



VRL Financial Results - FY 2016-17

MAY 19, 2017



VRL LOGISTICS LTD

www.vrllogistics.com

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➤ Disclaimer

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COMPANY OVERVIEW



VRL LOGISTICS LTD

www.vrllogistics.com



A public listed company on NSE & BSE Exchange with a Market capitalization of INR 28.39 billion (as on 31st March, 2017).

A pre dominantly parcel delivery service provider (68.28 % of total Revenue as of FY 17) with pan –India last mile connectivity through a fleet of 3941 owned Goods transport vehicles complimented by third party hired vehicles on need basis.

Optimal aggregation of parcels from a diversified customer base across multiple industries

Passenger transportation through 419 buses of various makes.

Extensive Pan India network with presence in 931 locations ensuring last mile delivery even in remote locations.

GST Compliance - Migration from the old tax regime to the new GST tax regime completed

State –of- the -art workshop facility with performance enhancing technological innovations.

Dedicated In- house software with own servers and real time data processing capabilities.

Other Business verticals include Wind power generation, Transport of passengers by Air.



PROMOTERS

Dr. Vijay Sankeshwar Chairman and Managing Director



- Actively involved in day-to-day management, has over four decades of experience in the logistics industry.
- Former Member of Parliament in the 11th 12th and 13th Lok Sabha
- Recipient of several awards including the 'Udyog Ratna' by Institute of Economic Studies New Delhi in 1994.
- 'Transport Personality of the year' (CEAT Indian Road Transportation Awards 2012).
- Chanakya Award by the Public Relations Council of India in 2014

Mr. Anand Sankeshwar Managing Director



- Actively involved in day-to-day affairs
- Recipient of awards - 'Youth Icon' in 2004 by Annual Business Communicators of India
- 'Best 2nd Generation Entrepreneur' byTiE Global USA in 2010.
- "INSPIRATIONAL LEADERS OF NEW INDIA AWARD- 2013" & several other awards

COMPANY -KEY MILESTONES

1976

- Dr. Vijay Sankeshwar started goods transportation business through a proprietary firm

1983

- Incorporated as Vijayanand Roadlines Private Limited

1992

- Commencement of courier service business in Karnataka

1994

- Became a deemed public limited company

1996

- Commencement of passenger transportation business

2006

- Name changed to VRL Logistics Limited
- Obtained ISO9001:2000 certification

2011

- Foray into car carrying and liquid transportation

2012

- Private Equity Placement
- Turnover crosses INR10bn

2013

- Listed in Limca Book of Records 2013 as the single largest fleet owner of commercial vehicles in private sector in India

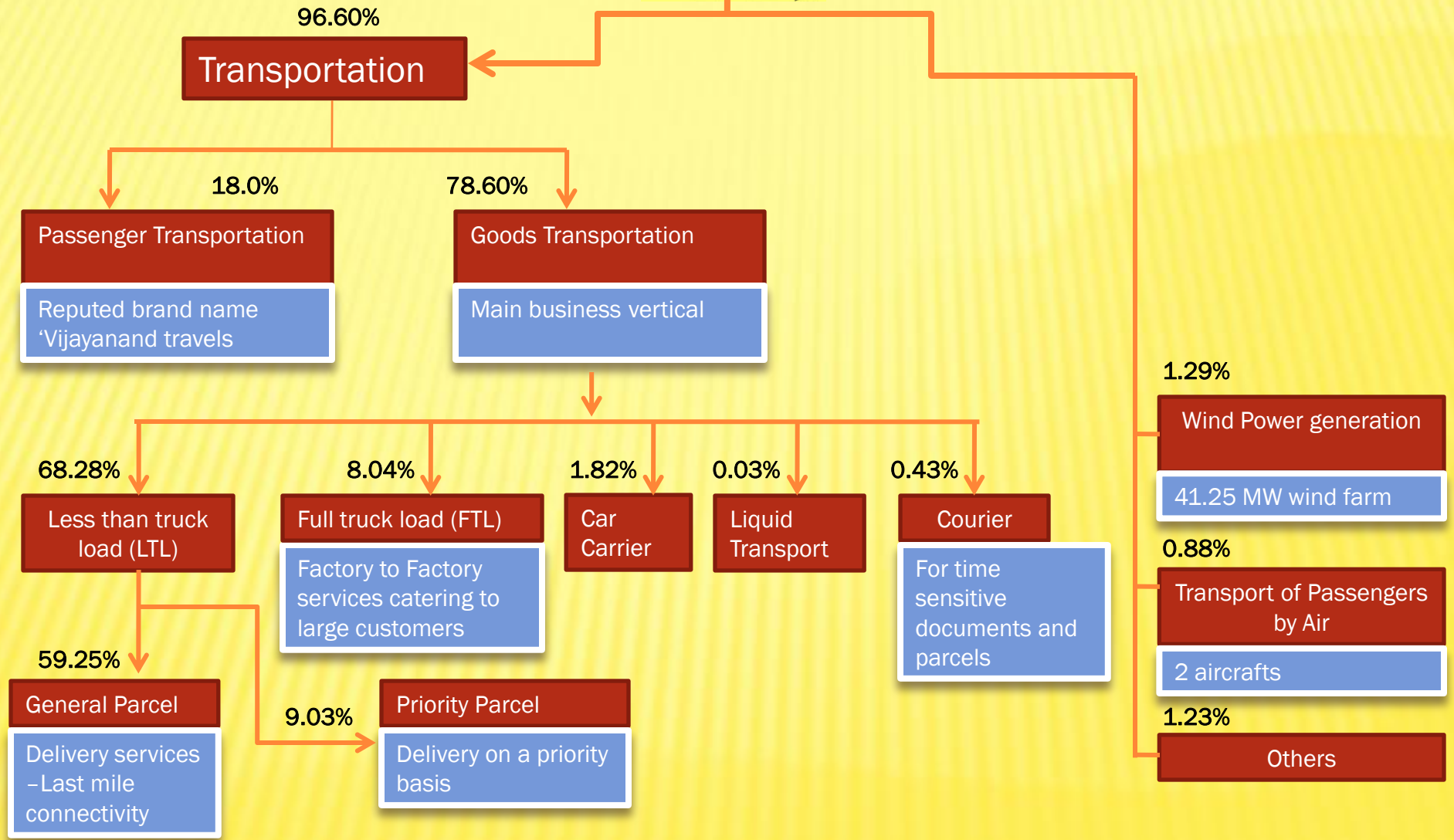
2015

- Listing on NSE and BSE stock exchanges
- Turnover crosses INR15 billion

Business Segment Breakup



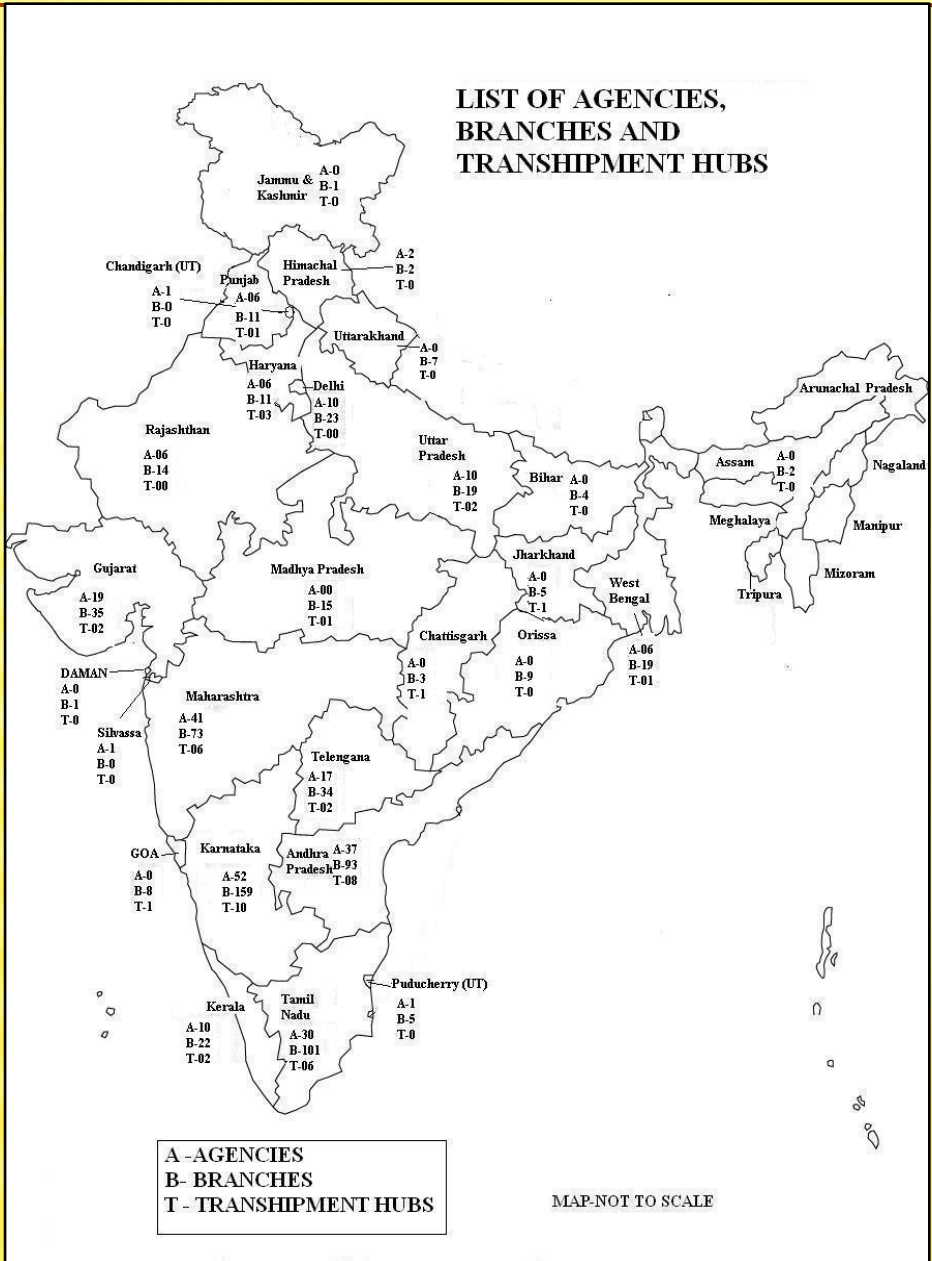
Business Segments



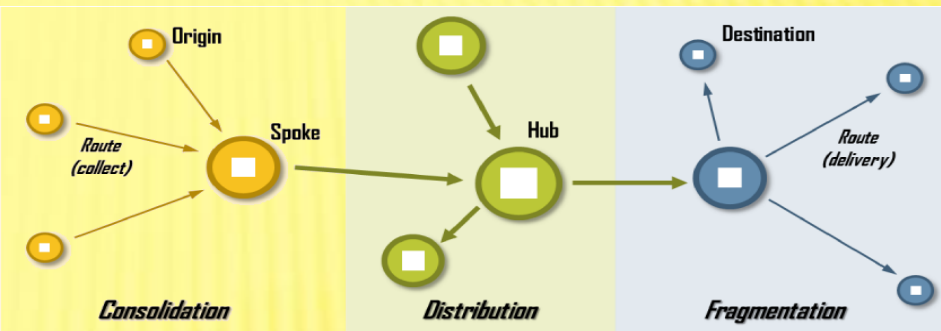
Note: Based on revenue from operations for FY17

Parcel delivery (68.28%) is the key business segment

Booking & Distribution Network



Hub-and-Spoke model to aggregate small parcels and maximize capacity utilization of its vehicles



One of the largest widespread pan-India surface transportation network in 23 states and 4 union territories.	Operational infrastructure comprises of 629 branches, 255 agencies & 47 hubs in 931 locations	Strategically placed 47(7 owned) transshipment hubs
Critical infrastructure facilities comprising of branches , agencies, godowns and transshipment hubs enables us to cater diversified customer base spread across different geographical locations	Extensive network across the country with last mile delivery even in remote locations	<ul style="list-style-type: none">Established brand since four decades.Market leader in India.

Efficient operations with largest fleet and a robust pan India network in 931 locations

As of	Small Vehicle (1)	Light Commercial Vehicle (2)	Heavy Commercial Vehicles (3)	Car Carrier (4)	Available Capacity (tons)	Tanker (5)	Cranes (6)	Total Vehicles Owned	BUSES	TOTAL FLEET
31-Mar-12	139	883	1916	102	34518	27	12	3079	423	3502
31-Mar-13	122	883	1941	102	34882	27	13	3088	460	3548
31-Mar-14	122	882	2210	102	40087	23	13	3352	477	3829
31-Mar-15	120	975	2423	102	45538	16	13	3649	375	4024
31-Mar-16	119	982	2639	102	49861	17	13	3872	381	4253
31-Mar-17	117	969	2723	102	52099	17	13	3941	419	4360

NOTE:

(1) Small vehicles are defined as vehicles with carrying capacity up to 2500 kilograms.

(2) Light commercial vehicles are defined as vehicles with carrying capacity between 2500 kilograms and 7500 kilograms.

(3) Heavy commercial vehicles are defined as vehicles with carrying capacity of more than 7500 kilograms.

(4) Used for transportation of automobiles.

(5) Used for transportation of liquid.

(6) Cranes are predominantly used for internal operations.

Goods transportation fleet includes :

- 3941 owned vehicles as of March 2017.
- 1001 (25%) vehicles less than 5 years old.
- 3214 (82%) of vehicles are debt free
- 2124 (54%) of vehicles have a bookvalue Of Re 1
- Average age of goods fleet is around 9 years
- Wide range of vehicles with carrying capacity from 1 ton to 32 tons

Passenger transportation fleet includes

- 419 owned vehicles
- 143 (34%) vehicles are less than 5 years old
- 276 (66%) of vehicles are debt free
- Average age of Passenger vehicles is 5 yrs

Significance of own vehicles

- Enables us to significantly reduce hiring and operational costs
- Enables us to cover a large number of routes and reduce dependence on third party hired vehicles
- Enables better control and time bound delivery, thereby enhancing service quality
- Passenger transportation: Owned vehicles enable us to provide safe and on time travel experience

Total of 4360 owned vehicles provides greater leverage in terms of pricing and service

Dedicated in-house goods vehicle body design facilities

- Technology to fabricate lighter and longer bodies thereby reducing overall weight of the vehicle and ensure higher payloads without violating permissible payload limits.
- Higher length chassis sourced from manufacturers on specifications provided by company resulting in additional space vis-a-vis outside vehicles.
- Concept of Charged weight and Actual weight based on nature of consignments booked resulting in higher payloads.

Fuel procurement

- Fuel costs form 26.11% of total income in FY17.
- Use of Biofuel and procurement of fuel from refineries helps in curtailing overall fuel expenses.
- Tie up with fuel pumps across country for fuelling during transit.

Spares procurement

- Ashok Leyland & VE commercial (Volvo) have established their own spare parts yard in our premises, resulting in procurement of genuine spare parts at factory rates and saving on carrying cost .
- Procurement of other spare parts & consumables directly from manufacturers/OEM's.
- Procurement of tyres at most competitive rates.
- Maintain records of comparative rates for our spare parts and consumables in our ERP system to maintain control over spare parts cost. Usage of spare parts and Tyres also monitored by means of laser tagging, etc.

DRIVERS

- Recruiting Drivers as full time employees with all statutory benefits.
- Large pool of experienced and trained drivers.
- Driver performance is evaluated and incentives provided is based on measures of:
 - safety record
 - transit time
 - distance covered
 - fuel efficiency
 - tyre usage.
- Drivers are provided with comfortable equipment , effective training, direct communication channels with controlling offices, Salaries, Incentives and benefits.
- Drivers are provided with group insurance facility to cover life risks during employment.
- Driver training facility at Hubballi which focus on training and development initiatives.

- **GST Complainece** - Migration from the old tax regime to the new GST tax regime successfully completed.
- After initial supply constraints, consumption of bio diesel picks up from Q4 17 as new suppliers are identified. (11.63% of total quantity in FY2017, 3.38% in Q1 2017, 19.89% in Q2 2017, 6.45% in Q3 2017 & 16.45% in Q4 2017).
- After due diligence, measures were taken to close 104 non performing branches, while adding 11 new branches. This not only helped in saving costs , but also resulted in consolidation of operations without affecting Goods Transport business turnover., Addition of 11 locations to the existing network of Goods Transport business. (6 locations in Q1 2017, 2 locations in Q2 2017, 1 locations in Q3 2017, & 2 locations in Q4 2017).
- Addition of 111 goods transport vehicles. (3 GT vehicles in Q1 2017, 44 GT vehicles in Q2 2017, 20 GT vehicles in Q3 2017, 44 GT vehicles in Q4 2017). 42 Vehicles sold/scrapped. Total GT vehicles were 3941 as on Mar 31,2017.
- Emphasis on plying of own vehicles and thereby reducing dependence on outside vehicles as is evident by the decrease in kms of outside vehicles (as a percent of total GT kms from 13.0% in FY2015 to 11.91% in FY2016 to 10.95% in FY2017). Initiated GPS tracking of outside vehicles to ensure at par level services.
- All vehicles shifted to Automated Toll payment from Manual toll payment (in Tie-up with ICICI Bank and Axis Bank) . Apart from reducing costs, it also helps in increasing Time and Efficiency by avoiding Vehicle congestion at various toll booths.
- Registered as a Member of International Air Cargo Association (IATA) . With this registration, Company would offer better services in the Air Cargo arena both domestically as well as Internationally.
- Healthy Net Debt to Equity ratio – Improvement from 0.47x as on 31/03/2016 to 0.32x as on 31/03/2017
- Net debt reduced from 24500.65 lakhs as on 31/03/2016 to 17396.35 lakhs as on 31/03/2017

Industry awards and recognitions



Best transporter -2016 award from Frost & Sullivan

Excellence in operational efficiency award -2016 from Express supply chain logistics

Apollo CV Magazine Award-2016 for 'Best practice adopter of the Year'.

ET logistics award 2016 for the best 'Road Transport company of the Year '.

India Bus Award in 2015 for achieving excellence in Private Bus transport service in both Pan-India and South zone

India Logistics Voice of Customer Award by Frost and Sullivan in 2014 for achieving excellence in Logistics

India says Yes Award to AC bus journey with VRL Travels in 2014 from HolidayIQ.com

Service Provider of the Year (luxury coaches) in 2013 from World Travel Brands for its bus operations

National record in 2013 as largest fleet of vehicles in the private sector as of May 31 2012 from the Limca Book of World Records

Certificate of Excellence in recognition of exemplary growth to our Company in the India Inc 500 awards in 2011

Apollo Fleet of the Year Award in 2011 for leadership in operation – large fleet operator



VRL has received numerous industry awards and recognitions over the years

YEAR	NO OF VEHICLES	TOTAL TURNOVER		YEAR	NO OF VEHICLES	TOTAL TURNOVER
		INR in Mn				INR in Mn
1983-84	8	3		2000-01	1022	1207
1984-85	11	4		2001-02	1121	1465
1985-86	15	7		2002-03	1202	1683
1986-87	24	14		2003-04	1255	2042
1987-88	45	20		2004-05	1683	2774
1988-89	81	29		2005-06	1891	3570
1989-90	117	41		2006-07	2426	4430
1990-91	147	71		2007-08	2697	5470
1991-92	215	106		2008-09	2668	6507
1992-93	248	138		2009-10	2730	7146
1993-94	292	176		2010-11	2978	8929
1994-95	398	239		2011-12	3528	11353
1995-96	525	311		2012-13	3590	13353
1996-97	596	419		2013-14	3874	15038
1997-98	621	508		2014-15	4084	16789
1998-99	792	646		2015-16	4316	17312
1999-00	945	934		2016-17	4429	18124

Note: No of Vehicles inclusive of staff buses

Track record of growth: The Company has demonstrated a consistent track record of growth since inception as is evident from the table.

Experienced and motivated management team

Senior management

Mr. K N Umesh

Chief Operating Officer

- Overall control of day to day operations, Strategy planning,
- Associated with VRL since Mar 1984

Mr. L Ramanand Bhat

Chief Technical Officer

- Holds a diploma in Mechanical Engineering and is a certified member of the Institute of Engineers in tool design.
- Has been associated with VRL since July 1995

Mr. Sunil Nalavadi

Chief Financial Officer

- Holds a B Com from Karnatak University
- Qualified Chartered Accountant, associated with ICAI.
- Associated with VRL since Mar 2005

Mr. Aniruddha A. Phadnavis

General Manager (Finance) and Company Secretary

- Holds a B Com from Karnatak University,
- Qualified Chartered Accountant, associated with ICAI.
- Qualified Company Secretary, associated with ICSI.
- Certified associate of the Indian Institute of Banking & Finance
- Associated with VRL since Jun 2007

Mr. V V Karamadi

National Head (Operations)

- Has been associated with VRL since Oct 1995

Mr. Prabhu A Salageri

Vice President (Travels)

- Holds a post graduate degree in Commerce
- Associated with VRL since Mar 1994

Mr. D N Kulkarni

Vice President (Finance)

- Holds a B Com from Karnatak University
- Associated with VRL since Nov 1987

Mr. Raghavendra B Malgi

Vice President (Accounts)

- Holds a B Com from Karnatak University
- Qualified Chartered Accountant, associated with ICAI.
- Associated with VRL since Jun 2009

Mr. S R Hatti

Vice President (Administration)

- He is a Master of Arts from Karnatak University
- Associated with VRL since Nov 2004

Mr. S G Patil

Vice President (Human Resource Development)

- Holds a bachelors' degree in law and a post graduate degree in political science from Karnatak University
- Associated with VRL since Jun 2005

Earnings Overview

NOTE: First Ind AS Financial statements

The numbers used in the subsequent slides in as much as they relate to FY 2016 and onwards are IndAS compliant. All ratios indicated herein are based on the figures as contained in the BS/PL statement prepared in accordance with IndAS

Highlights - Q4FY17 & FY17



Revenue at 44286.38 lakhs

EBITDA Margins at 9.86%

EBIT Margins at 4.5%

PBT Margins at 3.35%

PAT Margins at 1.88%

Revenue at 180308.51 lakhs

EBITDA Margins at 12.55%

EBIT Margins at 7.13%

PBT Margins at 5.81%

PAT Margins at 3.89%

Consolidated (INR in Lakhs)	Q4 FY17 (Unaudited)	Q3 FY17 (Unaudited)	Q4 FY16 (Unaudited)	FY17 (Audited)	FY 16 (Audited)
REVENUE	44286.38	45152.49	41563.25	180308.51	172252.18
EBITDA	4387.30	6190.19	5058.95	22748.13	27932.10
EBITDA MARGINS(%)	9.86%	13.63%	12.12%	12.55%	16.13%
EBIT	2002.88	3802.82	2798.45	12930.28	18962.56
EBIT MARGINS(%)	4.50%	8.38%	6.70%	7.13%	10.95%
PBT	1492.82	3254.04	2112.86	10530.07	15799.77
PBT MARGINS(%)	3.35%	7.17%	5.06%	5.81%	9.13%
PAT	838.37	2175.36	1192.90	7047.26	10424.09
PAT MARGINS(%)	1.88%	4.79%	2.86%	3.89%	6.02%

Segment Performance–Q4FY17 & FY17



(INR in lakhs)	Goods Transport				
	Quarter ended			Year ended	
Particulars	31.03.2017 (unaudited)	31.12.2016 (unaudited)	31.03.2016 (unaudited)	31.03.2017 (Audited)	31.03.2016 (Audited)
Revenue	35752.61	35420.12	33697.13	142615.26	135794.66
EBITDA	4210.87	4609.30	3859.86	17636.00	19691.79
EBITDA Margin(%)	11.78%	13.01%	11.45%	12.37%	14.50%
EBIT	2846.16	3463.36	2695.30	12815.91	15163.18
EBIT Margin(%)	7.96%	9.78%	8.00%	8.99%	11.17%

➤ **Goods transport revenue** increased by 0.94% QoQ and increased by 6.10% YoY. YTD (12M) increased by 5.02%.

➤ **EBITDA** decreased by 8.64% QoQ and increased by 9.09% YoY. YTD (12M) decreased by 10.44%.

➤ **EBITDA margins** decreased by 1.24% QoQ and increased by 0.32% YoY. YTD (12M) decreased by 2.14% .

➤ **EBIT** decreased by 17.82% QoQ and increased by 5.60% YoY. YTD (12M) decreased by 15.48%

➤ **EBIT margins** decreased by 1.82% QoQ and decreased by 0.04% YoY. YTD (12M) decreased by 2.18% .

Segment Performance– Q4FY17 & FY17



(INR in lakhs)	Bus Transport				
	Quarter ended			Year ended	
Particulars	31.03.2017 (unaudited)	31.12.2016 (unaudited)	31.03.2016 (unaudited)	31.03.2017 (Audited)	31.03.2016 (Audited)
Revenue	7,591.21	8,617.02	7030.47	32620.63	31,760.97
EBITDA	221.52	1279.14	1329.55	3742.91	7388.58
EBITDA Margin(%)	2.92%	14.84%	18.91%	11.47%	23.26%
EBIT	(426.60)	642.40	783.26	1203.24	5207.21
EBIT Margin(%)	(5.62%)	7.46%	11.14%	3.69%	16.39%

➤ **Passenger transport revenue** decreased by 11.90% QoQ and increased by 7.98% YoY. YTD (12M) increased by 2.71%.

➤ **EBITDA** decreased by 82.68% QoQ and decreased by 83.34% YoY. YTD (12M) decreased by 49.34% .

➤ **EBITDA margins** decreased by 11.93% QoQ and decreased by 15.99% YoY. YTD (12M) decreased by 11.79%.

➤ **EBIT** decreased by 166.41% QoQ and decreased by 154.46% YoY. YTD (12M) decreased by 76.89% .

➤ **EBIT margins** decreased by 13.07% QoQ and decreased by 16.76% YoY. YTD (12M) decreased by 12.71% .

Segment Performance– Q4FY17 & FY17



(INR in lakhs)	Sale of Power				
	Quarter ended			Year ended	
Particulars	31.03.2017 (unaudited)	31.12.2016 (unaudited)	31.03.2016 (unaudited)	31.03.2017 (Audited)	31.03.2016 (Audited)
Revenue	238.61	325.80	211.30	2346.84	2,139.42
EBITDA	90.24	182.62	43.34	1755.86	1594.43
EBITDA Margin(%)	37.82%	56.05%	20.51%	74.82%	74.53%
EBIT	(186.79)	(93.70)	(216.36)	339.69	479.01
EBIT Margin(%)	(78.28%)	(28.76%)	(102.39%)	14.47%	22.39%

- **Sale of Power revenue** decreased by 26.76% QoQ and increased by 12.92% YoY. YTD (12M) increased by 9.70%
- **EBITDA** decreased by 50.59% QoQ and increased by 108.23% YoY. YTD (12M) increased by 10.12% .
- **EBITDA margins** decreased by 18.23% QoQ and increased by 17.31% YoY. YTD (12M) increased by 0.29% .
- **EBIT** increased by 99.35% QoQ and increased by 13.67% YoY. YTD (12M) decreased by 29.08% .
- **EBIT margins** decreased by 49.52% QoQ and increased by 24.11% YoY. YTD (12M) decreased by 7.92% .

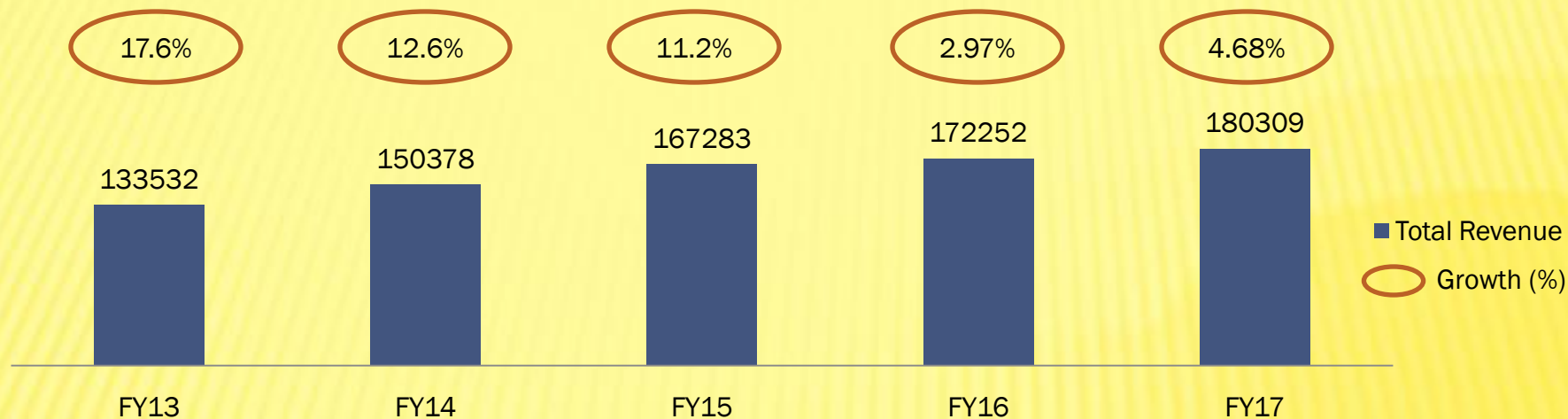
Segment Performance– Q4FY17 & FY17



(INR in lakhs)	Transport of Passengers by Air				
	Quarter ended			Year ended	
Particulars	31.03.2017 (unaudited)	31.12.2016 (unaudited)	31.03.2016 (unaudited)	31.03.2017 (Audited)	31.03.2016 (Audited)
Revenue	391.16	503.81	322.52	1603.43	1,117.78
EBITDA	(32.82)	102.94	(10.16)	26.26	(106.13)
EBITDA Margin(%)	(8.39%)	20.43%	(3.15%)	1.64%	(9.49%)
EBIT	(80.33)	55.43	(57.66)	(163.80)	(296.14)
EBIT Margin(%)	(20.54%)	11.00%	(17.88%)	(10.22%)	(26.49%)

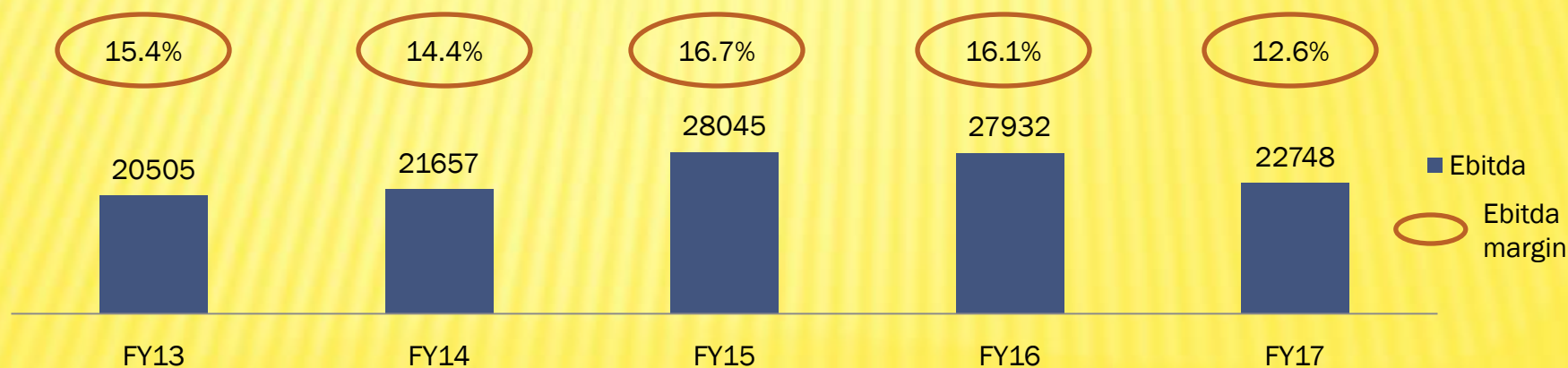
- **Transport of passengers by Air revenue** decreased by 22.36% QoQ and increased by 21.28% YoY. YTD (12M) increased by 43.45%.
- **EBITDA** decreased by 131.9% QoQ and decreased by 223.09% YoY. YTD (12M) increased by 124.74%.
- **EBITDA margins** decreased by 28.82% QoQ and decreased by 5.24% YoY. YTD (12M) increased by 11.13%.
- **EBIT** decreased by 244.92% QoQ and decreased by 39.32% YoY. YTD (12M) increased by 44.69% .
- **EBIT margins** decreased by 31.54% QoQ and decreased by 2.66% YoY. YTD (12M) increased by 16.28% .

Total Revenue (INR Lakhs) & Growth rate (%)



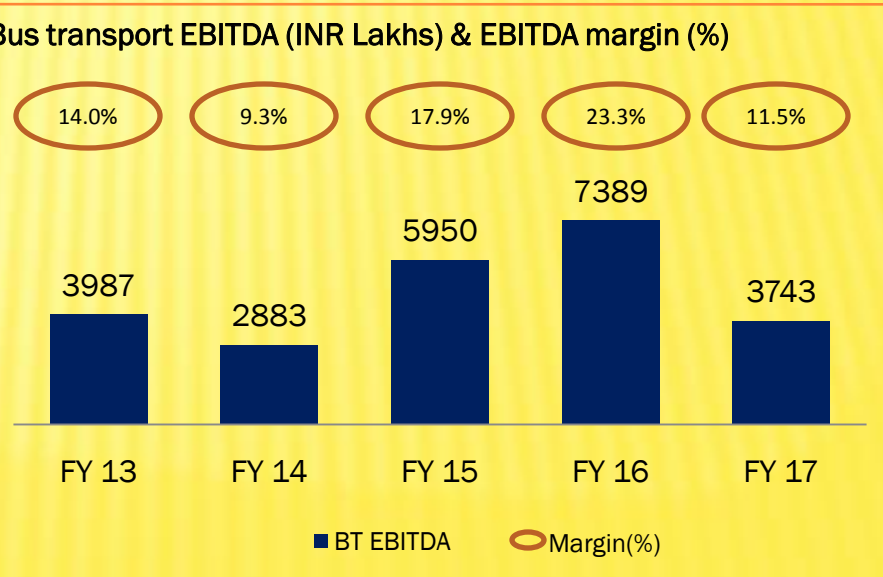
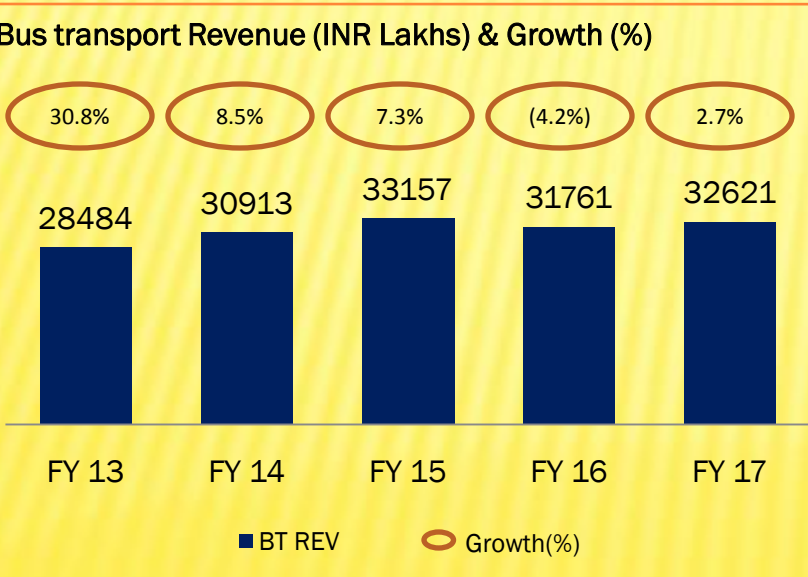
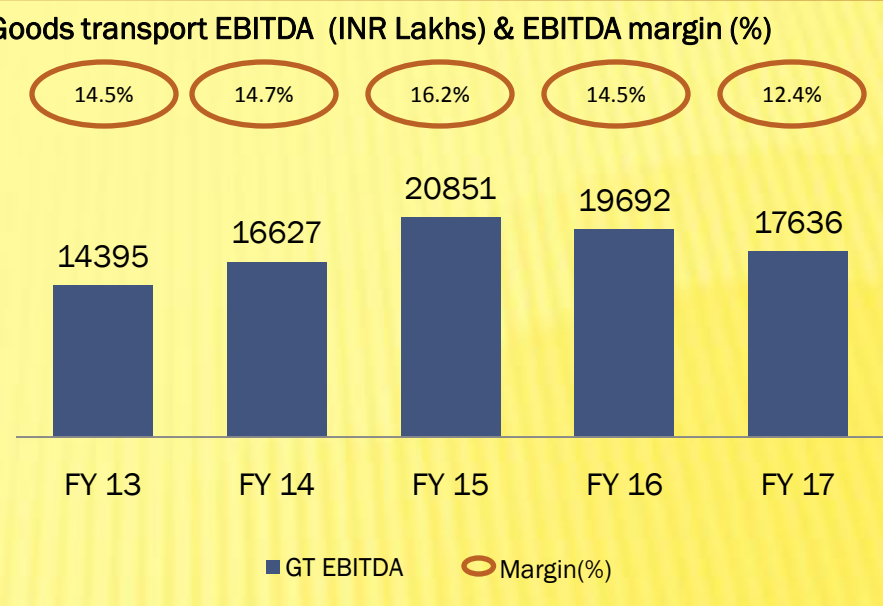
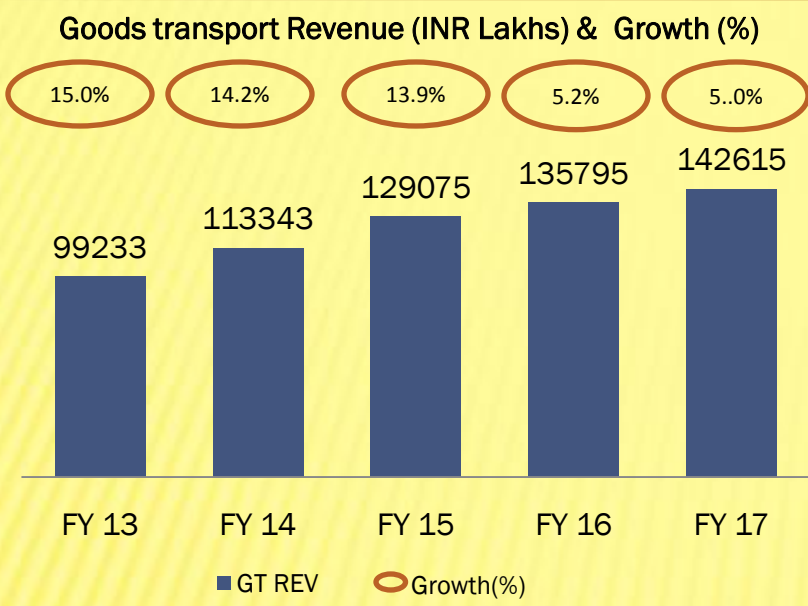
Continuous revenue growth

EBITDA (INR Lakhs) & EBITDA margin (%)



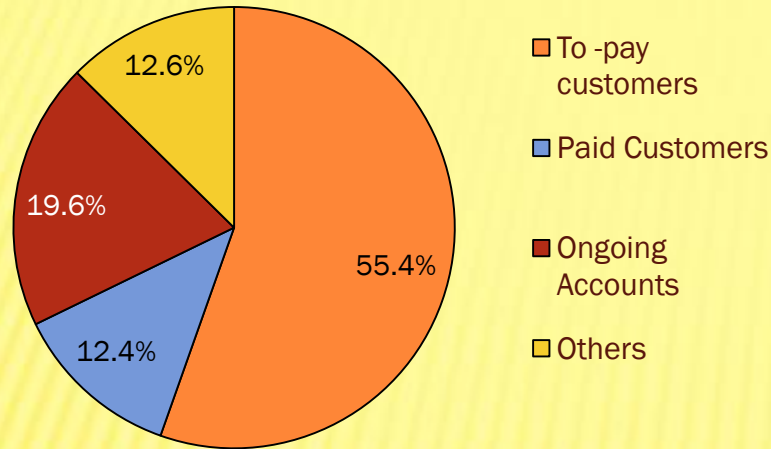
EBITDA margins demonstrated resilience despite rising costs

Segment revenues & profitability



Segment Breakup

FY17 total revenue from goods transportation: **INR 14.3 bn**



- Primarily SME distributors & traders form a significant majority of Paid & To-Pay customer group. This diverse customer base has helped company in passing increases in operating costs significantly.
- Trade receivables for FY17 at 15 days of total revenue; improving y-o-y from 28 days in FY11

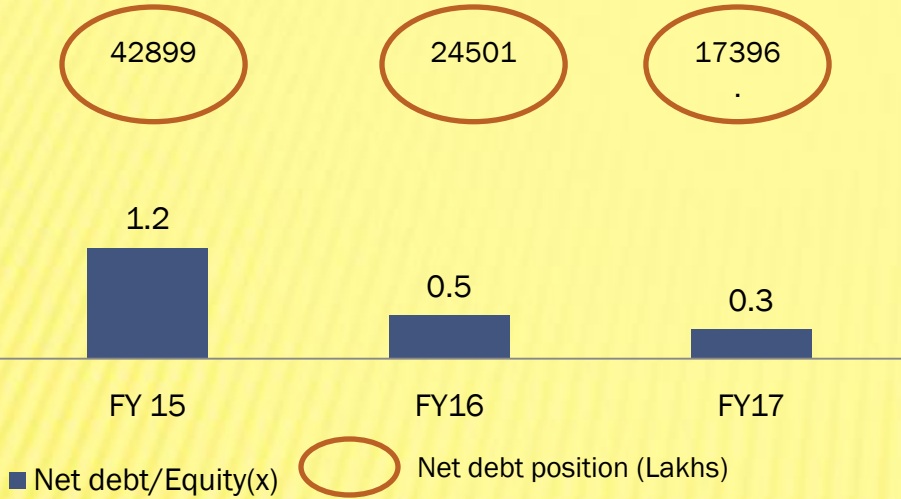
Diversified customer base across a wide range of industries



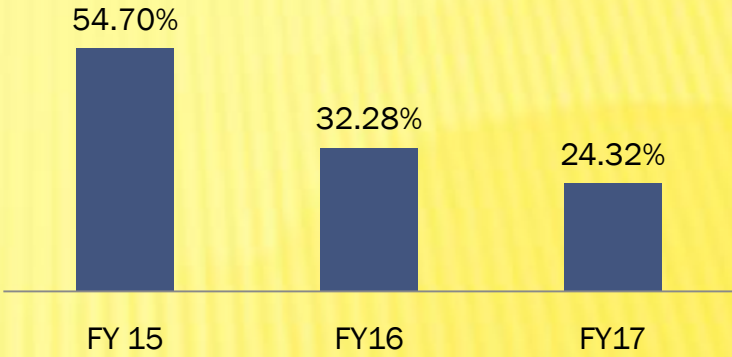
- VRL's largest customer and top 10 customers contributed only 1% and 6% of revenues from the goods transportation business in 2016-17 respectively

Leverage Metrics

Net Debt to Equity

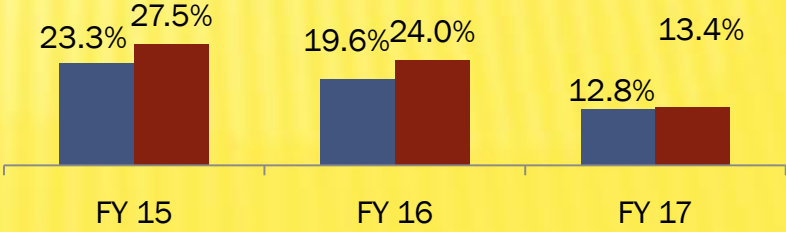


Gearing Ratio



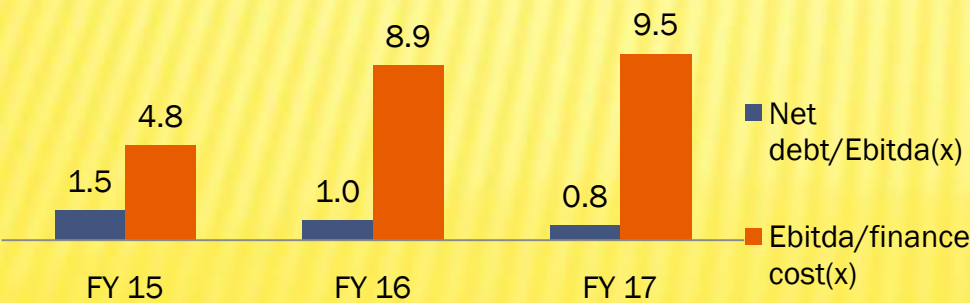
Return metrics

- Return(Net Profit+finance costs)on average capital employed
- Return(Net Profit) on average equity



Leverage metrics

Note : Debt for the above purpose includes non-current borrowings, current borrowings and current maturities of non current borrowings and Interest accrued but not due on borrowings.

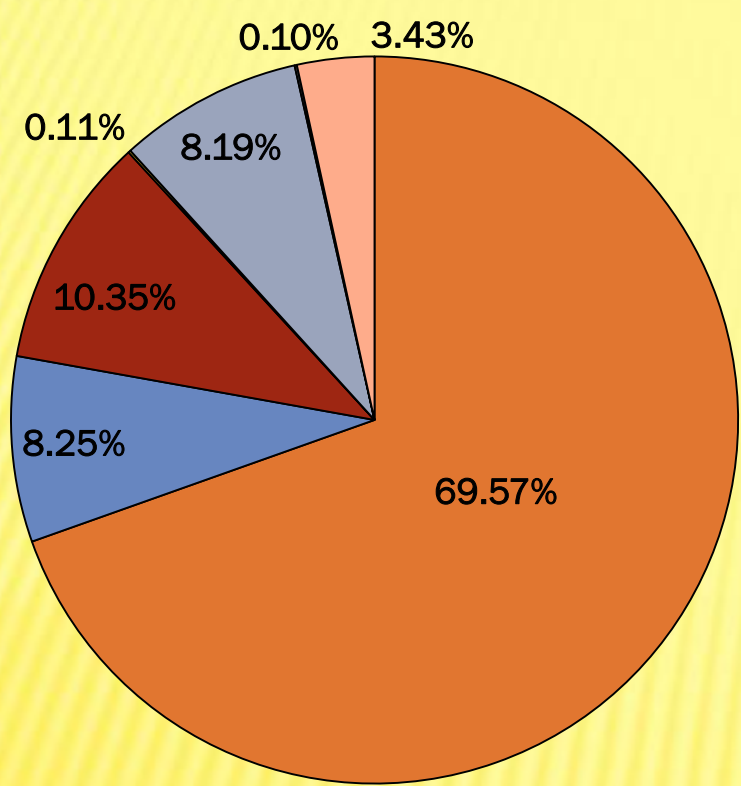


Improving debt profile - Has been able to reduce leverage at the company to relatively comfortable levels

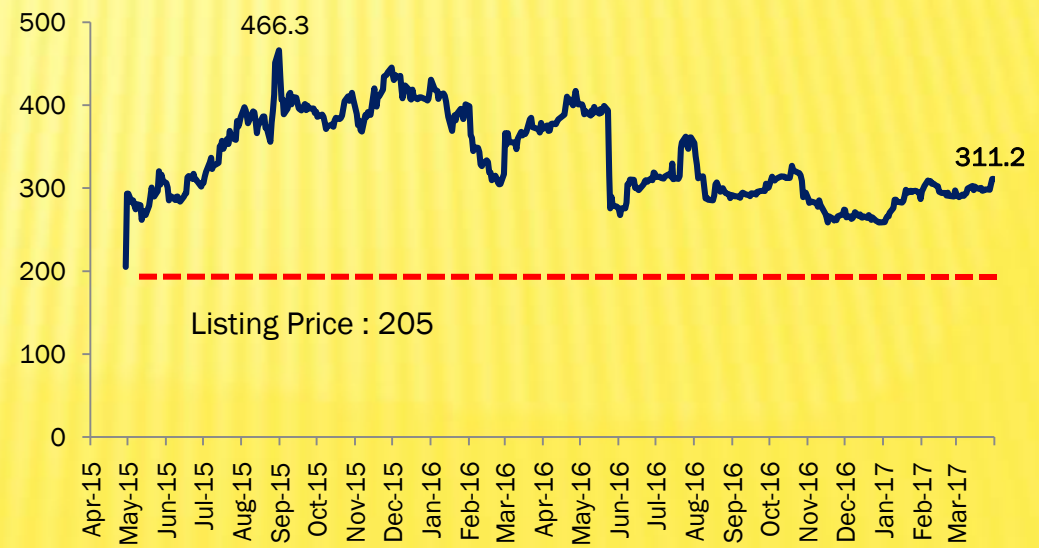
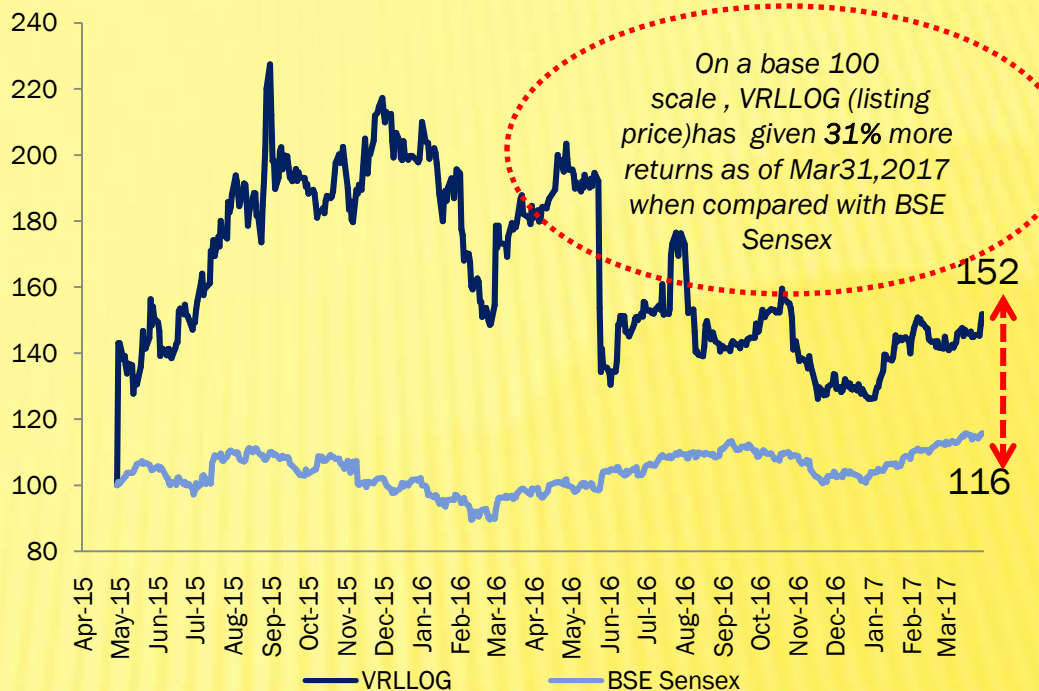
Shareholding Pattern & Price comparison



Shareholding Pattern



- Promoter
- Mutual Funds
- Foreign Portfolio Investors
- Financial Institutes/ Banks
- General Public
- NBFC
- Others



Our Distinguished Investors as on Mar 31, 2017 (Top 20)

SI No	Investor	Category	% to Equity
1	ICICI PRUDENTIAL EXPORTS AND OTHER SERVICES FUND	MUT	2.90
2	GOLDMAN SACHS INDIA LIMITED	FPI	2.37
3	FRANKLIN INDIA SMALLER COMPANIES FUND	MUT	1.92
4	MORGAN STANLEY MAURITIUS COMPANY LIMITED	FPI	1.82
5	IDFC STERLING EQUITY FUND	MUT	1.72
6	ABU DHABI INVESTMENT AUTHORITY - BEHAVE	FPI	1.36
7	PARVEST EQUITY INDIA	FPI	0.99
8	L AND T MUTUAL FUND TRUSTEE LTD-L AND T INDIA VALUE FUND	MUT	0.98
9	HDFC STANDARD LIFE INSURANCE COMPANY LIMITED	LTD	0.91
10	ALLIANCEBERNSTEIN INDIA GROWTH (MAURITIUS) LIMITED	FPI	0.78
11	GOLDMAN SACHS FUNDS - GOLDMAN SACHS GROWTH & EMERGING MARKETS BROAD EQUITY PORTFOLIO	FPI	0.56
12	UTI TRANSPORTATION AND LOGISTICS FUND	MUT	0.49
13	TATA AIA LIFE INSURANCE CO LTD-WHOLE LIFE MID CAPEQUITY FUND-ULIF 009 04/01/07 WLE 110	LTD	0.38
14	GOLDMAN SACHS TRUST - GOLDMAN SACHS EMERGING MARKETS EQUITY FUND	FII	0.35
15	NORDEA 1 SICAV - INDIAN EQUITY FUND	FPI	0.29
16	MV SCIF MAURITIUS	FPI	0.22
17	FIM EMERGING MARKETS SMALLER COMPANIES FUND	FPI	0.22
18	THE MASTER TRUST BANK OF JAPAN, LTD. AS TRUSTEE OFHSBC INDIA INFRASTRUCTURE EQUITY MOTHER FUND	FPI	0.20
19	BNP PARIBAS MID CAP FUND	MUT	0.19
20	MAX LIFE INSURANCE COMPANY LIMITED A/C - ULIF01425/03/08LIFEDYNOPP104 - DYNAMIC OPPORTUNITIES FUND	LTD	0.17

Note : Top 20 List excluding prompoters

COMPANY STRATEGY



VRL LOGISTICS LTD

www.vrllogistics.com

Company Strategy

To build a robust , efficient transportation network and maximize capacity utilisation

- Focus on existing Infrastructural facilities and build a robust, efficient and cost effective network.
- To reduce dependency on hired vehicles.
- Expand fleet of trucks

Enhance network of transshipment hubs

- Scale-up operations at existing transshipment hubs through :
 - Mechanized freight handling equipment
 - Expansion of maintenance facilities
 - Setting up fuel stations
- Increase owned transshipment hubs

Improve operational efficiencies through technology

- Enhance in-house technology capabilities to:
 - Effectively manage pan-India operations
 - Maintain strict operational and fiscal Controls
 - Enhance customer service levels
 - Preventive and predictive maintenance of vehicles through software development and improvement in software as required
 - Gradual shift to Automated Toll payment from Manual toll payment
 - Introduction of environment friendly & cost efficient Bio Fuel

Consolidation of bus operations

- Focus on improving margins
 - Optimal route planning-
 - Maximizing occupancy levels through direct marketing and commission agents
- Proposed Transport Bill to :
 - Simplify registration process through a unified vehicle registration system
 - Simplify system of vehicular and transport permits
 - Reduce inter-state transportation costs

Focus on higher margin parcel delivery services

- Focus on increasing market share in parcel delivery Business
 - relatively superior margins
 - diversified customer base
- Reliance on owned vehicles
 - target higher margins by ensuring optimal load factors
 - premium rates for remote locations
- Focus on Air Cargo Business
 - Registration with IATA
- Focus on small and medium sized enterprises
 - relatively diversified attractive and under-served customer segment

Enhance operational controls to ensure timely delivery and quality services

- Key growth factors – timely delivery and quality service
- Profitability - stringent and integrated management control systems to optimize freight mix and maximize load factors
- Operational efficiency - measures such as deploying multiple drivers over long distances
- Security - close circuit cameras on passenger buses
- Employees - industry best practices and training
- Proposed GST bill expected to remove the current multiple taxation and bring supply chain efficiencies

THANKING YOU



For further discussions/queries Please contact :

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