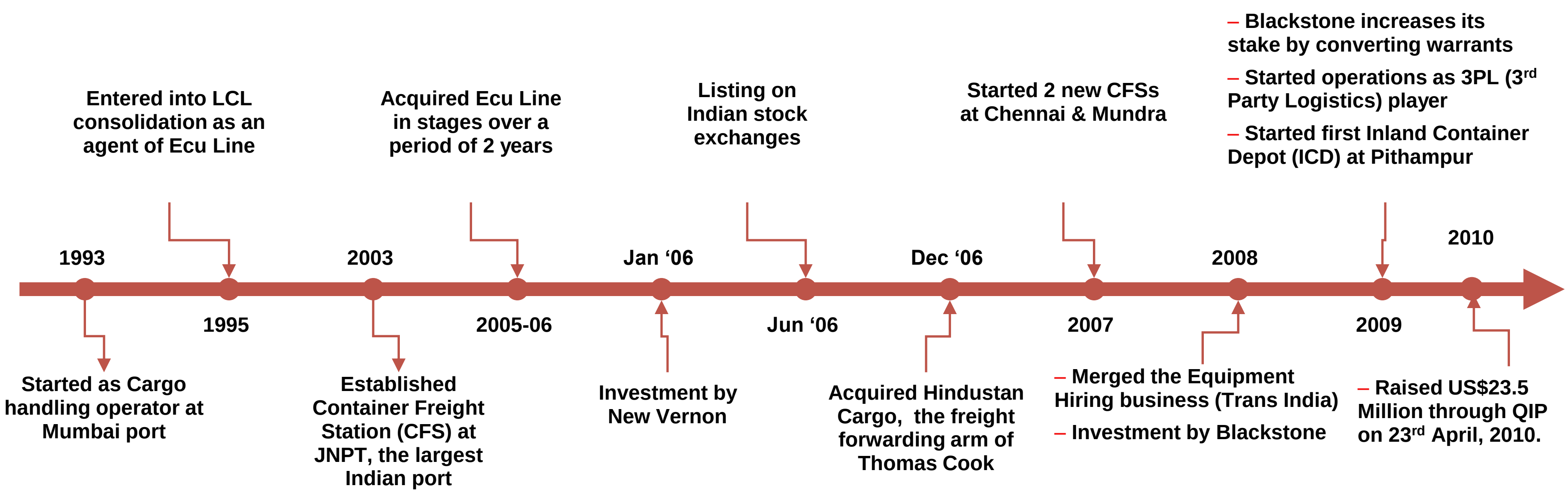
Management Presentation

August 2010

Allcargo – A Growth Story

- **Indian multinational company in the logistics sector and one of the leading global LCL (Less-than-container) consolidators**
- **In addition to the LCL Consolidation business, Allcargo is present in the CFS (Container Freight Stations) / ICD (Inland Container Depot), Equipment Hiring, Project Logistics (Project Cargo) and Warehousing businesses**
  - One of the dominant players in the CFS/ICD business in India
  - One of the leading players in the Project Logistics business in India
- **Allcargo has global presence with operations spread over 59 countries covering over 5,000 destinations**
- **Promoted by Mr. Shashi Kiran Shetty and managed by experienced professionals in the industry**
- **Recently awarded by NDTV Profit for being the "Best Logistics Company in India"**
- **EBITDA CAGR of 31% for three year period CY06-CY09**



Allcargo – Vision

To be a global market leader in LCL and Project Logistics whilst achieving market leadership in CFS/ICD and Equipment Hiring Divisions in India, through excellence: in process management, safety and human capital

To expand in Emerging Areas of Supply Chain

Key Investment Highlights

1. Well Diversified Player in the High Growth Logistics Sector
2. Dominant Player in the Global LCL Consolidation Market
3. Well Positioned to Leverage Container Logistics Growth in India
4. Presence in High Growth Sectors like Equipment Hiring and Project Logistics
5. Proven Acquisition Track Record
6. Strong Financial Performance
7. Strong Management Team & Institutional Investor Backing

Well Diversified Player in the High Growth Logistics Sector

Strong Presence Across Sectors

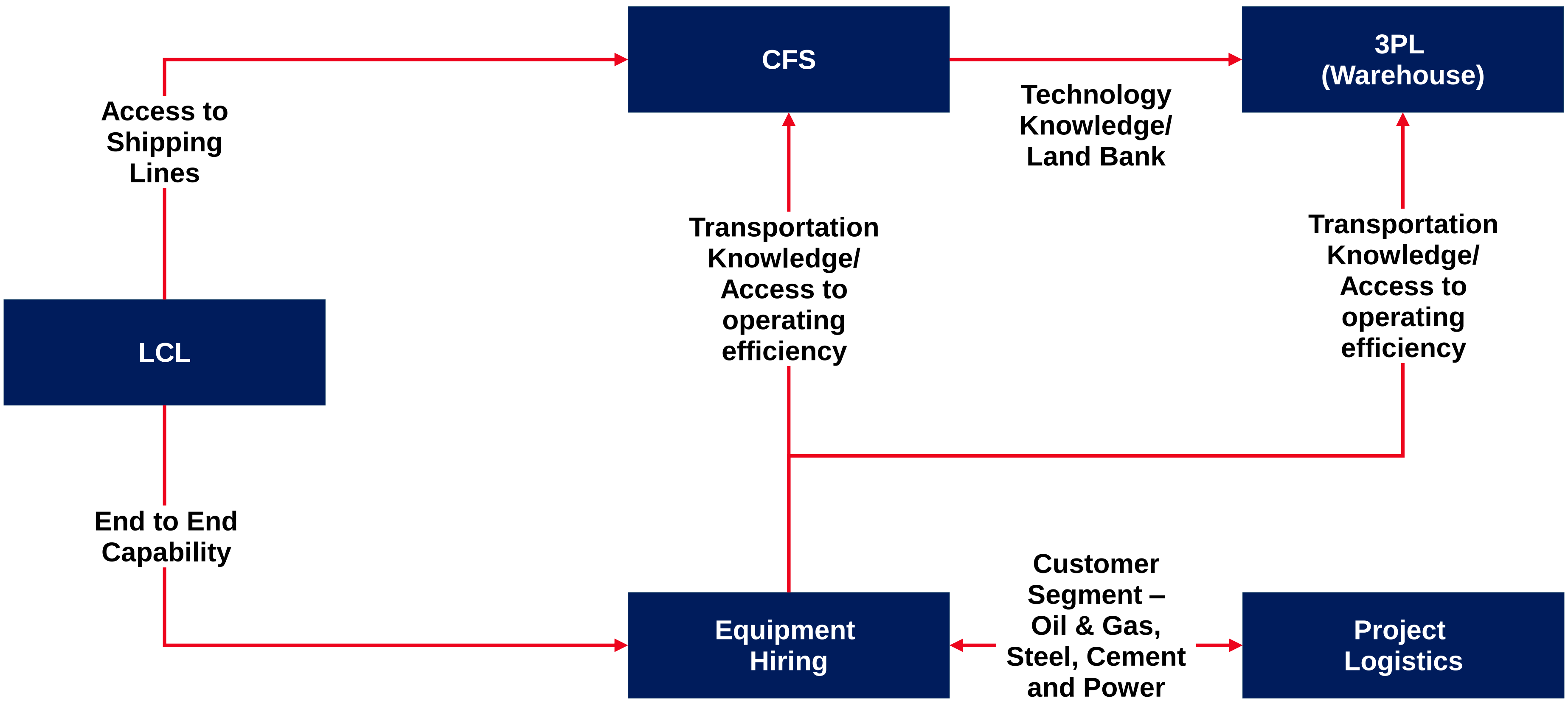
allcargo ECU LINE — Geography simplified

	CFS / ICD	Multimodal Transport Operations: LCL Consolidation	Multimodal Transport Operations: Project Logistics	Multimodal Transport Operations: Others	Equipment Hiring
	Company has Container Freight Stations (CFS) at JNPT, Chennai and Mundra with a total capacity of 278,000 TEUs (Twenty feet equivalent unit) and an Inland Container Depot (ICD) at Pithampur with an annual capacity of 36,000 TEUs Company has acquired land banks in Hyderabad, Bangalore and Nagpur and is planning to set up ICDs Company has also entered into a JV with CONCOR for setting up an ICD at Dadri	One of the leaders in global LCL Consolidation market with presence over 59 countries and covering over 5,000 destinations Acquired ECU Line in 2006, a leading global LCL Consolidator LCL Consolidation is an asset light business generating high returns	Offers integrated end-to-end services including feasibility studies, route surveys, site handling, transportation etc Owns special equipments like hydraulic axles, barges etc. to carry Over Dimensional Cargo (ODC) and Over Weight Cargo (OWC) such as oilfield equipment, power plant equipment, compressor stations etc	Strengthened its position in air freight business by acquiring Hindustan Cargo Ltd Company has also entered the warehousing space (warehouses in Bhiwandi & Goa) with a view to make a foray in 3rd party logistics (3PL) Also present in ground transportation of containers	Engaged in the business of hiring out cranes & other infrastructure equipment as well as port handling Operates a diverse mix of assets providing support services to logistics and infrastructure space Acquired the projects and equipment division of TransIndia Freight Services
Customers	Shipping Lines & Freight Forwarders	Freight Forwarders	Clients in high growth sectors like Oil & Gas, Power etc	Clients across sectors	Clients in high growth sectors like Oil & Gas, Power, etc
Key financials	Revenues (CY09): $ 32mn EBIT (CY09): $ 16mn	Revenues (CY09): $ 381mn EBIT (CY09): $ 17mn			Revenues (CY09): $ 13mn EBIT (CY09): $ 4mn

Allcargo has a strong presence across key verticals in the logistics industry

Note: Exchange rate of INR 48 per USD considered

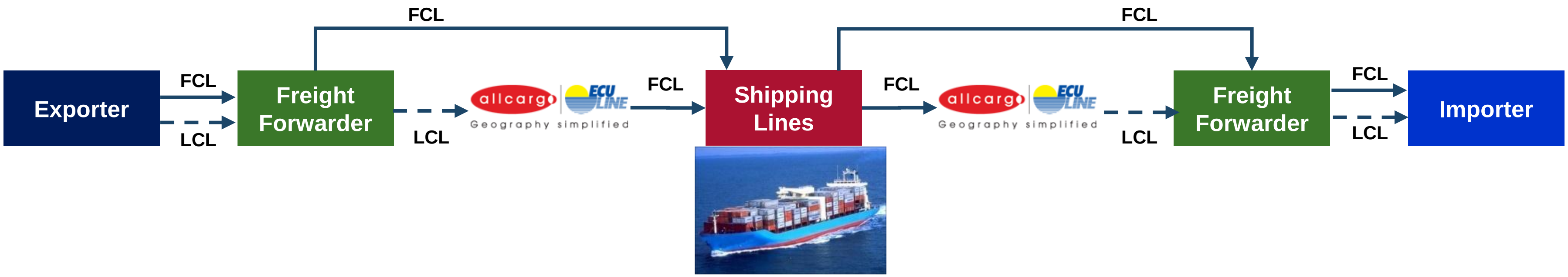
Synergies Across Businesses



Synergies across various businesses helps Allcargo capture a larger part of the customer pie; AllCargo intends to provide global supply chain solutions catering to the logistical needs of its customers

Dominant Player in the Global LCL Consolidation Market

LCL Consolidation Market – An Overview



- Allcargo is one of the leading players in the global LCL Consolidation market
- Allcargo receives LCL cargoes from various freight forwarders and books FCL space on the various shipping lines
- Cargo for each destination is consolidated into containers at the bonded warehouses, to be shipped to either the final destination or to hub ports from where they are transshipped to the final destination
- Besides LCL consolidation, Allcargo is also engaged in FCL forwarding

Allcargo – A Dominant Player in the Global LCL Consolidation Markets

- Allcargo is a leading player in the global LCL Consolidation market and enjoys scale both in terms of reach and in terms of volume
  - LCL Consolidation is a asset light division generating high returns
- Allcargo has a strong global network with presence in 60 countries and 120 offices covering over 5000 destinations
- Scale is of utmost importance in the LCL consolidation market and provides an effective entry barrier
  - **Allcargo's global network allows Allcargo to serve most of the trade lanes and operate direct lines to several places thereby eliminating transshipment cost to the client, reducing transit times and eliminating multiple handling of cargo**
  - **Large volumes help Allcargo to enjoy preferential freight rates with shipping lines and lead to operating leverage**
  - **Having offices at both origination and destination enables Allcargo to exercise better operational control, thereby ensuring one culture and one mandate, leading to lower cost and higher margin**

Well Positioned to Leverage Container Logistics Growth in India

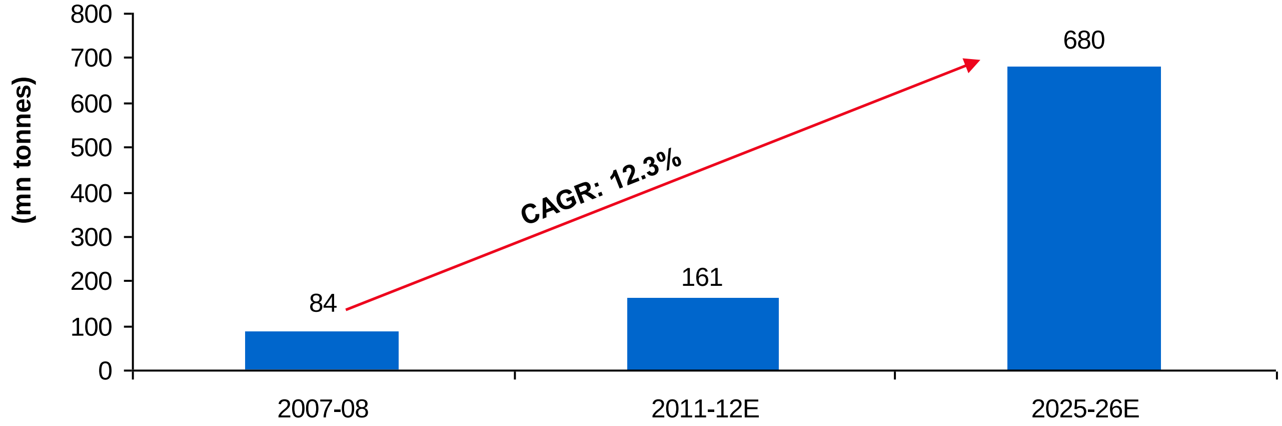
Strong Growth Expected in Container Logistics Market

Container volume in India is expected to show a strong growth with container traffic growing at a CAGR of ~12.3% at Major ports for the next few years

There are several upcoming container terminals planned at both major and non-major ports, which would further increase the flow of container traffic in India

Infrastructural initiatives like Dedicated Freight Corridor would further support the growth of cargo containerization in India

Outlook on Container Traffic at Major Ports[1]



Select Upcoming Container Terminal Projects[1]

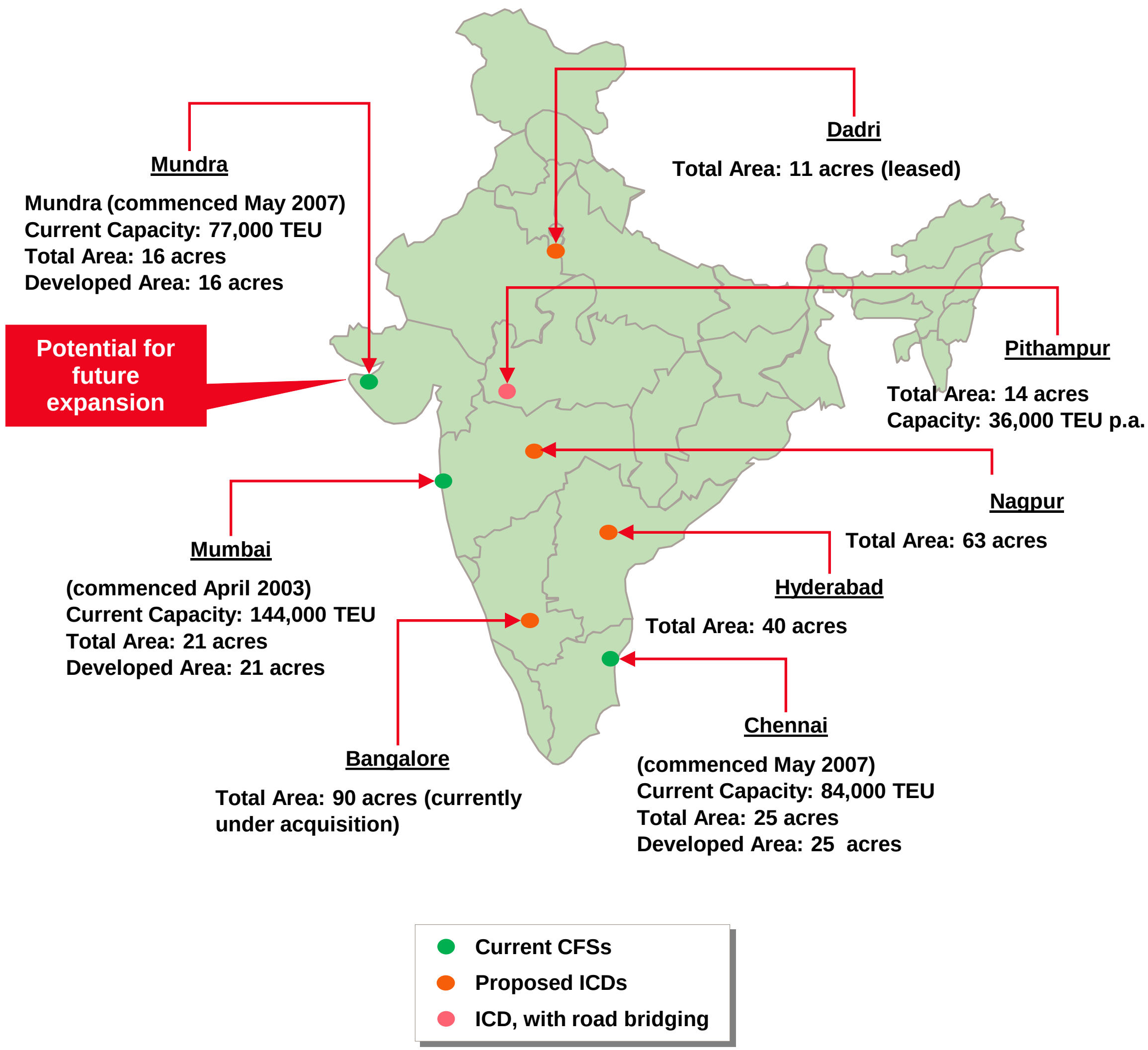
	Port	Proposed Projects
Major Ports	**Chennai**	Development of Container Terminal 2,3,4 & 5
Major Ports	**Mumbai**	Offshore Container Terminal 1 & 2
Major Ports	**JNPT**	Container terminal 4
Non-Major Ports	**Hazira**	Container terminal
Non-Major Ports	**Positra**	Container terminal

Huge potential for increase in container traffic

(1) *Source: Ministry of Shiping, Perspective Plans for Major Ports*

Container Freight Services / Inland Container Depots

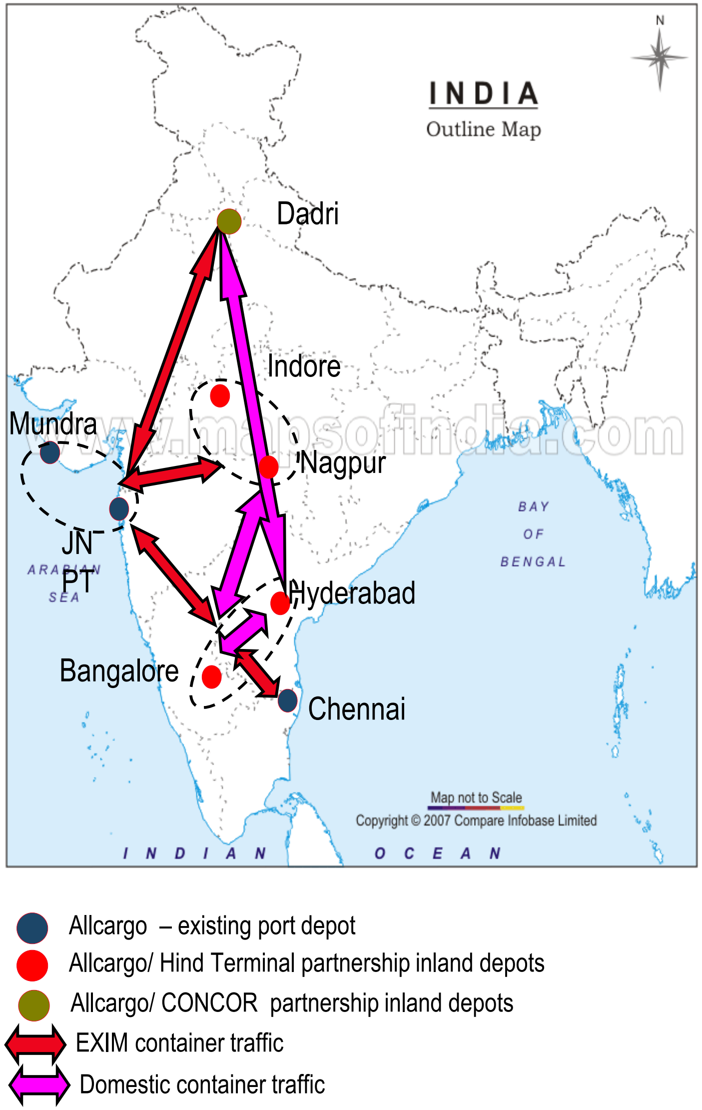
Geography simplified



- Allcargo has leveraged its relationships with freight forwarders and major shipping lines by entering into CFS Division
- Company has CFSs at JNPT, Chennai and Mundra with total CFS capacity of 278,000 TEUs p.a. and an ICD at Pithampur with capacity of 36,000 TEUs p.a.
- JNPT and Chennai are the key ports in India handling bulk of the container traffic. The two ports together handled ~76%[(1)] of the total container traffic in India in 2008

(1) *Source: Indian Ports Association*

Gain Traction in the Inland Container Depot Division



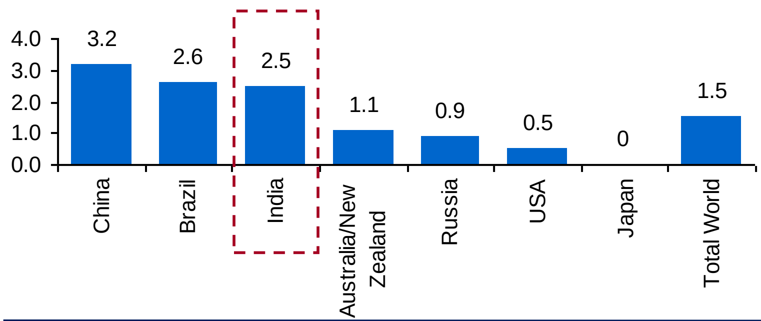
- Allcargo plans to establish a pan-India presence in the ICD space and is planning ICDs at Bangalore, Hyderabad, Nagpur and Dadri
- Allcargo has entered into strategic tie-ups / JVs for expansion into ICD space
- Allcargo has entered into a 51:49 JV (with Allcargo holding 51%) with CONCOR to establish a ICD at Dadri
  - Land for the ICD has been leased by CONCOR and is connected by rail siding
- Allcargo has also entered into a strategic alliance with Hind Terminals (Samsara Group), who are agents for key shipping lines and rail operator, for setting up of ICDs in India
- Company plans to gradually develop these ICDs into full fledged integrated logistics parks

Presence in High Growth Sectors like Equipment Hiring and Project Logistics

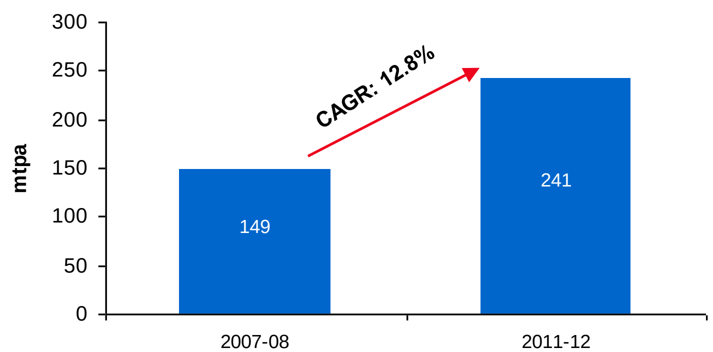
High Growth Sectors: Oil & Gas and Power

Oil & Gas Sector

Expected Growth in Total Primary Energy Consumption (for 2006-2030)(1)

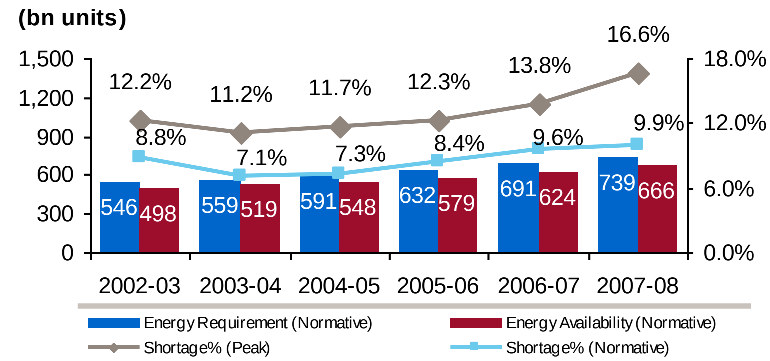


Refining Capacity Addition for India(2)

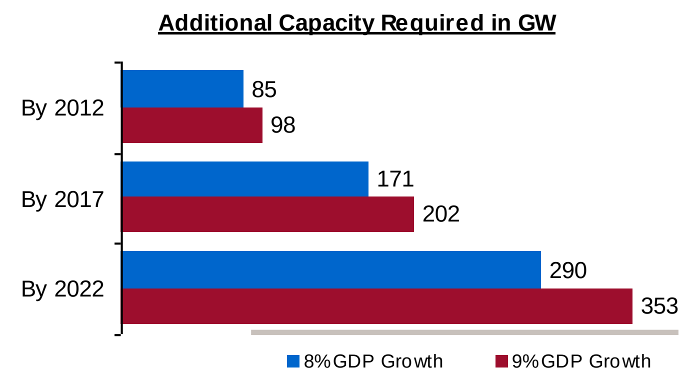


Power Sector

Sector Characterized By Huge Energy Shortages(3)



Resulting In Significant Additional Capacity Requirement(4)



Equipment Hiring and Project Logistics cater to the high growth sectors like Oil & Gas and Power

(1) *Source: International Energy Outlook 2009;* (2) *Source: Ministry of Petroleum & Natural Gas Press Release*
(3) *Source: Power Scenario at a glance – CEA – July 2009;* (4) *Source: IEP, Expert Committee on Power, based on existing installed capacity of 135GW in India*

Project Logistics

allcargo | ECU LINE
Geography simplified

- Division started in 2004
- Services include high level engineering driven transportation of multi million dollar project related specialized equipment like oil field equipments, aluminum smelters, power plants, compressor stations, steel plants & other over-dimensional cargo
- Each project in this division is unique in terms of nature, size and value involving movement by air, rail, road, sea and inland waterways
- Allcargo has successfully executed multiple projects for clients such as BHEL, British Gas, Jindal, Delhi Metro Corporation, Vedanta, Bombardier etc
- Allcargo is presently handling 15 projects and is actively pursuing additional projects
- Allcargo intends to invest in specialized barges and tugs to augment engineering capability and increase operating margins

Exchange rate: US$ 1 = 48 INR

Equipment Hiring

- **Equipment Hiring Division owns 84 cranes ranging from 40-650 tons in capacity deployed in industrial manufacturing and infrastructure sectors such as power, oil and gas refineries, wind energy, steel, cement**
    - **All terrain cranes, crawler cranes, telescopic cranes and lattice boom cranes from well known manufacturers such as Manitowoc, Kobelco, Liebherr, Demag**
- **Equipment Hiring Division also owns Forklifts, Reach Stackers and Trailers, which supports our CFS/ICD and MTO divisions**
- **Occupational Health Safety Assessment Series (OHSAS) certified and high focus on safety standards**
- **Qualified for Associate Members of LEEA (Lifting Equipment and Engineers Association), UK**
- **Future potential by acquiring higher capacity cranes requiring complex operational skills**

Equipment	Numbers(1)
Cranes	84
Forklifts	68
Reach Stackers	22
Trailers	365

Crane Types

Crawler	28
Telescopic	48
Others	8

Crane Tonnage

0-100	39
101-200	26
201-300	9
Above 300	10

Crane Deployment

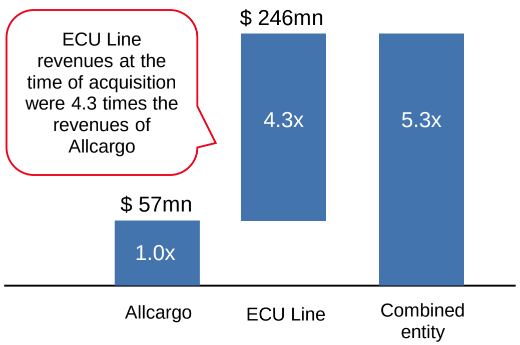
Sector	% of Cranes
Oil & Gas	31%
Windmills	25%
Engineering	22%
CFS & Ports	7%
Cement & Steel	5%
Thermal Power	5%
Infrastructure	5%

(1) Equipment numbers as per management estimates as on 30th June, 2010

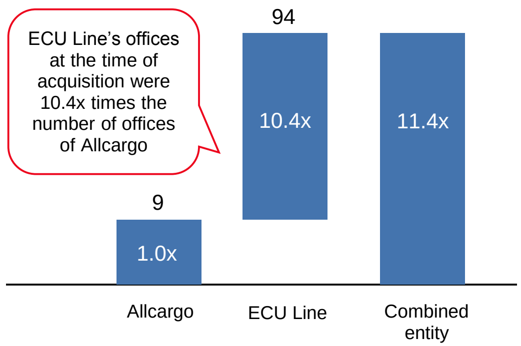
Proven Acquisition Track Record

ECU Line

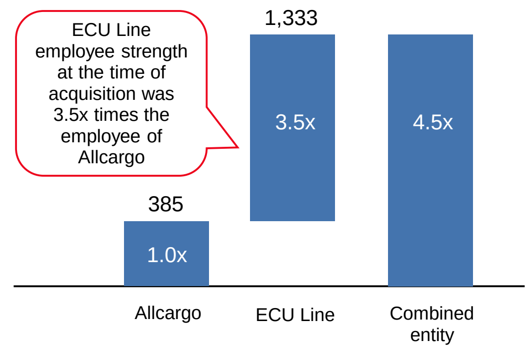
Acquisition of a larger company



Revenue Comparison[1,2]



Number of Offices[3]



Employee Strength[3]

- Allcargo acquired ECU Line in three stages
  - Acquired 33.8% stake in ECU Line in Jun'05
  - Increased stake to 49.9% in Jan'06 with an option to increase the stake to 100% subject to due diligence and certain covenants
  - Acquired 100% stake in Jun'06
- Successful acquisition of a much larger company that had 4.3 times the revenues of Allcargo

Completion of a highly successful large acquisition in the LCL Consolidation space

(1) Allcargo revenues for FY06 (YE Mar 31) and ECU Line revenues for CY05
(2) Exchange rate: US$ 1 = 48 INR
(3) Number of offices and employees as at Jun 30, 2006 as per management estimates

ECU Line (cont'd)

Key Initiatives taken for turnaround of ECU Line

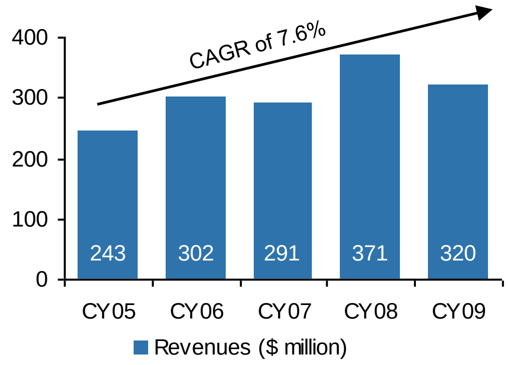
Managed cross cultural differences post acquisition

Restructured management and improved cohesive decision making

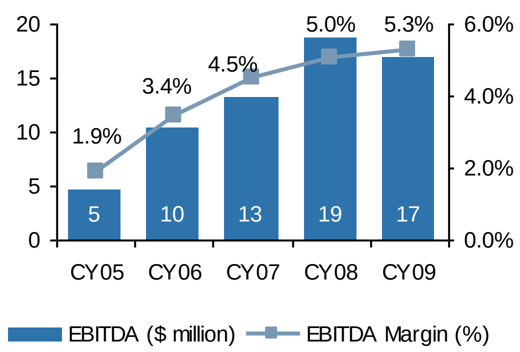
Improved product offering, operations and processes & systems

Optimized Manpower to achieve higher efficiency

ECU Line: Revenue Growth(1)



ECU Line: Improved Profitability(1)



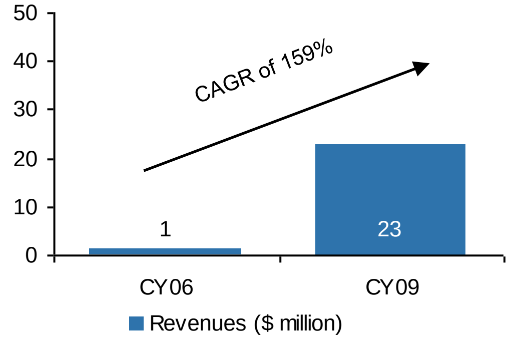
Turning around the target with strategic initiatives over a short period of time

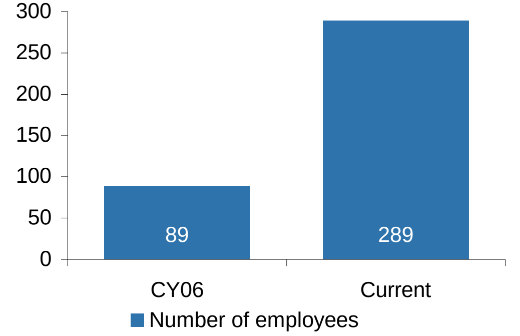
(1) Exchange rate: US$ 1 = 48 INR

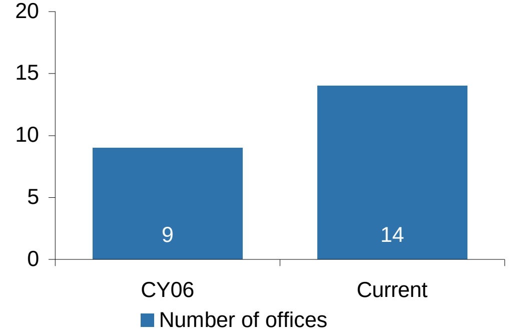
Hindustan Cargo Limited

Acquired Hindustan Cargo Limited, an airfreight company from Thomas Cook in Jan'07

Turnaround after the acquisition[1,2]







Objectives of the acquisition

- Realization of significant synergies
  - Access to a Custom Broking License
  - Able to leverage Hindustan Cargo Limited's presence in the airfreight business
  - Acquisition completes the gamut of services required to provide end to end logistics services
  - Consolidated Allcargo's position in Project Logistics business

In order to speed up the turnaround of Hindustan Cargo, Allcargo changed the management team and provided incentives to the new management team that included partial control of Hindustan cargo if the growth objectives were met within a stipulated period

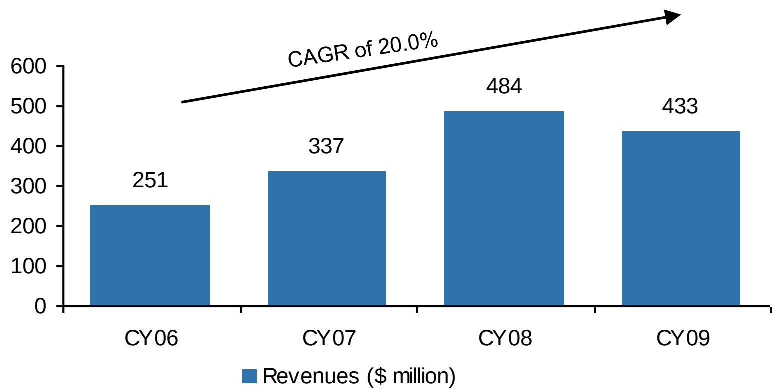
Strategic initiative to create an option to expand presence in a related business area

(1) Exchange rate: US$1 = 48INR
(2) Revenues for CY06 are for a 14 month period ending Dec 31, 2006

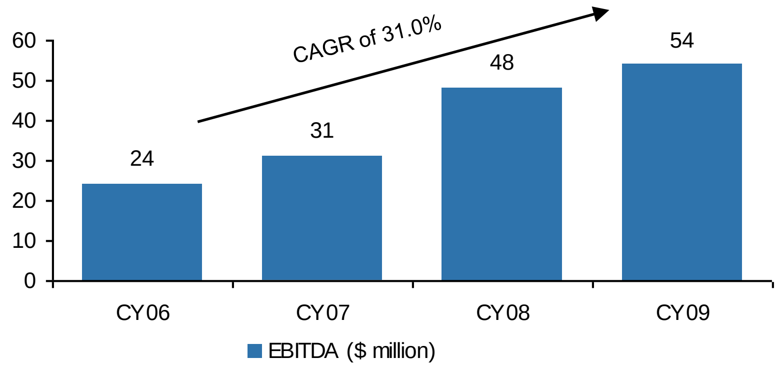
Strong Financial Performance

Historical Growth Overview

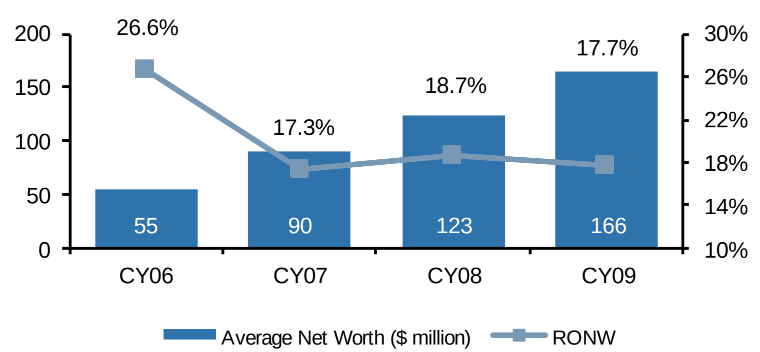
Revenue[1,4,5,6]



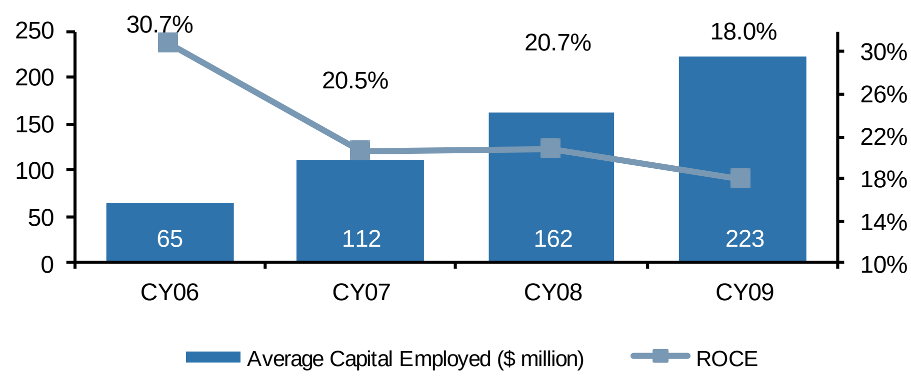
EBITDA[4,5,6]



Return on Net Worth[2,4,5]



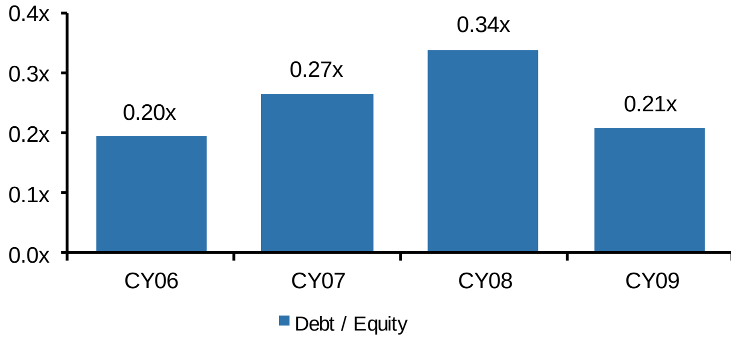
Return on Capital Employed[3,4,5]



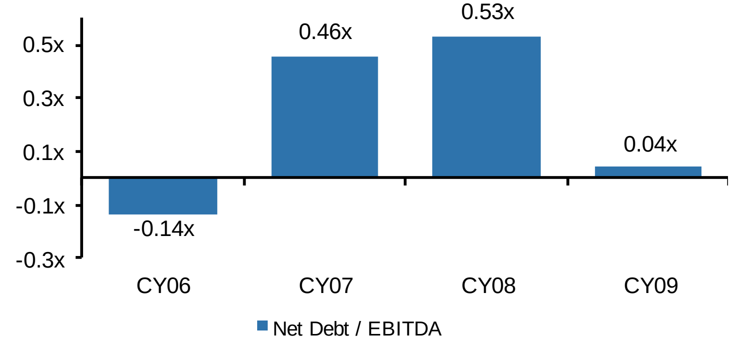
(1) Includes Other Income
(2) Return on Net Worth = PAT/ Average Equity; Equity includes FCCD
(3) Return on Capital Employed = EBIT/Average (Equity + Loan Funds)
(4) US$ 1 = 48 INR
(5) CY06 figures annualised based on 9mon ending Dec 2006 data
(6) CY09 data based on unaudited consolidated results as disclosed to the stock exchanges

Leverage and Returns Profile

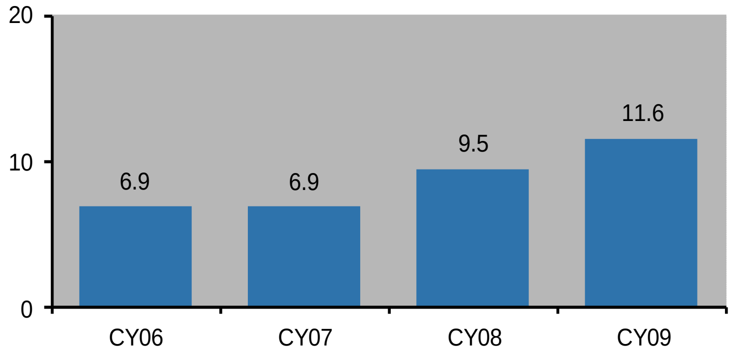
Debt to Equity[1,2]



Net debt to EBITDA[3,6]



Earnings per Share – Diluted[4,5]



(1) Equity represents Share Capital, Reserves and Surplus, Employee Stock Options Outstanding, FCCDs and Warrants
(2) Debt includes Secured and Unsecured Loans (FCCD not included)
(3) Net Debt includes Debt, Minority Interest, Cash and Current portion of Investments
(4) EPS – Diluted, before exceptional items
(5) CY06 figures are for a 9mon period
(6) EBITDA figure for CY06 annualised based on 9mon ending Dec 2006 data

CY09 Financial Overview

Consolidated(1)

($ million)

	CY08	CY09
Income from operations	482.1	426.1
Other income	2.2	6.7
Total income	484.3	432.8
EBITDA	48	54.1
% margin	9.9%	12.5%
EBIT	38.7	42.9
% margin	8.0%	9.9%
Net profit (after minority interest)	22.4	28.9
% margin	4.6%	6.7%

Standalone(1)

($ million)

	CY08	CY09
Income from operations	107.7	107.4
Other income	2.9	3.0
Total income	110.6	110.4
EBITDA	34.6	33.3
% margin	31.3%	30.2%
EBIT	29.3	25.4
% margin	26.5%	23.0%
Net profit	19.3	20.6
% margin	17.5%	18.7%

(1) CY09 data based on unaudited financial results as disclosed to the Stock Exchanges; 1USD = 48 INR

CY10 – Q1 Financial Overview

allcargo ECU LINE
Geography simplified

Consolidated[1]

($ million)

	Q1-CY10	Q1-CY09
Income from operations	128.0	105.1
Other income	0.9	0.9
Total income	129.0	105.9
EBITDA	12.5	12.2
% margin	*9.7%*	*11.5%*
EBIT	9.2	9.6
% margin	*7.1%*	*9.1%*
Net profit (after minority interest)	7.4	6.0
% margin	*5.8%*	*5.7%*

Standalone[1]

($ million)

	Q1-CY10	Q1-CY09
Income from operations	35.9	28.0
Other income	1.1	0.9
Total income	37.0	28.9
EBITDA	9.1	7.8
% margin	*24.7%*	*27.0%*
EBIT	6.5	6.0
% margin	*17.6%*	*20.6%*
Net profit	6.2	4.7
% margin	*16.8%*	*16.4%*

(1) 1Q CY09 and 1QCY10 data are based on unaudited financial results as disclosed to the Stock Exchanges; 1USD = 48 INR

CY10 – Q2 Financial Overview

Geography simplified

Consolidated(1)

($ million)

	Q2-CY10	Q2-CY09
Income from operations	133.2	109.0
Other income	1.6	4.5
Total income	134.8	113.5
EBITDA	15.5	17.5
% margin	*11.5%*	*15.4%*
EBIT	11.7	14.6
% margin	*8.7%*	*12.9%*
Net profit (after minority interest)	7.9	9.7
% margin	*5.9%*	*8.6%*

Standalone(1)

($ million)

	Q2-CY10	Q2-CY09
Income from operations	33.8	24.3
Other income	1.6	0.8
Total income	35.4	25.1
EBITDA	9.7	8.6
% margin	*27.5%*	*34.4%*
EBIT	6.7	6.7
% margin	*18.8%*	*26.9%*
Net profit	5.4	4.7
% margin	*15.3%*	*18.7%*

(1) 1Q CY09 and 1QCY10 data are based on unaudited financial results as disclosed to the Stock Exchanges; 1USD = 48 INR

CY10 – HY1 Financial Overview

Consolidated(1)

($ million)

	HY1-CY10	HY1-CY09
Income from operations	255.3	209.1
Other income	2.5	5.3
Total income	257.7	214.5
EBITDA	28.3	30.0
% margin	*11.0%*	*14.0%*
EBIT	21.4	24.6
% margin	*8.3%*	*11.5%*
Net profit (after minority interest)	15.0	15.5
% margin	*5.8%*	*7.2%*

Standalone(1)

($ million)

	HY1-CY10	HY1-CY09
Income from operations	68.0	50.9
Other income	2.7	1.6
Total income	70.6	52.6
EBITDA	19.5	16.9
% margin	*27.6%*	*32.1%*
EBIT	13.9	13.3
% margin	*19.7%*	*25.2%*
Net profit	11.3	9.2
% margin	*16.1%*	*17.5%*

(1) 1Q CY09 and 1QCY10 data are based on unaudited financial results as disclosed to the Stock Exchanges; 1USD = 48 INR

Strong Management Team & Institutional Investor Backing

Strong Management Team

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Geography simplified

Mr. Shashi Kiran Shetty
Chairman & Managing Director

Mr. Shashi Kiran Shetty, who is the promoter of the Company, holds a Bachelor of Commerce degree. He started his career in the logistics industry in 1978 with Intermodal Transport and Trading Systems Private Limited, Mumbai from where he moved to Forbes Gokak, a TATA Group Company.

In 1982 he set up TransIndia Freight Services to cater to liner shipping services. He has served as ex-trustee of Mumbai Port Trust and is presently the Vice-Chairman of the Association of Multimodal Transport Operators of India (AMTOI).

Mr. Adarsh Hegde
Executive Director

Mr. Adarsh Hegde is a Director on Board of Allcargo and heads CFS, ICD, Project Logistics and Warehousing business. He holds a Mechanical Engineering degree and has over 18 years of experience in the logistics industry. Mr. Hegde is currently also the President of the Container Freight Station Association of India (CFSAI).

Mr. Umesh Shetty
CEO – Equipment Division

Mr. Umesh Shetty, holds a Bachelor of Commerce degree and has a wide and rich experience of more than 17 years in the fields of cargo and logistic business. His current responsibilities include developing and managing the Equipment division of the Allcargo. Mr. Shetty is also a Director in ECU Line Companies.

Mr. Ashit Desai
Director, Corporate Affairs

Mr. Ashit Desai is Director - Corporate Affairs at Allcargo. He holds a Master's Degree in Production Management and MBA from IIM Ahmedabad with 24 years of work experience in industries like FMCG, Healthcare, Media and Retail having worked in India, the Middle East and Latin America.

He is an Executive Director of ECU Hold NV, the subsidiary of Allcargo.

Mr. S. Suryanarayanan
Group Chief Financial Officer

Mr. Suryanarayanan heads the Group Finance & Accounts function. He is a Chartered Accountant with 22 years of work experience in industries like Consulting, Pharmaceutical, Engineering, Shipping & Logistics and Telecom.

Mr. Jatin Chokshi
Group Chief Investment Officer

Mr. Jatin Chokshi heads the Group's investment division. He is a Chartered Accountant & Company Secretary with 27 years of work experience in industries like Shipping, Consumer Durables and Industrial Chemicals. He joined Allcargo Group in 2001 and worked in capacity of Financial controller, CFO & CEO of a business vertical before taking over as Group Chief Investment Officer.

Strong Management Team

	Mr. Hrushikesh Joshi *Group Chief Information Officer*	Mr. Hrushikesh Joshi heads the IT & Process Division. He holds a degree in B.E. (Computer Engineering) and has over 19 years of work experience. Of these, he has spent over 13 years in the transportation & logistics industry.
	Mr. Kris De Witte *CEO, ECU-Line Group*	Kris De Witte is the CEO of the ECU Line Group of companies with responsibility for the Far East, Australia, New Zealand and the Americas regions and jointly with Marc Stoffelen of the ECU Line Group. He holds a degree in shipping and logistics with 27 years of experience in the shipping, logistics and NVOCC industries. He has been associated with the ECU Line group since the last 20 years. He is on the board of ECU Hold NV.
	Mr. Marc Stoffelen *CEO, ECU-Line Group*	Marc Stoffelen is the CEO of the ECU Line Group of companies with responsibility for the Europe, Middle East Africa regions and jointly with Kris De Witte of the ECU Line Group. He holds a degree in shipping and logistics with 27 years of experience in the shipping, logistics and NVOCC industries. He has been associated with the ECU Line group since the last 18 years. He is on the board of ECU Hold NV.
	Ms. Shantha Martin *CEO - NVOCC*	Ms. Shantha Martin heads the NVOCC Division. She holds a degree in B. Sc. and MBA (Marketing) from TAPMI, Manipal with 14 years of experience in industries like healthcare, event management, publishing, hospitality and logistics. Her current responsibility is to head the Indian operations for ocean inbound and outbound logistics and to provide total logistics services with last mile connectivity. She oversees 26 offices in India and Nepal.
	Capt. Ashok Shrivastava (Sr. VP -–Shipping Services)	Capt Ashok Shrivastava heads the Shipping Service division. He is a master mariner with 28 years of experience in shipping & marine services. He started his career with India Steamships Kolkata and rose to the rank of Captain. He set up Hyundai Merchant Marine India and headed its India operations till 2007 followed by his stint at Jindal Waterways, the shipping arm of Jindal Saw Ltd.
	Mr. Nishant Kolgaonkar *VP – Human Resources*	Mr. Kolgaonkar is the Vice President for the Human Resources. He has done his B.E (Construction) and his post-graduation in HR (Master in Labour Studies) from University of Bombay. Nishant is also an alumnus of IIM - Ahmedabad. He is a proud recipient of the Young HR Achiever Award from the World HRD Congress. He has over 18 years of experience in HR, Engineering and Project Management in diverse industry with organizations like Siemens, Computer Associates and P&O Nedlloyd.

Institutional Investor Backing

The Blackstone Group®

- Blackstone's investment in Allcargo was a combination of equity shares, FCCDs and warrants convertible into equity shares, which post conversion increased their stake to 14.99%
- Post-QIP in April, 2010, Blackstone's stake came down to 14.34%
- Blackstone chose to exercise the warrants even when the market price was lower than the conversion price, strongly highlighting their commitment to the company and sector
- Blackstone has one Board seat in Allcargo, and continues to contribute constructively to the company's strategy

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New Vernon Capital

- New Vernon acquired 6% stake in Allcargo in Jan'06 and has increased its stake to 6.42%[1]
- Post-QIP in April, 2010, New Vernon's stake came down to 6.14%[1]
- Invested in the company before the IPO and are still a significant shareholder, highlighting their commitment towards Allcargo
- New Vernon sits on the Board of Allcargo, and continues to contribute to the company's strategy

Long standing relationship with private equity investors resulting in operational and strategic benefits and enhanced governance

(1) Includes P-notes held through Citigroup Markets

Strategy Going Forward

Strategy Going Forward

LCL Consolidation

- Allcargo wants to consolidate its position in the global LCL consolidation market
  - Significant, value enhancing acquisitions in regions where currently Allcargo is not present and the group sees synergies and potential opportunity for creating more profitable trade lanes (Eg. United States and China) with the intention to widen reach and improve scale
  - Tactical acquisitions in regions where Allcargo is present but does not have significant presence (in the top 3 players) or sees an opportunity for a specific trade lane with the intention to increase volumes
  - Buyout of local partners (consolidation of stake) of Ecu Line subsidiaries/operating companies
  - Set up offices in newer locations (eg. Certain regions in China)

Strategy Going Forward

CFS / ICD	■ CFS – Add capacity at JNPT ■ ICD – Establish a pan-India presence with expansion to Hyderabad, Dadri and Bangalore (land already acquired) – Form strategic joint venture to gain control over cargoes
Expand as 3 PL Player	■ Strategically expanding into warehouses to ultimately provide integrated 3PL services ■ Existing land bank in place to build warehouses ■ Leverage Allcargo brand and existing relationships to expand rapidly in 3PL space ■ Leverage global reach to expand into 3PL space
Project Cargo & Equipment Hiring	■ Sector focus – Focus on high growth sectors ■ Segment focus – Focus on high tonnage cranes that require complex operating skills and have a higher profitability – Leverage relationships with Project Logistics
Integrated Maritime Complex	■ Opportunistically expand into integrated maritime complex via a JV with IL&FS

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