

WHERE LOGISTICS COMES TO LIFE

Stories That Inspire

Achievements
Innovation
Teamwork

Knowledge That Moves

Global trade
Shipping trends
Industry Intel

CORPORATE

COMPASS TH **6** EDITION

Connecting people. Moving industries. Inspiring tomorrow.



SHARP DELIVERY



INDIA

CHITTAGONG

COLOMBO

PORT KLANG

JAKARTA

LAEM
CHABANG

SURABAYA

SHANGHAI

QINGDAO

NINGBO



20' GP & 40' HC
Special Rates available
for mentioned ports.

JANUARY 2026

SMART LINKS
industry up-to-date**EDITORIAL LEADERSHIP****Editor-in-Chief**Smart Marine Group
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Maritime Experts
Supply Chain Leaders**ABOUT SMART LINKS**

Smart Links is a monthly thought leadership magazine by Smart Marine Group, sharing insights, trends, and real-world perspectives shaping the global logistics ecosystem.

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We welcome:

- Industry insights
- Case studies
- Opinion pieces
- Innovation stories

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PUBLISHED BY**Smart Marine Group**

Driving smarter logistics. Building stronger supply chains.

EDITOR'S NOTE

Every era in shipping is defined by more than the cargo it carries. It is defined by the ideas that shape movement, the people who navigate uncertainty, and the choices that determine how industries evolve. As global trade enters another period of transformation, one truth is becoming increasingly clear: success is no longer measured by scale alone, but by the ability to adapt with purpose.

This edition of Smart Links reflects that reality.

Across these pages, you'll find stories that speak not only of milestones, but of momentum. We celebrate achievements that honour individual excellence and collective effort, recognise teams that continue to strengthen relationships across borders, and acknowledge the everyday actions that build an enduring organisational culture. From recognising outstanding leadership and celebrating women across our global offices to honouring acts of compassion, sporting achievements, and the enduring journeys of our teams in Sri Lanka and Malaysia, these stories remind us that lasting success is built on trust, collaboration, and a shared sense of purpose.

Beyond our organisation, this edition explores an industry in transition. We examine how ports, shipping lines, and nations are investing in smarter infrastructure, autonomous technologies, and sustainable growth. From Singapore's emergence as an intelligent trade ecosystem to the changing geography of project cargo and the latest developments shaping global maritime commerce, the message is clear: the future belongs to those who adapt with foresight.

Learning remains at the heart of progress. Whether revisiting timeless wisdom through Kural Connect, understanding why ships still measure speed in knots, or reflecting on the revolutionary impact of containerisation through The Box, this issue celebrates the knowledge that continues to move our industry forward.

As we navigate another chapter together, one principle stands above all others: great logistics is never built by infrastructure alone. It is built by curious minds, resilient teams, trusted relationships, and the willingness to keep learning in a world that never stands still.

We hope this edition offers not only valuable insights into the evolving world of shipping and logistics, but also fresh perspectives that inspire you to lead, learn, and move forward with confidence.

Wishing fair winds, safe voyages, and successful trade to global community.

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#SmartCares

Education Opens The Way To Possibilities

Through **Smart Cares**,
we nurture minds, inspire dreams,
and build brighter futures
for communities.

Caring today.
Creating a better tomorrow.



Supporting
Education



Empowering
Communities



Building
Better Futures

SMART MARINE NEWS UPDATES

Raj Rasiah Conferred Honorary Doctorate in Shipping & Logistics

A proud and memorable milestone for the Smart Marine family, **Raj Rasiah**, Director of **Smart Marine Lanka**, has been conferred an **Honorary Doctorate in Shipping and Logistics** by the **University of Washington Digital Science**.

This prestigious recognition celebrates Mr. Rasiah's outstanding contributions to the shipping and logistics industry, his leadership excellence, and his commitment to advancing maritime trade across global markets. With years of experience and a strong vision for growth, he has played a pivotal role in strengthening Smart Marine Lanka's presence and building trusted partnerships across regions.

This achievement is not only a personal honor but also a proud moment for the entire Smart Marine Group, reflecting the organization's commitment to excellence and leadership in global shipping.



The Smart Marine family extends its heartfelt congratulations to Mr. Raj Rasiah on this well-deserved recognition and wishes him continued success in all his future endeavours.

Praise the Lord. Be blessed by the Divine Grace.

SHE Powers the Seas: Smart Marine Group Celebrates Women Across Locations

Chennai / Colombo / Mumbai / Tuticorin / Bangalore



Marking **International Women's Day**, Smart Marine Group rolled out a series of celebrations across its offices, spotlighting the contributions of women employees and reinforcing its commitment to an inclusive workplace culture.

At **Smart Marine Lanka (SML)**, the occasion was celebrated with the distribution of special gifts to women team members, followed by a team outing that brought colleagues together in a relaxed and engaging setting.

In India, celebrations were held across key locations. The **Head Office in Chennai** hosted its event at Hotel Pharos, while teams in **Tuticorin, Mumbai, and Bangalore** gathered at Hotel Khalids, Hotel Shade of Spice, and Hotel Nagarjuna Residency respectively. Each event created space for recognition, bonding, and appreciation.

While the formats varied, the message remained consistent across locations: acknowledging the role of women as integral to the organization's growth and success.

Through these celebrations, Smart Marine Group highlighted a culture that values participation, recognition, and equal opportunity, with women playing a central role in shaping the company's journey forward.

A Noble Act of Giving – Blood Donor Chennai, India

SMG proudly recognizes **Mr. Badrinath** for his selfless contribution towards saving lives through voluntary blood donation at the **Cancer Institute (W.I.A)**

Mr. Badri was awarded a **Certificate of Honour** in appreciation of his generous act of donating blood to support a cancer patient in need. His contribution stands as a powerful reminder of the impact one individual can make in the lives of others.

The Cancer Institute extended heartfelt appreciation, acknowledging his blood donation as truly inspiring and a reflection of compassion and humanity.



Smart Cares Charitable Trust congratulates Mr. Badri on this noble initiative and thank him for being an inspiration to all.

Smart Marine Lanka Secures Runners-Up Title at SLANA Sixes 2026

Colombo, March 21, 2026

The **Smart Marine Lanka Team** delivered an impressive performance at the SLANA Sixes – **Battle of the NVOCC's 2026**, emerging as **Runners-Up (Gents Category)** in a highly competitive and energetic tournament.

Organized by the **Sri Lankan Association of NVOCC Agents**, the event was held at the **MCA Grounds, Colombo 7**, bringing together leading NVOCC players for a day filled with sportsmanship, teamwork, and spirited competition.

The tournament, which began at 8:00 AM, showcased exceptional talent and camaraderie across teams. The Smart Marine Lanka squad stood out with their determination, coordination, and competitive edge, earning them a well-deserved place among the top performers.

This achievement reflects the team's strong spirit both on and off the field, reinforcing Smart Marine Lanka's culture of teamwork, excellence, and unity.



Congratulations to the Smart Marine Lanka Team on this remarkable accomplishment!



SCL Malaysia Team Visits North Port 25 March 2025 | Malaysia

The **SCL Malaysia team**, along with **Joint Managing Director Mr. Krishna Kumar**, visited **North Port, Malaysia**.

The visit provided valuable insights into port operations, infrastructure, and handling capabilities, strengthening operational understanding and collaboration. It also served as an opportunity to engage with key stakeholders and explore avenues for enhancing efficiency and service delivery.

Such initiatives reflect **Smart Marine Group's commitment to continuous learning, operational excellence, and strengthening global partnerships.**

DOUBLE DELIGHT

A New Beginning in Malaysia. A Legacy in Sri Lanka.

It is not often that an organization celebrates both a fresh start and a defining milestone at the same time. For Smart Marine Group, this moment reflects exactly that.

Building from the Ground Up – Malaysia at One

One year ago, Malaysia marked a bold new chapter. New ground, new relationships, and new expectations. There were no shortcuts, only belief, persistence, and the courage to move forward despite uncertainty.

This first year has been about earning trust. From clients, partners, vendors, and from every team member who stood by the vision. Each challenge shaped the journey, and every small success strengthened it.



With clearer direction and growing confidence, SCL steps into its second year stronger, smarter, and steadier.

A Journey of Strength – Sri Lanka at 16



Smart Marine Lanka (SML) celebrated 16 years of excellence as it steps into its 17th year, marked with a special celebration at **Kingsbury Hotel, Colombo**.

SML has been a cornerstone of Smart Marine Group's journey, built on trust, resilience, and consistency. The team's commitment has played a key role in strengthening the organization's presence in the region.

A special pooja was held, with **Joint Managing Director Mr. Krishna Kumar** and **Managing Director Mr. Kandaswamy** gracing the occasion. Reflecting unity and inclusivity, poojas of all faiths were performed by team members to seek blessings for the organization's continued growth and success.

Speaking on the occasion, **Raj Rasiah** expressed gratitude to the Smart Marine family and stakeholders, acknowledging the collective effort behind the journey. He noted that the milestone reflects not just time, but the continued support, trust, and shared vision that have driven the organization forward.



This journey has always been personal and purposeful. SCL Malaysia taught us resilience in building trust, while SML Sri Lanka, our Pearl of the Indian Ocean, reminds us of the strength of consistency. Together, they represent who we are and where we are going.



Kural Connect

Timeless Tamil Wisdom for Today's Maritime World

அதிகாரம் : 58

குறள் : 571

கண்ணோட்டம் என்னும் கழிபெரும் காரிகை
உண்மையான் உண்டிவ் வுலகு.

- திருவள்ளுவர்

Because there exists the incomparable
virtue called compassion, the world exists.

Maritime Reflection

Compassion is the invisible force that keeps every
maritime journey safe, resilient, and human.

Captain's Take

Technology can optimise operations and processes
can improve efficiency, but only empathy builds
enduring organisations.

SMART MIND GAME

Can you route each cargo
to the correct container?



1

FROZEN
FISH



2

GARMENTS



3

HEAVY
MACHINERY



4

LIQUID & GASES



A



DRY
CONTAINER

B



REEFER
CONTAINER

C



TANK
CONTAINER

D



FLAT RACK
CONTAINER



HOW TO PLAY

Trace the path from each cargo
on the left to its correct
container on the right.

YOUR ANSWERS:

1 -

2 -

3 -

4 -

2009

Launched
Smart Trade Connections,
India

2010

Established
Smart Marine,
Colombo

2007

Incorporated
Smart Marine Services
in Chennai, India

2013

Formed
Maxx Fortune Lines,
India

2013

Milestone launch of
Smart Container Lines
in Singapore

2015

Initiated
Linga Container
Terminal

2015

Entered Middle East
with Fortune Shipping
and Logistics LLC
in Dubai

2016

Fortified presence in Sri Lanka with
Aster Smart Lanka International

20

STEPPING INTO THE FUTURE

2021

Ventured into real estate
with Smart Realtors &
Smart Foundations

2018

Entered the Lanka,
Maldives and
Bangladesh
Market

2022

Unveiled CSR Initiative
with launch of
Smart Cares

2022

Diversified into
Agriculture with
Smart Agro Farm

2024

Expanded to
Southeast Asia with
Smart Container Lines
(Malaysia)

2025

Opened another
venture in Dubai as
Alpha Smart Shipping

2017

Launched the
Vipra Smart
Terminal, Colombo





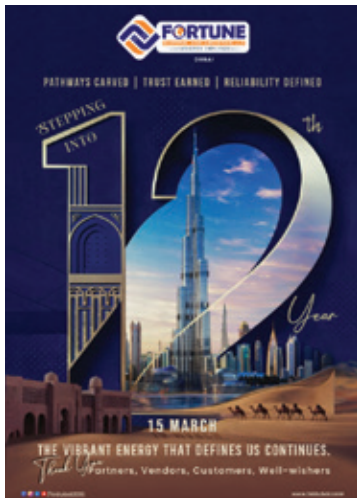
THE SOCIAL SNAPSHOT WALL

Scroll-Stopper of the Month



ELEVEN YEARS. COUNTLESS MILESTONES.

Some anniversaries count years. The best ones count trust.



- 4,015 days. One incredible journey.
- Fortune Shipping Dubai celebrated eleven years acknowledging something far more valuable, their partners, customers, and vendors who made the journey possible.
- Momentum wasn't just the theme. It was the story.

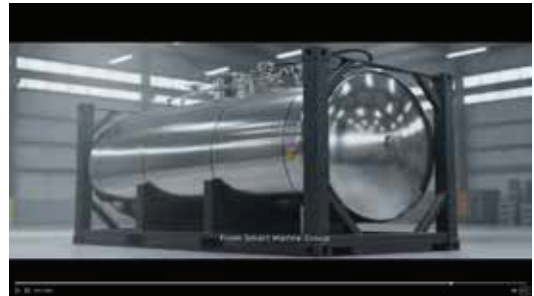


Built on trust. Powered by progress. Ready for what's next.



NOT ALL CARGO. NOT ALL SOLUTIONS.

Because a reefer deserves different treatment than a flat rack. Obviously.



- Some posts educate. Some simplify. This one did both.
- Smart Trade Connections turned container types into a story about boxes.
- It was a simple reminder that in global trade, customization isn't a luxury. It's the job.

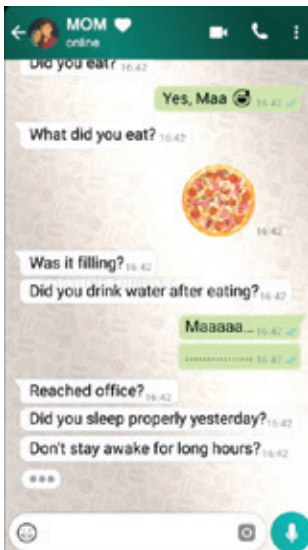


Different cargo. Different thinking. Same commitment.



CREATIVE THAT CAUGHT HEARTS

Some lessons aren't taught. They're lived.



A mother's care isn't loud. It's in the follow-up call, the gentle reminder, the silent responsibility she carries every single day.

Maxx Fortune took that familiar feeling and beautifully connected it to logistics.

Turns out the best supply chain lesson came from Mom.

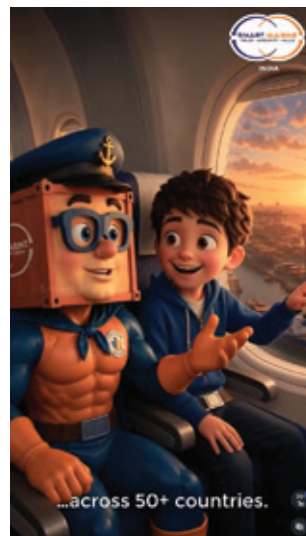


One emotion. One beautiful analogy. Thousands of hearts touched.



THE CONTENT ROOM: WHERE IDEAS GO VIRAL

One curious child. One intelligent guide. One giant lesson about the world.



4,015 days. One incredible journey. Fortune Shipping Dubai celebrated eleven years acknowledging something far more valuable, their partners, customers, and vendors who made the journey possible. Momentum wasn't just the theme. It was the story.



Curiosity opened the door. Smarty did the rest.

INTERNATIONAL NEWS



D Depot Expands into Indonesia with Jakarta Inland Depot Partnership

Enhanced connectivity to key industrial zones via toll networks

Thailand-based **D Depot Container Service** has entered Indonesia through a partnership with **PT Good Logistics Terminal (GL Terminal)** to establish an inland container depot in Jakarta, aimed at supporting rising container volumes.

The facility, located near **Tanjung Priok Port**, sits on a **2.7-hectare site** with direct connectivity to key industrial zones via the toll road network.

Under the agreement, GL Terminal will manage operations, while D Depot will leverage its regional customer base and relationships with shipping lines. The move marks D Depot's strategic expansion into Southeast Asia's largest container market.

With Indonesia witnessing steady growth in containerised trade, demand for inland depot capacity is expected to increase, positioning the partnership for further regional expansion.



Aqaba Ports Handle 2.2 Million Tonnes in March

Rising vessel calls and cargo volumes reinforce Jordan's position as a regional logistics hub

Aqaba ports reported **2.2 million tonnes of cargo throughput in March**, alongside **74,221 TEUs** and **8,174 vehicles**, reflecting sustained growth in maritime activity. The ports handled **267 vessels**, including significant passenger traffic of **37,808 travellers**, indicating parallel growth in logistics and tourism flows.

The performance highlights improved operational efficiency and the port's ability to handle diversified cargo streams. With additional vessel arrivals and cargo volumes projected in the near term, Aqaba continues to strengthen its role as a **key Red Sea gateway for regional trade and supply chain connectivity**.

Saudi Arabia Moves 88,000 Trucks Across GCC Land Corridors

Infrastructure upgrades and regulatory easing reshape regional supply chains

Saudi Arabia's logistics ecosystem is witnessing a notable shift, with **over 88,000 trucks moving across GCC corridors in just 25 days**.

The **Al-Bat'ha crossing** to the UAE led volumes with **41,229 trucks**, followed by **King Fahd Causeway** with **13,486 truck** movements into Bahrain, and **Salwa routes** to Qatar with **11,227 trucks**.

The surge is supported by logistics reforms, including extended truck lifespan norms, relaxed entry rules for refrigerated cargo vehicles, and the launch of **GCC storage zones at Dammam port**.

With a fleet exceeding **500,000 trucks**, Saudi Arabia is strengthening its role as a regional logistics hub, enhancing supply chain resilience and connectivity across GCC markets.

DP World Expands Jeddah Capacity with New Quay Cranes

Rising vessel calls and cargo volumes reinforce Jordan's position as a regional logistics hub

DP World has added **three semi-automated quay cranes** at its South Container Terminal in Jeddah Islamic Port, strengthening capacity as shipping activity returns to the Red Sea corridor. Each crane has a **65-tonne lifting capacity**, increasing berth productivity and enabling simultaneous handling of multiple mainline vessels.

The addition raises total ship-to-shore cranes from **14 to 17**, with plans to expand to **22 units**. The upgrade forms part of an **\$800 million modernisation programme**, which has already doubled terminal capacity from **1.8 million to 4 million TEU**, with a long-term target of **5 million TEU**.

In 2025, the terminal handled **over 1.3 million TEU**, supported by the return of Red Sea services and **38 weekly calls**, highlighting a strong recovery in regional trade flows.

BEHIND EVERY LOGISTICS THERE'S A PROCESS THAT MOVES THE WORLD.



From field to on paper,
every step is managed
with precision and care.

REGIONAL NEWS

Tuticorin Steps Up as Global Shipping Routes Shift

Handling of 2,392 TEUs highlights agility amid shifting global trade flows

When MSC Veracruz arrived at Tuticorin carrying **diverted Middle East cargo**, it was far from a routine port call. With 2,392 TEUs to be handled under tight timelines, the challenge demanded precision, speed, and seamless coordination.

The terminal delivered on all fronts. Teams across operations, yard planning, and logistics worked in sync to ensure efficient cargo handling and timely evacuation of containers, keeping export supply chains moving.

More importantly, the operation reflects a larger shift. As global shipping routes continue to adjust, ports like Tuticorin are emerging as **critical nodes in the evolving trade network**.

This was not just an operational success. It was a signal of India's growing capability to handle complexity at scale.



India's Naval Capability Gets Major Boost with Indigenous Warship Deliveries

INS Dunagiri, INS Sanshodhak and INS Agray lead triple induction, strengthening combat, survey and anti-submarine capabilities

India's push towards maritime self-reliance gathered momentum with the simultaneous delivery of three indigenously built naval vessels. **INS Dunagiri, INS Sanshodhak, and INS Agray** mark a significant milestone for the country's shipbuilding ecosystem.

Built by Garden Reach Shipbuilders & Engineers (GRSE), the three platforms cater to distinct operational roles. **INS Dunagiri**, a **Project 17A stealth frigate**, strengthens India's blue-water combat capabilities with advanced stealth and weapon systems. **INS Sanshodhak**, a **large survey vessel**, enhances hydrographic and maritime mapping capabilities, supporting safe navigation and strategic operations. **INS Agray**, an **anti-submarine warfare shallow watercraft**, is designed for coastal defence, mine warfare, and underwater threat detection.

This milestone comes alongside the induction of additional platforms such as **INS Malwan**, an **anti-submarine warfare craft** with over 80 percent indigenous content, further strengthening coastal surveillance and defence readiness.

From an industry perspective, the development highlights the growing execution capability of Indian shipyards, including **GRSE, CSL and MDL**, in delivering complex naval platforms.



India Unveils World's First Autonomous Maritime Shipbuilding Centre

AI-driven facility in Andhra Pradesh signals a major leap in next-generation shipbuilding and defence innovation

India has taken a significant step toward maritime innovation with the foundation of the world's first **Autonomous Maritime Shipbuilding and Systems Centre** in Andhra Pradesh. The project, led by Sagar Defence Engineering, is being developed at Juvvaladinne fishing harbour in Nellore district with direct sea access for vessel construction, testing, and deployment.



Spread across nearly **29.58 acres**, the facility is designed as an integrated ecosystem combining shipbuilding, R&D, testing infrastructure, and maintenance capabilities. It will focus on developing **next-generation unmanned maritime platforms**, leveraging artificial intelligence, automation, and advanced manufacturing systems.

The initiative aligns with India's broader push toward **indigenous defence manufacturing and maritime self-reliance**, strengthening capabilities in autonomous navigation, surveillance, and maritime security.

India's VLGC Project Signals Big Leap in Shipbuilding

₹15,000 crore initiative to build eight gas carriers positions India for the global top 10 by 2030

India has initiated a **₹15,000 crore VLGC shipbuilding program**, marking its greatest domestic effort to date. The project, led by the Shipping Corporation of India, targets the construction of eight gas carriers, each with **88,000 cubic metres** capacity.

Domestic shipyards, including **CSL, L&T, and SDHI**, have partnered with South Korean majors to bridge technology gaps. Six vessels will be built locally, while two will be outsourced to experienced global yards.



The initiative is backed by oil PSUs and supported by government funding schemes, strengthening order visibility for Indian yards.

The project is expected to enhance domestic capability in complex vessel construction and support India's target of becoming a **top 10 global shipbuilding nation by 2030**.

Logi Quotes:

"Trade isn't about goods. Trade is about information. Goods sit in the warehouse until information moves them."

- C. J. Cherryh

SMART DATA WIRE

MARITIME BRIEFS - POWERED BY NUMBERS



4.5M TEU Milestone for Busan Terminal Capacity

ONE invests in automated DGT with Dongwon

Ocean Network Express partnered with Dongwon Group, acquiring an indirect stake in Dongwon Global Terminal Busan. The fully automated AGV-based terminal will exceed 4.5 million TEU capacity with five berths spanning 1,750 m plus a 385 m feeder berth.

49% Stake Secured by APM in Hai Phong Terminal

Expands Lach Huyen capacity in Vietnam

APM Terminals acquired a 49 percent stake in Hateco Hai Phong International Container Terminal at Lach Huyen. The deal strengthens its Southeast Asia network and supports rising container volumes through expanded terminal capacity and operational scale.

5.07M TEUs Handled via Sea-rail Intermodal

Ningbo Port Reports Double-Digit Profit Growth

Ningbo Port Company reported double-digit growth in both revenue and net profit for 2025. Total cargo throughput amounted to 370 million tons, rising by 4.1% year-on-year. Container throughput stood at 11.55 million teu, representing a 14.7% year-on-year growth.

13,932 TEU Ships Delivered To ONE

Japanese yards expand fleet scale

Japanese shipyards delivered two 13,932 TEU sister container ships to Ocean Network Express. The vessels enhance fleet capacity, improve operational efficiency, optimize slot capacity, and strengthen service coverage across major east-west trade routes.

\$31 Billion Thailand Land Bridge Plan Revived

Bangkok seeks Singapore investment for 90 km logistics corridor

Thailand revived its \$31 billion Land Bridge project linking Ranong on the Andaman Sea with Chumphon on the Gulf of Thailand through a 90 km road, rail and pipeline corridor. seeking strategic investment partnerships, the project aims to provide an alternative to the 900-km Malacca Strait.

\$108M Expansion Announced for Hambantota Port

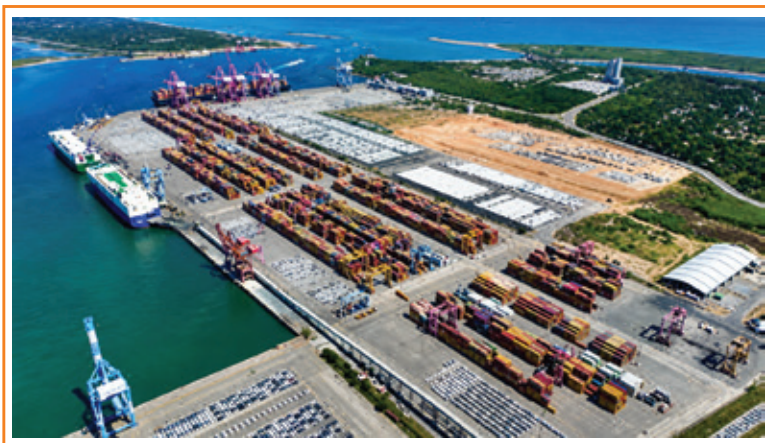
Sri Lanka port boosts capacity with major investment

Hambantota Port is investing \$108 million to expand capacity to 2 million TEU. The project will enhance container handling capabilities and support growing regional transshipment demand.

228.99 m-Long Bulk Carrier - OCEANA FRONTIER

1st Dual-fuel LNG Kamsarmax Delivered By Tsuneishi

Tsuneishi Shipbuilding delivered the world's first LNG dual-fuel Kamsarmax bulk carrier. The vessel reduces greenhouse gas emissions significantly by eliminating sulfur oxides (SOx), significantly cutting nitrogen oxides (NOx), and lowering overall CO₂ emissions.



₹250 Crore Logistics Park – Ernakulam

Kerala strengthens warehousing and supply chain infrastructure

A ₹250 crore logistics park has been inaugurated in Ernakulam, boosting Kerala's warehousing capacity. The facility enhances storage, distribution, and cargo handling capabilities, supporting industrial and commercial supply chains across the state.

₹610 Crore Shipyard Expansion – Titagarh

Centre clears Titagarh Naval Systems capacity expansion

Titagarh Naval Systems has received approval for a ₹610 crore shipyard expansion in West Bengal. The project aims to enhance shipbuilding capacity and support defence and commercial vessel production.

915MT Cargo Record Achieved by Indian Ports

FY26 throughput surpasses targets across major ports

India's major ports handled a record 915 million tonnes of cargo in FY26, surpassing government targets. The growth reflects strong trade activity and improved port efficiency across the country.

7,000 Tonne Nuclear Submarine Commissioned by India

130-metre INS Aridhaman strengthens strategic deterrence

The Indian Navy commissioned INS Aridhaman, a 130-metre, 7,000-tonne nuclear-powered ballistic missile submarine. It is the third vessel in the Arihant-class, enhancing India's strategic defence capabilities.

₹2,360 CR Link To Vadhavan Port Approved

NHAI plans to enhance multimodal connectivity

The National Highways Authority of India awarded a ₹2,360 crore project for an expressway link to Vadhavan Port. The corridor will improve cargo evacuation speed, reduce congestion, and strengthen port connectivity in Maharashtra.

15 Acre Empty Container Yard Facility

KSH boosts regional container availability

Krishnapatnam Supply Chain Logistics launched Pune's first dedicated empty container yard. The facility improves container availability, reduces repositioning delays, and enhances turnaround time for EXIM cargo movement in western India.

₹2,700 Crore JNPA Logistics Hub

Balmer Lawrie enters SEZ warehousing through Welspun One partnership

Welspun One leased 65,000 sq. ft. of Grade A+ warehousing space at WTC Nhava Sheva in JNPA SEZ to Balmer Lawrie under a five-year sub-lease. The 55-acre project carries a ₹2,700 crore investment and 4.45 million sq. ft. development potential. The facility includes multi-level warehousing with 40-foot trailer access and annual throughput capacity of 50,000 TEUs.

500.8 MMT Cargo Pushes APSEZ Revenue Up 25%

India's largest port operator expands logistics and marine footprint

Adani Ports and Special Economic Zone reported FY26 revenue of ₹38,736 crore, up 25%, with cargo volumes rising 11% to 500.8 MMT from 450.2 MMT in FY25. EBITDA increased 20% to ₹22,851 crore, while net profit rose 16% to ₹12,782 crore. The company expanded its marine fleet to 136 vessels and targets 1 billion tonnes cargo capacity by December 2030.

84 CR Project on the Brahmaputra Waterway

DGLL & IWAI upgrades inland waterways for 24/7 navigation

India will build its first riverine lighthouses on the Brahmaputra National Waterway 2. Powered entirely by solar energy, 20m high towers will cover geographical range of 14 nautical miles and a luminous range of 8–10 nautical miles.

13 Clusters To Drive 80% Warehousing Demand

India's logistics corridors gain dominance amid manufacturing expansion

India's Grade A industrial and warehousing demand is expected to increasingly concentrate within 13 high-activity logistics and manufacturing clusters. These corridors are projected to contribute 70–80% of the country's industrial warehousing activity.

25% Lower Cost Forklift Battery Debuts

Godrej targets India's fast-growing warehouse automation market

Godrej Enterprises Group launched India's first Multilon battery for electric forklifts, offering 5,000 life cycles, 25% lower ownership cost and operation above 45°C. The battery delivers nearly 60% higher life compared to standard lithium-ion technology.



PROJECT CARGO

The New Geography of Heavy Lift

The biggest story isn't cargo growth. It's where the world's industrial future is being built.

For much of the past decade, project cargo was measured in tonnes moved, vessels deployed, and megaprojects announced. In 2026, those metrics tell only half the story. The more consequential shift is strategic. Global supply chains are being redesigned, fabrication is becoming more geographically distributed, and project logistics is evolving from a transport function into a critical component of industrial policy.

After a sluggish 2025 marked by tariff uncertainty and delayed investment decisions, confidence is gradually returning. But this is not a broad-based rebound. It is a selective surge, led by energy, industrial manufacturing, and infrastructure, with risk management shaping every major investment decision.

LNG Is Carrying More Than Gas

If one sector is defining today's project cargo landscape, it is LNG.

Across Southeast and South Asia, LNG import terminals, regasification facilities, FSRUs, and gas-fired power projects are generating sustained demand for turbines, transformers, pressure vessels, process modules, and oversized industrial equipment. While hydrogen and ammonia continue to dominate long-term conversations, LNG remains the infrastructure story translating into actual cargo movements today.



The implications stretch well beyond ports. Every new energy project creates a chain of heavy-lift operations across oceans, inland waterways, roads, and specialized engineering corridors, reinforcing project logistics as an essential enabler of the energy transition rather than merely its transporter.

Southeast Asia's Industrial Moment

Few regions illustrate the changing project cargo landscape better than Southeast Asia.

The region has evolved from being primarily a manufacturing extension of global supply chains into a strategic industrial destination in its own right. Vietnam's manufacturing momentum, Indonesia's push towards downstream processing, and rising industrial investment across ASEAN are collectively creating sustained demand for inbound plant equipment, modular units, and heavy engineering cargo.

The shift is particularly visible in Indonesia's transition from exporting raw resources to developing domestic value-added industries. Every refinery, processing facility, or manufacturing complex requires sophisticated logistics planning long before production begins.

For project logistics providers, this is no longer a cyclical opportunity. It is becoming a structural market.



The China-Plus-One Effect Has Become Real

What was once a boardroom strategy has now become an operational reality.

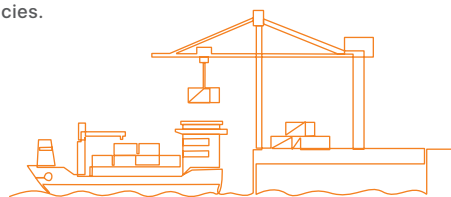
Diversification away from China is steadily reshaping fabrication patterns across Southeast Asia, creating new heavy-lift corridors and changing the geography of project cargo itself. Vietnam, Indonesia, and other ASEAN economies are increasingly serving as fabrication and sourcing centres for industrial components destined for projects across Asia, the Middle East, and beyond.

The result is a rise in shorter regional supply chains, greater intra-Asia cargo movements, and growing importance of ASEAN ports as consolidation hubs for complex, multi-origin projects.

For carriers and logistics specialists, network flexibility has become as valuable as fleet capacity.

"Risk has become a design parameter, not a disruption."

Project owners are no longer asking how to move cargo. They are asking how to keep projects moving despite tariffs, geopolitical uncertainty, sanctions, and changing trade policies.



Five Themes Dominating Boardrooms



Energy First

LNG, power and oil & gas drive project demand.



Industrial Expansion

Manufacturing growth sustains heavy equipment



Supply Chain Diversification

China-plus-one creates new logistics corridors.



Digital Execution

Visibility and intelligent project control matter.



Resilience Over Efficiency

Flexibility now outweighs pure cost optimization.

The Middle East Is Changing Too

The Persian Gulf's project cargo story is no longer purely about imports.

Large-scale investments in petrochemicals, renewable energy, green hydrogen, and advanced manufacturing are steadily creating regional fabrication capabilities and increasing intra-regional cargo movements. Local industrial ecosystems are maturing, reducing dependence on long-distance sourcing while opening fresh opportunities for specialized logistics providers.

Meanwhile, Europe continues to drive offshore wind logistics, while selected infrastructure and industrial investments keep North American project activity alive despite policy and tariff uncertainty.

The Conference Agenda Says It All

Industry events have become a mirror of market priorities.

The dominant conversations are no longer simply about cargo volumes or vessel availability. Instead, they revolve around geopolitical risk, emissions compliance, AI-driven logistics, digital visibility, sourcing diversification, and resilience planning.

In many ways, the conference circuit offers the clearest indication of where executive attention has shifted and where future investments are likely to follow.

Closing View

The defining characteristic of project cargo in 2026 is not growth alone. It is adaptation.

The industry is simultaneously navigating energy transition, geopolitical fragmentation, environmental regulation, digital transformation, and manufacturing realignment. Heavy-lift logistics has become deeply intertwined with national industrial ambitions and global supply chain strategy.

For operators willing to invest in engineering capability, regional partnerships, digital intelligence, and operational flexibility, the opportunity extends far beyond moving oversized cargo.

They are helping reshape the infrastructure on which the next industrial era will be built.

EDITOR'S TAKE

2026 is not the beginning of another project cargo supercycle. It is the beginning of a more regional, more resilient, and more strategically diversified one.



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MARITIME EXPLORERS CLUB

By Maritime Explorers Club | Shipping & Logistics
Young Readers Column

Why Do Ships Use "Knots" Instead of Kilometers?

The Secret Language of Sailors and Smart Navigation

If you ever step onto the bridge of a giant cargo ship, you probably will not hear someone say:



For hundreds of years, ships have used a special system for measuring speed and distance at sea. Even today, in an age of satellites, artificial intelligence, and smart navigation systems, maritime professionals still use nautical miles and knots to guide ships across the world's oceans.

But why?

And how does this unusual system help make shipping safer?

Let us dive into one of the most fascinating "hidden languages" of the maritime world.

Why sailors use nautical miles instead of normal land miles or kilometers.

A nautical mile is specially connected to the Earth itself. It matches the planet's latitude and longitude lines — the invisible grid system used in navigation. One nautical mile equals about 1.852 kilometers.

Because nautical miles fit perfectly with global coordinates, they help ship officers calculate positions more accurately while crossing oceans.

It is like using the correct grid in a video game map instead of guessing directions randomly.

So What Exactly Is a Knot?

A knot is simply a unit of speed.

One knot means:

One nautical mile traveled in one hour.

So if a container ship is moving at 20 knots, it travels 20 nautical miles every hour.

That is roughly equal to about 37 kilometers per hour — surprisingly fast for something carrying thousands of containers!

But not all ships travel at the same speed. Different ships are designed for different jobs, just like bicycles, buses, race cars, and trucks all move differently on land.

Here comes the really fun part.

Long before GPS existed, sailors had a clever way to measure speed.

They used something called a log line — a rope with knots tied at equal distances along it. A piece of wood was attached to one end and thrown into the sea behind the ship.

Then sailors used a sand timer.

As the ship moved forward, the rope unrolled through the sailors' hands. They counted how many knots passed by before the timer ended.

The number of knots counted showed the ship's speed.

That is where the word "knot" came from!

The Future of Maritime Careers

The shipping industry of the future will need people who understand both the sea and technology.

The oceans are becoming more connected, digital, and intelligent every year.

And perhaps one day, when a captain asks,
"What speed are we making?"

You might proudly answer:

"22 knots, Captain — all systems safe and clear ahead."



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ECONOMIC OUTLOOK

Singapore

Engineering the Future of Global Trade

In the heart of Southeast Asia lies a nation smaller than many global cities, yet powerful enough to influence international trade, finance, logistics, and maritime commerce on a global scale. Over the decades, Singapore has transformed itself from a modest trading port into one of the world's most sophisticated economic ecosystems.

Today, the country stands at a critical crossroads. As global supply chains evolve, geopolitical tensions reshape trade routes, and artificial intelligence transforms industries, Singapore is reinventing itself once again,

not merely as a shipping hub, but as an intelligent gateway connecting cargo, capital, technology, and data. For the global logistics and maritime community, Singapore remains more than an economic success story. It is a real-time indicator of the health of world trade itself.

Built on Trade

Few countries in the world depend on connectivity as deeply as Singapore. With limited land, no major natural resources, and a small domestic market, the nation built its economy around one strategic advantage: location.

Positioned along some of the busiest shipping lanes in the world, Singapore became a natural crossroads for East-West maritime trade. Over time, that geographic advantage evolved into a highly advanced ecosystem supported by world-class port infrastructure, financial services, digital trade systems, and efficient governance.

Today, Singapore operates one of the busiest ports globally, connecting hundreds of ports across continents. Yet its success extends far beyond shipping. The economy thrives on the movement of goods, finance, technology, information, and talent, all supported by an institutional reputation for reliability, speed, and precision.

SINGAPORE



A STRATEGIC GATEWAY TO ASIA AND THE WORLD

At the heart of the world's busiest maritime crossroads, Singapore connects markets, powers trade, and drives global prosperity.



STRATEGIC LOCATION

Situated at the crossroads of major East-West shipping routes, connecting Asia, Europe, the Middle East and the Americas.



GLOBAL MARITIME HUB

One of the world's busiest ports with unrivalled connectivity to over 600 ports in 120+ countries.



AVIATION CONNECTIVITY

Changi Airport links Singapore to over 400+ cities worldwide, a key driver of passenger and air cargo flow.



FINANCIAL & BUSINESS CENTRE

A trusted global financial hub and preferred base for multinational companies in Asia.



INNOVATION & TALENT

A leader in innovation, technology and a magnet for global talent, driving the economy of tomorrow.



POPULATION

6.0M+

A skilled and diverse workforce



GDP (NOMINAL)

US\$659.57B

One of the world's most open economies



GDP PER CAPITA (NOMINAL)

US\$107,760

Among the highest in the world



GLOBAL GDP SHARE

0.48%

Small in size, big in global impact



PORT CONNECTIVITY

600+

Ports in 120+ countries



AIR CONNECTIVITY

400+

Cities worldwide via Changi Airport



Source: IMF – World Economic Outlook Database, April 2024; MPA; CAAS; SingStat

Note: Figures are latest available estimates / projections (2026)

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ALL YOUR SHIPPING NEEDS
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FOR ALL YOUR SHIPPING NEEDS ACROSS SOUTHEAST ASIA,

CONNECT WITH SCL MALAYSIA



CONTAINER
SHIPPING



PROJECT
CARGO



SEA
FREIGHT



CUSTOMS
SUPPORT

QUICK FACTS

Capital: Singapore

Currency: Singapore Dollar (SGD)

Population: ~6 million

GDP Growth (2025): 4.8%

GDP Per Capita:

US\$84,000–98,000

Container Throughput (2025):

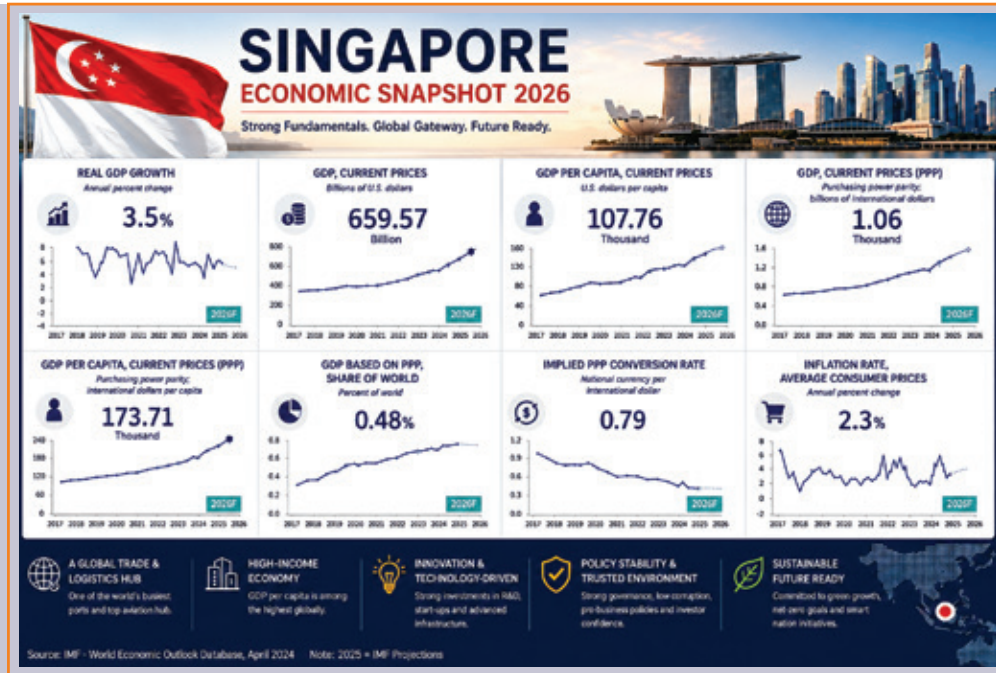
44.66 million TEUs

Vessel Arrivals (2025): 3.22

billion gross tonnes

Marine Fuel Sales (2025): 56.77

million tonnes, including alternative fuels



A High-Income Economy with Global Reach

Singapore continues to rank among the world's wealthiest economies on a per capita basis, supported by high productivity, advanced infrastructure, and strong institutional credibility. Despite its small population, the country maintains disproportionate influence across global finance, aviation, logistics, and international commerce.

Inflation has remained relatively controlled, reflecting disciplined economic management and long-term policy

stability. However, the country remains vulnerable to global price fluctuations because of its dependence on imported energy, food, and raw materials.

Singapore's broader economic resilience is increasingly being supported by high-value services, international investment flows, trade connectivity, and its growing role as a regional headquarters destination for multinational corporations.



Singapore's New Competitive Advantage: Business Confidence

At a time when many global cities are struggling with weak office demand and hybrid work disruptions, Singapore's commercial real estate market continues to demonstrate remarkable resilience.

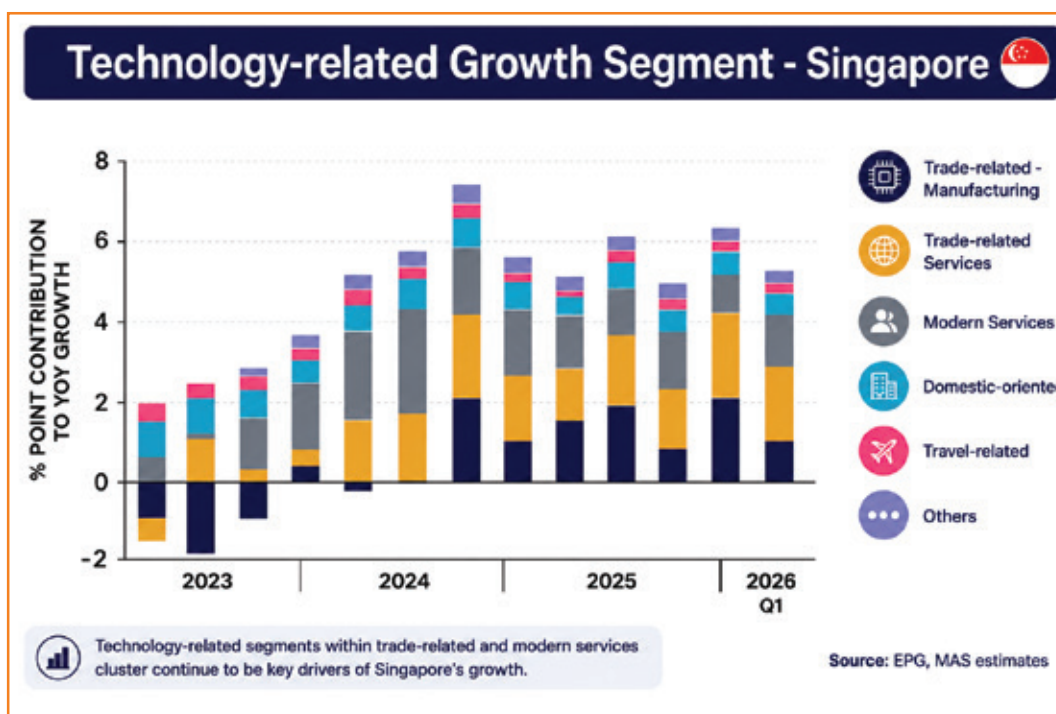
Multinational corporations, financial institutions, technology firms, logistics operators, and AI-led enterprises continue expanding their footprint in the city-state, reinforcing Singapore's status as Asia's preferred regional headquarters destination.

The confidence is already visible in major commercial developments.

At Marina Bay, nearly 72% of the 1.24 million sq ft IOI Central Boulevard Towers project has already been committed before completion. Labrador Tower at Harbourfront has secured close to 75% commitment for its 686,000 sq ft office space.

Upcoming projects such as Keppel South Central in Tanjong Pagar, Shaw Tower in Bugis, and Newport Tower in Shenton Way are expected to further reshape Singapore's premium office landscape over the next few years.

The trend reflects more than real estate demand. It signals sustained global confidence in Singapore as a stable operational base for regional and international business.



AI, Semiconductors & Singapore's Next Economic Leap

Although Singapore's economy experienced a slight slowdown in early 2026, technology-driven industries continued to outperform.

GDP contracted marginally by 0.3% in Q1 2026 following strong expansion in the previous quarter, but annual growth remained healthy at 4.6%, highlighting the economy's underlying resilience.

The biggest growth engine has been artificial intelligence infrastructure and semiconductor demand.

Singapore's electronics cluster recorded strong momentum across semiconductors, server-related products, consumer electronics, and infocomm equipment — driven largely by booming global investments in AI systems and computing infrastructure.

This surge has major implications for the logistics and maritime sector. High-value electronics exports are increasingly driving cargo movement, warehousing demand, air freight activity, and regional supply chain expansion across Asia.

More importantly, it marks a defining shift in Singapore's economic identity. The country is no longer viewed solely as a trading and shipping hub, but as a critical node in the global technology supply chain.

The Port That Never Sleeps

If global trade had a heartbeat, it would sound a lot like Singapore.

Located along one of the world's busiest maritime corridors, the Port of Singapore remains one of the most critical arteries of international commerce. In 2025, the port handled a record 44.66 million TEUs alongside more than 3.2 billion gross tonnes in vessel arrivals.

The scale reinforces Singapore's role as one of the world's leading transshipment hubs, linking cargo flows between Asia, Europe, the Middle East, and the Americas.

At the centre of its future strategy is the Tuas Mega Port project, expected to become one of the world's largest fully automated container terminals once completed.

More than a port expansion, Tuas represents Singapore's long-term vision of integrating automation, intelligent logistics, sustainability, and maritime infrastructure into a single trade ecosystem.

Beyond Shipping: Building a Digital Trade Ecosystem

While maritime trade remains central to Singapore's economy, the country is increasingly focusing on the digital architecture that will shape the future of global commerce.

Singapore is rapidly expanding its capabilities in:

- Digital trade platforms
- AI-powered logistics systems
- Smart customs infrastructure
- Cloud computing
- Fintech and digital finance
- Data centre ecosystems

Modern logistics parks, automated warehouses, predictive supply chain systems, and intelligent trade management platforms are becoming just as important as ports and shipping terminals.

This transition reflects a broader strategic shift: the future of trade will depend not only on how efficiently goods move, but also on how effectively information moves.

In many ways, Singapore is positioning itself as the operational brain of Asia's future supply chain economy.



Challenges Beneath the Strength

Despite its resilience, Singapore remains deeply exposed to global economic volatility.

Slowing international demand, geopolitical tensions, inflationary pressures, and supply chain fragmentation all have the potential to affect growth because of the country's strong dependence on international trade.

Singapore also faces structural challenges, including rising business costs, labour constraints, ageing demographics, and land scarcity. Yet these pressures are also accelerating innovation.

The country continues investing heavily in automation, productivity enhancement, sustainable infrastructure, green energy initiatives, and digital trade systems — positioning itself to compete in a rapidly changing global economy.



Sustainability & the Green Transition

Sustainability is becoming increasingly embedded within Singapore's long-term economic strategy. From green buildings and energy-efficient industrial parks to cleaner maritime fuel initiatives and smart urban planning, environmental responsibility is now central to future development planning.

For the maritime sector, this includes investments in cleaner shipping technologies, alternative marine fuels, emissions reduction strategies, and greener port operations

As global trade places greater emphasis on ESG compliance and decarbonization, Singapore aims to position itself as a leader in sustainable maritime commerce.



Outlook: Reinventing Relevance in a Changing World

From a colonial trading port to a global financial powerhouse, and now to an intelligent trade ecosystem, Singapore has consistently stayed ahead of global economic shifts.

That transformation is accelerating. The future of Singapore's economy is likely to be shaped by smart logistics, AI-driven trade systems, automation and robotics, digital supply chains, green maritime innovation, and advanced manufacturing.

In a world facing geopolitical uncertainty and supply chain disruptions, Singapore continues to position itself as a stable, trusted, and highly connected global trade hub.

For the logistics industry, Singapore is no longer just a maritime gateway; it is a blueprint for the future of intelligent global commerce.

GLOBAL MARITIME EVENTS

IICS Expo 2026 – New Delhi Edition

Bharat Mandapam | June 4–6, 2026

Positioned as one of South Asia's fastest-growing cargo and multimodal logistics platforms, IICS 2026 brings together the worlds of air, ocean, surface logistics, warehousing, cold chain, automation, and supply chain technology under one roof.

The New Delhi edition is designed to reflect India's growing influence in global trade and logistics networks, with exhibitors and delegates spanning cargo, freight forwarding, airports, ports, infrastructure, and digital logistics solutions.



India Material Handling & Logistics Show

YashoBhoomi IICC | June 25–27, 2026

One of India's leading logistics and warehousing exhibitions, the India Material Handling & Logistics Show serves as a central hub for supply chain professionals exploring the next generation of material handling technologies and logistics infrastructure.

Bringing together manufacturers, technology providers, logistics operators, and decision-makers, the exhibition continues to strengthen India's position as a rapidly expanding logistics powerhouse.



World Middle East Smart Mobility

YDubai World Trade Centre, Dubai, UAE | June 9–10, 2026

World Middle East Smart Mobility 2026 will bring together policymakers, transport authorities, mobility innovators, and technology leaders to discuss the future of intelligent transportation and connected urban infrastructure. Hosted at the Dubai World Trade Centre, the two-day conference and exhibition will feature 250+ exhibitors alongside global industry experts and stakeholders under one roof.

The event positions Dubai as a leading hub for next-generation mobility and transport innovation while serving as a strategic platform for collaboration, knowledge exchange, and future-ready transport solutions across the Middle East.

Black Sea Ports and Logistics 2026

DoubleTree by Hilton Istanbul Piyalepasa | June 9–11, 2026

Hosted in Istanbul, Black Sea Ports and Logistics 2026 will bring together port authorities, shipping lines, cargo owners, terminal operators, freight forwarders, and logistics providers from across the Black Sea region. The event will open with an exclusive technical port visit, followed by a two-day conference and exhibition focused on maritime trade, port development, and regional supply chain connectivity.

Supported by industry stakeholders including YILPORT Holding and TÜRKLİM, the event positions itself as a strategic meeting point for the maritime and logistics sectors operating across one of the world's most important trade corridors.



ASEAN Ports and Logistics 2026

Sofitel Kuala Lumpur Damansara | July 7–9, 2026

ASEAN Ports and Logistics 2026 returns to Kuala Lumpur as one of Southeast Asia's leading maritime and logistics exhibitions and conferences. Hosted by the Port Klang Authority, the event will bring together port authorities, shipping lines, terminal operators, freight forwarders, cargo owners, and logistics providers from across the ASEAN region and global markets.

The three-day event will feature a technical visit to Port Klang alongside a two-day conference with 40 international speakers, 400+ senior delegates, and 50 exhibition stands showcasing the latest developments in port infrastructure, maritime trade, cargo handling, and logistics technology.

CHART OF THE MONTH

BREAKING DOWN A TREND VISUALLY

Rising Fuel Prices Are Changing the Speed of Global Trade

This month's chart reveals an interesting shift happening across the container shipping industry: ships around the world are slowing down as bunker fuel prices surge.

According to data from industry analyst Alphaliner, the average speed of the global container fleet dropped from 15.58 knots in late 2025 to 15.22 knots by April 2026. That may sound like a small difference, but in the world of shipping, even a reduction of 0.3 knots can save thousands of dollars in fuel every single day.

Some Trade Routes Slowed More Than Others

Routes with the biggest speed reductions included:

Far East – South America: ↓ 3.6%

Far East – Australia/New Zealand: ↓ 3.6%

Far East – US East Coast: ↓ 2.2%

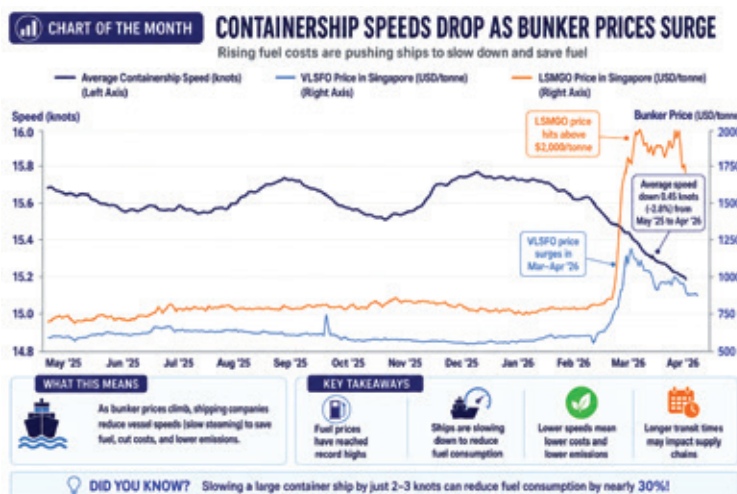
Far East – US West Coast: ↓ 1.8%

Longer voyages allow carriers to save enormous amounts on bunker costs while still maintaining weekly service schedules.

Did You Know?

The world's largest container ships can consume over 250 tonnes of fuel per day at high speed.

Slowing a ship by just 2–3 knots can reduce fuel consumption by nearly 30%.



Reefer Capacity Growth Led by MSC and ONE

The global container shipping industry is expanding its ability to transport temperature-controlled cargo, better known as reefer cargo. From fresh fruits and frozen seafood to medicines and vaccines, reefer containers have become one of the fastest-growing segments in maritime trade.

According to industry analysts, the world's top container carriers increased their reefer capacity by 7.9% year-on-year, with MSC and ONE, the two major shipping giants leading the race.

The Biggest Growth Leaders

MSC Leads the World with the largest increase in reefer capacity:

Added nearly 100,000 reefer plugs

Growth of 15.3% year-on-year

Japanese carrier ONE also expanded rapidly:

Reefer capacity growth: 14.5%

Overall fleet growth: 5.9%

This increase was driven by the delivery of:

Nine new 13,900-TEU containerships

High-specification reefer systems

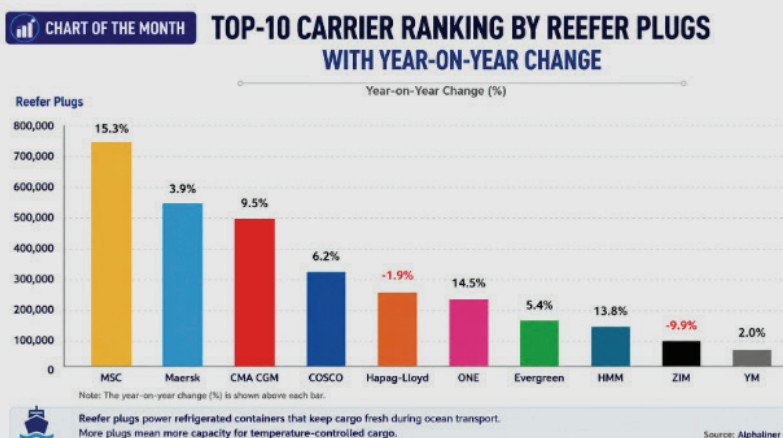
Strong focus on Asia–Latin America trade routes

A Surprising Shipping Fact

ONE's reefer fleet is so large that:

If every reefer plug onboard were connected to a 40-foot refrigerated container, nearly 20% of the company's entire vessel capacity could be dedicated purely to temperature-controlled cargo.

That's like turning one-fifth of a giant containership into a floating refrigerated warehouse!



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ABOUT THE AUTHOR

Marc Levinson is an economist and historian known for his deep analysis of global trade, finance, and infrastructure. With experience as a former finance and economics editor at The Economist, his work bridges data, history, and real-world business transformation.

He brings a rare ability to explain how seemingly simple innovations reshape entire industries and economies.

BEHIND THE PAGES

(What the Book Is Really About)

The Box is not just a history of containers. It is the story of how a simple steel box quietly transformed global trade.

Before containerization, cargo handling was slow, expensive, and fragmented. Ports were congested, theft was common, and global supply chains were inefficient. This book reveals how standardisation, through the shipping container, eliminated chaos and created the foundation for modern logistics, globalisation, and supply chain efficiency.

It ultimately highlights the power of systems thinking and how a single, well-executed innovation can drive scale, eliminate inefficiencies, and reshape industries across the globe.

POWERFUL TAKEAWAY

"The container made shipping cheap. And by doing so, it changed the way the world does business."

A single operational innovation, when executed with discipline and scale, can reshape global economics.

FROM THE CAPTAIN'S DESK

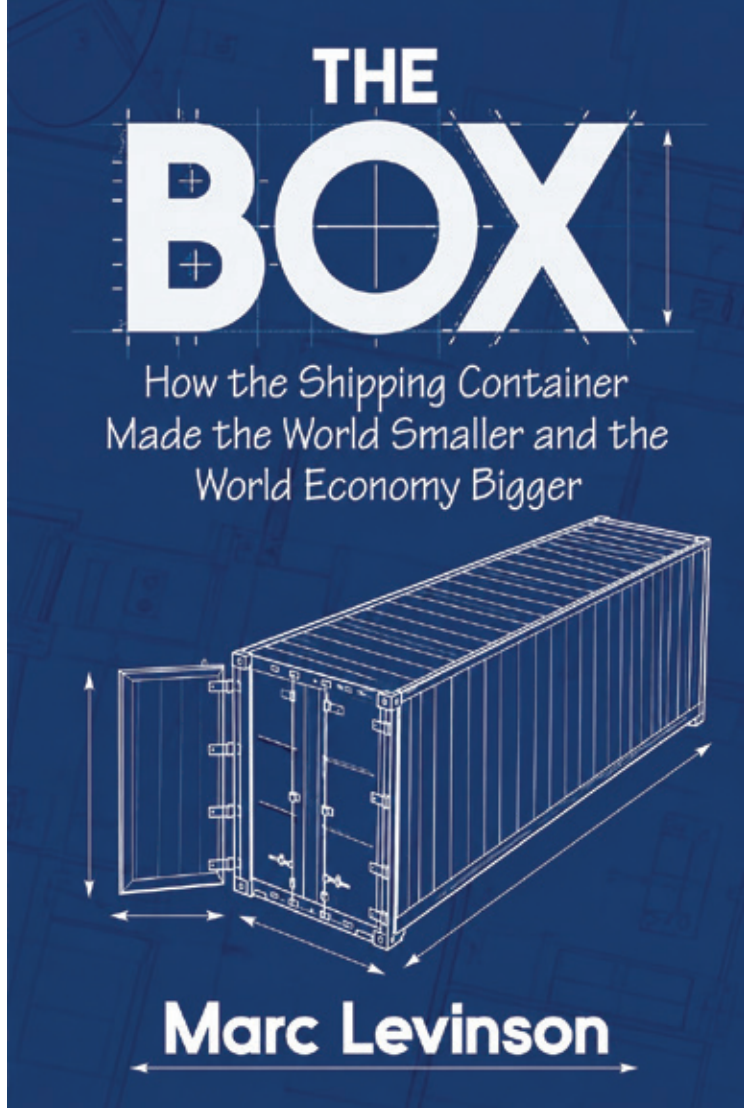
Featuring The Box is a reminder that our industry is built not just on movement, but on ideas that enabled movement at scale.

Every container we handle today carries the legacy of standardisation, discipline, and long-term thinking.

We do not just move cargo.

We operate within a system that reshaped the world.

And the more we understand that system, the better we lead within it.



Book Name: The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger

Author: Marc Levinson

WORDS THAT SHAPED ME

"Standardisation reduces complexity, and reduced complexity creates scale."

Why this mattered

This idea sits at the core of logistics excellence. The container was not revolutionary because it was new, it was revolutionary because it was consistent. That consistency removed unpredictability across ports, vessels, and countries.

How it inspires

It shifts focus from reacting to problems toward designing systems that prevent them. True growth does not come from handling more. It comes from handling better, repeatedly.

Logi Quotes:

"Admire a small ship, but put your freight in a large one; for the larger the load, the greater will be the profit upon profit."

- Hesiod

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