we have a CPO with the courage, grit, and resilience to do what is right, even when it's difficult?

MEASURING THE UNMEASURABLE: THE NEW SCORECARD

If we are to be a "Value Multiplier," our KPIs must reflect it. We need to move beyond "Savings vs. Budget" and toward metrics that the board actually cares about. Here are some examples:

Innovation Velocity: How many new revenue-generating ideas came from our supplier base this year?

Risk Resilience (Value at Risk): How much potential loss did we prevent through proactive dual-sourcing or buffer-stocking before a crisis hit?

Sustainability Alpha: How much progress have we made on Scope 3 emissions, and how does that impact our brand value and cost of capital?

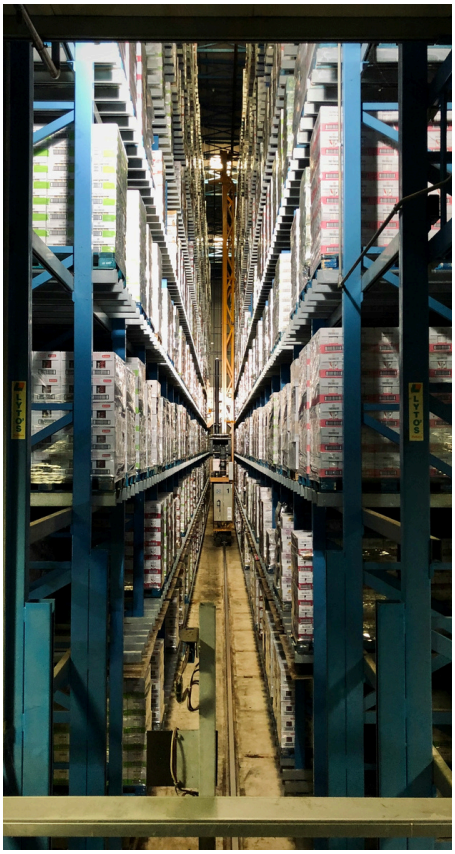
The "Human Reclaim" Rate: How many hours have we moved from "admin/tactical" tasks to " strategic/relationship" work thanks to AI?

CONCLUSION: THE WINDOW IS NOW

The energy in the procurement fraternity is infectious. There is a real hunger to do things differently. The days of the "back-office" support function are over. We hold the keys to spending data, market trends, supplier innovation, and the path to Net Zero.

Real change happens when we stop being afraid of making a mistake and start being afraid of staying exactly where we are. It takes a courageous CPO and a bold leadership team to believe that Procurement can—and must—be a primary driver of value.

The future of procurement is arriving at lightning speed. Are you leading the shift, or are you waiting for permission? The time to act is now.





Dr. Christina SS OOI

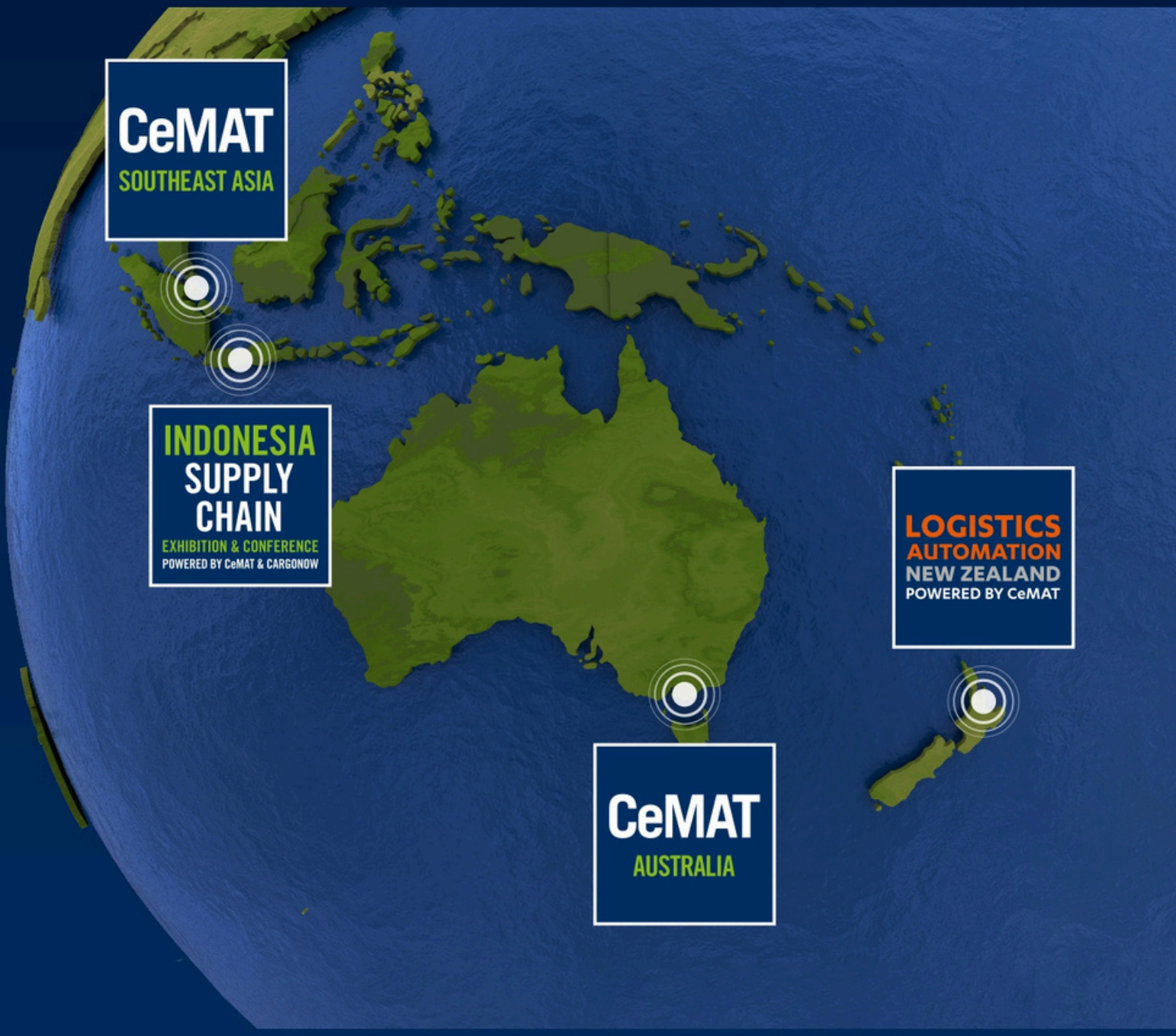
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Dr Christina SS Ooi currently serves as Board Member, Regional Board of Malaysia for Chartered Management Institute (CMI), UK. She also serves as Council Member, Malaysia Independent Non-Executive Directors Association (MINED), and is an Adjunct Lecturer at Universiti Teknologi PETRONAS (UTP), Malaysia.

A criminal lawyer by training, this former Chief Procurement Officer (CPO) for Asia Pacific (APAC) with diverse industry experience is also an international speaker, mentor, and published author.

Currently paying it forward as a volunteer mentor with Project Girls for Girls (Malaysia Chapter) Talentbank, Talent Corporation (TalentCorp), and Global Supply Chain Leadership Alliance (GSLA). Dr Christina holds a Ph.D. in Law from University of Malaya, Master of Laws, and Master of Business Administration (MBA), with two first degrees, in Law and in Communication.

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Cainiao Unveils ZeeBot Climbing Robot, Doubling Storage & Retrieval Productivity in Live Operations

PRESS RELEASE - APRIL 14, 2026

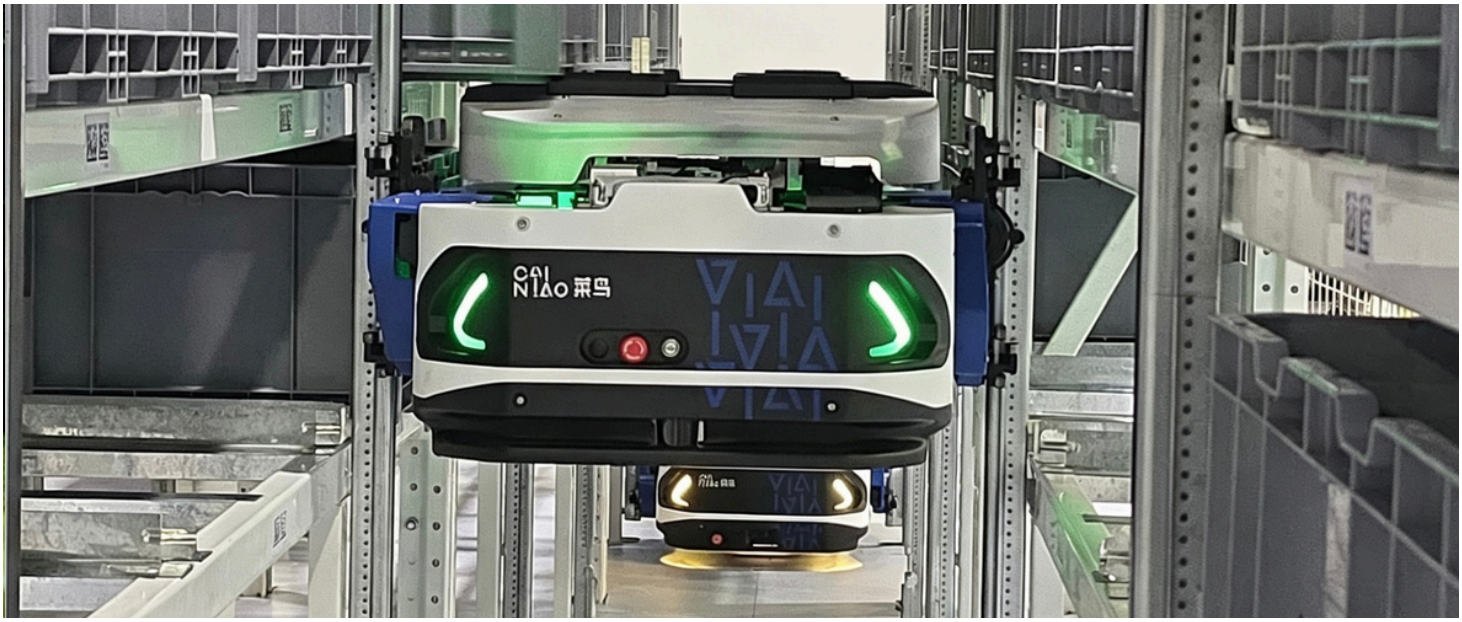
Atlanta, U.S., April 14, 2026 — Cainiao, a global provider of e-commerce logistics and logistics technology, today announced the launch of ZeeBot, its first self-developed rack-climbing warehouse robot, at MODEX 2026 in Atlanta. Cainiao also confirmed that its first warehouse project powered by ZeeBot has been delivered and is now operating in Guangdong, China. Field results show the solution increases storage and retrieval productivity by 100%, with ZeeBot able to climb to the height of a five-level rack in as little as 10 seconds.

The debut marks a milestone in Cainiao's in-house development of core logistics technology and highlights the industry's shift from software-enabled, point automation toward AI driven, end-to-end intelligent operations. Purpose-built for warehouse environments, ZeeBot is designed to solve a common limitation in automated facilities: horizontal movement and vertical storage are often handled by separate systems, and the handoffs between them can restrict throughput. ZeeBot combines both functions in a single robot.

It travels quickly through ultra-narrow aisles on the warehouse floor, then climbs racking to retrieve and put away totes. Coordinated through fleet-level scheduling, the system increases storage density and improves overall flow. It also delivers system-level flexibility—robots are not tied to a fixed aisle and can be dispatched in parallel to wherever capacity is needed. "Logistics workflows are long and complex. Traditional automation can deliver major efficiency gains at individual steps, but the end-to-end process is often fragmented, leaving gaps in the automated flow," said Bi Jianghua, Vice President

CAINIAO 菜鸟

of Cainiao Group and General Manager of Logistics Technology. "As a key product designed to connect multiple operational links, ZeeBot will help warehouses move beyond



point automation to a new phase of AI-scheduled, end-to-end multi-robot collaboration." Compared with other automated warehouses, ZeeBot-enabled sites deliver clear advantages: robots can travel at speeds of up to 4 meters per second on the floor and climb to racking up to five stories high in as little as 10 seconds. The solution also increases storage density, improving space utilization by 40%. With a modular design that speeds up deployment, it gives warehouses greater flexibility to scale capacity as volumes grow or demand changes. ZeeBot is now commercially available. More than 100 units are already operating in a cross-border logistics warehouse in Dongguan, Guangdong supporting a leading global cross-border e-commerce platform. As one of the world's largest e-commerce logistics providers, Cainiao operates a global network that provides large-scale, real-world scenarios to test and validate new logistics technologies—speeding up iteration and strengthening reliability in production environments. Building on deployments already underway in China, ZeeBot will next be rolled out to Cainiao's warehouses in Europe and North America, bringing this proven solution to more customers worldwide.



CAINIAO 菜鸟

About Cainiao

Founded in 2013, Cainiao is a global leader in e-commerce logistics. Leveraging deep e-commerce expertise and advanced technological capabilities, Cainiao has developed a smart logistics network spanning over 200 countries and territories.

Our core business pillars include cross-border logistics, overseas local express, global supply chain, global logistics technology, and global logistics parks. Committed to a long-term vision of delivering nationwide within 24 hours and globally within 72 hours, Cainiao connects global markets, empowering businesses and individuals to capitalize on global trade opportunities.

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Maersk's World Gateway II in Singapore

Maersk's World Gateway II in Singapore is a hard-edged capacity and capability play, not a branding exercise. The 1.1 million sq ft site, already about 70% occupied, gives Maersk a high throughput regional hub that can support genuine omnichannel flows rather than just more pallet storage.

The core of the design is automation density and how it is orchestrated. Multishuttles, ASRS, ACRs, AMRs, conveyors, sorters, put to light and RFID are deployed as a single, integrated system to drive order cycle time and picking accuracy while reducing manual touches.

Instead of discarding its existing stack, Maersk has kept its Warehouse Management System as the control point, interfacing upstream with customer ERPs and platforms and downstream into warehouse execution / control layers that manage the individual automation subsystems. In practice, the WMS owns inventory, work allocation and service logic; the WES/WCS layers translate that into instructions the shuttles, robots and sorters can execute in real time. This architecture only works if the WMS has sufficient integration maturity. Maersk is explicit that its WMS integrates "seamlessly" with marketleading ERPs, platforms, couriers and the automation stack, which implies a reasonably robust, well-documented API layer rather than a patchwork of bespoke fixes. That matters for operators who have lived with in-house legacy systems where every change request turns into a one-off workaround and long-term technical debt.
Maersk is also deliberately not pinning the site's identity to a single automation brand.

It describes itself as brandagnostic, working with multiple systems integrators and technology partners and selecting equipment on fit-for-purpose criteria. For shippers, that reduces the risk of being locked into one vendor's roadmap and gives some confidence that future reconfigurations—new customers, new channels, different handling profiles—can be engineered without tearing out the core.

Taken together, World Gateway II is best read as a pragmatic integration of scale, automation and network position: close to Tuas and within reach of Changi, customs-bonded, heavily automated and controlled through a WMS-centered architecture designed to plug into customers' existing systems rather than force them to adapt to Maersk's.



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Strong Together: Procurement and Supply Chain as Strategic Partners

Feature Article by Victoria Folbigg, CEO & Board Advisor | Procurement Strategy Leader | Sustainability Educator

The most resilient organisations are built on both functions firing at full strength —in the same direction. Supply chain and procurement have more in common than most organisational charts suggest. Both functions exist to ensure the business has what it needs—at the right cost, from the right sources, with the right level of risk.

Both are operating in an environment that is more volatile, more regulated, and more strategically consequential than it was a decade ago. And yet, in many organisations, they continue to operate in parallel rather than in partnership—shaped by separate KPIs, separate conversations with the C-suite, and separate views of the same supply base. The organisations navigating today's complexity most effectively tend to be the ones that have worked out how to change that.

WHAT EACH FUNCTION BRINGS

Supply chain's value lies in execution and flow. Getting product to market, managing inventory, maintaining service levels, coordinating logistics across complex networks - this is highly skilled work that requires deep operational knowledge and the ability to manage multiple interdependencies simultaneously.

In volatile conditions, a strong supply chain function is what keeps the business running. Procurement has travelled a long way from its origins as a back-office function raising purchase orders and chasing deliveries. Today, a mature procurement function brings deep category expertise- a working understanding of supply markets, cost structures, supplier economics, and the commercial levers available at each stage of a category lifecycle. It brings rigour to negotiation and contracting, not simply in securing the best price, but in building agreements that protect the organisation against dependency, lock-in, and one-sided risk.

It brings scenario planning capability - the ability to model what happens to costs and supply security under different market conditions before those conditions arrive,



stress-testing assumptions with tools and frameworks that translate commercial uncertainty into decisions the business can act on. There is also a less celebrated but equally important role: procurement as the function that maintains the commercial discipline in a supplier relationship that supply chain, rightly focused on continuity and partnership, sometimes cannot.

This is not adversarial - it is a necessary counterbalance that ensures the relationship remains genuinely mutual, and that operational dependency never quietly becomes commercial vulnerability. Together, these two functions cover both sides of the equation: what the business needs to deliver, and what the market is able to provide. Separately, each holds a partial view.

THE MOMENTS THAT REVEAL THE VALUE OF PARTNERSHIP

Three situations, in particular, show what is possible when procurement and supply chain are working in genuine alignment. The first is new product or service development. When procurement is involved at the design stage - before specifications are locked and supplier assumptions are baked in - it can shape commercial outcomes in ways that simply are not available later. Knowing which suppliers have capacity constraints, which materials carry lead time risk, and where cost pressure is likely to build before a product even launches is genuinely valuable intelligence.

Supply chain brings the production and fulfilment reality. The combination consistently produces better decisions than either function arrives at alone. The second is disruption response. The Houthi attacks on Red Sea shipping and the more recent crisis in the Strait of Hormuz - through which approximately 20% of the world's seaborne oil trade normally passes - have demonstrated with exceptional clarity what happens when critical trade routes are compromised simultaneously.

The organisations that have responded most effectively are those where procurement and supply chain shared a live view of the risk landscape before the disruption hit, and had the working relationships to move fast together. Two functions receiving the same bad news at different times, working from different datasets, rarely produce a coherent response. The third is sustainability. This is where the partnership between the two functions is perhaps most underdeveloped—and where the stakes are rising fastest. Supply chain holds operational data on emissions, logistics intensity, and manufacturing standards.

Procurement holds the supplier relationships and the contractual levers to drive change. Research from the CASME global procurement community confirms that procurement's involvement in sustainable sourcing is critical precisely because the organisation's principles need to be embedded into business processes and supplier decisions — not left as a reporting exercise. That embedding only happens when procurement and supply chain are working from a shared agenda.

WHAT GOOD LOOKS LIKE IN PRACTICE

A small number of organisations have built this kind of partnership into how they operate—and the results are instructive. Tata Steel manages approximately





$10 billion in annual procurement spend under a function recently elevated as Group Strategic Procurement and Business Excellence — a deliberate repositioning of procurement as an enterprise value driver, connected to and working alongside supply chain's execution capability. Each function makes the other more effective.

PETRONAS, Malaysia's national energy company, has built its Supplier Support Programme on the recognition that sustainable supply chains require procurement's supplier relationships working in concert with broader operational commitments. The programme works directly with over a thousand suppliers - the majority local SMEs - to build ESG capability, improve sustainability reporting, and access transition financing. This is procurement and supply chain operating as a joined-up ecosystem.

Apple, consistently benchmarked as one of the world's most effective supply chains, built its operational excellence on a foundation of procurement discipline. Both of the executives who shaped that supply chain over the past two decades came up through procurement before taking on broader operational leadership - a reflection of the view that supplier intelligence, commercial rigour, and market knowledge are foundations, not add-ons.

THE QUESTION WORTH ASKING TOGETHER

If pressed, most supply chain leaders would acknowledge they do not have a complete picture of what a well-functioning procurement team is capable of delivering. Most procurement leaders would say the same in reverse. That gap is what happens when two functions have been designed to solve different problems, measured against different targets, and left to get on with it.

The current environment has made that arrangement harder to sustain. The Houthi attacks on Red Sea shipping and the ongoing crisis in the Strait of Hormuz are only the most visible examples of a broader pattern: events with a geopolitical origin land on procurement and supply chain simultaneously, and the response is only coherent when both functions are working from a shared picture before the disruption arrives, not after. Which raises a practical challenge, aimed equally at supply chain and procurement leaders: identify one category, one supplier relationship, or one risk scenario where your two functions are currently operating separately - and work it together instead. Not as a pilot programme or a task force. One thing, done jointly, with shared accountability for the outcome.

The organisations that have built genuine partnership between these two functions tend to find that both perform better for it. The ones that have not are leaving value on the table that someone else will eventually pick up.





Victoria Folbigg

CEO & Board Advisor | Procurement Strategy Leader | Sustainability Educator

With nearly 30 years in procurement, Victoria Folbigg is a former Chief Procurement Officer and the founder of Folbigg Consulting, specialising in indirect procurement, category management, AI in procurement, and supply chain sustainability.

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Geotab's 2025 Sustainability and Impact Report Shows Fleets Cutting Fuel Waste, Reducing Idling by up to 30%, and Electrifying as Energy Costs Rise

Businesses turn to data to cut costs and improve efficiency as fuel volatility persists, says Geotab

Singapore — March 30, 2026 — As rising fuel prices and ongoing energy volatility puts pressure on margins, businesses are turning to data driven strategies to improve efficiency and control costs. New findings from Geotab Inc., a global leader in connected transportation, video and asset tracking solutions, show how organisations are reducing fuel waste, cutting idling by up to 30%, reducing collisions and accelerating electrification.

These insights come from Geotab's fifth annual Sustainability and Impact Report. In the report, Geotab examines how organisations across five continents are using connected vehicle data to lower emissions, reduce fuel costs and improve road safety. "Fuel volatility is a reminder that sustainability is a business strategy," said Neil Cawse, Founder and CEO of Geotab.

"When integrated with a pragmatic focus on short-term value, sustainability measures can drive both efficiency and profitability. Every operational improvement is an immediate, measurable step toward resilience and growth."
"Across Asia-Pacific, we're seeing fleets face a unique combination of rising energy costs, evolving regulation and growing expectations around sustainability," said David Brown, Associate Vice President – APAC at Geotab. "What's encouraging is how quickly organisations in the region are turning to data to take control – whether that's reducing idling in dense urban environments, improving driver behaviour, or building a clear pathway to electrification. These insights are helping fleets not only cut emissions but also strengthen operational resilience and long-term cost efficiency."

Real-World Impact: How Global Fleets Are Using Data to Decarbonise

Across industries and geographies, organisations are already translating fleet data into measurable environmental and financial outcomes. In 2025 alone, Geotab- connected electric vehicles travelled more than 870 million miles (1.4 billion kilometres), as fleets used data to make more informed decisions about vehicle efficiency, driver behaviour and electrification strategy.

GEOTAB

- **Postal & Logistics (Belgium)**: bpost SA saved €1.6 million in fuel costs—equivalent to 1 million liters of diesel—by using EV data from Geotab to right-size its 10,000-van fleet and optimise charging schedules as it targets 100% CO_2 neutrality by 2030.



- Construction & Infrastructure (UK): Tarmac reduced idling by 30% within three months, achieved 25% improved fuel economy, and cut speeding violations by 50%.
- Public Transit (Italy): Autolinee Federico achieved a 20% fuel reduction and approximately 40% decrease in violations and fines through driving behaviour optimisation and tachograph compliance.
- Wholesale Distribution (U.S.): Richards Building Supply projected $195,000+ in annual savings from a 90-day pilot with Geotab Vitality, with a 41% improvement in safe driving behavior and 8% reduction in collision risk.
- Municipal Government (U.S.):The City of Carmel, 2025 Geotab Innovation Award Winner for Sustainability, used a custom dashboard to validate emissions reductions from a biodiesel fuel pilot program.

As fleets face pressure from energy costs, emissions regulations and operational risk, many are turning to connected vehicle data to identify efficiency gains and guide long-term electrification strategies. “Geotab’s greatest contribution to sustainability is helping the transportation industry optimise operations.

Everyday we see businesses reduce fuel use, cut emissions and make more strategic choices around electrification using data and AI insights. But sustainability is a collective effort, so we must also hold ourselves accountable. This report highlights both the progress of our customers and the steps we are taking as a company to reduce our own impact,” added Cawse.

GEOTAB’S SUSTAINABILITY PROGRESS

Alongside customer impact, the report also outlines Geotab’s own progress.

● CDP Climate Change score improved to B, reflecting strong performance in environmental policies, risk disclosure, and industry collaboration.

● EcoVadis Silver Medal sustainability rating, placing Geotab in the top 15% of companies assessed.

● Reduced Scope 2 emissions by 42.5% year-over-year (location-based) — an 87.5%



GEOTAB

About the Report

The Geotab 2025 Sustainability and Impact Report is an annual report highlighting how Geotab is reducing emissions and environmental impact across its operations. The latest report covers January 1 to December 31, 2025 results and was prepared with reference to the Global Reporting Initiative (GRI) Standards and aligned with the United Nations Sustainable Development Goals (SDGs), and the Greenhouse Gas (GHG) Protocol. Geotab has also released a complementary Climate-Related Disclosure report, which provides a comprehensive analysis of Geotab’s climate strategy in full alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

The full report is available in English, French, German, Italian, Portuguese, Spanish and Dutch. View the 2025 Sustainability and Impact Report and learn more about sustainability at Geotab

reduction from the 2019 baseline.

● Reduced Scope 3 emissions by 14% through supplier engagement and the adoption of primary activity-based data, providing a more accurate reflection of its true value chain impact.

● First Climate-Related Disclosure Report published, voluntarily evaluating climate risks and opportunities under different future climate pathways.

● Product Carbon Footprint baseline established for the Geotab GO device and core hardware portfolio — enabling targeted reduction across the product life cycle.

● 8,500+ lbs of devices recycled through the GO Recycle program, a 52% increase year-over-year

The company continues to work toward its science-based target of reducing absolute emissions across Scopes 1, 2 and 3 by 50% by 2030, with a long-term commitment to reach net-zero emissions by 2040. Investing in People and the Transition Geotab is investing directly in its workforce's shift to cleaner transportation. More than $2 million USD was provided through the Geotab Electric Vehicle Incentive, which offers employees a subsidy of up to $6,000 USD to purchase or lease an EV .

The company maintains 41 free EV charging stations, offers full reimbursement for employees who commute using public transit, and launched a zero-emission electric pool car program for business travel in 2025.

Geotab was recognised with a SEAL Business Sustainability Award for its sustainable transportation program and an EPEAT Purchaser Award for sustainable IT procurement. The company was also ranked the #1 commercial telematics vendor worldwide for the fourth consecutive year by ABI Research.



GEOTAB

About Geotab

Geotab is a global leader in connected vehicle and asset management solutions, with headquarters in Oakville, Ontario and Atlanta, Georgia. Our mission is to make the world safer, more efficient, and sustainable. We leverage advanced data analytics and AI to transform fleet performance and operations, reducing cost and driving efficiency.

Backed by top data scientists and engineers, we serve approximately 100,000 global customers, processing 100 billion data points daily from more than 5.9 million vehicle subscriptions. Geotab is trusted by Fortune 500 organisations, mid-sized fleets, and the largest public sector fleets in the world, including the US Federal government.

Committed to data security and privacy, we hold FIPS 140-3 and FedRAMP authorisations. Our open platform, ecosystem of outstanding partners, and Geotab Marketplace deliver hundreds of fleet-ready third-party solutions. This year, we're celebrating 25 years of innovation.

Learn more at www.geotab.com and follow us on LinkedIn or visit Geotab News and Views.

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Elevating Halal Procurement: from compliance to strategy

Feature Article By Dr. Marco Tieman, CEO LBB International | CEO HSC Alliance | Board Member | Academic

The procurement function plays a crucial role in the sourcing of halal certified raw materials, ingredients and additives, packaging materials, transportation, warehousing, etc. Halal has conventionally been addressed by the industry as part of a product specification, to ensure compliance of raw materials, ingredients, and primary packaging materials.

As halal is going through an evolution, moving away from a product approach, towards a halal supply chain and value chain, brand owners need to address the halal procurement function at a more strategic level. Unfortunately, there has been little attention paid by brand owners to bring halal out of the purview of the internal halal committee to a more strategic level. In fact, I am of the opinion that halal procurement is one of the most important building blocks of a corporate halal value chain.

Hence, the topic of halal procurement as a critical building block of a halal value chain should be on the radar of brand owners serving Muslim markets.

IMPACT OF HALAL FOR THE PROCUREMENT STRATEGY

The Kraljic portfolio matrix is an important tool used by procurement professionals to crafting procurement strategies for products, services and works purchased.

In the Kraljic portfolio matrix commodities are classified based on the purchasing impact on the financial result (measured in costs of purchase of a certain commodity category or impact on product quality) and supply risk (measured against criteria such as number of potential suppliers, availability of supply, competitive structure in supply markets). By mapping every purchase commodity into one of four categories, organisations can shift from a "one-size-fits-all" purchasing approach to a targeted strategy that optimises costs and protects operations.

The Four Strategic Approaches

- **Strategic Items:** High value and high risk. These require partnership and long-term collaboration because they are vital to the product and difficult to replace.
- **Leverage Items:** High value but low risk. These allow for competition; because there are many suppliers, companies can use their high spending power to negotiate the best prices.



- **Bottleneck Items:** Low value but high risk. These demand Security of supply; the goal is to ensure you don't run out of these niche items, even if it means holding extra inventory or against higher purchase costs.

- **Non-Critical Items:** Low value and low risk. These focus on Efficiency; the objective is to spend as little time and administrative effort as possible on routine supplies.

Based on the location in the matrix, commodity strategies are formulated. Now the question is how does halal impact the traditional commodity strategy?

The implication of halal for the purchasing portfolio matrix and the supply management strategy has two possible effects. First halal has impact on the financial result for producers of halal sensitive products, namely, "Is the product animal-based?" (yes/no). Examples of animal based products are raw meat, processed meat, ingredients /additives derived from animals (like gelatine) and processed products that contain these items. If the product is animal based it would move a traditional routine product to leverage or a bottleneck product to strategic. Second, halal has impact on the supply risk: "Is the supply chain partner based in a non-Muslim country?" (yes/no).

Partners in non-Muslim countries that offer halal compliant products and services have invested in halal certification, compliance, are specialised and are often not well controlled and supported by its government in terms of its halal compliance. This requires a more intensive relationship with these suppliers, which moves a traditional routine product to bottleneck or a leverage product to strategic for non-Muslim countries.

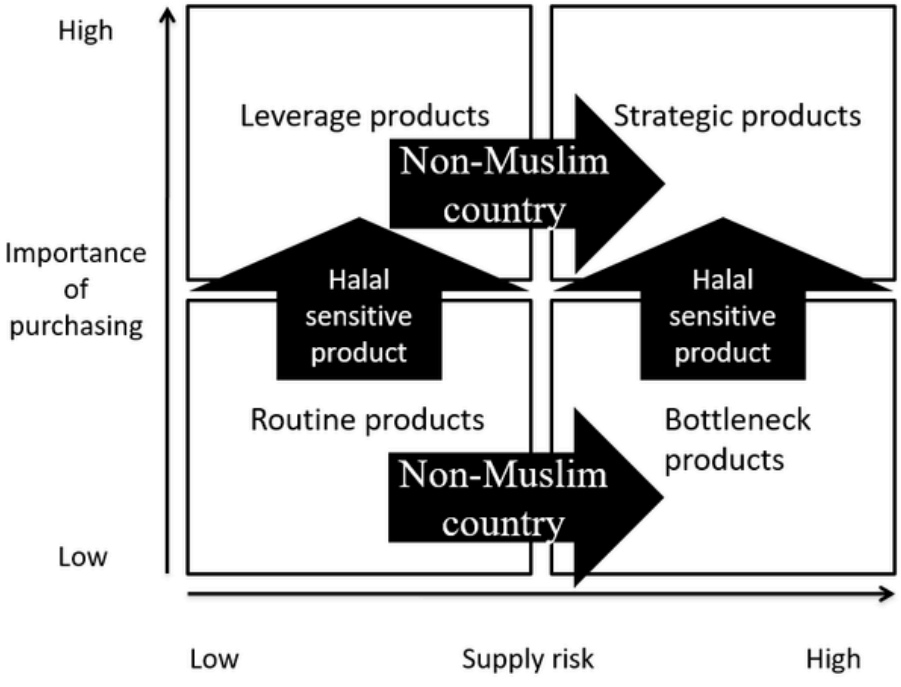


Figure 1: The Kraljic Portfolio Matrix

Source: Tieman, M. (2021). Halal Business Management: A guide to achieving halal excellence. Routledge: Oxon.

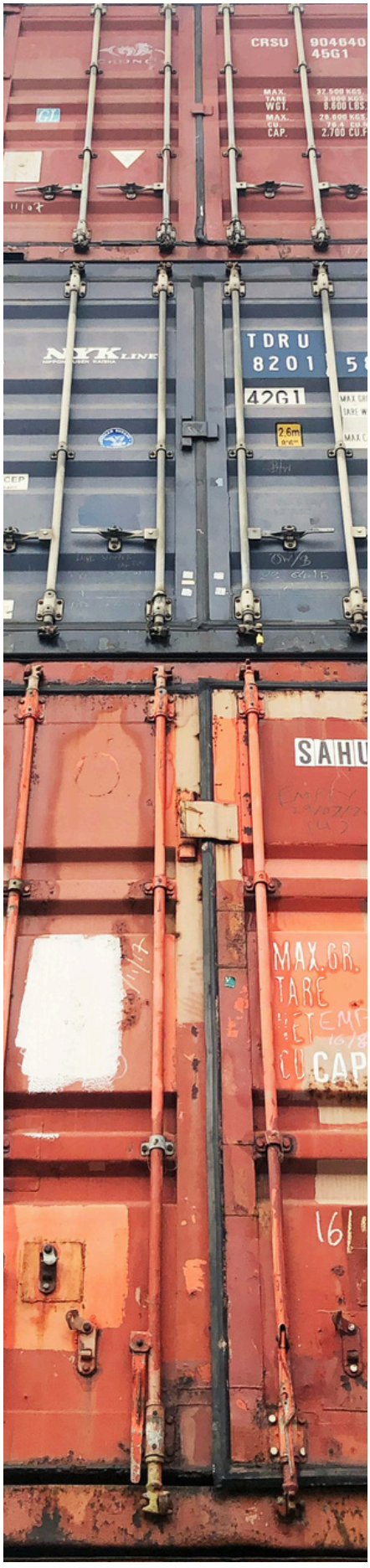
The implication of halal on the purchasing portfolio matrix is summarised in Figure 1. Halal leads to stronger partnerships with suppliers (strategic and leverage products) and adopting various strategies to secure continuity of supply (bottleneck products).
This would position a halal procurement strategy as so-called "relational integration", where long-term win-win relationships are maintained with a limited number of suppliers.

ADVANCING HALAL PROCUREMENT MATURITY BY AN ORGANISATION

There should be an effective alignment between halal policy, procurement strategy and purchasing process. To make this a reality it is important to advance the halal procurement maturity of your organisation. In the first stage, which I call "viewing halal compliance as an opportunity" (read: problem), it is the challenge to become pro-active in halal compliance. In this phase it is about obtaining and protecting halal certification status of products and/or services produced by the company.

Important elements in here are the halal policy, internal halal committee, and halal assurance system. The purchasing opportunities are the halal compliance of supplier base and inducing suppliers to obtain halal certification. In the second stage, which I call





"making supply chains halal", it is about supporting a transition to a halal supply chain. A cross-functional team is established tasked to identify, select and manage suppliers of halal relevant product groups. A second function of this cross-functional team is to harmonise halal standards of suppliers and ensure halal storage and transport clauses are part of contracts with supply chain partners. The third function of the cross-functional team is to identifying and implementing any changes required in the procurement strategy and purchasing process of the company.

At the third stage, which I call "making value chains halal", it is about the transition of the business value chain towards a corporate halal value chain. During this stage the cross-functional team becomes a key driver in the alignment of the halal value chain of an organisation with its supply chain partners. Among other's this addresses reviewing contract clauses related to Islamic finance and takaful requirements, sustainability, halal branding & marketing guidelines, etc.

HALAL PROCUREMENT KEY PERFORMANCE INDICATORS

To guide organisation in an effective alignment between halal policy, procurement strategy and purchasing process, key performance indicators are important. I would like to introduce two halal procurement key performance indicators, namely: halal procurement maturity and halal compliance of supplier base.

Halal procurement maturity measures the main position of an organisation in the halal procurement maturity (stage 1: viewing halal as an opportunity; stage 2: making supply chains halal; stage 3: making value chains halal). Companies can use the halal procurement maturity as goal setting, for example completion of stage 1 by the year 2027, stage 2 by 2030, and stage 3 by 2035.



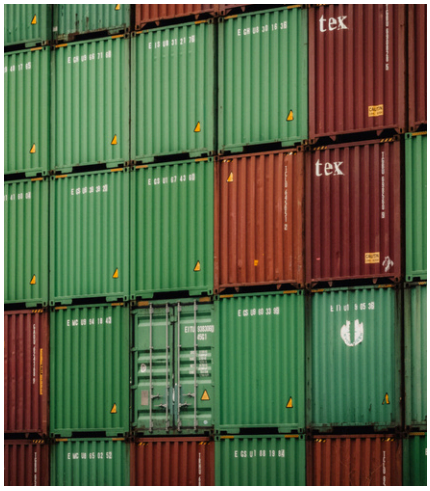
Halal compliance of supplier base measures the number of suppliers that are halal certified versus the total number of suppliers. This is identified for the halal commodity categories (like raw materials, packaging, logistics, food processing equipment, insurance, etc). For each supplier it needs to be determined if they are halal certified with a valid and recognised halal certificate. This allows organisations

to have a quick overview of the biggest halal compliance issues for the halal commodities. Companies can use this to priorities supplier development and measure progress achieved by the cross-functional team.

CONCLUSION

In an era where halal is evolving from a simple product specification into a comprehensive value chain requirement, the role of procurement has never been more critical. By integrating halal requirements into the Kraljic Matrix, organisations can move beyond a reactive "compliance" mindset and toward a proactive, strategic framework that actively manages supply risk and strengthens supplier partnerships. To successfully navigate this transition, brand owners must advance their halal procurement maturity. This involves moving from basic certification efforts to a fully integrated approach that aligns halal policy with the entire purchasing process.

By implementing clear Key Performance Indicators (KPIs)—such as measuring halal procurement maturity and the halal compliance of its supplier base—companies can ensure their supply chains are not only compliant but also resilient and competitive. Ultimately, elevating halal procurement to a strategic level is no longer optional; it is a fundamental building block for any organisation aiming to lead in the global Muslim market and build a robust, sustainable halal value chain.





Dr. Marco Tieman

CEO LBB International | CEO HSC Alliance | Board Member | Academic

Dr. Marco Tieman is the CEO of LBB International, a supply chain strategy consultancy and research firm, advising companies and governments on procurement, production, and supply chains. In 2025 he co-founded HSC Alliance, with the mission to build an international halal supply chain network. He is an Adjunct Professor with Universitas Ary Ginanjar (Indonesia) and Taylor's University (Malaysia) as well as a Senior Fellow with IPMI International Business School (Indonesia). He is the organising chairman of LogiSYM Indonesia and Malaysia. He is the author of 'Halal Business Management: A Guide to Achieving Halal Excellence'.



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From Pandemic Recovery to Geopolitical Disruption: Rethinking Supply Chain Resilience

Feature Article By Raymond Wi, Manager Supply Chain, Procurement

In an era where geopolitical shifts rewrite supply chain rules overnight, navigating the storm alone is no longer an option. The LSCMS Shippers' Council provides the collective intelligence and benchmarking power needed to turn global disruption into a competitive advantage. The COVID pandemic drew a clear line between industries that struggled to survive and those that thrived amid disruption.

Aviation, tourism, and hospitality were among the hardest hit, brought to a near standstill by global lockdowns. At the same time, sectors such as e-commerce, pharmaceuticals, and digital services surged, riding the wave of changing consumer behaviour and urgent global demand. From the perspective of the airline-related industry, COVID-19 was undeniably severe - but ultimately short-lived for those who were prepared.

Organisations that used the downtime to restructure, optimise costs, and strengthen operational readiness emerged stronger. When borders reopened, pent-up demand for travel triggered a powerful rebound. Airlines quickly recovered, with many reporting significant profits as travel demand surged beyond expectations. However, the challenges we face today are fundamentally different. The current global landscape is shaped not by a single event, but by ongoing geopolitical tensions - most notably the war between Ukraine and Russia, as well as escalating conflicts in the Middle East involving Iran, the United States, and Israel.

These developments have had far-reaching consequences on global supply chains. Oil prices have surged by more than 40%, driving up transportation and operating costs across the board. Major Middle Eastern airlines face airspace restrictions, reducing available cargo capacity. Other airlines are forced to take longer, indirect routes to avoid conflict zones, increasing transit times and costs. Similarly, ocean freight has been affected, with vessels rerouting to avoid high-risk areas, further compounding delays and inefficiencies. The result is a deeply strained and unpredictable supply chain environment.

In such conditions, many organisations are asking the same questions: Are costs spiraling beyond budget? Are freight forwarders approaching you one after another with rate increases and new surcharges? The reality is, we all share this burden in one way or another. While these challenges may be unavoidable, the impact can certainly be managed and



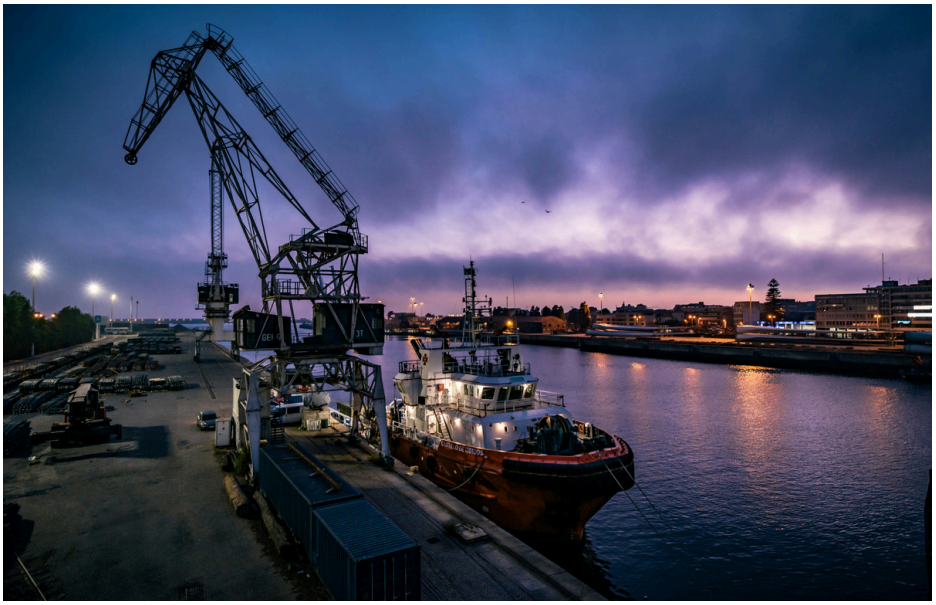
minimised with the right approach. So how can organisations navigate this uncertainty?

- **Stay informed and self-aware:** Understanding your own operational needs, risk appetite, and cost tolerance is critical. Equally important is staying updated on market conditions, alternative routes, and available solutions that can help mitigate disruptions. Knowledge enables better, faster decision-making.

- **Share and learn within the community:** No organisation operates in isolation. By exchanging experiences, lessons learned, and best practices within the supply chain community, companies can gain valuable perspectives and avoid common pitfalls. Collective learning strengthens individual resilience.

- **Collaborate for better outcomes:** True collaboration goes beyond negotiating rates. It involves working closely with partners, peers, and service providers to explore innovative approaches, share insights, and leverage technology. Many organizations are now adopting advanced tools and analytics to improve visibility and make more informed, data-driven decisions. In times like these, collaboration platforms become even more valuable. This is where communities such as shipper councils, together with networks like LogiSYM, comprising dedicated, passionate, and experienced shippers, play a crucial role.

They offer a space for knowledge-sharing, discussion, and mutual support, often at minimal cost but with significant collective benefit. In an increasingly uncertain world, resilience is no longer optional; it is essential. By staying informed, learning from one another, and working collaboratively, organisations can not only weather current disruptions but also build stronger, more adaptive supply chains for the future. Come and join us, and embark on a new chapter that will open your horizon.





Raymond Wi

Manager Supply Chain, Procurement

Raymond Wi is a passionate supply chain professional with extensive experience in logistics, warehouse management, and procurement. Over the course of a 30-year career - including 22 years with SIA Engineering - he has developed deep expertise in optimizing operational processes, managing inventory effectively, and supporting system implementations to enhance efficiency and reliability across the supply chain.

He also serves as the deputy chairman of the LSCMS Shippers Council—a specialised, invitation-only group within the Logistics & Supply Chain Management Society (LSCMS). It serves as a collaborative platform for senior logistics professionals and Beneficial Cargo Owners (BCOs) to share expertise and advocate for the interests of cargo owners. Based in Singapore but with a global influence through the LogiSYM and CargoNOW platforms, the council focuses on moving beyond "talk shop" sessions to achieve tangible outcomes and industry benchmarks.

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J&T Express Reports 18.5% YoY Revenue Growth for FY2025; New Markets Achieve Full-Year Profitability for the First Time

Total Parcel Volume Crosses the 30-Billion Mark for the First Time; Southeast Asia Market Share Expands to 34.4%

Hong Kong, 30 March 2026— J&T Global Express Limited ("J&T Express" or "J&T" or "the Company," stock code: 01519), a global logistics service provider, announced its annual results for 2025. In 2025, the company's total parcel volume crossed the 30-billion mark for the first time, reaching 30.1 billion, representing a 22.2% year-over-year ("YoY") increase. Full-year total revenue reached US$12.2 billion, up 18.5% YoY, demonstrating that the company's global network spanning 13 countries continues to unleash strong growth momentum.

The company's profitability continued to improve, with adjusted net profit reaching US$425 million, up 112.3% YoY, exceeding Bloomberg consensus expectations. Among them, the Southeast Asia market achieved a trifecta of "volume growth, market share expansion, and profit improvement," with adjusted EBIT surging 77.5% YoY to US$538 million.

In New Markets, just three years after launching operations in 2022, adjusted EBIT turned positive for the first time, recording US$4 million. In the China market, amid intense industry competition and the "anti-involution" policy backdrop, the company maintained profit resilience through effective cost control, with adjusted EBIT at US$94 million. Dylan Tey, Chief Financial Officer of J&T Express, commented, "2025 was a year of fruitful achievements for J&T's globalization strategy. Our global parcel volume and revenue both recorded strong growth, and free cash flow increased significantly by 96.1% to US$494 million.

Our leadership in the Southeast Asia market has been consolidated, with profitability significantly enhanced; New Markets also achieved profitability within just three years, marking an important milestone in our globalization journey; and in China, we continued to optimize operations and reduce costs, with cost per parcel hitting a record low of US$0.28, maintaining a strong competitive advantage."

Southeast Asia Business Ranked First in the Industry for the Sixth Consecutive Year; Leadership in Market Share Expands

J&T's leadership position in the Southeast Asia market became even more solid in 2025. The Company's parcel volume in Southeast Asia reached 7.66 billion, surging 67.8% YoY, hitting a four-year high in growth rate; revenue increased 39.8% YoY to US$4.5 billion. According to Frost & Sullivan data, by parcel volume, J&T's market share in Southeast Asia further increased to 34.4%, and it has been the top-ranked express delivery operator in the Southeast Asia market for six consecutive years since 2020. This growth was mainly driven



by the continued rapid development of Southeast Asia's e-commerce market. At the same time, as an independent e-commerce enabler, the company achieved steady business improvement by integrating order resources across all platforms and actively expanding non-e-commerce platform customers. The Company also empowered Southeast Asia with its China experience, driving a significant enhancement in economies of scale. Cost per parcel decreased to US$0.48. While offering customers more competitive pricing, the company achieved an increase in adjusted EBIT margin to 11.9%.

China Market Accelerates the Adoption of Outlet Automation; Cost per Parcel Steadily Decline

In 2025, J&T achieved high-quality growth in the China market, with its business volume ranking rising to fifth, and revenue increasing 5% YoY to US$6.71 billion. During the period, the company handled 22.07 billion parcels, up 11.4% YoY. Through deepening full-link refined operations, the Company fully promoted the popularization and application of automated equipment at outlets, with the number of automated equipment increasing significantly compared to the end of 2024. The company's cost per parcel decreased YoY to US$0.28. maintaining the profit resilience of the business.

The Company continued to build differentiated competitive barriers, including deepening cooperation with brand customers such as Yili, Luhua, and Wuliangye, vigorously promoting the "Express Delivery to Villages" project, continuously increasing the coverage rate of express delivery to villages, accelerating and strengthening cloud warehouse services, and actively deploying the application of unmanned logistics vehicles, with over 1,000 vehicles currently in operation. Meanwhile, the company launched its Hong Kong consolidated shipping business in 2025.



Leveraging the cargo consolidation, transit, and sorting capabilities in the Guangdong-Hong Kong-Macao Greater Bay Area, it extended its reach to the Hong Kong region and developed a series of terminal facilities such as self-pickup points and self-pickup lockers in Hong Kong.

New Markets Achieve Historic Profitability: Another Milestone in Globalization Strategy

J&T's layout in New Markets (including Saudi Arabia, the UAE, Mexico, Brazil, and Egypt) ushered in a harvest period. In 2025, parcel volume in new markets increased by 43.6% YoY to 404 million, and revenue rose 51.2% YoY to US$870 million. Adjusted EBIT improved significantly from the same period last year to a profit of US$4 million, successfully turning losses into gains.

At the same time, the adjusted EBIT per parcel in New Markets turned positive for the first time in the second half of 2025, reaching US$0.09, proving that the New Markets business has entered a healthy and sustainable development track. The success of New Markets benefited not only from the company's close cooperation with global cross-border e-commerce platforms such as SHEIN, Temu, TikTok, and AliExpress, but also from the active expansion of local partners. In 2025, the Company reached a cooperation with Mercado Libre, the largest e-commerce platform in Latin America, and won the Mercado Libre 2025 Best Carrier Award, with its service capabilities recognized by the platform.

The mature operating experience of the China and Southeast Asia markets was systematically exported to New Markets, greatly enhancing operational capabilities, operational efficiency, and profitability. J&T continued to invest in advancing network construction and operational optimization in global markets, comprehensively enhancing network carrying capacity through self-building and upgrading core hubs.

As of the end of 2025, the Company operated 246 sorting centers globally, and its largest global self-built center, located in Guangzhou, became officially operational in the fourth quarter of 2025. To cope with the growth in business volume, the Company added approximately 1,880 self-owned line-haul vehicles on a net basis throughout the year; and added 134 sets of automated sorting equipment, bringing the total to 413 sets. Charles Hou, Group Vice President of J&T Express, stated, "2025 was a crucial year for J&T to achieve high-quality growth and strategic breakthroughs. Our market share advantage in Southeast Asia continued to expand, we maintained resilience and quality development amid intense competition in the China market, and New Markets also ushered in an inflection point of profitability, fully validating our global, replicable business model.

Over 30 billion parcels globally is a new starting point for J&T. Looking ahead, we will continue to forge ahead and meet global customerss' demand for high-quality express delivery services with more efficient and intelligent services, creating long-term value for shareholders and partners."



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-oriented and efficiency-based" mission, J&T Express is committed to providing customers with integrated logistics solutions through intelligent infrastructure and digital logistics network, as part of its global strategy to connect the world with greater efficiency and bring logistical benefits to all.



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