



# Mahindra Logistics Ltd

## Q4 & FY19 Earnings Presentation

May 7, 2019

# Disclaimer

Certain statements and opinions with respect to the anticipated future performance of Mahindra Logistics in the presentation (“forward-looking statements”), which reflect various assumptions concerning the strategies, objectives and anticipated results may or may not prove to be correct. Such statements generally are identified by forward-looking words such as “believe,” “plan,” “anticipate,” “continue,” “estimate,” “expect,” “may,” “will” or other similar words. They involve a number of risks, uncertainties and assumptions which could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These include, among other factors, changes in economic, political, regulatory, business or other market conditions. Such forward-looking statements only speak as of the date the presentation is provided to the recipient and Mahindra Logistics is not under any obligation to update or revise such forward-looking statements to reflect new events or circumstances. No representation or warranty (whether express or implied) is given in respect of any information in this presentation.





## Q4 / FY2019 Results Overview



## Key Highlights – FY2019 vs FY2018

3,851  12.7%

Revenue from operations

159  26.5%


EBITDA

1,366  8.8%

Revenue from Non Mahindra SCM  
Segment

133  30.7%

PBT

385  13.2%

Revenue from PTS Segment

86  32.4%

PAT

90  35.7%

Adjusted PAT (Pre RSU/ESOP Charge)

## Management Comment



---

**Commenting on the performance, Mr. Pirojshaw Sarkari (Phil), CEO at Mahindra Logistics Ltd. said:**

---

“Mahindra Logistics added over Rs. 400 Cr to its topline and Rs. 21 Cr to its bottom line. We have achieved margin expansion because of efficiencies driven across segments. We achieved positive free cash flow of Rs. 39 Cr for FY 19 as compared to negative in the previous 2 years. In Non-M&M Warehousing and value-added services we have grown by 30% over FY 18. We are pleased to declare an increased dividend of 18%.

It gives me immense pleasure that we kept our commitment of training 10,000 drivers under PMKVY during the year. The drivers who got trained were not only working for our operations, but also across the industry. I reiterate that for “Make in India” to succeed, “Move in India” has to be more efficient”.

# Consolidated Summarized P&L Statement

Particular	Q4 FY19	Q4 FY18	YoY Change (%)	FY19	FY18	YoY Change (%)
Revenue from operations	1014.7	892.7	13.7%	3851.3	3416.1	12.7%
Other Income	1.9	0.8	130.8%	7.6	5.9	29.8%
<b>Total Income</b>	<b>1016.6</b>	<b>893.5</b>	<b>13.8%</b>	<b>3859.0</b>	<b>3422.0</b>	<b>12.8%</b>
Gross Margin	88.8	77.5	14.6%	323.1	273.8	18.0%
<b>EBITDA</b>	<b>42.8</b>	<b>38.5</b>	<b>11.1%</b>	<b>158.9</b>	<b>125.6</b>	<b>26.5%</b>
<b>Adjusted EBITDA</b> *Note 2	<b>46.8</b>	<b>39.0</b>	<b>19.9%</b>	<b>164.5</b>	<b>127.3</b>	<b>29.2%</b>
Depreciation	6.0	5.3	14.8%	21.9	19.7	11.2%
EBIT	36.7	33.2	10.5%	136.9	105.9	29.3%
Interest	1.0	0.9	22.1%	3.5	3.8	-7.5%
Profit before tax	35.7	32.4	10.2%	133.4	102.1	30.7%
<b>Profit after tax</b>	<b>23.8</b>	<b>20.9</b>	<b>14.0%</b>	<b>86.4</b>	<b>65.3</b>	<b>32.4%</b>
<b>Adjusted PAT</b> *Note 2	<b>26.5</b>	<b>21.2</b>	<b>25.0%</b>	<b>90.1</b>	<b>66.4</b>	<b>35.7%</b>
<b>EPS (Diluted) in INR</b>	<b>3.29</b>	<b>2.87</b>	<b>14.6%</b>	<b>11.97</b>	<b>9.04</b>	<b>32.4%</b>

Note: 1. All figures in INR crore, unless stated otherwise

Note: 2 Adjusted EBITDA and Adjusted PAT are before ESOP/RSU charge.(FY 19- Rs. 5.6 Crs, FY 18 – Rs. 1.7 Crs)

# FY19 Financial highlights

**Revenue from operations grows to Rs. 3,851 crore, up 12.7% Y-o-Y**

- M&M revenues in SCM business increases by 15.4%
- Non-M&M revenues in SCM business increases by 8.8%
  - Revenue from warehousing & other valued-added services increases by 29.5%

**EBITDA at Rs. 158.9 crore, up by 26.5%**

**PBT improves by 30.7% to Rs. 133.5 crore. PBT % increased by 47 bps from 2.98% to 3.45%.**

**PAT higher by 32.4% to Rs. 86.4 crore.**

**PAT Adjusted for non-cash expense of ESOP/RSU Charges is Rs. 90 Cr, a growth of 35.7% over FY 18.**

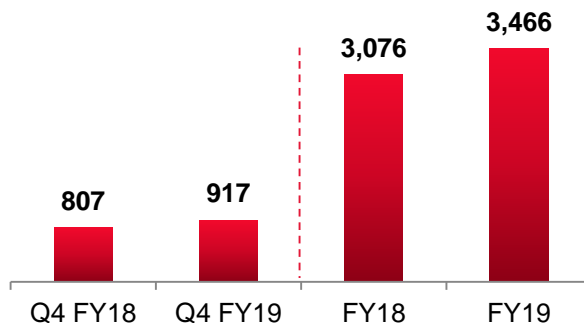
## FY19 highlights

- **Free cash** flow for the year **improved by Rs. 71 Cr** to Rs. 39 Cr positive as compared to Rs. 32 Cr negative in FY 18.
- Improvement in **ROCE from 25.5 % to 28.1%** over the same time previous year.
- For the first time ever, the company crossed **Rs. 1000 Cr revenues in Non-Auto segment in the SCM business.**
- Proportion of **warehousing and other value-added activities reached 26% in Non-M&M SCM segment**
- **Completed training of 10,000+ drivers** across India within one year, under Pradhan Mantri Kaushal Vikas Yojana, an important initiative to make our roads safe.

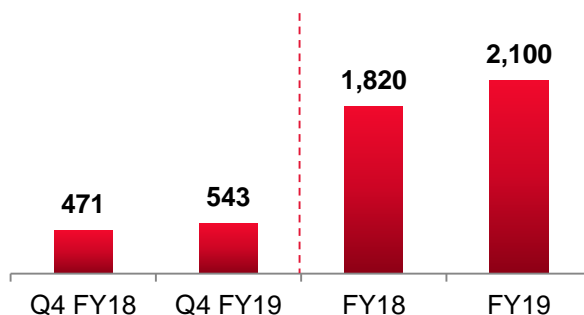


# Segmental Performance – SCM

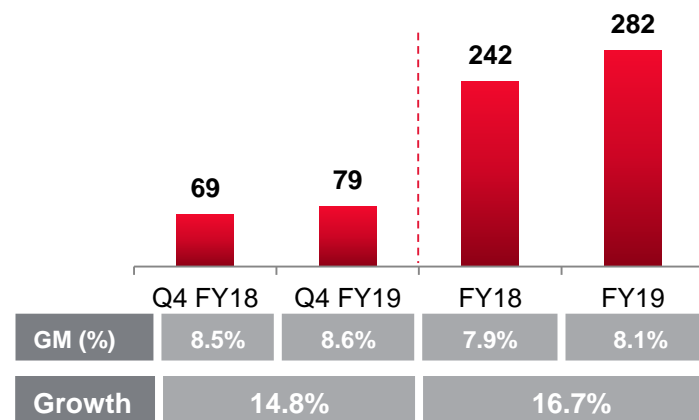
## Revenue


**Growth**
**13.7%**
**12.7%**

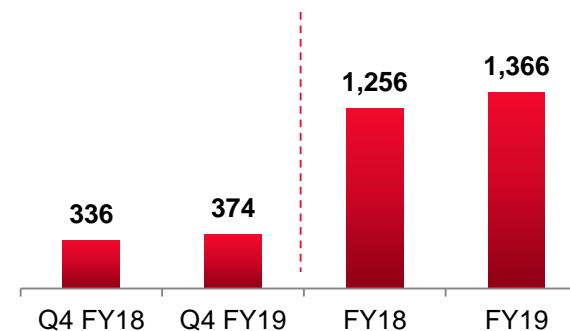
## Mahindra Revenue


**Growth**
**15.4%**
**15.4%**

## Gross Margin (GM)

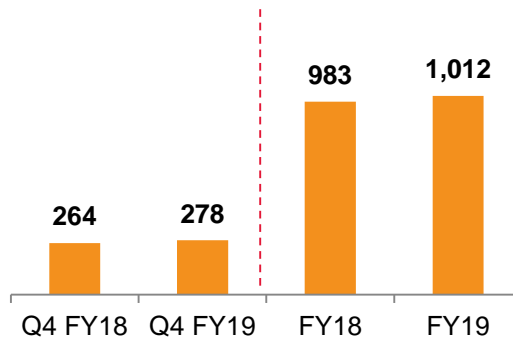


## Non-Mahindra Revenue

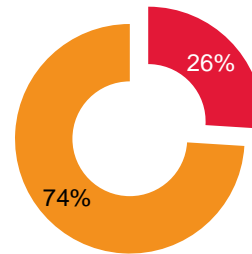

**Growth**
**11.4%**
**8.8%**

# Non-Mahindra SCM Revenue Analysis

## Transportation

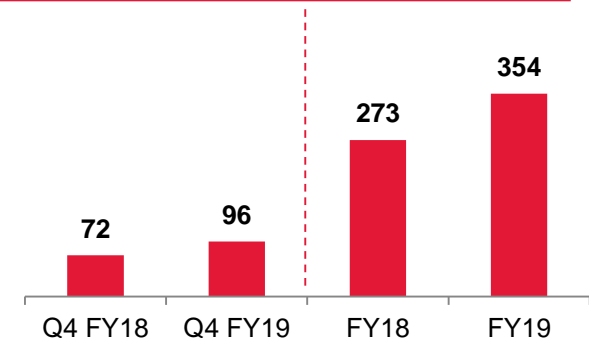


Growth	5.5%	2.9%
--------	------	------



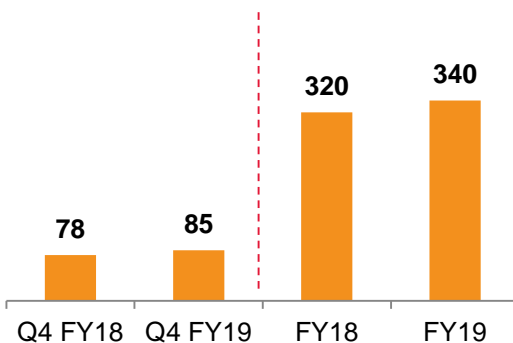
Activity-wise  
Breakup FY19

## Warehouse & other value-added segments

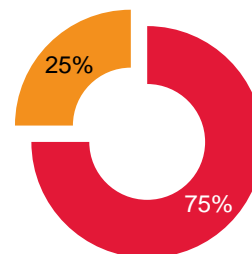


Growth	32.8%	29.5%
--------	-------	-------

## Auto

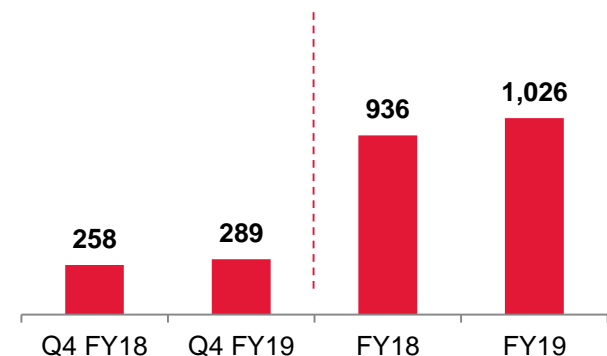


Growth	9.9%	6.5%
--------	------	------



Industry-wise  
Breakup FY19

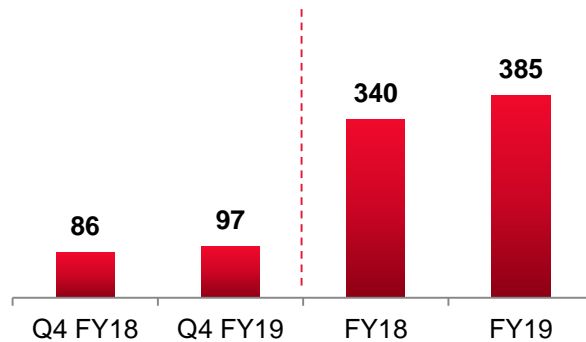
## Non-Auto



Growth	11.8%	9.5%
--------	-------	------

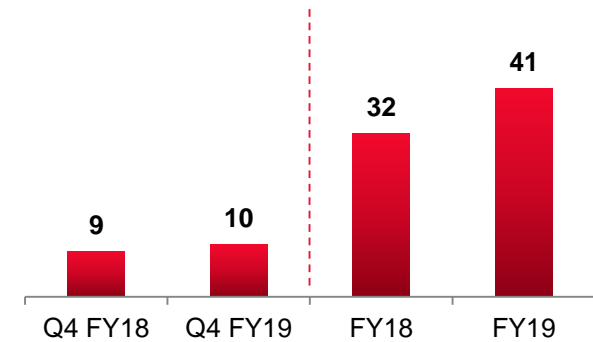
# Segmental Performance – PTS

## Revenue



Growth	13.1%	13.2%
--------	-------	-------

## Gross Margin (GM)



GM (%)	10.4%	10.4%	9.4%	10.6%
Growth	13.4%		27.6%	

# The government continues to work towards developing the logistics sector

## Draft National Logistics Policy released



- The Ministry of Commerce releases the draft of the National Logistics Policy. Apart from setting up a separate fund and a single-window e-marketplace, the draft policy also suggested setting up of a National Council for Logistics which will be chaired by the Prime Minister.

## NITI Ayog to introduce ITeS policy



- Government think tank, Niti Aayog is working on an ITeS policy to introduce intelligent transport system in the country in the wake of increasing road fatalities.

## FAME II set new standards



- The Ministry issued a new notification on 28th March 2019 setting new standards for Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME-II), criteria under which electric vehicles will be eligible for incentives.

# MLL has successfully trained 10000+ drivers in a year! under the Pradhan Mantri Kaushal Vikas Yojana

India needs skilled drivers to move the wheels of the Indian economy. MLL took up this challenge and conducted trainings at 229 locations pan India on:

- Road Safety
- Crisis & Conflict Management
- Vehicle Maintenance and Sustainability
- Statutory Compliances
- Stress Management
- Soft Skills





# Mr. Anand Mahindra's letter to the PM Mr. Narendra Modi

**Mahindra**

**Anand G. Mahindra**  
Executive Chairman

**Mahindra & Mahindra Ltd.**  
Gateway Building, Apollo Bunder,  
Mumbai 400 001 India

Direct: +91 22 22021713  
Tel: +91 22 22895500

mahindra.anand@mahindra.com  
mahindra.com

March 11, 2019

Hon'ble Prime Minister Modi ji,


*I write to you expressing my sincere thanks for launching the Pradhan Mantri Kaushal Vikas Yojana (PMKVY). This is a significant step in the right direction for lifting the skill and safety levels of our society in general.*

*I was delighted to find out recently that one of the Mahindra group companies, Mahindra Logistics, took this government initiative to heart and has successfully trained over 10,000 drivers this past year under the PMKVY scheme. I thought it imperative to thank you personally for your government's foresight and for launching this deeply impactful program.*

*For me, this is a significant achievement as a responsible business group and I have no doubt that Mahindra Logistics will continue to support Make in India with their focus on Move in India while up-skilling drivers.*

Best regards,

Sincerely,



Anand G. Mahindra

Shri Narendra Modi  
Hon'ble Prime Minister of India  
Government of India  
New Delhi

Cc: Shri Pirojshaw Sarkari, CEO - Mahindra Logistics

# MLL spearheading the 'Zero Accident Zone' initiative on Mumbai-Nashik Expressway





# Company Overview



A wide-angle photograph of a large, modern warehouse interior. The space is filled with tall, industrial shelving units on both sides, densely packed with cardboard boxes and pallets. The floor is a smooth, light-colored concrete. In the distance, a person wearing a yellow safety vest is visible, pushing a small cart or trolley down the central aisle. The lighting is bright and even, highlighting the scale of the facility.

# **Mahindra** LOGISTICS

One of India's largest 3PLs

INR 38+ Bn revenue<sup>(1)</sup>

17,800+ work force across India<sup>(2)</sup>

475+ client and operating locations

Divisions:

Supply Chain Management

People Transport Solutions

Subsidiaries:

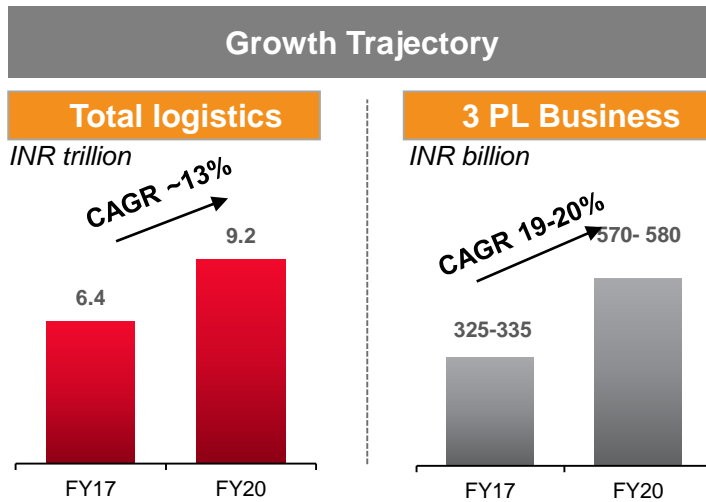
Lords Freight (India) Pvt. Ltd.

2x2 Logistics Pvt. Ltd.

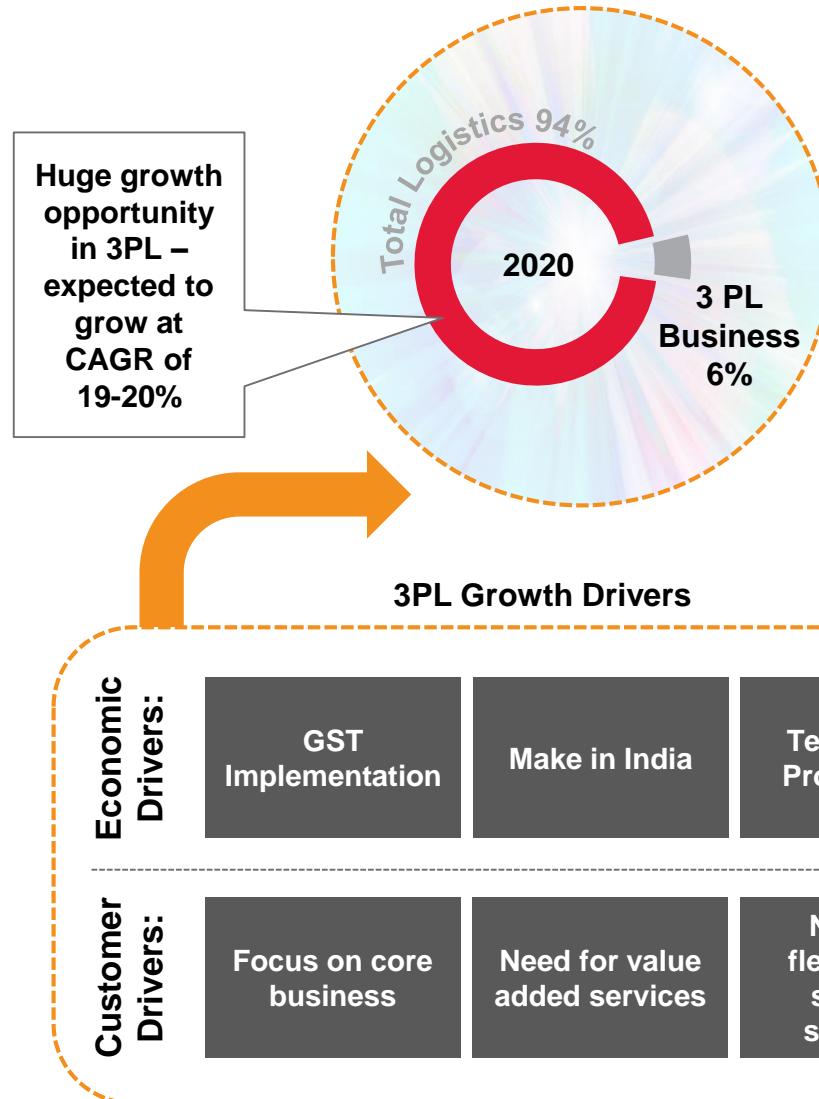
Joint Venture:

**Transtech Logistics Private Limited**

# 3PL (Third party logistics): strong growth outlook



- Major Trends**
- Large organized 3PL** players to enjoy a distinctive edge over smaller, unorganized players due to:
- Pan-India presence
  - Ability to offer scalable and flexibility solutions
  - Solutions driven capability
  - Technology driven implementation
  - Cost-effective solutions
  - Professional management and brand





# GST to act as a major driver for future growth and consolidation

## No Borders

- Seamless inter-state movement of goods
- Redesign of supply chain – efficiencies instead of tax

## De-Bottlenecking

- Removal of check posts - speed up transportation

## Value Added Services

- Opportunity to offer value-added services - restructure and manage complex distribution channels

## Hub-and-Spoke

- Efficiencies through organized logistics, and lower freight costs

## Consolidation

- Expected consolidation of warehouses
- Advent of large multi-user integrated regional warehouse

## MLL: Ready for GST

- GST ready multi-user warehousing in certain key locations
- Cater to changing transportation requirements
  - Primary – bigger trucks
  - Secondary – longer distances; more reliable transit time to maintain service levels

# MLL: Differentiated Play: 3PL Offerings

One stop shop for logistics end-users: MLL pursues a unique 'asset-light' business model to provide customized logistics solutions across a diverse set of industries

**3 PL**

**2 PL**

Asset-light / Low capital outlay

Asset-heavy / Capital intensive

End-to-End logistics

Limited transportation and warehousing services

Provides value added services

No value added services

Offers scalable, flexible & customized solutions

Limited scope to scale-up & provide flexible & customized solutions

Vast resource network

Restricted resource network

High return ratios

Relatively low return ratios

Operates with latest IT software's and Apps

***MLL is one of the Pioneers of 3PL model in India***

# Supply Chain Management (SCM)



## National transport



**24** offices



**350+** operating locations



**20+** Network hub locations

## Warehousing & consolidation



**15 mn+** sq ft



**50+** stockyards

## In-Factory stores and line feed



At **50+** manufacturing locations across India

**Integrated end to end service offerings to the customer**

# People Transportation Solutions (PTS)

One of India's largest organized asset light player

Offers technology enabled people transportation solutions and services to over 150 domestic & multinational corporates

**13** Cities

**150+** Clients

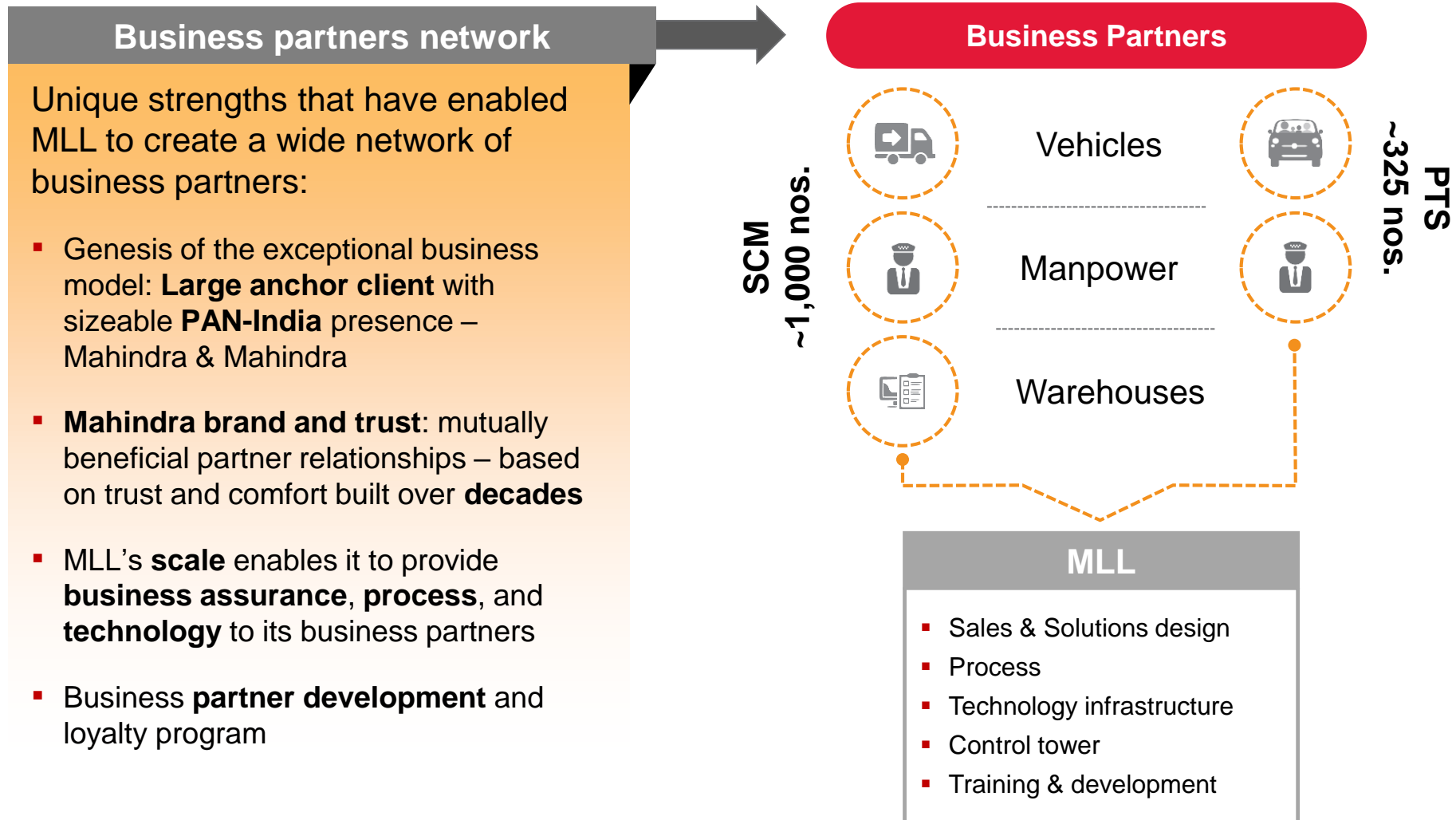
**325+** Business Partners



**Clients**

Primarily serve leading corporates: IT, ITeS, Business Process Outsourcing, Financial services, Consulting and Manufacturing Industries

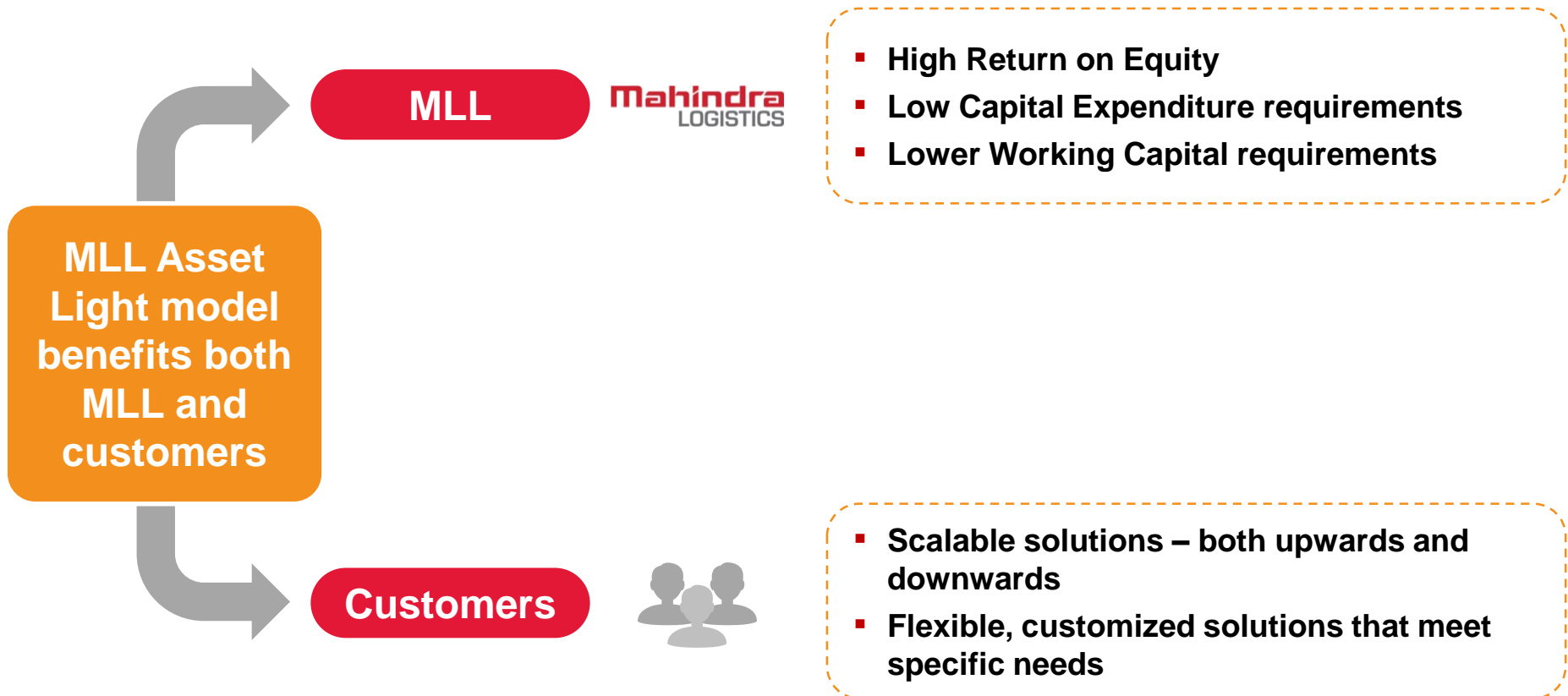
# Asset light business: formidable ecosystem of business partners



*Built over decades of trust and engagement*



# MLL's competitive advantage: 'Asset-Light' model



# Diverse industries and clients

## Diversified Logistics Company

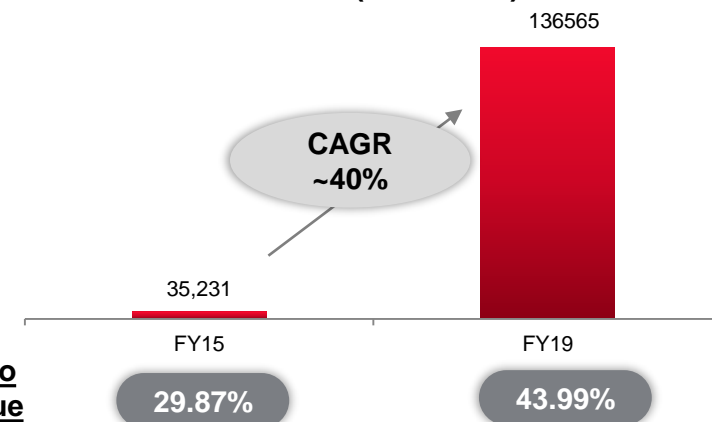
- SCM business spans Automotive, Engineering, Consumer, Bulk, E-commerce, and Pharma sectors
- **65%** of non-Mahindra business came from **top 20 customers** in Fiscal 2019
  - Given the nature of business, engagement originates at CXO level – leading to **deep relationships**
  - MLL is deeply **ingrained in clients operational ecosystem** – own employees present in various client manufacturing facilities. Cost of replacement is significant
  - **Client retention rate** has been 100% for the top 25 SCM, non Mahindra group clients in F19.

### Non Mahindra SCM – sample clients



**Non M&M  
Revenue % to  
Total Revenue**

### Revenue from ops for Non-Mahindra SCM (INR lakhs)



# Diverse industries: track record of leveraging existing skills to enter fast growing verticals

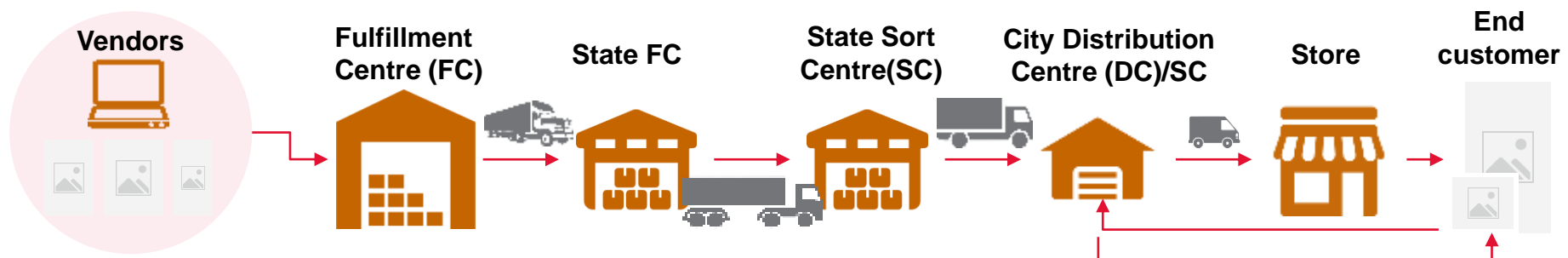
## Strong focus to equally diversify across industry verticals

Strategy of cross-deployment of skills – entry and expansion into existing and new areas such as Auto engineering, consumer & pharma, e-Commerce & bulk

### E-commerce – New business vertical delivering growth

- E-commerce **service portfolio** has been **enhanced** over a period of time
- Includes not only transportation and warehousing but also **integrated logistics management**

## Expanding array of services to provide comprehensive solutions to clients in e-commerce space



# Technology and control tower is a key differentiator

## What does it do?

### End to end truck track and trace

- Time management
- Minimize idle time
- Maximize truck utilization

### Dispatch planning

- Optimize truck planning
- Capacity and cost optimization

### Value added services

- SMS & Email service updates



## KEY ROLES FOR THE CONTROL TOWER



TRACKING



ANALYTICS



SHIPMENT  
CREATION



HELPDESK



NEW ACCOUNT  
ON-BOARDING

# Corporate Social Responsibility

## Driver Welfare

Driver welfare is a major focus area for us. Activities include:

- Developing **restrooms** and other **infrastructure** facilities for drivers along highways and at major loading or unloading points
- Training on **safe driving** (e.g. seat belt campaign)
- **Scholarships** for the **children** of drivers



## Nanhi Kali

- Project Nanhi Kali was initiated by the K. C. Mahindra Education Trust, with the aim of providing **primary education** to **underprivileged girl children** in India
- Through Nanhi Kali, MLL has sponsored the **education** of nearly **2,303 girl students** in **FY19**





**Thank You**



# About Us

## About Mahindra Logistics

Mahindra Logistics Limited (MLL) is a portfolio company of Mahindra Partners, the USD 1 billion private equity division of the USD 20.7 billion Mahindra Group. MLL is an integrated third-party logistics (3PL) service provider, specializing in supply chain management and people transport solutions. Founded more than a decade ago, MLL serves over 300 corporate customers across various industries like Automobile, Engineering, Consumer Goods and E-commerce. The Company pursues an “asset-light” business model, providing customised and technology enabled solutions that span across the supply chain and people transport operations.

For more information, visit [www.mahindralogistics.com](http://www.mahindralogistics.com)

## About Mahindra Partners

Mahindra Partners is the 1 billion USD Incubation, Private Equity & Venture Capital division of the Mahindra Group. Its mission is to accelerate value creation through a diversified global portfolio of emergent businesses. The portfolio spans across multiple industries like logistics, steel processing, renewable energy, conveyor systems, retail, infrastructure consulting and skill building, luxury boat manufacturing and media. It has recently expanded operations in U.S. by investing in the IoT and shared mobility space.

For more information, visit [www.mahindrapartners.com](http://www.mahindrapartners.com)

## About Mahindra

The Mahindra Group is a USD 20.7 billion federation of companies that enables people to rise through innovative mobility solutions, driving rural prosperity, enhancing urban living, nurturing new businesses and fostering communities. It has a leadership position in utility vehicles, information technology, financial services and vacation ownership in India and is the world's largest tractor company, by volume. It also enjoys a strong presence in agribusiness, components, commercial vehicles, consulting services, energy, industrial equipment, logistics, real estate, steel, aerospace, defence and two wheelers. Headquartered in India, Mahindra employs over 200,000 people across 100 countries.

Learn more about Mahindra on [www.mahindra.com](http://www.mahindra.com) / Twitter and Facebook: @MahindraRise

## For further information please contact:

Yogesh Patel (CFO & Compliance Officer)

### **Mahindra Logistics Limited**

Tel: +91 22 2871 5500

Email: [cfo.mll@mahindra.com](mailto:cfo.mll@mahindra.com)

---

Anoop Poojari / Devrishi Singh

### **CDR India**

Tel: +91 22 6645 1211/ 1222

Email: [anoop@cdr-india.com](mailto:anoop@cdr-india.com)  
[devrishi@cdr-india.com](mailto:devrishi@cdr-india.com)



**Mahindra**  
LOGISTICS

