CONCOR / The Company

Incorporated
March 1988

Operational
November 1989

Authorised Capital
Original Rs.100cr; Now Rs.400cr

Paid-up Capital
Original Rs.64.99cr; Now Rs.304.65cr

Holding Pattern
Govt.: 54.80%;
Public (incl. FIIs): 45.20%

Listed
Price Rs 570.05/-
per share as on
30/06/2019

Status
Upgraded as
“NAVRATNA” on 23rd
July, 2014

Market Cap
34,733 Cr. NSE
30/06/19 closing

Dividend
Rs.4669.01 cr
including
(Rs. 628.01 cr)
for 18-19
CONCOR / Organization Structure

Sh. V. Kalyana Rama
Chairman & Managing Director

Independent Directors
- Ms. Vanita Seth
- Sh. Lov Verma
- Sh. Deepak Shetty
- Sh. Anjaneya Prasad Mocherla
- Sh. Kamlesh Shivji Vikamsey
- Sh. Sanjeev S. Shah
- Sh. Jayasankar M. K.

Functional Directors
- Sh. P K Agrawal
  Director (Domestic)
- Sh. Sanjay Swarup
  Director (Intl. Mktg. & Operations)
- Sh. Rahul Mithal
  Director (Projects & Services)
- Sh. Manoj Kumar Dubey
  Director (Finance) & CFO

Govt. Nominee Directors
- Sh. Sanjay Bajpai
  ED Traffic (Co-ordination)
  Railway Board
- Sh. M. K. Srivastava
  ED TT (Freight)
  Railway Board
- Sh. Akash Taneja
  Chief Vigilance Officer (Vig)

CVO

## CONCOR / The Organization

### Financial Year

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>No. of Employees</th>
<th>Total Income</th>
<th>Employee Cost</th>
<th>PBT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>1461</td>
<td>7216.14 Crores</td>
<td>336.78 Crores</td>
<td>1688.88 Crores</td>
</tr>
</tbody>
</table>

- **Total Income Per Employee**: 4.94 Crores
- **Employee Cost to Total Income**: 4.67%
- **PBT Per Employee**: 1.16 Cr

### Manpower As on Date

**Total Employees**: 1460

- **Executives**: 336
- **Supervisors**: 272
- **Workmen**: 852
CONCOR’s TERMINALS NETWORK

**EXISTING TERMINALS : 83**

- **PURE EXIM : 14**
- **PURE DOMESTIC : 24**
- **STRATEGIC TIE-UPS : 8**
- **COMBINED TERMINALS: 37**

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State wise breakup:

<table>
<thead>
<tr>
<th>STATE</th>
<th>Nos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP</td>
<td>5</td>
</tr>
<tr>
<td>Assam</td>
<td>1</td>
</tr>
<tr>
<td>Bihar</td>
<td>1</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>2</td>
</tr>
<tr>
<td>Delhi</td>
<td>2</td>
</tr>
<tr>
<td>Gujarat</td>
<td>10</td>
</tr>
<tr>
<td>Goa</td>
<td>1</td>
</tr>
<tr>
<td>Haryana</td>
<td>5</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>1</td>
</tr>
<tr>
<td>Jharkhand</td>
<td>1</td>
</tr>
<tr>
<td>Karnataka</td>
<td>3</td>
</tr>
<tr>
<td>Kerala</td>
<td>1</td>
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</table>

<table>
<thead>
<tr>
<th>STATE</th>
<th>Nos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maharashtra</td>
<td>9</td>
</tr>
<tr>
<td>MP</td>
<td>5</td>
</tr>
<tr>
<td>Odisha</td>
<td>4</td>
</tr>
<tr>
<td>Punjab</td>
<td>6</td>
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<tr>
<td>Rajasthan</td>
<td>6</td>
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<tr>
<td>Tripura</td>
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<td>Tamil Nadu</td>
<td>5</td>
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<tr>
<td>Telangana</td>
<td>3</td>
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<tr>
<td>UP</td>
<td>6</td>
</tr>
<tr>
<td>Uttarakhand</td>
<td>1</td>
</tr>
<tr>
<td>WB</td>
<td>4</td>
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</tbody>
</table>

**Total 83**
CONCOR / Subsidiaries & JWGs

8 successful Subsidiaries/JWGs: Five of them are functioning at present and in three of them operational activities are yet to start, all contributing to the growth of core business of CONCOR

- 1 Subsidiary for air cargo operations
- 1 Subsidiary for temp controlled WH
- 2 Subsidiaries for MMLPs
- 1 JWG for Air Cargo Operations
- 1 JWG with CBATS - Agreement signed
- 1 JWG with GIDC – Agreement signed
- 1 JWG with BHEL – Agreement signed

Major Subsidiaries/JWGs partners
- Air Cargo Operations - Hindustan Aeronautics Ltd.
- Air Cargo Operations - Bangalore Airport Terminal services Pvt. Ltd.
- Development of MMLP facility at Dahej - Gujarat Industrial Development Corporation.
- Cold Chain business for fruits and vegetables – FHEL
- Transportation and handling of Containers (Rail & Road) – SCICL
- Transportation and handling of Containers (Rail & Road) – PLIL
- Rail based Logistics Terminal - BHEL
9 successful Joint Ventures are functioning at present, all contributing to the growth of core business of CONCOR

- 4 JVs for CFS operations
- 1 JV for operating an ICD at Nepal
- 2 JVs for operating port terminals in India
- 1 JV for comprehensive logistics solutions
- 1 JV for development of rail connectivity

Major JV partners

- **Shipping lines** – MAERSK, CMA-CGM (French company), Transworld, AllCargo etc.
- **Logistics players** - Transport Corporation of India, etc.
- **International port terminal operators** – APM Terminals, DP World etc.
CONCOR / Performance

FINANCIAL

CAGR- 8 yrs from FY'12: 6.45%
### Dividend

<table>
<thead>
<tr>
<th>YEAR</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
<th>17-18</th>
<th>18-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIVIDEND PAID # (Rs. In Crore)</td>
<td>313.89</td>
<td>316.79</td>
<td>445.29</td>
<td>501.60</td>
<td>628.01</td>
</tr>
<tr>
<td>DIVIDEND AS A % OF EQUITY</td>
<td>134%</td>
<td>135%</td>
<td>152%</td>
<td>171%</td>
<td>171%</td>
</tr>
<tr>
<td>DIVIDEND # AS A % OF NET PROFIT</td>
<td>30%</td>
<td>33%</td>
<td>53%</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

*POST ISSUE OF BONUS SHARES IN THE RATIO OF 1:2
# Including Dividend Distribution Tax.
$ POST ISSUE OF BONUS SHARES IN THE RATIO OF 1:4
@ POST ISSUE OF BONUS SHARES IN THE RATIO OF 1:4
<table>
<thead>
<tr>
<th></th>
<th>FY’ 2016-17</th>
<th>FY’ 2017-18</th>
<th>FY’ 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXIM HDLG (TEUs)</strong></td>
<td>26,41,695</td>
<td>30,01,948</td>
<td>32,45,259</td>
</tr>
<tr>
<td><strong>Domestic Hdlg (TEUs)</strong></td>
<td>4,60,516</td>
<td>5,29,952</td>
<td>5,84,160</td>
</tr>
<tr>
<td><strong>Total Hdlg (TEUs)</strong></td>
<td>31,02,211</td>
<td>35,31,900</td>
<td>38,29,419</td>
</tr>
<tr>
<td><strong>Optg Income (Rs.crs.)</strong></td>
<td>5606.13</td>
<td>6157.16</td>
<td>6881.91</td>
</tr>
<tr>
<td><strong>Total Income (Rs. crs.)</strong></td>
<td>5895.37</td>
<td>6459.75</td>
<td>7216.14</td>
</tr>
<tr>
<td><strong>Profit After Tax (Rs. Cr.)</strong></td>
<td>858.02</td>
<td>1044.46</td>
<td>1215.41</td>
</tr>
<tr>
<td><strong>NSE Market Cap as on 31st March (Rs Cr.)</strong></td>
<td>24,834 as on 31-03-17</td>
<td>30,345 as on 31-03-18</td>
<td>32,006 as on 31-03-19</td>
</tr>
<tr>
<td><strong>Tonnage Mn MT(tfc. by Rail)</strong></td>
<td>34.70, 47.60</td>
<td>39.97, 54.31</td>
<td>43.50, 60.34</td>
</tr>
<tr>
<td><strong>Market share CONCOR %</strong></td>
<td>72.90%</td>
<td>73.60%</td>
<td>72.09</td>
</tr>
<tr>
<td><strong>Net Worth</strong></td>
<td>8823.38</td>
<td>9373.71</td>
<td>10367.87</td>
</tr>
<tr>
<td><strong>Capital employed</strong></td>
<td>7677.75</td>
<td>8157.90</td>
<td>9126.52</td>
</tr>
<tr>
<td><strong>Dividend (In Crs)</strong></td>
<td>445.29</td>
<td>501.60</td>
<td>628.01</td>
</tr>
<tr>
<td><strong>Bonus Shares Issued</strong></td>
<td>Apr ’08- 1:1, Sep ‘13-1:2, Apr ‘17- 1:4, Feb’19-1:4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONCOR / A Quick Snapshot

Movable Assets

15498 Container Wagons
25969 Containers
14 Gantry Cranes
102 Reach Stackers (RST)

Procuring around 600 wagons from IR workshops every year in last 5 years
Added 21 rakes = 930 wagons and 20 Reach Stackers during 2018-19
In the process of acquiring balance 29 Reach Stackers (Total 49) and 11,600 heavy duty Containers and 4525 high capacity wagons.

In the process for up-gradation of load carrying capacity of existing 100 BLC rakes into BLCM
New Initiatives

- **IT Initiatives**: To support Business growth

- **Coastal Shipping**: Multi modalism to divert traffic from Road

- **Distribution Logistics**: Steps towards end to end solution

- **Integrated Logistics and Manufacturing Zones**: Integration of logistics service with industry

- Cold Chain and Agri Logistics

- Overseas Initiatives
IT Initiatives

- **Multi-vendor System - CONCOR Mobile APP**

- **e-Office and HR-ERP**

- **Integration of ERPs** - ETMS, DTMS & CCLS, Oracles Finance.

- Development of new software for Terminal Management.

- **e-Contract Management and Vendor Billing**
The IT infrastructure of CONCOR gives continuous cargo visibility to all its stakeholders.
Know Your Container Location - Providing

- Continuous Cargo Visibility-
  - using Radio Data Terminals (RDT)
- KYCL at 49 Terminals

Customer can check their container location using following methods:

- Through SMS facility
- Through website query
- Using kiosks installed in ICD premises
- Using mobile CONCOR app.
Touch Screen Kiosks

• Continuous Cargo Visibility for Customer Value Creation – using Touch Screen Kiosks
Information will be displayed for following parameters:

- Container No.
- Train No.
- Originating Station
- Destination Station
- Departure Date & Time
- Wagon Number
- Last reported Station
Online Facilities

- Online Delivery Order (e-DO)
- Online Examination Job Order (EJO)
- Online Loading Job Order (LJO)
- Online Invoice/Receipts to enable speedy refund/credit of GST.
- E-Sealing implemented.
- Online generation of PDA Statement.
India with long coastline, spanning 7516.6 kilometers, forming one of the biggest peninsulas in the world. It is serviced by 13 major ports (12 government and 1 corporate) and 187 notified minor and intermediate ports.

These ports account for nearly 90% (by volume) of India’s international trade. **Yet, coastal shipping accounts for only 7 per cent of the country’s total domestic freight (on a tonne-km basis).**
Objective: To expand CONCOR’s non rail business particularly in warehousing segment by increasing from the present 3.5 million sq. feet to 50 million sq. feet.

Overall plan: Three ways of accomplishing above objective:

1. Setting up warehouses through CONCOR’s own capital expenditure.
2. Through PPP with Private Players for setting up warehouses on CONCOR’s land.
3. Hiring of Warehouse at Fixed rent cum Revenue sharing basis at 20 Nodes.

Concept

- **Facility size:** Ranging from 50-200 acres (location specific)
- **Components:** Modern Grade A warehouse, bulk warehouse (commodity specific- Open/covered space), Rail loading unloading facility
• Increase in warehousing segment from the present 3.5 million sq. feet to 50 million sq. feet.

• Three ways of accomplishing above objective:
  1. Through Own capital expenditure.
  2. Through PPP with Private Players for setting up warehouses on CONCOR’s land.
  3. Development of Warehouse and Logistics Facilities at fixed rent cum Revenue sharing basis at 20 Nodes.
Integrated Logistics & Manufacturing Zone (ILMZ)

• Forward and Backward integration of its logistics business by setting up an Integrated Logistics & Manufacturing Zone (ILMZ)

• Approximately 750 acres onwards

• IMLZ will be a hub for Manufacturing, Warehousing, Assembly line, and Value Added Services

• The ILMZ would bring about development of the area, bringing benefits of trade, economic development, ancillary industries and employment opportunities for the area. The facility would have the potential to attract huge investments

*Industries served*

- Agri-Processing
- Automobiles
- Fertilizers
- Petrochemicals & Petroleum distillates
- Aqua Processing
- FMCG & White goods
- Granite
- Electronics
Cold Chain Logistics

Major Sectors: Food and Beverages, Bio-Pharmaceutical

The Cold chain logistics infrastructure

Supply Procurement:
- Precooling System
- Farms (Rural Markets)
- Manufacturers

Transport:
- Refrigerated Trucks
- Refrigerated Railway Wagons
- Refrigerated Cargo Containers

Storage:
- Cold Storage
- Warehouses

Transport:
- Refrigerated Trucks
- Refrigerated Railway Wagons
- Refrigerated Cargo Containers

End Customer:
- Retail, Terminal, Markets, Factory, Ports, Airport
CONCOR’s present Cold-Chain projects – Commercial & CSR

1. FHEL at Rai, Sonepat
2. CPC Azadpur
3. CPC Nasik
4. PCC Ghazipur (UP)
5. Upgradation of Mango Packhouse – Sindhudurg (Maharashtra)
6. Reefer Park at Dadri (UP)
KEY ACTIVITIES

• Partnership in Govt. initiatives.

• Skill Development, Health and Sanitation, Solar energy

• Assistance to the marginalized Farming Community.

• Green initiatives

• Constructing classrooms and toilets in schools of Haryana, Odisha, Rajasthan and Maharashtra.

• Support for education of poor children.

• Various other activities such as Health Camps, construction of Class Rooms, Toilets, Swachh Bharat Abhiyaan, Solar Lights and Skill Development Training Programmes.
Skill development training in garment sector

Health camps for stakeholders

CONCOR / Leading Societal Change
Support to education to help poor students

Provision of clean drinking water
“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption of our work. He is the purpose of it. He is not an outsider of our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to do so.”

- Mahatma Gandhi
WE ARE RANKED 196th AMONGST FORTUNE INDIA 500 COMPANIES
OUR ETHOS

Customer Value Creation