Listing Compliance and Legal Regulatory **BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 **BSE Scrip Code: 532749**	**Listing and Compliance** **National Stock Exchange of India Limited** Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 **NSE Symbol: ALLCARGO**

February 25, 2020

Dear Sirs,

Sub: Intimation of Schedule of Analyst/Institutional Investor Meeting

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "**Listing Regulations**"), read with Part A of Schedule III of the Listing Regulations, we have to inform you that the following meetings are scheduled with the Analyst/Institutional Investors:

Date	Name of Analyst/Institutional Investor	Type of meeting	Venue
February 26, 2020	Ashmore Investment Management India LLP	One-on-One	Mumbai
	Locus Global		

Kindly note that the above is subject to changes, if any.

We are attaching herewith the updated Investors' Presentation to be made at the aforesaid meetings for your records.

Pursuant to Regulation 46(2)(o) of the Listing Regulations, the aforesaid information is also being placed on the website of the Company i.e. www.allcargologistics.com.

Thanking you,
Yours faithfully,
For **Allcargo Logistics Limited**

Allcargo Logistics Limited

Devanand Mojidra
Company Secretary

Encl: A/a

Allcargo Logistics Limited, The Avvashya House, CST Road, Santacruz (E), Mumbai - 400 098.
T: +91 22 6679 8100 | info@allcargologistics.com | www.allcargologistics.com
CIN: L63010MH2004PLC073508 | GSTN: 27AACCA2894D1ZS

INVESTOR PRESENTATION

February 2020

allcargo logistics ltd.

Ingenuity In Motion

COMPANY SNAPSHOT

Overview

- Allcargo Logistics was incorporated in 1993 by the Chairman Mr. Shashi Kiran Shetty.
- Headquartered in Mumbai, Allcargo is the largest private sector integrated multinational logistics company in India.
- The company was listed on both the BSE & NSE in June 2006 and has a current market cap of ~INR 23,919 Mn as on 31st December, 2019.
- Well capitalized & diversified business spread across geographies.
- Strong management team with experienced industry professionals of over 4,500.



Only integrated multinational logistics company in India



Global Leader in Less than Container Load Consolidation segment of Multimodal Logistics



Strong network of over 300 offices in more than 160 countries



India's largest and widest CFS/ICD network



Only CFS player in India with presence at key ports which handle ~80% of the total container traffic in India



Strategic first mover in development of Multimodal Logistic Parks in Haryana, Hyderabad, Bangalore and Nagpur



Leading Project and Engineering solutions provider



Among very few Indian companies specializing in contract logistics, segment with significant growth opportunities



Strong management team with experienced industry professionals

VALUE PROPOSITION

Consistent Dividend Track Record
25% Dividend Payout track record

ROCE Focused
Constant management endeavour to improve the return ratios of the company

Strong Cash Flows
Consistent Operating Cash Flow generation over the past ten years and Free Cash Flow Positive for last 5 years



Value Unlocking
Unlocking value of the Land Bank of 350 acres having book value of ~ INR 300 crores

Market Leadership Position
Market leader in MTO and CFS business with an ability to generate consistent ROCE ~30%.

Low Debt Equity
Low D/E of 0.16x

Strong Volume Growth in MTO
Consistent double digit volume growth in the MTO business 2x higher than global trade growth amidst adversities

Strong Volume Growth in CFS
Consistent double digit volume growth in the CFS business despite uncertain market conditions like Direct Port Delivery

all cargo logistics ltd.
Ingenuity In Motion



COMPANY OVERVIEW

BUSINESS VERTICALS

Allcargo has a diversified presence across multiple logistics sectors including ocean & airfreight-forwarding, container freight stations (CFS), inland container depots (ICD), project cargo, equipment rental, coastal shipping, Logistics Park and supply chain management.

Business Verticals

Multimodal Transport Operations (MTO)
FY19 Revenue Share 88%



- In Multimodal Transport Operations its services include Non Vessel Owning Common Carrier (NVOCC) operations related to Less than Container Load (LCL) consolidation and Full Container Load forwarding activities in India and across the world
- Global leader in neutral Less-than-Container- Load (LCL) segment for ocean cargo across 4,000 port pairs across the globe
- Global brand – 'ECU Worldwide' with presence in 160 plus countries
- Diversified customer base with an asset-light business model
- Presence in Full Container Load (FCL)

Container Freight Stations (CFS) FY19
Revenue Share 7%



- The company's Container Freight Stations (CFS) segment operations cater to the handling of import and export cargo, custom clearance, warehousing, and other related ancillary logistics services
- One of the largest CFS operators with state of the art facilities at JNPT, Chennai, Mundra and Kolkata (which drives 80% of India's container traffic)
- ICD at Dadri

Project & Engineering Solutions (P&E)
FY19 Revenue Share 5%



- Allcargo is also one of the pioneers and leaders in Project & Engineering services offering integrated end-to-end logistics services including transportation of over-dimensional & over-weight cargo, on-site lifting & shifting, equipment leasing and coastal shipping
- Diverse fleet of equipment for building & creating infrastructure

Logistics Parks (LP)



- Allcargo is looking to set up state-of-the-art strategically located logistics parks across India.
- A nationwide warehousing footprint to 6 million sq. ft. by 2021 through strong connectivity to industrial hubs and transport routes.

Supply Chain Management
Consolidated at the PAT level as an associate company



- Allcargo is one of the predominant players in the supply chain segment through its majority equity shareholding in Avvashya CCI
- Includes designing and planning supply chains, warehousing, transporting & managing inventory for key clients in Chemicals, Auto & Engineering, Pharma, Fashion & Retail (including e-commerce) sectors
- Network of warehouses across 45 locations in India with > 3.5 Mn square feet built-up warehouse space and ~97% current warehouse utilization.

FINANCIAL OVERVIEW

FY19 Consolidated Financials

Consolidated Operational Income
INR 68,949 Mn

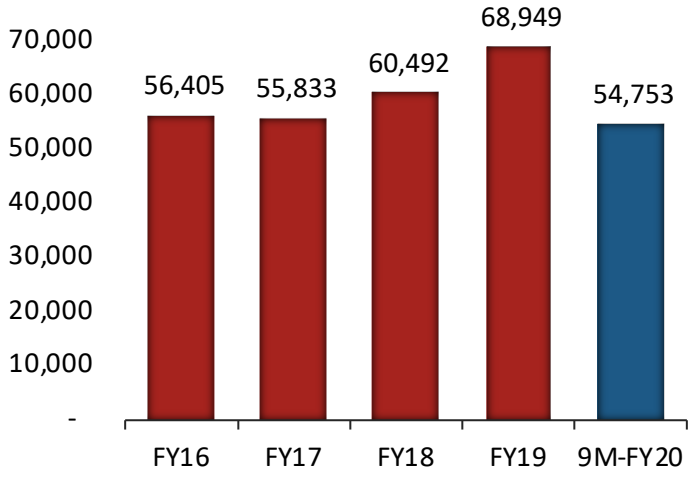
EBITDA
INR 4,485 Mn

EBITDA Margin
6.50%

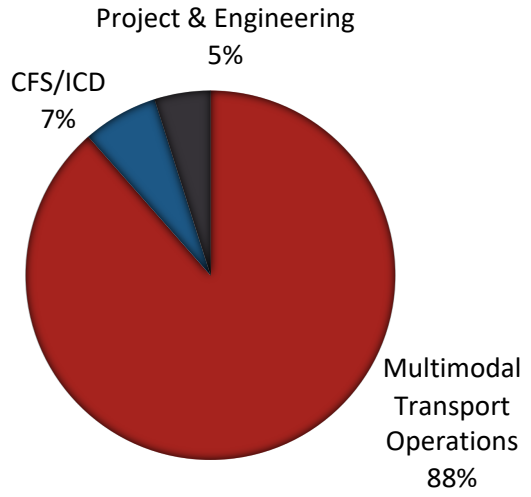
Net Profit
INR 2,479 Mn

PAT Margin
3.60 %

Consolidated Operational Revenues



Segmental Revenue FY19



MARQUEE CLIENTS



KEY MILESTONES

1993 — Chairman of Allcargo Logistics, Mr Shashi Kiran Shetty founded Allcargo

1995 — ECU Line appointed Allcargo as their India agent

2003 — The company's first Container Freight Station of 23 acres was started in JNPT, Mumbai

2006 — Allcargo's first acquisition was of the Belgium-based ECU Line and subsequently acquired Hindustan Cargo Limited

2006 — PE New Vernon invested INR 60 Cr. in Allcargo Logistics

2010 — Acquired 2 Leading NVOCC Operators in China

IPO 2006 — Initial Public Offering at price band of INR 625-725 at a face value of INR 10/share

2016 — Allcargo acquired 62% stake in Avvashya CCI Logistics Private Limited

2013 — Acquired Econocaribe Consolidators and FCL Marine Agencies

2017 — Started Container Freight Station operations in Kolkata

2017 — ACCI inaugurated its newest warehouse in Bhiwandi for Clariant, a multinational specialty chemicals company

2018 — The company celebrated its silver jubilee year

BOARD OF DIRECTORS



Shashi Kiran Shetty, Chairman

- Mr. Shetty has been a pioneer in the Indian logistics sector for more than three decades.
- He has founded and steered Allcargo through several milestones, making it the global leader in LCL consolidation and the largest Indian company in this space to provide end to end logistics services. Having the foresight to invest in technology and build a sustainable organization, Mr. Shetty is leading several internal change management campaigns.



Adarsh Hegde, Joint Managing Director

- Mr. Hegde has been associated with Allcargo Logistics since its inception.
- Under his leadership, Allcargo Logistics established multiple CFS & ICD facilities PAN India along with the Projects and Engineering division.
- He has helped the group foster strong relationships with major liners and other global partners.
- As the president of Container Freight Station Association in India, he is highly acclaimed for his knowledge about the sector.



Arathi Shetty, Non-executive Director

- Arathi Shetty is the Non-Executive Director of the Company since its incorporation
- She has experience of over 19 years in the business of logistics. Arathi Shetty spearheads the sustainability initiatives of Allcargo under the Avashya Foundation



Kaiwan Kalyaniwalla Non-executive, Director

- Kaiwan Kalyaniwalla is a Solicitor and Advocate of the Bombay High Court and a partner of Maneksha & Sethna, a law firm based in Mumbai
- He has a bachelor's degree in economics and political science and a bachelor of laws degree from the University of Mumbai
- He is an advisor to the private sector corporates, multinational banks, transport and logistics companies and some of the India's largest property development companies and business houses
- He is practising predominantly in the field of corporate laws, property laws, tax laws and general commercial laws

BOARD OF DIRECTORS



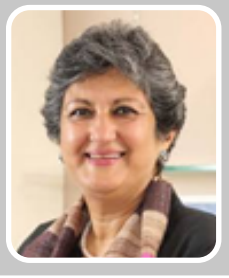
Mohinder Pal Bansal Non-executive, Independent Director

- A Chartered Accountant by qualification, Mohinder Pal Bansal has more than 25 years of experience in Mergers & Acquisitions, Strategic Advising, Capital Markets, Company Portfolio Integration as well as post-acquisition performance management in India, Asia and Europe
- He is currently on board of several companies such as Blacksoil Realty Investment Advisors LLP, Navneet Learning LLP and others



Hari Mundra Non-executive, Independent Director

- A post graduate in Management from the Indian Institute of Management, Ahmedabad, Hari Mundra comes with work experience of over 44 years. Hari Mundra is also on the Board of Tata Autocomp Systems Ltd (Chairman, Audit Committee) and is a senior Advisor to the USA based company Hospira
- He has worked with various reputed organisations like Hindustan Unilever Ltd, RPG Group, Wockhardt group and Essar group in different capacities such as Executive Director, Vice-Chairman and others in past



Malini Thadani - Non-executive, Independent Director

- Malini Thadani has been a sustainability leader with experience across Asia and has experience in designing, developing and implementing large-scale, complex, cross-border sustainability projects in partnership with global and regional think tanks, not-for-profits and academia, specialising in areas including livelihoods, employability, entrepreneurship, sustainable finance, environmental resource security.
- She has been into Indian Revenue Service as an Additional Commissioner of Income tax, Mumbai, India for over 14 years .

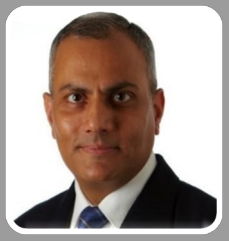


Mathew Cyriac - Non-executive, Independent Director

- Served as a Senior Managing Director at The Blackstone Group and served as its Co-Head of Private Equity at Blackstone Advisors India Private Limited till February 2017.
- An Indian Institute of Management, Bangalore alumnus, Mr. Cyriac joined Blackstone India in April 2006 as the second permanent employee and has been credited with building the Blackstone Private Equity business to close to USD 3 billion assets under management.

MANAGEMENT TEAM

ALLCARGO LOGISTICS MANAGEMENT



Sheetal Gulati – Group Chief Financial Officer

- Sheetal Gulati joined the company in 2019 as the Group Chief Financial Officer. He has spent large part of his career in the logistics and transport sector.
- With over 25 years of experience, he brings to the table resourceful experience in leading finance and commercial teams, developing and executing finance and business strategies, exploring new business opportunities, supporting mergers and acquisition initiatives, risk management including compliance to internal and external regulatory and statutory requirements.



Suryanarayanan S - Chief Transformation Officer

- A Chartered Accountant, Suri has close to 35 years of work experience in diversified businesses like engineering, petrochemical, shipping and logistics.
- He has led company through a series of project implementation and M&As.
- He has been involved in transforming the group as a global leader.



Deepal Shah– Chief Financial Officer

- A Chartered Accountant and is also holding a management degree from Bajaj, Advance management program from ISB & Kellogg.
- Over 20 years of experience in varied field viz Freight Forwarding, Customs brokerage, Global Logistics Networks, Finance, Legal, Taxation etc.
- He has been a proven leader and implemented key solutions in the fields of Team management, IT, strategic planning and business development. In past he has served in DHL and ITC Group.



Jatin Chokshi – Chief Investment Officer

- A Chartered Accountant and Company Secretary by qualification.
- Over 25 years of experience in industries like Shipping, Consumer Durables and Industrial Chemicals.
- Joined Allcargo Logistics Ltd. Group in 2001 and has worked in capacity of Financial Controller, CFO and CEO of a business vertical before taking over as Group CFO.
- Responsible for managing Investment and Treasury Functions and Taxation matters.

MANAGEMENT TEAM

ALLCARGO LOGISTICS MANAGEMENT



Prakash Tulsiani – Executive Director and CEO, CFS-ICD

- Mr. Tulsiani has over two decades of experience in the business of shipping and ports, both in India and overseas.
- He is a qualified Chartered Accountant and Company Secretary with expertise in scaling businesses and turning them around.



Sandeep Anand – Chief Executive Officer - Projects & Engineering Solutions

- 22 years of sea service including 8 years of command experience.
- Over 10 years of industry experience in the field of cranes, over dimensional cargo , heavy lift and transport solutions for all types of project cargo.
- Pioneering solutions in end to end logistics with complete bouquet of services, which is unique to the Indian logistics sector.



Tim Tudor CEO – ECU Worldwide

- With over 29 years of experience in shipping and logistics industry, Tim Tudor has worked with companies like Australia New Zealand Direct Line, Direct Container Line and Vanguard Logistics
- He handles unique solutions in the developed market of USA and emerging economies in the Americas



Marc Stoffelen – Executive Director

- Marc Stoffelen has over 32 years of experience in shipping and NVOCC industry
- He has worked with companies like Euro Link, Ghemar and CMB/Combitainer
- He has been a part of ECU since its inception and handles global key accounts

MANAGEMENT TEAM

ECU WORLDWIDE MANAGEMENT



Uday Shetty COO – ECU Worldwide

- Uday Shetty started his career with ECU Worldwide in 2001 in the finance and accounts department and moved to RCEO role by 2013
- He currently manages the Asia Pacific region with maximum countries under his purview



Thomas Heydorn Regional CEO – Europe

- With over 25 years of experience in shipping and logistics industry, Thomas has worked with companies like DHL, Rohde & Liesenfield Germany
- He is currently the regional CEO Central/Northern and Eastern Europe and has experience in handling network building in Northern and Eastern Europe for gateway concepts, re-engineering process flow, vendor management and HR.



Rene Wernli, Regional CEO – Africa and Middle East

- Rene is a seasoned industry veteran with more than 30 years of experience in the Freight Forwarding and Logistics business
- He is a very internationally orientated Manager who has worked globally in various Countries in the Americas, Europe, Middle-East, Africa and also most importantly in India during his 4 years assignment from 2009 to 2013 in New Delhi
- In addition to his regional function, Rene also supports ECU's global management team in building a stronger Product Management Function across all Products



Dmitriy Ioffe – Chief Commercial Officer, ECU Worldwide

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MANAGEMENT TEAM

ECU WORLDWIDE MANAGEMENT



Vincent Argenzio – Regional CEO, USA & Canada, ECU Worldwide

- Vince comes with close to three decades of experience in the NVOCC industry
- He has a proven track record of delivering commercial success with focus on agents



Simon Bajada – Global LCL Product and Pricing Head, ECU Worldwide

- Bajada focuses on improving LCL volume by working closely with Regional CEOs and country managers for trade lane development
- He has been instrumental in developing tools to enhance products and services



Simon Sachu – RCEO, Asia Pacific, ECU Worldwide

- Simon took over as the Regional CEO earlier this year to spearhead key business expansion initiatives in the region
- He has been driving innovative global ocean freight procurement strategies and focusing on providing cost-competitive service offerings to customers

AWARDS AND ACCOLADES

Chairman Mr. Shashi Kiran Shetty honoured as the Global Visionary at the Economic Times Family Business Awards - 2019

India Risk Management Awards 2017
Best Risk Management Practice in Supply Chain

Conquest 2017 and Northern India Multimodal Logistics Awards 2017
LCL Consolidator of the Year – Export

10th Express, Logistics & Supply Chain Conclave
3PL Warehousing Company of the Year at the Warehousing Excellence Awards

Lloyds List Asia 2016
Logistics Award

Gujarat Star Awards 2016
Container Freight Station of the Year

CII Award of Appreciation for Safety
Health and Environment

India Maritime 2019
Best CFS Player by DST

BHP Mala Award 2019
- Chairman Mr. Shashi Kiran Shetty named the Global Logistics Personality of the Year
- Project Logistics Super-brand of the Year award
- Hall of Fame for Projects Mover of the Year

SCM Pro Logistics Awards
Best Logistics service provider

India Seatrade 2016
Coastal Bulk Vessel Operator of the Year



CONCOR Awards 2016
No.1 Import LCL Consolidator

Frost and Sullivan Best Practices
Indian Logistics Service Provider Company of the Year

The Gateway Awards 2019
Avvashya Foundation wins CSR Excellence Award

Community outreach innovation award at India sustainability awards

East Coast Maritime Forum 2017
Avvashya CCI was presented with the 'Most Diversified Logistics Company of The Year' Award

KEY STRENGTHS



MTO

- Strong network of over 300 offices in more than 160 countries
- All acquisitions in MTO segment have been EPS accretive and cash flow positive from start of integration
- Fixed and committed stuffing and sailing schedules ensuring the quickest turnaround in LCL
- The MTO segment is an Asset-light business with high returns on capital employed
- Domestic consolidation movements connected to ICDs, CFS for export and import
- Dedicated hazardous cargo movement and automated real time shipment status update and online tracking



CFS ICD P&E

- One of the largest CFS operators with state of the art facilities at JNPT, Chennai, Mundra and Kolkata (which drives 80% of India's container traffic).
- Total installed capacity of ~ 500,000 TEUs.
- Achieved our targets despite of the changed business scenario post Direct port Delivery (DPD).
- Increased the customer base through deeper market penetration and business excellence.
- No major capex envisaged for existing locations.
- Logistics solutions for complex and critical loads.
- Multi-sectors serviced: Power (thermal, solar, wind and transmission lines), Oil & Gas, Refineries, Cement, Steel, Ports and Infrastructure.
- With the markets turning around and with increased momentum in infrastructure projects, this vertical will be a value generator.



LP

- Developing existing land bank mapped to the current demand foreseen in Grade A warehouse and Allcargo is in a great spot to get economies of a scale.
- Consumption drive and infrastructure development would boost multi modal logistics parks with capability of serving all types of cargo.
- Logistics parks would provide warehousing, contract logistics and first and last mile connectivity.



SCM

- The company has a network of warehouses across 45 locations in India
- State-of-the-art facilities that are scalable & customized, with strong IT infrastructure and stringent adherence to compliance
- Geared up to meet the huge demand driven by stabilization of GST and e-commerce drive.

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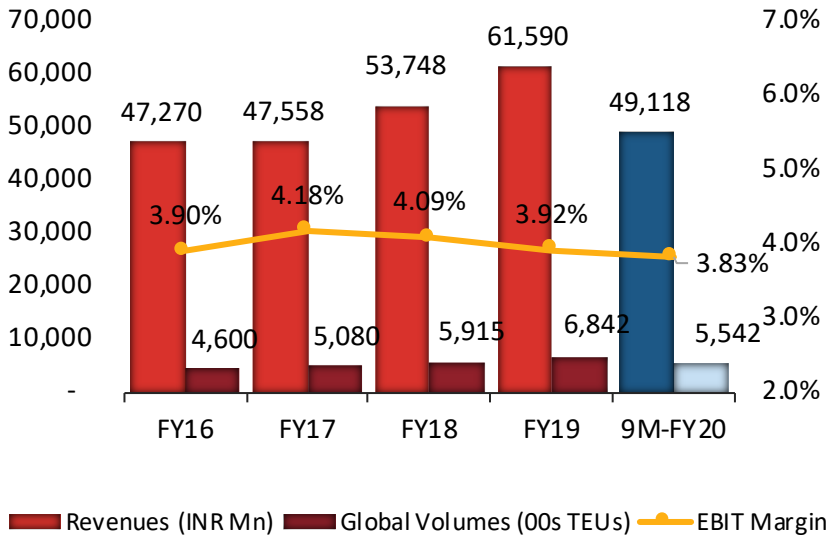


MULTIMODAL TRANSPORT OPERATIONS

MULTIMODAL TRANSPORT OPERATIONS

- Multimodal Transport Operations (MTO) include the movement of cargo, domestically or internationally through multiple modes of transportation like air, ocean, road and/or rail. These services include Non Vessel Owning Common Carrier (NVOCC) operations related to Less than Container Load (LCL) Consolidation, Full Container Load (FCL) Forwarding, Air Freight Services, Movement of Over Dimensional Cargo, Multi-city Consolidation etc.
- Allcargo saw an opportunity in LCL consolidation segment in the early 1990's when global major shipping lines were exiting this segment and focusing on FCL.
- In the Mid 1990's the company got an opportunity to partner with ECU-Line as their sole agency in India. Over the years Allcargo grew to becoming one of the most efficient and largest agencies of ECU-Line worldwide and from 2005 to 2006 Allcargo acquired 100% stake in ECU-Line.
- ECU Worldwide (erstwhile ECU-Line), was founded in 1987 in Belgium, and is a global leader in Non Vessel Operating Cargo Carrier services. After the acquisition, Allcargo has grown ECU to the largest neutral LCL consolidators in the world.
- The company today boasts of having one of the largest network of operations across 160 plus countries and 300 plus offices covering over 4,000 port pairs across the world.
- The company's large scale operations enables it to get preferential freight rates with various transport operators like shipping lines, airlines, rail etc. which leads to higher operating leverage.
- The MTO segment is growing at 3 to 4 times the global trade growth rate which is at 3%.
- Leveraging LCL leadership to achieve a significant presence in FCL (growth of ~30% CAGR in last 3 years) and value added services.

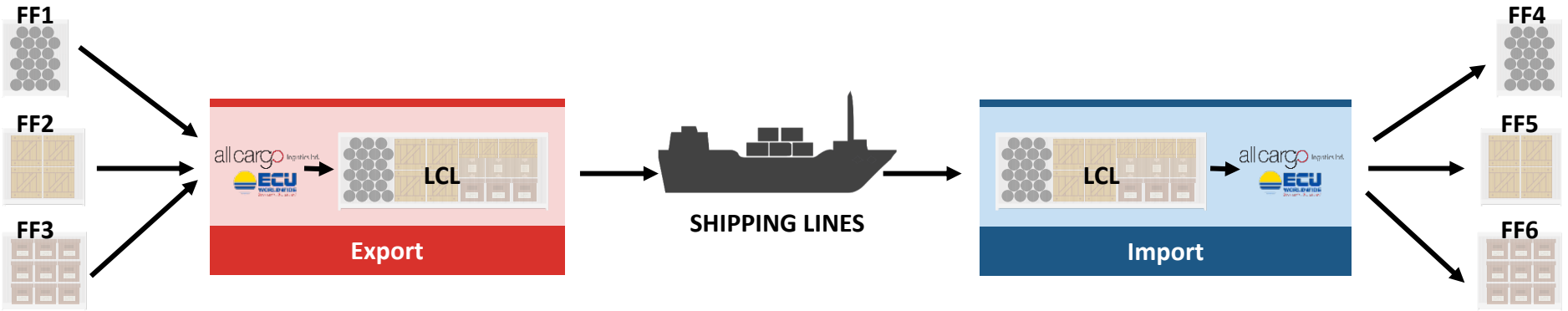
Segment Financials at a Glance



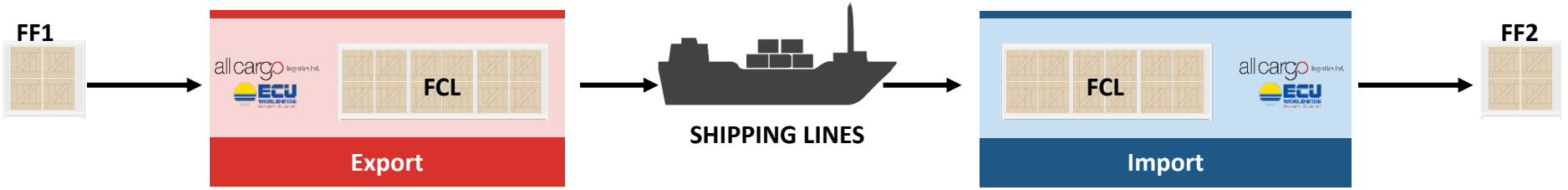


LESS THAN CONTAINER LOAD CARGO

- Less Than Container Load is the transportation of small ocean freight shipments not requiring the full capacity of an ocean container -usually less than 20 CBM (cubic meters); a freight forwarder may create a "consolidation" by putting together multiple LCL shipments to create a Full Container Load (FCL) shipment.

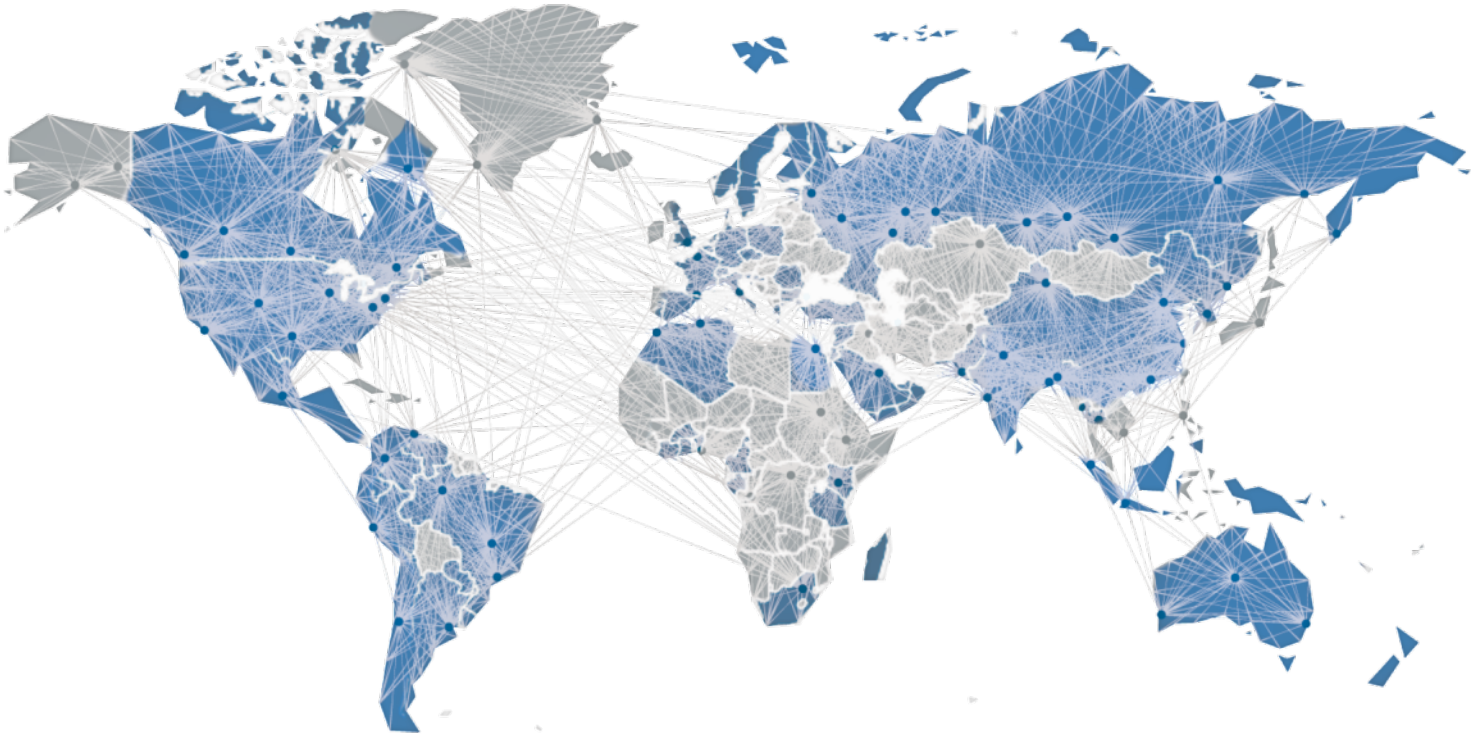


- Allcargo/ECU Worldwide receives LCL cargo from various freight-forwarders, which is consolidated into containers at bonded warehouses into a FCL and then forwarded to shipping lines for transportation to the final destination.
- Allcargo has created a specialised internal software systems across its global locations that aid in the optimal use of container space for LCL consolidation, leading to higher than average operational efficiencies.
- LCL consolidation is a highly fragmented market globally with the top 3 players in the industry including Allcargo commanding 38-40% market share.
- Besides LCL consolidation, Allcargo has also forayed into FCL freight-forwarding. The company is leveraging its LCL leadership to achieve a significant presence in the Full Container Load (FCL) business.



FF: Freight Forwarder

ECU WORLDWIDE: GLOBAL PRESENCE



ECU WORLDWIDE
Geography Simplified

MTO: INSIGHTS



- Allcargo sees the fragmented LCL industry as an opportunity to expand its global network further and consolidate the LCL industry.

- Aims to scale up the business substantially, through expansion of FCL business (both by way of organic & inorganic opportunities).

- Committed to build technology enabled business model that synergizes with the brand and can scale us to its next phase of technological revolution.

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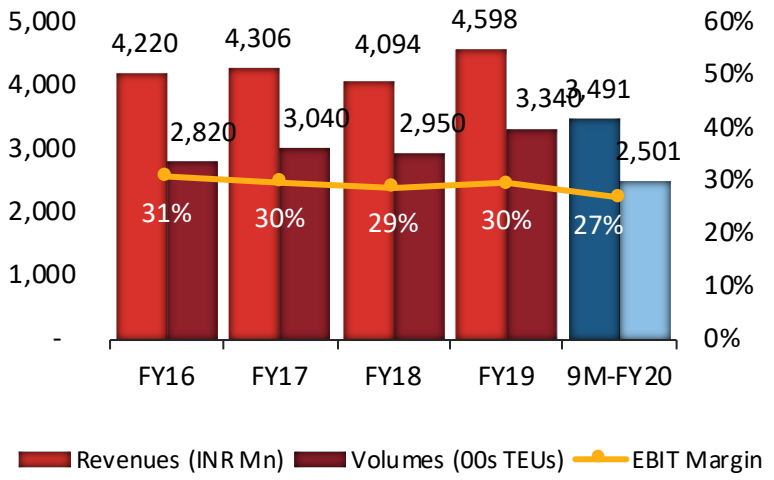


CONTAINER FREIGHT STATIONS/ INLAND CONTAINER DEPOT

CFS / ICD

- The CFS/ICD segment caters to the handling of import/export cargo, customs clearance and other related ancillary services at ports.
- In the mid 1990's, the Government of India started private investments in CFS facilities across the country as most of the ports were congested.
- Allcargo's first CFS started operations in 2003 at JNPT, Mumbai and grew its operations by the mid 2000s to CFS facilities in JNPT, Chennai and Mundra and ICD facilities in Dadri.
- Allcargo has strategically created its presence in CFS at key container ports of the country, viz. JNPT, Chennai, Mundra and Kolkata (*which drives 80% of India's container traffic).*
- These CFS/ICD facilities have a total installed capacity of 5,00,000 TEUs, geared with the latest state-of-the-art technology and backed by experienced teams who are equipped and trained to handle all import and export shipment requirements.
- Allcargo operates its business model with unique synergies between its MTO and CFS segments- the company leases container space with major shipping companies for its clients in MTO segment and on other hand, it gets clients of CFS segment from the same shipping companies.

Segment Financials At A Glance

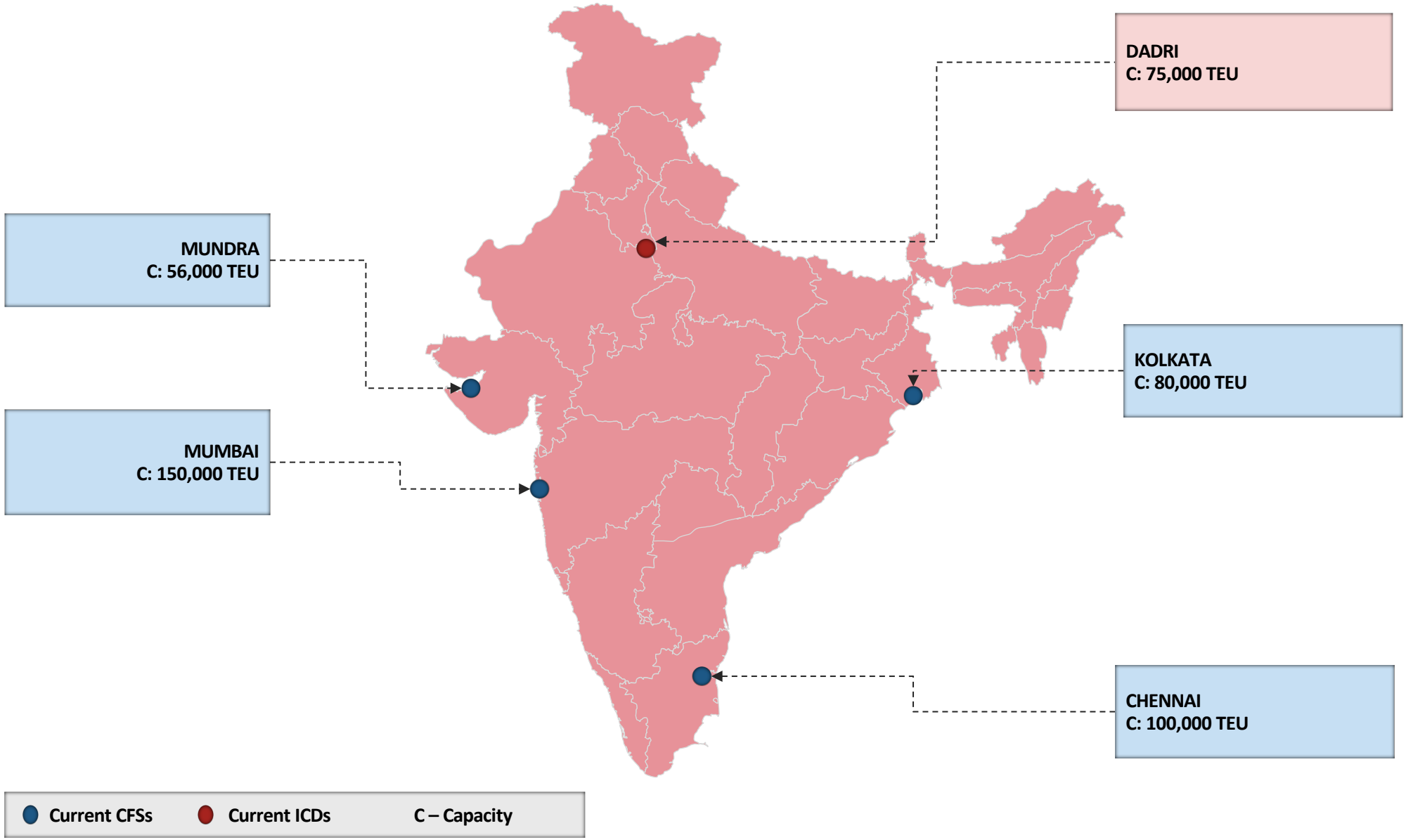








DOMESTIC FOOTPRINT IN CFS/ICD



CFS / ICD: INSIGHTS



- Expected changes in DPD policy, shall bring in stability to the business.
- With port related CFSs well covered, possible foray into rail-linked inland depots.
- Developing opportunity to handle high value cargo and ancillary services to provide integrated logistics solutions.
- Enjoy long term relationship with most of the leading global carriers and freight forwarders. Driving synergy with global MTO business.

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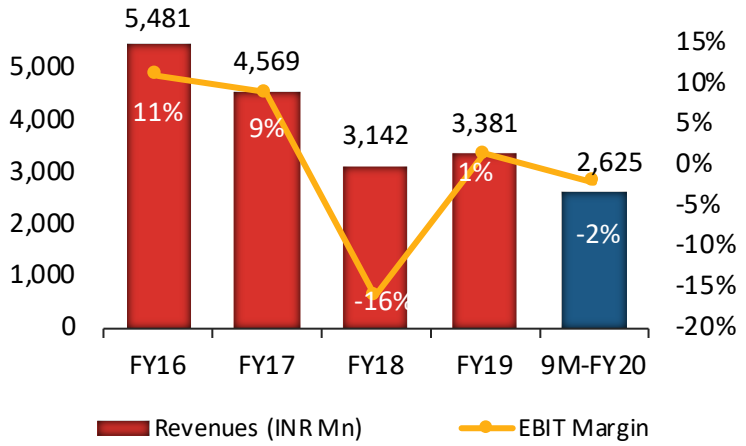


PROJECTS & ENGINEERING

PROJECTS & ENGINEERING

- The company owns a diverse fleet of special equipment and has developed an in-house repairs and maintenance (R&M) division to efficiently manage all types of R&M of its fleet wherever deployed.
- The P&E segment includes Equipment Leasing, Project Transportation Services and Shipping.
- Allcargo Logistics offers enhanced expertise in the areas of: Turnkey Lifting and Transport Operations, Factory-to-Foundation Heavy Lifting and Multi-modal Transportation Projects, Erection and Shut-Down Projects, Salvage and Wreckage Removal of Ships and Offshore Installations.
- Special Project: Reliance Group partnered with Allcargo to set up a 6 x 660 MW Ultra Mega Power Project (UMPP) at Sasan, Madhya Pradesh. Over dimensional cargo (ODC) weighing over 370 MT was transported from various parts of India to Sasan, covering a challenging stretch of 1,500 kms and involved the creation of a 1400 metre bypass to let the ODC cross through the heavily flowing Son river.
- Multi-sectors serviced: Power (thermal, solar, wind and transmission lines), Oil & Gas, Refineries, Cement, Steel, Ports and Infrastructure.

Segment Financials At A Glance









PROJECT & ENGINEERING: INSIGHTS

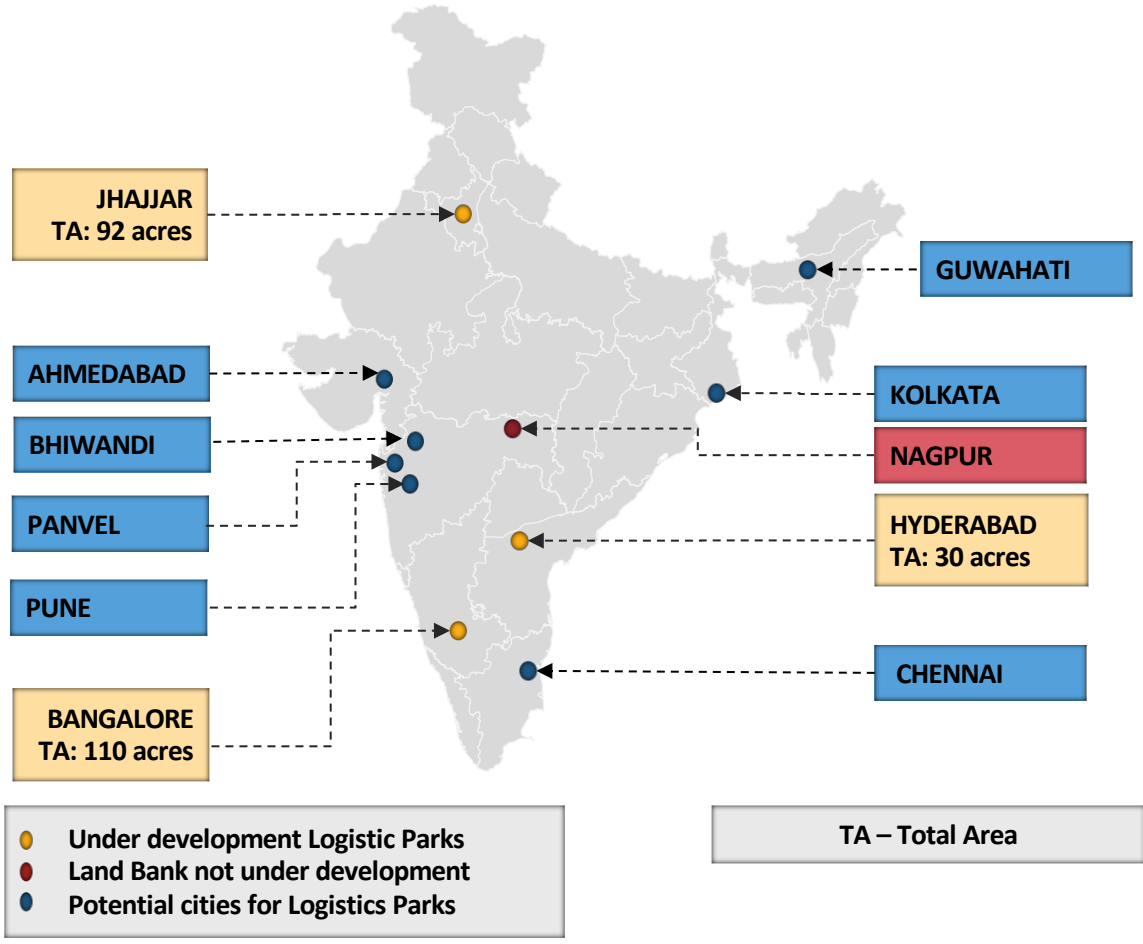


- Growth in the infrastructure sector especially in power, oil & gas, cement and steel is expected to increase demand for specialized transport solutions.
- The current executable order book in Project logistics is around INR 166.25 Cr along with visible pipeline of ~ INR 526 Cr.
- Our asset utilization in equipment vertical in the current quarter is ~65% moving upwards from an average of 45%-50% in the last few quarters.
- Sold cranes & trailers on basis of under utilization and age criteria at ~150% of book value. Replacement Value of current cranes on books as on date would be approximately at the same levels.


Logistics Park

LOGISTICS PARKS

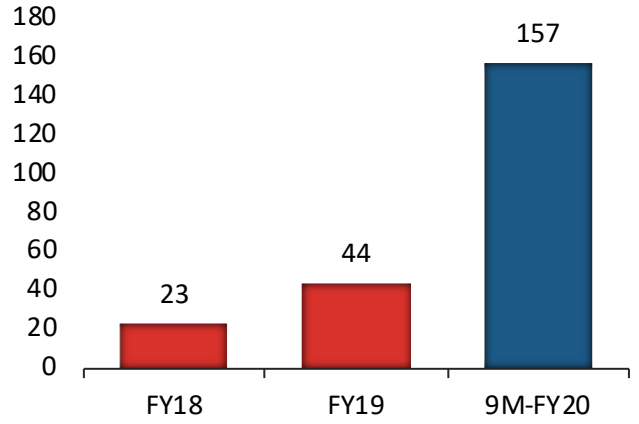
- Developing existing land bank mapped to the current demand foreseen in Grade A warehouse. Allcargo is in a great spot to get economies of a scale.
- Consumption drive and infrastructure development would boost multi modal logistics parks with capability of serving all types of cargo.
- Logistics parks would have to provide warehousing, contract logistics and first and last mile connectivity.
- Current status of logistics parks area under development ~ 350 acres.
- A nationwide warehousing footprint to 6 million sq. ft. by 2021 through strong connectivity to industrial hubs and transport routes.
- Already contracted for ~4Mn Sq ft with Indian multinational and other international customers (including our contract logistics arm).
- The growth in our SCM business and development of our land bank will be of a strategic advantage to our company.



OPERATIONAL HIGHLIGHTS

- Investment in 9M-FY20 is at INR 345 Cr
- The company entered into a definitive transaction with the Blackstone Group on 13th January, 2020, wherein Blackstone would acquire Allcargo's warehousing subsidiaries at Telangana, Tamil Nadu, Karnataka, Gujarat, Goa and Maharashtra for a consideration of Rs. 380 Crores through a combination of debt and equity. Allcargo would remain a minority stake holder in these Warehousing subsidiaries at 10% post the transfer. The timeline of the deal would be around 12 months, subject to satisfaction of customary closing conditions and achievement of certain milestones as prescribed in the transaction documents. Post the completion of the deal, the company endeavours to reduce the debt on consolidated books considerably by the end of FY21.

Segment Financials at a Glance



FUTURE GROWTH STRATEGY



- Aim to become the biggest value creator in the logistics space with highest governance standards.
- Technology-driven company - A lot of efforts are being put to make the company ready for the next-gen business model.
- An under leveraged company with healthy cash flow and capability to raise money from debt as well as internal accruals for any expansion opportunities.
- Focus on achieving better ROCE than the current 13% through better economies of scale.
- Strong management team globally with an average current age of ~38-40. Investing in young talent to have the right balance and keep the organization vibrant and energetic at all times.

all cargo logistics ltd.
Ingenuity In Motion



SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

- Supply Chain Management segment involves activities such as designing and planning supply chains, designing facilities, warehousing, transporting and distributing goods, processing orders and collecting payments, managing inventory and also providing certain aspects of customer service.
- In FY17, the Company expanded and strengthened its presence in this segment by acquiring major equity stake in Avvashya CCI Logistics Private Limited ('ACCI').
- Allcargo has become one of the predominant players in the supply chain management segment through its majority equity shareholding in Avvashya CCI.
- ACCI is a consolidation of three entities: the warehousing & custom clearing & freight forwarding (CCFF) division of CCI Logistics Ltd., the Supply Chain Division of Allcargo Logistics and Hindustan Cargo Ltd.
- The supply chain units have state-of-the-art facilities that are scalable & customized, with strong IT infrastructure and stringent adherence to compliance.
- As a combined force, the company has expertise in contract logistics, warehouse management and other value-added services. The amalgamation has been timed in an effort to better leverage the benefits from rising domestic consumption and the implementation of the Goods and Services Tax.
- ACCI is one of the predominant players in the contract logistics segment, managing activities for key clients in Chemicals, Pharmaceutical and Food, Automotive and Engineering, E-commerce, Fashion and Retail sectors.



45

WAREHOUSE LOCATIONS ACROSS INDIA

>4 Mn

BUILT-UP WAREHOUSE SPACE (SQ. FEET)

~97%

CURRENT WAREHOUSE UTILIZATION

Warehouse Locations across India



Avvashya CCI Logistics Private Limited



SUPPLY CHAIN MANAGEMENT: INSIGHTS



- CRISIL Report has estimated that the supply chain management (3PL) is expected to grow at a CAGR of 19-21% to reach ~INR 57,000 Cr by FY2020, Allcargo in a great position to take advantage of the same.
- Plans to scale-up the business with a top-line target of INR 1,000 Cr along with increase in the warehouse space to ~10 Mn Square feet in the next five years.
- Targeted segments within this vertical: chemical, auto, e-commerce, retail & fashion.
- Develop Built-To-Suit (BTS) model warehouses where technology and automated processes will play a major role.
- Exploring opportunities to expand globally by riding Indian clients' international forays and leveraging our global network, already marked our footprint in Kenya & Dubai.
- Developing an asset light distribution model by partnering with various established transport vendors.

Opportunity

Our strategy in acquiring majority stake in ACCI has proven beneficial.

Factors like GST, growth across major industries and emergence of organized retail is supporting the growth in demand for reliable logistics partners.

Within logistics park, need for Grade A warehouses is expected to move up from 45Mn sq ft in 2017 to 105 Mn in 2020 (CAGR of ~33%).

Increase in consumption of warehouses is majorly led by Supply Chain Management (3PL) followed by E-commerce, Automobile and Retail.

Consolidation of Grade A warehousing is likely to be in about 10 major cities in the country as against several B&C category warehouses.

Automation and mechanization will be necessary.

Substantial demand by Pension funds & other investors to invest in development & own such warehouses for a longer period.

Source: JLL, CBRE

ALLCARGO GREENS



Global campaign to encourage eco-friendly ways of living by taking small steps towards sustainable living.

By saving paper, limiting use of plastics, switching lights off whenever possible, working with communities around our facilities and offices on environmental issues, planting more trees and moving to solar energy, we commit to moving logistics to the life-saving green side.



FINANCIAL OVERVIEW

HISTORICAL CONSOLIDATED INCOME STATEMENT

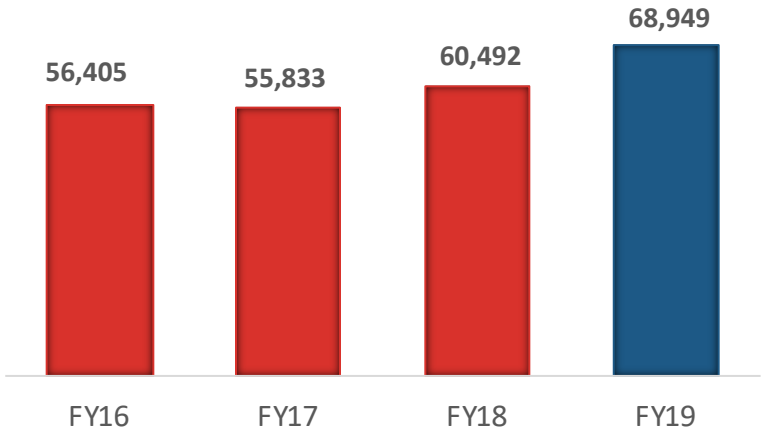
Particulars (INR Mn)	FY16	FY17	FY18	FY19	9M-FY20
Revenue from Operations	**56,405**	**55,833**	**60,492**	**68,949**	**54,753**
Expenses	51,366	51,184	56,720	64,464	50,782
EBITDA	**5,039**	**4,649**	**3,772**	**4,485**	**3,971**
EBITDA Margin (%)	***8.93%***	***8.33%***	***6.23%***	***6.50%***	***7.25%***
Other Income	280	453	391	338	236
Finance cost	408	324	299	295	391
Depreciation and amortisation expenses	2,006	1,662	1,591	1,559	1,715
PBT before associates, joint ventures	**2,905**	**3,116**	**2,273**	**2,969**	**2,101**
Share of profit from associates and joint ventures	70	38	48	52	27
Exceptional Items	-	-	(69)	-	274
Profit before tax	**2,974**	**3,154**	**2,252**	**3,021**	**2,402**
Tax expense	498	776	512	542	599
PAT	**2,476**	**2,378**	**1,740**	**2,479**	**1,803**
PAT Margin (%)	***4.39%***	***4.26%***	***2.88%***	***3.60%***	***3.29%***
Other Comprehensive income	294	(598)	559	(127)	151
Total Comprehensive income	**2,770**	**1,780**	**2,299**	**2,352**	**1,954**
Diluted EPS (INR)	9.52	9.25	6.97	9.85	6.96

CONSOLIDATED BALANCE SHEET

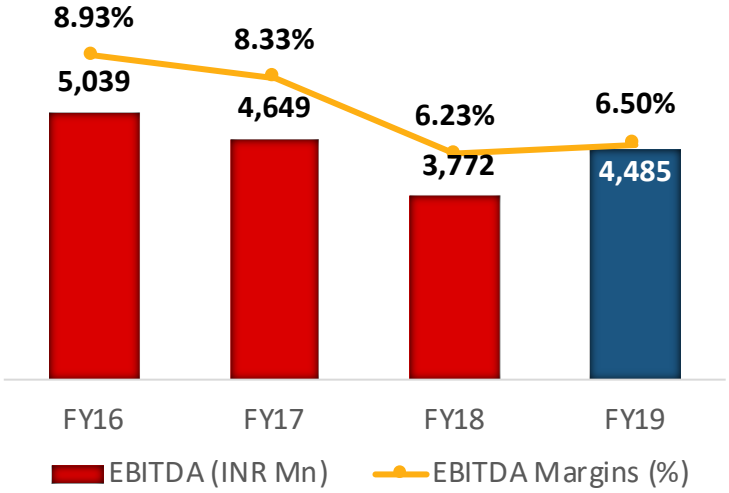
Equity and Liabilities (INR Mn)	FY18	FY19	H1-FY20	Assets (INR Mn)	FY18	FY19	H1-FY20
Equity				**Non Current Assets**			
Equity share capital	491	491	491	Plant, Property & Equipment (net)	10,878	11,368	12,909
Other equity	19,152	19,497	20,732	Capital Work in Progress	97	1,645	3,522
Equity attributable to equity holders of the parent	**19,643**	**19,988**	**21,223**	Investment Property (net)	455	444	608
Non-controlling interest	172	207	217	Goodwill on Consolidation	2,880	2,850	3,021
Total Equity	**19,815**	**20,195**	**21,440**	Total Intangible assets (net)	1,393	1,305	1,694
				Intangible Assets under Development		6	2
Non-current liabilities				Investments in joint ventures and associates	2,139	2,137	2,152
Financial liabilities				Investments	4	6	5
Borrowings	2,701	3,886	6,427	Loans	278	324	371
Other financial liabilities	8	258	1,676	Other financial assets	108	121	120
Long term provisions	24	23	23	Deferred tax assets (net)	974	1,097	1,095
Net employment defined benefit liabilities	4	7	1	Income tax assets (net)	229	236	218
Deferred tax liability (net)	43	15	74	Other non-current assets	550	890	1,038
Other non-current liabilities	47	72	47	**Total Non-Current Assets**	**19,985**	**22,429**	**26,755**
Total Non-current liabilities	**2,827**	**4,261**	**8,248**	**Current Assets**			
				Inventories	96	89	91
				Investments	1,106	251	663
Financial liabilities				Loans	389	420	913
Borrowings	1,121	1,189	1,813	Trade receivables	8,386	9,421	10,579
Trade payables	6,851	7,468	7,983	Cash and cash equivalents	2,342	1,895	2,696
Other payables	334	448	585	Other bank balances	104	511	568
Other financial liabilities	1,040	3,805	4,489	Other financial assets	113	2,621	2,953
Contract Liabilities	252	-	-	Contract Assets	518	-	-
Net employment defined benefit liabilities	421	414	463	Income tax assets (net)	115	120	122
Other current liabilities	1,320	1,212	1,314	Other current assets	813	1,263	1,164
Income tax liabilities (net)	111	166	169	Assets classified as held for sale	125	138	-
Total Financial liabilities	**11,450**	**14,702**	**16,816**	**Total Current Assets**	**14,107**	**16,729**	**19,749**
Total equity and liabilities	**34,092**	**39,158**	**46,504**	**Total Assets**	**34,092**	**39,158**	**46,504**

FINANCIAL HIGHLIGHTS (CONSOLIDATED)

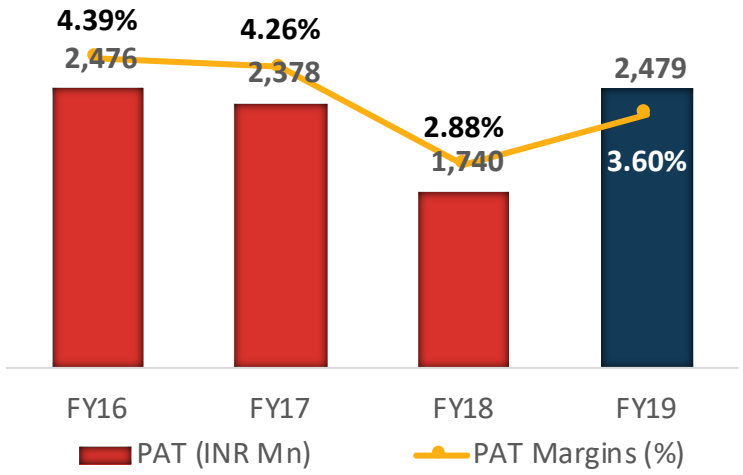
Total Operational Revenue (INR Mn)



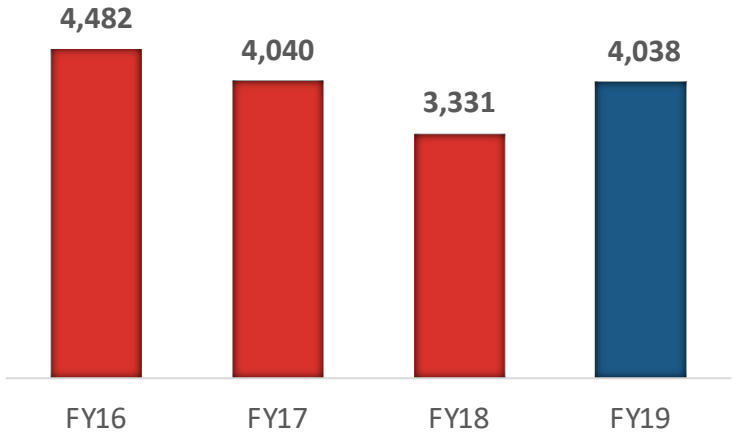
EBITDA (INR Mn) and EBITDA Margins (%)



PAT (INR Mn) and PAT Margins (%)

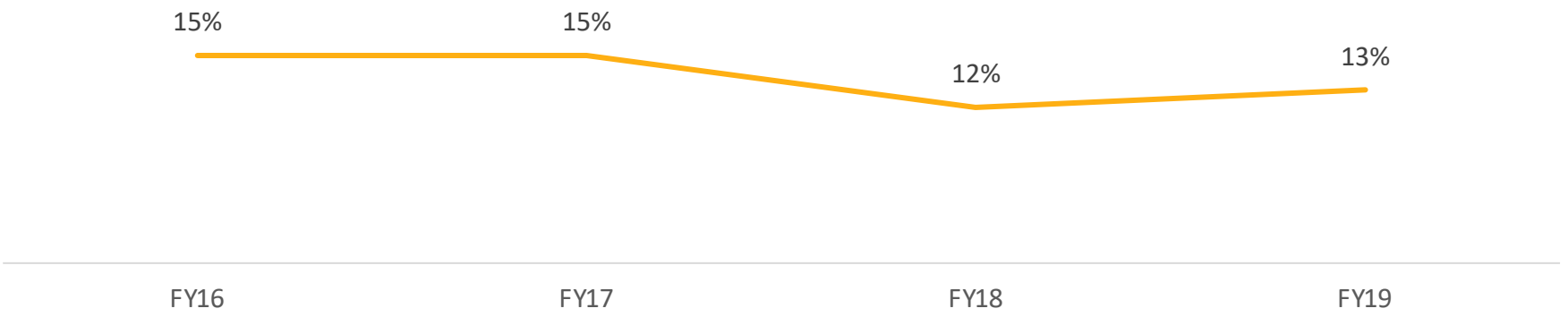


Cash Profit (INR Mn)

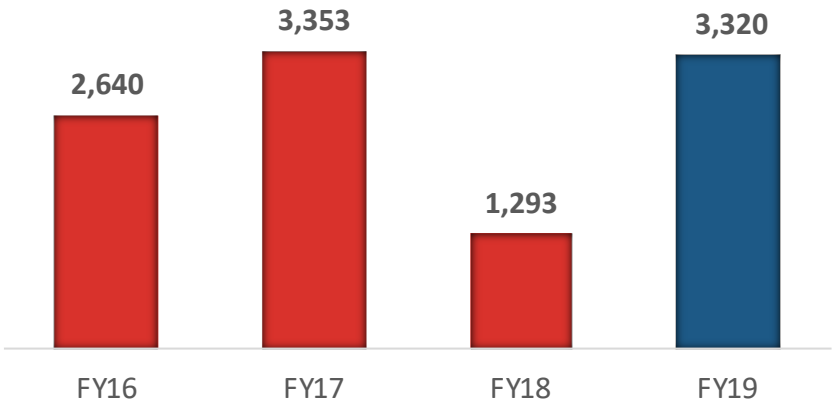


FIVE YEAR FINANCIAL HIGHLIGHTS (CONSOLIDATED)

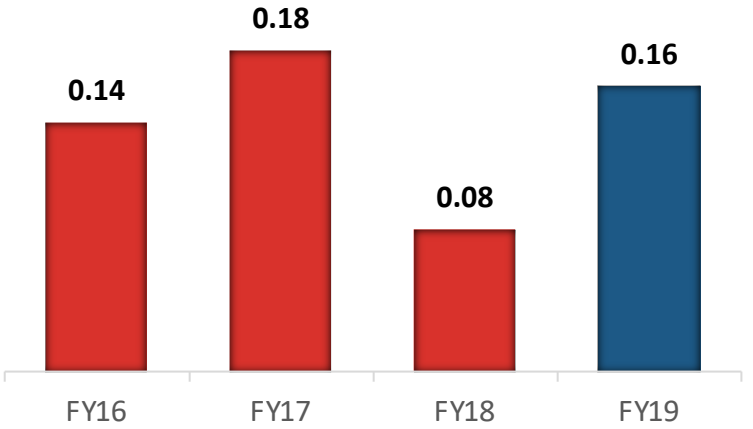
Return on Capital Employed



Net Debt (INR Mn)



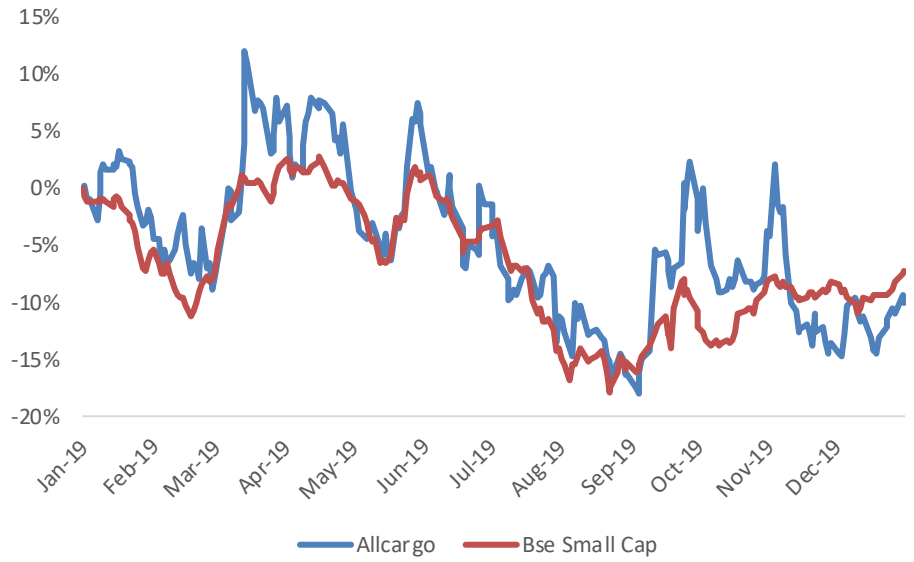
Net Debt to Equity (x)



* - On an annualized basis

CAPITAL MARKET DATA

Stock Return (As on 31st December, 2019)



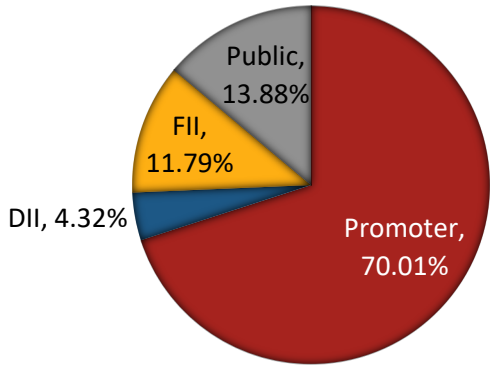
Price Data (As on 31st December, 2019)

Face value (INR)	2.0
Market Price (INR)	97.35
52 Week H/L (INR)	126.0/87.4
Market Cap (INR Mn)	23,918.5
Equity Shares Outstanding (Mn)	245.7
1 Year Avg. trading volume ('000)	168.7

Institutional Holding

Acacia	6.34%
SBI Mutual Fund	3.64%
Singapore Government Pension Fund Global	2.84%

Shareholding Structure (As on 31st December, 2019)



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