

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
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February 28, 2018

Dear Sirs,

Sub: Investor Presentation

Pursuant to Regulation 30(6) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the “Listing Regulations”), read with Part A of Schedule III of the Listing Regulations, we are enclosing herewith the updated Investor Presentation.

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. <http://www.allcargologistics.com/investors.html#presentations-investor-presentations>

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



Shruta Sanghavi
Company Secretary



Encl: a/a

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INVESTOR
PRESENTATION
JANUARY 2018

all cargo logistics Ltd.
Ingenuity in Motion

Overview

- Allcargo Logistics was incorporated in 1993 by the current Chairman Dr. Shashi Kiran Shetty.
- The company was listed on both the BSE & NSE in June 2006 and has a current market cap of ~INR 52,203 Mn as on 31st December, 2017.



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 ~75% 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 and vessel owner in bulk coastal shipping



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



Strong management team with experienced industry professionals



COMPANY
OVERVIEW

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 and contract logistics.

**Multimodal
Transport
Operations
(MTO)**
Revenue
Share
84%



- 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 globally
- 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)**
Revenue
Share **8%**



- 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
- Amongst top 3 CFS operators at JNPT, Chennai and Mundra
- ICDs at Pithampur & Dadri
- CFS at Kolkata recently commissioned
- Logistics Park at Jhajjar under consideration

**Project &
Engineering
Solutions (P&E)**
Revenue Share
8%



- 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
- Presence in Coastal Shipping through 3 owned ships

**Contract
Logistics**



- Allcargo is one of the predominant players in the contract logistics segment through its majority equity shareholding in Avvashya CCI
- Includes designing and planning supply chains, warehousing, transporting & managing inventory
- Network of warehouses across 30 locations in India
- A predominant player managing activities for key clients in Chemicals, Auto & Engineering, Pharma, Fashion & Retail sectors

FY17 Consolidated Financials

Consolidated Income
 INR 55,834 Mn

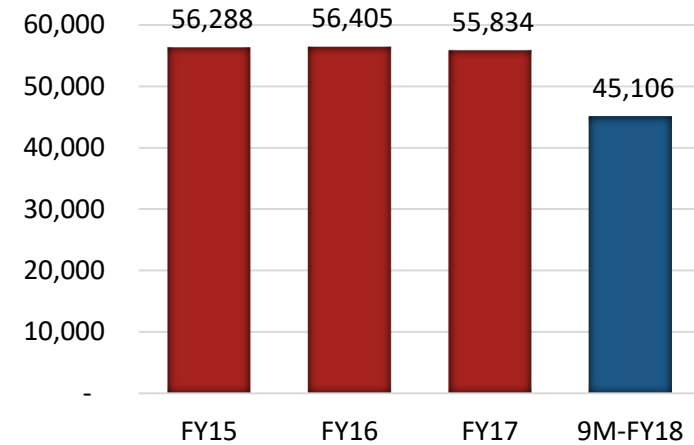
EBITDA
 INR 4,649 Mn

EBITDA Margin
 8.33%

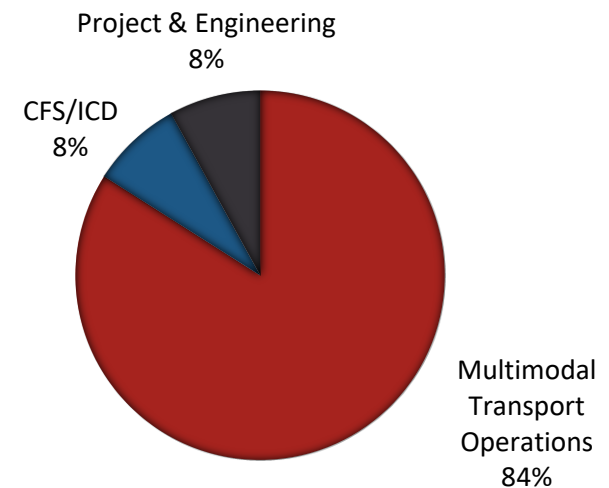
Net Profit
 INR 2,378 Mn

PAT Margin
 4.5%

Consolidated Revenues



Segmental Revenue FY17





Chairman of Allcargo Logistics, Mr Shashi Kiran Shetty founded Allcargo



1993

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



2003

PE New Vernon invested INR 60 Cr. in Allcargo Logistics



2006

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



IPO 2006

Acquired Econocaribe Consolidators and FCL Marine Agencies



2013

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



2017



1995

ECU Line appointed Allcargo as their India agent



2006

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



2010

Acquired 2 Leading NVOCC Operators in China



2016

Allcargo acquired 62% stake in Avvashya CCI Logistics Private Limited



2017

Started Container Freight Station operations in Kolkata

Shashi Kiran Shetty, Chairman

- Shashi Kiran Shetty has been pioneering the Indian logistics sector since more than two decades and has helmed major transformations riding on the growth of Indian economy
- Recipient of the 'Distinction of Commander of the Order of Leopold II' the highest civilian honor by the Royalty of Belgium H. M. King Philippe
- Steered Allcargo Logistics ahead through several acquisitions and milestones
- Has successfully led the company to mark it as the global leader in LCL consolidation

Adarsh Hegde, Joint Managing Director

- Adarsh Hegde has been associated with Allcargo Logistics since its inception
- After finishing his mechanical engineering from Nitte Education Trust, Mangalore, he started his career as an Assistant Maintenance Engineer with Eastern Ceramics Private Limited, Mumbai in 1987
- Under his leadership, Allcargo Logistics established 6 CFS & ICD facilities PAN India

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

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, Concorde Motors India Limited, 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 Ceat Ltd. (Independent Director) 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

Prof. J. Ramachandran Non-executive, Independent Director

- J. Ramachandran is a Professor of Strategy at the Indian Institute of Management, Bangalore. He is also the first Bain Fellow in India. A qualified Chartered and Cost Accountant, and a Fellow of the Indian Institute of Management Ahmedabad, J. Ramachandran has been a Visiting Professor at INSEAD Fontainebleau, France; the Wharton School of the University of Pennsylvania, USA; and the Carlson School of Management, University of Minnesota, USA
- He is presently Chairman of Redington (India) Limited and Aditya Auto Products and a member of the Board of Reliance Communications, Sasken Communication Technologies, and MVP International, USA

Keki Elavia Non-executive, Independent Director

- Keki Elavia is a fellow of the Institute of Chartered Accountants of India. He retired as a Senior Partner of Kalyaniwalla & Mistry - Chartered Accountants, a firm with which he was associated for more than 40 years
- He was also a partner of S. R. Batliboi & Co- Chartered Accountants, for a brief period. He is currently on board of several companies including Godrej Industries Limited, Tata Asset Management Limited, Goa Carbon Limited, Grindwell Norton Limited, Go Airlines India Limited

ALLCARGO LOGISTICS MANAGEMENT

Jatin Chokshi – Chief Financial Officer

- A Chartered Account 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

Prakash Tulsiani – Executive Director and CEO, CFS-ICD

- A Chartered Accountant and Company Secretary with a degree in Law and Commerce
- Over 25 years of experience and expertise in scaling and turnaround of businesses
- Leading Allcargo's Coastal Shipping and CFS Verticals, and responsible for managing Investor Relations
- Spearheading Allcargo's strategic investments in Logistics Parks
- Governing Board Member of The Council of EU Chambers of Commerce in India

Sunil Thapar – Chief Executive Officer - Ship Owning

- Sunil Thapar joined Allcargo Logistics in 2015. His areas of responsibilities include consolidation of the current shipping business and its expansion in different shipping segments and geographies
- Prior to joining Allcargo, he retired as Director of Shipping Corporation of India after a long stint of 41 years. At Shipping Corporation of India (SCI), he headed the Bulk Carrier and Tanker Division

Mukundan K. V. – Chief Assurance & Risk Executive

- Mukundan joined Allcargo Logistics in 2010 & has more than 3 decades of versatile experience in Manufacturing, Consulting and Service Industries He is a Chartered Accountant (Rank Holder), Certified Public Accountant (USA), Certified Information System Auditor and a Certified Internal Auditor
- He was honoured as Chief Minister's Fellow by Government of Madhya Pradesh for innovative suggestions in the field of accounting in the year 2002

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

ECU WORLDWIDE MANAGEMENT

Claudio Scandella – CEO

- A veteran in the logistics industry with over 35 years of experience in logistics
- Was appointed as the Managing Director of DHL Global Forwarding in Switzerland in 2000. He then went on to head DHL Global Forwarding's (DGF) Oceanfreight Product for the Asia Pacific Region and left as their CEO of DGF for Middle East & Africa

Suryanarayanan S – Executive Director

- Suryanarayanan S has over 28 years of work experience in industries like engineering, shipping and logistics
- He is a qualified Chartered Accountant and has led the company through a series of acquisitions
- Prior to joining Allcargo Logistics Ltd., he has worked in organizations such as Reliance Corporate Finance and Great Eastern Shipping

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.

Uday Shetty Regional CEO – Asia Pacific

- 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

Shantha Martin Regional CEO – ISC, Middle East, South & East Africa

- With over 22 years of experience in diverse industries such as healthcare, publishing, hospitality and logistics, and event management, Ms. Shantha Martin joined Allcargo Logistics as a national import manager in the year 2002
- She heads the Indian Subcontinent (ISC), Middle East, South & East Africa region to provide total logistics services with last mile connectivity
- She oversees 47 offices in the region of the Indian Subcontinent (ISC), Middle-East, and South & East Africa

Tim Tudor Regional CEO – Americas

- With over 29 years of experience in shipping and logistics industry, Mr 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



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



SCM Pro Logistics Awards
Best Logistics service provider



India Maritime 2016
Project Cargo Mover of the Year



MALA 2016
Heavy Lift/ Project Mover of the year



India Seatrade 2016
Coastal Bulk Vessel Operator of the Year



Gujarat Star Awards 2016
Container Freight Station of the Year



CONCOR Awards 2016
No.1 Import LCL Consolidator



CII Award of Appreciation for Safety Health and Environment

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


 M
T
O

- Strong network of over 300 offices in more than 160 countries
- 2400+ direct trade lanes and 530+ destinations
- 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


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- Widest and strongest CFS-ICD network in India with presence of 8 facilities across 6 strategic locations
- Amongst top 3 CFS operators at JNPT, Chennai and Mundra
- CFS-ICD facilities are equipped with modern handling equipment like RTGS
- Land bank of more than 200 acres in Hyderabad, Bangalore and Nagpur
- Green facilities like kitchen gardening, STP tank, solar generator system and rainwater harvesting
- JNPT CFS facility is India's only CFS to offer refrigerated warehousing for cargo that needs special temperature controlled storage
- RFID kiosks with web tracking of containers
- Highest number of girder bridge assisted deliveries
- Capable of executing projects which need cranes and lifting solutions ranging in capacity from 50-3000 metric tons
- Strict safety and environment regulations


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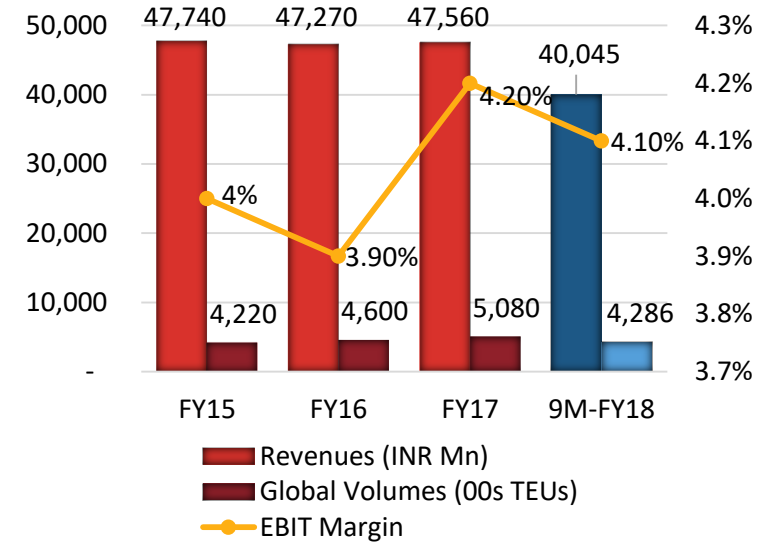
- The company has a network of warehouses across 30 locations in India covering over 3 mn sq. feet in warehouse space
- Seamless visibility for the client into all inventory in warehouses via CCTV cameras
- Temperature managed warehousing
- Strict safety and environment regulations
- Geared for RTV, RTI, RTO



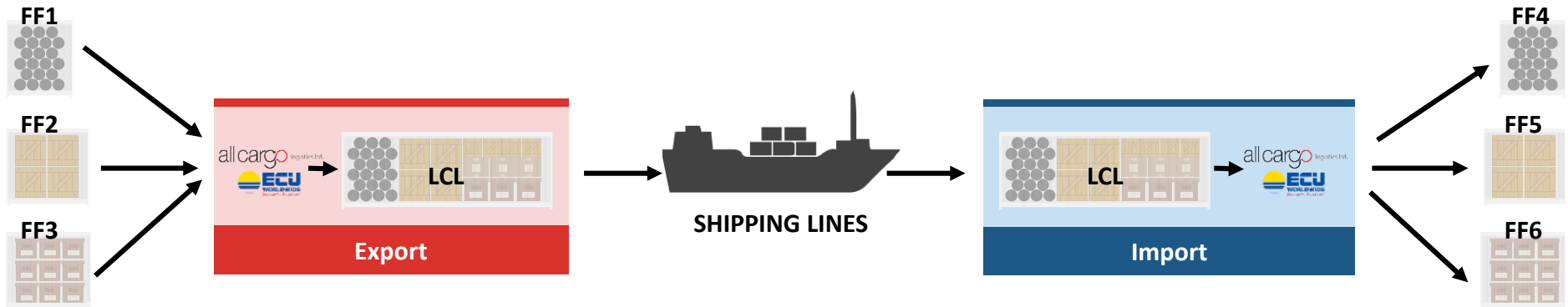
MULTIMODAL
TRANSPORT
OPERATIONS

- 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, Covering 2400+ direct trade lanes and 530+ destinations, providing ability to offer pan-global services to multinational clients.
- 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 4 times the global trade growth rate which is at 3% to 4%.

Segment Financials at a Glance

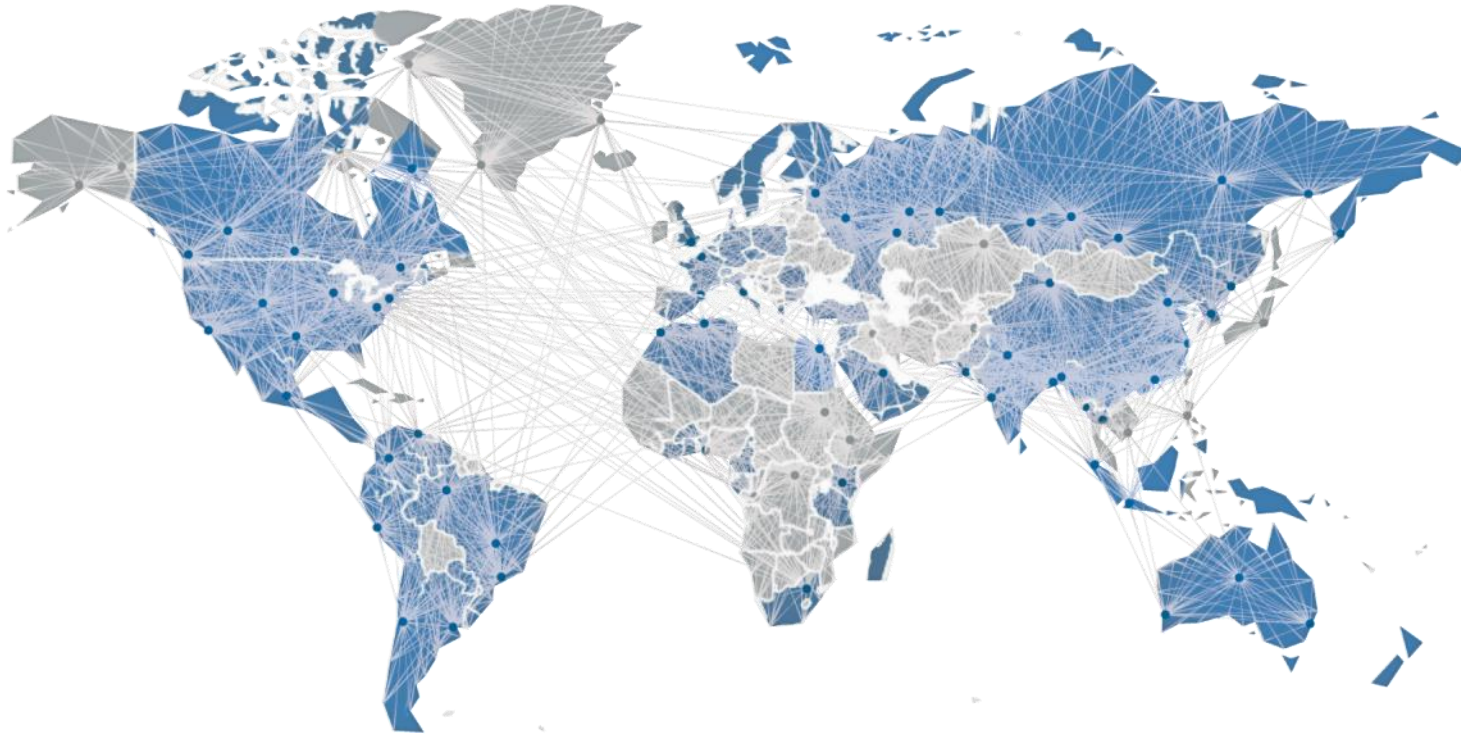


- Less Than Container Load is the transportation of small ocean freight shipments not requiring the full capacity of an ocean container -usually less than 20 CBM (cubic meters); a freight forwarder may create a “consolidation” by putting together multiple LCL shipments to create a Full Container Load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



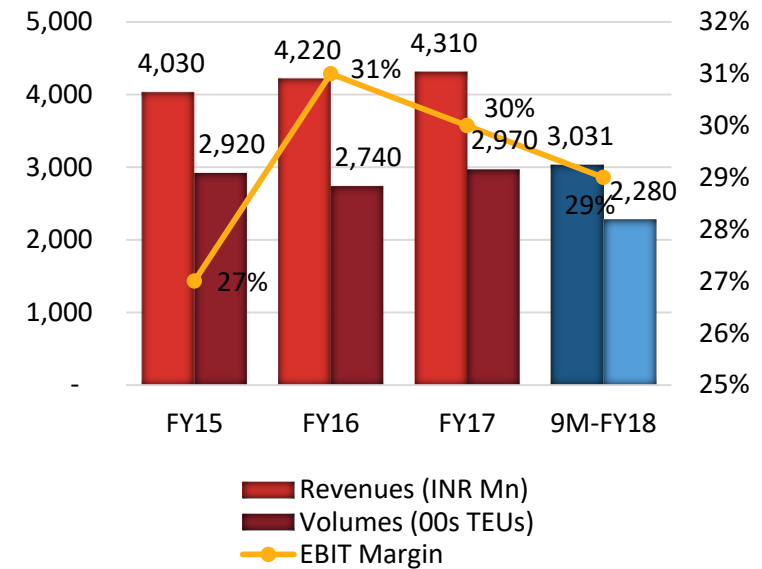


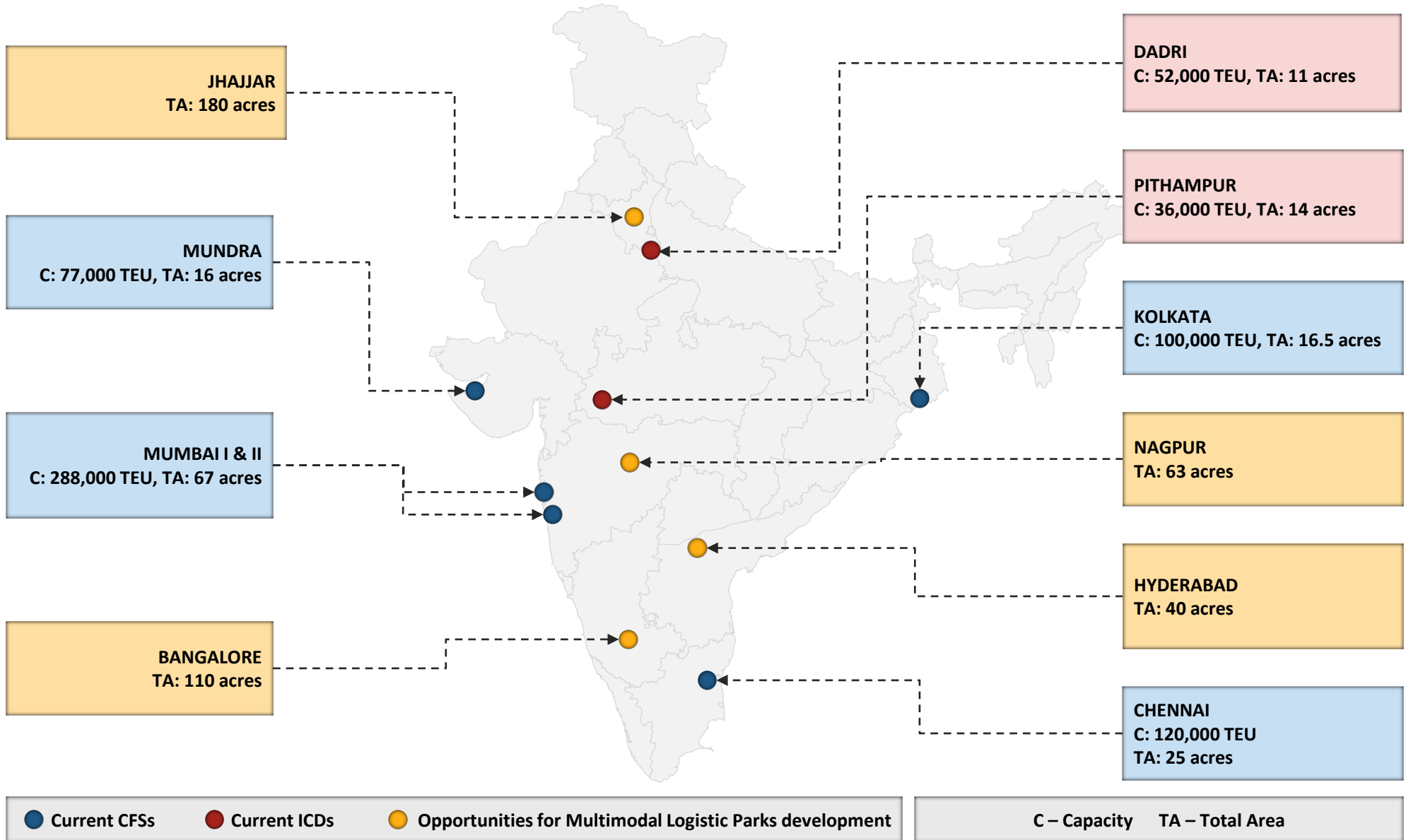


CONTAINER FREIGHT
STATIONS/
INLAND CONTAINER DEPOT

- 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 Kheda and Dadri.
- The company has recently commissioned a new CFS facility in Kolkata making it one of the largest CFS operators in India.
- Allcargo has strategically created its presence in CFS at key container ports of the country, viz. JNPT, Chennai, Mundra and Kolkata which collectively handle around 75% of the total container traffic of India.
- These CFS/ICD facilities have a capacity of over 0.7 million 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





- A Multimodal Logistics Park (MLP) is a multimodal freight-handling facility comprising mechanized warehouses, specialized storage solutions, facilities for mechanized material handling and inter-modal transfers container terminals, bulk/break-bulk cargo terminals.
- It provides value added services such as customs clearance, provisions for late stage processing activities such as sorting/grading, aggregation/disaggregation, etc. to handle freight.
- The company is developing its land bank in 2 strategic locations viz. Hyderabad and Bangalore to be used for the development of multimodal logistics parks; the warehousing will be operational in the next 9-12 months.
- The company also plans to set up a Multimodal Logistic Park over 180 acres of land in Jhajjar, Haryana. The park will comprise of rail linked private freight terminals catering to multimodal freight movement, DTA and other ancillary activities.





CONTRACT
LOGISTICS

- Contract logistics 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').
- ACCI is a consolidation of three entities: the warehousing & custom clearing & freight forwarding (CCFF) division of CCI Logistics Ltd., the Contract Logistics Division of Allcargo Logistics and Hindustan Cargo Ltd.
- 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.



WAREHOUSE LOCATIONS ACROSS INDIA



BUILT-UP WAREHOUSE SPACE (SQ. FEET)

Warehouse Locations across India



Avvashya CCI Logistics Private Limited

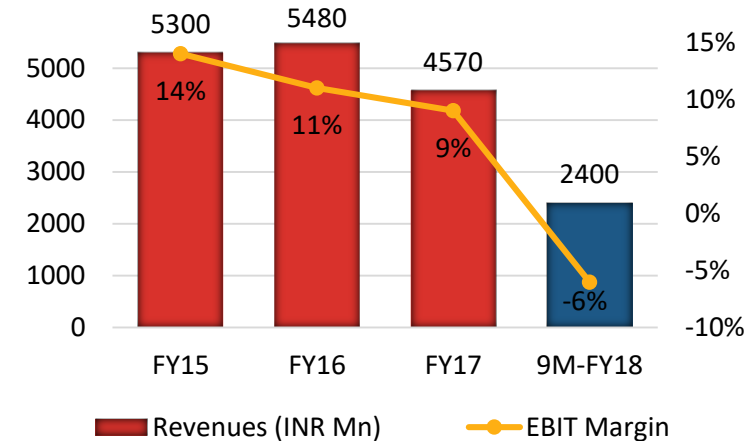




PROJECTS &
ENGINEERING

- The company owns a diverse fleet of over 800 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 1500 kms and involved the creation of a 1400 metre bypass to let the ODC cross through the heavily flowing Son river.

Segment Financials At A Glance





MULTIMODAL TRANSPORT OPERATIONS

- Allcargo sees the fragmented LCL industry as an opportunity to expand its global network further and aims to scale up the business 3 times from current levels by 2020, through expansion of FCL and consolidation of the LCL industry.
- The company rebranded its global subsidiaries ECU Line, Econocaribe and China Consolidators to ECU Worldwide as part of its 2020 development plan. The rebrand is designed to support the aggressive revenue expansion goal as well as increasing diversification of services beyond basic NVOCC offerings.
- Driven by a technological platform in which the key objective is to standardize information across various operations within ECU Worldwide, the company will bring in tools that will help it to operate more cohesively and leverage technology to improve operational efficiencies.

CONTAINER FREIGHT STATION/INLAND CONTAINER DEPOT AND PROJECTS & ENGINEERING

- Allcargo plans to move to the next level of growth by building a string of logistics parks across India by capitalizing its vast experience in CFS business and combining it with scope to handle domestic and product specific cargo.
- Growth in the infrastructure sector especially power, oil & gas, cement and steel is expected to increase demand for specialized transport solutions.
- The segment has a strong current order book in equipment leasing of around INR 165 Cr. and project transportation of around INR 226 Cr. executable over a period of 6-18 months.
- 2 out of 3 owned ships are on long term contracts.

ACCI

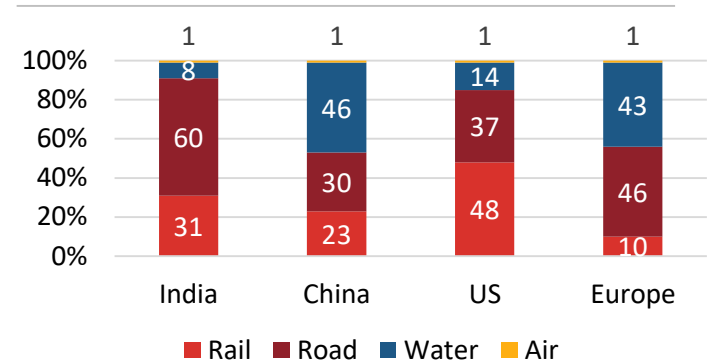
- The company plans to further scale-up the contract logistics business with a special focus on chemical warehousing and e-commerce as GST and heavy domestic consumption have set high demands in supply chain management.
- It plans to ramp up the warehouse space by five times to 10 million square feet in the next five years from the current 3.1 Mn Sq. Ft.
- The warehouses will be of the built-to-suit (BTS) model where technology and automated processes will play a major role and an investment of around INR 250-300 Cr. in warehouse automation is planned.



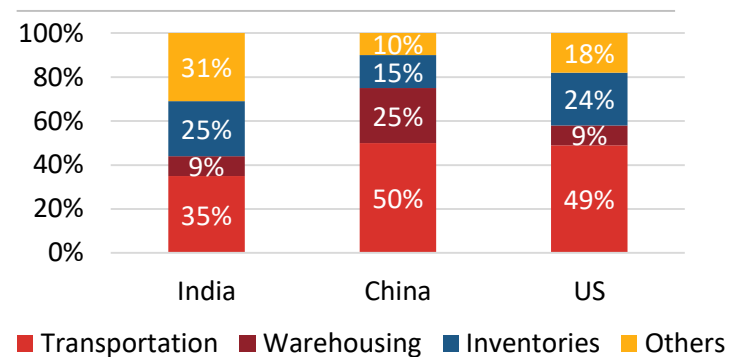
INDUSTRIAL
OVERVIEW

- In a push to developing an integrated logistics framework in the country including industrial parks, cold chains and warehousing facilities- the government has granted infrastructure status to the logistics sector, enabling the industry access to cheaper finances.
- The size of the logistics sector in India is estimated to be USD 260 Bn; the government expects the Indian logistics sector to grow to USD 360 Bn by 2032. It is estimated that the Indian logistics industry will continue to show robust growth of 10-15% annually, leading the pace of growth of the economy at large.
- Freight transport is expected to grow at a CAGR of 13.35% by 2020 and this can be attributed to increased demand and supply factors associated with industries like manufacturing, FMCG, Ecommerce and Retail.
- SagarMala project is a strategic USD 120 Bn investment initiative of the Government of India entailing setting up of 6+ mega ports, modernization of several dozen ports, development of 14+ Coastal Economic Zones and 29 Coastal Economic Units, development of mines, industrial corridors, rail, road and airport linkages with these water ports.
- The Government's strategy involves a reset of India's Logistics sector from a "point-to-point" model to a "hub-and-spoke" model and includes setting up 35 Multimodal Logistics Parks with an investment of INR 50,000 Cr, development of 50 economic corridors and an investment template which involves roping in the states and the private sector for setting up special vehicles for implementation.

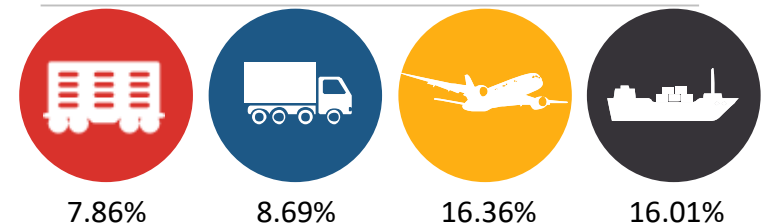
Global Multimodal Transportation (%)



Global Supply Chain Cost



5 Year CAGR





FINANCIAL OVERVIEW

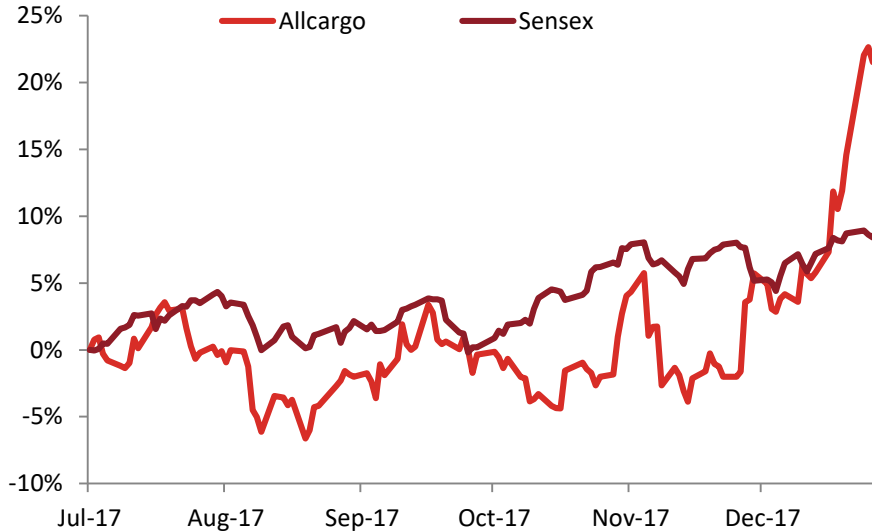
Particulars (INR Mn)	FY15	FY16	FY17	9M-FY18
Revenue from Operations	11,377	12,057	11,736	8,736
Expenses	9,049	9,765	9,407	7,440
EBITDA	2,328	2,292	2,329	1,296
<i>EBITDA Margin (%)</i>	20.46%	19.01%	19.84%	14.84%
Other Income	416	422	264	445
Finance cost	380	256	237	168
Depreciation and Amortisation Expenses	1,109	1,003	984	761
Profit before tax	1,255	1,454	1,372	812
Tax expense	280	244	309	(19)
PAT	975	1,210	1,063	831
<i>PAT Margin (%)</i>	8.57%	10.04%	9.06%	9.51%
Other comprehensive income	-	8	(5)	-
Total Comprehensive Income	975	1,218	1,058	831
Diluted EPS	3.87	4.80	4.24	3.38

Equity and Liabilities (INR Mn)	FY15	FY16	FY17	H1-FY18	Assets (INR Mn)	FY15	FY16	FY17	H1-FY18
Equity share capital	252	504	491	491	Non Current Assets				
Other equity	12,793	13,118	12,933	13,123	Fixed Assets	8,936	8,249	9,536	9,165
Total Equity	13,045	13,623	13,424	13,614	Total Intangible assets	36	34	33	35
					Investments in subsidiaries, associates and joint ventures	3,621	3,629	4,529	4,507
					Investments	0	0	0	3
					Loans	547	455	170	181
Non-current liabilities					Other financial assets	88	95	104	104
Borrowings	1,940	16	1,750	1,603	Deferred tax assets (net)	198	270	151	342
Other financial liabilities	26	11	8	8	Income tax assets (net)	125	151	36	-
Other non-current liabilities	16	19	36	53	Other non-current assets	451	535	552	550
Total Non-current liabilities	1,982	47	1,794	1,664	Total Non Current Assets	14,002	13,419	15,111	14,887
					Current Assets				
					Inventories	88	91	94	97
					Investments	30	608	469	424
Current Liabilities					Loans	457	376	52	78
Borrowings	328	737	1,654	1,162	Trade receivables	1,824	1,855	2,236	2,610
Trade payables	676	883	1,079	1,077	Cash and cash equivalents	193	156	135	122
Other payables	399	310	443	479	Other bank balances	11	4	9	9
Other financial liabilities	482	1,208	273	307	Other financial assets	17	22	555	449
Net employment defined benefit liabilities	67	67	77	79	Income tax assets (net)	-	-	97	-
Other current liabilities	384	402	408	485	Other current assets	765	739	229	194
Income tax liabilities (net)	22	18	42	14	Assets classified as held for sale	-	26	207	13
Total Current Liabilities	2,358	3,626	3,975	3,603	Total Current Assets	3,383	3,876	4,082	3,994
Total equity and liabilities	17,385	17,295	19,193	18,881	Total Assets	17,385	17,295	19,193	18,881

Particulars (INR Mn)	FY15	FY16	FY17	9M-FY18
Revenue from Operations	56,288	56,405	55,834	45,106
Expenses	51,534	51,366	51,185	42,095
EBITDA	4,754	5,039	4,649	3,011
EBITDA Margin (%)	8.45%	8.93%	8.33%	6.68%
Other Income	526	280	453	259
Finance cost	535	408	324	225
Depreciation and amortisation expenses	1,574	2,006	1,662	1,194
PBT before associates, joint ventures	3,171	2,905	3,116	1,851
Share of profit from associates and joint ventures	-	70	38	40
Profit before tax	3,171	2,974	3,154	1,891
Tax expense	700	498	776	281
Profit after tax but before profit from associates	2,472	2,476	2,378	1,610
Profit from associates	19	-	-	-
PAT	2,491	2,476	2,378	1,610
PAT Margin (%)	4.43%	4.39%	4.26%	3.57%
Other Comprehensive income	-	294	-598	342
Total Comprehensive income	2,491	2,770	1,780	1,952
Diluted EPS	9.52	9.52	9.25	6.50

Equity and Liabilities (INR Mn)	FY15	FY16	FY17	H1-FY18	Assets (INR Mn)	FY15	FY16	FY17	H1-FY18
Equity					Non Current Assets				
Equity share capital	252	504	491	491	Fixed Assets	13015	12937	12340	12050.2
Other equity	15,113	16,860	17,431	18,583	Goodwill	2,501	2,753	2,604	2,870
Equity attributable to equity holders of the parent	15,365	17,364	17,922	19,074	Total Intangible assets	1,403	1,147	1,205	1,324
Non-controlling interest	217	216	207	227	Investments in joint ventures and associates	173	301	2,057	2,115
					Investments in others	2	2	0	3
Non-current liabilities					Loan	267	290	388	301
Financial liabilities					Other financial assets	161	182	111	114
Borrowings	3,363	2,384	3,387	3,055	Deferred tax assets (net)	620	879	738	1,133
Other financial liabilities	17	6	9	8	Income tax assets (net)	169	211	200	176
Long term provisions	20	23	21	23	Other non-current assets	464	632	568	569
Net employment defined benefit liabilities	3	5	4	6	Total Non-Current Assets	18,775	19,332	20,210	20,654
Deferred tax liability (net)	30	35	17	27	Current Assets				
Other non-current liabilities	236	20	36	53	Inventories	117	112	101	105
					Investments	197	685	852	790
Financial liabilities					Loans	321	279	212	338
Borrowings	1,159	943	1,747	1,263	Trade receivables	6,640	6,767	7,522	8,940
Trade payables	5,136	5,641	6,165	7,189	Cash and cash equivalents	1,549	1,808	1,692	1,963
Other payables	454	348	465	500	Other bank balances	77	136	181	104
Other financial liabilities	1,506	1,913	842	912	Other financial assets	40	49	713	601
Net employment defined benefit liabilities	297	370	370	407	Income tax assets (net)	81	126	179	127
Other current liabilities	1,226	1,319	1,200	1,458	Other current assets	1,416	1,391	670	688
Income tax liabilities (net)	184	124	147	122	Assets classified as held for sale	-	26	207	13
Total Financial liabilities	9,962	10,658	10,936	11,849	Total Current Assets	10,438	11,377	12,328	13,669
Total equity and liabilities	29,212	30,709	32,539	34,322	Total Assets	29,212	30,709	32,539	34,322

Stock Return (As on 31th December, 2017)



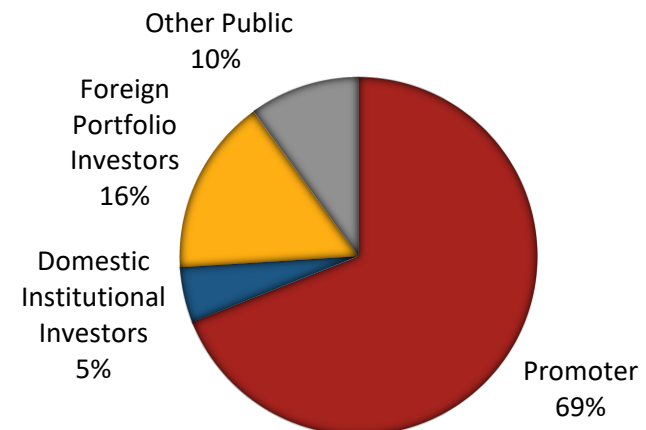
PRICE DATA (AS ON 31ST DECEMBER, 2017)

Face value (INR)	2.0
Market Price (INR)	208.4
52 Week H/L (INR)	216.9/155.3
Market Cap (INR Mn)	51,203
Equity Shares Outstanding (Mn)	245.7

MARQUEE INVESTORS (AS ON 31ST DECEMBER, 2017)

Acacia	6.42%
SBI Mutual Fund	3.64%
Government Pension Fund Global	2.18%
HSBC Mutual Fund	1.31%

Shareholding Structure (As on 31st December, 2017)



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