

Procure **India**

November - 2025

A Strategic Partnership for Smarter,
Scalable Sourcing



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EDITOR'S NOTE

As we step into the final quarter of 2025, India's trade and procurement landscape is in a state of dynamic evolution. From reforms shaping cross-border commerce to the rise of digital and service-led supply chains, the momentum is unmistakable. This edition brings together insights on policy shifts, evolving logistics networks, export-driven industry segments, and emerging procurement opportunities across India.

The goal of Procure India remains consistent: to provide trade practitioners, exporters, procurement leaders, and supply-chain strategists with the intelligence necessary to remain competitive in a rapidly changing global market. I am confident that the articles

ahead will spark both reflection and action, as India's role in international commerce continues to expand.

Editorial Team,
Procure India



DESK OF THE CEO

The world is entering a decisive new era of supply-chain realignment, and India is emerging not just as a participant but as a pivotal force shaping this transformation. As global companies rethink their sourcing strategies and diversify away from concentrated manufacturing hubs, India's unique blend of economic resilience, policy reform, and technological capability positions it firmly at the centre of this shift.

Across sectors, the momentum is unmistakable. Major investments in logistics corridors, port modernisation, and multimodal transport are steadily improving the country's infrastructure backbone. Simultaneously, manufacturing scale-ups powered by Production Linked Incentive schemes and rising domestic capabilities are enabling India to offer both cost competitiveness and quality assurance at global standards. Complementing this is the country's digital public infrastructure, a world-leading ecosystem that is simplifying compliance, accelerating payments, and enabling transparent, real-time trade operations.

At Procure India, our mission is to amplify this national progress by empowering the trade community with what matters most: reliable knowledge, actionable insights, and a platform for continuous learning. We believe that informed stakeholders make stronger decisions, and stronger decisions build resilient businesses.

The month ahead brings with it new opportunities, emerging trends, and collaborative pathways for every participant in the trade ecosystem. As India moves confidently towards a more influential role in global commerce, we remain committed to supporting every exporter, importer, manufacturer, and supply-chain professional who believes in the power of Indian competitiveness on the world stage. Together, we are shaping a future where India not only adapts to global changes but leads them.



**Alouk Kumar - Founder & CEO,
Inductus Group**



MARKET TRENDS

AN OVERVIEW

INDIA'S QUIET REVOLUTION: THE RISE OF A SERVICES-DRIVEN SUPERPOWER

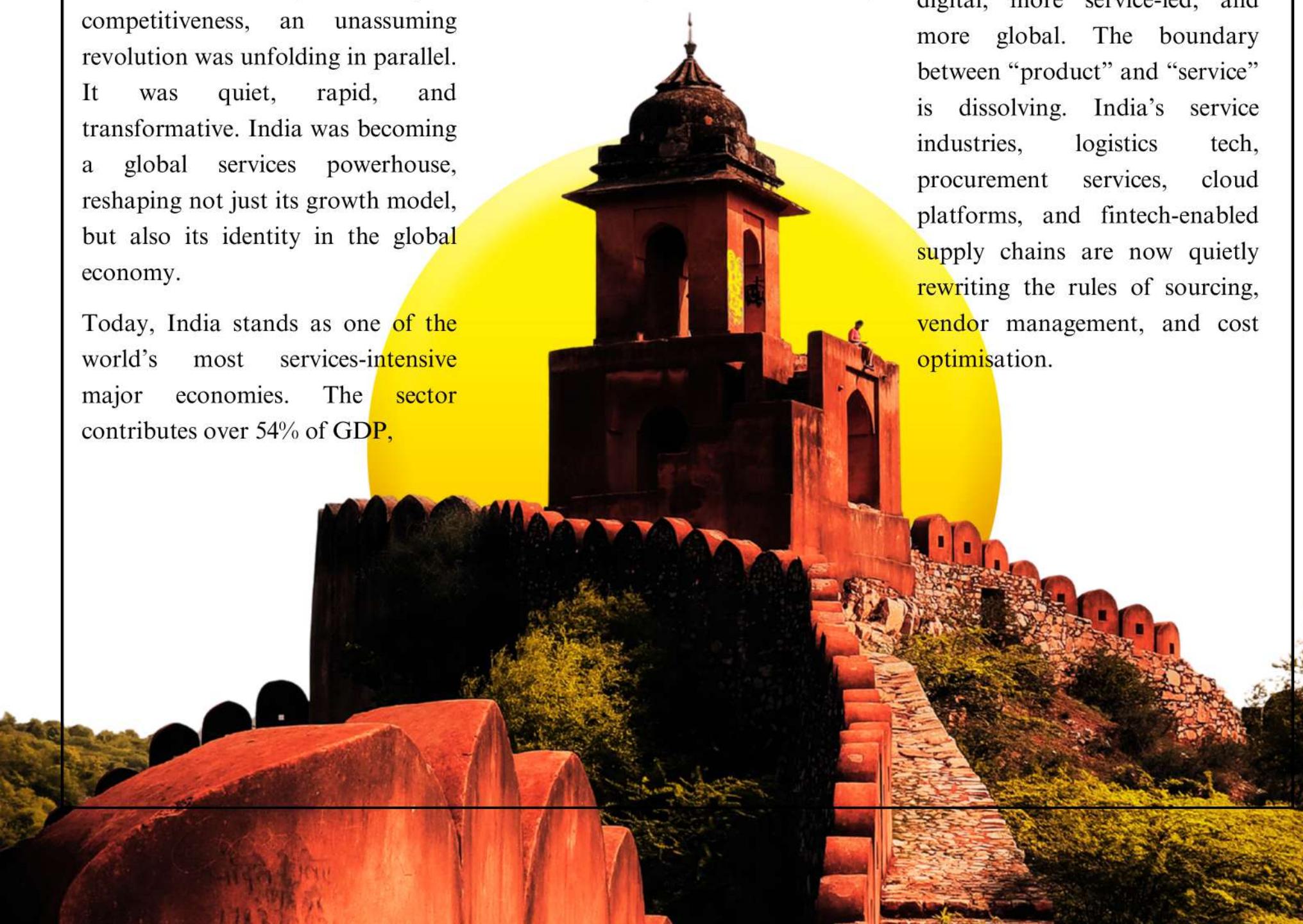
For much of the post-liberalisation era, India's economic narrative has been framed through manufacturing ambitions, Special Economic Zones, "Make in India," and dreams of replicating East Asia's industrial ascent. Yet, while policymakers and commentators debated factories, industrial corridors, and export competitiveness, an unassuming revolution was unfolding in parallel. It was quiet, rapid, and transformative. India was becoming a global services powerhouse, reshaping not just its growth model, but also its identity in the global economy.

Today, India stands as one of the world's most services-intensive major economies. The sector contributes over 54% of GDP,

drives nearly two-thirds of FDI inflows, and now anchors India's global competitiveness from IT services and digital engineering to consulting, finance, health services, and global capability centres (GCCs). This shift is not accidental. It is the product of demographic advantages, institutional capabilities in education,

digital public infrastructure, and India's rising importance within global corporate value chains.

For a procurement-focused economy such as India's, the implications of this transformation are deep. Supply chains are becoming more digital, more service-led, and more global. The boundary between "product" and "service" is dissolving. India's service industries, logistics tech, procurement services, cloud platforms, and fintech-enabled supply chains are now quietly rewriting the rules of sourcing, vendor management, and cost optimisation.



FROM BACK OFFICE TO BOARDROOM: INDIA'S SERVICES CLIMB THE VALUE CHAIN

Two decades ago, India's services exports were dominated by traditional IT outsourcing call centres, basic software support, and outsourced business processes. Those services still exist, but they no longer define India's value proposition.

The modern Indian services ecosystem is moving upstream. Consider the data:

- Over 1,600 Global Capability Centres (GCCs) now operate in India.
- Nearly 40% of new GCCs in 2023–24 were focused on advanced digital functions AI, cybersecurity, R&D engineering, product design, and cloud architecture.
- India now accounts for over 60% of the world's outsourced digital engineering workforce.

This is no longer a back-office phenomenon. Global corporations, from banks and insurers to aerospace and automotive giants, are trusting Indian teams with decision-critical work. GCCs increasingly function as innovation hubs rather than cost-saving units.



This shift is also visibly altering procurement and supply chains. Companies are moving from transaction-heavy procurement models toward integrated, analytics-driven sourcing platforms, many of which are designed or operated in India. Indian firms influence how global sourcing decisions are made, how risks are assessed, and how vendor ecosystems are monitored.

DIGITAL PUBLIC INFRASTRUCTURE: INDIA'S SECRET WEAPON

A major reason behind the rise of a services-led superpower is India's digital public infrastructure (DPI), which has become an economic multiplier.



- Aadhaar, the world's largest digital identity system
- UPI, which now processes more digital payments than the US, UK, Germany, and France combined
- ONDC, aiming to democratise e-commerce
- Account Aggregator (AA) frameworks enabling frictionless financial data mobility

These systems enable scale at a dramatically low cost. But more importantly, they generate efficiency spillovers for procurement, logistics, MSMEs, and cross-border trade.

For example:

- MSMEs can now onboard into formal supply chains faster, enabling procurement departments to widen vendor bases.
- Digital payments and GST allow real-time audit trails, reducing compliance burdens.
- ONDC-based solutions can restructure last-mile procurement logistics.

In short, India's DPI is not just enhancing domestic productivity; it is exporting a model that positions India as the global centre of digital public goods consultancy.

THE DEMAND ENGINE: DOMESTIC SERVICES POWERING GROWTH

While global demand remains a key engine, it is India's fast-expanding domestic market that underpins its services boom.

Sectors such as:

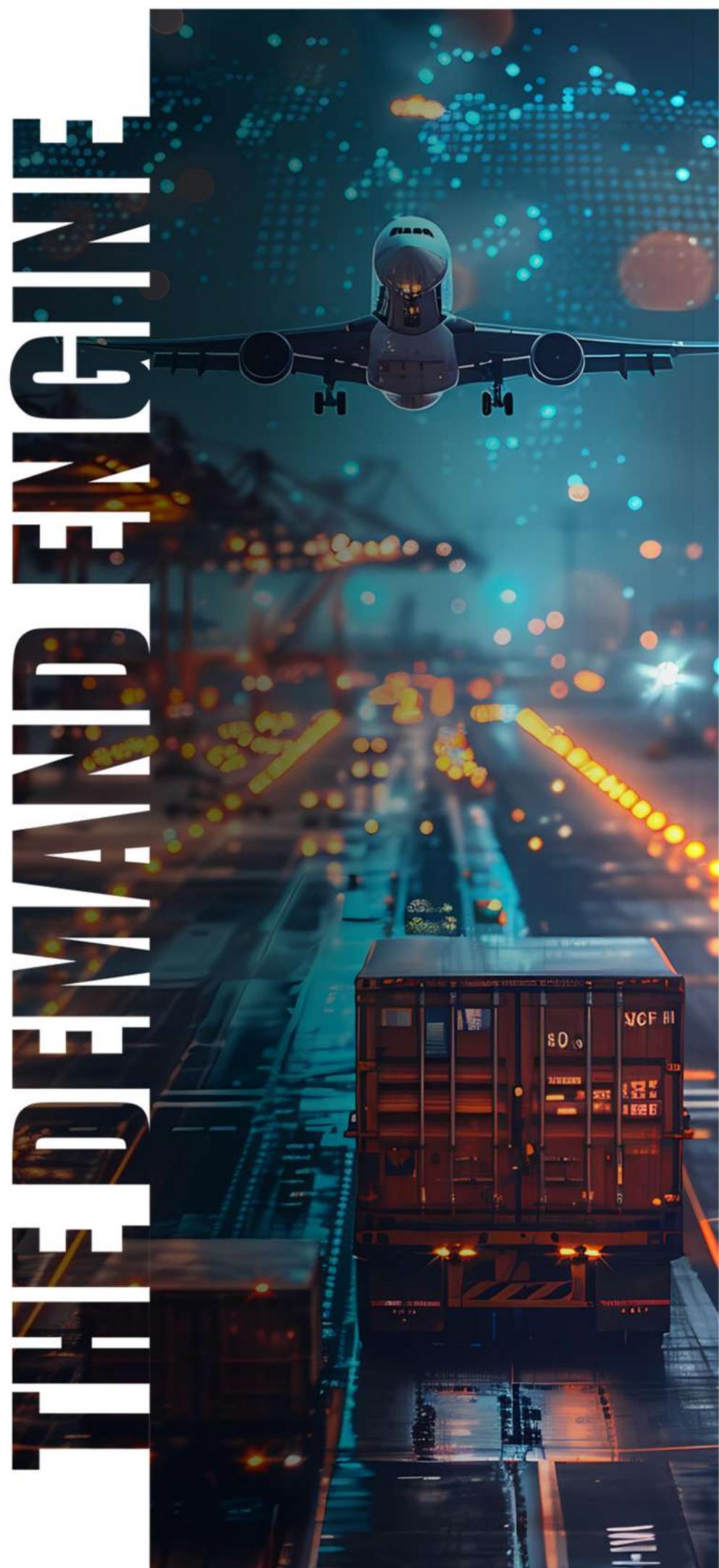
While global demand remains a key engine, it is India's fast-expanding domestic market that underpins its services boom.

- Healthcare and diagnostics
- Edtech and skilling platforms
- Logistics and supply chain technology
- Fintech
- Tourism, aviation, and retail
- Professional services and legal consultancy

have grown at unprecedented rates since 2015. India's young workforce, rising urbanisation, and expanding middle class feed a cycle of domestic consumption that keeps service-sector growth resilient even during global downturns.

For procurement professionals, this domestic services boom means:

- **More diversified suppliers**, including new-age tech-enabled service providers.
- **Greater agility** in logistics, warehousing, and last-mile delivery.
- Expanded outsourcing options for procurement operations, analytics, and category management.
- **A hybrid market** where traditional suppliers and modern service platforms coexist.



REWRITING GLOBAL PERCEPTION: INDIA AS A TRUSTED SERVICES EXPORTER

India's services exports crossed USD 340 billion in FY 2023–24, surpassing merchandise exports in growth momentum. Unlike manufacturing exports, services are less dependent on commodity cycles, logistics bottlenecks, and physical infrastructure. They scale rapidly and globally.

Crucially, global corporations view India not only as a low-cost destination but as a high-capability, innovation-friendly market. This shift is supported by:

- The world's third-largest startup ecosystem
- Over 2 million STEM graduates yearly
- Increased investment in AI and quantum research
- Policy pushes like the National Digital Communications Policy, semiconductor mission, and AI strategy

From consulting to design to cloud security, India's intellectual exports now rival the world's top innovation ecosystems.





THE SILENT MULTIPLIER

SERVICES FEEDING MANUFACTURING COMPETITIVENESS



While services may appear to overshadow manufacturing, the interplay is far deeper and complementary.

- Logistics upgrades improve factory efficiency.
- Digital procurement lowers raw material costs.
- Fintech solutions smoothen working capital cycles.
- Engineering R&D capabilities support product innovation.
- IT-driven supply chain visibility enhances export competitiveness.

In a world where smart factories, automation, and AI-driven production are becoming the norm, India's services strength becomes a force multiplier for manufacturing, not a replacement.

CHALLENGES AHEAD: THE SERVICE-LED MODEL FACES TESTS

India's services revolution is promising, but not inevitable. Key challenges include:

- Skilling gaps in AI, robotics, and cybersecurity
- Uneven distribution of service-sector jobs across states
- Global protectionism targeting outsourcing
- Overdependence on the US and European demand cycles
- Insufficient high-quality urban infrastructure for attracting large-scale global R&D investments

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Addressing these constraints will be crucial to sustaining India's rise as a service-driven superpower.

CONCLUSION

THE ERA OF INDIA'S SILENT STRENGTH



India's transformation into a services-led global superpower is not loud, dramatic, or headline-chasing. It is quiet, steady, and grounded in capability. The country is not merely exporting talent; it is exporting knowledge, digital frameworks, innovation, and strategic thinking.

For procurement professionals, this evolution signals a future where:

- Global sourcing is increasingly analytics-driven
- India becomes the world's procurement brain, not just its back office
- Supply chains integrate deeper digital intelligence
- service providers reshape the very architecture of procurement decisions

India's services revolution is no longer a subplot; it is the defining story of the country's economic future.

WHEN TARIFFS MEET TENACITY

INDIA'S E-COMMERCE STORY REDEFINES TRADE

When Finance Minister Nirmala Sitharaman addressed the PSG Convention Centre in Coimbatore, her announcement on GST 2.0 signalled more than technical tax reform. India's e-commerce trade had grown 22 percent in just one month, from September to October 2025, revealing a deeper transformation in how the country buys, sells, and scales in a digital-first economy.

GST 2.0: A Catalyst for Digital Commerce

GST was conceived as a unifying force, yet its early challenges often discouraged smaller businesses from going online. GST 2.0 aims to correct this by reducing tax slabs, easing registration, and simplifying filings. This lowers friction for traders and brings informal sellers into formal value chains. The resulting growth in sectors like automobiles, insurance, and consumer durables reflects not just festive demand, but stronger digital confidence driven by rational pricing and easier compliance.



Policy Predictability and the E-Commerce Flywheel

For SMEs powering India's e-commerce supply chains, predictable tax structures mean stable cash flows and smarter pricing. GST 2.0 has triggered a flywheel effect:

Lower taxes → higher consumer spending → greater online activity → expanded formal tax base → further scope for rationalisation.

This dynamic is shifting e-commerce from being a mere complement to offline retail to becoming the country's default marketplace.

ONDC: The Quiet Force Behind Inclusion

The Open Network for Digital Commerce is accelerating this shift. While GST 2.0 strengthens the fiscal environment, ONDC democratises market access, making it easier for micro-enterprises and local sellers to join and thrive online. Lower onboarding barriers and transparent compliance translate into better credit access and wider reach, reshaping procurement through diversified, more reliable vendor ecosystems.

Tenacity Amid Disruptions

The rise of e-commerce is equally a story of resilience. From demonetisation to the pandemic to global inflation, every disruption has pushed Indian businesses further toward digitisation. The Tamil Nadu Traders Federation's newfound support for GST reforms illustrates a broader attitudinal change: the formal digital economy is now seen as an asset, not a burden. Its constructive 33-point petition highlights a more mature, collaborative dialogue between government and trade bodies.



A NEW GEOGRAPHY OF DIGITAL TRADE

India's e-commerce boom is geographically transformative. Tier 2 and 3 cities such as Coimbatore, Surat, Nagpur, and Jaipur are emerging as key consumption and production centres, powered by logistics upgrades, digital payments, and simplified GST processes. For procurement teams, this means a sourcing landscape that blends regional agility with national integration.

THE ROAD AHEAD

To convert compliance into long-term competitiveness, India must focus on:

- Digital credit pathways using GST data to support SME working capital
- Modernising warehousing, reverse logistics, and cross-border e-commerce
- Predictive, data-driven policy adjustments to maintain tariff stability

GST 2.0 is not the end-state; it is the fiscal foundation for India's next phase of trade innovation.

CONCLUSION: REFORM MEETS RESILIENCE

The 22 percent surge in e-commerce is more than a statistic. It signifies how policy clarity and entrepreneurial grit can reshape national trade architecture. As tariffs meet tenacity, India demonstrates that the future of commerce may be written not in traditional trade zones, but in seamless digital exchanges between a buyer in Coimbatore and a seller in Surat.

REGULATORY UPDATES

INDIA MOVES TO LIBERALISE SEZ TRADE RULES: REDRAWING THE MAP OF GLOBAL AND DOMESTIC COMMERCE

For two decades, India's Special Economic Zones (SEZs) have stood as islands of Globalisation, self-contained export enclaves that powered India's rise in manufacturing and services exports. Yet, as global trade evolves and domestic industries seek deeper integration, the time has come to redraw their boundaries not on maps, but in policy.

In a landmark move, the Indian government is finalising a comprehensive reform of the SEZ Act, 2005, aimed at liberalising trade flows between SEZs and the domestic market, and transforming SEZs into Development Hubs that serve both export and domestic supply chains.

The reforms, expected to be announced in the upcoming Union Budget cycle, reflect a broader economic vision, one that positions India not just as an export platform but as a seamlessly integrated global supply chain partner.



A PARADIGM SHIFT: FROM EXPORT ENCLAVES TO DEVELOPMENT HUBS

When SEZs were introduced in 2005, they embodied India's ambition to emulate China's export-led growth. Tax holidays, duty exemptions, and single-window clearances drew both global and domestic investors. However, the success was uneven. While IT and services SEZs thrived, manufacturing zones struggled with rigid trade barriers and complex DTA transaction rules that often discouraged interlinkage with the domestic economy.

The proposed reforms aim to dissolve these rigidities, allowing SEZs to trade more freely with the domestic market under revised customs and taxation frameworks.

Under the new system, SEZ units could:

- Sell goods and services directly to the domestic tariff area (DTA) with minimal duties;
- Source raw materials from domestic suppliers without procedural bottlenecks;
- Participate in government procurement and production-linked incentive (PLI) schemes;
- Function as multi-purpose hubs combining exports, R&D, logistics, and data services.

This marks a shift from isolation to integration, positioning SEZs as connective nodes between domestic industry and global markets.



RATIONALE: ALIGNING WITH INDIA'S \$5-TRILLION AMBITION

The reform push comes as India eyes its \$5-trillion economy target by 2028. With global trade slowing and supply chains diversifying away from China, India's SEZs must evolve from passive export zones to active trade ecosystems.

As per official data, SEZs contribute nearly 30% of India's total exports, but only a fraction of their capacity is utilised due to strict DTA transaction conditions.

By permitting greater domestic market access, the government seeks to unlock latent productivity and investment. The "Development Hub" model, proposed by the Baba Kalyani Committee in 2018 and revived now, envisions a flexible, WTO-compliant framework that balances export incentives with domestic competitiveness.

This would also align with the Foreign Trade Policy 2023, which encourages "dual-use zones" where companies can seamlessly cater to both domestic and global demand.



EASE OF DOING BUSINESS: RATIONALISING TARIFFS AND COMPLIANCE

At the core of the SEZ reforms lies the rationalisation of tariff and compliance mechanisms. Currently, SEZs face dual complications:

1. Duties and IGST levied on DTA transactions;
2. Procedural delays in customs clearances and record-keeping.

The proposed model could enable transaction-based duties rather than blanket levies, ensuring that goods sold into the domestic market pay only the differential tax rather than the full customs duty.

Additionally, reforms are expected to:

- Simplify GST credit mechanisms between SEZ and DTA units.
- Enable online, paperless approvals through the revamped SEZ Online System 2.0;
- Encourage co-location of manufacturing, logistics, and fintech hubs;
- Allow state governments greater autonomy in designating Development Hubs under a federal regulatory template.

For procurement professionals, this policy direction means greater sourcing flexibility. Domestic suppliers could now engage with SEZ-based manufacturers without bureaucratic friction, expanding India's internal value chains.





GLOBAL CONTEXT: COMPETING WITH CHINA, VIETNAM, AND MEXICO

India's SEZ overhaul is also a response to global competitive pressures. China's Free Trade Zones (FTZs), Vietnam's Export Processing Zones (EPZs), and Mexico's Maquiladora system have long permitted fluid domestic-external linkages, making them attractive for global firms.

India's SEZs, in contrast, operated under a binary regulatory regime exports versus domestic sales, which often deterred scale investment.

By bridging this regulatory gap, India aims to position its SEZs as cost-effective, innovation-friendly ecosystems for global supply chains seeking diversification.

The timing is strategic: as multinational firms pursue "China+1" strategies, the ability of Indian SEZs to serve both export and local markets will be a decisive competitive advantage.

PROCUREMENT AND SUPPLY CHAIN IMPLICATIONS

For procurement leaders, SEZ liberalisation signals a fundamental reconfiguration of sourcing and logistics architecture.

Three shifts are expected:

- Expanded Domestic Vendor Integration: SEZ units can now source from Indian suppliers without cumbersome reclassification, expanding domestic participation in high-value exports.
- Cost Rationalisation: Duty simplification on inter-zone and DTA trade reduces procurement costs for both exporters and domestic buyers.

- Digital Integration: Unified customs and GST platforms will enable real-time visibility of cross-border and domestic trade flows, improving risk management and forecasting.

This policy momentum also complements other initiatives like PM Gati Shakti, National Logistics Policy, and Make in India 2.0, which together aim to reduce logistics costs to below 8% of GDP by 2030.

CHALLENGES AHEAD: BALANCING REFORM AND REVENUE

Despite its promise, the SEZ liberalisation drive faces three critical challenges:

- Revenue Implications: Freer domestic trade from SEZs could affect customs and GST revenues unless carefully calibrated.
- WTO Compliance: Export-linked incentives and duty exemptions may face scrutiny under global trade rules; the new framework must emphasise infrastructure-based rather than subsidy-based incentives.
- Coordination Complexity: SEZ governance spans the Commerce Ministry, Finance Ministry, and State Government, requiring policy synchronisation and data-sharing mechanisms.

However, the government appears conscious of these hurdles. By shifting the focus from tax holidays to logistics, infrastructure, and service facilitation, policymakers hope to sustain growth while ensuring transparency.

CONCLUSION

THE NEW CARTOGRAPHY OF TRADE

The liberalisation of SEZ trade rules is more than a policy update it is a recalibration of India's economic geography.

From export enclaves to developmental ecosystems, SEZs are poised to become India's new engines of integrated growth, blending manufacturing, services, and innovation. The transition from isolation to interconnection mirrors India's own evolution: a confident economy ready to balance global ambition with domestic inclusion.

As trade barriers soften and supply chains realign, SEZs could once again become symbols of India's global engagement only this time, not as islands apart, but as **bridges that link the domestic and international economies**.

For India's procurement, trade, and manufacturing leaders, this transformation offers both opportunity and responsibility: to build value chains that are not only globally competitive but also locally rooted.



LOGISTICS

SPOTLIGHT: SHIPPING & FREIGHT

\$5 BILLION BOOST: DP WORLD EXPANDS INDIA FOOTPRINT TO ENHANCE PORT AND SUPPLY CHAIN INFRASTRUCTURE

When global logistics giant DP World announced a \$5 billion investment commitment in India this October, it marked not merely a financial pledge but a strategic redefinition of India's maritime and logistics landscape. The Dubai-based firm, one of the world's leading port operators, aims to channel this investment into new container terminals, multi-modal logistics parks, inland freight corridors, and digital trade platforms over the next decade.

The decision underscores both India's rising importance in global trade and the private sector's confidence in the country's evolving infrastructure ecosystem. As global supply chains reorganize amid geopolitical shifts and nearshoring trends, DP World's expansion signals a strong endorsement of India's potential to emerge as a central logistics hub bridging Asia, the Middle East, and Africa.





PORTS, PARKS, AND CORRIDORS: THE PILLARS OF EXPANSION

The \$5 billion plan revolves around three strategic pillars:

* Port Capacity Enhancement

DP World plans to expand its container handling capacity by nearly 40% across key gateway ports such as Nhava Sheva, Mundra, and Cochin. New container terminals and specialized berths for bulk, liquid, and Ro-Ro cargo are being planned to handle India's surging trade volumes. The firm also aims to develop green port infrastructure with renewable energy integration and digital automation for vessel turnaround efficiency.

* Multimodal Logistics Parks & Inland Terminals

The company will invest in logistics parks and inland freight terminals in Delhi-NCR, Ludhiana, Nagpur, and Bengaluru. These will function as integrated trade nodes connecting ports with industrial clusters, leveraging both the Dedicated Freight Corridors (DFC) and industrial corridors under India's National Infrastructure Pipeline.



A LONG-TERM BET ON INDIA'S TRADE FUTURE

DP World's \$5 billion infusion builds upon an already substantial Indian footprint. Over the past two decades, the company has invested more than \$3 billion in developing 10 terminals across key Indian ports, including Nhava Sheva (Mumbai), Mundra, Cochin, and Chennai, along with several inland container depots and logistics zones.

This new round of investment, one of the largest by a foreign logistics player in India, will focus on integrating port operations with hinterland logistics and digital supply chain services. The move aligns with the Government of India's PM Gati Shakti Master Plan, which seeks to unify transport infrastructure across ports, railways, highways, and air cargo to lower logistics costs to below 8% of GDP by 2030.

"India represents one of the most dynamic markets in the global logistics ecosystem. Our next phase of investment is designed to create end-to-end capabilities from ports to digital trade corridors," said Sultan Ahmed Bin Sulayem, Group Chairman and CEO of DP World, in the announcement.



* Digital Trade Platforms

Beyond physical infrastructure, DP World is deepening its investment in digital logistics solutions, including blockchain-based cargo tracking, AI-driven route optimization, and a digital trade finance platform to help MSMEs access global markets efficiently.

This three-dimensional approach, physical, digital, and multimodal, reflects the global trend toward "phygital logistics", where physical assets and digital intelligence coalesce to create supply chains that are agile, transparent, and resilient.

INDIA'S PORT-LED GROWTH STRATEGY GETS A GLOBAL PARTNER

India's maritime strategy, outlined under the Sagarmala Programme, envisions ports as engines of economic growth, integrating port development with coastal industrialisation and logistics optimization. DP World's expansion complements this vision by infusing private capital, technology, and global best practices into India's port ecosystem.

At present, India's 12 major ports handle nearly 55% of the nation's total cargo throughput, but capacity utilization and efficiency vary widely. Private port operators like DP World and Adani Ports have consistently outperformed state-run ports in productivity and turnaround times, demonstrating the value of private participation.

DP World's new investment could add 15–20 million TEUs of container capacity over the next decade, supporting India's growing export ambitions in electronics, automotive components, and renewable energy equipment.

GEOECONOMICS AT PLAY: INDIA AS THE SUPPLY CHAIN BRIDGE

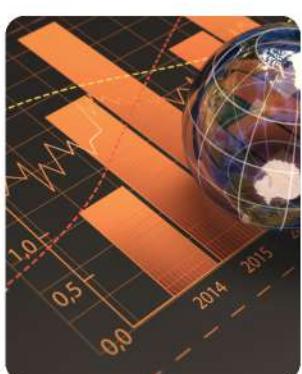


The timing of this announcement is geopolitically significant. With global supply chains diversifying away from China, multinational manufacturers are increasingly adopting a "China+1" strategy. India's position as a regional production base and logistics hub has therefore gained strategic importance.

DP World's bet on India also strengthens the India-UAE Comprehensive Economic Partnership Agreement (CEPA) signed in 2022, which aims to increase bilateral trade to \$100 billion by 2030. The UAE's logistics and investment arms, including DP World, are instrumental in operationalizing this vision.



The corridor between Jebel Ali Port (Dubai) and India's western ports is already one of the busiest shipping routes globally. The planned investments will deepen this corridor further, creating "India-UAE trade bridges" for goods, data, and services. For India's exporters, this could translate into faster turnaround times, reduced logistics costs, and greater global market access.



IMPLICATIONS FOR PROCUREMENT AND FREIGHT STRATEGY

For the procurement and logistics community, DP World's expansion will have multi-layered implications:

Additionally, reforms are expected to:

COST EFFICIENCY

Expanded port capacity and better hinterland connectivity are expected to lower container dwell times and cut logistics costs by 8–10% on key trade routes.

SUPPLY CHAIN RESILIENCE

The creation of inland logistics hubs and digital tracking systems will allow better visibility and contingency management, particularly critical during global disruptions.

SUSTAINABILITY AND GREEN FREIGHT

DP World has pledged to align its Indian operations with net-zero goals, including electrification of cranes, LNG-powered equipment, and shore power facilities ushering in a new era of green ports and logistics.

TRADE FACILITATION FOR MSMEs

The integration of digital trade platforms will particularly empower small exporters, who often face documentation and financing bottlenecks in cross-border trade.

In essence, India's freight ecosystem is evolving from port-dependent to network-oriented, where multimodal linkages and digital visibility drive competitiveness.

CHALLENGES AND THE ROAD AHEAD

However, translating capital investment into systemic efficiency is not without challenges. India's port and logistics reforms still face issues like regulatory fragmentation, land acquisition delays, and infrastructure financing bottlenecks.

Coordination between central and state agencies, especially in integrating rail, road, and coastal shipping modes, remains crucial. Moreover, ensuring competitive tariff structures and transparent concession frameworks will determine the sustainability of private investment in ports.

DP World's success will also hinge on how effectively it collaborates with Indian authorities and public-sector port trusts to harmonize standards, digitize operations, and reduce customs clearance times, areas where India still lags behind East Asian peers.

CONCLUSION: ANCHORING THE NEXT DECADE OF MARITIME GROWTH

DP World's \$5 billion commitment is not merely an expansion plan it is a strategic anchor for India's logistics future. By combining capital investment, digital innovation, and sustainability, the company is positioning India as a global maritime hub in the making.

For India, this partnership represents more than infrastructure building. It symbolizes a shift in mindset from seeing ports as gateways of exports to viewing them as catalysts for domestic value creation, trade resilience, and regional influence.

As global trade lanes are redrawn in the wake of geopolitical realignments, India's ability to move goods faster, cheaper, and cleaner will define its competitiveness. DP World's latest investment could be the cornerstone that transforms that vision into infrastructure and infrastructure into influence.



ADVANTAGE INDIA

RENEWABLE ENERGY COMPONENTS NOW A MAJOR EXPORT SEGMENT

India is increasingly emerging as a key player in the global renewable-energy supply chain, not just for domestic deployment but as an export hub for wind- and solar-energy components.

WHY THE SHIFT MATTERS

The country's manufacturing base for wind-turbine components has grown significantly, giving India a strong foothold in the global market. According to industry data, Indian firms now account for roughly 12% of global nacelle capacity, 10% of blade-manufacturing capacity, 13% of tower manufacturing capacity, and 17% of gearbox capacity in on-shore wind systems.

One port alone, the V.O. Chidambaranar Port ("VOC Port") in Tamil Nadu, exemplifies this export momentum. Between April and August of FY 2025-26, it managed 1,158 wind-mill blades, a growth over prior periods, and handled a landmark single-vessel export of 101 blades.

The domestic target of achieving 500 GW of non-fossil fuel capacity by 2030, including ~100 GW from wind, is acting as a catalyst for scale, localisation, investment, and export-readiness.



KEY DRIVERS & COMPETITIVE EDGE

Local Manufacturing Scale & Supply-Chain Density: MSMEs in India are increasingly integrated into wind-component manufacturing, enabling cost-competitive production of blades, hubs, gearboxes, and towers.

Export Orientation Through Capacity Utilisation: With global OEMs shifting some manufacturing away from India and domestic demand rising, idle capacities are being redirected for export markets, making India a hub for global supply.

Infrastructure and logistics readiness: Ports like VOC Port are being outfitted to handle oversized shipments (blades, towers) for export, reinforcing India's logistics readiness for this segment.

Government Policy Alignment: Through localisation mandates, export incentives, and clean-energy targets, policy is tilting in favour of manufacturing and exporting renewable-energy components.

IMPLICATIONS FOR GLOBAL SOURCING & PROCUREMENT

Sourcing Opportunity: For buyers seeking renewable-energy components (blades, towers, gearboxes) or for companies integrating such components in their supply chain, India presents a compelling value proposition: relatively lower cost, increasing export capability, and rising manufacturing depth.



Export-Ready Suppliers: Indian suppliers are now not only serving domestic projects but also global exports; for procurement teams, this means that leveraging Indian manufacturing for global deployments can make sense.

Trade-Risk Considerations: While the export opportunity is strong, sourcing teams should monitor localisation norms, export documentation, logistic readiness (oversized cargo, port handling), and global market access.

Sustainability & ESG lens: Given the clean-tech nature of the segment, supplier audits, certifications, and supply-chain traceability (raw materials, manufacturing footprint) become particularly relevant, and India's export orientation reinforces that narrative.

OUTLOOK & WHAT TO WATCH

The wind-component industry in India is expected to maintain its global export hub position through at least 2030. This means further scale, more global customers, and upward pressure on component quality and standards.

Local-content mandates (currently ~64% but rising) and export-oriented incentives will shape how Indian manufacturers evolve for procurement teams, supplier maps, and certification levels will matter.

On the logistics front, the ability to move large blades, towers, and heavy gearboxes efficiently from inland manufacturing hubs to ports and onwards to global markets remains a differentiator. Indian logistics hubs gaining that competency is positive for risk-mitigation sourcing.

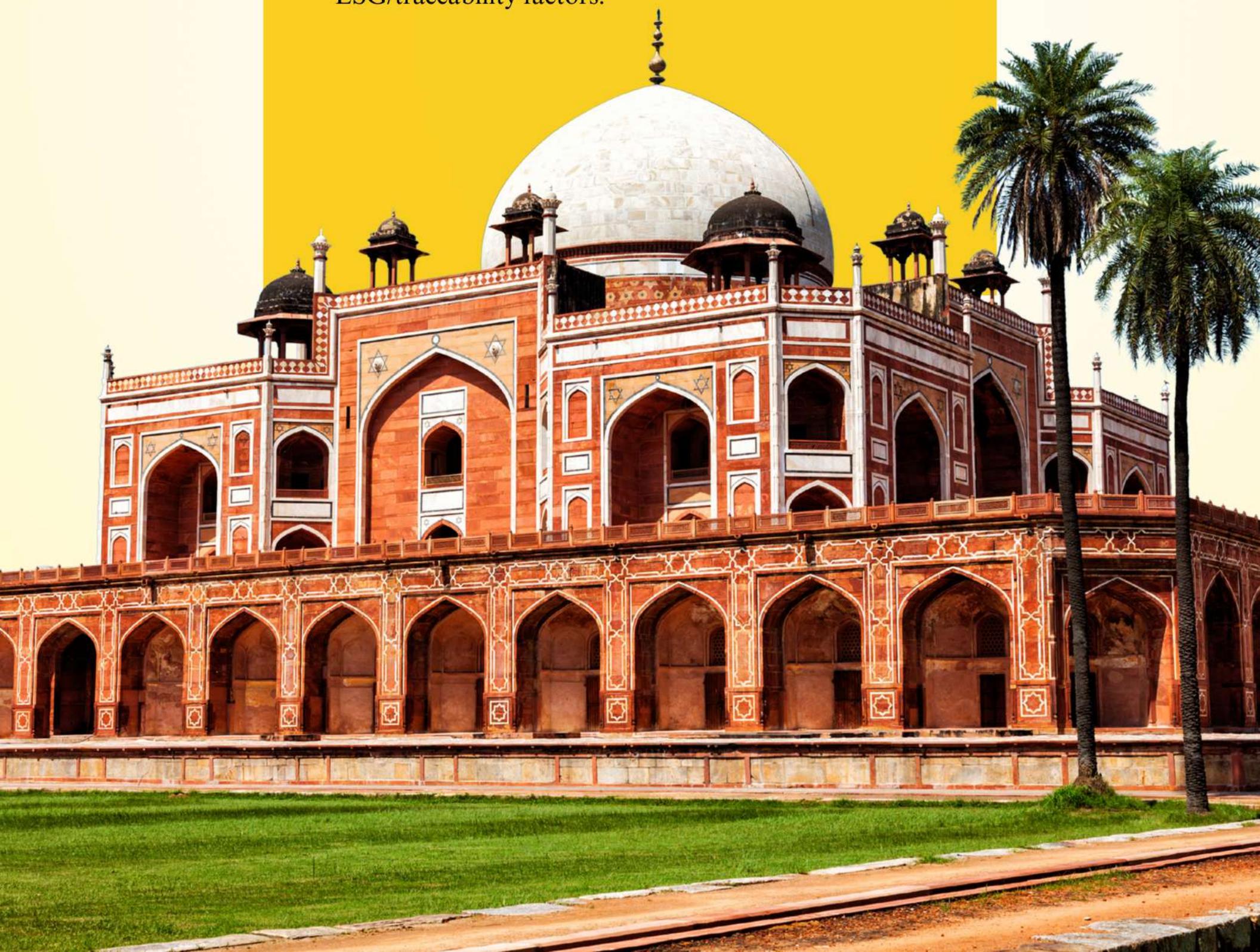
For global buyers and multinationals, India's ability to produce "global-spec" renewable-energy components at scale means Indian sourcing can shift from "local for local" to "local for global".





Procurement Take-Away

India is no longer just a domestic renewable-energy market; it's becoming a manufacturing and export force for global clean-tech. For procurement teams, this means: exploring Indian manufacturers for global-component sourcing; evaluating logistic capacity (oversized cargo handling, port readiness); engaging early with Indian suppliers to lock in competitive cost and lead-time advantages; and structuring supply-chain due diligence around localisation norms, export documentation, and ESG/traceability factors.



KNOW YOUR **BUSINESS**



Know Your Business: Why HS Codes and Incoterms Define Every Export Invoice

In the intricate world of international trade, two elements quietly govern the legality, accuracy, and success of every export transaction: HS Codes and Incoterms. Though often tucked into the fine print of invoices and customs documentation, these alphanumeric markers and contractual abbreviations are, in essence, the DNA of global commerce. For Indian exporters striving to expand their footprint in a competitive market, a thorough understanding of these trade fundamentals isn't just a bureaucratic necessity; it's a strategic imperative.

THE BACKBONE OF CLASSIFICATION: WHAT ARE HS CODES?

Every product traded across borders carries an international identity card, the Harmonized System (HS) Code. Developed and maintained by the World Customs Organization (WCO), the HS Code serves as a universal product classification system used by more than 200 countries. Each HS Code comprises a six-digit standard that describes a product's nature, composition, and use, enabling uniform customs interpretation and facilitating statistical analysis in global trade.

For instance, a shipment of Indian basmati rice carries the HS Code 1006.30, while leather handbags may be classified under 4202.21. These numeric identifiers do far more than simplify customs paperwork; they define the very terms under which products are traded, including tariff rates, import restrictions, and compliance obligations.

In India, exporters rely on the Indian Trade Classification (Harmonised System) ITC(HS), which extends the six-digit HS structure into eight digits, allowing for more granular control under national regulations. The Directorate General of Foreign Trade (DGFT), along with the Central Board of Indirect Taxes and Customs (CBIC), regularly updates these codes to align with evolving trade patterns and WTO mandates.

For exporters, accuracy in HS Code declaration is paramount. A minor misclassification can result in delays, fines, or shipment seizure. More critically, it may lead to the loss of preferential tariff benefits under trade agreements such as ASEAN-India FTA or India-Mauritius CECPA, where eligibility hinges on precise product classification.



FROM PORT TO PAYMENT: THE ROLE OF INCOTERMS

If HS Codes describe what you are trading, Incoterms define how you are trading. Short for International Commercial Terms, Incoterms are globally recognized rules published by the International Chamber of Commerce (ICC). These standardized terms delineate the responsibilities of buyers and sellers, including who bears the cost, risk, and insurance at each stage of the shipping process.

The current version, Incoterms 2020, comprises 11 terms categorized under two main groups:

- Rules for any mode of transport, such as EXW (Ex Works), FCA (Free Carrier), CPT (Carriage Paid To), and DDP (Delivered Duty Paid); and
- Rules for sea and inland waterway transport, such as FOB (Free on Board), CFR (Cost and Freight), and CIF (Cost, Insurance and Freight).

Each Incoterm shifts the point of risk transfer and cost responsibility. For instance, under FOB, the seller delivers goods on board the vessel at the port of shipment, after which the buyer assumes responsibility. Under CIF, however, the seller must also arrange insurance and pay for freight to the destination port.

Understanding these nuances is vital. A mismatch between contractual Incoterms and the realities of logistics can lead to disputes, double charges, or denied insurance claims. Moreover, in an age of multimodal shipping, exporters increasingly prefer terms like FCA and DAP, which offer greater flexibility and align with containerized transport practices.

WHY EVERY EXPORT INVOICE NEEDS BOTH

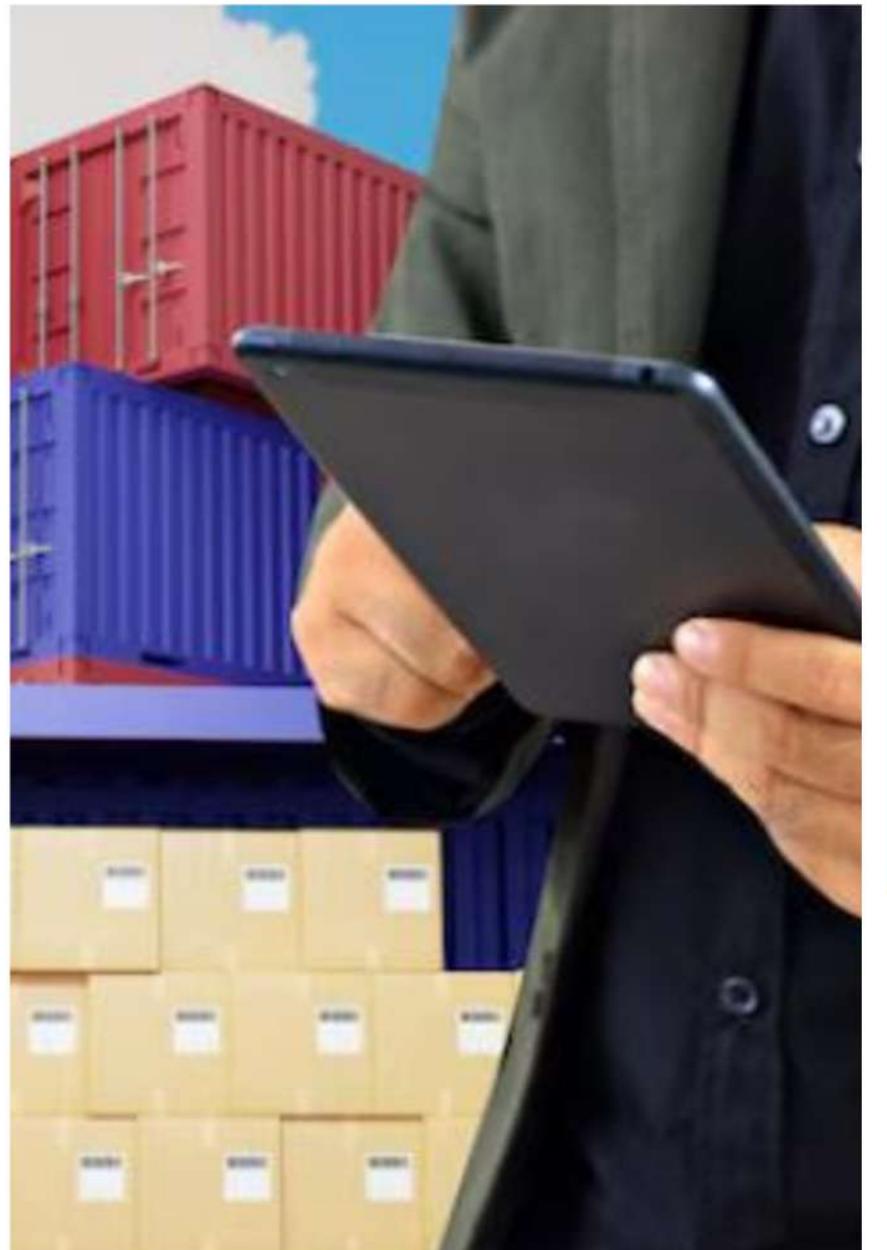
A legally sound export invoice must precisely mention both the HS Code and the agreed Incoterm, as they jointly determine the shipment's valuation, risk, and regulatory treatment.

COST EFFICIENCY:

Expanded port capacity and better hinterland connectivity are expected to lower container dwell times and cut logistics costs by 8–10% on key trade routes.

INSURANCE AND LOGISTICS:

Freight forwarders and insurers refer to Incoterms to calculate premiums and liabilities. An incorrectly stated term, say, FOB instead of CIF, can nullify claims if the cargo is damaged.



TAXATION AND COMPLIANCE:

Invoices without accurate HS Codes can trigger scrutiny under GST regulations, leading to blocked refunds or suspension of exporter benefits.

INTERNATIONAL CONTRACTS:

Buyers and sellers across borders often operate under different legal jurisdictions. HS Codes ensure product clarity, while Incoterms standardize risk allocation, reducing the potential for costly arbitration.

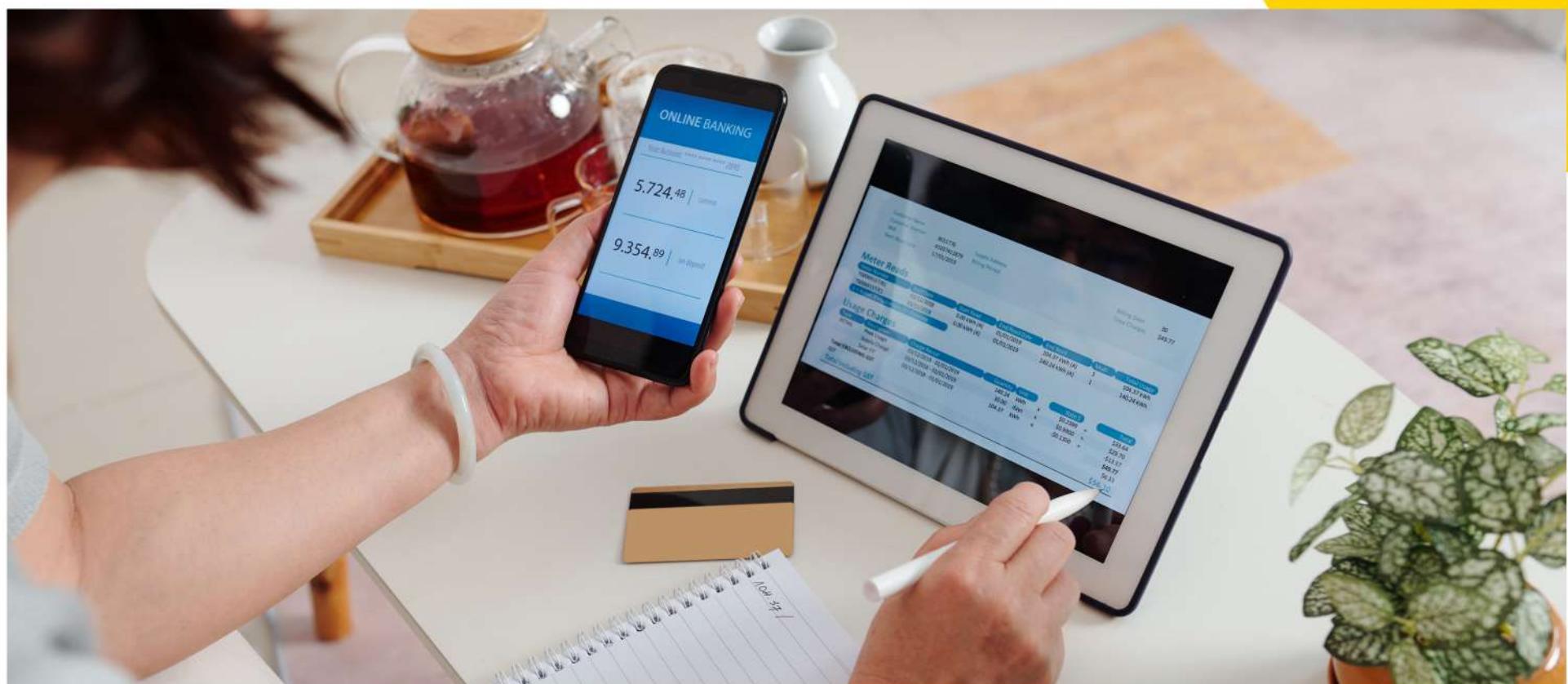
FROM PORT TO PAYCOMMON PITFALLS AND BEST PRACTICES MENT: THE ROLE OF INCOTERMS

Despite their importance, exporters frequently overlook the complexity of HS classification and Incoterm selection. Common errors include:

- Using outdated or generic HS Codes.
- Applying Incoterms inconsistently across documentation.
- Relying solely on freight forwarders for code identification.
- Ignoring destination-specific interpretations.

Best practices, therefore, include:

- Consulting the latest ITC(HS) schedules and WCO updates.
- Documenting internal rationale for HS Code selection.
- Confirming Incoterms with buyers before contract finalization.
- Aligning the invoice, packing list, and shipping documents consistently.



THE STRATEGIC EDGE: TURNING COMPLIANCE INTO COMPETITIVENESS

In the evolving global trade environment shaped by digitized customs systems, free trade agreements, and AI-based risk profiling, mastery of HS Codes and Incoterms is emerging as a competitive advantage.



Companies with accurate classification and clear contractual terms experience faster clearances, fewer disputes, and better pricing transparency. Moreover, as India positions itself as a hub for resilient supply chains under the Make in India and Bharat Trade Connect initiatives, exporters who internalize these systems will find themselves better aligned with the requirements of global buyers and trade partners.

In many ways, the HS Code and Incoterms together form the grammar of international trade. Just as precise language enables clear communication, precise classification and term definition enable frictionless commerce. For India's export community, especially MSMEs integrating into cross-border e-commerce or B2B trade, these elements aren't optional footnotes; they are the foundation of trust, compliance, and credibility.

CONCLUSION

An export invoice may appear to be a routine document, but embedded within its lines are the codes and clauses that uphold the integrity of international commerce. The HS Code determines how the world views a product; the Incoterm determines how the world trades it.

For every Indian exporter aspiring to scale globally, these are not mere technicalities they are the twin signatures of professionalism.

Understanding them deeply is the difference between transacting and truly trading.



PRODUCT OF THE MONTH



BAMBOO TABLEWARE INDIA'S SUSTAINABLE EXPORT STORY

Lightweight, durable, and fully compostable bamboo tableware is increasingly shaping the global shift away from single-use plastics toward eco-friendly alternatives. India, blessed with one of the world's richest bamboo biodiversity zones, is emerging as a credible sourcing hub for bamboo cutlery, plates, bowls, and food-service packaging products.



While India's export data for bamboo tableware strictly remains niche, recent trade reports show promising trends. According to the "Trade Overview 2022: Bamboo & Rattan Commodities" report, the global market for bamboo tableware and kitchenware exceeded US \$882 million, with Asia supplying about 84% of that volume. Historically, India has exported tableware and kitchenware of wood or bamboo under HS 4419, with value reported at roughly US\$3.8 million in 2023. That said, expert studies have pointed to rising exports from India to the UK, Germany, and Canada, as well as a growing network of micro-, small- and medium-enterprises, especially in the north-east and southern states.



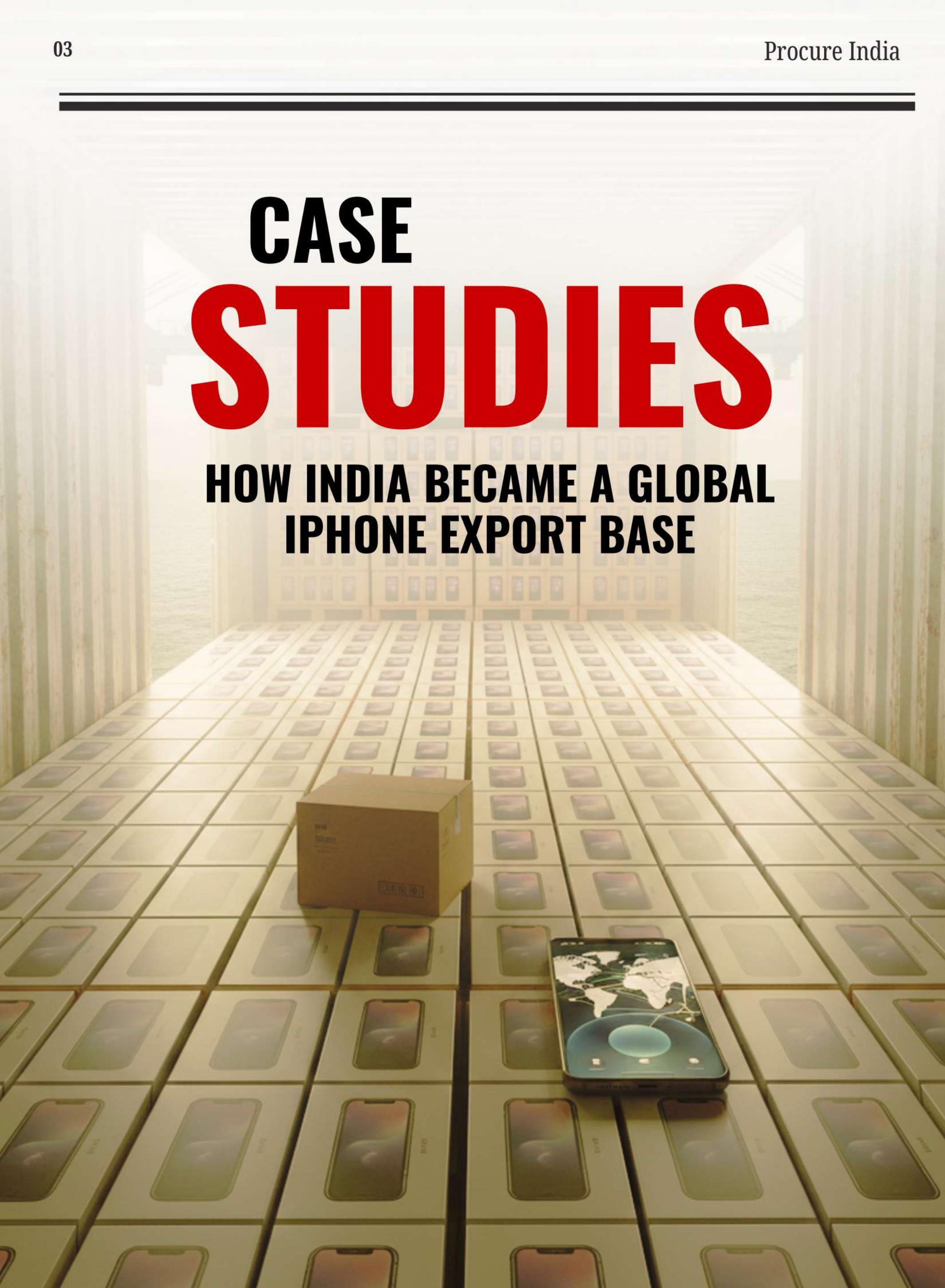
INDIA'S ADVANTAGE LIES IN:

- **Raw material abundance** in states such as Assam, Tripura, and Kerala, where bamboo grows naturally and can be harvested sustainably.
- **Cost-competitive labour** in processing manufacturing clusters;
- **Policy support** through the National Bamboo Mission, which encourages domestic value addition;
- **Eco-certification readiness**, enabling Indian producers to meet overseas sustainability standards.

Exporters are moving up the value chain, offering refined finishes, laser-engraving, private-label packaging, and custom-design products to global buyers. As global brands increasingly demand eco-supply chains, India's position as a manufacturing and export base for bamboo tableware is gaining traction.

CASE STUDIES

HOW INDIA BECAME A GLOBAL IPHONE EXPORT BASE



CASE STUDY:

HOW INDIA BECAME A GLOBAL IPHONE EXPORT BASE

WHAT HAS HAPPENED, IN NUMBERS

Over roughly a decade, India has gone from almost no phone exports to being one of the top mobile exporters in the world:

- Mobile phone exports grew 127x: from just ₹1,500 crore in FY 2014–15 to ₹2,00,000 crore in FY 2024–25, according to the Government's Press Information Bureau.
- A recent study estimates mobile exports at about USD 20.5 billion in 2024, making India the world's 3rd-largest mobile exporter.
- Apple is the main engine: in FY 2023–24, iPhone exports from India doubled to about USD 12.1 billion, and by FY 2024–25, Apple accounted for around 75% of India's smartphone exports, over USD 17 billion.
- In the first five months of FY 2025–26, India's smartphone exports crossed ₹1 lakh crore, with a sharp rise in shipments to the US.

From an export and trade lens, this is a classic “value-chain upgrade” story: India is no longer just a big smartphone market; it has become a crucial manufacturing and export base for a global brand.

SHIFTING GLOBAL TRADE PATTERNS: INDIA VS CHINA, ESPECIALLY FOR THE US

The most striking signal of success is the way India has displaced China in a key high-value market:

- By Q2 2025, India became the top supplier of smartphones to the United States, accounting for 44% of US smartphone imports, while China's share fell to 25% (down from 61% a year earlier).
- For Apple, India is now a major alternative to China: India produces about 16–17% of Apple's global iPhone output, with plans to scale beyond 35% by 2026–27, driven largely out of Tamil Nadu (Foxconn, Pegatron, Tata Electronics).

From a trade-and-commerce standpoint, this shows India's geopolitical and supply-chain relevance: large US-bound volumes that previously originated in China are now being shipped out of Indian ports and airports.

THE MARCH 2025 “AIRLIFT” – A REAL-WORLD LOGISTICS & TRADE MOMENT

A very tangible, almost cinematic example:

- In March 2025, Apple airlifted about USD 2 billion worth of iPhones from India to the US in a rush to beat new US tariffs.
- Foxconn alone shipped roughly USD 1.31 billion worth of iPhones that month to the US, its highest ever, while Tata Electronics exported around USD 612 million, a 63% jump over the previous month.

Why this matters as a case study:

- India was not just a low-cost plant; it was trusted as a fast, high-volume, time-critical export base.
- Indian customs and export logistics were able to clear and move multiple cargo jets' worth of high-value goods in days, under pressure of a changing trade policy in another country.
- This episode is often cited as proof that India is now embedded in real-time, high-stakes global supply chains, not just long-lead export orders.

POLICY + INDUSTRY: HOW INDIA ENGINEERED THIS OUTCOME

A few key enablers, with verifiable data:

★ Production Linked Incentive (PLI) scheme for mobiles

- The PLI for large-scale electronics (including mobile phones) offers 4–6% incentives on incremental sales over a base year, pushing manufacturers to invest and export more.
- Across sectors, the PLI schemes have attracted about ₹1.76 lakh crore (≈ USD 21 billion) in committed investments and created over 1.2 million jobs by March 2025, with electronics and mobiles as one of the flagship successes.

★ Make in India + “China+1” strategy

- Rising geopolitical and tariff risks around China pushed global brands to diversify manufacturing. Apple, Samsung, and others used India as a “China+1” export base, leveraging PLI incentives and India’s large domestic market.

★ State-level industrial ecosystems (Tamil Nadu example)

- Tamil Nadu now produces 70–80% of India’s iPhones, with investments in worker housing, skilling (schemes like Naan Mudhalvan), and logistics around Chennai airport and nearby ports.

The result is an ecosystem where global OEMs, Indian suppliers, logistics players, and policy incentives are tightly integrated to serve export markets.



WHY THIS IS A STRONG “INDIA TO THE WORLD” CASE STUDY

From a trade and commerce perspective, this story is useful because it demonstrates:

★ Moving up the value chain

- India has shifted from exporting mainly commodities and low-value goods to exporting high-value, branded electronics integral to global tech consumption.

★ Policy translating into exports, not just capacity

The PLI scheme is often criticised in some sectors, but in mobile phones, there is hard data:

- Rising geopolitical and tariff risks around China pushed global brands to diversify manufacturing. Apple, Samsung, and others used India as a “China+1” export base, leveraging PLI incentives and India’s large domestic market.

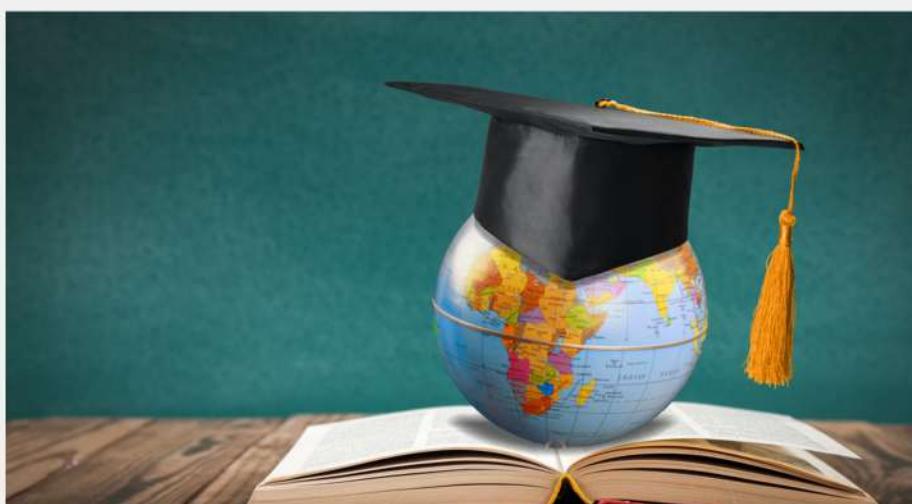
★ Supply-chain resilience for multinationals

- For Apple and others, India now acts as a risk-hedging export base, able to ramp up shipments quickly in response to tariff shocks and market demand.

★ Template for other sectors

The same structure can be replicated in MedTech, pharmaceuticals, EV components, textiles, and electronics components:

- Targeted incentives
- Focused state-level ecosystems
- Integration with global value chains and strict quality/traceability



UPCOMING EVENTS



ENGIMACH 2025

Engimach 2025, scheduled from 3 to 7 December 2025 at the Helipad Exhibition Centre, Gandhinagar, is one of India's largest exhibitions for manufacturing and engineering technology. The event will feature cutting-edge machinery, automation, robotics, and smart factory solutions from leading global and Indian innovators. With over 1,000 exhibitors and significant international participation, it serves as a hub for sourcing advanced industrial equipment and forging new supply partnerships.

PAPEREX 2025

Paperex 2025, taking place from 3 to 6 December 2025 at the India International Convention & Expo Centre, New Delhi, is one of the world's largest exhibitions dedicated to the paper, pulp, and allied industries. The event will showcase advanced paper manufacturing machinery, converting equipment, raw materials and innovative packaging solutions.

Our Procurement Process

After extensive research, our team has crafted a tested, structured procurement process that ensures top-quality products, competitive pricing, and seamless imports—backed by global standards. Our eight-step procurement framework ensures quality, compliance, and risk-free sourcing for maximum value.



At **Inductus Global**, we go beyond procurement—we build supply chain excellence with trust, transparency, and a commitment to global standards

For a detailed technical Explanation, [Click Here](#)



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Our Services

2 PRODUCT DESIGN & DEVELOPMENT

Our design & Development process elevates your brand and boosts sales with functional, visually appealing products.

4 MASS PRODUCTION MANAGEMENT

Focus on quality, time, and resources to ensure constant production line flow, competitiveness, and profitability.

7 QUALITY CONTROL & INSPECTION

Quality control procedures to build investor confidence, reduce risks, and ensure legal compliance.

1 PRODUCT SOURCING

Finding, vetting, and selecting retail vendors for the provision of goods and services.

3 BUSINESS NEGOTIATION

Negotiation services to create favourable terms and help businesses acquire maximum value and quality.

5 PACKAGING MANAGEMENT

Offering tailored solutions to boost efficiency while reducing cost and creating a strong brand presence.

6 LOGISTICS & SHIPPING ARRANGEMENT

Providing end-to-end shipping solutions and regulating all aspects of packing, labelling, shipping, and documentation.

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