

December 16, 2015

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| <b>Department of Corporate Services<br/>BSE Ltd.</b><br>Phiroze Jeejeebhoy Towers,<br>Dalal Street, Fort,<br>Mumbai – 400 001<br>Telephone: 2272 8013/8015/8058/8307<br>Fax: 2272 2037/39/41/3121/3719<br>Email: <a href="mailto:corp.relations@bseindia.com">corp.relations@bseindia.com</a><br><b>BSE Scrip Code: 532749</b> | <b>The Listing Department<br/>National Stock Exchange of India Ltd.</b><br>Exchange Plaza, C-1, Block G<br>Bandra Kurla Complex, Bandra (East),<br>Mumbai – 400 051.<br>Telephone: 2659 82 35/8236/8458<br>Fax: 2659 8237/38/ 6641 8124/25<br>Email: <a href="mailto:cmllist@nse.co.in">cmllist@nse.co.in</a> / <a href="mailto:neaps@nse.co.in">neaps@nse.co.in</a><br><b>NSE Symbol: ALLCARGO</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Dear Sir/ Madam,

**Sub.: Presentation made to Analyst/Institutional Investor**

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Regulations"), the presentation on financial results made to Analyst /Institutional Investors during the meetings held with them is enclosed herewith for your records.

Pursuant to Regulation 46(2)(o) of the Regulations, the aforesaid information is already disclosed on the website of the Company i.e. [www.allcargologistics.com](http://www.allcargologistics.com).

Kindly acknowledge the receipt and take on record the above information.

Thanking you.

Yours faithfully,

**For Allcargo Logistics Limited**



**Shailesh Dholakia**  
**Company Secretary & Compliance Officer**





## Investor Presentation

# Allcargo Logistics – India's 1<sup>st</sup> Multinational Logistics Company

- **Integrated multinational logistics company** headquartered in Mumbai, India
- **Diversified presence across multiple logistics sectors** including ocean & air freight-forwarding, container freight stations (CFS), inland container depots (ICD), project cargo, equipment rentals, coastal shipping and contract logistics
- **Global presence** with more than 200 offices in 90+ countries
- **Strong management team** with experienced industry professionals

## Business Verticals

### Multimodal Transport Operations (MTO)



- Consolidation of Less-than-Container-Load (LCL) ocean cargo into containers for shipment across 4,000 port pairs globally
- Global brand – 'ECU Line' with presence in 90+ countries
- Diversified customer base with an asset-light business model
- Presence in Full Container Load (FCL)

### Container Freight Stations (CFS)



- Provides storage and custom clearance services for export-import cargo at major Indian ports
- 2<sup>nd</sup> largest operator at Chennai and amongst top 5 CFS operators at JNPT and Mundra
- ICDs at Pithampur and Dadri; presence in Contract Logistics segment
- CFS at Kolkata under development
- Land bank of more than 200 acres

### Project & Engineering Solutions (P&E)



- Offers integrated end-to-end logistics services including transportation of over-dimensional & over-weight cargo, on-site lifting & shifting
- Diverse fleet of close to 1,000 equipment needed for building & creating infrastructure
- Presence in Coastal Shipping through 5 owned and 1 chartered ships

FY15 EBITDA<sup>1</sup>  
% of Total

INR 220 Cr  
44%

INR 130 Cr  
26%

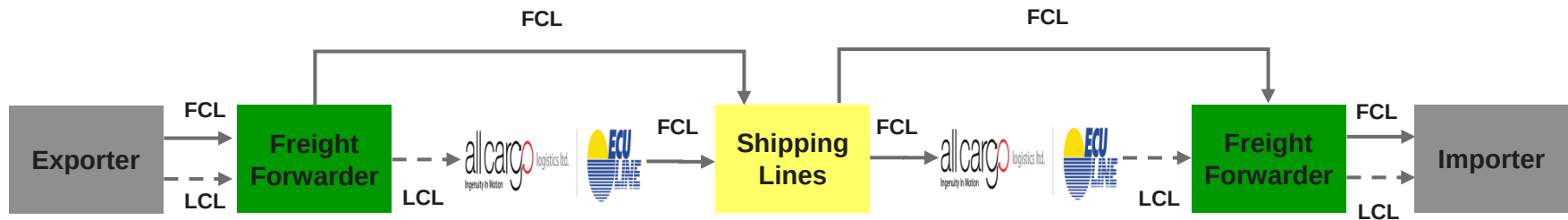
INR 152 Cr  
30%

<sup>1</sup> Considering business segments only, excluding others



# Multimodal Transport Operations

# LCL Consolidation is a Multi Billion Dollar Global Market<sup>1</sup> With an Asset-Light Business Model



## Business Description

- Allcargo receives Less-than-Container-Load (LCL) cargo from various freight-forwarders
- Cargo for each destination is consolidated into containers at bonded warehouses, to be shipped to either final destination or to hub ports from where it is trans-shipped to final destination
- After consolidating the LCL cargo into Full-Container-Load (FCL) consignments, Allcargo forwards the consignments to shipping lines for transportation to the final destination
- Besides LCL consolidation, Allcargo has also forayed into FCL freight-forwarding through acquisition of FCL Marine, a Netherlands based FCL freight-forwarding company

## Salient Features

- Asset-light business with high returns on capital employed: Total capital employed (excluding Goodwill) – INR 398 Cr; more than 40% average Return on Capital Employed (ROCE)<sup>2</sup> in last 4 financial years
- Resilience to global market volatility; Global LCL consolidation industry has grown by 4-5% yearly in last 3 years<sup>1</sup>
- Creation of global network is an entry barrier
- Customer diversification inherent to business model due to neutral approach
- Provides opportunity to service FCL volumes

<sup>1</sup>Management estimates and Industry data; <sup>2</sup>Capital employed as of 30<sup>th</sup> Sep, 2015, ROCE calculated as EBIT + Interest Cost / Average Capital Employed excluding Goodwill



# ECU Line – Allcargo's 100% Owned Subsidiary is the Largest Player Globally in the LCL Market

## Critical Growth Factors

### Global Presence With Owned Network

- ✓ Presence in 90+ countries through 200+ owned offices covering over 4,000 port pairs, provides ability to offer pan-global services to multinational clients
- ✓ Higher execution control with better visibility on the flow of cargo through presence at both ends of the cargo shipment
- ✓ Covers all major economies of the world and has the ability to capture incremental cargo with pick-up in global trade

### Operational Scale

- ✓ Large scale enables preferential freight rates with shipping lines and leads to operating leverage
- ✓ Eculine is one of the largest LCL consolidators in the world and has centralized procurement teams

### Management Capabilities

- ✓ Experienced team of executive directors, supported by Regional CEOs and country managers with a total 200 years of industry experience
- ✓ Functional heads for procurement, commercials and key accounts

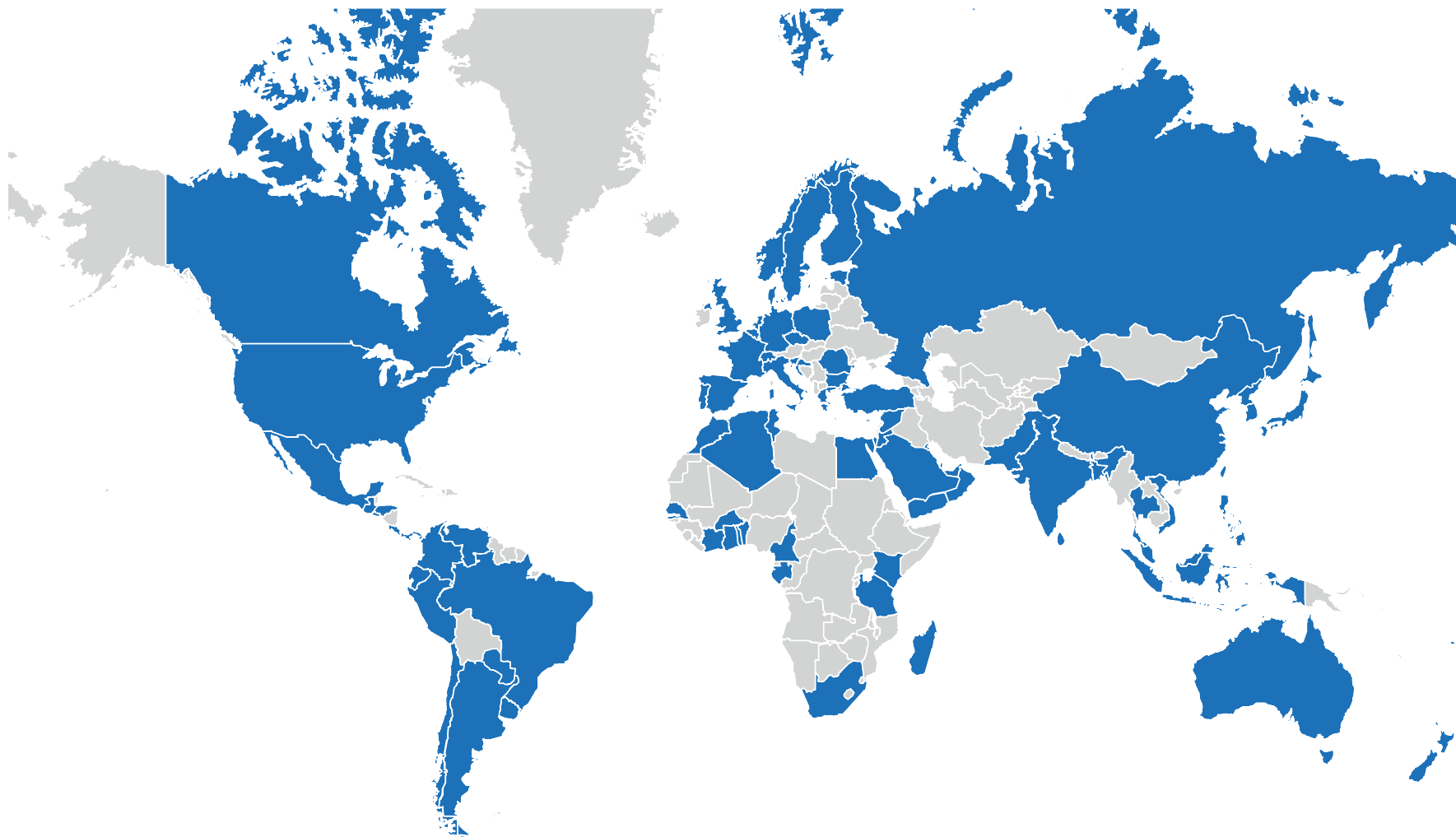
### Flexibility of Services

- ✓ Offers air freight through strong network across the world, including custom clearance through Hindustan Cargo – 100% subsidiary of Allcargo
- ✓ Ability to offer FCL and warehousing for select locations and trade lanes

## ECU Line's Unique Position



# ECU Line Has Presence in 90+ Countries and Covers 82%<sup>1</sup> of the World



 Countries with ECU Line Coverage

<sup>1</sup>Based on the Total Area of Countries Served by ECU Line Services



# Successful M&A Strategy in MTO Business

**Econocaribe Consolidators (2013)** – 3<sup>rd</sup> largest NVOCC in the US with 9 offices and 22 receiving locations in the US and Canada

**FCL Marine Agencies (2013)** – Leading neutral NVO service provider in Full Container Load segment in Europe, USA and Canada

**2 Leading NVOCC Operators in China (2010)** – Extensive operations in Hong Kong, China and other parts of the eastern region

**ECU Line (2005-06)** – One of the Largest NVOCC in the World and 4 times larger than Allcargo, at the time of acquisition

- Acquisitions made to expand and consolidate network, gain footprint in major economies of the world and add more product lines for customers
- All acquisitions have been EPS accretive and cash flow positive from start of integration



# Elite Set of Customers



GEODIS



# Eculine is Managed by a Global Team of Seasoned Professionals



**Shashi Kiran Shetty**  
*Executive Chairman*

- Started his career in the logistics industry in 1978 with Inter-modal Transport and Trading Systems, Mumbai from where he moved to Forbes Gokak, a TATA Group Company
- Holds a Bachelor of Commerce degree



**Adarsh Hegde**  
*Executive Director*

- Spearheads the Procurement and Stowage drive initiative at ECU
- Mechanical Engineer with over 22 years of experience in the logistics industry
- Director on Board of Allcargo. Also heads CFS Business and Corporate Marketing



**Suryanarayanan S**  
*Executive Director*

- Over 28 years of work experience in industries like engineering, shipping and logistics
- Qualified Chartered Accountant



**Marc Stoffelen**  
*Executive Director*

- Over 32 years of experience in shipping and NVOCC industry, has worked with companies like Euro Link, Ghemar and CMB/Combitainer
- Has a degree in logistics



**Martin Mueller**  
*Chief Commercial & Strategy Officer*

- Has worked with McKinsey & Co. and served clients in logistics, transportation, e-commerce, express and airlines across Asia Pacific, Europe and the Middle East
- Master of Arts in Business Administration from the University of St. Gallen, Switzerland

# Eculine is Managed by a Global Team of Seasoned Professionals contd...



**Simon Bajada**  
*Regional CEO*  
*NW-Europe & MED*

- Over 30 years of experience in shipping and logistics industry, with Eculine since 1991
- Holds a degree in accounting



**Thomas Heydorn**  
*Regional CEO*  
*CNE Europe*

- Over 30 years of experience in transport and logistics industry, has worked with companies like Rohde & Liesenfeld and Exel plc
- Holds master diploma in forwarding from AHV and is a certified trainer of ICC



**Shanta Martin**  
*Regional CEO*  
*ISC, GCC & Africa*  
*(SE)*

- Over 17 years of experience in various sectors including, healthcare, event management, publishing, hospitality and logistics, has worked with companies like Reed Elsevier and Accor
- A science graduate and holds an MBA in marketing from T. A. Pai Management Institute, Manipal



**Uday Shetty**  
*Regional CEO*  
*APAC*

- Started his career with Eculine in 2001, Joined in finance and accounts department and moved to RCEO role by 2013
- Qualified chartered accountant



**Tim Tudor**  
*Regional CEO*  
*LATAM*

- Over 29 years of experience in shipping and logistics industry, has worked with companies like Australia New Zealand Direct Line, Direct Container Line and Vanguard Logistics
- Holds a degree from University Colorado



**John Abisch**  
*Regional CEO*  
*USA & Central*  
*America*

- Started his career with Econocaribe in 1989 in accounting function and became president over the years
- Completed BS in finance from University of Florida



# LCL Business will Continue to Drive Allcargo's Growth in Future

## Organic Growth

- Being the largest player in the LCL freight-forwarding industry globally, Eculine is best positioned to benefit from increase in global cargo volumes
- Further expansion in high-growth markets (like Far East and China) will improve Eculine's market leadership
- Selectively opening new offices, serving additional port pairs
- Warehouses in Antwerp, Rotterdam, Dubai, Singapore and Shanghai

## Inorganic Expansion

- LCL consolidation is a highly fragmented market globally with industry consolidation being witnessed in last few years
- Eculine has demonstrated strong capabilities in identifying suitable and value accretive acquisition opportunities
- Going forward, Eculine will continue to strengthen its market leadership through tactical acquisitions / buyout of local partners / strategic alliances in regions where Eculine does not have significant presence

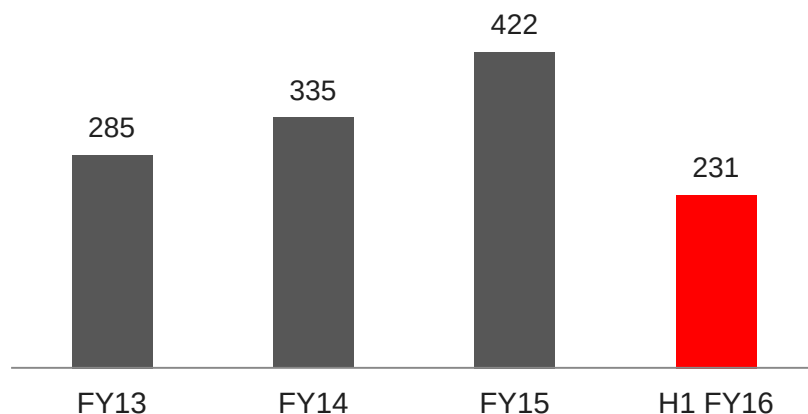
## Operational Improvements

- Margin improvement through operational productivity enhancement and cost management, increasing outsourcing and streamlining procurement
- Centralized IT systems are being rolled-out

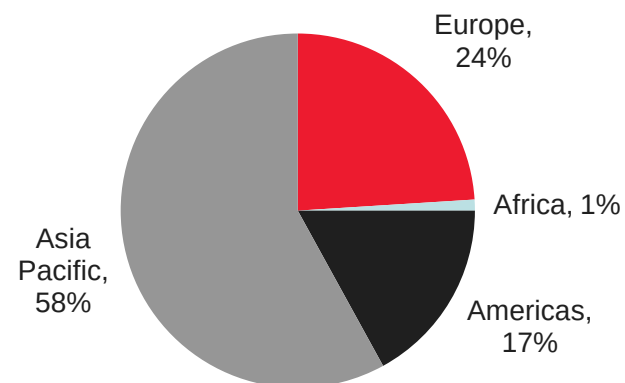


# MTO Business Volumes and Financials

Global Volumes (000's TEUs)<sup>1</sup>

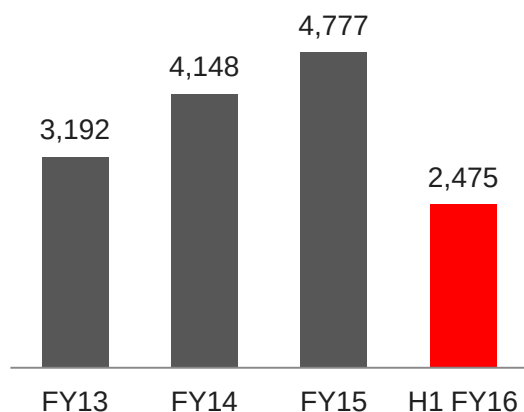


Volume Split as per Geography - FY15<sup>2</sup>



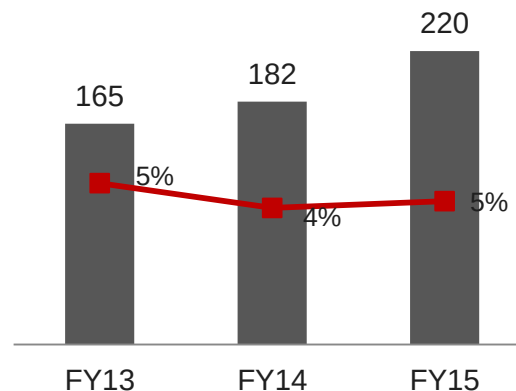
Revenues

(INR Cr)



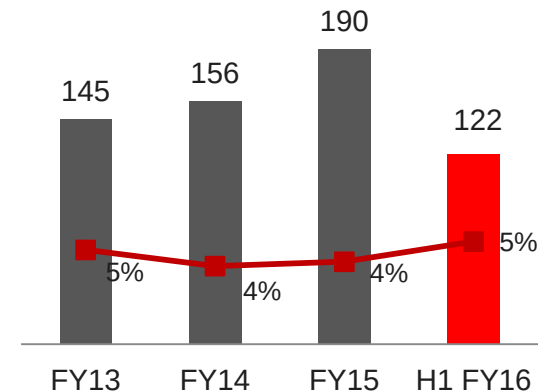
EBITDA and Margin

(INR Cr)



EBIT and Margin

(INR Cr)



<sup>1</sup> Includes both LCL & FCL and Import and Export; <sup>2</sup> For LCL

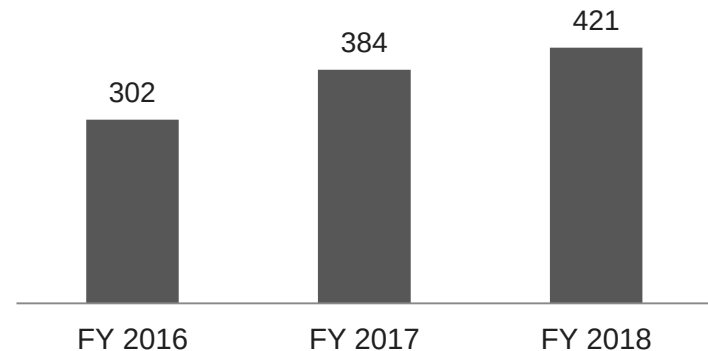


# Container Freight Stations

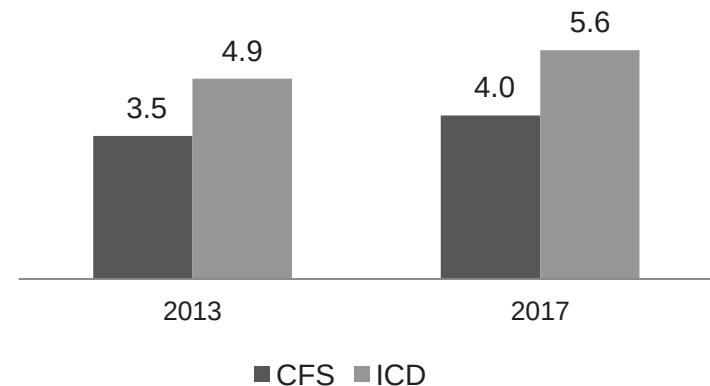
# Indian Container Cargo is Poised for Growth

- Container volume in India is expected to be 2x by 2020, driven by EXIM trade and an increase in containerization from the current 55% to >65% (versus developed countries' average of 70%)
- Revival in EXIM trade expected to translate into higher demand for containerization due to their efficiency
- Infrastructural initiatives like Dedicated Freight Corridor and development of multi-model logistics park, to further support growth of cargo containerization
- Several upcoming container terminals planned at both major and non-major ports - to further increase flow of container traffic
- Strong growth expected in CFS container volume with container traffic growing
- CFS / ICD business expected to grow by CAGR 9% in coming years

Projected Indian Container Traffic (Million Tons)

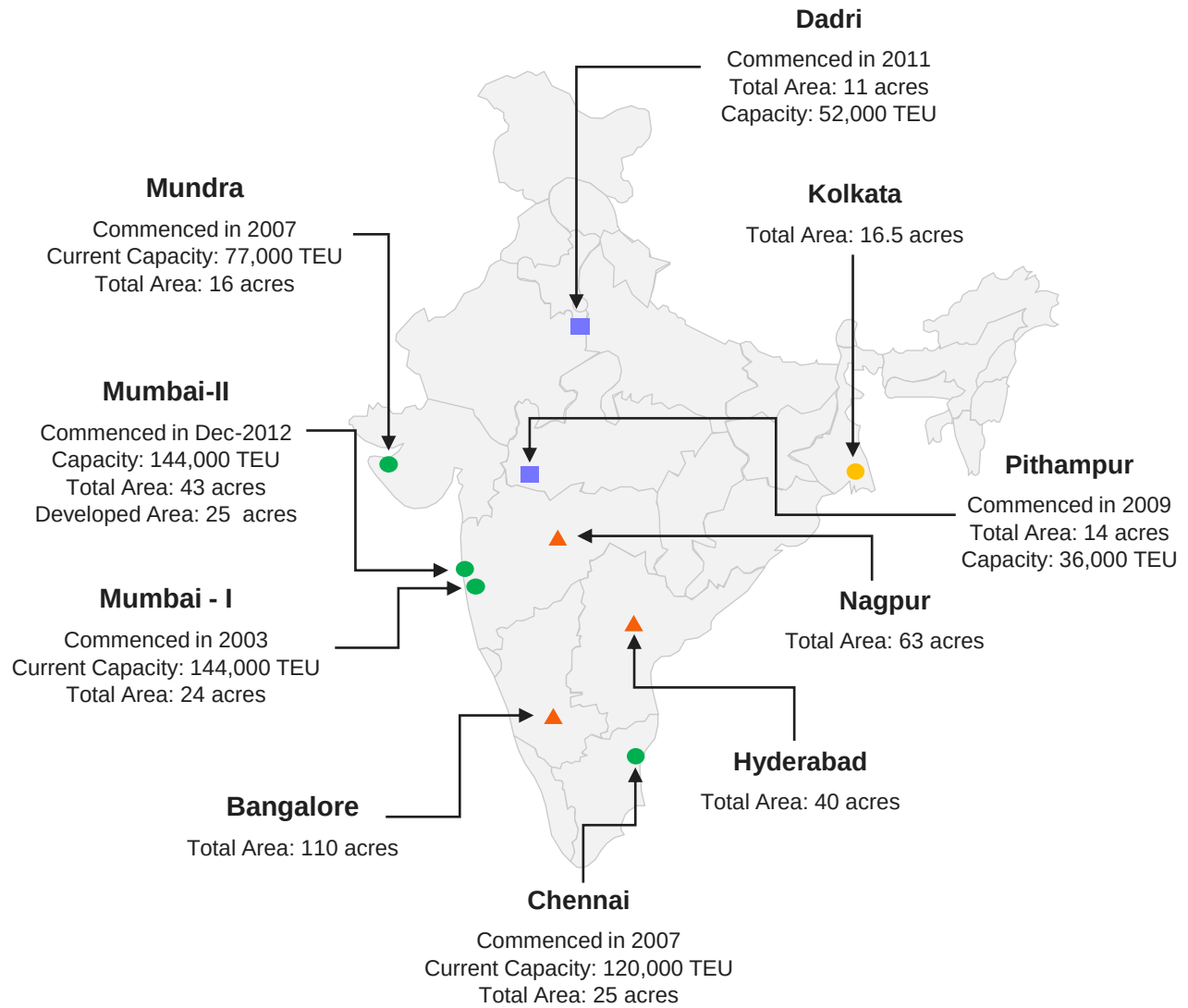


Expected Growth in CFS / ICD Market (Million TEUs)



# Allcargo is Present Across Major Container Ports of India

- Allcargo has leveraged its relationships with freight forwarders and major shipping lines by entering into CFS sector
- CFSs at JNPT, Chennai and Mundra with total installed capacity of 485,000 TEUs p.a. and ICDs at Pithampur and Dadri with total installed capacity of 88,000 TEUs p.a.
- JNPT, Chennai and Mundra - key ports in India handling bulk of container traffic. The three ports together handle around 75% of total container traffic of India



# CFS Business to Support Allcargo's India Focused Growth

## Presence at Key Container Ports

- Being one of the largest CFS operators in India, Allcargo is the only company with significant presence at key container ports of the country, viz JNPT, Chennai and Mundra, a new CFS is proposed to be constructed at Kolkata port
- These ports are in proximity to main industrial hubs, carry majority of the volumes and are preferred choice for customers because of their strategic location
- They collectively handle around 75% of total container traffic of India

## Scope for Capacity Addition

- Only c. 50% of land at 2<sup>nd</sup> CFS at JNPT has been developed, offering opportunity to double capacity as demand picks up
- Land bank of more than 200 acres across 3 strategic locations viz Hyderabad, Bangalore and Nagpur
- Continuously exploring opportunities to set-up CFSs at new and upcoming ports; and establish pan-India ICD presence through strategic JVs

## Owned Fleet

- Owned fleet of trailers, RTGs, reach stackers and forklifts to support transportation of containers between CFS and port; and movement within CFS, proving a unique differentiator
- Timely transportation supports incremental revenue

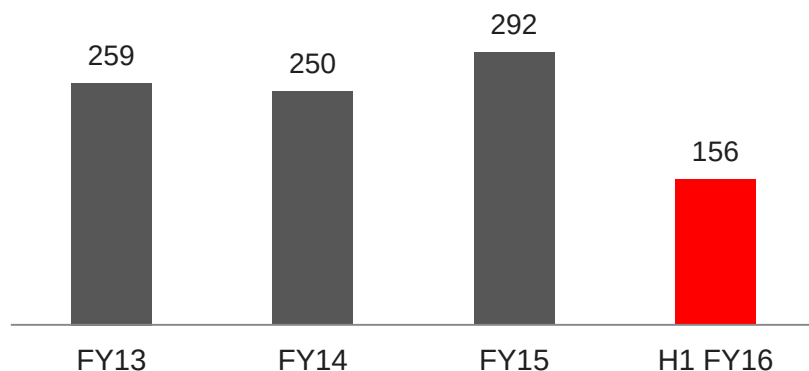
## Synergies from MTO Business

- Allcargo operates its business model with unique synergies between MTO and CFS business
- Allcargo 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

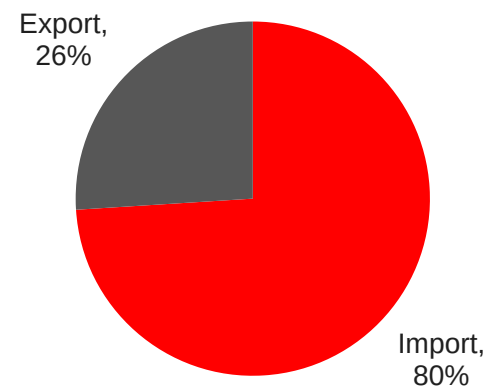


# CFS Business Volumes and Financials

## Volumes (000's TEUs)

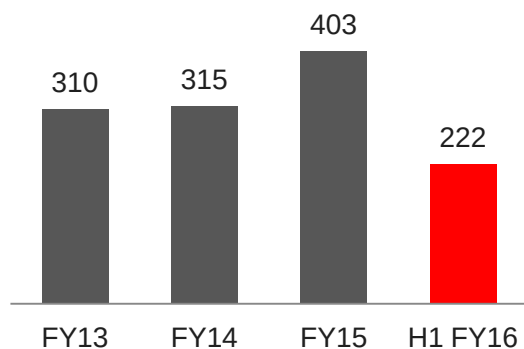


## Import - Export Mix - FY15



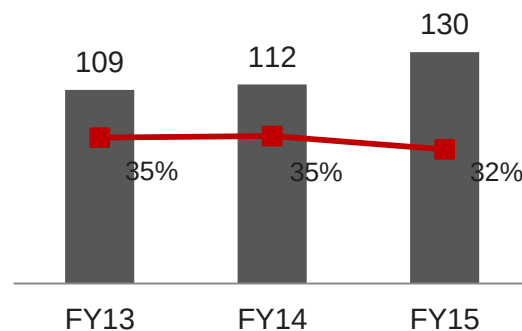
## Revenues

(INR Cr)



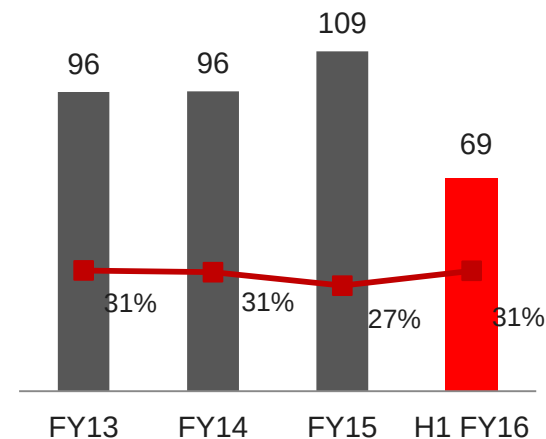
## EBITDA and Margin

(INR Cr)



## EBIT and Margin

(INR Cr)



# **Project and Engineering Solutions**



# P&E's Strong Long Term Growth Opportunity

- Government has announced plans to invest INR 70,000 crores in infrastructure in Budget 2015
- Infrastructure led growth especially in sectors like power, oil & gas, cement and steel – expected to increase demand for specialized transport solutions
- Government plans to take wind energy generation to 60,000 MW in the next 5 years from around 20,000 MW currently. Government also plans to have 100,000 MW of solar power capacity by 2022
- Government plans to set up 5 new Ultra Mega Power Projects, each of 4,000MW
- US\$ 45 Billion is expected to be spent oil & gas sector in India in next few years
- India is the second largest producer of cement in the world with current capacity of around 370 MT - expected to grow to 550 MT by FY20
- Total market value of the Indian steel sector stood at US\$ 57.8 Billion in 2011 and is anticipated to touch US\$ 95.3 Billion by 2016
- Currently metro rails are fully operational in only 2 cities of the 53 Indian cities with a population of more than one Million. Almost all the state capitals are having plans to build metro railways
- Significant capex expected not only on Greenfield projects, but also on repairs & maintenance, and transmission & distribution
- Demand for world-class quality supply chains to handle project cargo - expected to increase significantly



# P&E Business to be the Game Changer with Expected Revival in Infrastructure Spending

## **Integrated Logistics Solutions**

- P&E division combines equipment leasing, project movement and coastal shipping
- Allcargo focusing on providing integrated logistics solutions to clients through above businesses, and also harnessing synergies from MTO and CFS verticals
- Planning to build niche business offering translating into customer stickiness and higher margins

## **Diverse Fleet of Equipments & Customer Diversification**

- Allcargo owns a diverse fleet of close to 1,000 equipment including cranes, hydraulic axles, trailers, reach stackers, forklifts, prime movers, barges and coastal vessels
- Diversified customer base, representing some of major infrastructure sectors of Indian economy with long term strategic value

## **International Partnerships**

- Allcargo has entered into an alliance with Netherlands based Mammoet to provide crawler lattice boom cranes from 1,000 MT upto 5,000MT besides technical support for erection and lift plan
- Allcargo also exclusively represents Germany based Hansa Heavy Lift, world market leader in heavy lift business with 21 multipurpose heavy-lift freighters

## **In-House R&M Capabilities and Technological Support Systems**

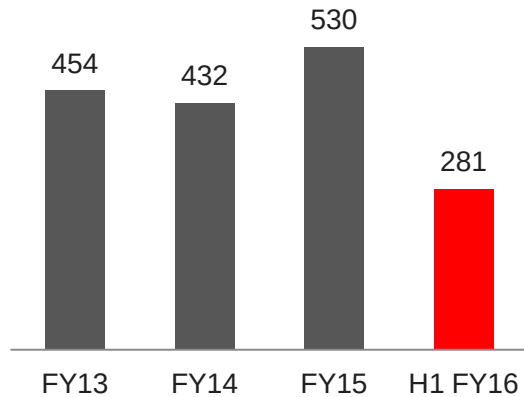
- Allcargo has developed in-house repairs and maintenance (R&M) division to efficiently manage all types of R&M of its fleets where-ever deployed
- All sites are closely knitted with On-line Real time web-based connectivity with integrated IT platforms including CRM (Marketing), EAM (Engineering & Operations) and FMS (Finance and Audit) with centralized HR software



# P&E Financials and Fleet

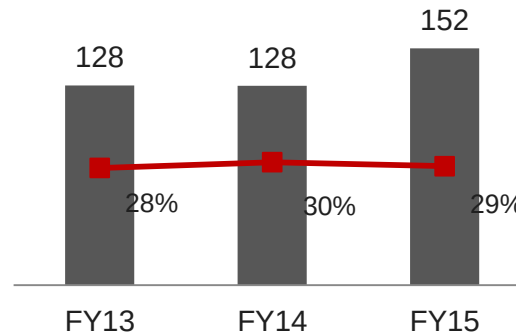
## Revenues

(INR Cr)



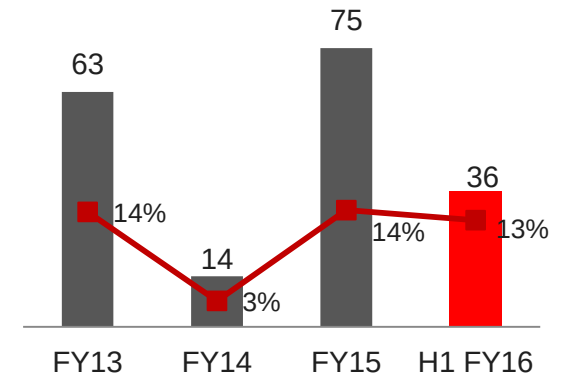
## EBITDA and Margin

(INR Cr)



## EBIT and Margin

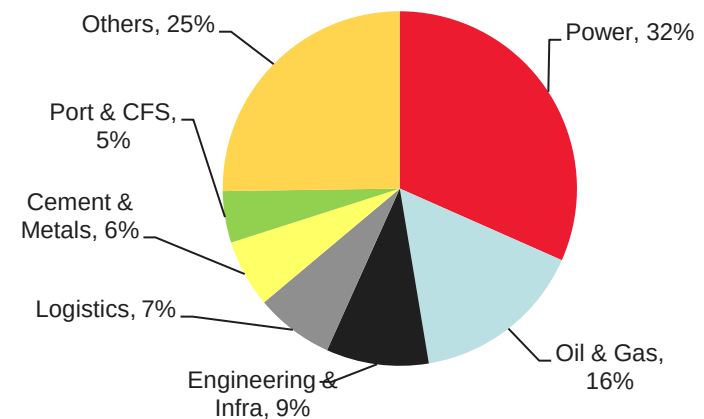
(INR Cr)



## Fleet Strength

| Equipment Type               | As on 31 <sup>st</sup> March, 2015 |
|------------------------------|------------------------------------|
| Cranes                       | 143                                |
| Trailers                     | 571                                |
| Hydraulic Axles              | 201                                |
| Reach Stackers and Forklifts | 47                                 |
| Prime Mover                  | 20                                 |
| Ships                        | 3                                  |
| Others                       | 5                                  |
| <b>Total</b>                 | <b>990</b>                         |

## Industry Diversification (By Revenue) - FY 2015

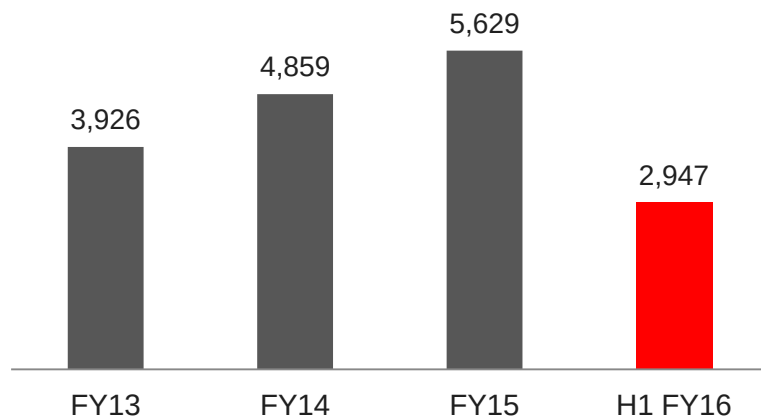


# Financials and Shareholding

# Consolidated Financials

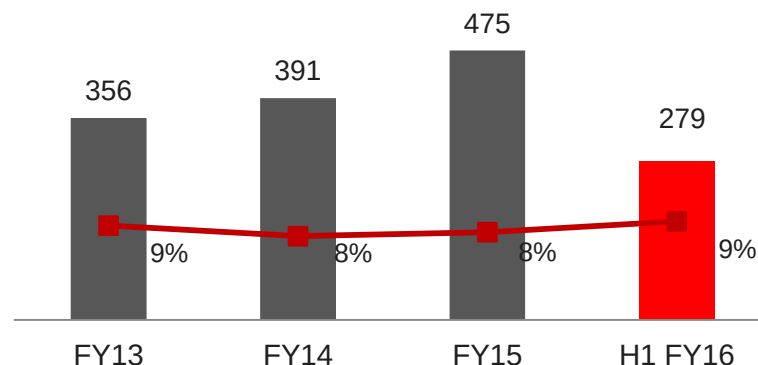
## Consolidated Revenue

INR Cr



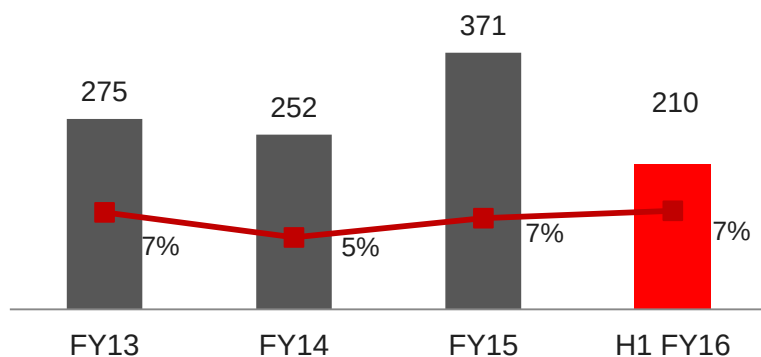
## Consolidated EBITDA & Margin

INR Cr



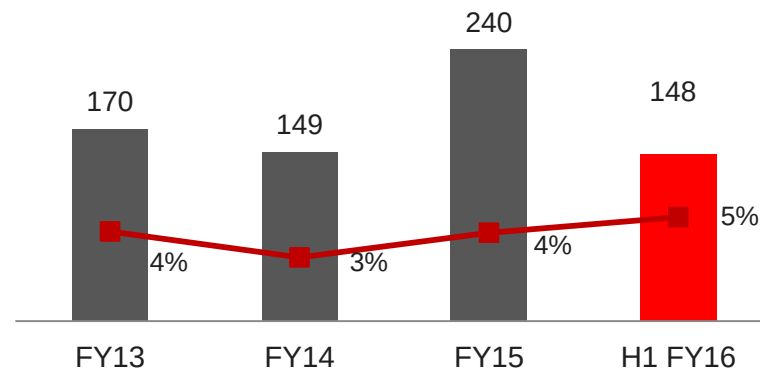
## Consolidated EBIT & Margin

INR Cr



## Consolidated PAT & Margin<sup>1</sup>

INR Cr



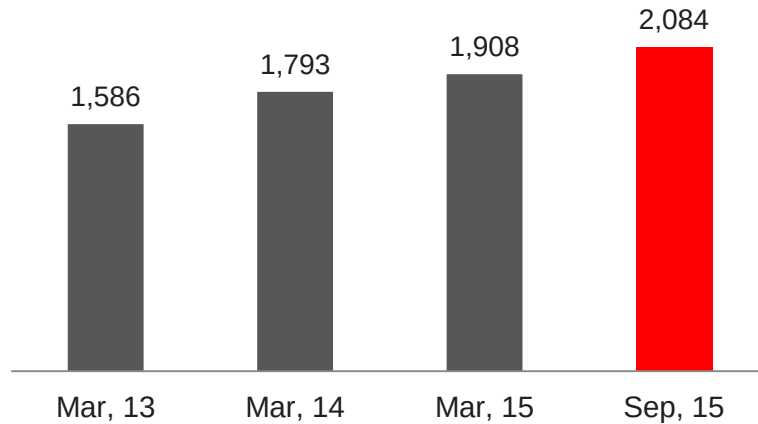
<sup>1</sup>After Minority Interest



# Consolidated Balance Sheet

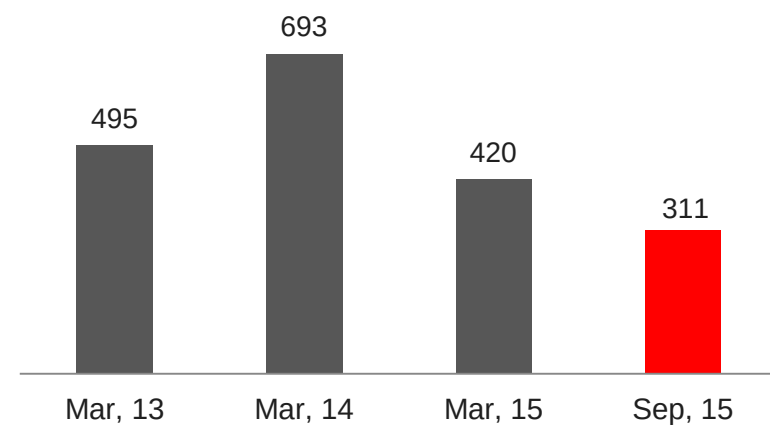
## Consolidated Network

INR Cr



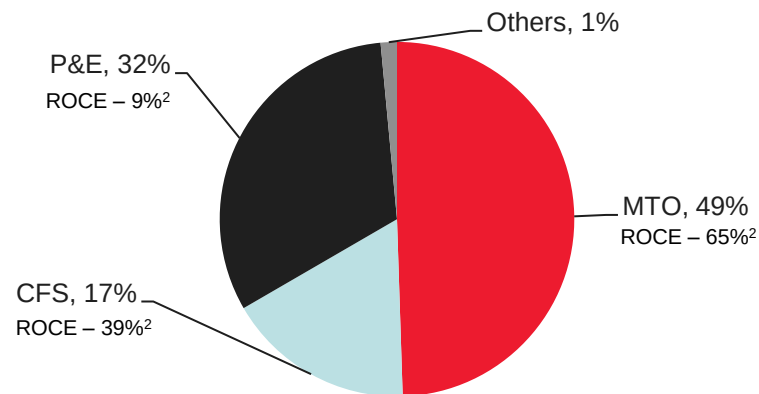
## Consolidated Net Debt

INR Cr



## Consolidated Capital Employed<sup>1</sup>

As on 30<sup>th</sup> September, 2015 Total - INR 2,795 Cr (ROCE – 23%<sup>2</sup>)

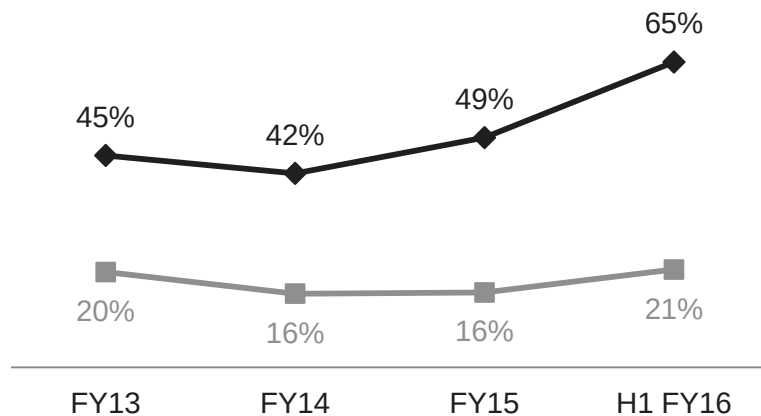


<sup>1</sup> Breakdown Excluding Unallocable Corporate Assets less Corporate Liabilities, <sup>2</sup>ROCE calculated as EBIT + Interest Cost / Average Capital Employed excluding Goodwill

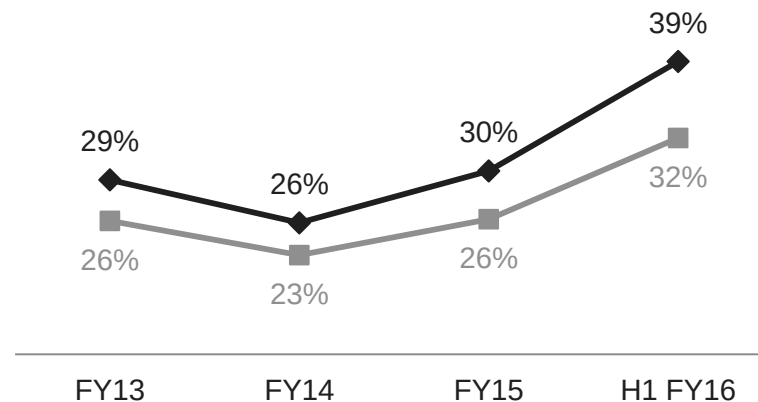


# Segmental ROCE<sup>1</sup>

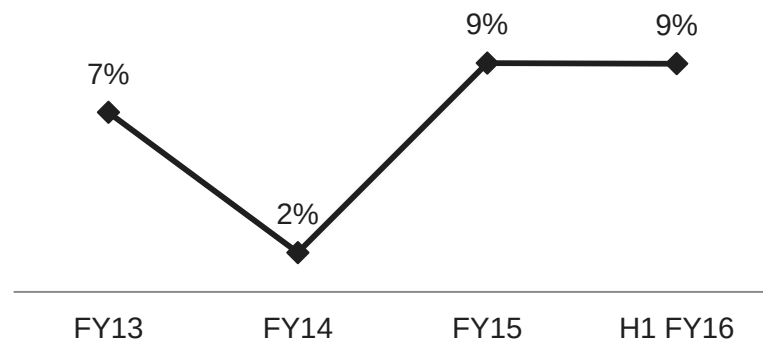
## MTO



## CFS



## P&E<sup>3</sup>

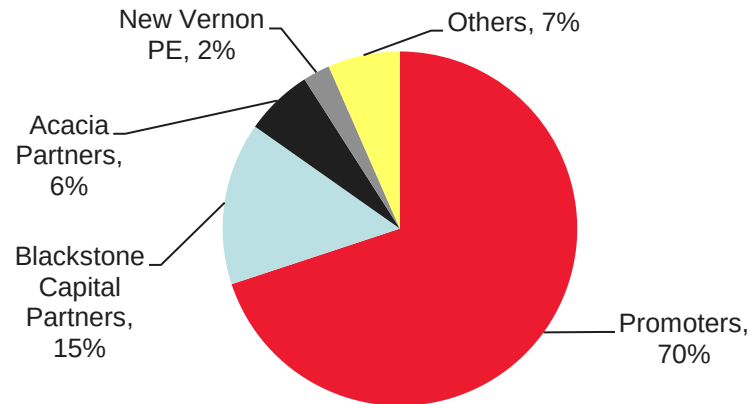


<sup>1</sup> ROCE calculated as EBIT / Average Capital Employed (Black Line – Excluding Goodwill and Grey Line – With Goodwill ) <sup>2</sup>ROCE for H1 FY16 is based on annualised EBIT FY2016 basis H1 FY2016 results <sup>3</sup>This segment has no Goodwill

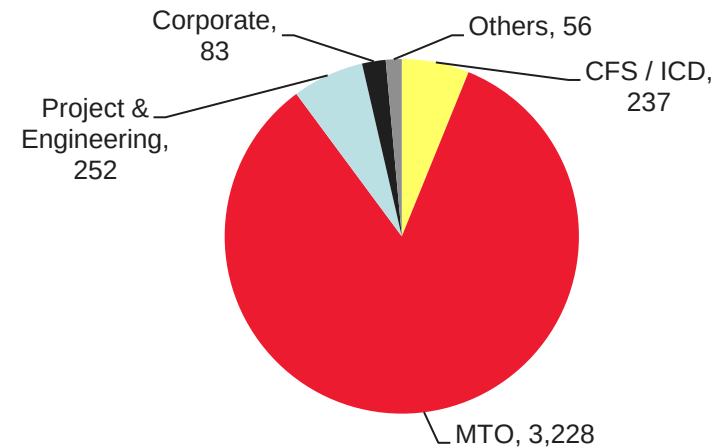


# Shareholding and Employees

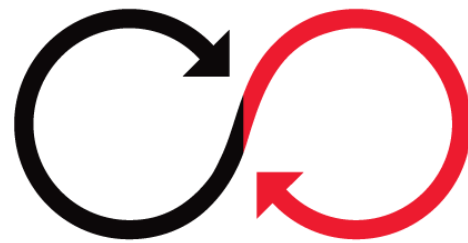
Shareholding Pattern – As on 30<sup>th</sup> September, 2015



Employee Split – As on 31<sup>st</sup> March, 2015



- Listed on Bombay Stock Exchange and National Stock Exchange
- Constituent of BSE Mid Cap Index, CNX Nifty 500 Index and MSCI Global Small Cap Index
- Reputed FIIs – Blackstone, Acacia Partners and New Vernon together hold ~ 24%
- Close to 4,000 young and motivated workforce



Thank You!