

# AMTOI

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## NEWS

### Honouring The Indian Navy



- Defence Logistics
- Geopolitics and Multimodal Logistics

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## Association of Multimodal Transport Operators of India

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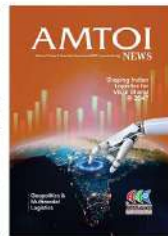
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# About us

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  
president@amtoi.org

### Our pride, the Indian Navy

Since gaining independence in 1947, the Indian Navy has played a pivotal role in defending the nation's maritime interests and showcasing its strategic prowess. From major wars to peacekeeping operations, it has consistently demonstrated exceptional capability and resilience.

During Operation Vijay, the Navy played a crucial role in the liberation of Goa from Portuguese rule. Naval vessels effectively blockaded Portuguese positions, preventing reinforcements and ensuring a swift, decisive victory.

Although its role in the 1965 war was limited to coastal security and patrols, the Navy made a resounding impact during the 1971 war. Operation Trident, launched on December 4, 1971, saw the Navy execute a surprise attack on Karachi, deploying missile boats to destroy fuel depots and Pakistani naval assets the first-ever use of anti-ship missiles in the region. This was followed by Operation Python on December 8, further crippling Pakistan's naval infrastructure. The successful naval blockade of East Pakistan played a crucial role in isolating enemy forces and facilitating the creation of Bangladesh.

Even during the Kargil conflict, the Navy reinforced India's strategic dominance through Operation Talwar, positioning warships in the Arabian Sea to exert pressure on Pakistan and restrict its supply lines.

Beyond its wartime achievements, the Indian Navy has been a formidable force in securing merchant vessels amidst a volatile geopolitical landscape. In the current global environment marked by conflicts, piracy threats, and disruptions in key shipping lanes the Navy's role in safeguarding India's economic interests and ensuring the stability of global maritime commerce has become even more critical.

Geopolitical tensions in regions such as the Red Sea, the Strait of Hormuz, and the Indo-Pacific have heightened risks to commercial shipping. Piracy, threats from non-state actors, and the increasing militarization of key waterways demand heightened vigilance. Through proactive patrolling, convoy escort missions, and rapid response to distress signals, the Indian Navy has consistently demonstrated its commitment to protecting maritime trade.

One of its most commendable

contributions is its robust anti-piracy operations in the Gulf of Aden and along the Eastern African coastline. Indian naval warships have been at the forefront of deterring hijackings, rescuing crew members, and neutralizing pirate threats, instilling confidence in global shipping lines operating in high-risk areas.

As one of the world's largest maritime trading nations, India depends on secure sea routes for imports and exports. The government's ambitious economic growth and self-reliance (Atmanirbhar Bharat) initiatives hinge on uninterrupted supply chains, and the Navy plays an indispensable role in minimizing trade disruptions.

Beyond security, the Navy has been instrumental in supporting maritime infrastructure and disaster relief efforts. From responding to oil spills and natural disasters to medical evacuations, its swift interventions have proven invaluable. Additionally, its collaborations with international naval forces have strengthened India's maritime partnerships, fostering a secure global trading environment.

The Association of Multimodal Transport Operators of India (AMTOI), on behalf of the entire

Indian logistics fraternity, extends its sincere gratitude to the Indian Navy, the Ministry of Defence, and the Government of India for their relentless efforts in ensuring maritime security. The shipping and logistics industry thrives on predictability and safety, and the Navy's unwavering vigilance has been a cornerstone of these essential elements.

AMTOI acknowledges the sacrifices and dedication of naval personnel who safeguard crucial sea lanes, ensuring seamless shipping operations for both domestic and international trade. Their efforts not only protect India's economic interests but also reinforce its position as a

responsible global maritime leader.

With an evolving geopolitical landscape, the need for enhanced maritime security will only intensify. Continued modernization of the Navy, investments in surveillance and rapid response mechanisms, and deeper international collaborations will be pivotal in maintaining India's stature as a maritime powerhouse.

As the nation progresses towards becoming a \$5 trillion economy, the Navy's role in securing trade routes cannot be overstated. Through its steadfast dedication, India and the global trading community can move forward toward a secure and prosperous future.

With the Indian government unveiling plans to establish Bharat Container Line a new container shipping entity with a proposed fleet of around 100 vessels India is taking a significant step toward strengthening its maritime trade resilience. This visionary move to enhance India's logistics infrastructure will further elevate the Navy's role in securing national and global trade interests.

Once again, AMTOI and the entire logistics industry salute the Indian Navy for its unwavering commitment to trade security and economic stability.

**Jai Hind!**

## Trivia

### INS Tarini and the First All-Women Naval Circumnavigation

In 2017, six female naval officers onboard INSV Tarini completed a 254-day mission, sailing around the globe under the "Navika Sagar Parikrama" expedition. This was the first-ever Indian all-women crew to circumnavigate the Earth by sea — covering over 21,000 nautical miles. The mission showcased women's empowerment and naval resilience in high-seas sailing.







## From The Editor's Desk

### Mr. Shantanu Bhadkamkar

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

## Indian Navy:

Legacy and Innovation in Maritime Defense

**The sea is not merely a vast expanse of water It is the artery of global trade and the guardian of freedom.**

### Safeguarding India's Maritime Trade and Logistics

The Indian Navy plays a crucial role in protecting India's maritime trade, accounting for 95% of the country's International trade by volume. This is achieved through active patrolling and surveillance of key shipping corridors, such as the Strait of Malacca, in the Arabian Sea and the Bay of Bengal. Such vigilance ensures merchant vessels' navigation freedom, upholding the United Nations Convention on the Law of the Sea (UNCLOS) principles. By maintaining a strong presence in these waters, the Indian Navy safeguards India's economic interests. It reinforces the global rules-based order fundamental for peace and prosperity across the world's oceans. The Navy's role also includes humanitarian missions, such as disaster relief and search and rescue operations, further solidifying its commitment to maritime security and regional stability.

Furthermore, the Indian Navy's

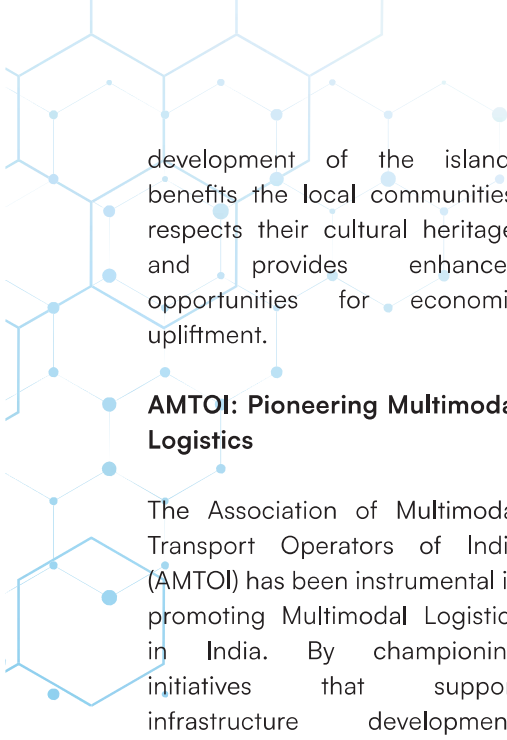
role extends to countering piracy and other maritime threats, such as illegal fishing and drug trafficking, which can disrupt trade and cause significant economic losses. Through coordinated efforts with other regional and international navies, such as the Quadrilateral Security Dialogue (QUAD), the Indian Navy actively participates in anti-piracy operations, like those conducted in the Gulf of Aden, and contributes to maintaining maritime security in the Indian Ocean Region. This commitment to maritime security fosters a stable and predictable environment for trade, attracting investment and promoting economic growth.

### The Andaman Islands: A Strategic Asset

The Andaman and Nicobar Islands, with their strategic location in the Indian Ocean, are a significant Geopolitical, Geoeconomic, and Geostrategic Asset for India. The islands offer India a unique opportunity to

project power and influence in the Indian Ocean Region, secure vital trade routes, like those connecting India to Southeast Asia and East Asia, and respond effectively to potential threats emanating from state and non-state actors. The islands' proximity to major shipping lanes and their deep-water ports, such as Port Blair, make them ideal, in addition to tourism, for commercial and military purposes, allowing India to enhance its maritime domain awareness and strengthen its regional presence.

To fully realise the potential of the Andaman and Nicobar Islands, we must invest in developing the infrastructure sustainably and responsibly. This includes upgrading port facilities, improving connectivity through air and sea links, constructing and modernising airports and harbors, and promoting ecotourism that preserves the islands' unique biodiversity and fragile ecosystems. Additionally, we all must ensure that the



development of the islands benefits the local communities, respects their cultural heritage, and provides enhanced opportunities for economic upliftment.

### **AMTOI: Pioneering Multimodal Logistics**

The Association of Multimodal Transport Operators of India (AMTOI) has been instrumental in promoting Multimodal Logistics in India. By championing initiatives that support infrastructure development, such as the construction of logistics parks and multimodal terminals, policy advocacy, including the implementation of the National Logistics Policy, and industry collaboration, fostering partnerships between various stakeholders in the logistics sector, AMTOI is transforming multimodal transport into a cornerstone of the supply chain. Multimodal logistics, which involve the seamless integration of multiple modes of transport, such as road, rail, sea, and air, offer significant advantages in efficiency, cost-effectiveness, and environmental sustainability by reducing reliance on a single mode of transport and optimising the use of resources.

AMTOI's efforts to promote multimodal logistics have improved connectivity, reduced transit times, and enhanced trade facilitation by streamlining customs procedures and documentation. The association has also played a key role in raising awareness about the benefits of Multimodal Transport and advocating for policy

reforms that support its growth. Through its various initiatives, such as training programs and workshops for logistics professionals, AMTOI contributes to developing a robust and efficient logistics ecosystem in India capable of supporting the country's growing trade and economic ambitions.

*Multimodal logistics isn't merely about moving goods; It's about connecting aspirations, weaving together the threads of economic growth & cooperation.*

### **Securing Logistics, Embracing Innovation**

While the Indian Navy safeguards India's seas, AMTOI secures the logistics front by driving innovations that integrate various modes of transport. By adopting cutting-edge technology such as artificial intelligence, which can be used for demand forecasting and route optimisation, blockchain, for enhancing transparency and traceability in the supply chain, and Internet of Things (IoT), for real-time monitoring of cargo and assets, and promoting holistic planning, which considers the entire logistics network and its interdependencies, AMTOI is ensuring that India's multimodal networks are resilient, responsive, adaptable, and future-ready. These technological advancements enable the real-time tracking of shipments, optimise routes, and enhance supply chain visibility, improving efficiency and customer satisfaction.

Moreover, AMTOI's focus on

innovation extends to promoting green logistics practices that minimise the environmental impact of transportation. By encouraging the use of cleaner fuels, such as biofuels and electric vehicles, optimising routes to reduce fuel consumption, and adopting energy-efficient technologies, such as solar-powered warehouses and electric cranes, AMTOI is contributing to India's sustainability goals and promoting responsible logistics practices.

### **A Vision for the Future**

In a time of evolving regional power dynamics and high global trade stakes, the Indian Navy and AMTOI are charting a more secure, integrated, and prosperous future. The Navy's unwavering commitment to protecting freedom of navigation and AMTOI's visionary efforts in advancing multimodal transport are crucial for India's continued growth and global leadership. As India has emerged as a major player in the global economy, the synergy between maritime security and efficient logistics will be key to unlocking its full potential and ensuring its sustained prosperity. This synergy will enable India to capitalise on its strategic location, vast coastline, and abundant human resources to become a global logistics hub and a major contributor to international trade. Secure Seas And Free Navigation Enable National Prosperity.

*AMTOI's Resilient Multimodal Logistics Solutions Ensure Prosperous Future.*





Special Feature

## Vice Admiral Tarun Sobti

The Deputy Chief of the Naval Staff, Indian Navy

### Safeguarding the Indian Ocean

#### Introduction

Even as the global maritime landscape continues to evolve, ensuring safe and secure seas, especially in the Indian Ocean Region (IOR), remains an imperative that links not only the strategic interests of nations but also the stability of international trade and logistics. With an overwhelming amount of global trade both by volume and by value moving via the seas, the Indian Navy, through its forward-leaning initiatives, remains committed to preserving maritime order and enhancing logistical security.

#### Traditional and Non-Traditional Maritime Threats

The maritime domain today faces an evolving mix of traditional and non-traditional threats. While traditional threats include interstate conflicts and naval confrontations, non-traditional threats have grown in complexity and frequency, ranging from piracy and maritime terrorism to illegal, unreported and unregulated (IUU) fishing, irregular human migration, narcotics smuggling and maritime cyber risks. These multifaceted challenges not only impact maritime security but also threaten the stability of global trade flows.

Stable seas are fundamental to the smooth functioning of trade routes. As the principal maritime force in the IOR, the Indian Navy remains cohesively poised and operationally prepared to address both traditional and non-traditional threats. Our mandate extends beyond deterrence and defence, it includes assurance, assistance and response across a wide spectrum of contingencies.

To counter non-traditional threats, the Indian Navy adopts a proactive approach, maintaining a continuous posture of presence and surveillance through mission-ready platforms deployed across key shipping lanes and chokepoints. The Information Fusion Centre — Indian Ocean Region (IFC-IOR) plays a central role in supporting these efforts. As the nodal hub for maritime information exchange, it coordinates closely with Indian Navy assets, the Indian Coast Guard and international partners to ensure real-time operational alignment.

#### A Hub of Collaborative Maritime Surveillance

Established in 2018 at Gurugram, India, the IFC-IOR serves as a regional hub for information

exchange, fusion and analysis. Its primary mandate is to enhance maritime safety and security through collaborative, non-intrusive information-sharing mechanisms. A cornerstone of this effort is the presence of International Liaison Officers (ILOs) at the Centre. These officers embody the 'fusion of minds' approach, bringing together regional expertise and diverse perspectives that deepen situational understanding, enrich analysis and enable swifter, coordinated responses across the region. The Centre currently hosts ILOs from 14 like-minded countries, with more nations expressing interest in joining.

The fusion process at the Centre is enriched by its partnerships with over 85 international and national agencies, encompassing maritime security forces, commercial shipping operators and port authorities. This multi-layered cooperation enhances situational awareness across the IOR, enabling quicker response times and a broader operational picture that benefits all stakeholders in the maritime domain.

**Real-Time Impact: From Information to Facilitating Maritime Trade**

The IFC-IOR is not only a coordination Centre for maritime security, but also a key player in responding to emergencies such as fire, flooding, search and rescue and other maritime distress scenarios. In such cases, IFC-IOR works in close coordination with the Indian Navy and Indian Coast Guard, ensuring that the flow of information is seamless and timely, thereby enabling swift responses that save lives. Beyond emergencies, the IFC-IOR plays a critical role in enhancing the security and efficiency of maritime logistics. The Centre regularly tracks tens of thousands of merchant vessels traversing the IOR. Its database integrates Automatic Identification System (AIS) inputs, radar data, satellite feeds and human intelligence to monitor high-density trade routes like the Malacca Strait, the Gulf of Aden and the Mozambique Channel.

#### **Aligned with Global and National Initiatives**

The efforts of IFC-IOR dovetail

seamlessly with India's broader maritime and infrastructural vision. Initiatives such as SAGAR (Security and Growth for All in the Region), PM Gati Shakti and the Sagarmala project are underpinned by the principle of ensuring unimpeded maritime logistics. By offering a reliable information-sharing platform, the Centre directly contributes to the resilience of regional supply chains and the safe functioning of multimodal trade corridors like the India-Middle East-Europe Corridor (IMEC).

#### **A Model for Future Maritime Cooperation**

As we look toward a future where the oceans will continue to be vital arteries for global trade, energy transportation and strategic connectivity, the Indian Navy recognises the pivotal role of cooperative mechanisms like the IFC-IOR. These platforms exemplify the benefits of regional trust, timely information exchange and a shared commitment to safe seas, serving as a cornerstone for sustainable maritime governance

in the Indian Ocean Region.

In a world rife with dynamic maritime challenges, ranging from geopolitical friction to climate-induced disasters, the Indian Navy remains steadfast in its commitment to ensuring a secure, stable and rules-based maritime order in the Indian Ocean Region. Our operational philosophy is rooted in persistent presence, maritime cooperation and readiness to respond to any emerging contingency.

The Indian Navy will continue to act as a security provider, working closely with regional and global stakeholders to safeguard the shared seas. By championing maritime domain awareness, humanitarian assistance, logistical reliability and collective maritime governance, we reaffirm our resolve to create an environment of trust and safety, where maritime trade can flourish without fear and where the Indian Ocean remains a region of peace and prosperity for all.

## **Trivia**

### **Did You Know?**

The Indian Navy Was the First in Asia to Operate a Submarine Arm INS Kalvari (1967), a Soviet-origin Foxtrot-class submarine, was the Indian Navy's first submarine launching India's underwater warfare capabilities. Today, India operates both diesel-electric and nuclear-powered submarines, and is building indigenous subs under the Kalvari-class (Scorpène-class) program.



## Feature 1



**The Indian Navy is our nation's pride and joy, which guards our shores zealously against foreign elements**

### **Mr. Xerrxes Master**

Managing Director  
Master Group of Companies

Our Navy's brave hearts time and again have proved their worth by repelling enemy sources, thwarting any sabotage attempts and ensuring peace and prosperity along our coastline.

In addition, they have conducted countless rescue missions across the globe wherever required.

Our navy plays a crucial role in Defence Logistics, especially when viewed through the lens of geopolitical and multimodal logistics: -

#### **1. Geopolitical Leverage Strategic Maritime Position**

India sits astride major sea lanes in the Indian Ocean Region (IOR), including the Strait of Hormuz, Malacca Strait, and Bab-el-Mandeb.

The Indian Navy helps secure global trade routes, ensuring uninterrupted logistics and energy flows, not only for India but for global powers as well.

Through mission-based deployments (like in the Red Sea or the South China Sea), the Navy ensures India's presence in key strategic chokepoints, which is essential for logistical security during regional crises or conflicts.

#### **2. Maritime Logistics Backbone**

Acts as a sea bridge to support the forward deployment of Indian troops and military supplies.

Supports India's "Act East" and "Security and Growth for All in the Region" (SAGAR) policies by enabling secure military logistics in Southeast Asia and beyond.

#### **3. Multimodal Integration**

The Navy supports joint operations with Army and Air Force, integrating maritime, land, and air-based logistics.

Through naval bases, ports, and coastal logistics hubs, the Navy helps facilitate multimodal cargo movement (e.g., military containers, ammunition, spare parts).

Supports strategic lift operations moving men, material, and war assets rapidly to distant theatres via sea in sync with rail/air movement inland.

#### **4. Maritime Domain Awareness & Supply Chain Security**

With growing cyber and physical threats to global supply chains, the Navy's role in monitoring and securing sea lanes

ensures resilience in military and dual-use logistics (such as fuel, rations, medical support).

#### **5. Support to Allies and Joint Exercises**

The Navy is the key in supporting humanitarian and disaster relief logistics, regional military collaborations (QUAD, Indian Ocean Rim), and logistics sharing agreements with countries like the US, France, and Australia.

#### **6. Base Infrastructure and Blue Water Capability**

Development of strategic naval bases (e.g., Andaman & Nicobar, Karwar) acts as critical logistics hubs.

Projects like Sagarmala and Maritime India Vision 2030 aid dual-use infrastructure, serving both defence and commercial logistics.

The Indian Navy is not just a warfighting arm, but a logistics enabler and a strategic balancer. In an era of interconnected supply chains and geopolitical uncertainties, its role in defence logistics especially through sea-based and multimodal capabilities is indispensable to India's strategic autonomy and regional influence.



## Feature 2



### Anchoring National Security: Honouring the Indian Navy's Role in Defence Logistics and Multimodal Geopolitics

**Dr. Sharmila H. Amin**

Managing Director  
Bertling Logistics India Private Ltd.

In a time when global supply chains are being redefined and geopolitical fault lines are being redrawn, the Indian Navy stands tall as both protector and enabler not just of national security, but also of India's expanding logistic and economic footprint across the Indo-Pacific. This article honours the Indian Navy's contribution to India's defence readiness, its vital role in multimodal logistics, and the strategic imperatives of maritime geopolitics in a turbulent world.

#### **The Indian Navy: A Silent Sentinel with a Strategic Supply Chain**

Often visualised as a combat-ready force dominating the high seas, the Indian Navy also plays a critical, if quieter, role in one of the most complex logistics environments in the world. Defence logistics particularly for naval forces demands precision, speed, and resilience. Replenishment at sea, ammunition and fuel delivery, provisioning spares for remote operations, and enabling humanitarian missions are all part of the Indian Navy's logistics doctrine.

Behind every successful mission from anti-piracy

patrols off the Gulf of Aden to disaster relief operations in the Indian Ocean Region (IOR) lies a well-oiled supply chain. The Navy's logistics teams operate floating supply depots, modular logistics ships, and a growing network of dual-use civilian-military ports to support vessels stationed thousands of miles from the mainland.

Equally important is the role of indigenous industry in supporting this logistics infrastructure. The Navy's push towards 'Aatmanirbhar Bharat' (self-reliant India) has led to increased reliance on Indian shipyards, logistics providers, and port operators. From refit supply chains to spares inventory digitisation, Indian private and public logistics entities are actively supporting the maritime backbone.

The recently launched Indian Naval Logistics Strategy 2023–2033 further reflects the shift towards smarter, sustainable, and scalable logistics models including AI-powered fleet readiness systems, green fuel pilots, and collaboration with startups on naval MRO platforms.

#### **Multimodal Logistics: The**

#### **Navy as a Catalyst for Integrated Infrastructure**

The Indian Navy is not just a stakeholder in maritime logistics; it is a driving force in promoting multimodal infrastructure across India's coastline and beyond. India's ambitious Sagarmala Programme, which aims to develop port-led prosperity, is already being shaped by the Navy's insight on dual-use infrastructure and strategic connectivity.

Defence logistics, particularly for naval operations, cannot exist in isolation. Seamless intermodal connectivity between sea, road, rail, inland waterways, and even air is vital for mission success. Recognising this, the Navy has supported initiatives like

- Enhanced military logistics bases at civilian ports such as Mumbai, Kochi, and Vizag.
- Strategic multimodal hubs such as the Andaman & Nicobar Command, which integrates air-sea-land for rapid deployment.
- Coordination with the Dedicated Freight Corridors to facilitate rapid movement of defence cargo.

India's national logistics policy and the Unified Logistics Interface Platform (ULIP) are also opening opportunities for real-time defence-civilian cargo interface, ensuring smoother movement of high-priority goods during emergencies.

Moreover, the Navy's engagement with India's private logistics ecosystem from container operators and 3PL players to freight forwarders is deepening through policy dialogues and joint innovation. The logistics community, including AMTOI members, has an active role to play in supporting India's maritime preparedness.

### **Geopolitical Imperatives: The Indian Navy in a Shifting Indo-Pacific**

Geopolitics has always revolved around control of trade routes, and nowhere is this more evident today than in the Indo-Pacific. India sits astride one of the busiest and most contested maritime zones in the world, through which over 60% of global trade passes. The Indian Navy's strategic positioning ensures uninterrupted flow of commerce and secure Sea Lines of Communication (SLOCs), making it a pivotal player not just in defence, but also in global supply chain stability.

From countering piracy in the Horn of Africa to ensuring maritime security in the Strait of Malacca, the Navy has extended its operational reach with diplomacy and deterrence. Joint exercises like Malabar (with the US, Japan, Australia), and Milan (multilateral IOR

navies), showcase India's growing naval diplomacy and logistics cooperation.

Strategic port access agreements with countries like Oman (Duqm), Iran (Chabahar), and Seychelles further enhance India's ability to preposition logistics assets across the extended neighbourhood. These alliances also support India's SAGAR (Security and Growth for All in the Region) vision blending soft power with strategic readiness.

Importantly, the Navy's engagement in humanitarian logistics from rescue missions during tsunamis and cyclones to COVID-era vaccine delivery under Mission SAGAR reflects its versatility as a logistics responder in times of crisis.

### **AMTOI and Industry: The Role of Private Sector in National Maritime Security**

As India aspires to become a \$5 trillion economy, logistics will play an outsized role and the Indian Navy will continue to be its guardian at sea. But logistics readiness is no longer just a military concern. Civil-military cooperation is critical.

Here's where the AMTOI fraternity including shipping lines, CHA/FIATA members, NVOCCs, and port service providers can actively collaborate. Some potential areas of synergy include:

- Skill-building initiatives for logistics roles linked to maritime and defence operations.

- Participation in maritime infrastructure projects that cater to both civilian and naval needs.
- Public-private logistics innovation hubs, focused on dual-use supply chain technologies.
- Disaster preparedness drills and humanitarian aid logistics planning, in partnership with naval establishments.

As global crises from Red Sea disruptions to cyber attacks on ports become more frequent, the industry must build resilience in coordination with national security stakeholders.

### **Conclusion:**

#### **Saluting the Silent Force Behind the Supply Chain**

The Indian Navy represents more than a fighting force—it is a logistics powerhouse, a humanitarian partner, and a geopolitical anchor. In a world that is becoming increasingly interconnected and insecure, India's maritime readiness is crucial not just for defence, but for trade, commerce, and peace. Honouring the Indian Navy, therefore, means recognising and supporting its role in shaping India's logistics destiny across oceans, borders, and industries.

Let this be a call for deeper engagement between the Navy and the logistics community. For in every pallet shipped, every port opened, and every supply chain made more resilient, we also honour the blue sentinels who safeguard them from beneath the waves.



### Feature 3



## Safeguarding the Seas, Sustaining the Nation: The Role of Defence Logistics and Multimodal Synergy in Honouring the Indian Navy

### Mr. Bal Malkit Singh

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

The Indian Navy has long been a symbol of discipline, strength, and national pride guarding our maritime borders and playing a critical role in disaster response, peacekeeping, and humanitarian operations across the Indo-Pacific. As we honour the Indian Navy, it is essential to reflect not only on their courage but also on the robust logistical ecosystem that powers their operations Defence Logistics. This intricate web of supply chain systems, supported by strategic geopolitics and multimodal logistics, is the unsung backbone of India's maritime defence capability.

#### Defence Logistics: The Lifeline of Maritime Security

Logistics has always been the silent enabler of military readiness. In the context of the Indian Navy, it is about more than just transporting supplies it's about ensuring real-time availability of ammunition, food, fuel, spare parts, equipment, and humanitarian resources, both in peacetime and during conflict.

Defence logistics for the Navy is complex. It involves global procurement, domestic supply chains, secure warehousing, inventory forecasting, and interoperability with allied

services. The Indian Navy's logistical efficiency, supported by indigenous manufacturing and a growing emphasis on Atmanirbhar Bharat (self-reliant India), ensures sustained maritime operations across distant geographies from the Persian Gulf to the Strait of Malacca.

A modern, digitized logistics command is as critical as a well-equipped warship. Logistics-driven fleet readiness, agile replenishment-at-sea systems, and specialized naval supply chains are vital to strategic deterrence and operational excellence.

#### Geopolitics and Multimodal Logistics: Strategic Reach and Supply Chain Resilience

India's location at the heart of the Indian Ocean gives it a commanding strategic advantage. With over 7,500 kilometers of coastline and a network of 200+ ports, India sits astride key global shipping lanes. In an era where geopolitical tensions often disrupt trade and security, India's ability to harness multimodal logistics is crucial not just for commerce, but also for national defence.

Multimodal logistics combining sea, rail, road, and air is a

strategic imperative. Our ports must seamlessly connect with hinterlands via expressways and rail corridors. Dual-use infrastructure that supports both civilian and military logistics will enable faster mobilization and emergency response. Coastal Economic Zones, Naval Logistics Bases, and containerized military supply chains must work in harmony with the private logistics sector to create a resilient and integrated supply network.

#### Public-Private Synergy: A New Frontier in Defence Readiness

The Indian Navy has already shown keen interest in leveraging civilian expertise in logistics. The growing collaboration between defence agencies and private players, including logistics service providers, fleet operators, and multimodal logistics parks, represents the future of secure, scalable, and smart defence logistics.

Private investment in logistics infrastructure such as warehousing, cold chains, and fleet modernization can strengthen India's strategic logistics architecture. Training programmes, driven by public-private partnerships, can create a skilled logistics workforce capable



of responding to both commercial and defence demands.

### **Towards a Strategic Maritime India @ 2047**

As India charts its path towards Viksit Bharat @ 2047, the Indian Navy will be central to its geopolitical identity and global leadership. The integration of defence logistics with multimodal planning will ensure that our maritime strength is not only symbolic but also strategically

sustainable.

Honouring the Indian Navy also means supporting the infrastructure, innovation, and partnerships that fuel their operational might. It means building a logistics ecosystem that is agile in peacetime and formidable in times of crisis.

### **Conclusion**

Let us salute the Indian Navy not only for their courage at sea but

for inspiring a transformation in how India views maritime security and strategic logistics. In this age of geopolitical flux and integrated global trade, a robust defence logistics system backed by efficient multimodal linkages is the foundation upon which a secure, resilient, and forward-looking India must be built.

## **Feature 4**



### **A comprehensive analysis of multimodal transport contracts in India**

#### **Mr. Pankaj Kapoor**

Managing Partner- Quadraant Legal

A multi modal transport contract governs the movement of goods through at least two transport modes. The Multimodal Transport Operator (MTO) assumes responsibility from origin to destination as a principal not merely as an agent under a single Multimodal Transport Document (MTD).

Principles of UN Convention on International Multimodal Transport of Goods, 1980, influence national legislations, including that of India. As per Section 2(l) of the MTG Act, a valid multimodal contract requires multiple transport modes and entrusts the

MTO with full liability across the transit chain.

### **Strategic Evolution of Multimodal Transport**

The containerisation era catalyzed the evolution of multimodal logistics by enabling seamless intermodal transfers, necessitating unified legal contracts. Previously, international transport was governed by fragmented regimes the Hague Rules for sea, the Warsaw Convention for air, etc. leading to complex liability systems.

Industry stakeholders, led by

bodies like the International Chamber of Commerce (ICC) and UNCTAD, moved towards standardization through instruments like the UNCTAD/ ICC Rules for Multimodal Transport Documents (1992). These developments culminated in India's MTG Act, harmonizing national law with international best practices.

### **Key Legal Features under the MTG Act**

To qualify as a multimodal contract under Indian law, the following elements are essential:



Single contract for entire transport chain

- Involves two or more modes transport
- Contract must be with a registered MTO, who acts as principal
- Issuance of a valid MTD
- Implied emphasis on cross-border trade, although domestic applications are not excluded

### Core Stakeholders

- A multimodal transport operation involves multiple participants, each with distinct legal roles:
- Consignor/Shipper: Initiates the contract; must accurately declare goods, especially hazardous items (Section 21).
- MTO: The primary contracting party; assumes full liability and must be registered with the Director General of Shipping.
- Consignee: Receives the goods; holds the MTD and may claim damages for loss/delay.
- Carriers: Perform actual physical transport. They are subcontracted by the MTO, who remains liable for their acts.

### Defence Logistics and Strategic Integration

Though commercial in nature, the MTG Act has direct relevance to defence logistics. Military supply chains benefit from the contract's principles—single responsibility,

seamless documentation, and predictable liability. This aids movement of sensitive equipment to strategic locations, both inland and abroad.

### The Indian Navy's Role in Multimodal Security

The effectiveness of multimodal contracts, especially in international trade, is tied to maritime security. India's Navy ensures the integrity of Sea Lines of Communication (SLOCs) through anti-piracy patrols, strategic chokepoint surveillance, and domain awareness underpinning the trade routes vital to multimodal logistics.

As a "net security provider" in the Indian Ocean Region, the Navy supports India's SAGAR (Security and Growth for All in the Region) initiative and indirectly upholds the framework established by the MTG Act. Without such maritime security, the multimodal system cannot operate reliably.

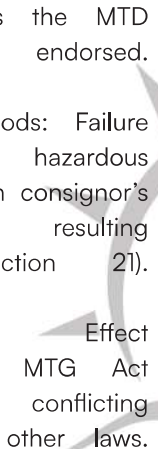
### Legal Enforcement under the MTG Act

- The MTG Act outlines a structured framework for contractual enforcement:
- Jurisdiction (Section 20): Disputes can be filed where the defendant has its business, where the contract was made, or where the goods were accepted or delivered.
- MTO Liability (Section 13): Presumed fault regime MTO is liable unless proven otherwise.
- Liability Cap (Section 15): If goods' value is not declared, liability is capped at 666.67

SDR per package or 2 SDR per kilogram, whichever is higher.

- Loss Notification (Section 16): Apparent damage must be reported immediately; concealed damage within six days.
- In Marine Container Services v. M.V. "LTC" Calvin (2004), the Bombay High Court reinforced the principle that the MTO, not the subcontracted carrier, is primarily liable to the consignor.

### Regulatory Conditions and Compliance

- Several mandatory conditions under the Act shape the enforceability of the contract:
  - Mandatory contents of MTD (Section 9): Includes nature of goods, details of consignor/consignee, transport details, and negotiability status.
  - Negotiability: MTD can be transferable; gives rise to rights similar to negotiable instruments.
  - Right of Control: Consignor can redirect cargo before delivery unless the MTD has been endorsed.
  - Dangerous Goods: Failure to disclose hazardous cargo results in consignor's liability for resulting damage (Section 21).
  - Overriding Effect (Section 26): MTG Act prevails over conflicting provisions in other laws.
- 

## Conclusion

India's Multimodal Transportation of Goods Act, 1993, is a pivotal legal instrument enabling seamless, secure, and efficient transit of goods across transport modes. It simplifies documentation, centralizes liability, and supports India's ambitions to become a

global trade and logistics hub.

The Act's relevance extends beyond commercial logistics; it also facilitates defence mobility and strategic preparedness. Underpinning this system is the Indian Navy's silent yet indispensable role in securing maritime channels.

The synergistic interplay between legal infrastructure (MTG Act) and naval assurance makes India's multimodal transport ecosystem resilient, efficient, and strategically aligned to its economic and geopolitical aspirations.

## Feature 5



### Defense Logistics

#### Mr. Anirudh Roy

General Manager  
ATC Global Logistics India Pvt Ltd

Defense Logistics, also known as Military Logistics, consists of proper planning, execution, and maintaining the supply of military equipment and forces. It is essentially the backbone of all military operations. The essence of robust defense logistics is to ensure that the defense personnel have the requisite equipment and provisions to perform effectively and efficiently.

**A detailed breakdown is as follows:**

**Material Management:** Includes the entire process of acquiring (timely delivery of imported components / full product), storing (as per the requirement), and delivery on time as per the requirement.

**Personnel Transport:** Ensures

the timely and proper stationing of personnel as and when required.

**Facility Management:** As per the requirement, military logistics involves construction of warehouses, storing of the equipment and provisions, and delivery of the same to the required locations.

With the current global crisis, robust defense logistics is the key factor for the smooth operation of defense in any country. A strong logistics network ensures that military personnel are equipped with the necessary equipment and supplies to effectively perform during disasters, patrols, and combat. Countries having strong and seamless defense logistics help in the swift movement of troops, equipment, and supplies to conflict zones or disaster-

stricken areas a decisive factor in conflict and disaster response. With the modernization of logistics systems, real-time information on the location and status of forces and resources facilitates efficient resource allocation and mission planning.

Robust logistics are essential for disaster relief efforts and humanitarian aid, helping to stabilize vulnerable populations and prevent further escalation. A strong military posture, backed by effective cooperation with allies, enables joint exercises and enhances a nation's security. Defense logistics play a crucial role in the transfer of weapons and equipment to allies, thereby strengthening international partnerships and security. By contributing to regional and global security, robust defense



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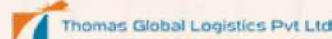
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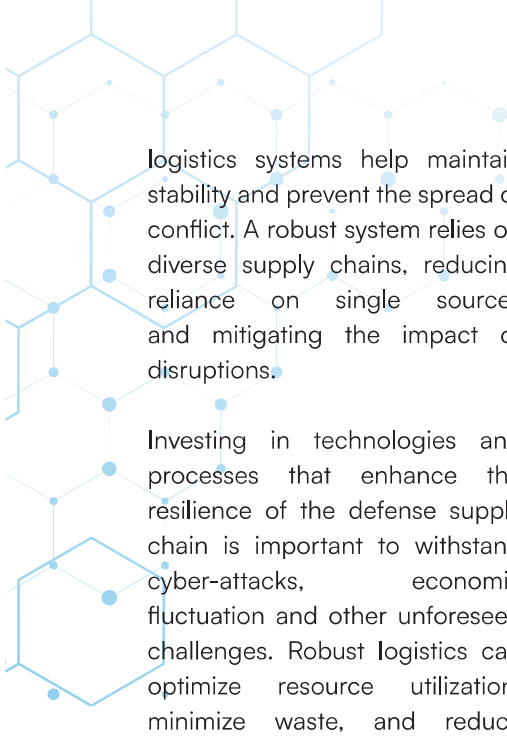


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logistics systems help maintain stability and prevent the spread of conflict. A robust system relies on diverse supply chains, reducing reliance on single sources and mitigating the impact of disruptions.

Investing in technologies and processes that enhance the resilience of the defense supply chain is important to withstand cyber-attacks, economic fluctuation and other unforeseen challenges. Robust logistics can optimize resource utilization, minimize waste, and reduce overall defense spending. Robust defense logistics can facilitate joint exercises and training with allies, thereby strengthening international security and partnership.

#### India's Defense Logistics Landscape:

- India's Budget: ₹6.81 lakh crore (approx. USD 81 billion) for FY 2025, projected to increase to USD 416 billion by 2029.
- India is the world's largest defense importer as of 2023, accounting for 9.8% of global arms imports.
- 60% of defense companies are government-owned.
- The public sector includes NTRO, CSIR, PRL, DRDO

and its 50 labs, 4 defense shipyards, and 12 defense public sector undertakings (PSUs).

India has a new defense procurement, acquisition, and manufacturing policy to reduce imports and enhance domestic manufacturing. As a result of the **Make in India** policy, private sector defense companies including large, medium, and small enterprises have experienced significant growth and increased procurement orders. With the goal of making India a **Top 5 Global Aerospace and Defense Manufacturer**, the target is to reach **annual exports of USD 5 billion** by the year 2025. India's defense logistics system is a complex network that supports the Indian Armed Forces. It involves various organizations and systems.

#### Key Aspects of Indian Defense Logistics to Strengthen the System:

- Though each service (Army, Navy, Air Force) has its own logistics systems, **better integration and coordination** between services is required.
- Proper development of **infrastructure like multimodal logistics** with private sector involvement will increase efficiency.

- **Modernization** includes incorporating technologies like AI, robotics, and data analytics to enhance efficiency, responsiveness, streamline logistics processes, and reduce lead time.

- India has signed **military logistics agreements** with countries like the US, Australia, Japan, France, Singapore, and South Korea to facilitate joint exercises and operations.

#### Role of Private Logistics Players:

- The role of private logistics players is **paramount** in building robust defense logistics.
- They can provide **cost-effective transportation**, both for international (imports/exports) and other logistics activities, thereby reducing procurement and manufacturing costs.
- They can assist in **building resilient supply chains** with contingency plans to handle disruptions and uncertainties.
- Private logistics companies can also assist in **standardizing procedures**, reducing complexity, and improving efficiency.

## Trivia

### India Operates an Indigenous Nuclear Submarine

India joined an elite group of nations (USA, Russia, UK, France, China) by designing and operating its own nuclear-powered ballistic missile submarine, the INS Arihant. This is a cornerstone of India's nuclear triad, ensuring second-strike capability via sea-based deterrence. Arihant can stay submerged for long periods, virtually undetectable.





### Honouring the Indian Navy: Navigating Geopolitics and Pioneering Multimodal Logistics

#### Mr. Prashant Popat

Director, Velji Dosabhai & Sons Pvt. Ltd.  
4th Generation Logistician

The Indian Navy, a silent sentinel of India's maritime frontiers, stands as a formidable force in an increasingly complex global landscape. Beyond its traditional role of safeguarding national sovereignty and deterring aggression, the Indian Navy is increasingly central to India's strategic imperatives, particularly in the intertwined domains of geopolitics and multimodal logistics. Honouring the Indian Navy, therefore, means recognizing its multifaceted contributions to national security, economic prosperity, and regional stability in the strategically vital Indian Ocean Region (IOR) and beyond.

#### The Geopolitical Compass: India's Maritime Destiny

India's geographical location at the heart of the Indian Ocean comes with an undeniable maritime destiny. The IOR is a critical global artery through which a significant portion of the world's trade and energy flows. Approximately 80% of global maritime oil trade transits through the IOR, highlighting its indispensable role in global energy security. India's own economic well-being is inextricably linked to the stability and security of these sea lanes, with 97% of its external

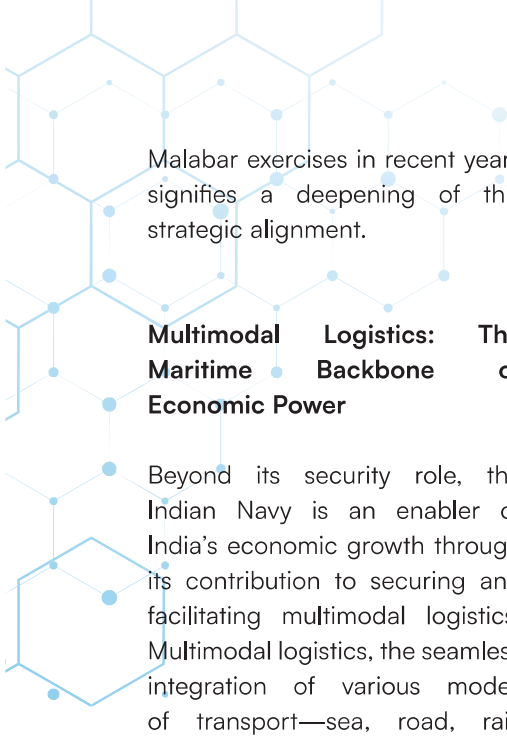
trade relying on maritime routes. This inherent dependence makes the Indian Navy's role paramount in securing its extensive coastline, island territories, Exclusive Economic Zone (EEZ), and vital sea lines of communication (SLOCs).

In this geopolitical chessboard, the Indian Navy acts as a key instrument of India's foreign policy and strategic outreach. Its operational footprint extends far beyond India's immediate maritime neighbourhood, encompassing the Persian Gulf, the Horn of Africa, the Strait of Malacca, and even routine deployments to the South and East China Seas and the Western Mediterranean. This extensive reach underscores its status as a multi-regional power projection blue-water navy.

A key manifestation of India's proactive geopolitical strategy is the "Security and Growth for All in the Region" (SAGAR) doctrine, launched in 2015. SAGAR is not merely a security strategy but a comprehensive framework that aims to secure India's maritime interests, strengthen regional cooperation, and establish India as a "net security provider" in the IOR. Under SAGAR, the Indian Navy engages in extensive naval diplomacy, including joint exercises, goodwill visits,

and humanitarian assistance and disaster relief (HADR) operations. These initiatives foster interoperability with regional navies and build trust, crucial for addressing shared maritime challenges like piracy, illegal fishing, and maritime terrorism. The Indian Navy's swift response to piracy incidents in the IOR, rescuing vessels and crew of various nationalities, exemplifies its commitment to being a first responder and a benevolent force in the region.

Furthermore, India's "Act East Policy" has significantly bolstered the Indian Navy's strategic focus on Southeast and East Asia. This policy aims to deepen economic, political, and strategic ties with countries in the region, particularly in light of China's growing influence. The Indian Navy plays a crucial role in securing freedom of navigation and upholding the rule of law in the Indo-Pacific, often participating in multilateral exercises like Malabar, involving the Quad nations (India, the US, Japan, and Australia). The Quad, initially conceived in 2007, has gained renewed impetus as a strategic forum for promoting regional security and economic cooperation, with maritime security being a key pillar. The inclusion of Australia in the



Malabar exercises in recent years signifies a deepening of this strategic alignment.

### **Multimodal Logistics: The Maritime Backbone of Economic Power**

Beyond its security role, the Indian Navy is an enabler of India's economic growth through its contribution to securing and facilitating multimodal logistics. Multimodal logistics, the seamless integration of various modes of transport—sea, road, rail, and air—is critical for efficient trade and supply chains. For a peninsular nation like India, maritime transport forms the cornerstone of this intricate web.

The Indian Navy ensures the safety and security of the sea lanes that are integral to India's burgeoning trade. By deterring threats such as piracy and ensuring freedom of navigation, the Navy directly contributes to the predictability and cost-effectiveness of maritime trade, thereby supporting India's ambition to become a global manufacturing and trading hub. This is particularly crucial as India invests heavily in enhancing its port infrastructure and integrating logistics systems under initiatives like the Sagarmala project.

The development of strategic corridors and projects further intertwines the Indian Navy's role with multimodal logistics. The International North-South Transport Corridor (INSTC), a multi-modal route connecting India to Eurasia and Russia via Iran, and the India-Middle East-Europe Economic Corridor (IMEEC) are transformative initiatives designed to reduce

transit times and costs. The Chabahar Port in Iran is a prime example of this synergy. As India's strategic gateway to Afghanistan and Central Asia, bypassing Pakistan, Chabahar offers a crucial maritime link that then connects to land-based routes. The Indian Navy's presence and operational capabilities in the Arabian Sea are vital to securing this critical trade artery and safeguarding India's economic interests in the region. The port's strategic importance is further accentuated by its proximity to Pakistan's Gwadar Port, developed with Chinese assistance, making the Indian presence in Chabahar a significant geopolitical countermeasure.

India's commitment to multimodal logistics is evident in its pledged investment of USD 20 billion for infrastructure development focused on enhancing port connectivity and trade facilitation. This includes the development of Multi-Modal Logistics Parks (MMLPs) at strategic locations nationwide, integrating road, rail, air, and waterways to create seamless networks. The Chennai and Mumbai MMLPs, for instance, capitalize on their proximity to major ports, directly enhancing India's maritime trade efficiency. These developments, while primarily civilian infrastructure, rely on the security umbrella provided by the Indian Navy to operate effectively and without disruption.

Moreover, the Indian Navy's involvement in humanitarian missions, such as the "Mission SAGAR" during the COVID-19 pandemic, where it delivered medical supplies and food to littoral states in the IOR, showcases its role in strengthening regional supply

chain resilience. These missions, while primarily humanitarian, also serve to reinforce India's image as a responsible and reliable maritime power, contributing to the broader framework of regional logistics and cooperation.

### **A Modernizing Force for a Dynamic Future**

To effectively fulfill its geopolitical and logistical roles, the Indian Navy is undergoing a significant modernization and expansion program. With a focus on indigenous platforms, systems, sensors, and weapons, India is transitioning from a "buyer's navy to a builder's navy." The Navy plans to expand its fleet to 155-160 warships by 2030 and potentially 175-200 by 2035, with a considerable number of vessels currently under construction. The commissioning of indigenous aircraft carriers like INS Vikrant, the development of nuclear-powered submarines, and the procurement of advanced fighter aircraft like the Rafale M, underscore India's commitment to enhancing its blue-water capabilities and power projection.

The Indian Navy's investment in strengthening maritime domain awareness through advanced surveillance systems and information fusion centers further bolsters its ability to monitor and respond to threats across the vast IOR, thereby securing logistical flows. The development of naval bases in the Andaman and Nicobar Islands and Lakshadweep, along with enhanced infrastructure at foreign ports like Duqm (Oman) and Sittwe (Myanmar), further extends its reach and capacity to secure vital sea lanes.

In conclusion, honouring the Indian Navy is to acknowledge its indispensable contribution to India's security and prosperity in an increasingly interconnected world. Its role as a crucial geopolitical actor, safeguarding national interests and promoting

regional stability in the strategically vital Indian Ocean and beyond, is paramount. Simultaneously, its continuous efforts in securing sea lanes and facilitating multimodal logistics are foundational to India's economic growth and its aspirations to become a global

economic powerhouse. As India navigates the complexities of contemporary geopolitics, the Indian Navy remains a steadfast guardian, ensuring a secure and prosperous future for the nation and contributing to the stability of the global commons.

## Feature 7



### Honouring the Indian Navy: Logistics Lessons for India's Multimodal Future

#### Mr. Saurabh Trikha

Managing Director  
Aargus Global Logistics Pvt Ltd

The Indian Navy has long stood as a pillar of national pride and maritime power. Yet its true strength extends far beyond blue-water deterrence. Beneath the surface lies an intricate, data-driven logistics network that sustains global deployments, powers humanitarian missions, and underwrites strategic corridor building across the Indo-Pacific. In environments where every delivery is mission-critical and delays are unacceptable, the Navy has honed an operating model defined by redundancy, real-time responsiveness, and sustainable innovation traits the civilian logistics ecosystem must now emulate. For India's multimodal transport operators, these naval practices illuminate a roadmap to future-proof supply chains. By embedding buffer inventories and multi-tier supplier networks, mirroring the Navy's forward-base stocking, companies can insulate

themselves from single-point failures. Adopting IoT-enabled tracking and API-integrated platforms long standard aboard Fleet Support Ships turns data visibility into everyday agility. Crisis-ready protocols, inspired by the Navy's 24-hour humanitarian deployments, transform disruption management from an exception to a core competency. Finally, embracing biofuels, hybrid propulsion, and route-optimisation technologies positions commercial logistics as an engine of India's green transition.

#### A Sea-borne Blueprint for Resilient Supply Chains

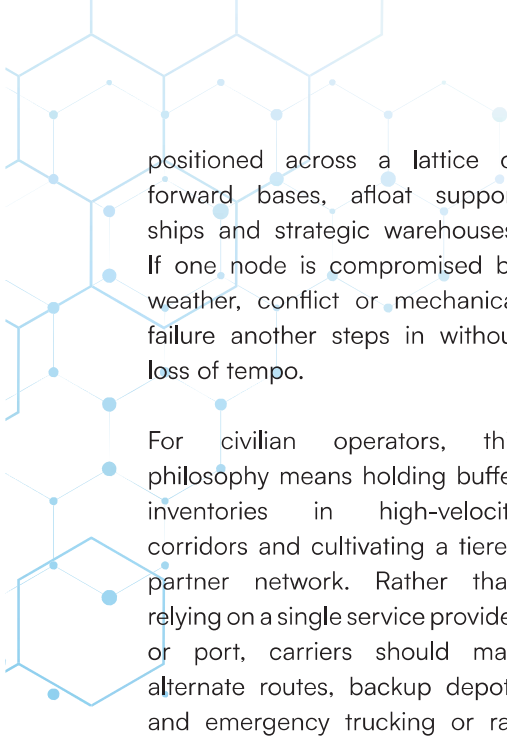
The Indian Navy functions in an environment where every consignment fuel, food, spare part or lifesaving medicine must arrive on time, every time. Its operational theatre spans the

world's busiest sea-lanes, is exposed to volatile weather, and is occasionally contested by rival forces. Yet ships sail, aircraft launch and humanitarian columns deploy with clockwork precision.

That consistency is not the product of luck; it is engineered through a set of interlocking logistical principles that any multimodal transport operator can adopt. This article distills four of the Navy's most valuable practices redundancy, digitisation, response agility and sustainable innovation and translates them into actionable guidance for the Indian logistics community.

#### Building Redundancy into Supply Chains

Warships rarely have the luxury of "just-in-time." Instead, the Navy pursues "just-in-case" redundancy. Vital stores are



positioned across a lattice of forward bases, afloat support ships and strategic warehouses. If one node is compromised by weather, conflict or mechanical failure another steps in without loss of tempo.

For civilian operators, this philosophy means holding buffer inventories in high-velocity corridors and cultivating a tiered partner network. Rather than relying on a single service provider or port, carriers should map alternate routes, backup depots and emergency trucking or rail contracts. Redundancy does carry an apparent cost: extra storage, more contracts, additional contingency planning. Yet this modest premium pales against the expense of a halted production line, a chartered aircraft rushed in at double tariff, or a customer lost to disruption fatigue.

**Key actions:**

- Identify SKUs whose absence would shut down manufacturing or leave shelves bare; ring-fence safety stocks.
- Conduct quarterly risk-mapping exercises; plot alternative gateways and modal combinations for each lane.
- Negotiate framework agreements with secondary vendors before a crisis forces you to do so on unfavourable terms.

**Embracing Digital-First Execution**

The Navy's Logistics Management Information System connects fleet, dockyard and depot on a single, encrypted backbone. Every fuel probe, O-ring and

carton of freeze-dried rations is bar-coded; sailing orders trigger automated pick-lists; predictive algorithms signal when a gasket will fail long before a wrench turns. This total asset visibility transforms data into foresight and foresight into decisive action.

Commercial logistics can achieve comparable clarity by deploying IoT sensors, cloud-based transport-management systems, and API gateways that talk fluently to customer ERPs and port community platforms. Visibility should extend beyond vessel or truck location to encompass temperature, shock, humidity, customs status and estimated berth availability. Such transparency does more than impress clients; it shortens dwell, slashes demurrage, and supplies the raw material for continuous improvement.

**Key actions:**

- Embed RFID or BLE tags in high-value loads; feed telemetry into a unified control tower dashboard.
- Integrate booking, documentation and invoicing streams to eliminate re-keying errors.
- Use machine-learning models to predict congestion, maintenance windows and weather disruptions, enabling proactive rerouting.

**Enhancing Response Agility**

When a cyclone tears into a coastal state or a regional ally signals distress, naval task forces can be alongside in under 24 hours. That velocity is rooted in rigorous scenario planning, cross-trained teams and modular kits field hospitals, desalination units,

drone reconnaissance packages that slot neatly into any vessel or aircraft. Exercises in peacetime ensure muscle memory in crisis.

For multimodal operators, agility must likewise be baked into the operating model. Supply-chain risk committees should war-game incidents ranging from port strikes to cyber-attacks. Crisis manuals must pair decision trees with direct phone lines, not rely on email chains that disappear with the internet link. Warehouses can pre-assemble "rapid-response pallets" holding tarps, forklifts spares and fuel bladders, ready to roll within the golden first day of disruption.

**Key actions:**

- Run semi-annual tabletop drills involving customer, carrier, insurer and regulatory stakeholders.
- Empower on-site managers with preset financial thresholds for expedited charters, avoiding head-office bottlenecks.
- Maintain real-time communication templates SMS, satellite, social media to keep shippers informed minute-by-minute.

**Leading Sustainable with Innovation**

Naval auxiliaries are increasingly fitted with biofuel-capable engines, hybrid shaft generators and waste-heat recovery systems. These investments reduce emissions, extend range and align fleet readiness with environmental stewardship. Sustainability is therefore not a marketing slogan; it is a means to operational freedom in emission-regulated zones and a hedge



against volatile fossil-fuel pricing. The commercial sector faces the same imperatives. Cargo owners, investors and regulators are converging on time-bound decarbonisation targets. Early adoption of electric drayage, LNG or green-methanol bunkering, rooftop solar on depots and AI-optimised route planning will soon differentiate service providers just as punctuality and rate competitiveness once did.

Key actions:

- Calculate lane-wise carbon footprints; publish them to customers alongside transit times.
- Tap government incentives for alternative-fuel vehicles and on-site renewable energy

- Pilot lightweight, recyclable packaging that reduces both payload mass and landfill burden.

#### Conclusion:

#### From War Room to Boardroom

Taken together, the Navy's logistical doctrines form a resilience triad—stock deep, see far, move fast—underpinned by a commitment to planetary responsibility. Translating these doctrines into boardroom strategy equips the multimodal ecosystem to thrive amid climate volatility, geopolitical flux and digital disruption.

India's National Logistics Policy seeks to cut logistics costs to single digits of GDP while lifting

the nation into the upper echelon of global supply-chain hubs. Achieving that ambition will demand more than incremental efficiency tweaks; it calls for the kind of bold, systems-level thinking already proven at sea. Multimodal operators who internalise naval best practice will not only safeguard their own continuity but also propel the country toward a future where supply chains are as reliable and respected as the sailors who inspired them.

*Let us honour the Indian Navy—not only for guarding our seas but for guiding our logistics future.*

## Feature 8



### Navigating the Geopolitical Maze of Multimodal Logistics

#### Dr. Pramod Sant

Chairman - Logistics and Transportation committee - IMC (Chamber of Commerce and Industry) and Director General - FFAI

In today's hyper-connected yet fractured world, geopolitics is no longer a background concern for Logistics professionals, it is a decisive factor in how, where, and whether cargo moves. Whether it's war in several parts of world, sanctions or climate regulations the ripple effects hit multimodal logistics first and hardest. For multimodal transport operators (MTOs), who depend

on the smooth interconnection of ports, terminals, rails, roads, and air routes, geopolitical volatility demands a new playbook. It is important to have 360 degree view of current global hotspots and how each event - past, ongoing, or emerging is reshaping multimodal transport in real time.

#### Geopolitical Flashpoints:-

The first half of 2025 has been defined by overlapping wars and military tensions, each influencing a several different logistics corridors.

**Russia Ukraine war** continuing despite the resumption of operations at black seaport like Odessa face ongoing risks from the ongoing conflict, including potential attacks.

**Red Sea crisis and Houthi rebel attacks** carries risk and large number of vessels are continuing route of cape of good hope increasing transit time , cost and inventory

**Israel - Hamas , Israel - Iran war with Strait of Hormuz** Tensions resulting in trade volumes drop significantly at Haifa port which is central to IMEC.

**Clashes between two nuclear countries India-Pakistan** has increased tension for transport route from Indian subcontinent to middle east and Europe.

**South China Sea Militarization** Tensions between China, the Philippines, Vietnam, and Japan have kept the South China Sea a key trade artery in a constant state of alert. Naval standoffs and military drills disrupt regional shipping lanes.

In addition to costs, increase in transit time, rising Insurance premiums ,delays, unpredictability following are important effect on Multimodal transport.

**Higher inventory and storage** - Just-in-time models have shifted toward buffer-based planning. MTOs are now factoring in storage solutions and dwell time costs while reconfiguring multimodal cycles.

**Systemic Strain on Synchronization** - The core strength of multimodal transport lies in pre-scheduled intermodal handovers. The ongoing situations has made seamless handoffs across ports, rail yards, and road transport far more difficult.

**Geopolitics of Economic Weaponization**

In past we have seen sanctions and Trade wars now with addition of Tariff war has made situation worst .Changes in tariff has made situation fluid and affecting world trade balance.

In the evolving geopolitical landscape, tariff wars and economic sanctions have become powerful instruments

Multimodal transport, which thrives on predictable trade lanes and harmonized compliance procedures, is particularly exposed to such changes. From sourcing shifts to corridor re-routing, the effects are cascading across logistics networks and forcing Multimodal Transport Operators (MTOs) to become geopolitical analysts from Logisticians.

In addition to understanding new sanctions, and implication of tariff ,MTO's work is increased multifold due following additional activities.

**Shifting Corridors, additional Burdens** - On one hand we can see several Traditional lanes declining volumes, Alternate corridors emerging, resulting in increased work to MTO's of Network redesign, new inland routing partnerships, and renegotiation of contracts.

**Compliance First** - To ensure compliance with sanctions, advance checks to rerouting via "clean" hubs, and additional paperwork to prove origin is adding to work of MTO's

**Risk at transshipments** - Goods originating form sanctioned countries may face restrictions even at neutral hubs. Inadvertent transshipment via blacklisted zones leads to cargo seizure or delays.

**Documentation and coordination** - Higher compliance burden on document accuracy, increased collaboration with Customs Brokers and Export Promotion Councils.

**Rebalancing** - Sanctions are resulting in model rebalancing



Disclaimer: This map is for visual reference only. It is not to scale and does not depict actual geographical boundaries or political affiliations.

**Redefined the dynamics of sea-land coordination** - For Multimodal Transport Operators , this prolonged disruption is affecting Rail Slot Reallocations, ICD /CFS planning challenges.

of international strategy. These policy moves once viewed as diplomatic or economic levers now have direct and disruptive consequences for global supply chains.

such as direct sea is replaced with rail-road-sea combinations and use of airfreight for urgent cargo.

### Green Geopolitics

In recent years, environmental imperatives have become a geopolitical force influencing global trade agreements, investment flows, and even cargo routing decisions. From the European Green Deal to IMO decarbonization targets, sustainability is no longer just a corporate responsibility initiative but part of transport strategies.

Multimodal transport, by virtue of linking sea, rail, road, and air, is uniquely positioned to enable decarbonization. However presently it is becoming burden for MTO's due to additional cost and work which end customers are reluctant to pay .

**EU's Carbon Border Adjustment Mechanism(CBAM)**-Exporters to the EU has additional work now to disclose carbon emissions linked to transport and manufacturing. Work of calculating and minimizing transport-related emissions with various multimodal model mix requires to build systems and process with additional cost and time.

**IMO 2023 & 2050 Decarbonization Goals**-this is not new but already shipping industry is having challenges like Fuel Availability & Infrastructure, regulatory uncertainty and cost pressure.

**Global Green Finance & ESG Requirements** - Companies are being rated for ESG compliance in supply chains and Multilateral banks, sovereign funds, and

investors are increasing their pressure on Companies . This brings new additional pressure on MTO's for carbon reporting per leg, use of electric trucking, and shift toward rail or inland waterways wherever feasible.

**Bilateral Climate Trade Diplomacy** - Trade talks increasingly include carbon pricing, green corridors, and sustainability commitments. For example, India's FTA discussions with the EU and UK have sustainability chapters.

Green Geopolitics is resulting new challenges for Multimodal Transport which includes handling Carbon Measurement Complexity, Green Documentation and Reporting, Mode Realignment and Investment Pressure.

### Geopolitics of Technology

Geopolitical tensions are no longer confined to physical borders or battlefields they now extend into technology. The U.S. export controls on AI chips to China, cybersecurity concerns, and rising global data protectionism are fragmenting supply chains in unprecedented ways. For the multimodal sector which increasingly relies on real-time tracking, system

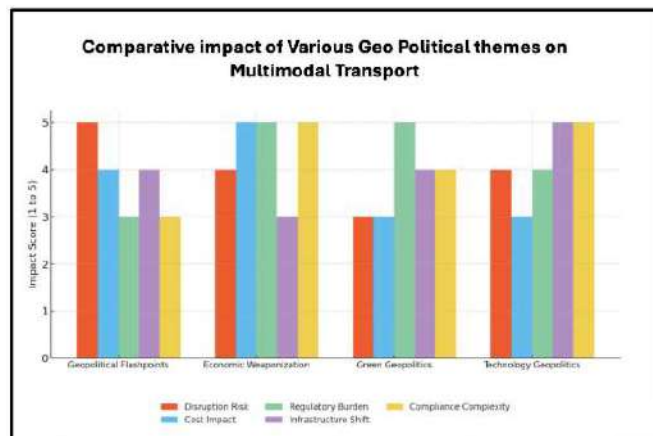
integration, and cross-border data exchange these disruptions will have serious impact.

**Data localization and sovereignty laws** — are limiting how and where supply chain data can flow , example is GDPR in the EU, China's Cybersecurity Law, India's Digital Personal Data Protection Act etc

**Sanctions and tech decoupling** — Disruption in access to cloud infrastructure, GPS systems, and secure communications platforms example is U.S.-China trade tech war.

**Data Silos & System Fragmentation** - Multimodal transport depends on integrated systems from port community systems to Transport Management Systems (TMS), ERPs, and Customs EDI. But data localization laws may result in separate infrastructure.

**Compliance Complexity in IT Infrastructure** - MTOs operating across borders may face conflicting rules on data hosting, AI use, and platform access. Some regions demand cloud data to be stored locally; others ban foreign access to logistics-related systems.



## New reality for Multimodal Transport

A multimodal transport operator is no longer just a carrier aggregator. They need to become Geopolitics analysts, risk analysts, trade corridor architects, and custodians of continuity.

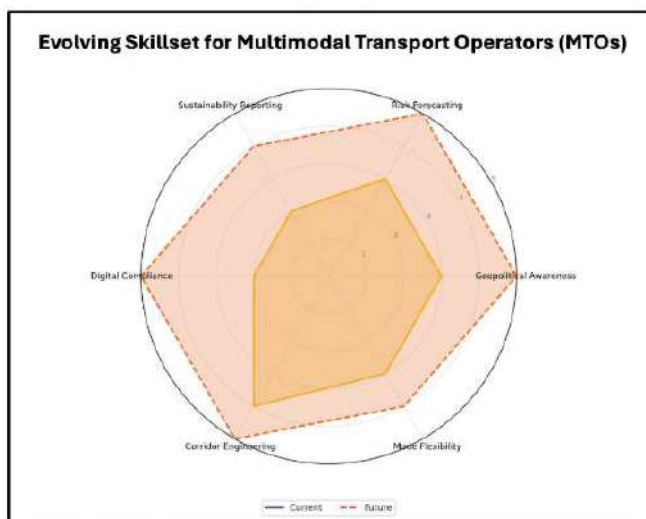
Success will depend on three capabilities:

**Anticipate disruptions :-** by staying tuned to global political, environmental, and tech shifts.

**Adapt operations :-** by having interoperable, scalable, and mode-fluid systems.

**Align with national strategy :-** by contributing and participating in national initiatives like NLP, PM

Gati shakti, Bhartmala, Freight corridors, Multimodal Logistic Parks, ULIP etc



Multimodal logistics is no longer just about moving goods it's about moving through complexity, with agility and foresight.

## Feature 9



### India's maritime power and the future of Defence logistics

#### Cdr. Shrawan Kapila

National Head - Defence & Aerospace, Jeena & Company

India's national security has historically been influenced by its geographical position in the Indian Ocean Region (IOR). The Indian Navy, being a significant pillar of India's maritime power, has evolved primarily for the security of national interests, contributing towards regional stability. In this note, I aim to highlight the Indian Navy's role in building India's geopolitical imperatives, securing sea lanes of communication (SLOCs),

and its relevance in defence logistics amid transformational infrastructure initiatives.

#### India's geopolitical and geostrategic imperatives

The peninsular orientation of India and its location play a vital role in maritime trade routes, thereby increasing its dependency on the seas. The majority of the country's trade is conducted via maritime routes, making up over 90% of

the trade by volume and 70% by value. [1] The security of these economic lifelines is managed by the Indian Navy through multiple defined roles.

The Navy's military role enables it to counter conventional threats, while its diplomatic and benign roles focus on India's soft power in the maritime sphere. Naval diplomacy includes measures like the Indian Ocean Naval Symposium (IONS) and MILAN



exercises, aimed at fostering cooperation amongst IOR littorals. Humanitarian Assistance and Disaster Relief (HADR) operations, like India's response to the 2004 Indian Ocean tsunami and the evacuation of Indian citizens from Yemen during Operation Rahat (2015), reflect its worldwide reach and its influence far beyond its shores.[2]

As a net security provider, the Navy conducts anti-piracy patrols in the Gulf of Aden and escort missions for merchant shipping. Its constabulary role includes combating smuggling and maritime terrorism, critical post-26/11 Mumbai attacks.

### **Securing ocean trade and SLOCs**

India is located at key choke points such as the Strait of Malacca and the Strait of Hormuz, which ensure its position in SLOC security. The Navy secures its commitment to safeguarding energy supplies and maritime commerce by deploying its forces in the Arabian Sea and the Bay of Bengal.

Since 2008, Indian naval ships have escorted scores of merchant ships of diverse nationalities through pirate-infested waters in the western Indian Ocean. The Indian and international shipping has been safeguarded due to these deployments, reinforcing India's reputation as a reliable partner in maritime security.

The security of SLOCs is also significant for energy imports. India is importing over 80% of its crude oil by sea, and therefore, any disruption can lead to severe economic consequences. Thus, ensuring uninterrupted maritime

trade flows is intrinsic to India's national security.

### **Defence logistics in the era of self-reliance**

With the government of India focusing on Atmanirbhar Bharat (self-reliant India) and Make in India, over 70% of the country's ships and submarines are now built domestically. This makes the Indian Navy stand at the forefront of indigenisation, creating a profound impact on Defence logistics.

Defence logistics has evolved with the introduction of technology and automation, which strengthens its robust supply chain and ensures smooth operations. The collaboration among the Defence Research and Development Organisation (DRDO), public sector undertakings and private key players has proved significant in the overall development.

India's indigenously built INS Vikrant (IAC-1) is proof of our nation's focus on self-reliance and reducing our dependency on foreign suppliers. The made-in-India INS ensures the country's readiness in case of any emergency, especially during geopolitical turmoil.

### **Transformational initiatives and Defence logistics**

The government of India has purposefully come up with initiatives like PM Gati Shakti, National Logistics Policy (NLP), and Sagarmala, which are redefining India's logistics landscape. The Sagarmala Programme focuses on the development of Indian ports, ensuring enhanced capacity and efficiency of India's

ports, which are the backbone of commercial and Defence logistics.

The Dedicated Freight Corridors (DFCs) and Multi-Modal Logistics Parks (MMLPs) are meant to streamline the movement of military hardware across the country. The new improved infrastructure and multimodal connectivity focus on reducing the transit times of Defence exports, making India a credible supplier of high-value Defence equipment.

The Jal Marg Vikas Project, which focuses on developing inland waterways, is all set to give a fillip to our ability to move goods within the country. This helps reduce our dependence on potentially risky land routes, especially during times of increased cross-border tensions.

Such initiatives, driven by the government, collectively strengthen India's ability to handle complex supply chains for both domestic and international trade.

### **Implications of multimodal logistics for trade and Defence shipments**

Multimodal logistics integrates all modes of transport - sea, air, rail, road, and inland waterways, providing seamless end-to-end logistics solutions. This helps in on-time committed deliveries of critical and oversized equipment for Defence shipments.

For instance, the transport of aircraft components and cryogenics in the Indian Space Research Organisation (ISRO) relies on multimodal logistics to ensure uninterrupted coordination between air and sea freight. Similarly, during international

military fairs, multi-modal transport plays an important role in the delivery and establishment of Indian military platforms abroad.

An example is the movement of aircraft components and cryogenic systems for the ISRO, where multimodal logistics ensures coordination between airfreight and seaports. Similarly, for international Defence exhibitions, multimodal transport facilitates the timely delivery and installation of Indian platforms abroad.

In commercial transactions, multimodal logistics systems reduce cost and eco-friendly impact, so Indian exports remain competitive globally. Military supply, which often requires special treatment, benefits from improving the multimodal infrastructure and coordination.

The Indian Navy, as the guardian of India's maritime boundaries, is central to securing India's geopolitical interests and, following the economic boom, right from its role in managing

geopolitical sensitivity to soft power diplomacy and management of international waters. With transformative opportunities created by policies, India is poised to increase its defence logistics capacity and push for maritime strength and logistical self-sufficiency. As India sets the tone to become a major maritime strength, the integration of a dynamic Navy and strong defence logistics will be the most important strategic pillar in the 21st century.

## Trivia

### INS Vikrant (2022): A Make-in-India Marvel

The new INS Vikrant (IAC-1), commissioned in 2022, is India's first indigenously built aircraft carrier. Built at Cochin Shipyard with over 76% indigenous components, it represents a massive leap in naval engineering. At 262 meters long, with a top speed of 28 knots, Vikrant can host 30+ aircraft and is a symbol of self-reliance (Atmanirbhar Bharat).





### Clarity on Royalty in Customs Valuation

#### Dr. Joshua Ebenezer

Principal Consultant,  
NuCov Facili-Trade

In a significant decision that aligns Indian customs valuation practice with global standards, the CESTAT, Chennai, in *Owens Corning Industries (India) Pvt. Ltd. vs. Commissioner of Customs (Seaport), Chennai* [2025 (2) TMI 640], addressed whether running royalty payments on the net sales of manufactured goods should be included in the transaction value of imported goods under Rule 10(1)(c) of the Customs Valuation Rules, 2007 (CVR, 2007).

The Issue at Stake The case centered around a 4% royalty paid by Owens Corning India to its U.S.-based licensor on the net sales value of goods manufactured in India using proprietary know-how. The Revenue contended that such royalty should be added to the value of imported raw materials and components under Rule 10(1)(c), arguing that these inputs were used in the production of finished goods on which royalty was paid. This raised the crucial question, can a post-manufacture royalty linked to net domestic sales be considered “related to” imported goods, and can it be seen as a “condition of sale” of such goods?

**Legal Framework:** Rule 10(1)(c), CVR 2007 The Customs Valuation (Determination of Value

of Imported Goods) Rules, 2007, particularly Rule 10(1)(c), provides:

“In determining the transaction value, there shall be added to the price actually paid or payable for the imported goods, (c) royalties and license fees related to the imported goods that the buyer is required to pay, directly or indirectly, as a condition of sale of the goods being valued...”

The Explanation (inserted via Notification No. 102/2007-Cus(NT) dated 10.10.2007) further states: “Where the royalty, license fee or any other payment for a process, whether patented or otherwise, is includible referred to in clauses (c) and (e), such charges shall be added... notwithstanding the fact that such goods may be subjected to the said process after importation.”

Thus, the two-fold test remains:

- Royalty must be related to the imported goods.
- Royalty must be a condition of sale of such goods.

**CESTAT’s Findings: Logic and Analysis** The Tribunal rejected the inclusion of royalty in the transaction value, holding that the

two key tests were not satisfied. Here is a deeper analysis:

The royalty was computed based on net sales value of finished goods manufactured in India. These products were manufactured using both imported and domestically procured inputs. Many inputs like quartz, limestone, and chemicals were sourced locally or from unrelated global vendors. The licensing agreement did not stipulate that the royalty payment was a precondition to import goods. Nor was the importer contractually bound to buy raw materials from the licensor or group companies. The payment of royalty was triggered by sales, not imports.

The Explanation clarifies that royalty for a “process” may be includible, even if the process is post-import. However, CESTAT rightly held that this Explanation does not override the main clause, which requires the royalty to be related to the imported goods and be a condition of sale. Since the imported goods were not the object of the royalty, and the royalty was not a precondition for their sale, the Explanation could not apply.

The use of net sales value as a base for royalty calculation

even if it includes the cost of imported goods, does not by itself establish a link to those goods.

Eg: Let's say Company X India enters into a technology licensing agreement with Company Y USA to manufacture air purifiers. As per the agreement, Company X pays 5% royalty on all sales of the finished air purifiers made in India. Company X sources some parts locally and imports others from unrelated suppliers.

Unless:

- Company X is contractually obligated to import specific parts from Company Y;
- And royalty payment is directly tied to such import transactions

then royalty is clearly for access to technology, not for the purchase of imported parts. Thus, under Rule 10(1)(c), the royalty cannot be added to the transaction value of the imports.

A Comparative View CESTAT's

decision aligns with international norms and is supported by the following:

1. WCO Commentary 25.1 (Technical Committee on Customs Valuation): Royalty/licence fees should be added only if they pertain directly to imported goods and are conditions of sale.
2. U.S. CBP Cross Rulings:
  - HQ 545361 (2000): Excluded royalty on domestic sales where royalty was not a sale condition for the imports.
  - HQ 548570 (2005): Royalty not related to imported goods was excluded from customs value.
3. EU Guidelines (DG TAXUD): Emphasize strict interpretation; royalty is added only when sale of the imported good is conditional on such payment.

India's approach under this judgment is consistent with these

standards, offering much-needed legal certainty to importers.

Implications and Conclusion

This judgment reaffirms a critical principle: royalty payments must pass both the 'relatedness' and 'condition of sale' tests to be includible under Rule 10(1)(c). Businesses engaged in technology licensing and cross-border sourcing now have judicial clarity that a) Royalty on domestic sales does not automatically translate to customs duty liability. b) Agreements and commercial structures must be carefully analyzed to assess valuation risk.

For Customs authorities, the ruling underscores the need to base additions to transaction value on firm evidence of contractual linkage, not assumptions based on royalty formulas.

Overall, this is a welcome development that harmonizes Indian law with global best practices and reinforces fair valuation principles under the WTO Customs Valuation Agreement.

## Trivia

### Operation Trident The Reason We Celebrate Navy Day

On the night of December 4, 1971, Indian Navy missile boats launched Operation Trident, a surprise attack on the Karachi harbor. In a matter of hours, Indian ships sank Pakistani vessels, set fuel tanks ablaze, and returned unharmed. It was India's first use of anti-ship missiles in combat, and is why Navy Day is celebrated on December 4th.





## Photo Gallery



Invitation from FICCI for the India—Central Asia Business Forum, on 5th June which was attended by AMTOI President Mr. Arun Kumar and Vice President Mr. Devpal Menon at Taj Palace, New Delhi



AMTOI members winning big at 9th Edition India Maritime Awards organised and managed by Daily Shipping Times on 28th June 2025. Mr. Anand Sheth and team CKB received 4 Aces in Logistics Award while Mr. Prashant Popat and Velji Dosabhai & Sons felicitated for completion of 100 glorious years. Mr. Shantanu Bhadkamkar, Mr. Haresh Lalwani, Dr. Sharmila H. Amin and other members were present.



## Photo Gallery



Association of Multimodal Transport Operators of India (AMTOI) Jointly with the Southern India Chamber of Commerce and Industry (SICCI) is organizing the 6th Edition of the Southern Regional Shipping Conclave — 'Innovation and Tech Automation in Shipping & -Logistics' at 9.30AM on Thursday, 3rd July 2025 at Hotel Pullman, Anna Salai, Chennai



Mr. Haresh Lalwani & Mr. Vasant Pathan ha attended the 117th IMC Annual general Meeting on 9th July

## 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>Ms. Priya Anil 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



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- 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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| • Master Logitech Pvt Ltd                       | • Radar Ventures Pvt Ltd                      |
| • Sanco Trans Ltd                               | • Freight Lines (India) Pvt Ltd               |
| • Orchid Shipping Pvt Ltd                       | • Jaguar Shipping And Logistics Pvt Ltd       |
| • E-Ship Global Logistics India Private Limited |   |

## GST ON INTERNATIONAL LOGISTICS SERVICES AND COMPONENTS UNDER VARIOUS SCENARIO

(Advisory issued by AMTOL 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	18% RCM on Destination Charges Purchase
	Export Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	5% RCM on OFC Purchase from Overseas
	Import Cargo - Ocean Freight	IGST or CGST+SGST	5%	Yes	18% RCM on Origin Charges Purchase
	Import Cargo - Other Origin/Destination Charges	IGST or CGST+SGST	18%	Yes	
	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	18% RCM on Destination Charges Purchase if applicable
	Export Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES if Destination is Invoiced/ else NA	5% RCM on OFC Purchase from Overseas
	Import Cargo - Ocean Freight	Export of Service (No GST)	NIL	YES	18% RCM on Origin Charges Purchase if applicable
Foreign Party	Import Cargo - Other Origin/Destination Charges	Export of Service (No GST)	NIL	YES if Origin is Invoiced/ else NA	
	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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