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STRATEGY MEET 2025: ALIGNING  
VISION, STRENGTHENING NETWORKS,  
AND DRIVING GROWTH

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CSS AT FREYT MEET 2025:  
STRENGTHENING  
GLOBAL CONNECTIONS

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CSS GROUP

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Lighthouse is produced by the CSS Group's Corporate Communications & Marketing Department

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# CHAIRMAN'S MESSAGE

## REFLECTING ON A YEAR OF TRANSFORMATION AND LOOKING AHEAD WITH PURPOSE



As we turn the page to 2026, I find myself reflecting on a year that proved our agility, strengthened our partnerships, and reminded us of the enduring power of people working together.

The past year was one of profound change for the global logistics sector. Through shifting market dynamics, technological acceleration, and new ways of working, CSS has remained steady in our purpose: to move the world forward through reliable, human-centered logistics.

### **Reading the Market - Navigating an Evolving Freight Landscape**

The global freight environment continues to evolve, with shifting patterns across major trade routes. Despite market fluctuations, reliability has improved year-over-year—proof that our industry continues to learn and invest in stability even amid uncertainty. This resilience reaffirms that while logistics is cyclical, excellence must always be constant. At CSS, we have continued to invest in strengthening our network agility, improving visibility, and aligning our operations with customer priorities. These steps ensure that, no matter how markets move, we remain dependable partners in a world where predictability is precious.

### **The Human Side of the AI Revolution**

2026 is shaping up to be a year of transformation, particularly in how organizations integrate artificial intelligence (AI).

As highlighted by recent research, leaders are facing an “AI reckoning”—a moment that requires evolving governance to ensure technology amplifies human judgment rather than replaces it.

At CSS, we see AI as a force for empowerment. Humans and intelligent systems now work side by side, automating routine tasks and creating space for creativity.

One global logistics company recently reported that AI has already performed over three million shipping-related tasks. This isn't about replacing people; it's about freeing them to focus on what truly matters: relationships, strategy, and innovation.

Technology will transform our workflows, but it will always serve the human spirit—the judgment and empathy that no algorithm can replicate.

### **Building a Responsible Future**

This extraordinary opportunity calls for care. We must establish robust ethical frameworks to ensure AI is deployed transparently, inclusively, and with accountability. Our focus for 2026 is to embed technology meaningfully, ensuring innovation at CSS always advances trust and sustainability.

### **Our People, Our Power**

Through every shift, one constant has guided us: our people. To every member of the CSS family — thank you; you are the heartbeat of our company. To our partners and customers — your trust fuels our ambition. 2025 was about navigating complexity, but 2026 is about consolidating what we've built, innovating, and elevating every aspect of our operations. We will continue to refine our processes and advance our digital journey. Here's to a year of purposeful growth, shared success and human-driven innovation.

**T. S. KALADHARAN**  
Founder & Chairman, CSS Group

## INSIDE CSS

From 5 to 7 December 2025, the CSS Group convened its annual Strategy Meet 2025 at the Radisson Resort Ras Al Khaimah Marjan Island, a beachside getaway set on the stunning Marjan Island in Ras Al Khaimah. The resort, with its direct access to the beach, panoramic views of the surrounding blue waters, and vibrant on-site amenities, provided an ideal setting for focused discussions and strategic alignment. Over three intensive days, leaders and teams from across regions and business verticals came together to review performance, align on priorities, and define a clear roadmap for the year ahead.

### Day 1: Strengthening the Core Network

The first day was dedicated to the NVO Division, with a strong focus on sales strategy, operational performance, and regional business development across CSS offices. The sessions opened with Chandra Kala, who set the tone by outlining the objectives and strategic priorities of the NVO Division, emphasising the importance of alignment, consistency, and execution across markets.

The morning sessions focused on strengthening the overseas network, highlighting the need for structured information flow, stronger coordination, and data-driven engagement with international partners. This was followed by a detailed overview of the local NVO sales strategy, outlining market opportunities, sales priorities, and tactical approaches to enhance performance.

Operational insights formed a key part of the discussions, with a comprehensive review of TEU performance and operational strategy. The session provided clarity on efficiency improvements, capacity planning, and process optimisation to support growth.

Regional perspectives were then shared through a series of presentations from CSS offices, covering NVO and forwarding operations, sales performance, and market-specific business strategies across the Middle East and Africa. These sessions offered a clear view of regional strengths, challenges, and growth opportunities, reinforcing the importance of a connected and agile regional network.

The day concluded with a group-level NVO network session focused on strengthening regional connectivity and maximising the collective capabilities of the CSS network. Chandra Kala closed the NVO Day with comprehensive remarks, summarising key takeaways and presenting the overall NVO strategy and forward roadmap.

## STRATEGY MEET 2025: ALIGNING VISION, STRENGTHENING NETWORKS, AND DRIVING GROWTH





## Day 2: Expanding Capabilities and Market Reach

The second day was dedicated to the Forwarding Division and covered a broad range of functions, including sales, products, operations, supply chain, projects, technology, and marketing. The sessions began with a clear outline of objectives and a structured framework for the day's discussions.

The Dubai sales outlook set the context, detailing local market strategy and business development priorities. This was followed by product-focused sessions on air and ocean freight, highlighting service offerings, growth opportunities, market dynamics, and pricing approaches.



Functional presentations added depth to the discussions, covering supply chain and contract logistics, key accounts, customer service, and sales coordination, with a strong emphasis on service excellence and cross-functional collaboration. The projects segment focused on specialised and project cargo opportunities at both group and regional levels.

Operational performance was reviewed through an in-depth analysis of forwarding TEU performance and operations strategy, providing insights into volume trends, efficiency improvements, and process optimisation. Regional forwarding strategies were also presented, highlighting market opportunities and growth plans.





## Moving Forward Together

Strategy Meet 2025 brought together teams from across functions and regions under a shared vision and common purpose. Over three focused days, priorities were aligned, performance reviews were conducted, valuable insights were exchanged, and collaboration was strengthened across the Group. The discussions reinforced our commitment to growth, operational excellence, and deeper regional integration, while ensuring clarity on the road ahead.

The meeting concluded on a memorable note with a Dunes Safari experience, providing a relaxed and informal setting for reflection and connection. Away from meeting rooms and presentations, colleagues had the opportunity to engage, unwind, and build stronger relationships. This closing experience reflected the spirit of unity, trust, and teamwork that defines us.

As CSS moves into the next phase of our journey, the alignment and energy from Strategy Meet 2025 will continue to guide us forward—together, focused, and ready for growth.



## INSIDE CSS

CSS Delhi has been awarded the 3rd Top Import LCL Consolidator title by the Container Corporation of India Ltd. (CONCOR), marking a significant milestone in the company's continued performance in the northern India logistics market. The recognition reflects CSS Delhi's consistent volumes, operational efficiency, and reliability in handling Less than Container Load (LCL) import cargo through CONCOR's network.

The award ceremony was held on Friday, 12 December 2025, at the Rajhans Hotel, Faridabad, Haryana, as part of CONCOR's annual customer felicitation programme. The award was presented by Mr. Sanjay Swarup, Chairman and Managing Director of CONCOR, a Navratna Public Sector Undertaking under the Ministry of Railways, Government of India.

This recognition places CSS Delhi among the top-performing LCL import consolidators operating through CONCOR terminals, particularly in the highly competitive Delhi–NCR logistics corridor. Rankings in this category are based primarily on the volume of import LCL cargo handled, along with operational consistency, compliance, and service quality at key inland container depots.

Being ranked within the top three underscores CSS Delhi's strong market presence and its ability to manage complex import consolidation requirements while maintaining high service standards for customers across diverse industry segments.

### Criteria and Performance Behind the Recognition

CONCOR confers the Top Import LCL Consolidator award to logistics partners who demonstrate exceptional performance over the assessment period. The primary evaluation criteria include the quantum of LCL import volumes handled, frequency of movements, operational efficiency, and adherence to CONCOR's processes at its terminals.

CSS Delhi's recognition is the result of sustained effort across operations, documentation, customer coordination, and last-mile planning. The team has consistently delivered dependable import solutions, ensuring smooth cargo movement from gateway ports to inland destinations through CONCOR's multimodal network.

Over the years, CSS Delhi has built a reputation for handling high-volume and time-sensitive LCL imports, supported by strong relationships with shipping lines, overseas agents, and transport partners. The company has also previously achieved notable milestones, including recording one of the highest-ever import TEU volumes by a consolidator in the Delhi market, reinforcing its long-standing credibility and operational strength.

## CSS DELHI RECOGNISED AS 3RD TOP IMPORT LCL CONSOLIDATOR BY CONCOR





This award not only reflects numerical performance but also highlights CSS Delhi's role in facilitating trade by providing reliable consolidation services that support importers, SMEs, and large enterprises alike. By aligning operational excellence with customer-centric service delivery, CSS Delhi continues to contribute meaningfully to the efficiency of India's inland logistics ecosystem.

## CONCOR: Enabling Multimodal Logistics and Trade Facilitation

The Container Corporation of India Ltd. (CONCOR) is India's leading multimodal logistics service provider and plays a pivotal role in the country's containerised trade. Incorporated in March 1988 and operational since November 1989, CONCOR took over the initial network of Inland Container Depots (ICDs) from Indian Railways and has since grown into an undisputed market leader.

As a Navratna PSU under the Ministry of Railways, CONCOR operates a vast network of over 66 ICDs and CFSSs, including rail-linked terminals, road-fed facilities, and strategic partnerships. Its core activities span three key roles — carrier, terminal operator, and warehouse operator — offering integrated logistics

solutions across rail, road, and port interfaces. Through continuous investment in infrastructure, technology, and customer-focused practices, CONCOR has been instrumental in promoting containerisation, decongesting ports, and strengthening India's multimodal logistics framework.

The recognition of CSS Delhi at CONCOR's felicitation event highlights the strong collaboration between the two organisations and their shared commitment to efficiency, reliability, and service excellence. Together, such partnerships continue to support the growth of India's international trade and inland logistics capabilities.





## INSIDE CSS

The logistics industry thrives on collaboration, innovation, and strong global partnerships—qualities that stood front and centre at Freyt Meet 2025, held from October 20–23 at the Pullman Da Nang Beach Resort in Vietnam. This year’s gathering brought together members from more than 70 countries, transforming Da Nang into a vibrant hub of ideas, insights, and opportunities for logistics professionals worldwide.

Representing the Consolidated Shipping Services Group (CSS) at this major global networking platform were Shubham Lalwani and Krishna Kala, who actively participated in the sessions, meetings, and collaborative engagements throughout the event. Their presence at Freyt Meet reflected CSS’s ongoing commitment to global partnerships, continuous learning, and stronger industry integration.

### Freyt World: A Global Logistics Community Built on Collaboration

Freyt World has rapidly evolved into one of the logistics industry’s most dynamic networking platforms. Its core mission is to build a reliable, transparent, and innovative global logistics community—one where professional growth, collaboration, and forward-thinking practices come together under a shared vision.

With members strategically positioned at major sea and airports across continents, Freyt World empowers logistics companies with tools, resources, and specialized services designed to elevate operational efficiency. Through offerings such as Freyt Media, Freyt Rates, and Freyt Insure, the network supports its members in brand visibility, rate optimization, and real-time cargo insurance—making logistics smarter, faster, and more interconnected.

Freyt World stands out not just as a connector but as a global ecosystem driven by professionalism and collective excellence. Its belief in responsible logistics, member empowerment, and innovation continues to reshape the future of global freight collaboration.

### CSS AT FREYT MEET 2025: STRENGTHENING GLOBAL CONNECTIONS



## Freyt Meet 2025: A Convergence of Knowledge and Global Expertise

The four-day event was meticulously designed to foster meaningful engagement, learning, and partnership-building. From the very beginning—starting with Golf Day at Legend Danang, followed by the high-energy welcome evening—the atmosphere was filled with optimism and excitement. Delegates connected, exchanged experiences, and set the tone for a productive week ahead.

Led by influential industry leaders, the session “Blueprints for Growth” highlighted how communication, consistency, and long-term collaboration can strengthen partnerships between forwarders and consolidators. The discussion emphasized the importance of transparency, adaptability, and collective effort in building resilient logistics networks.

In an era where technology revolutionizes logistics, the session on the “Digital Shift in Logistics” shed light on digital transformation, data-driven workflows, and smarter connectivity. Speakers shared insights on how innovation is reshaping freight management and enabling new business opportunities. These sessions sparked valuable conversations among participants and laid the foundation for fresh ideas and collaborations.



### CSS Representation: Strengthening Our Global Footprint

CSS's presence at Freyt Meet 2025 was significant and impactful. Shubham Lalwani and Krishna Kala, representing the CSS Group, engaged in productive discussions and exchanged valuable insights with industry experts from around the world. This event also served as a platform for CSS to highlight its expertise in global freight consolidation, multimodal logistics, and innovative supply chain solutions—reinforcing the commitment to growth, adaptability, and industry leadership.

### A Week That Showcased the Power of Community

Freyt Meet 2025 was more than a global forum—it was a celebration of trust, partnership, and collective progress. From insightful mornings to vibrant evenings overlooking Da Nang's skyline, the event reinforced the importance of networks built on respect, transparency, and shared ambition.

For CSS, the four-day experience marked another significant milestone in strengthening global outreach and future-focused partnerships. The next chapter at Freyt Meet 2026, is set to take place in São Paulo, Brazil, on April 12–13, and is expected to further expand opportunities and unite the world's leading logistics minds once again.



## INSIDE CSS

The automotive industry's performance is closely tied to the strength and consistency of its supply chain. From sourcing raw materials to delivering finished vehicles, automotive supply chain management ensures uninterrupted production and timely market delivery. Automotive supply chain management integrates planning, coordination, and execution across inbound and outbound logistics, covering transportation, storage, manufacturing support, distribution, and the continuous flow of parts and services essential to vehicle production. A resilient supply chain ensures operational continuity while protecting brand reputation in an intensely competitive global market.

As the industry evolves, supply chains must adapt to changing consumer expectations, regulatory requirements, and rapid technological advances. The growth of electric and hybrid vehicles, increased reliance on data-driven decision-making, and modern management practices are reshaping automotive logistics, making agility, transparency, and technological integration critical to long-term efficiency and reliability.

### AUTOMOTIVE SUPPLY CHAIN MANAGEMENT: DRIVING RELIABILITY IN A DYNAMIC INDUSTRY



### Adapting to Change in a Global Automotive Landscape

Globalisation has significantly expanded automotive production and distribution networks, increased complexity, while simultaneously raising expectations for speed, accuracy, and reliability. Manufacturers today operate across multiple geographies and rely heavily on just-in-time delivery models, where even minor disruptions can halt assembly lines and impact output. As a result, automotive supply chains demand highly coordinated logistics planning, strong partnerships across transport modes, and real-time visibility to ensure smooth and uninterrupted operations.

Technology has become a central pillar of modern automotive logistics. Advanced data collection systems, digital tracking tools, and analytics platforms enable better demand forecasting, route optimisation, and proactive risk management. These capabilities allow logistics providers to anticipate challenges, respond quickly to disruptions, and maintain consistent service levels. At the same time, sustainability considerations are reshaping logistics strategies, with greater emphasis on fuel efficiency, optimised capacity utilisation, and environmentally responsible transport solutions. Supply chains that successfully balance speed, cost control, safety, and sustainability are best positioned to support long-term growth in a competitive global market.

## Vehicle Transportation Solutions: Matching Method to Need

Vehicle transportation remains a critical element within the automotive supply chain, and selecting the right shipping method is essential. Factors such as budget, urgency, destination, and vehicle type all influence the choice of transport, with each mode offering distinct advantages.

Roll-on/Roll-off shipping is one of the most widely used methods for international vehicle movement. Vehicles are driven directly onto specialised vessels, securely parked, and transported with minimal handling. This reduces the risk of damage, speeds up loading and discharge, and makes Ro-Ro shipping highly cost-effective for standard passenger vehicles, SUVs, commercial fleets, and large-volume shipments.

Container shipping provides an added layer of security and flexibility, particularly for high-value, luxury, or modified vehicles. Cars are loaded into sealed containers, protecting them from weather exposure and external handling risks. For urgent requirements, air freight offers the fastest delivery option, making it suitable for time-sensitive shipments such as rare collectibles, racing vehicles, or critical relocations where speed is paramount.

## CSS Automobile Logistics: Integrated, Reliable, and Scalable

To meet the increasingly complex demands of the automotive sector, CSS has established a dedicated Automobile Logistics Division that delivers comprehensive, end-to-end solutions for vehicle and component movements. By seamlessly integrating Roll-on/Roll-off (Ro-Ro), Full Container Load (FCL), and Break-Bulk services, CSS ensures that both wheeled and static cargo can be transported safely, efficiently, and reliably across global trade lanes. From single-vehicle shipments to large-scale automotive programmes, each solution is tailored to align with specific customer requirements, timelines, and operational priorities.

CSS's automotive capabilities extend well beyond transportation. Through strong partnerships with reputable Ro-Ro and container carriers across the region, CSS secures consistent space allocation and dependable sailing schedules to destinations worldwide. These strategic relationships enable predictable transit times while maintaining high standards of safety, compliance, and service quality. In parallel, CSS manages the intricate cross-border movement of automotive parts, components, and finished vehicles, supporting manufacturers that rely on just-in-time delivery models. With integrated warehousing and multimodal transport solutions spanning road, rail, sea, and air, CSS helps ensure uninterrupted production and efficient distribution.





## Delivering Value Through Expertise and Customer Focus

When managed by an experienced logistics partner, Ro-Ro shipping offers clear operational and commercial advantages. Modern Ro-Ro vessels are purpose-built with large internal parking decks, mobile access ramps, and, in many cases, climate-controlled environments that protect vehicles from environmental exposure. Minimal handling reduces the risk of damage and lowers overall costs, making Ro-Ro a highly efficient solution for high-volume automotive movements.

CSS sets itself apart by working exclusively with first-class international vessels that meet stringent safety and quality standards. Its partnerships with leading global carriers further strengthen reliability, ensuring careful handling and timely delivery across key international markets. This commitment to quality and consistency has positioned CSS as a trusted partner in automotive logistics.

Customer experience remains central to every CSS engagement. From the initial consultation through to final delivery, clients receive expert guidance on transport mode selection, routing, pickup and delivery planning, and scheduling. Proactive communication, real-time tracking, and regular status updates provide transparency and confidence throughout the shipping journey. Flexible service options, including port-to-port and door-to-door delivery, combined with storage and warehousing support, ensure complete solutions under one roof. By combining industry expertise, integrated logistics solutions, and a strong global network, CSS delivers reliable and secure automotive logistics, ensuring vehicles and components move safely and on schedule worldwide.



# THE GLOBAL LENS

## The Global Shipping Landscape Reimagined

The 2025 container shipping industry is undergoing one of its most significant transformations in decades. The breakdown of traditional alliances, divergent capacity expansion strategies, and exposure to shifting trade policies are redrawing the competitive map. As the world's top carriers reposition for the next phase of maritime logistics, three distinct approaches to cooperation, independence, and stability are defining the global stage.

### Alliance Strategies: Independence Cooperation, and Stability

#### ➤ The “Stand-Alone” Giant (MSC): Mediterranean Shipping Company (MSC)

has taken a bold independent path after ending its long-standing 2M partnership with Maersk. The company's “go-it-alone” model gives it full control over its network, enabling faster decision-making and operational agility. By the end of 2025, MSC will operate a fully independent, globally integrated network, positioning itself as a self-sufficient carrier capable of responding rapidly to changing trade conditions.

➤ **The “Reliability-Focused” Partners (Gemini Cooperation):** In contrast, **Maersk and Hapag-Lloyd** are moving toward a more collaborative yet efficiency-driven strategy with the launch of the Gemini Cooperation, effective February 2025. Their approach focuses on schedule reliability and network precision rather than scale. Using a hub-and-spoke model, Gemini will deploy larger vessels within feeder services to improve punctuality and lower inventory costs for clients, emphasizing predictability and service quality as the foundation of their competitiveness.

➤ **The “Stable” and “Regrouped” Alliances:** Meanwhile, the **Ocean Alliance**—comprising CMA CGM, COSCO, Evergreen, and OOCL—remains the only major alliance operating without change. Its stability and consistency stand out in a period of disruption. At the same time, ONE, HMM, and Yang Ming have regrouped to form the Premier Alliance, aiming to strengthen collective coverage and maintain competitive service. Together, these alliances represent the segment of the industry favoring steady cooperation and reliable service over radical restructuring.

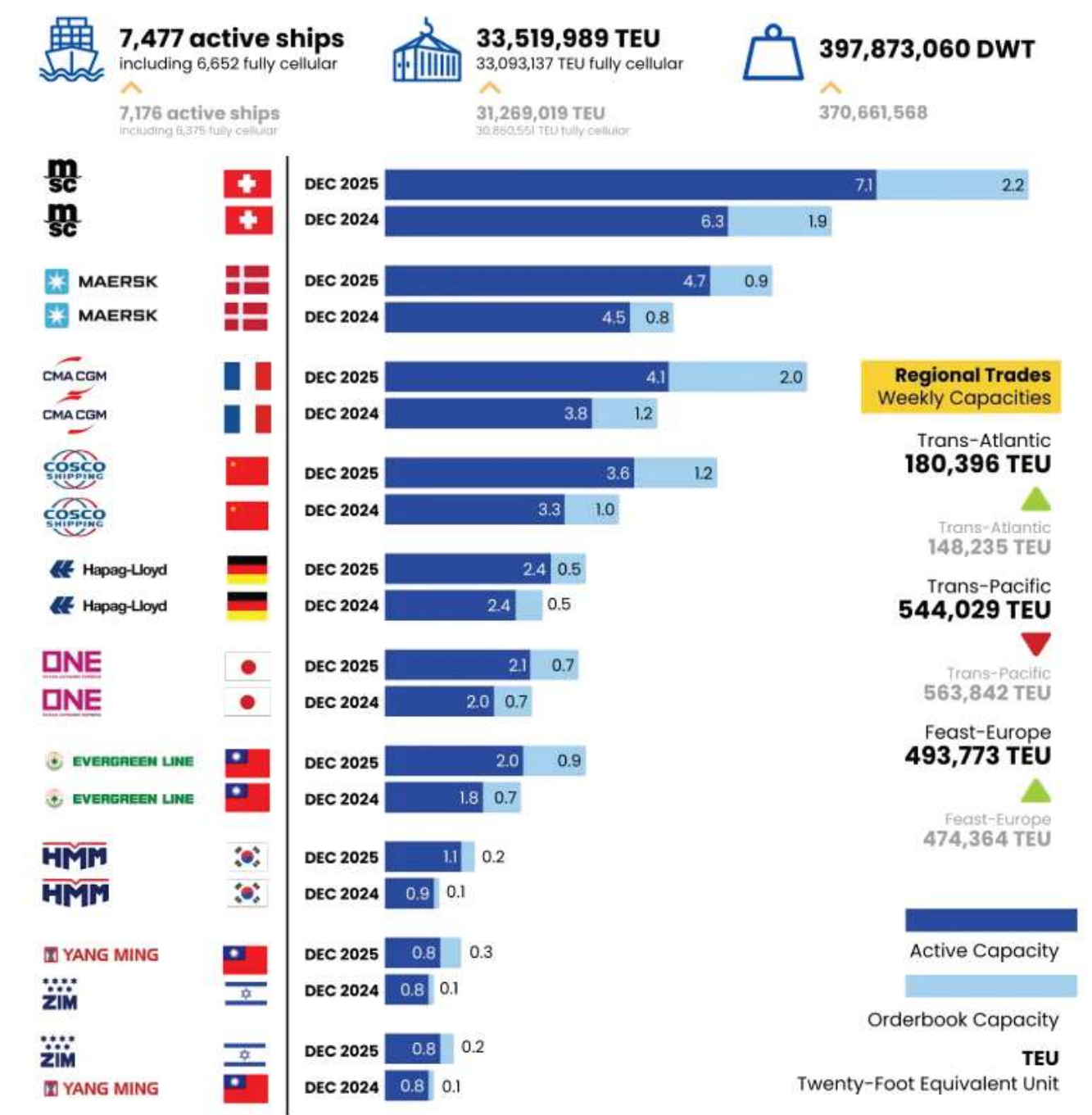
## RANKING THE GLOBAL SHIPPING GIANTS: CAPACITY 2024–2025





TOP 10 WORLD'S LARGEST CONTAINER SHIPPING COMPANIES

Container shipping companies by fleet size and TEU capacity (December 2025 vs December 2024)



## Capacity Expansion: Aggression vs. Restraint

Across the global fleet, carriers are pursuing very different growth paths. Some are expanding aggressively to capture scale advantages, while others are focusing on profitability, logistics integration, and sustainability. MSC continues to dominate in capacity and is far ahead of its competitors. By December 2025, the company's active fleet is expected to reach approximately 7.1 million TEU, compared with Maersk's 4.6 million TEU. Remarkably, MSC's orderbook alone, at around 2.1 million TEU, exceeds the entire active fleet sizes of major carriers such as ONE or Evergreen. This aggressive expansion underscores MSC's ambition to maintain market leadership through scale and reach.

A significant battle is unfolding for second place between Maersk and CMA CGM. Although Maersk currently holds that position, CMA CGM's rapid expansion threatens to change the rankings. The French carrier's orderbook of 1.9 million TEU, compared to Maersk's 0.8 million TEU, lifts its total pipeline capacity to roughly six million TEU, surpassing Maersk's 5.4 million. CMA CGM's strategy is clearly focused on asset growth and modernization, while Maersk is pivoting toward integrated logistics and digital solutions to enhance long-term profitability rather than pure fleet expansion.

HMM has also achieved a major milestone by joining the "One-Million-TEU Club." The Korean carrier has doubled its fleet over five years through a government-backed expansion initiative. Uniquely, HMM's entire newbuilding program is domestically constructed, aligning its growth strategy with South Korea's national shipbuilding policy and supporting the domestic maritime industry.

## Industry Trends: Scale, Modernization, and Efficiency

The global industry continues to favor larger vessels as operators seek to lower unit costs and enhance fuel efficiency. For the first time, Ultra Large Container Ships (ULCS) with capacities exceeding 15,000 TEU have overtaken the 5,100–10,000 TEU segment in global market share. The push for scale is especially visible in Evergreen's strategy. The company's orderbook represents nearly 44 percent of its existing fleet, equivalent to 0.85 million TEU on order compared with an operational fleet of 1.94 million TEU. This indicates an ambitious modernization and upsizing program.

By contrast, carriers such as COSCO and Yang Ming are adopting more conservative order-to-fleet ratios, prioritizing measured growth and profitability over rapid capacity additions. The divide illustrates two distinct strategic mindsets—one driven by modernization through new assets, and the other by operational optimization and balance sheet discipline.

## Fleet Composition and Geopolitical Exposure

New U.S. trade policies, including potential port fees on Chinese-built vessels, are forcing carriers to reconsider the composition and deployment of their fleets. These policies have exposed varying levels of risk among operators. COSCO and CMA CGM are the most vulnerable due to their reliance on Chinese-built tonnage. In contrast, MSC and Maersk, whose fleets are more diversified in origin, are better positioned to absorb potential cost impacts and maintain flexibility in vessel allocation.

To adapt to these emerging risks, carriers with greater exposure are expected to redeploy Chinese-built vessels away from U.S.-bound routes and assign them to other regions such as intra-Asia or Europe–Africa trade lanes. This adjustment requires a new kind of operational flexibility in which the nationality of vessels becomes a strategic factor alongside capacity, cost, and sustainability.

From December 2024 to December 2025, weekly trading capacities have also shifted noticeably. Trans-Atlantic and Feast–Europe services have seen an increase in capacity, reflecting stronger trade links and steady demand. Conversely, Trans-Pacific capacity has declined as carriers reallocate ships to other routes amid changing demand patterns and evolving geopolitical considerations.

## **A Market in Motion - The Transit System Analogy**

The 2025 shipping industry can be visualized as a rapidly evolving city transit network. MSC is building its own private superhighway, adding ships and routes at an unprecedented pace and operating independently across the globe. Maersk and Hapag-Lloyd, through the Gemini Cooperation, are designing a synchronized metro system where reliability and precision outweigh coverage breadth. CMA CGM, on the other hand, is expanding its fleet capacity so rapidly that it resembles a transit authority purchasing more trains and carriages than any competitor, betting that capacity and reach will secure market dominance. Each of these models reflects a different vision for the future of global shipping—autonomy, reliability, and scale—each with unique strengths in a volatile trade environment.

## **The Human Element Behind Transformation**

Behind every fleet expansion, alliance shift, and redeployment plan are leaders driving transformation. The shipping industry's evolution is not only about ships and networks; it is about leadership, agility, and the ability to operationalize large-scale change. The most successful organizations are those with executives who can balance strategic foresight with executional discipline and cultural alignment.

Alcott Global continues to work with supply chain organizations to identify and place leaders capable of steering through uncertainty. These professionals are shaping the next era of logistics, building resilience, and guiding the transformation that defines the industry's future.

## **Strategy Defines the Winners**

The global container shipping industry in 2025 is not just a race for capacity; it is a test of strategy. Companies that can balance independence with cooperation, growth with reliability, and innovation with discipline will lead the next phase of global trade. As alliances evolve and fleets expand, the defining factor will be how well leadership teams transform these strategies into measurable performance and long-term advantage. The industry's giants are no longer merely moving cargo—they are redefining how the world's supply chains connect and compete.





# AUTOMOBILE LOGISTICS RO/RO DIVISION



## FEATURES :



Specialized Securing  
Systems



Hybrid  
Variants



Integrated Mobile  
Ramps



Enhanced  
Tracking



Reduced Damage  
Risk



Rapid Cargo  
Handling

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## THE KNOWLEDGE LAB

In today's fast-evolving logistics landscape, effective leadership is the cornerstone of sustainable success. Recognizing this, CSS organized a Management Development Program on Saturday, 11th October, at the corporate office. It was an initiative dedicated to nurturing the next generation of leaders within the organization.

The program was designed specifically for managers in the freight forwarding sector, focusing on strengthening leadership, strategic, and operational competencies. The day-long session brought together managers from various departments, uniting them under a single objective — to enhance their ability to lead with clarity, agility, and confidence in a rapidly changing business environment.

## EMPOWERING LEADERS FOR THE FUTURE: MANAGEMENT DEVELOPMENT PROGRAM AT CSS



Led by experienced facilitators, the program offered a dynamic blend of theoretical frameworks, practical applications, and interactive discussions. Participants explored diverse dimensions of management — from decision-making and communication to innovation and people management — all contextualized within the realities of freight forwarding operations.

### Developing Strategic, Operational, and People Leadership

The MDP was structured to address the multifaceted nature of a manager's role in the freight forwarding sector. Sessions were built around key objectives: to cultivate strategic thinking, sharpen operational efficiency, and strengthen interpersonal leadership. The program addressed the unique challenges and operational complexities faced by freight forwarding companies, including logistics coordination, supply chain management, customs regulations, and customer service excellence.

Participants explored topics that directly impact day-to-day logistics operations, including process optimization, resource management, and performance improvement. The facilitators emphasized that a manager's role extends beyond overseeing daily activities — it involves creating a vision, motivating teams, and driving organizational growth through informed, strategic decisions.

One of the highlights of the session was a segment on strategic decision-making, where managers worked through real-world case studies drawn from the logistics industry. These exercises challenged them to analyze complex business scenarios, weigh risks, and devise effective solutions. The approach highlighted the importance of foresight, adaptability, and data-driven decision-making in a sector where global market dynamics can shift rapidly.

One of the objectives of the training was to improve operational efficiency through effective resource management and process optimization. Participants learned practical methods to streamline workflows and reduce delays in day-to-day logistics processes. These strategies aimed to maximize productivity and ensure smoother, more cost-effective freight forwarding operations across all functions.

The modules on communication and negotiation addressed the importance of interpersonal effectiveness in a relationship-driven sector like freight forwarding. They examined real-world negotiation situations, learning how to manage client expectations, coordinate with customs authorities, and maintain collaborative partnerships with vendors. These activities reinforced the idea that effective communication is integral to building trust and achieving operational success.

Managers were encouraged to foster innovation and adaptability in response to changing market dynamics and technology advancements, recognizing that continuous improvement is essential to maintaining competitive advantage. The program emphasized the need for leaders to remain open to experimentation, challenge existing systems, and champion creative problem-solving within their teams.

A portion of the program was devoted to international trade regulations and compliance, an area central to freight forwarding operations. Managers gained a deeper understanding of global trade documentation, customs procedures, and risk mitigation practices. The sessions stressed the need to maintain accuracy and transparency in documentation and adhere to evolving regulatory standards. This knowledge equipped participants to manage cross-border operations with confidence and ensure that CSS's processes remain aligned with international best practices.

Equally important were the discussions on team leadership and people management. Managers reflected on their leadership styles, explored methods for motivating diverse teams, and learned strategies to foster collaboration and accountability. The program highlighted conflict resolution and feedback skills as key traits of effective leaders in high-pressure logistics environments. Facilitators highlighted the value of feedback and recognition as tools to build trust and strengthen engagement within teams.

Sessions on problem-solving and conflict resolution further developed participants' ability to handle challenges effectively in high-pressure logistics environments. Managers practiced identifying root causes of issues, developing structured solutions, and making timely decisions under operational constraints. They also learned to manage disagreements constructively, ensuring that conflicts are resolved without affecting team morale or customer service.

The MDP not only equipped managers with new tools and techniques but also cultivated a mindset of innovation, adaptability, and continuous improvement — enabling them to lead confidently in an ever-evolving logistics landscape.



## Cultivating a Culture of Continuous Learning and Leadership

The Management Development Program (MDP) at CSS went beyond enhancing managerial skills, serving a broader purpose — fostering a culture of continuous learning and leadership excellence. It brought managers together in an engaging, collaborative environment that encouraged open dialogue, idea exchange, and collective problem-solving. Participants addressed shared challenges such as optimizing freight operations, improving customer service, and streamlining internal processes, identifying practical solutions to strengthen overall organizational performance.

Through interactive sessions, group discussions, and real-life business simulations, managers applied theoretical knowledge to realistic logistics scenarios. These activities developed critical thinking, decision-making, and teamwork skills — all essential for effective leadership in a rapidly evolving logistics industry. As global freight forwarding becomes increasingly complex due to digitalization and changing trade dynamics, the program emphasized adaptability, innovation, and technological fluency. Managers explored how data analytics, digital tools, and process automation could enhance operational efficiency, improve communication, and elevate customer satisfaction.

The initiative also reinforced CSS's philosophy of developing leaders from within, highlighting that the company's strength lies not only in its systems and infrastructure but in the capability, creativity, and commitment of its people. Through the MDP, CSS reaffirmed its commitment to investing in continuous learning and leadership development, ensuring its managers are equipped to face current challenges and seize future opportunities. By building a robust leadership pipeline, CSS continues to strengthen its position as a global leader in freight forwarding and logistics. The program not only enhanced managerial competencies but also reinforced the organization's culture of excellence, collaboration, and continuous improvement — shaping the leaders who will drive CSS's growth and success in the years ahead.



## OFF THE CLOCK

As the year 2025 drew to a close, we at CSS Headquarters found many joyful moments to come together and celebrate. This season brought with it two very special occasions - Christmas and Eid Al Etihad, the UAE's National Day - both marked by warmth, pride, and a powerful sense of togetherness. What took place in our office was more than just festive events; it was a heartfelt celebration of unity, belonging, and the vibrant diversity that defines Team CSS.

### Honouring Eid Al Etihad: A Celebration of Unity and Heritage

Our National Day celebrations began by paying tribute to the true spirit of Eid Al Etihad, which commemorates the historic union of the seven emirates on 2 December 1971 to form the United Arab Emirates. This meaningful occasion stands as a reminder of a resilient past, a flourishing present, and an inspiring future. The word Etihad, meaning "union," beautifully reflects the strength, heritage, and pride at the heart of the nation. At CSS, this message resonated strongly as we reflected on the importance of standing united, supporting one another, and nurturing strong bonds that continue to define us as a community.

The office came alive with festive colours, traditional UAE attire, and national-themed outfits, adding vibrancy and charm throughout the workplace. Our work zones were creatively decorated using official Eid Al Etihad colours, thoughtfully designed with upcycled and recycled materials to showcase our commitment to sustainability and environmental responsibility. Colleagues enjoyed traditional Emirati dishes and local sweets, experiencing the authentic flavours of culture and heritage. A specially curated playlist of Emirati songs filled the office, celebrating the nation's achievements, cultural richness, and proud legacy.

### CELEBRATING NATIONAL DAY AND CHRISTMAS AT THE CSS HEADQUARTERS





## Christmas at CSS: Festive Cheer, Togetherness, and Joy

December also brought with it the magical spirit of Christmas, which we celebrated once again with great joy and enthusiasm. The office was transformed into a festive wonderland, glowing with sparkling lights, twinkling stars, a beautifully decorated Christmas tree, and a nativity crib that added warmth and charm to every corner. Laughter echoed through the halls as colleagues eagerly participated in interactive games, making the celebration lively, memorable, and filled with festive cheer.



The Christmas tree sparkled with colourful gifts, spreading the joy of giving and receiving and creating moments of happiness and delight for everyone. A grand festive spread brought colleagues together around the table, strengthening connections through shared meals and conversations. The scrumptious feast included flavourful biryani, a variety of meat dishes, Christmas desserts, traditional sweets, and rich Christmas cake. Warm toasts, cheerful stories, and shared laughter filled the air, building stronger friendships and lasting memories.

Beyond the decorations, music, and food, the true success of these celebrations lay in the strong sense of community they inspired. By embracing different cultures, sharing traditions, and celebrating side by side, we strengthened the sense of belonging that defines life at CSS. It was a beautiful reminder that when we celebrate together, we grow together - creating a workplace filled with joy, respect, inclusion, and meaningful connections.



## OFF THE CLOCK

Dubai witnessed an extraordinary celebration of fitness and unity as 307,000 participants took over Sheikh Zayed Road for Dubai Run 2025, officially marking it as the largest community run in the world. Before sunrise, the city transformed into a sea of blue as runners gathered with excitement, ready to be part of a movement that celebrated fitness, unity, and pure human energy. From professional athletes to families with strollers, seniors, and wheelchair participants, the morning showcased the true spirit of togetherness.

The morning sky turned golden as aerial stunt paramotors flew overhead, proudly carrying UAE flags and creating jaw-dropping moments for the crowd below. DJs, drummers, and volunteers injected non-stop energy into the event. From Burj Khalifa's towering presence to the sweeping views of DIFC, Downtown Dubai, and the Dubai Canal, the run wasn't just a race - it was a moving celebration of the city's heartbeat.

The event started shortly after sunrise, with Sheikh Zayed Road fully transformed into a massive running track for both the 5km and 10km routes. Volunteers stood at every major turn, holding signboards and motivating runners with loud cheers and music. The city's skyline, the rising sun, and the endless waves of smiling faces created a picture-perfect morning filled with adrenaline, joy, and unforgettable memories.

### DUBAI RUN 2025: RUNNING TOGETHER FOR HEALTH, UNITY, AND COMMUNITY SPIRIT





## A Spectacle of Organisation, Safety, and Sustainability

Dubai Run 2025 showcased the city's passion for fitness and its unmatched ability to organise large-scale events with precision and care. Dubai Police, emergency services, volunteers, and event marshals worked seamlessly to ensure smooth crowd control, route safety, and participant well-being throughout the run.

Separate lanes for 5km and 10km runners were clearly marked, allowing participants to move confidently through their respective routes. Accessibility was thoughtfully prioritised, with wheelchair-friendly tracks and dedicated support teams ensuring that everyone, regardless of ability, could be part of the experience.

Sustainability played a key role in this year's run. Waste bins were installed at regular intervals along the route, and water bottle recycling initiatives were actively implemented to minimise environmental impact. Once the final runners crossed the finish line, teams acted swiftly to conduct security sweeps, remove barricades, and carry out full clean-up operations before reopening Sheikh Zayed Road to traffic.

Dubai Metro also played a vital role in supporting the event, operating trains at close intervals to transport thousands of participants smoothly and safely. The efficiency of the city's systems allowed runners to focus purely on the experience, creating a stress-free and joyful environment from start to finish.



## CSS Team on the Track: Our Team, Our Energy, Our Pride

We at Consolidated Shipping Services LLC (CSS) were proud to be part of this historic event, with our staff actively participating in the Dubai Run 2025. Our team members joined thousands of runners in the 5km and 10km categories, demonstrating not only physical endurance but also our strong belief in teamwork, health, and work-life balance. The participation of our staff reflected CSS's ongoing commitment to promoting employee well-being and fostering a positive, energetic workplace culture.

Our colleagues ran alongside families, corporate groups, and community members, proudly representing CSS in an event that symbolised unity, discipline, and perseverance. For many of our team members, the run was more than a fitness activity—it was a personal achievement and a shared experience that strengthened bonds beyond the workplace. The energy, encouragement from volunteers, and the overwhelming sense of community made it a truly memorable morning for everyone involved.

By participating in such initiatives, we continue to align ourselves with the vision of the Dubai Fitness Challenge, which encourages residents to stay active for 30 minutes a day for 30 days. Our involvement in the Dubai Run 2025 reinforces our belief that a healthy team is a strong team, capable of achieving excellence both professionally and personally.

As the final runners crossed the finish line, aerial flags made one last pass through the sky. Sheikh Zayed Road slowly returned to its usual rhythm. By mid-morning, traffic resumed, but the spirit of the run remained alive in the hearts of everyone who took part. For our team, this was a proud moment of unity, energy, and shared purpose - a powerful reminder that when we work together, we achieve more. At CSS, we continue to embrace experiences that inspire our people, strengthen our connections, and propel us forward as one.





## OFF THE CLOCK

In an extraordinary display of batting brilliance, 17-year-old Harshith Hareesh has carved his name into cricketing history. He is the son of Hareesh Haridas, a valued Senior Staff member at CSS and the Captain of the KOC Cricket Team. What unfolded at the Jolly Rovers Cricket Ground, Perinthalmanna, was nothing short of remarkable—a once-in-a-generation performance that has left the cricketing fraternity buzzing with admiration and pride.

During the Malappuram District Under-19 Cricket League, Harshith achieved what many would consider impossible in the 25-over format. With sheer power, precision, and unwavering confidence, he smashed a record-shattering 301 runs off just 100 balls, marking one of the most sensational innings ever witnessed at this level.

### A Triple Century In 25 Overs—A Rare Cricketing Phenomenon

Scoring a triple century in any format requires extraordinary skill. Doing so in a 25-over match, where a team faces a maximum of 150 deliveries, is virtually unheard of. Based on existing data, no player in any age group or category has ever scored 300 runs in a format as limited as 25 overs.

Harshith's innings was a breathtaking exhibition of his raw talent and fearless approach at the crease. His explosive knock featured an astounding 33 sixes and 20 fours, sending the ball sailing over the boundary with almost rhythmic consistency. One of the highlights of this historic innings was an unforgettable over where he struck seven consecutive sixes (including a no-ball), leaving spectators stunned and bowlers helpless.

This magnificent performance propelled his team to a towering 410 runs in 25 overs, an achievement that set the tone for a commanding 69-run victory. The crowd at Perinthalmanna witnessed not just a match-winning performance, but a landmark moment that will be remembered for years to come.

### A Moment Of Pride For CSS

For the CSS family, Harshith's achievement is not just a cricketing milestone—it is a matter of deep pride and joy. His father, Hareesh Haridas, a respected Senior Staff member at CSS and an inspiring cricket leader as the KOC Captain, has long been associated with promoting sportsmanship and nurturing young talent. Seeing his son rise to this level of excellence reflects dedication, discipline, and countless hours of hard work from both father and son.

Harshith, a talented right-hand batsman and right-arm fast bowler, has been steadily rising through district and league cricket with impressive consistency. This extraordinary triple-century now marks a defining moment in his journey, firmly establishing him as one of the region's most promising young cricketers. The achievement reflects his relentless hard work and unwavering dedication to the sport—qualities that continue

## A HISTORIC FEAT BY YOUNG TALENT: HARSHITH HAREESH MAKES CSS PROUD



to shape his growth on the field. His exceptional talent is evident in every stroke he plays, and this historic performance showcases his strong command of the game. Delivering such excellence at a young age speaks volumes about his potential, signalling a bright future ahead with many more remarkable milestones waiting to be achieved.



### **Inspiring The Next Generation**

Harshith's record-setting innings is more than just a personal triumph—it is an inspiration for every young athlete who dreams big. His journey illustrates how passion, perseverance, and family support can bring extraordinary achievements within reach.

CSS has always supported sports and celebrated emerging sports stars, encouraging young talent to grow with confidence and passion. Harshith's remarkable achievement reflects this culture of opportunity and belief. Like Harshith, the younger generation should nurture and develop their talents with consistent hard work and dedication. His success stands as a powerful reminder that when effort meets commitment, extraordinary achievements are always within reach.

Heartiest congratulations to Harshith Hareesh, and warm wishes to his proud parents, Hareesh M. Haridas and Ramya. The entire CSS family celebrates this historic achievement and looks forward to many more milestones from this rising star.

# EMPLOYEES OF THE MONTH

## September 2025



### Aby Joy

Operations Executive - Export Operations

*Mr. Aby Joy has consistently demonstrated strong performance and reliability in his role as Export Ops Executive. He is currently handling export costing with great efficiency and has previously managed export tracking without any issues. His dedication, attention to detail, and ability to manage responsibilities independently make him an asset to the team. For his consistent contributions and professionalism, I am pleased to nominate him as Employee of the Month.*

Awarded By

**Sreeja Anand** - Group Leader- Operations

## October 2025



### Mohsin Tariq

Driver - Transport

*Hard-working; he never denies any late job. After work, he takes cricketers/footballers to matches and joins for duty without much delay the next day.*

*Washing his vehicle every week and always keeps his vehicle neat and tidy.*

Awarded By

**Jayasankar Vasudevan** - Manager - Transport



### Aneesh S

Coordinator - Sales & Operations

*Aneesh is a highly dedicated and reliable employee who consistently goes above and beyond his duties. He readily takes on additional responsibilities, demonstrates strong commitment and loyalty to the company, and ensures that all assigned tasks are completed promptly and efficiently. even during his leave, he provides support when needed. Aneesh also maintains excellent relationships with colleagues and is always willing to assist and collaborate with others.*

Awarded By

**Vishnu Nazir** - Branch Manager - CSS Oman



## TOP MANAGEMENT - CSS GROUP

### T S Kaladharan

Chairman

### Chandrakala (CK)

Chief Operating Officer - NVOCC & Operations

### Krishna Kaladharan

Managing Director - CSS Saudi Arabia, CSS Bahrain

### Arjun Bose

Managing Director - CSS Abu Dhabi, Qatar, Oman & Northern Emirates

### Dr. Britto Satheesh

Managing Director - CSS eLogix, CSS Global Forwarding India

### Roshmon Manoli

Vice President - Freight Forwarding

### Rakesh Menon

Director - Global Sales

### Renjith Pillai

Vice President - Projects

### Santanu Datta

Vice President - Ocean, Pricing & Product Development - MEA

### Richard Varghese

General Manager - Sales

### Fida Asghar

General Manager - NVOCC Sales

### Susanth Shekar

General Manager - HR & Administration

### Sundhar Srinivas

Finance Manager

### SAUDI ARABIA

**Krishna Kaladharan**  
Managing Director

### ABU DHABI

**Renjith Pillai**  
Vice President - Projects

### KUWAIT

**Dean Landers**  
Vice President

### QATAR

**Amith Radhakrishnan**  
Branch Manager

### OMAN

**Vishnu Nazir**  
Branch Manager

### BAHRAIN

**Krishna Kaladharan**  
Managing Director

### KENYA

**Dean Landers**  
Vice President

### INDIA

### Rahat Talreja

Vice President - India Operations

### Rajeev Kumar

Sr General Manager  
CSS North India

### T K Viswanath

General Manager,  
South India

### CSS ELOGIX

**Sasikala (SK)**  
Chief Operating Officer - CSS eLogix

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Senior General Manager

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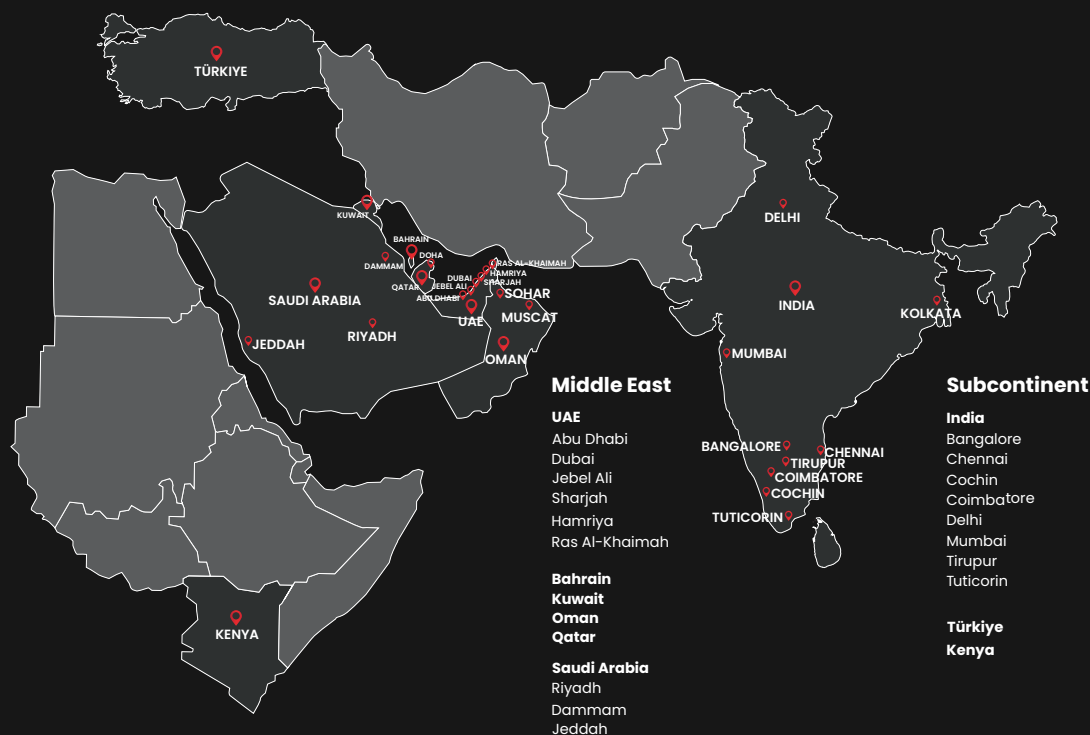
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