



Analyst Meet, Mumbai, 18-Aug-2011



Forward Looking Statement

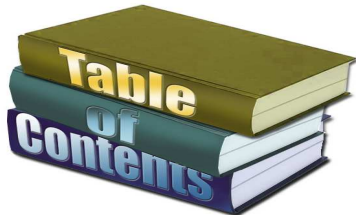


This presentation contains forward-looking statements which may be identified by their use of words like “plans,” “expects,” “will,” “anticipates,” “believes,” “intends,” “projects,” “estimates” or other words of similar meaning. All statements that address expectations or projections about the future, including, but not limited to, statements about the strategy for growth, product development, market position, expenditures, and financial results, are forward-looking statements.

Forward-looking statements are based on certain assumptions and expectations of future events. The companies referred to in this presentation cannot guarantee that these assumptions and expectations are accurate or will be realized. The actual results, performance or achievements, could thus differ materially from those projected in any such forward-looking statements.

These companies assume no responsibility to publicly amend, modify or revise any forward looking statements, on the basis of any subsequent developments, information or events, or otherwise.



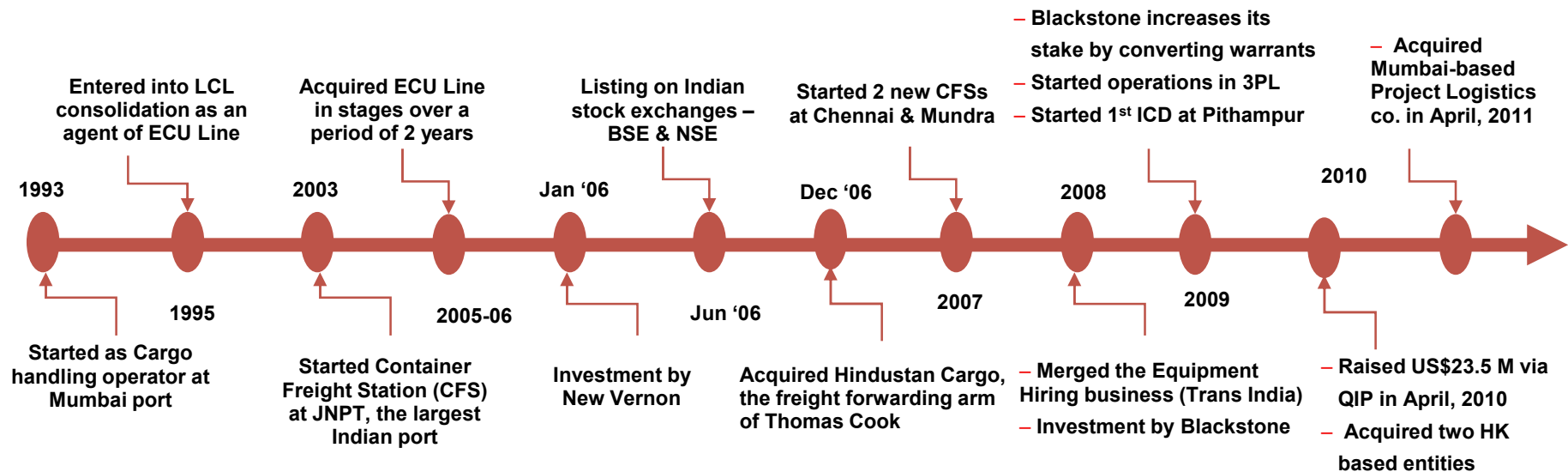


- 1 About Us : Allcargo Logistics Limited
- 2 Corporate Milestones, Awards and Accolades
- 3 Strong Management Team
- 4 Industry Outlook - India
- 5 Business Strategy
- 6 Process Improvement
- 7 Way Forward

- India's first Integrated Logistics Multinational
- Global presence with services being offered to all the major trade-lanes in the world through own offices in 60 countries & with the network of agents and franchisees
- Diversified presence across many logistics sectors
 - One of the dominant players in the CFS/ICD business in India
 - One of the leading integrated Projects & Engineering solution providers
 - Global presence in LCL Consolidation with own offices
 - Freight forwarding and Air-cargo - Global Network
 - Emerging 3PL business
 - Presence in coastal shipping through two own ships



Corporate Milestones



Recognition at National and Global Level Forums

- 2011 – LCL Consolidator of the Year – 3rd South East CEO Conclave & Awards 2011
 - Indian Freight Forwarder of Year – 1st Northern India Multimodal Logistics Awards
 - Chairman won- CEO of the Year with HR Orientation – Asia's Best Employer Brand Award – Singapore
- 2010 – Logistics Company of the year – Maritime and Logistics Awards
 - Maritime Gateway Award – Best Private CFS Operator in India
 - Chairman won – E&Y Entrepreneur of the Year – Services Category
 - ELSC – Face of Logistics Industry
- 2009 – Logistics Company of the year – NDTV Business Leadership Awards
- 2008 – Logistics Company of the year – Maritime Gateway Awards
- 2007 – Logistics Company of the year – Awarded by Lloyd's List



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Strong Management Team



Mr. Shashi Kiran Shetty
Chairman & Managing Director

- Mr. Shashi Kiran Shetty holds a Bachelor of Commerce degree.
- Started his career in the logistics industry in 1978 with Inter-modal Transport and Trading Systems Pvt. Ltd., Mumbai from where he moved to Forbes Gokak, a TATA Group Company.
- In 1982 – set-up TransIndia Freight Services to cater to liner shipping services.
- He has served as ex-trustee of Mumbai Port Trust and is currently the Vice-Chairman of the Association of Multimodal Transport Operators of India (AMTOI).

 logistics Ltd.



Mr. Adarsh Hegde
Executive Director

- Director on Board of Allcargo and heads Corporate Marketing.
- Mechanical Engineering degree and has over 19 years of experience in the logistics industry.
- Mr. Hegde is currently also the President of the Container Freight Station Association of India.



Mr. Umesh Shetty
Executive Director – Projects & Engg Solutions

- Head Projects and Engg Division
- Holds a Bachelor of Commerce degree and has a wide and rich experience of more than 18 years in logistic business.
- Director in ECU Line Companies.



Mr. Ken Eccles
CEO – Logistics Division

- Heads Logistics Division and is responsible for the domestic CFS, ICD and 3PL business
- Has experience of over 26 years in logistics industry in management roles with many shipping and Logistics Companies



Mr. Marc Stoffelen
COO - NVOCC

- COO for the global NVOCC Business
- Holds a degree in shipping and logistics with 28 years of experience in the shipping, logistics and NVOCC industries.
- With the ECU Line group since the last 19 years.
- Director on board for ECU Hold NV.

- Heads the Group Finance & Accounts function.
- Chartered Accountant with 28 years of work experience in industries like Consulting, Pharmaceutical, Engineering, Shipping & Logistics and Telecom



Mr. S. Suryanarayanan
Group CFO

- Director – Human Resource (Group).
- Holds a Masters Degree from Mumbai University and a law degree. Has attended executive education programmes at world leading B-Schools like Harvard, INSEAD and IMD.
- A seasoned HR professional with over three decades of rich experience in HR leadership roles in MNCs and large Indian companies.



Mr. Mohan Sharma
Director - HR

- CEO for the global NVOCC business
- Holds a degree in shipping and logistics with 28 years of experience in the shipping, logistics and NVOCC industries.
- With the ECU Line group since the last 20 years.



Mr. Kris DeWitte
CEO- NVOCC

- Heads the Shipping Service division.
- Master mariner with 29 years of experience in shipping & marine services.
- Set up Hyundai Merchant Marine India and headed its India operations till 2007 followed by a stint at Jindal Waterways, the shipping arm of Jindal Saw Ltd.



Capt. Ashok S
Sr VP – Shipping Services

Industry Outlook - India

India's macroeconomic and logistics infrastructure scenario - India

- Expected GDP growth of 8 - 9% over the next decade 2010-20¹
- About 2.5 to 3 times growth in freight movement during 2010-20²
- Infrastructure development will be a critical economic growth enabler²
- About 2/3rd of infrastructure network capacity yet to be built in India²

Long-term Logistics industry growth drivers - India

- Introduction of GST
- FDI in retail marketing and distribution – Will increase opportunities for intermediary logistics service providers²
- Increase in infrastructure spend by GoI to 8.4% of GDP in F2012 from 7.5% of GDP in F2009¹
- Infrastructure investments in F2013-17 will rise to a cumulative US\$1trn compared while it was US\$542bn in F2007-12¹
- About \$500 billion expected to be spent in logistics infrastructure development in the coming decade²
- UID implementation – which is expected to save \$ 45 B

Source:

1. The Planning Commission, GoI;

2: Building India-Transforming the nation's logistics infrastructure", McKinsey & Co.

Ingenuity In Motion

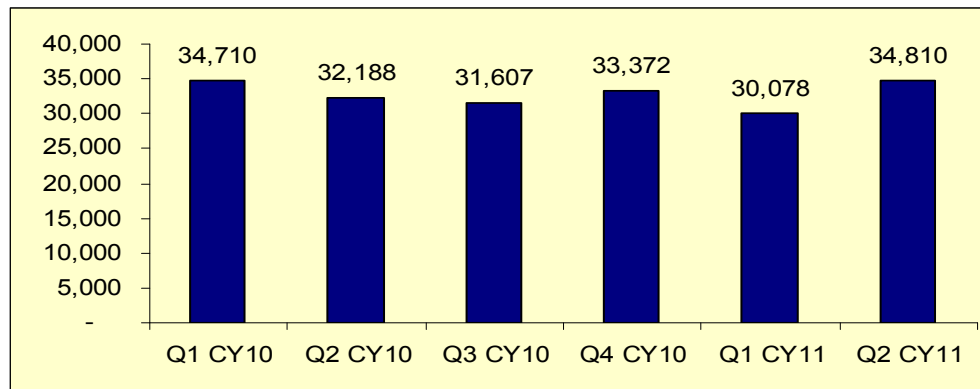
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Business Strategy

Business-verticals

Development in Port Infrastructure

- JNPT is expanding rapidly by installing new gantry cranes, dredging the access-channel and has recently awarded fourth terminal to PSA-consortium
- Chennai - Ennore L&T terminal expected to go operational by end of 2012
- Mundra - Mundra International container terminal (MICT) has been on fast-growth track.
- Mumbai capacity expansion
 - The new terminal will increase capacity from 6 to 11 mil. TEU p.a.
 - Deepening & widening of main harbour & Nhava Seva channels will accommodate large vessels with 14 metres draught & capacity of 6000 TEU
 - Planned ship-repairing SEZ in Raigad will increase pull power of the port
- Planned Port Capacity & Connectivity Enhancement Will Help JNPT Retain its Market Leadership Position



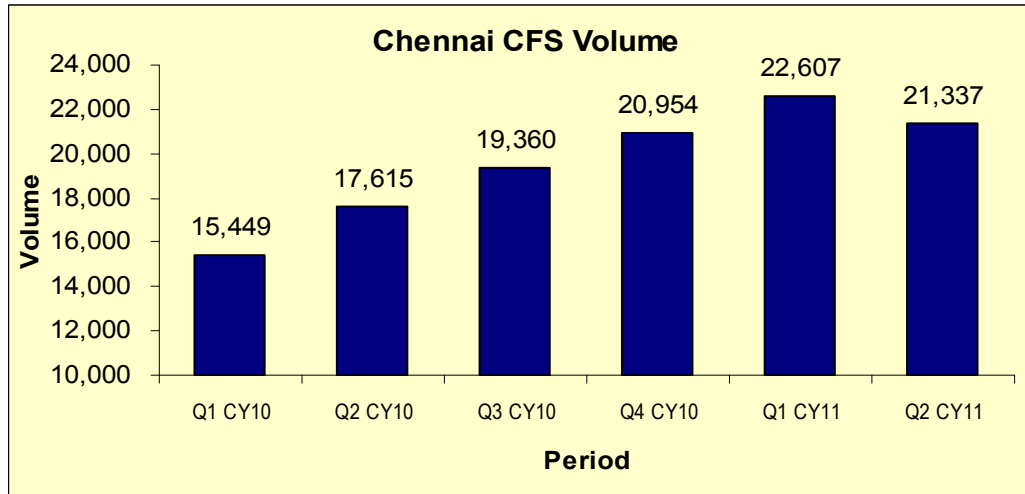
• With all these planned expansions – the container through-put volume is set to increase in coming years at these three major ports in India. Allcargo is well positioned to leverage the growth opportunities.

• **JNPT** - Planned Capacity addition of ~200,000 TEU at JNPT CFS (will kick-in from Q2-2011). The new facility is strategically located near the existing facility

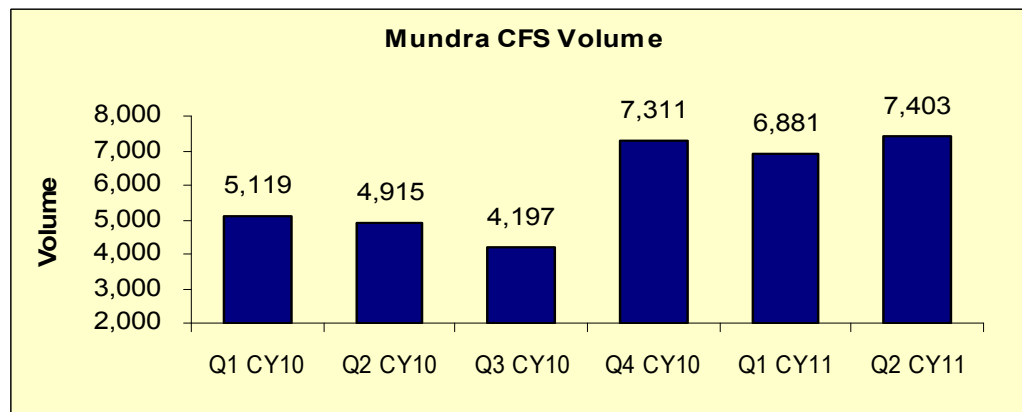


Business Strategy – CFS - Gaining Market Share

Chennai – Rapid Growth



Mundra – Gaining Momentum



- All Allcargo CFSs are certified with OHSAS-certification. The first CFS to achieve this land-mark in India

Chennai

- Allcargo has been rapidly increasing the market-share by incremental expansion-plan
- Allcargo plans to deploy RTGs in Chennai which will increase the capacity further by 9-10% and improve the operating margins by decreasing operating-costs.

Mundra

- Business has increased considerably in recent quarters in Mundra.



- **Growth Driver for the company**
 - Healthy EBIDTA generation quarter-on-quarter
 - Improved profitability in recent-quarters with increased capacity utilization
- **Significant presence at 3 major ports – Mumbai, Chennai & Mundra**
 - Enables to capture ~80-85% EXIM trade volume
- **In-house transportation operation**
 - A key differentiator vis-à-vis competition as it supports superior service delivery in terms of operating efficiency



Business Strategy - Project & Engineering Solutions



Additional Acquisition of highly specialized cranes for our strategic customers.

Last year; we clubbed our projects & Engineering divisions together for more value-based offering to our customers

- The strategy is to have more focused support to top-10 customers and ensure customer stickiness
- These customers are in area of
 - green-energy
 - Industrial application
 - port-development
- Due to this joint-offering to our valuable customers
 - Higher Order Book
 - Utilization of equipment has increased
 - increase share of top-10 customers
 - Have seen higher margins
- Opportunities to invest in barges, strand-jacks and tugs – which are required for transportation of ODCs using inland-waterway – safest & cost-effective way of transportation especially in remote locations.
- Improved participation in various upcoming projects

The joint offering increased the value offering of the business division and has improved customer stickiness.

Achieve market leadership in Projects & Engineering Solutions

Acquisition of MHTC

- A company with well established presence spanning over 25 years.
- Company has long-standing relationships with a list of marquee customers; such as Bechtel, ABB, Siemens, Reliance Energy etc
- Highly skilled team & leadership which has integrated well with existing Allcargo-projects division team.
- Strategic assets which would bring value to Projects and Engineering Solution business.

This acquisition has been of tremendous strategic value for Allcargo and EBITDA accretive.



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Business Strategy - Global NVOCC Business



Business Expansion

- Acquisitions / expansion done last year – have added value & volume to network. These were:
 - China – Shanghai, Ningbo, Qingdao, Xiamen and Dalian
 - Sri Lanka
 - Indonesia
- Focused expansion in Far-east & Chinese market – Company plans to increase penetration in these regions organically and inorganically .
- Company believes that share of Intra-Asian container volume will increase in coming year; which will be leading growth driver.

	2011E	2012E	2013E	2014E	2015E	2016E	CAGR	
							'00-'10	'10-'16
Global Container Volume								
Throughput (TEU MM)	556.5	607.7	679.4	755.8	841.5	938.1	8.2%	10.5%
growth %	8.0%	9.2%	11.8%	11.2%	11.3%	11.5%		
Import-Driven	7.9%	9.0%	11.8%	11.2%	11.3%	11.4%		
Export-Driven	8.2%	9.3%	11.8%	11.3%	11.4%	11.5%		
APAC Container Volume								
APAC Container Share %	55.5%	56.0%	56.5%	57.0%	57.5%	58.0%		
APAC Throughput (TEU MM)	308.9	340.3	383.9	430.8	483.9	544.1	9.3%	11.5%
growth %	9.0%	10.2%	12.8%	12.2%	12.3%	12.4%		

Focus on cost-leadership

- Exploring warehouse-opportunities in Asian, African & European market to create additional value-chain in our existing NVOCC business. These warehouses will increase operational efficiency through more control and flexibility in operations.



Business Strategy - 3 PL



Development of value-based business-model – Existing business model with complete utilization of capacity through anchor customers

- Goa – Capacity is doubled to 104,000 sq.ft.
- Bhivandi – ~50,000 sq.ft.
- Indore – Providing after-market warehousing solutions in customer's premises

Discussion in progress with anchor-customers based business-model

- Hosur – New capacity of ~120,000 sq.ft. by 1QCY12
- Indore – 3PL – 45,000 sq.ft.

Going forward the organization will roll-out the client-based solution model at locations where the company already has its land-banks.

Business Strategy - Coastal Shipping

Allcargo have been able to successful deploy the ships in Indian Coasts and generated an EBITDA of approx INR 4 Cr. in 1HYCY11



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Business Process

Improved Efficiency – Enhanced Process



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Risk Assurance



- Organization has strengthened our internal risk assessment and mitigation framework
- Strong risk-assessment practice has been set-up comprising of Chief risk-officer and with supporting team
- Organisation is in process of building quality assurance leadership team to have process-improvement, enhance service-quality and protect our valuable assets

Consistent focus on process-improvement and enhancement of service-quality driven through strong underlying processes



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Information Technology



- Last-year; the Organization has embarked on improving Enterprise IT Solutions for the organization
- New ERPs implemented in couple of our businesses
- Implementation of uniform underlying financial-system across businesses
- These have further enhanced our proven process, quality reporting and provided real-time dashboards to business-heads
- Organisation is in-process of re-architecting IT-Infrastructure for global NVOCC business and plans to integrate complete global-operations in one IT-instance

Organisation has consistently invested in IT to support the growth and bring seamless information-support to our customers

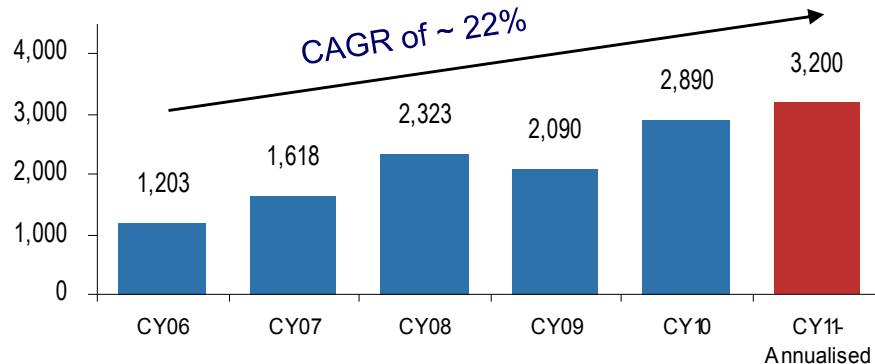


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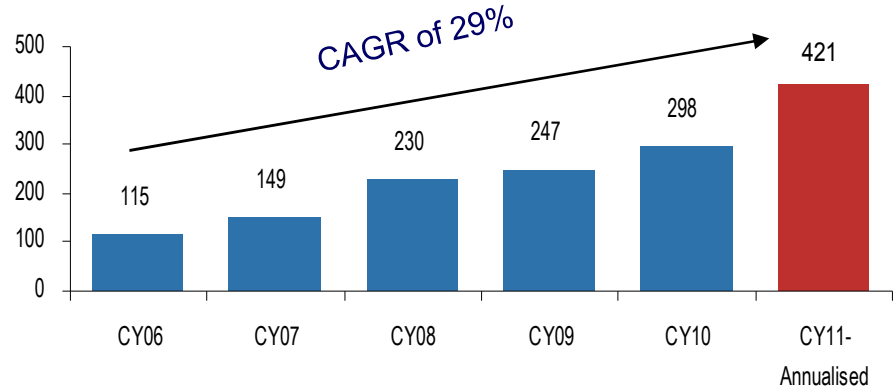
Consistent Business Growth



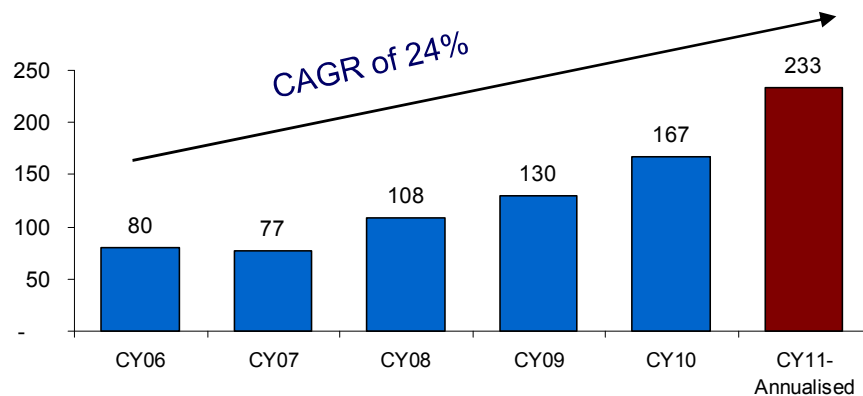
Robust Consolidated Revenue Growth (INR Crs)



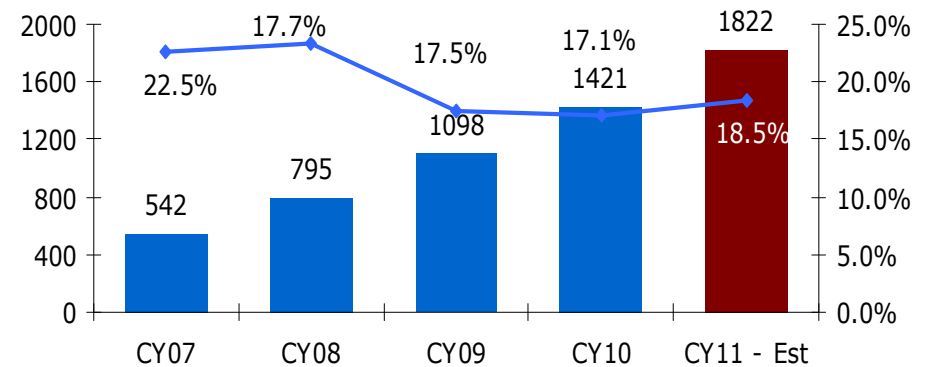
Stronger Consolidated EBITDA Growth (INR Cr)



Net Profit After Minority Interest (INR Crs)



Return On Capital Employed (%)



Full impact of capital employed in strategic assets are yet to be realized.

Vision and Way-forward



A Billion-dollar Global Enterprise by 2013-14.



CFS / ICD

- CFS – Significant capacity addition at JNPT. Looking for expansion in Chennai & Mundra.
- Exploring opportunities to set-up CFS in Hazira & Kolkata
- ICD - Establish a pan-India presence with expansion to Hyderabad, Dadri and Bangalore through strategic joint venture to gain control over cargo

Expand as 3 PL Player

- Strategically expanding into warehouses to provide integrated 3PL services through organic and inorganic growth models.
- Existing land bank in place to build warehouses

Projects & Equipments Solutions

- Focus on high growth sectors & through investment in high-quality assets and focus on increasing market-share from top-customers
- Unique offering of integrated projects and Equipment Solutions.

Global LCL Business

- Tactical acquisitions in regions where Allcargo is present but does not have significant presence
- Buyout of local partners (consolidation of stake) of ECU Line subsidiaries/operating companies
- Leveraging potential opportunity for creating more profitable trade lanes through network expansion

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Financial Overview

S Suryanarayanan, Group CFO

- 1 **Consolidated Performance**
- 2 **MTO Segment**
- 3 **CFS Operations Segment**
- 4 **Project & Engineering Solutions**
- 5 **Capex Plan**
- 6 **Conclusions**



Consolidated Company – Performance



- Net sales has grown by 29% in 1HYCY11 over 1HYCY10
 - Growth momentum has continued in this quarter
- Recorded highest ever half-yearly EBIDTA of Rs.211 Cr.
 - Half-yearly EBIDTA has grown 55% y-o-y with continuing q-o-q growth momentum during the quarter
 - EBIDTA margins have improved by > 2% during 1HYCY11 over 1HYCY10
- PAT after Minority interest has grown by 62% to Rs.116 Cr. in 1HYCY11 compared to the year-ago half-year

Consolidated Company Financial Performance								
Rs. Crore	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Net Sales	865	647	34%	740	17%	1,604	1,237	30%
EBIDTA	113	74	52%	98	15%	211	136	55%
EBIDTA Margin (%)	13%	11%	156	13%	(17)	13%	11%	216
EBIT	88	56	58%	80	11%	168	102	65%
PBT	80	49	65%	70	15%	150	91	64%
PAT after MI	66	38	75%	50	33%	116	72	62%

Profitability has improved across all business segments in 1HYCY11
over 1HYCY10

CFS Operations – Pan India Integrated Play



- Allcargo has leveraged its relationships with freight forwarders and major shipping lines and emerged as one of dominant CFS players in the country
- After capacity expansions in CY10, total CFS capacity is ~ 341,000 TEU p.a.
 - JNPT capacity is 144,000 TEU / annum: Capacity utilization of >95%
 - Chennai capacity is 120,000 TEU / annum: Capacity utilization of >75%
 - Mundra capacity is 77,000 TEU / annum: Capacity utilization of >40%.
- By volume; Allcargo is one of top two CFS operators at JNPT and Chennai (excluding captive CFSs) and among top five at Mundra
- Market share by volume at JNPT, Chennai and Mundra is in the range of 8-9%, 9-10% and 6-7% resp.

CFS Operations – Performance



Business volume growth continues

CFS Operations Segment - Business Volume Performance								
Volume in TEU	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Export	10,386	10,485	-1%	10,266	1%	20,652	21,655	-5%
Import	53,164	44,233	20%	49,300	8%	102,464	88,341	16%
Total	63,550	54,718	16%	59,566	7%	123,116	109,996	12%

Note: TEUs – Twenty Equivalent Units containers

- Total throughput volume has grown by 12% y-o-y to 123,116 TEU in 1HYCY11 with strong growth momentum in 2QCY11
 - Dwell time has also increased by 1-1.5 days across CFSs
- EBIDTA has grown by 59% y-o-y to Rs.72 Cr. in 1HYCY11

Consistent Business Growth

CFS Operations Segment - Financial Performance								
Rs. Crore	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Net Sales	73	44	66%	64	15%	137	88	56%
EBIDTA	40	22	81%	32	25%	72	45	59%
EBIDTA Margin (%)	55%	50%	468	50%	458	53%	51%	121
EBIT	39	20	91%	30	29%	68	42	65%

Throughput volume growth and increased dwell time have improved in 1HYCY11.

Project & Engineering Solutions – Performance



Consistent High utilization level of All Equipments

Equipment Type	Proj. & Engg. Soln.: Capacity Levels		
	2QE-Jun CY11	2QE-Jun CY10	Incr. / (Dec.)
Trailers	412	365	47
Cranes	123	84	39
Forklifts	64	68	(4)
Reach stackers	32	22	10

- Net sales grew by 13% growth in 1HYCY11 to Rs.155 Cr.
- EBIDTA has grown by 40% growth in 1HYCY11 to Rs.62 Cr.
- The segment has an order book of ~ 250 Cr.

Project & Engg. Solutions Segment - Consolidated Financial Performance								
Rs. Crore	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Net Sales	79	66	20%	76	4%	155	137	13%
EBIDTA	32	22	43%	31	3%	62	46	35%
EBIDTA Margin (%)	40%	34%	64%	41%	(42)	40%	33%	63%
EBIT	19	10	91%	20	-7%	38	24	61%

Maintaining consistently high capacity utilization levels across different equipment type.

MTO – Performance

MTO Segment - Consolidated Business Volume Performance (LCL + FCL)								
Volume in CBM	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Export	917,525	776,451	18%	803,535	14%	1,721,060	1,492,977	15%
Import	907,098	796,837	14%	801,826	13%	1,710,224	1,508,735	13%
Total	1,824,623	1,573,288	16%	1,605,361	14%	3,431,284	3,001,712	14%

- **Consolidated MTO volume** has increased both in Export & Import segments, leading to 14% y-o-y growth in 1HYCY11
 - Noteworthy is that overall volume growth momentum is witnessed Q-o-Q at 14%
- **Consolidated NVOCC EBIDTA** grew strongly by 54% y-o-y to Rs.76 Cr. in 1HYCY11

MTO Segment - Consolidated Financial Performance								
Rs. Crore	2QE-Jun CY11	2QE-Jun CY10	Y-o-Y Change (%)	1QE-Mar CY11	Q-o-Q Change (%)	1HYE-Jun CY11	1HYE-Jun CY10	Y-o-Y Change (%)
Net Sales	732	549	33%	620	18%	1,352	1,039	30%
EBIDTA	40	31	31%	36	11%	76	49	54%
EBIDTA Margin (%)	5%	6%	(10)	6%	(34)	6%	5%	88
EBIT	37	27	39%	33	12%	71	44	60%

Note: MTO Consolidated includes Domestic NVOCC, ECU Line and HCL operations

Strong underlying volume growth has led stronger financial performance in 1HYCY11.

CAPEX Plan



- Cash and Bank Balances of Rs.168 crore as on 30th Jun.'11.
- CY 2011-12 Capex plan (~Rs.200 crore)
 - CFS capacity expansion at JNPT, Chennai and Mundra (~Rs.150 crore)
 - Warehousing capacity expansion at Verna – Goa & Hosur (~ Rs. 10 crore)
 - Hyderabad-ICD development (~Rs.25 crore)
 - Other Regular Capex (~ Rs.20 crore)
- Debt–Equity mix planned to be maintained in the range of 30%-70%.

Conclusion



- Unique synergistic high-growth business model
- Asset light business operations in terms of LCL / freight forwarding and 3PL
- Driven by entrepreneurial leadership and professional management
- Positioned to ride India economic growth momentum through CFS / ICD and Project & Engg Solutions
- Sustainable and diversified global logistics business network
- Strong balance sheet and access to capital

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Q&A
