

# AMTOI

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# NEWS

## GEOPOLITICS & MULTIMODAL LOGISTICS

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INNOVATION EQUITY  
DEVELOPMENT  
TRADE  
RESILIENT  
HUBS

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TRADE  
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RENEWABLE  
SMART PORTS  
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OPPORTUNITIES  
BHARAT STANDARDS  
FUTURE  
MARITIME  
EQUITY  
GLOBAL  
CHANGE  
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# About us

AMTOI, The Association of Multimodal Transport Operators of India, was formed with the object of organizing Multimodal Transport Operators at the national level and improving the quality of their services. The members of the Association are Multimodal Transport Operators registered with the Directorate General of Shipping, Mumbai under the Multimodal Transportation of Goods Act, 1993 which also includes some associate members like CFS operators, tank container operators etc. The Association is a non-profit making body registered under the Indian Companies Act and is managed by the Managing Committee comprising of 7 members elected by the Operator members. The Committee is assisted by a Board of Advisors consisting of the representatives of Government / Public Sector Organizations. Also, it has various trade association representatives on its extended board and is thus likened to an apex body. As a unique initiative, AMTOI has set up a forum called the Grievance Redressal Forum (GRF). The objective of this Forum is to create a platform for dispute resolution

and thereby addressing grievances of the members of the trade. The Association has a two-tier membership Ordinary members who are registered as MTOs and Associate members who are not MTOs themselves but who are involved in operations connected with multimodal transport. The Associate members are not eligible for voting rights or contest in the Elections. The Association from time to time has made suggestions for the consideration of Government and in fact the suggestion for amending the Multimodal Transportation of Goods Act and for adopting other related measures. AMTOI has been able to secure representation on Government bodies like the Standing Committee on Promotion of Exports, (SCOPE Shipping and SCOPE Air), Task Force on Multimodal Transport and various other forums of the Ministries of Shipping, Commerce & Finance of the Government of India. The Association is also a member of the International Multimodal Transport Association based in Geneva and has thus acquired international recognition. For the benefit of its members, regular training courses are

conducted be it on tax issues, insurance or other such related subjects. An awaited event of the year is the MULTI-MODAL DAY or an AMTOI DAY which the Association organizes as an 'Annual Day' for the last many years wherein the entire shipping fraternity of Shipping Lines, Ports CFS operators, Freight Forwarders, NVOCC's, CHA's, Airlines, Government authorities in addition to MTO's come together to network and interact with each other under one roof. Members are kept abreast of the happenings in the industry by MULTIMODAL TIMES or AMTOI Newsletter which is published as a quarterly magazine currently and we hope to graduate into a monthly publication which will attempt to capture critical issues that are close to the industry and along with opinions of the industry leaders. Lastly, keeping abreast with the advancing technologies, AMTOI continuously improvises its website and offers tools for various industry players to come together and thus endeavoring to be a leader in its class



## From The President's Desk



### Mr. Arun Kumar

President, AMTOI  
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## RESILIENT MULTIMODAL LOGISTICS IN FACE OF GEOPOLITICAL TURMOIL OVER HALF A CENTURY

Finding opportunities in challenges is a core skill of any logistician, and multimodal logistics is an effective tool that helps mitigate these challenges.

International or cross-border logistics is highly susceptible to geopolitical situations, which are often volatile, unpredictable, and disruptive. History has witnessed multiple instances of disruptions in global supply chains due to adverse geopolitical events. A common factor in all these situations is the recognition of the importance of multimodal logistics and the resilience of logisticians in overcoming such challenges.

While the impact of volatile geopolitical situations on supply chains is from time immemorial, let's just take a look at the last 50-55 years. From the 1970s to the present, several geopolitical events have posed significant challenges to international logistics.

The decade of seventies saw the oil crises of 1973 and 1979, triggered by OPEC's embargo, sent oil prices soaring, severely impacting cross-border cargo movement. The Cold War tensions between the U.S. and the USSR, especially following the Soviet invasion of Afghanistan in 1979, further restricted trade routes and supply chain access, affecting logistics between the East and the West.

The 80s saw an eight-year-long conflict between Iran and Iraq, overlapping with Lebanon's civil war, which destabilized the entire Middle East and tested the resilience of global supply chains. However, not all geopolitical events brought challenges; the 1990s also witnessed positive developments. The fall of the Berlin Wall in 1989 and the subsequent reunification of Germany, along with the signing of the Maastricht Treaty in 1993, strengthened the European Union, facilitating multimodal

logistics across the region.

The 2000s presented new challenges. The 9/11 attacks in 2001 put terrorism at the forefront of global security concerns, leading to heightened scrutiny of supply chain movements. The subsequent Gulf War further disrupted global trade. Meanwhile, China's rapid industrial growth and maritime expansion shifted the center of supply chain power eastward. This period also saw a rise in piracy, particularly in the Indian Ocean, with Somali pirates launching sophisticated attacks on merchant vessels.

Between 2010 and 2020, geopolitical tensions escalated further. The U.S.-China trade war emerged as a response to China's growing economic and strategic influence. In response, China launched the ambitious Belt and Road Initiative (BRI), expanding its global footprint through strategic port acquisitions, particularly in

Asia, Africa, and the Middle East. This period underscored the renewed importance of maritime dominance in global trade.

The last five years have perhaps been the most challenging for modern logisticians. The COVID-19 pandemic tested the resilience of global supply chains in an unprecedented manner. Just as the industry began recovering, the Russia-Ukraine conflict and the Israel-Hamas-Iran conflict reignited global trade disruptions. Since March 2020, the logistics sector has

been under continuous strain due to various geopolitical upheavals. With another Trump presidency in the U.S., further disruptions in global trade policies and supply chains cannot be ruled out.

These geopolitical events have compelled logisticians to focus on innovation, collaboration, and the development of robust multimodal solutions. The necessity of East-West connectivity for trade has encouraged stakeholders to set aside differences in pursuit of economic stability. The proposed

India-Middle East-Europe Economic Corridor (IMEC) is a testament to this evolving cooperation. As an alternative to the Suez Canal, IMEC envisions India working closely with major Middle Eastern powers to connect Haifa Port in Israel, facilitating smoother cargo movement to Europe and the U.S.

In the face of ongoing and future geopolitical uncertainties, logisticians must continue to adapt, innovate, and strengthen multimodal logistics to ensure the seamless movement of global trade.

## Trivia

### Behind Closed Doors

INCOTERMS define risk and responsibility in global trade, acting as a universal language for seamless transactions. The latest version, **INCOTERMS 2020**, reflects modern trade practices.

#### Key INCOTERMS:

- EXW (Ex Works):** Buyer assumes all costs and risks from seller's location.
- FCA (Free Carrier):** Seller delivers goods to the carrier chosen by the buyer.
- CPT (Carriage Paid To):** Seller covers transport costs, risk transfers at first carrier.
- CIP (Carriage & Insurance Paid To):** Same as CPT, but seller includes insurance.
- DAP (Delivered at Place):** Seller delivers to the buyer's location, buyer unloads.
- DPU (Delivered at Place Unloaded):** Seller is responsible for unloading.
- DDP (Delivered Duty Paid):** Seller handles all costs, including customs clearance.
- FAS (Free Alongside Ship):** Seller delivers alongside the vessel, buyer takes over.
- FOB (Free on Board):** Seller delivers on board the vessel, risk shifts to buyer.
- CFR (Cost & Freight):** Seller pays freight, buyer assumes risk once loaded.
- CIF (Cost, Insurance & Freight):** Like CFR but includes seller-paid insurance.

Choosing the right INCOTERM is vital to clarifying obligations, minimizing disputes, and ensuring smooth global trade. Always refer to the latest version for accuracy.



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Executive Committee Member and Past  
President AMTOI | [ssb@atc.co.in](mailto:ssb@atc.co.in)

## Geopolitics and Technology:

### How Mumbai Transformed into a Commercial Hub in the 1860s

**‘The sea is not merely a vast expanse of water but the artery of global trade.’**

The 1860s were a transformative decade for Mumbai, then Bombay, and Indian trade. Global events like the American Civil War and the opening of the Suez Canal significantly impacted the city's economic landscape. The American Civil War disrupted cotton supplies from the United States, leading to a massive surge in demand for Indian cotton, particularly from the Bombay region. This period, known as the 'Cotton Boom' or the 'Cotton Mania,' not only propelled Mumbai into the forefront of the global cotton trade but also underscored its pivotal role in shaping the global economy.

Mumbai's economy demonstrated remarkable resilience during the Cotton Boom. The city swiftly adapted, becoming a crucial port for exporting Indian cotton. Despite the disruptions caused by the American Civil War, Mumbai's economy not only survived but thrived. The surge in cotton prices led to speculative trading and

enormous profits for merchants and traders. This wealth influx fueled infrastructure and real estate investments, transforming Mumbai into the most important commercial and financial hub. Prominent Indian families, such as the Tatas, Wadias, and Petits, established their economic foundations during this period, a testament to the entrepreneurial spirit and adaptability of India.

The opening of the Suez Canal in 1869 was a game-changer for Mumbai's economic growth. The canal drastically reduced the sea route between Europe and India, making Mumbai Port a primary beneficiary. This strategic advantage, coupled with Mumbai's established position in the cotton trade, ensured the city's continued ascendancy in global trade. The shortened maritime distance made Mumbai more accessible to European markets, further boosting its prominence as a global trading hub.

### The Emergence of Railways and Port-Side Logistics

The growth of trade and commerce in Mumbai was closely linked to the development of railways. The railway network, which commenced with the first journey on April 16, 1853, between Bori Bunder and Thane, was a product of collaborative financial efforts between British and Indian investors. It's important to note that Indian merchants, bankers, and business elites played a crucial role in successfully implementing railway projects, a testament to their foresight and significant contribution to India's economic development.

Key Indian financiers like Hon. Jugonnath Sunkersett, Sir Jamsetjee Jejeebhoy, Dr. Bhau Daji Lad, David Assoon, Premchand Roychand, Sir Cowasji Jehangir, and Sir Dinshaw Petit, along with other wealthy members of the Parsi, Gujarati, and Marwari communities, made substantial

investments in the establishment of India's first railway. These individuals recognised the potential of railways to boost commerce and trade, facilitating the movement of goods and raw materials.

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'The intertwining of railways and steamships in 19th-century Mumbai wasn't merely an upgrade in transport; It was the birth of a truly interconnected global trade network.'

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The Mumbai Port was pivotal in shaping Mumbai's evolving logistics landscape. Cargo from British manufacturing centers like Manchester, Newcastle, Sheffield, and Glasgow, transported by factory-side railway siding connected with mainline railway lines to British ports, was shipped to Mumbai via the Suez Canal. This cargo, including manufactured goods and machinery, was unloaded in the docks and seamlessly loaded into the wagons of the Mumbai Port's railway system. This port-side railway connected the docks to the railways' cargo hubs in the vicinity for onward carriage to other trading centers and manufacturing hubs in India, giving birth to operational multimodal transport.

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Despite lacking a formal structure, this transport system was a forerunner of contemporary multimodal logistics due to its segmented yet seamless operation, a testament to its efficiency and effectiveness in handling trade and commerce.

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The shift from wooden ships powered by sails to steel-made steamers (steam engine-powered ships) was a monumental leap in the evolution of ocean freight. This technological advancement revolutionised trade efficiency,

significantly enhancing Mumbai's role in the global trade network. The speed and capacity of steamers allowed for faster and larger shipments, reducing transit times and costs. Combined with the railway network, these advancements transformed Mumbai into a crucial node in the global trade network, a testament to the city's adaptability and forward-thinking approach.

### **Multimodal Connecting**

Multimodal logistics isn't merely about moving goods; it's about connecting aspirations, weaving together the threads of economic growth and cooperation. Multimodal transport operators act as a control tower for planning and visibility, at the hub of the flow of data and information. Technological advancements enable real-time tracking of shipments, optimise routes, and enhance supply chain visibility.

### **A Multimodal Transport Operator's Dream: Seamless Connectivity, Efficiency, and Growth**

India must establish a Global-Scale Seamless Multimodal Logistics Hub, which isn't merely a remedy for supply chain resiliency; it's a dream for multimodal transport operators. This strategic initiative aligns perfectly with our aspirations for streamlined operations, cost reduction, and improved reliability. The focus on expediting cargo transportation and enhancing India's competitiveness in global trade will benefit and significantly improve our business's value proposition to the customers.

Furthermore, the 'Green Yatra'

and 'Viksit Bharat' initiatives and proposed infrastructure developments resonate with our commitment to operational efficiency and sustainability. Reducing energy consumption and emissions can contribute to a greener future while improving our bottom line. India's potential to become a global logistics powerhouse, surpassing international benchmarks, presents exciting and unprecedented growth opportunities for our industry.

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'From the coon boom to the promise of 'Viksit Bharat', the spirit of innovation and adaptation that defined India's past continues to drive India's aspirations to become a global logistics leader.'

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### **Viksit Bharat - Envisioning Logistics Infrastructure Leadership**

AMTOI is paving the way for India's more secure, integrated, and prosperous future amidst evolving regional power dynamics and high global trade stakes. AMTOI's visionary work promoting multimodal transport is essential for India's continued growth and global leadership. By capitalising on its strategic location, vast coastline, and abundant human resources, AMTOI envisions India becoming a global logistics hub and a major contributor to international trade. To achieve a more efficient and sustainable future, AMTOI is committed to empowering its members and the industry.

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AMTOI Members' Seamless Multimodal Logistics Solutions ensure a Sustainable and Prosperous Future.

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## Geopolitics and Multimodal Logistics



### Capt. Deepak Tiwari

Managing Director  
MSC Agency (India) Private Limited

#### Introduction

Geopolitical dynamics have always played a crucial role in shaping international trade and multimodal logistics. In an increasingly interconnected world, trade routes, supply chains, and logistics strategies are highly vulnerable to political tensions, conflicts, economic barriers, and technological shifts. The maritime industry, responsible for transporting over 90% of global trade by volume, is particularly sensitive to geopolitical disruptions.

Recent crises, such as the Red Sea closure, the Russia-Ukraine war, and the Israel-Hamas conflict, regime change in Syria, have underscored the fragility of global supply chains. Additionally, disputes in the South China Sea, economic sanctions, tariff barriers and the rise of artificial intelligence (AI) in geopolitical strategies are influencing international trade in unprecedented ways.

This article explores the impact of geopolitics on multimodal logistics, emphasizing the current crises and their effects on shipping, trade costs, and supply chain resilience.

#### The Role of Geopolitics in

#### Multimodal Logistics

Multimodal logistics involves the transportation of goods across different modes i.e. maritime, rail, air, and road to facilitate global trade. However, geopolitical factors can disrupt these interconnected systems in multiple ways:

1. **Geo-Environment:** Political instability, regional conflicts, and maritime security concerns affect the safety and reliability of trade routes.
2. **Geo-Strategy:** Nations use strategic locations and trade corridors as leverage in geopolitical disputes.
3. **Geo-Economics:** Trade barriers, sanctions, and economic policies impact global trade flows.
4. **Global Crisis Management:** Wars, conflicts, and economic downturns strain supply chains and increase costs.
5. **Supply Chain Resilience:** Businesses and governments adapt to these disruptions by diversifying trade routes and investing in security measures.

#### 1. Geopolitical Tensions and Their Impact on Trade and Shipping

Geopolitical tensions can be categorized into three main areas: physical conflicts and wars, economic barriers, and the use of AI in geopolitical strategies.

##### 1.1 Physical Conflicts and Wars

War and regional conflicts destabilize global trade routes, causing delays, higher shipping costs, and trade disruptions. Some of the most impactful ongoing conflicts include:

##### 1.1.1 Red Sea Closure and Its Consequences

The Red Sea is one of the world's most important maritime corridors, connecting Europe, Asia, and Africa via the Suez Canal. Approximately 40% of global container traffic and 12% of total global trade pass through this route.

The region has become increasingly unstable due to attacks by Houthi rebels in Yemen, targeting vessels linked to Western nations and Israel. The closure of the Red Sea has led to significant trade disruptions:

- 90% decrease in container shipping through the Red Sea from December 2023 to December 2024.
- Ships are being forced to

reroute around the Cape of Good Hope, adding an extra 12-15 days to transit times.

- Shipping costs have surged, with fuel costs increasing by over \$1 million per voyage. The impact on oil transportation has led to higher fuel prices globally.

### 1.1.2 Russia-Ukraine War and Black Sea Trade

The Russia-Ukraine war has severely impacted Black Sea trade, restricting access to key ports and leading to:

- A sharp decline in grain exports, as Ukraine is a major exporter of wheat and corn.
- Increased shipping insurance costs due to the risk of vessel attacks.
- Diversion of trade routes, leading to congestion at alternative ports.

### 1.1.3 Israel-Hamas Conflict

The Israel-Hamas war has led to major disruptions in regional trade:

- The Port of Eilat, a key Israeli port on the Red Sea, has seen an 85% drop in activity
- Companies are avoiding Israeli ports due to the risk of attacks.

### 1.1.4 South China Sea Tensions

The South China Sea is another critical trade route, with an estimated \$3.4 trillion in trade passing through annually. Ongoing territorial disputes between China, Japan, Philippines, Vietnam, and other nations created instability in the region:

- The risk of military escalation poses a threat to major shipping routes.

- Increased military presence in the region has led to higher maritime security risks.
- Companies are exploring alternative routes, though options are limited.

### 1.2 Economic Barriers: Sanctions and Tariffs

Economic policies and trade restrictions are weaponized in geopolitical conflicts, affecting shipping and global trade in significant ways. In 2024 there were 47 countries under sanctions imposed by Western countries.

#### 1.2.1 Sanctions on Russia

The Western-imposed sanctions on Russia have impacted global shipping:

- Restrictions on oil and gas exports have disrupted energy supply chains.
- Russian ships are barred from Western ports, leading to alternative trade routes.

#### 1.2.2 U.S.-China Trade War and Tariff Barriers

The ongoing U.S.-China trade war has led to:

- Higher tariffs on goods, increasing costs for global businesses.
- Companies relocating supply chains to avoid high tariffs, impacting traditional shipping routes.
- Increased demand for alternative logistics solutions, including air freight and rail transport.

### 1.3 AI in Geopolitical Dynamics

Artificial intelligence (AI) is becoming an important tool in geopolitical strategies:

- AI-powered cyber-attacks pose risks to maritime navigation systems.
- AI is being used to predict and manage supply chain disruptions.
- Governments use AI for maritime surveillance and defense strategies, impacting the safety of shipping routes.

## 2. The Impact on Supply Chain Resilience

The ongoing geopolitical crises have forced companies and governments to rethink their supply chain strategies. More by land less by sea, longer routes, near shoring of supply countries are just a few options.

### 2.1 Diversification of Trade Routes

Maritime companies have shifted trade routes from traditional Red Sea/Suez Canal to alternative options like the Cape of Good Hope.

There is increased investment in rail transport to bypass maritime disruptions.

### 2.2 Investment in Security Measures

- Ships traveling through high-risk zones now require armed escorts and security reinforcements.
- Maritime insurance costs have increased significantly for vessels operating in conflict regions.

### 2.3 Strategic Stockpiling and Nearshoring

Companies are building buffer inventories to counter supply chain delays.

The trend of “nearshoring” (bringing production closer to home markets) is growing to reduce dependency on vulnerable trade routes.

### 3. Case Study: The Red Sea Crisis and Its Global Impact

The Red Sea closure is one of the most severe recent disruptions in global shipping, impacting the global trade in the following ways:

- **Oil Prices Soared:** The rerouting of oil shipments has contributed to a 10% increase in global crude oil prices.
- **Container Shipping Costs increased:** Taking alternatives routed resulted in higher vessel operating cost, increase in voyages, reducing supply of empty containers, port-side disruptions & berthing delays which all led to massive increase in shipping cost.
- **Delays in Global Trade:**

Supply chain congestion has affected industries from retail to manufacturing, leading to longer delivery times negatively impacting inventory management.

### Conclusion

Geopolitical instability is one of the biggest threats to international trade and multimodal logistics. Physical conflicts, economic barriers, and the rise of AI in warfare and security are reshaping global supply chains.

The Red Sea crisis, in particular, has highlighted the vulnerabilities of international shipping, forcing companies to explore alternative routes, invest in security, and rethink supply chain resilience.

Moving forward, governments and businesses must adapt to evolving geopolitical risks, ensuring that international trade

remains resilient in an era of uncertainty.

### Key Takeaways

1. Geopolitical conflicts disrupt global shipping, leading to higher costs and delays.
2. The Red Sea closure has been a major crisis, forcing ships to reroute and increasing trade costs.
3. Sanctions and tariffs reshape global trade routes, impacting supply chain strategies.
4. AI is increasingly being used in geopolitical strategies, affecting maritime security.
5. Companies must diversify routes, invest in security, and adopt resilient supply chain strategies. Flexibility of supply chains with alternative strategy is the key, hence a close watch on global and local cues is a must.

## Feature 2

### Geopolitics in Logistics: The AI & Software Perspective



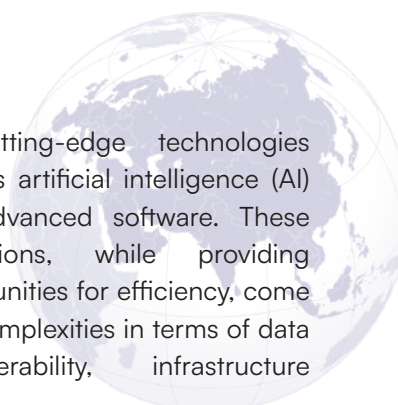
#### Mr. Arjun Raj Bhalla

Subject Matter Expert - Warehousing Operations  
Warehousing Association of India

In today’s globalized economy, logistics has become more intricate and interconnected than ever before, yet geopolitical developments are continuously shaping and disrupting the landscape. As companies seek

to optimize their operations, the intersection of geopolitics and multimodal logistics — involving the integration of various transportation methods such as rail, air, sea, and road — is increasingly being influenced

by cutting-edge technologies such as artificial intelligence (AI) and advanced software. These innovations, while providing opportunities for efficiency, come with complexities in terms of data interoperability, infrastructure



challenges, and national security concerns.

### 1. Emergence of Regional Super Hubs with Tailored AI Models and Fragmented Ecosystems

As geopolitics influence global trade routes, the emergence of regional super hubs has become a significant trend. These hubs are strategically positioned to cater to localized needs and comply with regional laws. For example, companies operating in the European Union may use AI models tailored to the EU's stringent data protection laws (GDPR), while those operating in China or the U.S. may adjust their models to comply with local regulations.

The rise of such regional super hubs, each with its own tech stack and local software applications, creates an inherent challenge: **reduced interoperability across borders**. A logistics company operating in multiple regions faces the risk of fragmented ecosystems, where the seamless integration of data across different systems becomes more difficult. For instance, AI models designed for a specific country may struggle to work in another country with different data laws, cultural contexts, and infrastructure. This results in inefficiencies and higher costs as companies have to manage and maintain multiple disparate systems.

### 2. Restricted Tech Value Chains Impacting AI &

### Logistics Infrastructure

The global landscape for technology and logistics is under significant strain, with trade tensions, tariffs, and regulations leading to **restricted tech value chains**. Factors such as limitations on cloud/AI hosting and compute power, along with availability issues for critical hardware components like semiconductors and GPUs, significantly impact the efficiency of logistics operations.

The geopolitical pressures on hardware availability can be seen in the ongoing shortage of semiconductors, which has affected the production of AI hardware, including GPUs that are essential for processing large datasets in logistics applications. With the growing demand for AI to optimize shipping routes, manage warehouses, and predict demand, access to these essential resources becomes a challenge. Countries imposing tariffs on tech imports, such as the U.S. and China's trade war, have further complicated supply chains, leading to **higher operational costs** and making it harder for companies to scale AI solutions globally.

### 3. Siloed Data Infrastructure and Its Impact on AI Development

AI and machine learning (ML) models rely on **data** — and the lack of high-quality, diverse, and accessible data across borders is a critical bottleneck in the logistics

sector. Many countries or regions maintain siloed data infrastructure, where data is either unavailable or inaccessible to international companies due to local regulations, cultural barriers, or proprietary business interests. This siloing of data limits the **development of AI models**, particularly those that depend on vast, diverse datasets to ensure robustness.

For example, AI models trained with biased or incomplete data may struggle to make accurate predictions, such as predicting demand or optimizing delivery routes across different countries. This can lead to inefficiencies in multimodal logistics networks, such as incorrect route planning or over- or under-stocking of inventory. Furthermore, without the flow of diverse datasets, AI models may not reflect the full scope of real-world scenarios, limiting their global applicability.

### 4. National Security, Regulations on AI, and Data Protectionism

Geopolitics and national security concerns increasingly play a role in shaping AI research and development, particularly in the realm of **data privacy and ethics**. Governments are concerned about the security risks associated with using AI-powered software to manage sensitive logistics data. This concern has led to stricter **regulations** around the use of AI, the flow of data, and the sharing of intellectual property (IP).

Countries may impose regulations that limit the global reach of AI technologies, either by restricting access to certain datasets or by imposing protectionist measures. For instance, national security concerns might prompt the blocking of foreign companies from using certain AI systems in critical infrastructure sectors like transportation or energy. Additionally, stricter **data privacy laws** (such as GDPR in Europe or data localization laws in other parts of the world) further complicate the scalability of AI technologies globally.

This fragmented regulatory environment results in **slower global AI research**, restricted talent mobility, and limits on cross-border joint ventures (JVs) in AI development. This, in turn, complicates efforts to build scalable AI solutions that can be adopted worldwide, stifling innovation and slowing down the pace at which AI can help optimize multimodal logistics.

### **Conclusion: A Framework for Global Stakeholders and Companies to Prepare for Geopolitical Shifts in Logistics**

Given the complexity of the issues outlined above, global stakeholders must be proactive in preparing for the future of multimodal logistics, shaped by geopolitical dynamics and driven by AI. Companies

can follow this **framework** to navigate these challenges:

- 1. Invest in Localized AI Models:** Companies should invest in AI models tailored to specific regions, ensuring they comply with local laws and regulations. This approach helps to mitigate the challenges posed by fragmented ecosystems while fostering better customer relationships in regional markets.
- 2. Strengthen Data Partnerships:** To overcome data silos, companies should form strategic partnerships to share data across borders in a secure and ethical manner. By collaborating with local and regional entities, logistics companies can access high-quality, diverse datasets that improve AI model accuracy and performance.
- 3. Focus on Cybersecurity and Compliance:** With the rise in national security concerns and data protection regulations, businesses must prioritize building robust cybersecurity frameworks and ensuring compliance with global data protection standards. This will help mitigate risks related to data breaches and non-compliance with evolving laws.
- 4. Diversify Tech Supply Chains:** Companies should seek to diversify their technology supply chains, reducing reliance on specific

countries or regions for critical components like semiconductors or GPUs. This can be achieved by forging relationships with multiple suppliers and exploring local manufacturing options where possible.

- 5. Develop Scalable AI Solutions:** Companies must work towards creating AI solutions that can scale across multiple geographies and adapt to diverse regulatory environments. This may involve building modular AI frameworks that can be easily customized to comply with local requirements.
- 6. Prepare for Policy Changes:** Governments may implement sudden shifts in policy due to geopolitical developments. As such, companies must continuously monitor political trends and anticipate regulatory changes, ensuring their logistics operations are adaptable and resilient.

In sum, to thrive in the face of geopolitical shifts, logistics companies must harness the power of AI while addressing the challenges posed by fragmented data infrastructure, national security regulations, and restricted access to critical resources. By staying agile and adaptable, global stakeholders can turn these challenges into opportunities, ensuring they remain competitive in the evolving landscape of multimodal logistics.

*About the Author: Arjun Bhalla has deep expertise in technology and AI topics with over 10+ years of experience designing software products in the supply chain and business enterprise space.*

## Geopolitics and Multi-modal Logistics: A Global Approach to the World's Complex Issues



### Mr. Amanpreet Singh

Vertical Head  
Pharma Jeena & Company

Within the Global Setting-in the modern world, projectile movements of people across various borders make Multi-modal Logistics and Geopolitics quintessential to understanding supply chains. Geopolitical changes dictate trade routes, laws, and even the modes of transport on the other hand Multimodal Logistics technique enables the movement of goods with different borders boundaries and regulatory areas. Impact of geoenvironment, geo-strategy, Geo-economics, geopolitical crises, supply chain shocks, and product E shall be understood in globalized world logistics perspective.

Geo-Environment and Its Impact on Logistics Climate change, natural hazards, and environmental regulations are geospace phenomena that affect supply chain management. The increase in sea level, changing weather patterns, electoral politics focusing on the environment are some of the factors directly impacting the method of freight shipping. Sustainable logistics through usage of bio-fuels, electric vehicles, and environmentally friendly methods of moving freight is simply a reaction to the environmental problems.

This includes a shift from carbon emissions by transitioning to eco-friendly transport systems The Green Deal of European Union which directly impacts logistics costs with the emission reduction target of 55% lower puts the responsibility on businesses to diversify with the use of multi-modal transport systems where rail and inland water routes are favored over carbon burning dominating the road and aviation transport.

Geo-Strategy “Logistics as a Political Tool with a Strategic Influence”: Nations make use of logistics and supply chains in their geopolitical competition. Effective controls over traffic arteries, for example, the Strait of Hormuz, Suez Canal, and the Malacca Strait, allow states to exercise their power on international trade. The Belt and Road Initiative (BRI) is a classic case of employing logistics infrastructure as a political asset that allows China to enhance its economic presence through construction of hotel and airport based transshipping border stations in Asia, Africa, and Europe.

The current Russian-Ukrainian conflict has created blockades in important freight corridors and

created new regions of global logistics, forcing companies to look for other ways that link Central Asia and even the Arctic. Such developments in international relations have dire consequences in that they force foreign policies to adopt an all-encompassing approach that aims at changing a country's foreign strategy through logistics moves.

**Geo-Economics:** The Economic Cost of Logistics Change Geo-economics pertain to the economic approaches that policies use in regards to international relations, making decisions related to trade and multimodal logistics traffic. Supply chain decisions, especially during trade disputes or sanctions, require that companies be elastic in all aspects of sourcing, production, and distribution.

Many corporations were compelled to shift their supply chains in the wake of the trade conflict between China and the US, transferring manufacturing from China to Vietnam, India, or Mexico while utilizing multi-modal logistics.

Increased global inflation and varying fuel costs impact cost

structures for various modes of transport, requiring road, rail, air, and sea to be strategically combined to manage costs.

Businesses can lessen the burden geopolitical issues create by combining block-chain supply chain visibility with AI routing and incorporating multi-modal logistics.

Crisis and Disruption Supply Chains COVID-19, wars, and severe economic downturns created enormous threats to few sectors of business, especially logistics. The COVID-19 crisis highlighted the vulnerable nature of international supply chains with queues at ports of entry, a lack of vital supplies, and soaring freight rates.

The global semiconductor deficit showcased the dangers associated with excessive dependency on few regions for production and forced firms to invest in alternative modalities for supply chains.

The blockade of the Suez canal in 2021 proved the dangers of relying on a single trade pathway, reinforcing the importance of networks that service alternate modes of transportation.

Consequences to Trade and the Pharmaceutical Sector There are multiple geopolitical risks that affect international trade and the pharmaceutical sector, which depend on a perfectly functioning supply chain to deliver life saving products within strict deadlines.

**Regulation Obstacles:** The pharmaceutical industry's market access structure evaluates criteria within pharmaceutical logistics

pricing while also having to deal with trade restrictions and compliance gaps across different regions.

**Restrictions to the Supply Beld:** The absence of access to critical medicines, vaccines, and raw materials needed to manufacture drugs is heavily influenced by the disarray in air transportation, maritime shipping, and land transportation.

**Incurred as a Result of Change:** The logistics for pharmaceuticals is affected due to the overly expensive costs of logistical services which, in addition to costs incurred due to different global political situations, causes everything to be more Additionally, it reduces accessibility to drugs while also inflating the cost.

**Enhanced intermodal logistics:** The product will be effective upon reaching the destination. There is a necessity for maintaining quality in a number of pharmaceutical products. Moving goods by air and sealing the shipment with refrigerated ground transportation mitigates the risks of inappropriate temperature conditions in logistics.

Adaptation and resilience in the face of change: Problems caused by geopolitical actions can be addressed using a complex approach that utilizes attention to supply chain resiliency.

**Utilization of Different Methods of Shipment:** The combination of ground and water shipments, in addition to airplane and truck shipments, mitigates over-reliance on one mode of transportation.

Proximity production reshoring:

Nearshoring and friendshoring activities tend to minimize the effects caused by international politics by relocating the base of production to more beneficial regions.

**Cutting Edge Logistics:** Transparency is allowed through blockchain, while precise tracking of goods is provided by IoT and accurate predictions for operations are done by AI.

Streamlined Delivery of Products in a Volatile World In addition to enhancing resiliency, supply chains must ensure their products have delicacy in delivery efficacy. This is especially true for pharmaceuticals, perishables, and high-technology products.

The transportation of vaccines and biologics became critical during the pandemic and cold chain logistics has ensured their safe transport throughout.

Currently used inventory models include Just-in-time and just-in-case: Lean supply chains has reduced costs, however, recent disruptions have resulted in businesses maintaining buffer stocks to prevent shortages.

Conclusion- The combination of geopolitics and multimodal logistics requires a comprehensive approach that seeks to understand and mitigate risks while maximizing the profiting potential in these conflicts. There are new emergent updates on global changes that make it essential for businesses to incorporate geopolitical intelligence into their supply chain planning, subscribe to multimodal logistics, and use advanced technologies to cope with unprecedented volatility. Disruptive innovation, sustainability and heightened efficiency needed to get rid of significant barriers for the global economy are the ultimate promises of the potential future of logistics.

## Chaos and its after effect



### Mr. M Jagannath

Founder - NAU Pte Ltd

As Claims Correspondents & Consultants only

1. It is no secret that the world now wakes up every day to the news of new tariffs being implemented by the American government. The effect of the tariffs is that some goods are now dearer compared to the locally produced goods or goods from other non-tariff nations. I am no economist and therefore I will focus on the domain knowledge I profess to have i.e. claims and dispute resolution.
2. Due to the imposition of tariffs, some manufacturers will find that their goods are no longer saleable such that they would either must reduce prices (which may result reduced profits) or find new markets. As you are all aware, Shipping is a derived demand such that the change in good flows may result in chaos by way of the imbalance in demand and supply of goods and thereby resulting in reduction of capacity in some trade routes and increase of capacity in some trade routes. As you will be probably aware, the price which you finally pay for freight depends on the demand and supply such that if the demand outstrips supply, freight rates shoot up and if the supply is much more than the demand, then the freight rates come down.
3. So how does this all affect the domain that we are involved in?
  - **Volume-based contracts:**
    - (i) Some of the movements into US is on contract basis in that Freight Forwarders (“FF”) negotiate for a fixed rate during the contracted period depending on a minimum volume that they can load with a Carrier. Given the effect of the imposition of Tariffs, it is envisioned that the volumes would be reduced in some trade routes and would increase in other trade routes. While the increase in volumes is a happy problem given that there would be no imposition of contractual penalties, the reduction in volumes may raise other heartaches and claims.
    - (ii) A big FF is always considered a good risk and therefore if there is a reduction in the actual volumes loaded, the carrier may seek damages. In turn, a FF can consider their counterparty but whether they succeed would depend on the ability of the counterparty to make payments and which would depend on whether there were an contract in place, jurisdictional issues and whether the counterparty has sufficient resources to deal with claims.
  - **Sanctions:** These are economic and political measures that aim to influence the behavior of a state, a group, individuals and other entities. As you are probably aware, sanctions have been imposed by United Nations, USA , European Union, etc. to various entities to try and get the desired result. While it may be perfectly legitimate for an entity to work with a sanctioned entity in the jurisdiction where they are based, the unfortunate fact is that the sanctioning parties may impose penalties by various methods including restricting trade. An entity may be perfectly innocent but this may not cut ice! For example, a Freight Forwarder (“FF”) loaded cargo on a vessel after conducting a due



diligence which did not reveal any issues. However, after the shipment was effected, the FF became aware that the Owners were a sanctioned entity due to them also being sanctioned! So how do you avoid this?

- (i) There is no perfect answer except that one should do regular checks to ensure that they have done their due diligence.
- (ii) It would be best to ring fence the entities so that in the event there is a fallout (which can happen even if there is no fault on the part of an entity), it can be managed effectively.

• **Chaos:**

- (i) The transportation industry thrives on chaos. While to some it may be a recipe

for disaster given that they are not nimble, to others, it could propel them to greater heights and profitability. This was seen during the recent Covid pandemic when almost all the containerized shipping companies made great profits whereas the tanker market unfortunately tanked during this period. Given that the rules of the game are being constantly changed, some chaos may arise and therefore we must read the tea leaves so that we do not get affected and instead come out stronger.

- (ii) The market has a long memory, and should a counterparty be unable

to perform due to the ensuing chaos, instead of contemplating pursuit for recovery, it would be better to consider what assistance could be provided to assist them during the time of need.

- (iii) Parties should relook at their contracts at regular intervals, keeping in mind both external and internal issues to see their exposure is and take active measures to limit the same, say by renegotiating the same with their counterparties. This may result in the difference between a growing and successful enterprise and a has been.

## Feature 5

# Geopolitics and Multimodal Logistics



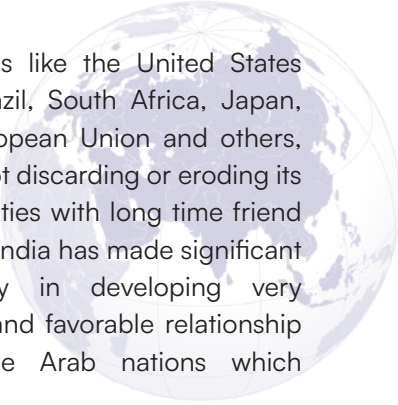
## Mr. Neelkant Gummalla

Strategic Head - IMEEC, Rites

Geopolitics is the combination of the words “geography” and “politics”. Thus, geopolitics is the study of how a country’s geographical position, terrain, size, climate, and natural resources impacts its economic, defence, and foreign policy and strategy.

India today finds itself in a transitional phase, shedding its long standing stance to be non-aligned to a policy where the current dispensation is looking for the interest of the Indian nation. It is due to this change in strategy that India is cementing strong strategic ties with

countries like the United States and Brazil, South Africa, Japan, the European Union and others, while not discarding or eroding its friendly ties with long time friend Russia. India has made significant headway in developing very strong and favorable relationship with the Arab nations which



hitherto was always sketchy.

This is precisely why India today has close strategic and military relationship with major powers like the United Arab Emirates, Russian Federation, Israel, Afghanistan, France, Bhutan, Brazil, countries in the African continent and the United States.

Our relations with the island nations of Sri Lanka and Maldives have once again improved, giving India access to the Indian Ocean.

### How do these recent developments impact the prevailing geopolitical situation in the world?

The Middle East crisis between Israel and Hamas has had a major impact to the shipping industry in the Red Sea route. Whilst the Russia — Ukraine war has dealt a serious blow to the economies in the European Continent triggering oil crisis and global economic stability, the middle east crisis has brought the movement of ships via the Suez Canal to a grinding halt resulting in ships re-routing their movement from the Asian region to Europe via the Cape of Good Hope by passing the traditional shorter route of via the Suez. A sizeable amount of global

maritime trade passes through the Red Sea, this crisis is likely to keep freight insurance rates increased, increase longer transit delays in movement of trade, disrupt supply chains and bring about an increase in inflationary pressures.

### How the global economy is today.

Fortunately, a ceasefire between Israel and Hamas has been announced and the situation is moving towards normalcy, much to the relief of all as the crisis in the Middle East could have had a significant impact on global markets, even without disrupting oil supplies. However the Russia — Ukraine crisis still simmers and continues to pose a challenge to the global economy, particularly through further disruptions to oil and food markets. Also there is the trend of alignment of increased cooperation among states — such as Iran, North Korea and Russia.

### Is it all grim or is there a hope?

Although the threats posed by geopolitical events are very real, there are also some positive outcomes to consider:

- In the midst of all around developments, the India story has been the silver lining and

a hope for the world. With its trend of posting continuous GDP growth and the prospects for the foreseeable future continues to look good, thereby raising expectations.

- The Chinese economy too seems to be reviving which is giving the much needed relief to the world.
- Despite the developments in the Middle East, there has not been a surge in oil prices.
- Last but not the least and possibly the most impactful decisions taken by leading economies of the world is the development of the **India Middle East & Europe Economic Corridor (IMEEC)**, connecting Asia to Europe and opening routes far beyond with a new trade route confirms the belief that responsible economies have the resilience, will and foresight to find opportunities even in the face testing global developments.

All in all, the impact of geopolitical risks may not be as severe as it may seem to be, but the world needs to take notice and not treat it as just an event that will simply pass by.

## Trivia

### Sandalwood's Fragrant Trade Routes

- Product: Sandalwood, valued for its aromatic properties.
- Origin: Mysore region, Karnataka, India.
- Destination: China and Southeast Asia, used in perfumes, incense, and medicine.
- Customers: Chinese and Southeast Asian traders and practitioners of traditional medicine.

## Geopolitics and Multimodal Logistics: Navigating Challenges in a Changing World



### Mr. Bal Malkit Singh

Executive Chairman, Maharashtra State Punjabi Sahitya Academy, Government of Maharashtra  
Former President, All India Motor Transport Congress, AIMTC

In today's interconnected global economy, the logistics and transport sector stands at the confluence of geopolitical shifts, environmental challenges, and technological advancements. Multimodal logistics—a framework that integrates multiple modes of transport to deliver goods efficiently—has emerged as a vital enabler of global trade. However, its success is increasingly shaped by the complex and evolving geopolitical landscape.

#### Geopolitical Trends and Implications for Logistics

Geopolitics is no longer a distant concern for the logistics industry. The emergence of trade wars, sanctions, regional conflicts, and protectionist policies has disrupted supply chains and altered trade routes. The U.S.-China trade tensions, the Russia-Ukraine conflict, and the restructuring of trade agreements have forced businesses to rethink their strategies and adopt more resilient logistical solutions. For instance, supply chain disruptions caused by the closure of key routes, such as the Black Sea and certain European corridors, underscore the need for diversification. Multimodal logistics plays a critical role in

mitigating these disruptions by providing alternative routes and flexible transport solutions. Coastal shipping, inland waterways, rail transport, and road transport are becoming increasingly important to address chokepoints in global trade.

#### Geo-Environment and Sustainability

The logistics sector is also under significant pressure to align with global environmental goals. Climate change has intensified the frequency of natural disasters, which disrupt supply chains and add layers of unpredictability. Moreover, the global shift toward decarbonization is transforming how goods are transported.

To meet these challenges, the sector is turning to greener solutions such as electrification, alternative fuels, and digital platforms to optimize routes and reduce emissions. For multimodal logistics, this means reimagining hubs and nodes to accommodate sustainable practices, such as using electric freight trains, renewable-powered warehouses, and energy-efficient shipping solutions.

#### The Role of Geo-Economics

Geo-economics—the interplay between economics and geopolitics—is another factor influencing logistics. Regional economic alliances, such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Regional Comprehensive Economic Partnership (RCEP), are reshaping trade flows. Similarly, India's "Make in India" and "Gati Shakti" initiatives are creating opportunities for Indian logistics players to integrate more effectively with global supply chains.

Multimodal logistics, supported by strong infrastructure and technology, is crucial for leveraging these opportunities. The Indian government's push for multimodal logistics parks and dedicated freight corridors exemplifies the efforts to boost the sector's efficiency and global competitiveness.

#### Global Crisis and Supply Chain Resilience

The COVID-19 pandemic highlighted the vulnerabilities of global supply chains. A single disruption in one part of the world can cause ripple effects globally. Multimodal logistics offers a solution by creating redundancy

and flexibility in supply chains.

For instance, companies can switch between modes of transport or routes to avoid disruptions and ensure continuity.

The focus on resilience has also sparked investments in digitalization. Technologies like blockchain, artificial intelligence, and IoT are transforming logistics by enabling real-time tracking, predictive analytics, and greater transparency across supply chains.

### India's Role in the Global Multimodal Ecosystem

As a growing economic

powerhouse, India is well-positioned to play a pivotal role in the global multimodal logistics ecosystem. With its strategic location, vast network of ports, railways, and highways, and robust policy framework, India can emerge as a hub for trade in South Asia and beyond. However, achieving this potential requires collaboration between the government and the private sector to address challenges such as infrastructure gaps, regulatory bottlenecks, and the adoption of technology.

### Conclusion

The interplay between geopolitics,

sustainability, and technology is reshaping the logistics landscape. To thrive in this new era, the logistics industry must embrace flexibility, resilience, and innovation. Multimodal logistics, with its ability to integrate various modes of transport seamlessly, holds the key to navigating these challenges.

India, with its vast potential and strategic initiatives, can lead the way by setting benchmarks in multimodal logistics and contributing to a more sustainable, resilient, and efficient global supply chain ecosystem.

## Feature 7

### A Strategic Opportunity for India, Amid the new U.S. AI Chip Export Controls



#### Dr. Joshua

Principal Consultant — NuCov Facili Trade India | An International Trade & Customs Advisor | Commercial Disputes & Arbitration Expert | TAPA-Certified Authorized Auditor-FSR

The global semiconductor industry is witnessing a paradigm shift, largely influenced by the United States' decision to impose stringent export controls on advanced AI chips. These restrictions aim to limit China's access to critical technologies for artificial intelligence (AI) and high-performance computing, while safeguarding the technological edge of the United States. This geopolitical realignment not only changes the dynamics of global

supply chains but also opens up unprecedented opportunities for countries like India to establish themselves as key players in the semiconductor ecosystem.

India, with its growing technological capabilities, favorable policies, and skilled workforce, stands uniquely positioned to capitalize on this moment. The question is: can India rise to the occasion and leverage this golden opportunity

to transform itself into a semiconductor powerhouse?

The U.S. Department of Commerce recently unveiled a comprehensive 168-page document outlining its strategy to enforce export controls. These measures are designed to:

The primary objective is to prevent high-performance AI chips, vital for applications like supercomputing, deep learning,

and big data analytics, from reaching Tier 3 nations such as China and Russia. These chips are critical to military applications, surveillance technologies, and other strategic areas. Global technology companies are being urged to diversify their operations and investments away from restricted regions. The goal is to reduce dependence on China, ensuring a secure and resilient supply chain. By focusing on collaborations with Tier 1 and Tier 2 nations, the U.S. aims to create a network of trusted partners for sharing advanced technologies.

These export controls are not merely about limiting China's technological advancements—they are reshaping the global semiconductor industry. Countries like India, which are outside the purview of these restrictions, now have an opportunity to attract investments and partnerships that were previously centered in China.

### India's Strategic Position

India is uniquely poised to leverage the fallout from these U.S. export controls. Unlike China, India's export policies, governed by the Strategic Commodities and Related Technologies (SCOMET) list, remain unaffected, providing a stable and open environment for global semiconductor players. The evolving geopolitical dynamics create multiple avenues for India to strengthen its position in the global semiconductor ecosystem. The Indian government has taken proactive steps to build a robust semiconductor ecosystem through initiatives like:

The government has allocated ₹76,000 crore to encourage semiconductor and display

manufacturing. This scheme aims to attract investments, create jobs, and position India as a global hub for electronics manufacturing. Under ISM, India is focusing on developing semiconductor design, manufacturing, and packaging capabilities. The mission is pivotal to reducing India's dependency on imports and establishing self-reliance in critical technologies. The recent \$1 billion R&D investment by NXP Semiconductors in India underscores the growing confidence of global companies in India's potential. Similarly, the U.S.-India Semiconductor Supply Chain and Innovation Partnership has opened doors for:

Collaborative efforts to share advanced semiconductor technologies. Partnerships between Indian and global researchers to drive innovation and Facilitating investments from global tech giants to set up manufacturing and R&D facilities in India.

India's stable policies, democratic governance, and large talent pool make it a preferred destination for companies looking to diversify their operations away from China.

While the opportunities are significant, India must address several challenges to fully realize its potential in the semiconductor industry:

Advanced semiconductor fabrication facilities (fabs) require uninterrupted power, water, and robust logistics networks. India must invest heavily in developing this critical infrastructure to attract global players. Although India boasts a robust IT workforce, specialized expertise in areas like chip design, wafer fabrication, and

packaging is still limited. Training programs and partnerships with leading institutions are essential to bridge this gap.

India must navigate its growing strategic alignment with the U.S. while maintaining economic ties with China, which remains a key trading partner. This balancing act will require careful diplomacy to avoid geopolitical friction.

The ripple effects of U.S. export controls are already being felt, and India is emerging as a promising alternative in the global semiconductor value chain. Here's how India stands to benefit: Global companies seeking secure and stable environments for their operations are likely to invest in India's semiconductor industry. Collaboration between academia, industry, and global tech leaders can foster a culture of innovation, leading to advancements in AI, IoT, and 5G-enabled chips and By building resilient and diversified supply chains, India can meet the growing global demand for semiconductors while reducing dependency on imports.

The global semiconductor market is projected to reach \$1 trillion by 2030, driven by the rapid adoption of emerging technologies like autonomous vehicles, AI, IoT, and renewable energy systems. India's role in this evolving landscape will be shaped by its ability to:

Establishing large-scale fabs to meet global demand. Encouraging innovation through government grants and private investments and Collaborating with countries like the U.S., Japan, and South Korea to leverage their technological expertise. The U.S. export controls on AI

chips have inadvertently created a unique opportunity for India to rise as a semiconductor powerhouse. By addressing infrastructural gaps, enhancing specialized skills, and fostering strategic partnerships, India can transform its aspirations into reality.

Stakeholders across government, industry, and academia must collaborate to seize this pivotal moment. Sustained efforts will enable India to evolve from a semiconductor consumer into a global leader, driving innovation, economic growth,

and technological self-reliance. India stands at the cusp of a historic transformation. Let us harness this opportunity to create a brighter, more self-reliant future for the nation!

## Feature 8

# What does it take for your supply chain to succeed in today's challenging geo-political environment?



### Mr. Maurya Modi

Warehousing Association of India

#### The Imperative for Transformation : Navigating the Confluence of Global Challenges

The contemporary global landscape is characterized by a volatile mix of geopolitical instability, accelerating climate change impacts, and the ever-present threat of global crises, demanding a fundamental re-evaluation of supply chain strategies. The traditional, linear, and cost-optimized models are no longer sufficient to ensure business continuity. Executives must champion a paradigm shift from reactive mitigation to proactive resilience, prioritizing strategic foresight and data-driven decision-making.

#### Data-Driven and Strategic Visibility Foresight

At the core of this transformation lies the need for granular visibility across the entire supply chain. Investing in advanced analytics and real-time data platforms is crucial to monitor and predict potential disruptions. This includes leveraging AI and machine learning to analyze vast datasets, identify patterns, and generate actionable insights. Strategic foresight, encompassing the rigorous analysis of geopolitical indicators, economic shifts, and evolving environmental trends, will be instrumental in shaping long-term supply chain architectures.

#### Quantifiable Metrics and KPIs:

Executives must establish clear and measurable metrics to track supply chain performance. Examples include:

- **Time-to-Recovery (TTR):** Measuring the speed at

which the supply chain can recover from disruptions.

- **Inventory Turnover:** Assessing the efficiency of inventory management.
- **Supplier Risk Scores:** Evaluating the financial and operational stability of suppliers.
- **Carbon Footprint:** Tracking and reducing environmental impact.
- **Order Fulfillment Rates:** Ensuring timely and accurate deliveries.
- **Value at Risk (VaR):** Measuring the financial impact of potential disruptions.

#### Diversification, Redundancy, and Regionalization

The inherent vulnerabilities of centralized, single-source supply chains necessitate a decisive shift towards diversification and redundancy. Multi-sourcing, near-shoring, and friend-shoring initiatives must become core tenets of operational philosophy, mitigating geographic concentration risks. This strategic re-evaluation of sourcing and manufacturing strategies requires a nuanced understanding of regional market dynamics and geopolitical landscapes.

### **Flexible Manufacturing and Multi-Modal Logistics:**

Building flexible manufacturing capabilities that can rapidly adapt to fluctuating demand and supply dynamics is paramount. Mastering the intricacies of multi-modal logistics, with the capacity to seamlessly transition between transportation modes in response to unforeseen events, is crucial for maintaining operational continuity. This requires investing in robust logistics infrastructure and developing strong relationships with diverse logistics providers.

### **Collaborative Partnerships and Ecosystem Resilience**

Fostering deep, collaborative partnerships with a diverse network of suppliers and logistics providers, built on mutual trust and transparency, is essential. Active engagement in industry-wide initiatives and the sharing of best practices will enhance our collective ability to navigate complex challenges and build a more resilient ecosystem. Importantly, this must include visibility into Tier 2 and Tier 3 suppliers, where

many disruptions originate.

### **Technological Innovation as the Bedrock of Transformation**

Technological innovation will serve as the bedrock of our supply chain transformation. Strategic investments in AI, machine learning, and blockchain technologies will drive operational efficiency, enhance transparency, and enable predictive capabilities. Robust cybersecurity measures are equally critical to safeguard sensitive data and protect against the growing threat of cyberattacks.

### **Risk Management Frameworks:**

- **Scenario Planning:** Developing and analyzing multiple plausible future scenarios to identify potential risks and opportunities.
- **Stress Testing:** Assessing the resilience of the supply chain under extreme conditions.
- **Risk Mapping:** Visualizing and prioritizing risks across the entire supply chain.
- **Contingency Planning:** Establishing clear procedures for responding to disruptions.

### **Sustainability and Ethical Considerations**

Embedding sustainability and ethical considerations into every facet of our supply chain operations is no longer optional. Embracing circular economy principles, prioritizing ESG factors, and ensuring responsible sourcing practices are critical for mitigating regulatory and reputational risks, enhancing brand equity, and ensuring long-term viability.

### **Cost Implications, ROI, and Regulatory Landscape**

Executives must carefully evaluate the cost implications of these strategic shifts, demonstrating the ROI of investments in resilience. This includes analyzing the cost of implementing new technologies, diversifying supply chains, and enhancing cybersecurity. Simultaneously, they must navigate the evolving regulatory landscape, including trade policies, environmental regulations, and data privacy laws.

### **Talent Development, Organizational Culture, and Change Management**

Building resilient supply chains requires a skilled workforce and a culture that embraces change and innovation. Investing in talent development programs, fostering a culture of adaptability, and implementing robust change management strategies are essential. Implementing such large scale changes requires expert change management. Discussing the human element of implementing such widespread changes would be beneficial.

### **Specific Industry Examples:**

- **Automotive Industry:** Adapting to semiconductor shortages by diversifying sourcing and investing in flexible manufacturing.
- **Pharmaceutical Industry:** Building redundant supply chains for critical medicines and raw materials.
- **Retail Industry:** Leveraging AI and machine learning to optimize inventory

management and predict demand fluctuations.

- **Food and Beverage Industry:** Building climate resilient supply chains that can withstand extreme weather events.

### The Path Forward: Embracing

**Resilience and Sustainability**  
By embracing these strategic imperatives, fostering a culture of innovation, and cultivating strong collaborative partnerships, we can build supply chains that are not only efficient and cost-effective but also resilient, adaptable, and sustainable, ensuring our continued success

in an increasingly complex and interconnected global marketplace. The journey requires a commitment to continuous improvement, a willingness to adapt to change, and a relentless focus on creating value for all stakeholders.

## Feature 8

# Multimodal Transport Disrupted: Navigating Geopolitical Challenges



## Dr. Pramod Sant

Industry Expert, Former Vice President Import, Export and Customs of Siemens Ltd

### Geopolitical Disruptions: Trade Wars and Conflicts

Since 2016, the Western world has experienced a shift toward nationalism and protectionism, leading to heightened tensions between nation-states. On June 23, 2016, the United Kingdom voted to leave the European Union, triggering four years of uncertainty for UK businesses, including labor shortages and stock shortages on store shelves.

That same year, Donald Trump was elected President of the United States under the slogan “Make America Great Again,” promoting policies that encouraged businesses to re-shore production to the U.S. His administration also initiated a trade war with China, imposing tariffs on key

commodities. However, instead of relocating production to the U.S. as intended, many companies shifted their operations to nearby countries such as Vietnam, Malaysia, and Singapore.

If these disruptions were not significant enough, the rapid global spread of COVID-19 in late 2019 further pushed many nations toward protectionist policies. Adding to the turmoil, Russia’s invasion of Ukraine in 2022 caused oil and gas prices to soar, severing a major trade artery and triggering an energy crisis across Europe. The implementation of sanctions disrupted the continuity of operations and undermined the competitiveness of Europe’s most gas-dependent industries.

Above events can be called as

trailer, Since 2023, geopolitical tensions have further escalated, adding new layers of complexity to global trade and economic stability. Israel-Hamas war has intensified regional instability in the Middle East. The conflict has further strained relations between Israel and Iran, with growing fears of a broader confrontation that could disrupt global markets and supply chains.

Attacks by Houthi rebels in Yemen on commercial vessels in the Red Sea, has significantly disrupted one of the world’s most vital maritime trade routes. As a result, shipping companies to reroute vessels around the Cape of Good Hope, leading to longer transit times and increased costs. This has further intensified inflationary pressures across global markets.



Additionally U.S. President Donald Trump's return to power has added another layer of unpredictability to global trade policies. These overlapping crises continue to strain global commerce, forcing businesses and governments to adapt to a rapidly shifting trade landscape.

These unfolding events continue to reshape international trade, security, and economic policies, reinforcing the need for strategic resilience and adaptability in a rapidly evolving global landscape. These Geopolitical Risks can be summarised as follows

Sr	Geopolitical Risks
1	Trade Wars and Protectionism
2	Sanctions and Embargoes
3	Political Instability and Conflict
4	Pandemics and Health Crises

### Shifting Alliances and Bloc Formation

Shifting geopolitical dynamics are reshaping trade relationships, with a potential U.S. pivot toward Russia, US threatening Canada and Mexico, widening gaps between the U.S. and the EU and India's strategic positioning in a rapidly evolving landscape. At the same time, the ongoing conflict between the U.S. and China over trade policies, technology restrictions, and economic influence is further fragmenting global trade. As traditional alliances undergo transformation, nations are reassessing their strategic alignments to navigate economic uncertainties and supply chain realignments.

### Impact of Geopolitical issues on Supply Chain

These risks manifest in supply

chains in a variety of ways. **Delays and disruptions** are common, as shipments can be held up or completely halted because of port closures, trade restrictions, or transportation issues. Another major issue is the **increase in costs**. Tariffs, higher shipping fees, and the need to reroute shipments through less efficient routes can cause the cost of goods to skyrocket. **Supplier instability** is another serious challenge. Political instability or sanctions can make it difficult, if not impossible, for suppliers to operate effectively, leading to shortages and production halts. **Capacity constraints** can also significantly affect supply chains, especially during periods of heightened geopolitical tension. Shortages of shipping containers, limited warehouse space, and insufficient trucking capacity, availability of labour can make it difficult for businesses to move their goods efficiently.

### Effect of Geopolitical tension on Multi modal Transport

While all transport modes face challenges due to geopolitical tensions, multimodal transport is affected more severely because it relies on multiple interconnected modes and jurisdictions. Disruptions in one leg of the journey have a cascading effect on the entire supply chain, making it harder to adapt and recover quickly.

### Increased Points of Vulnerability

Multimodal transport involves multiple transition points between different modes (e.g., sea-to-rail -Road, air-to-truck), each of which can be affected by geopolitical disruptions. A single disruption at

any transition point can delay the entire shipment.

### Dependency on Multiple Routes

Unlike single-mode transport, which may operate within a single country's infrastructure or through a controlled route (like an air corridor), multimodal logistics often crosses several borders and jurisdictions. This increases exposure to sanctions, tariffs, or military conflicts affecting trade routes.

### Higher Risk of Route Disruptions

Geopolitical tensions significantly impact global trade routes, with multimodal transport facing greater risks due to its reliance on interconnected supply chains.

- **Red Sea Crisis:** Attacks on commercial vessels have forced companies to reroute cargo around Africa, causing extended transit times. When shipments are part of a multimodal journey that includes inland transport (e.g., rail from European ports), these delays disrupt the entire supply chain.
- **Russia-Ukraine War:** Rail freight routes connecting China and Europe via Russia have become uncertain due to sanctions and security concerns, making multimodal supply chains dependent on this corridor particularly vulnerable.

### Cost Implications

A disruption in one mode (e.g., Red Sea shipping delays) can increase the cost of other modes (e.g., air freight rates surging as companies shift to air transport). Switching to

alternative routes and transport modes is often more expensive and less efficient in multimodal logistics.

real-time geopolitical alerts, risk assessments, and crisis monitoring to stay ahead of disruptions.

time shipment tracking, and risk assessment platforms is essential for mitigating risks. Many tools offer **APIs** that can integrate directly into ERP, TMS, or SCM software for **automated risk assessment**. The use of machine learning and artificial intelligence in these systems has further enhanced their predictive power, allowing businesses to get ahead of potential issues rather than simply reacting to them.

Case Studies: How Geopolitical Tensions Disrupt Multimodal Transport More Than Single-Mode Transport	
Impact on Multimodal Transport:	Impact on Single-Mode Transport:
<b>Red Sea Crisis &amp; Houthi Attacks (2023-2024)</b>	
Houthi rebels in Yemen attack on ships in the Red Sea, forcing major shipping lines to reroute vessels around the Cape of Good Hope (South Africa).	Air freight remains largely unaffected, aside from a spike in demand due to delays in sea transport.
This rerouting adds 10-14 extra days to shipments between Asia and Europe, affecting downstream transport like rail and trucking within Europe that rely on timely port arrivals.	Rail freight within Europe or the U.S. continues operating smoothly since it doesn't rely on Red Sea transit.
Freight forwarders and supply chains that planned rail/road deliveries from European ports like Rotterdam, Hamburg, and Antwerp are facing delays, leading to cascading disruptions in inland logistics.	
<b>Russia-Ukraine War &amp; Eurasian Rail Freight (2022-Present)</b>	
Before the war, China-Europe rail freight via Russia was a growing alternative to sea transport, offering faster transit than ocean freight and lower costs than air freight.	European road freight was less affected because intra-EU trucking remained largely stable.
The sanctions on Russia disrupted this route, forcing cargo to be rerouted through alternative rail corridors via Central Asia (Kazakhstan, Azerbaijan, and Turkey).	China-Europe air freight was impacted by some airspace restrictions but was still a viable alternative for time-sensitive goods.
This shift increased costs and transit times, causing some shipments to shift entirely back to slower ocean freight.	

### Supply Chain Resilience and Flexibility

In an increasingly uncertain global landscape, supply chain resilience and flexibility are essential for maintaining operational stability. Businesses must adopt proactive risk management strategies, leveraging real-time intelligence and predictive analytics to anticipate disruptions. Selecting the right multimodal transport providers with proven reliability, robust infrastructure, and adaptive routing capabilities is crucial to ensuring seamless logistics operations. Collaboration with trusted supply chain partners, logistics providers, and industry stakeholders enhances visibility, risk-sharing, and coordinated response strategies. Diversifying sourcing, optimizing logistics networks, and integrating alternative transport modes further strengthen adaptability. Establishing contingency plans and fostering strong partnerships enable organizations to respond swiftly to changing conditions. A resilient supply chain is built on agility, preparedness, and the ability to navigate challenges while ensuring efficiency and continuity.

### Customs & Compliance Challenges

When geopolitical tensions lead to sanctions, trade barriers, or new regulatory restrictions, multimodal transport faces more compliance issues because different authorities regulate each mode separately.

### Recognizing Early Warning Signs of Disruption

Early detection of potential disruptions is crucial for minimizing their impact. Real-time risk forecasting and monitoring tools are critical in helping businesses anticipate potential disruptions before they occur. These platforms / tools use data from various sources—including weather reports, political news, port congestion statistics, and even social media—to provide insights into emerging risks. By combining this data, predictive models can identify trends and issue early warnings for possible disruptions.

- **Supply Chain & Trade Disruption Monitoring** - These platforms specifically track trade disruptions, shipping route risks, and supply chain vulnerabilities caused by geopolitical issues.
- **Maritime & Trade Route Monitoring** - These tools help monitor real-time maritime risks like Red Sea disruptions, Houthi attacks, piracy, and port congestion.
- **Air & Land Transport Risk Monitoring** - For Multimodal Transport, these tools provide real-time tracking for air and land freight risks due to geopolitical instability.
- **Government & Public Intelligence Sources** - Many government agencies and thinktanks provide free geopolitical risk tracking, trade compliance updates, and security advisories.

- **Geopolitical & Risk Intelligence Platforms** - These platforms provide

For logistics, supply chain, and trade professionals, a combination of geopolitical intelligence, real-



# Events & Gallery Section

## AMTOI Northern Region Networking Day

Theme : Geopolitics and Multimodal Transport  
Date : 8th January 2025 | Venue : India Habitat Centre

A report by Mr Ramesh Varadarajan, Convenor Northern Region



The Association of Multimodal Transport Operators of India (AMTOI) successfully hosted an event on the 8th of January at the prestigious India Habitat Centre, located in the heart of New Delhi. This event drew a diverse crowd of industry professionals, policymakers, and stakeholders from the maritime and logistics sectors, underscoring the significance of this gathering in shaping the future of multimodal transportation in India.

The event began with an inaugural speech delivered by Mr. Arun Kumar, the President of AMTOI,

who highlighted the current trends, challenges, and opportunities within the multimodal transport industry. He emphasized the importance of collaboration and innovation in addressing the evolving demands of global trade and logistics.

The event featured a panel discussion on Geopolitics and Multimodal Transport focusing on the challenges and the underlying opportunities, session was moderated by Mr. Shantanu Bhadkamkar, speakers being Mr.Keku Gazder, Mr.Ashok Gupta, Ms.Vandana Agarwal, Mr.Tarun

Kalra and Mr.Sushil Gupta, the speakers gave insights into the industry covering all aspects of Multimodal Transportation.

The event also facilitated ample networking opportunities, allowing attendees to connect, exchange ideas, and explore potential collaborations. The informal settings of the networking sessions fostered a sense of camaraderie and mutual understanding among industry peers.

The AMTOI event at the India Habitat Centre was a resounding success, marked by insightful discussions,

meaningful interactions, and a shared vision for the future of multimodal transport in India. The event underscored the critical role of collaboration, innovation, and sustainability in driving the growth and development of the industry.

Attendees left the event with a renewed sense of purpose and a wealth of knowledge to apply in their respective fields. The event

not only highlighted the current challenges but also provided a platform to discuss and strategize solutions that will shape the future of multimodal transport in India.

As the day concluded, there was a palpable sense of optimism and commitment to advancing the industry. The AMTOI event served as a valuable reminder of the power of collective effort and

the importance of staying ahead of the curve in an ever-evolving global landscape.

The success of this event has set a high benchmark for future gatherings, and AMTOI is already looking forward to organizing more such events that will continue to inspire and drive the industry forward.



# Photo Gallery



On 02<sup>nd</sup> December, 2024, the 33<sup>rd</sup> Plenary Meeting of the International Coordinating Council on Trans-Eurasian Transportation (CCTT) at Aamby Valley Resort in Lonavala, attend by Mr. Haresh Lalwani on behalf of AMTOI.



AMTOI - Northern India Streamer Agents Association Meeting (NISAA) on 06<sup>th</sup> December, 2024.



Invitation by NISAA for cricket match, AMTOI NRC chapter played on behalf of AMTOI on 15<sup>th</sup> December 2024, at NS Sports Complex, Noida

# Photo Gallery



Mr. V Chandra Kumar attended the event conducted by Intralogistics & Warehousing in Bangalore on behalf of AMTOI on 19th December 2024.



Luncheon Roundtable Discussion on Maritime Security on 19th December 2024 at onboard Clipper Stad Amsterdam vessel, Mumbai which was attended by Mr. Haresh Lalwani on behalf of AMTOI.



Invitation by IMC to participate for 31st Jankidevi Bajaj Puraskar 2024 on Tuesday 7th January, 2025 at IMC. Attended by Ms. Sharmila Amin on behalf of AMTOI.

# Photo Gallery



Mr. Haresh Lalwani has attended the meeting with the Indian Institute of Management (IIM), Mumbai on 17th January 2025.



The Vizhinjam Conclave 2025, a flagship program organized by the Government of Kerala, on 28th and 29th January 2025 at the Hyatt regency, Trivandrum which was attended by Mr. Naveen Prakash on behalf of AMTOI.



AMTOI has conducted a Joint meeting with DCBA/NCBA/NISSA on 29th January 2025 at Insynergy Supply Chain Solutions Pvt Ltd, New Delhi, which was attend by President Mr. Arun Kumar, Vice President Mr. Devpal Menon, Mrs. Priya Anil Thomas, Mr. Ramesh Varadarajan.



On behalf of AMTOI President Mr. Arun Kumar and Vice President Mr. Devpal Menon attended 16th Edition of CONquest 2025 - Business Forum on Cargo, Infrastructure & Logistics, along with the Northern India Multimodal Logistics Awards 2025. Mr. Arun Kumar was a panelist for this event. The event theme was "Port Expansion, Rail Capacity & Connectivity and Cargo Volumes — The Way Ahead for North India". The event was on 7th February 2025 at Shangri-La, New Delhi.

# Photo Gallery



The Cargo Connexions Conclave 2025 ( India Seatrade), which was attended by Mr. Naveen Prakash on 7th February, 2025. On behalf of AMTOI in Coimbatore.



Mr. Xerxes Master IPP, was a part of the esteemed panel discussion on the topic Logistics Possibilities to Lead India's Growth story in Amritkaal 2047 at the 12th Edition Gujarat Star Awards 2025 in Hotel Radisson, Kandla. Mr. Prashant Popat received a special felicitation for the completion of 100 Glorious years of his company.



The Company of Master Mariners of India (CMMI) Annual Dinner Function 2025 which was attended by Mr. Vasant Pathak on 15th February, 2025 on behalf of AMTOI at the Lawns of "The Acres Club," Mumbai.



FSMAI Maritime & Logistics Conclave 2025 attended by Mr. Shantanu Bhadkamkar, Mr. Vasant Pathak, Mr. Haresh Lalwani, Mr. Prashant Popat and Mr. R. K Rubin on 28th February, 2025 at Jio World Convention Centre, Mumbai





# Photo Gallery

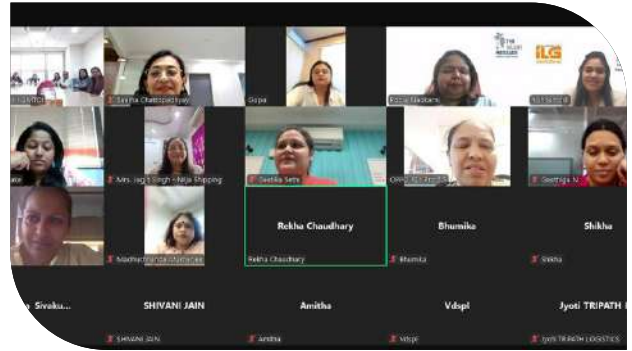
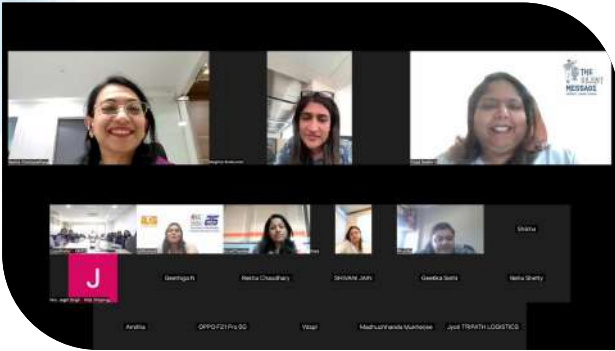


AMTOI 2nd Extended Board meeting for the term 2024-25 on 20th February, 2025 was conducted in Hybrid mode at The Otters Club, Bandra, Mumbai. at 18:00 to 19:00 pm at the same venue Cocktails and Dinner hosted by Mr. Haresh Lalwani.



AMTOI past presidents and members were key participants at the CTL-BHP, South Asia's Premier Mega Cargo Show in Mumbai from 11th-12th March, 2025. They joined high-impact discussions on the future of logistics, infrastructure, and trade. Mr. Shantanu Bhadkamkar, Mr. R.K. Rubin, Mr. Vivek Kele, Mr. Xerrxes Master and Ms. Dr Sharmila Amin were among the members on the various panel sessions.

# Photo Gallery



An incredible and interactive online and in-person gathering for Women's Day Celebration on 5th March 2025 at the AMTOI office was organized by the Women's Wing Convenor, Dr. Sharmila Amin and Co-convenor Ms. Nishita Modi.



Excellence Through Sangam - A Festive Gala Evening hosted by Port of Antwerp-Bruges was held on 6th March 2025 at Mumbai in the presence of Her Royal Highness Princess Astrid of Belgium, Representative of His Majesty the King. AMTOI members were present in large numbers including President Mr. Arun Kumar, Vice President Mr. Devpal Menon, Mr. Vasant Pathak, Mr. Ravindra Gandhi, Mr. R.K. Rubin, Mr. Nailesh Gandhi, Mr. Anand Sheth, Mr. Sailesh Bhatia, Mr. Prashant Popat, Dr. Sharmila Amin and Ms. Nishita Modi.



Mr. Hareesh Lalwani delivered the opening remarks for - Leveraging Logistics Expertise from Belgium to India on March 7, 2025, at Trident, Mumbai. It took place in the presence of HRH Princess Astrid of Belgium, Representative of His Majesty the King who was leading the Belgian Economic Mission to India.

## Managing Committee List

1.	<b>Mr. Arun Kumar</b>	President
2.	<b>Mr. Devpal Menon</b>	Vice President
3.	<b>Mr. Haresh Lalwani</b>	Hon Secretary
4.	<b>Mr. Vasant Pathak</b>	Hon Treasurer
5.	<b>Mr. Xerrxes Master</b>	Immediate Past President
6.	<b>Mr. Shantanu Bhadkamkar</b>	Executive Committee Member
7.	<b>Mrs. Priya Thomas</b>	Executive Committee Member
8.	<b>Mr. George Abrao</b>	Special Invitee
9.	<b>Mr. Shankar Shinde</b>	Special Invitee
10.	<b>Mrs. Anjali Bhide</b>	Special Invitee
11.	<b>Mr. Ravindra Gandhi</b>	Special Invitee
12.	<b>Mr. R.K. Rubin:</b>	Special Advisor
13.	<b>Mr. Nailesh Gandhi</b>	Advisor
14.	<b>Mr. Vivek Kele</b>	Advisor
15.	<b>Mr. Tushar Jani</b>	Advisor
16.	<b>Mr. Anand Sheth</b>	Advisor
17.	<b>Mr. Shashi Tanna</b>	Advisor
18.	<b>Mr. Sailesh Bhatia</b>	Advisor
19.	<b>Mr. Prashant Popat</b>	Convenor WRC
20.	<b>Dr. Sharmila H Amin</b>	Co-Convenor WRC
21.	<b>Mr. Ramesh Varadarajan</b>	Convenor NRC
22.	<b>Mr. Supratim Majumdar</b>	Co-Convenor NRC
23.	<b>Mr. Brij Lakhotia</b>	ERC Convenor
24.	<b>Mr. Vivek Choudhury</b>	Co-Convenor ERC
25.	<b>Mr. Naveen Prakash</b>	Convenor SRC
26.	<b>Mr. V John Christopher</b>	Co-Convenor SRC
27.	<b>Mr. Biju Sivakumar</b>	Co-Convenor NVOCC Council
28.	<b>Mr. Ramakrishna</b>	Convenor Taxation
29.	<b>Mr. Clarence Xavier</b>	Information Security - Convenor
30.	<b>Ms. Nishita Modi</b>	Women's Wing- Co-Convenor

# AMTOI SUB - COMMITTEE LIST FOR THE TERM 2024 – 25

	Sub — Committee	Convenor / Co—Convenor	Coordinator
1.	<b>Taxation (Direct &amp; Indirect) (TAX)</b>	Mr. Ramakrishna — Convenor Ms. Arun Kumar — Co-Convenor	Mr. Shantanu Bhadkamkar
2.	<b>Training Programs (TRN)</b>	Mr. Vasant Pathak — Convenor Ms. Priya Anil Thomas — Co - Convenor	Mr. Haresh Lalwani
3.	<b>New MTO License Application / Renewal (MTO)</b>	Mr. R. K. Rubin — Convenor Mr. Xerrxes Master — Co-Convenor	Mr. George Abrao
4.	<b>Events Committee (EVN)</b>	Mr. Ravindra J Gandhi — Convenor Mr. Vasant Pathak — Co-Convenor	Mr. Xerrxes Master
5.	<b>Publications</b>	Mr. Shantanu Bhadkamkar — Editor Ms. Priya Anil Thomas — Co - Editor	Mr. Anand Seth
6.	<b>International Relations (INT)</b>	Mr. Haresh Lalwani — Convenor Mr. Vasant Pathak — Co-Convenor	Mr. Shantanu Bhadkamkar
7.	<b>Northern Regional Chapter (NRC)</b>	Mr. Ramesh Varadarajan — Convenor Mr. Supratim Majumdar — Co-Convenor	Ms. Priya Anil Thomas
8.	<b>Western Regional Chapter (WRC)</b>	Mr. Prashant Popat — Convenor Ms. Sharmila Amin — Co-Convenor	Mr. Xerrxes Master
9.	<b>Eastern Regional Chapter (ERC)</b>	Mr. Brij Mohan Lakhotia — Convenor Mr. Vivek Chaudhary — Co-Convenor	Mr. Devpal Menon
10.	<b>Southern Regional Chapter (SRC)</b>	Mr. Naveen Prakash — Convenor Mr. V John Christopher — Co-Convenor	Mr. Devpal Menon
11.	<b>NVOCC Council (NVO)</b>	Mr. Xerrxes Master — Convenor Mr. Biju Shivkumar — Co-Convenor	Mr. George Abrao
12.	<b>Liquid Logistics Council (LLC)</b>	Mr. Haresh Lalwani — Convenor Mr. R.K. Rubin — Co-Convenor	Mr. Anand Sheth
13.	<b>Eastern Regional Chapter (ERC)</b>	Mr. Brij Mohan Lakhotia — Convenor Mr. Vivek Chaudhary — Co-Convenor	Mr. Devpal Menon
14.	<b>AMTOI Women's Wing (WOW)</b>	Ms. Sharmila Amin — Convenor Ms. Nishita Modi — Co-Convenor	Mr. Xerrxes Master
15.	<b>SRO Committee (Self-Regulatory Organization) (SRO)</b>	Mr. Sailesh Bhatia — Convenor Mr. Anand Sheth — Co-Convenor	Mr. Shantanu Bhadkamkar
16.	<b>ACT Committee (AMTOI Cricket Tournament) (ACT)</b>	Ms. Anjali Bhide — Convenor Mr. Nishant Bhide — Co-Convenor	Mr. George Abrao
17.	<b>Information Technology Security and Social Media Cell (ITM)</b>	Mr. Clarence Xavier — Convenor Ms. Nishita Modi — Co-Convenor	Mr. Haresh Lalwani
18.	<b>Grievance Redressal Forum (GRF)</b>	Mr. Shantanu Bhadkamkar — Convenor Mr. Sailesh Bhatia — Co-Convenor	Mr. Anand Sheth
19.	<b>Environmental, Social and Governance (ESG) Council</b>	Mr. Vivek Kele — Convenor Ms. Anjali Bhide — Co-Convenor	Mr. Nilesh Ghandhi

## AMTOI Membership Benefits

### Recognition in the Industry as a certified AMTOI member, AMTOI is known for commitment to the cause of promoting Multimodal Transport

- AMTOI membership certificate can be prominently displayed in the office and AMTOI logo can be used on your stationary, website and other collaterals
- Participation in various Training sessions and seminars organized by AMTOI (Dangerous goods handling and transportation being one of them)
- AMTOI Dialogues - A monthly virtual event where an eminent personality is

invited for a short interview followed by Q&A session

- Weekly updates on Shipping Industry through AMTOI Weekly bulletin.
- Participation in Annual AMTOI event and get to meet who's who in the industry which is an excellent platform for networking.
- Assistance in registration/renewal of MTO License.
- GRF (Grievance Redressal Forum), a platform to air your grievances with various private and Govt authorities and

AMTOI organizational support to resolve them

- Differences / problems between members are amicably resolved by the intervention of Managing Committee Members hence the need to approach the regulators is reduced
- Have a say in drafting and amendment of various Maritime related laws
- Become a part of the only trade body which caters to the benefits of the MTO's
- Promote / growth of Indian flag ships and container owners

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- Triton Logistics & Maritime Pvt Ltd

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| • Bhatia Shipping Pvt Ltd                             | • Link ShippWing & Management Systems Pvt Ltd |
| • Velji Dosabhai & Sons Pvt Ltd                       | • EXPO Freight Pvt Ltd                        |
| • Express Global Logistics Pvt Ltd                    | • TVS SCS Global Freight Solutions Ltd        |
| • Neptune Container Line & Logistics Pvt Ltd          | • Goodrich Maritime Pvt Ltd                   |
| • GRT Global Logistics Pvt Ltd                        | • Awatac Container Line Pvt Ltd               |
| • Links Cargo Agencies Pvt Ltd                        | • DSV Air & Sea Pvt Ltd                       |
| • PDP International Pvt Ltd                           | • Insynergy Supply Chain Solutions Pvt Ltd    |
| • Prudential Global Logistics (India) Private Limited | • Radar Ventures Pvt Ltd                      |
| • Sanco Trans Ltd                                     | • Freight Lines (India) Pvt Ltd               |
| • Orchid Shipping Pvt Ltd                             | • Jaguar Shipping And Logistics Pvt Ltd       |



# GST ON INTERNATIONAL LOGISTICS SERVICES AND COMPONENTS UNDER VARIOUS SCENARIO

(Advisory issued by AMTOI in January 2024)

## Ready Reckoner

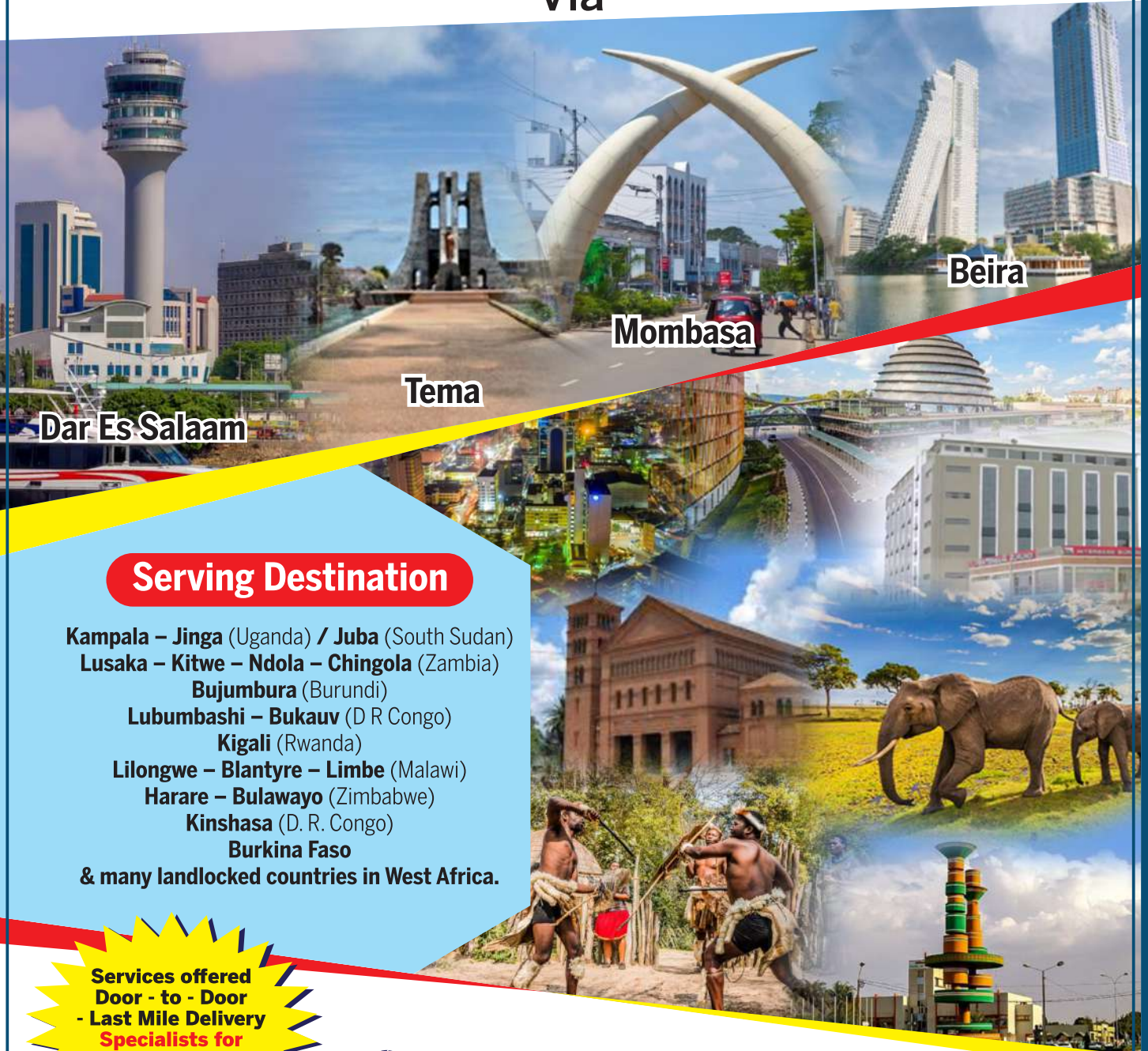
**Changes applicable in GST from 01st October 2023 is tabulated below**

Bill to Customer Location	Mode of Transport/Transaction Type	Type of Tax	Tax Rate	RCM on Purchase from Foreign Party Applicable	Remarks
Indian Party	Export Cargo - Ocean Freight	IGST or CGST+SGST	5%	NA	
	Export Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	18% RCM on Destination Charges Purchase
	Import Cargo - Ocean Freight	IGST or CGST+SGST	5%	Yes	5% RCM on OFC Purchase from Overseas
	Import Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	18% RCM on Origin Charges Purchase
	Export Cargo - Air Freight	IGST or CGST+SGST	18%	NA	
	Import Cargo - Air Freight	Exempt	Exempt	NA	
	Third Country Shipment - Air Freight	IGST	18%	YES	18% RCM on Purchase
	Third Country Shipment - Ocean Freight	IGST	5%	YES	5% RCM on Purchase
	Third Country Shipment - origin/Destination charge	IGST	18%	YES	18% RCM on Purchase
	Export Cargo - Ocean Freight	Export of Service (No GST)	NIL	NA	
	Export Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES (if Destination is Invoiced) else NA	18% RCM on Destination Charges Purchase if applicable
	Import Cargo - Ocean Freight	Export of Service (No GST)	NIL	YES	5% RCM on OFC Purchase from Overseas
Import Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES (if Origin is Invoiced) else NA	18% RCM on Origin Charges Purchase if applicable	
Export Cargo - Air Freight	Export of Service (No GST)	NIL	NA		
Import Cargo - Air Freight	Export of Service (No GST)	NIL	NA		
Third Country Shipment - origin/Destination charge	Export of Service (No GST)	NIL	YES	18% RCM on Purchase	
Third Country Shipment - Air Freight	Export of Service (No GST)	NIL	YES	18% RCM on Purchase	
Third Country Shipment - Ocean Freight	Export of Service (No GST)	NIL	YES	5% RCM on Purchase	

**Disclaimer:**

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**Kigali** (Rwanda)  
**Lilongwe – Blantyre – Limbe** (Malawi)  
**Harare – Bulawayo** (Zimbabwe)  
**Kinshasa** (D. R. Congo)  
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