

December 7, 2016

Department of Corporate Services BSE Ltd. Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 BSE Scrip Code: 532749	The Listing Department National Stock Exchange of India Ltd. Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (East), Mumbai – 400 051. NSE Symbol: ALLCARGO
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Dear Sir/ Madam,

Sub.: Intimation of Schedule of Analysts/ Investors Conference

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Regulations") read with Part A of Schedule III of the Regulations, we wish to inform that the Analysts/ Investors Conference is scheduled to be held on Wednesday, December 7, 2016, as per the details given herein below:

Sr. No.	Name of the Party	Venue	Type of meeting
1	Advent International	Mumbai	Group Meeting
2	Future Generali	Mumbai	
3	Pathpioneer Management	Mumbai	
4	Suyash Advisors	Mumbai	
5	UTI MF	Mumbai	
6	Wealth Managers	Mumbai	
7	BOB Pioneer	Mumbai	
8	Centrum Wealth PMS	Mumbai	
9	ICICI Pru Life	Mumbai	
10	M3 Investment	Mumbai	
11	Birla MF	Mumbai	
12	SBI Life	Mumbai	
13	Union KBC	Mumbai	
14	Crest Capital	Mumbai	
15	Franklin Templeton	Mumbai	
16	Lucky Investment	Mumbai	

The presentation on financial results to be made during aforesaid Analysts /Investors Conference is enclosed.

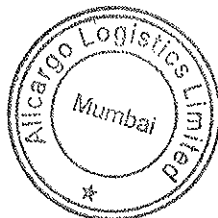
Pursuant to Regulation 46(2)(o) of the Regulations, the aforesaid information shall be disclosed on the website of the Company i.e. www.allcargologistics.com.

Kindly note that the above is subject to changes, if any.

Thanking You,

Yours faithfully,
For Allcargo Logistics Limited


Shruta Sanghavi
Company Secretary





Investor Presentation

Allcargo Logistics – India's 1st Multinational Logistics Company

- **Integrated multinational logistics company** headquartered in Mumbai, India
- **Diversified presence across multiple logistics sectors** including ocean & air freight-forwarding, container freight stations (CFS), inland container depots (ICD), project cargo, equipment rentals, coastal shipping and contract logistics
- **Global network** of 300 plus offices across 164 countries
- **Strong management team** with experienced industry professionals

Business Verticals

Multimodal Transport Operations (MTO)



- Consolidation of Less-than-Container-Load (LCL) ocean cargo into containers for shipment across 4,000 port pairs globally
- Global brand – 'ECU Worldwide' with presence in 164 countries
- Diversified customer base with an asset-light business model
- Presence in Full Container Load (FCL)

Container Freight Stations (CFS)



- Provides storage & custom clearance services for EXIM cargo at major Indian ports
- Amongst top 5 CFS operators at JNPT, Chennai and Mundra
- ICDs at Pithampur & Dadri; presence in Contract Logistics segment
- CFS at Kolkata under development
- Logistics Park at Jhajjar under consideration
- Land bank of more than 200 acres

Project & Engineering Solutions (P&E)



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

FY16 EBITDA¹
% of Total

INR 267 Cr
45%

INR 158 Cr
27%

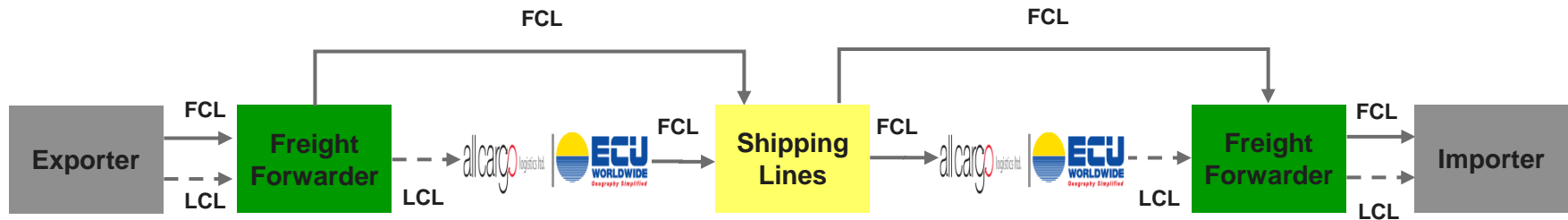
INR 160 Cr
27%

¹Considering business segments only, Excluding Others



Multimodal Transport Operations

LCL Consolidation is a Multi Billion Dollar Global Market¹ With an Asset-Light Business Model



Business Description

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

Salient Features

- Asset-light business with high returns on capital employed
- Resilience to global market volatility; Global LCL consolidation industry has grown by 4-5% yearly in last 3 years¹
- Creation of global network is an entry barrier
- Customer diversification inherent to business model due to neutral approach
- Provides opportunity to service FCL volumes

¹Management estimates and Industry data



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

Critical Growth Factors

Global Presence With Owned Network

- ✓ Global network in 164 countries with 300+ offices covering over 4,000 port pairs, provides ability to offer pan-global services to multinational clients
- ✓ Higher execution control with better visibility on the flow of cargo through presence at both ends of the cargo shipment
- ✓ Covers all major economies of the world and has the ability to capture incremental cargo with pick-up in global trade

Operational Scale

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

Management Capabilities

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

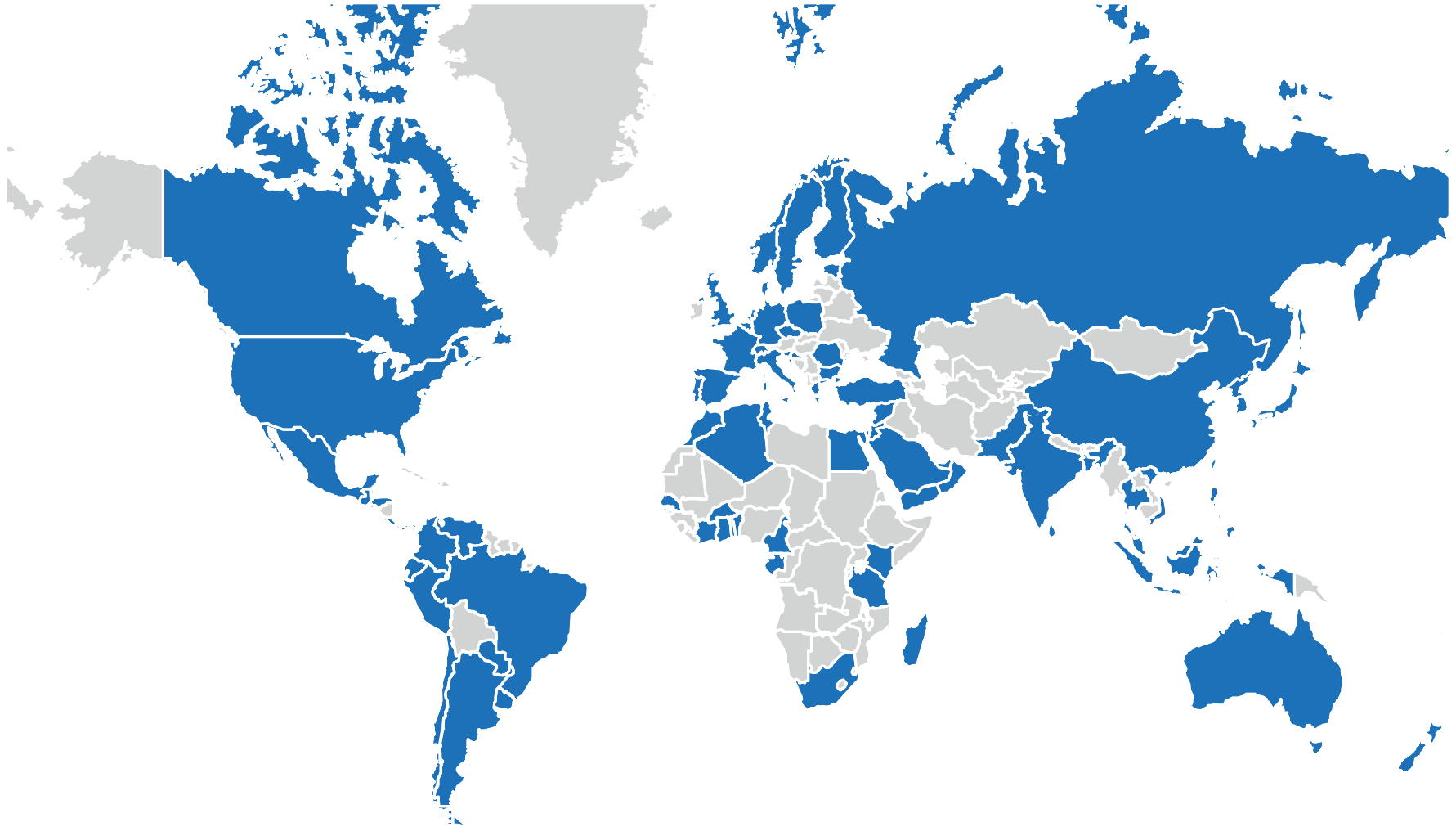
Flexibility of Services

- ✓ Ability to offer FCL, air freight, warehousing and custom clearance for select locations and trade lanes

ECU Worldwide's Unique Position



ECU Worldwide Has Presence in 164 Countries and Covers over 80%¹ of the World



 Countries with ECU Worldwide Coverage

¹ Based on the Total Area of Countries Served by ECU Worldwide Services



Successful M&A Strategy in MTO Business

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

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

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

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

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



Elite Set of Customers



GEODIS



ECU Worldwide is Managed by a Global Team of Seasoned Professionals



Shashi Kiran Shetty
Executive Chairman

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



Suryanarayanan S
Executive Director

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



Marc Stoffelen
Executive Director

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



Martin Mueller
Chief Commercial & Strategy Officer

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



ECU Worldwide is Managed by a Global Team of Seasoned Professionals

contd...



Simon Bajada
Regional CEO
NW-Europe & MED

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



Thomas Heydorn
Regional CEO
CNE Europe

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



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

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



Uday Shetty
Regional CEO
APAC

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



Tim Tudor
Regional CEO
LATAM

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



John Abisch
Regional CEO
USA & Central
America

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



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

Organic Growth

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

Inorganic Expansion

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

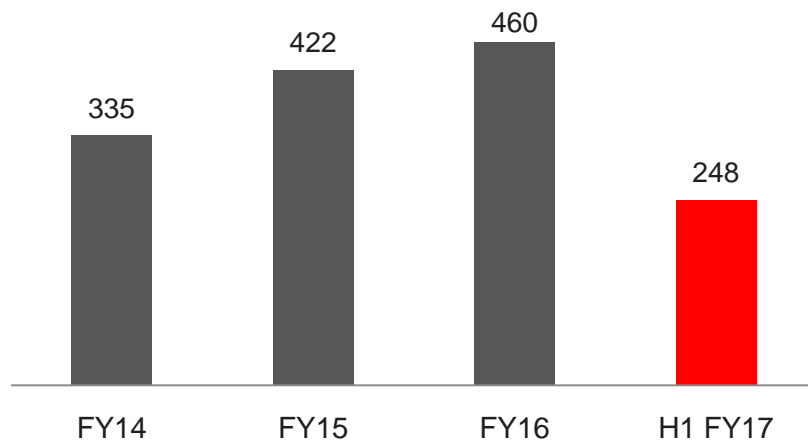
Operational Improvements

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

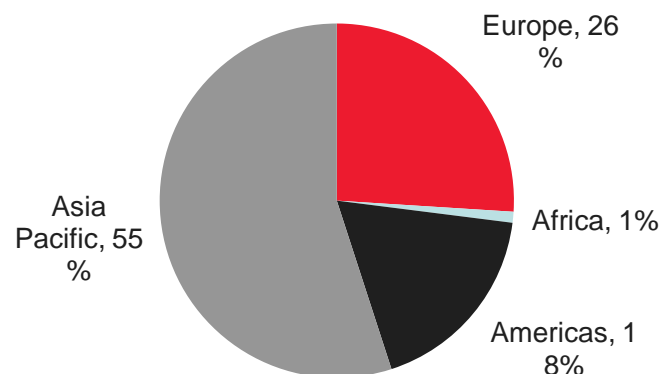


MTO Business Volumes and Financials

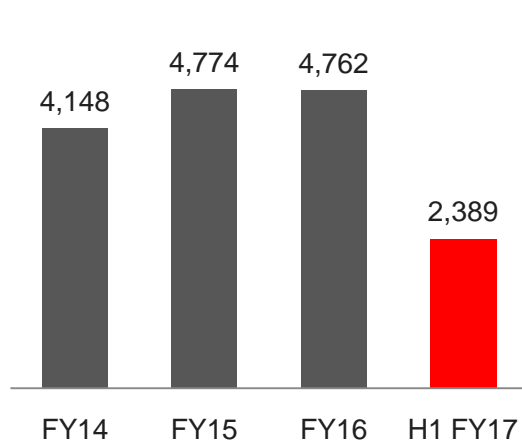
Global Volumes (000's TEUs)¹



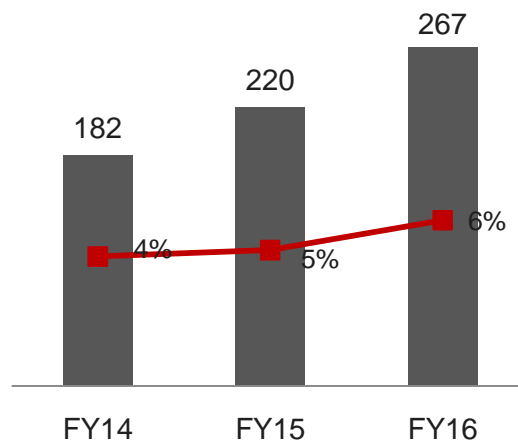
Volume Split as per Geography - FY16²



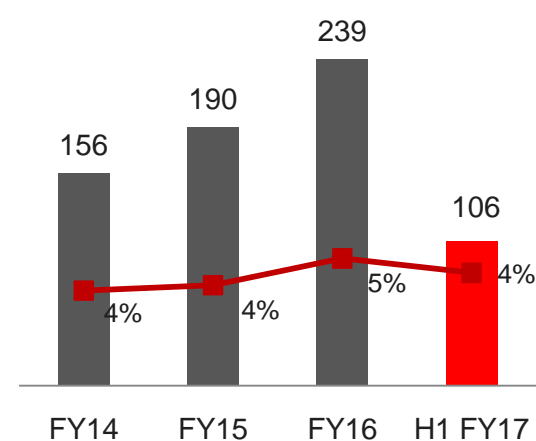
Revenues³
(INR Cr)



EBITDA and Margin
(INR Cr)



EBIT and Margin³
(INR Cr)



¹Includes both LCL & FCL and Import and Export; ²For LCL; ³Figures for H1 FY17 as per Ind AS

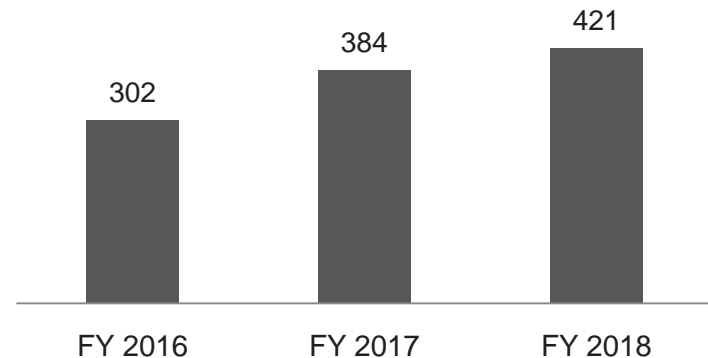


Container Freight Stations

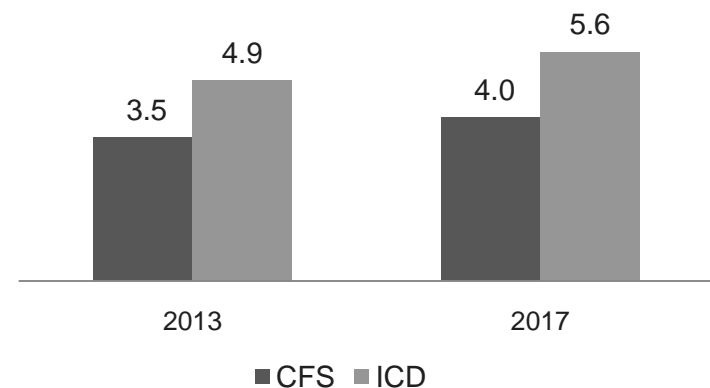
Indian Container Cargo is Poised for Growth

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

Projected Indian Container Traffic (Million Tons)

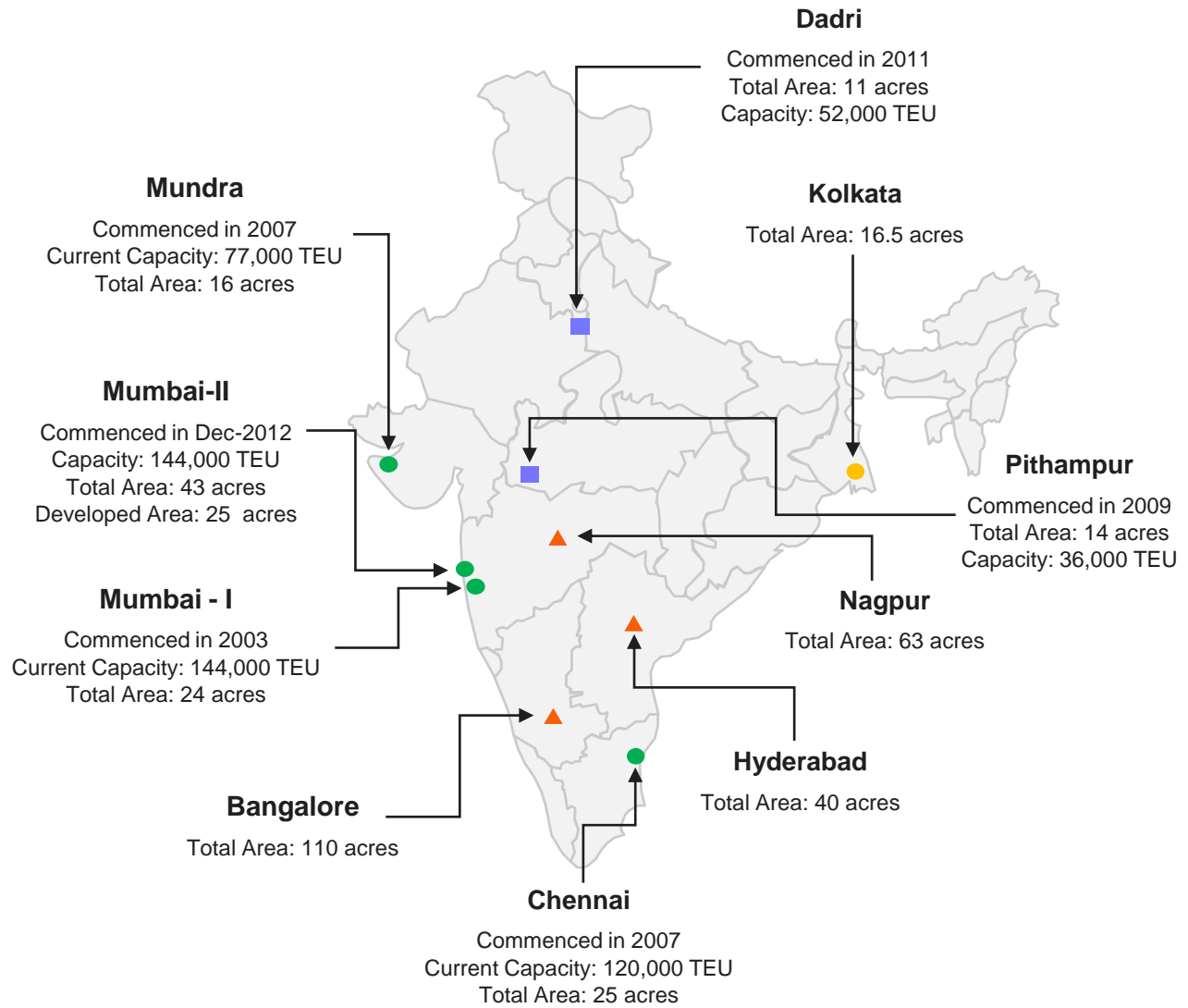


Expected Growth in CFS / ICD Market (Million TEUs)



Allcargo is Present Across Major Container Ports of India

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



CFS Business to Support Allcargo's India Focused Growth

Presence at Key Container Ports

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

Scope for Capacity Addition

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

Owned Fleet

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

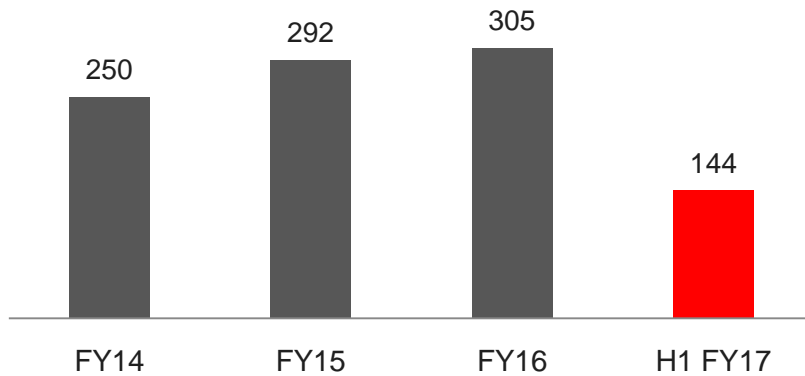
Synergies from MTO Business

- Allcargo operates its business model with unique synergies between MTO and CFS business
- Allcargo leases container space with major shipping companies for its clients in MTO segment and on other hand, it gets clients of CFS segment from the same shipping companies

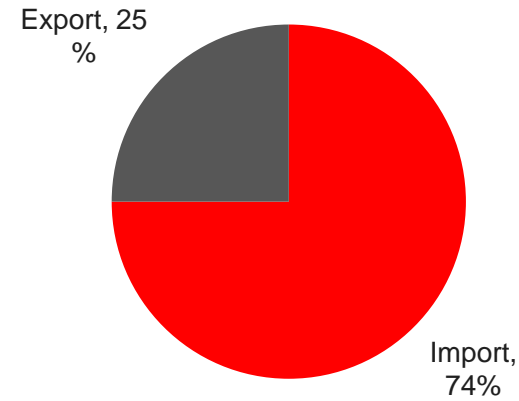


CFS Business Volumes and Financials

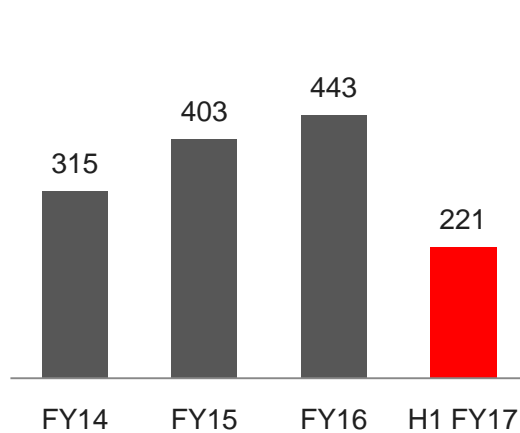
Volumes (000's TEUs)



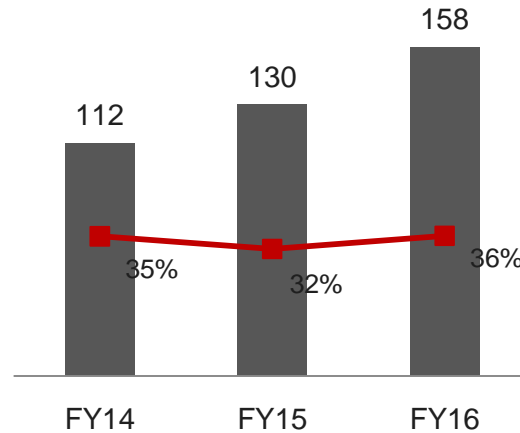
Import - Export Mix – FY16



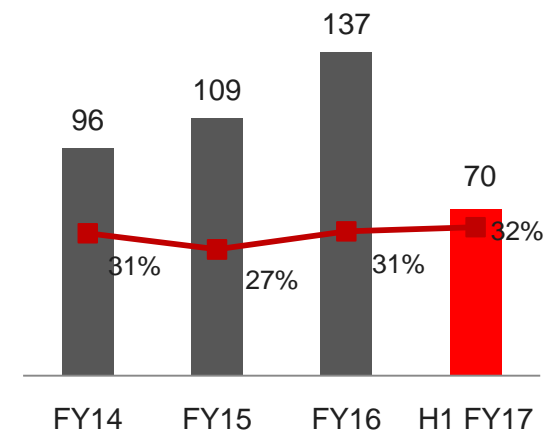
Revenues¹ (INR Cr)



EBITDA and Margin (INR Cr)



EBIT and Margin¹ (INR Cr)



¹Figures for H1 FY17 as per Ind AS, Excludes figures for ICDs



Project and Engineering Solutions



P&E's Strong Long Term Growth Opportunity

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



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

Integrated Logistics Solutions

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

Diverse Fleet of Equipments & Customer Diversification

- Allcargo owns a diverse fleet of over 800 equipment including cranes, hydraulic axles, trailers, reach stackers, forklifts, prime movers, barges and coastal vessels
- Diversified customer base, representing some of major infrastructure sectors of Indian economy with long term strategic value

International Partnerships

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

In-House R&M Capabilities and Technological Support Systems

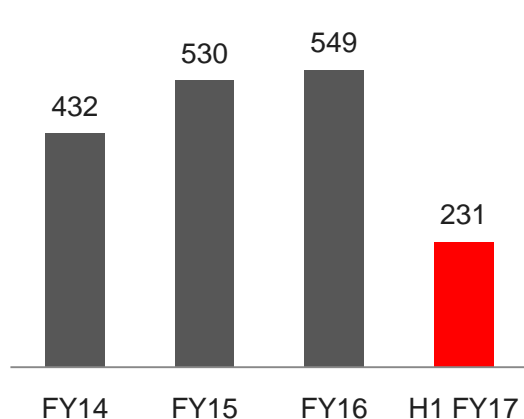
- Allcargo has developed in-house repairs and maintenance (R&M) division to efficiently manage all types of R&M of its fleets where-ever deployed
- All sites are closely knitted with On-line Real time web-based connectivity with integrated IT platforms including CRM (Marketing), EAM (Engineering & Operations)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



P&E Financials and Fleet

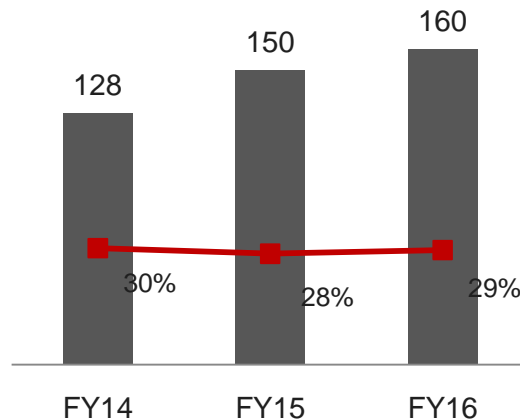
Revenues¹

(INR Cr)



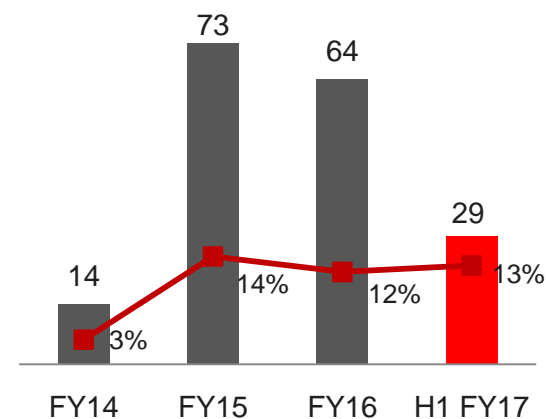
EBITDA and Margin

(INR Cr)



EBIT and Margin¹

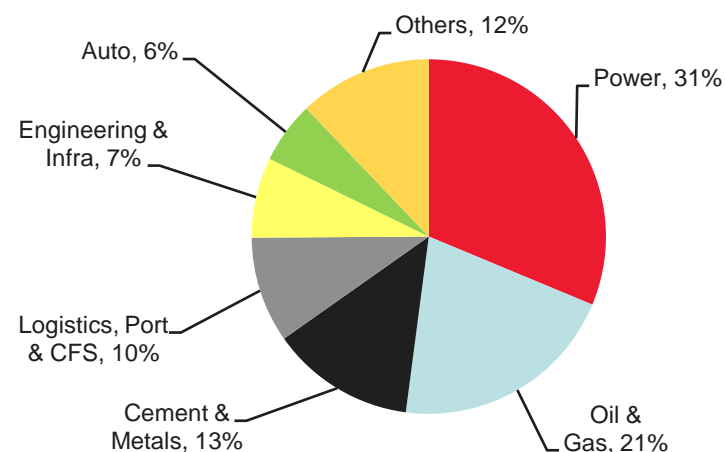
(INR Cr)



Fleet Strength

Equipment Type	As on 31 st March, 2016
Cranes	135
Trailers	407
Hydraulic Axles	201
Reach Stackers and Forklifts	46
Prime Mover	24
Ships	5
Others	5
Total	823

Industry Diversification (By Revenue) - FY 2016



¹Figures for H1 FY17 as per Ind AS

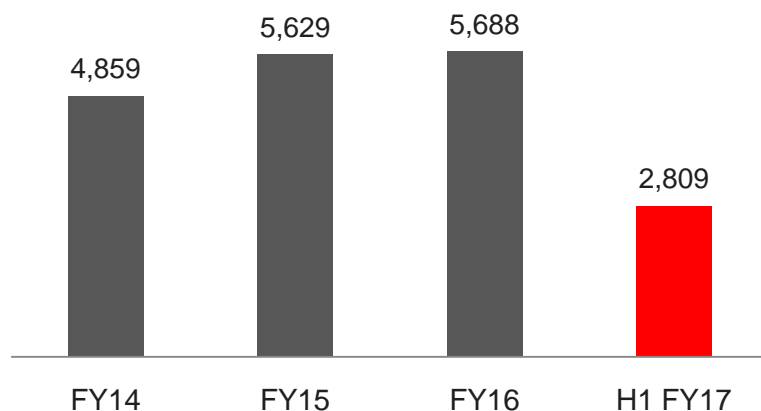


Financials and Shareholding

Consolidated Financials

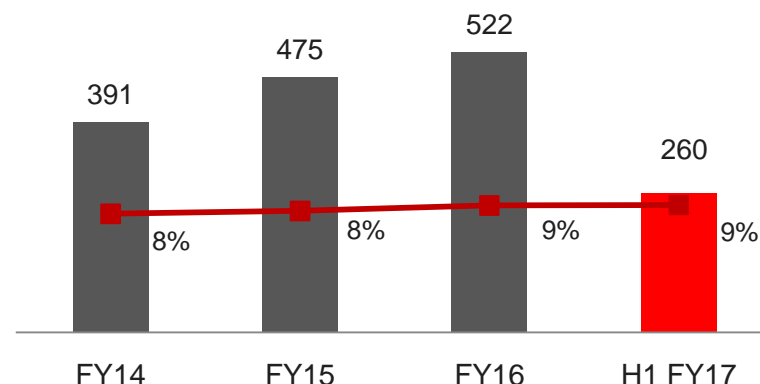
Consolidated Revenue¹

INR Cr



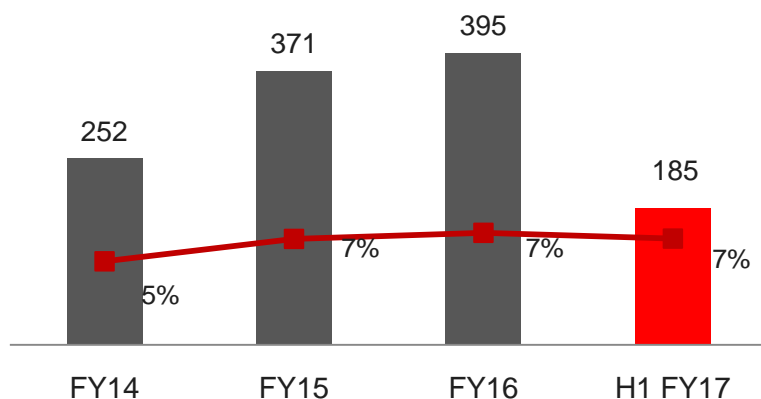
Consolidated EBITDA & Margin¹

INR Cr



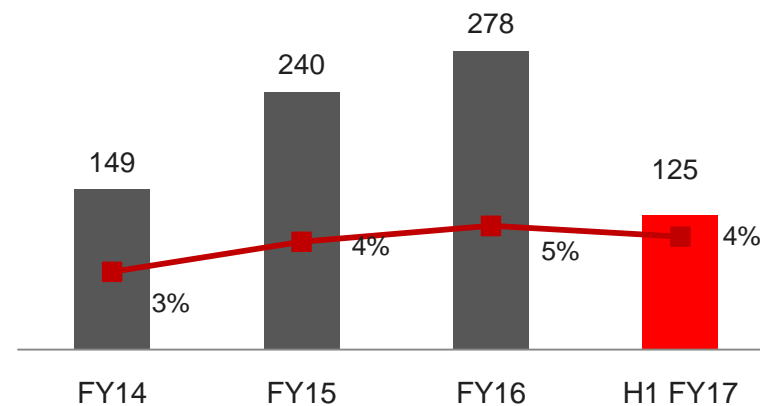
Consolidated EBIT & Margin¹

INR Cr



Consolidated PAT & Margin^{1,2}

INR Cr



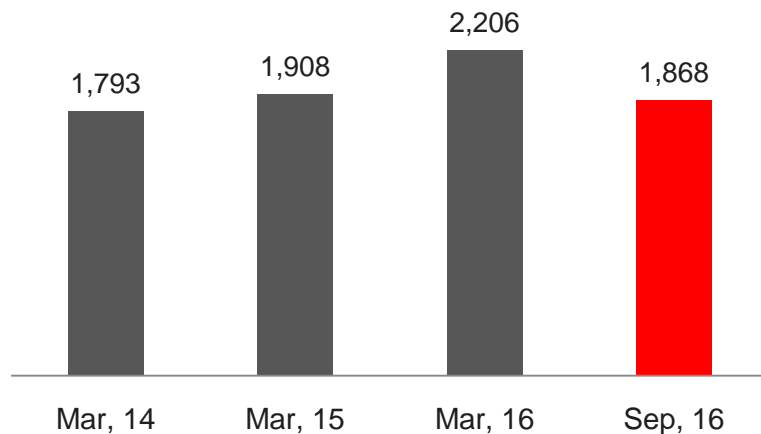
¹Figures for H1 FY17 as per Ind AS; ²After Minority Interest;



Consolidated Balance Sheet

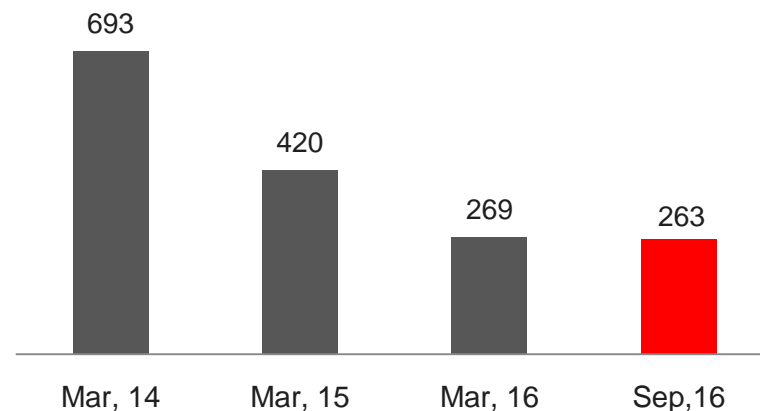
Consolidated Network¹

INR Cr



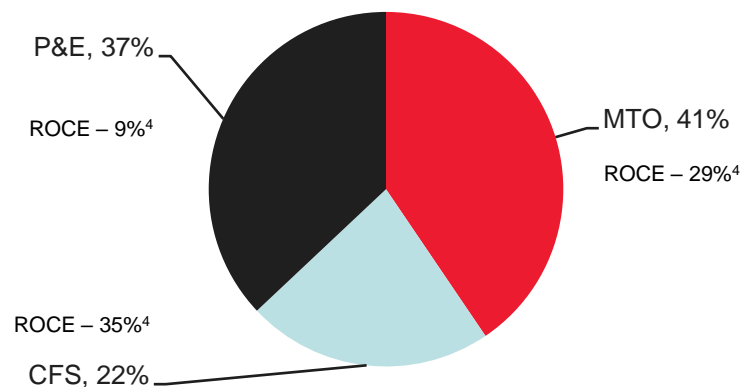
Consolidated Net Debt¹

INR Cr



Consolidated Capital Employed^{1,2,3}

As on 30th September, 2016 Total - INR 2,370 Cr (ROCE – 16%⁴)

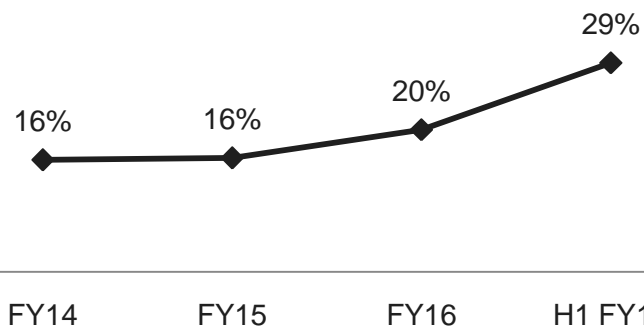


¹Figures for September, 2016 as per Ind AS; ² Breakdown Excluding Others & Unallocable; ³Capital Employed = Segment Assets – Segment Liabilities; ⁴ROCE calculated as Annualized EBIT / Capital Employed

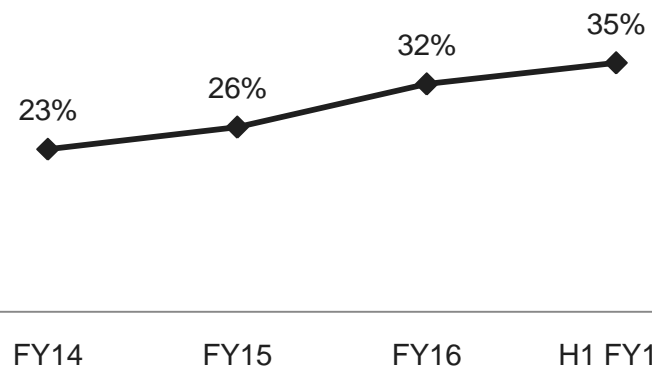


Segmental ROCE^{1,2}

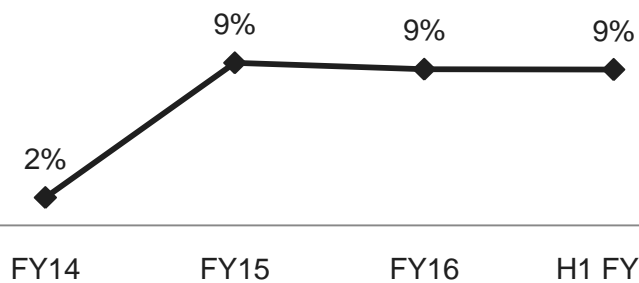
MTO



CFS



P&E

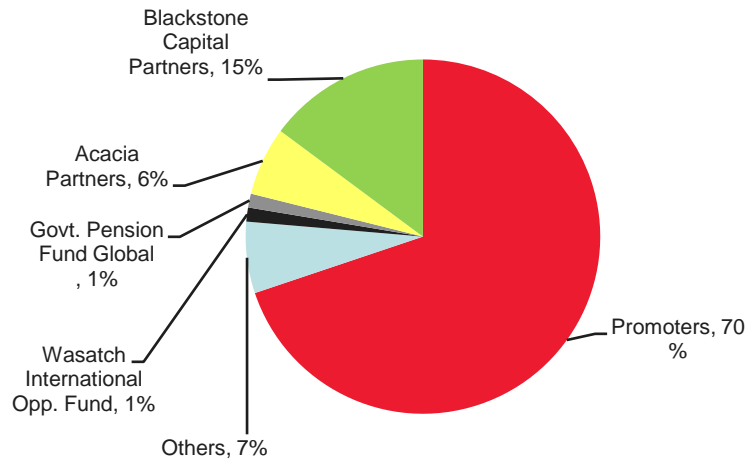


¹ROCE calculated as EBIT / Average Capital Employed as per I GAAP for FY14, FY15 and FY16; ²ROCE calculated as Annualized EBIT / Capital Employed as per Ind AS for H1 FY17

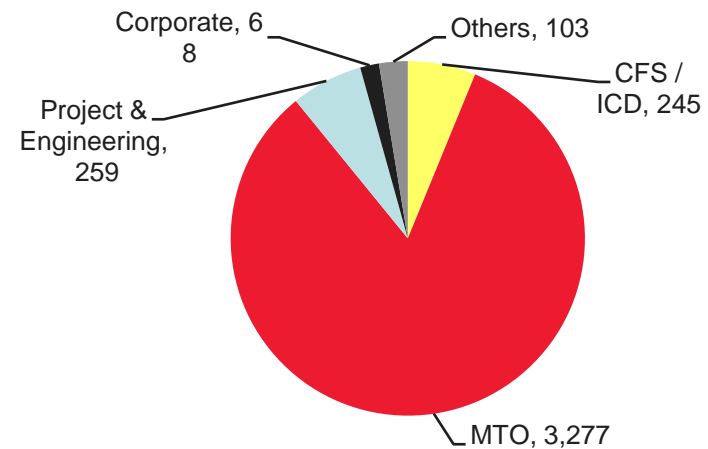


Shareholding and Employees

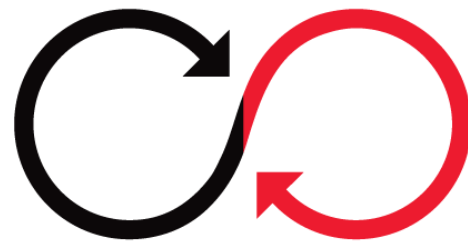
Shareholding Pattern – As on 30th September, 2016



Employee Split – As on 31st March, 2016



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



Thank You!