



ANNUAL REPORT 2021-22

CONTAINER CORPORATION OF INDIA LTD.

A Navratna Undertaking of Government of India

A Multi-Modal Logistics Company

**BUILDING
ATMANIRBHAR
BHARAT**



THINK CONTAINER, THINK CONCOR

MISSION

The mission of the Company is -

- To join its community partners and stake holders to make CONCOR a Company of outstanding quality.
- To provide responsive, cost effective, efficient and reliable logistics solutions to its customers through synergy with community partners and ensuring profitability and growth.
- To be the first choice for our customers, the Company remains firmly committed to its social responsibility and prove worthy of trust reposed in it.

OBJECTIVES

- To be a customer focused, performance driven, result oriented organization, focused on providing value for money to its customers.
- To maximize productive utilization of resources, deliver high quality services and to be recognized for setting the standards for excellence.
- To look constantly for new and better ways to provide innovative services. It will aim for customer convenience and satisfaction, learn from its competitors and constantly strive for excellence.
- To set measurable performance goals to support the objectives and mission of the organisation and work as a professional, competent and dedicated team for the organisation to achieve excellence in all areas of business and operations.
- To follow highest standards of business ethics and add social value for the community at large by discharging social obligations as a responsible corporate entity.
- To maintain absolute integrity, honesty, transparency and fair-play in all its official dealings and strive to maintain high standards of ethics.

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Important Communication to Members

Members are requested to convert their shares into electronic mode and register e-mail and Bank account details for better servicing. Please refer notes to AGM notice.

Thirty Fourth Annual General Meeting on Wednesday, 28th September, 2022 at 03.00 p.m.

The comments of C&AG of India, on receipt, will be provided in Annual Report along-with management replies, if any, on the same.

The Annual Report can be accessed at www.concorindia.co.in

BOARD OF DIRECTORS

Shri V. Kalyana Rama
Chairman & Managing Director

Shri Pradip K. Agrawal
Director (Domestic Division)

Shri Sanjay Swarup
Director (Intl. Marketing & Operation)

Shri Manoj Kumar Dubey
Director (Finance) & CFO

Shri Satendra Kumar
Director, w.e.f. 09.11.2021

Shri Kedarashish Bapat
Director, w.e.f. 09.11.2021

Shri Chesong Bikramsing Terang
Director, w.e.f. 16.11.2021

Smt. Chandra Rawat
Director, w.e.f. 23.11.2021

Shri Rahul Mithal
Director (Projects & Services)
Upto 06.10.2021

Shri Jayasankar M.K.
Director, upto 07.07.2022

Shri Manoj Singh
Director, Upto 01.08.2022

Shri Rajesh Argal
Director, Upto 31.07.2022

STATUTORY AUDITORS

M/s S. N. Nanda & Co.
New Delhi

COMPANY SECRETARY

Shri Harish Chandra
Executive Director (Finance) & Company
Secretary

BANKERS

AU Small Finance Bank Ltd.
Axis Bank Ltd.
Bandhan Bank Ltd.
Bank of Baroda
Bank of India
Bank of Maharashtra
Canara Bank
Central Bank of India
CSB Bank Ltd.
DCB Bank Ltd.
Equitas Small Finance Bank Ltd
Federal Bank Ltd.
HDFC Bank Ltd.
ICICI Bank Ltd.
Indian Bank
Indian Overseas Bank
IndusInd Bank Ltd.
Karnataka Bank Ltd.
Karur Vysya Bank Ltd.
Kotak Mahindra Bank Ltd.
Punjab National Bank
Punjab & Sind Bank
State Bank of India
Tamilnad Mercantile Bank Ltd.
UCO Bank
Union Bank of India
Utkarsh Small Finance Bank Ltd.

REGISTRAR & SHARE TRANSFER AGENT

M/s. Beetal Financial & Computer Services (P)
Ltd., New Delhi.

TEN YEARS FINANCIAL/ PHYSICAL PERFORMANCE

FINANCIAL PERFORMANCE

(Rs. In Crore)

S. No.	PARTICULARS	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
1	Total Income (Including other Income)	4,743.38	5,356.27	5,944.44	6,239.21	5,805.36	6,459.75	7,216.14	6,753.52	6,670.44	7,857.58
	-Operating Income\$	4,406.16	4,984.55	5,585.23	5,921.73	5,516.12	6,157.16	6,881.91	6,473.79	6,384.96	7,594.45
	-Other Income	337.22	371.72	359.21	317.48	289.24	302.59	334.23	279.73	285.48	263.13
2	Expenditure (Incl. increase/decrease in stock)	3,358.59	3,882.69	4,277.30	4,583.35	4,304.17	4,681.36	5,101.94	4,798.86	5,352.10	5,866.08
3	Operating Margin (1-2)	1,384.79	1,473.58	1,667.14	1,655.86	1,501.19	1,778.39	2,114.20	1,954.66	1,318.34	1,991.50
4	Interest Expenses	-	-	-	0.15	3.66	0.09	0.74	36.07	33.96	54.58
5	Depreciation	172.71	189.33	372.69	347.76	351.82	392.65	424.58	513.00	521.92	529.82
6	Profit before Tax	1,212.08	1,284.25	1,294.45	1,307.95	1,145.71	1,385.65	1,688.88	1,405.59	762.46	1,407.10
7	Exceptional items	-	-	-	-	-	-	-	881.63	83.36	0.08
8	Profit before tax (after Exceptional items)	1,212.08	1,284.25	1,294.45	1,307.95	1,145.71	1,385.65	1,688.88	523.96	679.10	1,407.02
9	Profit after Tax	940.03	984.76	1,047.55	950.82	835.20	1,044.46	1,215.41	375.78	503.33	1,062.34
10	Other Comprehensive Income	-	-	-	1.24	(3.14)	5.70	(1.86)	(10.33)	(7.89)	(1.34)
11	Total Comprehensive Income	940.03	984.76	1,047.55	952.06	832.06	1,050.16	1,213.55	365.45	495.44	1,061.00
12	Dividend declared for the year	227.47	239.82	261.27	263.21	369.96	416.76	520.95	219.35	304.65	548.37
13	Profit & Loss Account Balance	5,422.82	6,028.53	6,574.15	7,205.43	7,597.35	8,042.77	8,915.39	8,574.68	8,663.35	9,130.68
14	General Reserve	728.33	761.81	866.57	945.26	1,031.06	1,087.22	1,147.83	1,185.41	1,235.74	1,341.97
15	Short Term Working Capital loan	-	-	-	-	-	-	700.65	-	-	-
16	Reserves & Surplus (13+14)	6,151.15	6,790.34	7,440.72	8,150.69	8,628.41	9,129.99	10,063.22	9,760.09	9,899.09	10,472.65
17	Fixed Assets (Gross Block)#	3,994.43	4,469.63	5,191.77	#3,147.34	4,067.62	4,733.21	5,703.81	7,037.93	7,822.69	8,424.23

18	Sundry Debtors	25.74	32.98	36.57	49.26	42.48	60.40	88.36	159.13	155.48	176.14
19	Foreign Exchange Earnings	-	-	-	-	-	-	-	-	-	-
20	Share Capital	129.98	194.97	194.97	194.97	194.97	243.72	304.65	304.65	304.65	304.65
21	Capital Employed	6,073.22	6,426.30	6,687.68	7,314.45	7,677.83	8,157.96	9,126.52	8,606.12	8,654.29	9,251.18
22	Government Investment	82.00	120.49	120.49	110.73	106.84	133.55	166.94	166.94	166.94	166.94
23	Net Worth (16+20)	6,281.13	6,985.31	7,635.69	8,345.66	8,823.38	9,373.71	10,367.87	10,064.75	10,203.74	10,777.30
24	Profit Before Tax to Capital Employed (6÷21)	0.20	0.20	0.19	0.18	0.15	0.17	0.19	0.16	0.09	0.15
25	Operating Margin to Capital Employed (3÷21)	0.23	0.23	0.25	0.23	0.20	0.22	0.23	0.23	0.15	0.22
26	Profit after Tax to Share Capital (9÷20)	7.23	5.05	5.37	4.88	4.28	4.29	3.99	1.23	1.65	3.49
27	Expenditure to Income (2÷1)	0.71	0.72	0.72	0.73	0.74	0.72	0.71	0.71	0.80	0.75
28	Number of Employees	1,198	1,324	1,335	1,332	1,474	1,473	1,464	1,426	1,400	1,359
29	Income per Employee (1÷28)	3.96	4.05	4.45	4.68	3.94	4.39	4.93	4.74	4.76	5.78
30	Foreign Exchange Earnings Per Employee (19÷28)	-	-	-	-	-	-	-	-	-	-
31	Current Ratio@	5.55	5.19	4.71	1.93	3.12	2.97	2.37	2.54	2.46	2.62
32	Short Term Debt/Equity Ratio (15÷23)	-	-	-	-	-	-	0.07	-	-	-
33	Investments	482.16	864.03	1,154.75	1,357.58	1,373.72	1,389.02	1,402.90	1,444.08	1,495.17	1,435.56

As per the IND AS, Net block of Fixed Assets as on the date of transition i.e. 01.04.2015 has been considered as Gross Block and Assets re-classified.

\$ Figures for the FY 2017-18 & 2016-17 have been recasted on account of impact of Ind AS 115.

@ Current Ratio from the FY 2015-16 onwards derived as per Ind-AS and for previous periods as per Old GAAP.

PHYSICAL PERFORMANCE (TEUs)*

1	International Handling	21,52,034	23,61,429	26,21,385	24,75,868	26,41,695	30,01,948	32,45,259	31,54,596	30,35,794	32,69,026
2	Domestic Handling	4,33,652	5,07,183	4,89,371	4,48,178	4,60,516	5,29,952	5,84,160	5,93,162	6,07,536	8,03,899
3	Total (1+2)	25,85,686	28,68,612	31,10,756	29,24,046	31,02,211	35,31,900	38,29,419	37,47,758	36,43,330	40,72,925

* Twenty Foot equivalent units



SHRI V. KALYANA RAMA
Chairman & Managing Director

Shri V Kalyana Rama is the youngest to become Chairman & Managing Director of Container Corporation of India Ltd. (CONCOR), a Navratna PSU under Ministry of Railways. He is a Mechanical Engineer with ICWAI. He is an Indian Railway Traffic Service (IRTS) officer of 1987 batch. He had worked in BHPV & BHEL before joining Indian Railways. Prior to joining Board of Directors of CONCOR as Director (Projects & Services), he held various assignments such as Executive Director, Chief General Manager in CONCOR.

As Chairman & Managing Director of CONCOR, he has piloted several new initiatives touching every aspect of CONCOR's working. CONCOR's structural reorganization was carried out to replace hierarchical organization with a flat two tier structure. E-office was successfully implemented to ensure a paperless ecosystem which was also faster, flexible and efficient. He introduced several new business initiatives such as container warehousing concept, First Mile – Last Mile services, bulk movement of commodities, incentivising empty container movement for export, extended gate facility etc. He was also instrumental in introduction of container train operations to Bangladesh. With an eye on the future, he introduced high carrying capacity (34T) ISO Containers and ensured first ever acquisition of 25 T axle load, high speed BLCS wagons (container flats). CONCOR has embarked on system enhancing IT initiatives such as Automatic Bill Payments, integration of ORACLE financials with commercial applications, implementation of e-billing and Mobile Apps for customers and employee grievance redressal.



SHRI PRADIP K. AGRAWAL
Director (Domestic Division)

Shri Pradip Kumar Agrawal has taken over the charge of Director (Domestic Division) from 1st July, 2016. He belongs to Indian Railway Traffic Service. He has worked for Indian Railways for more than 17 years on various important assignments, both at Divisional and Zonal Headquarter level covering operations, commercial, marketing and safety of Indian Railways. He joined Container Corporation of India Ltd. (CONCOR) in the year 2006 as GGM (Ops)/Western Region, thereafter, worked as Chief General Manager, Western Region for four years. During his tenure, he has successfully managed Container Train Operations for the Region which includes JN Port and various CFSs and ICDs in the Region. He has also worked as Chief Executive Officer for APM Terminals, Mumbai (GTIPL) for five years before joining as Director (Domestic Division), CONCOR.

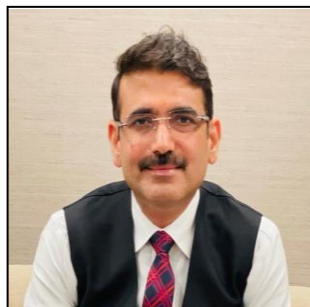
Under his leadership, Domestic Division of CONCOR has shown significant growth since July, 2016. The originating Domestic volume grew by CAGR 6.51% over last five years. There has been an overall improvement in the revenue per TEU, operating margin and profitability. Various new initiatives have also been taken by bringing new segment of traffic, introducing Corporate customers, bringing Business Associates Policy, etc. which has been able to attract more market share. The other new initiatives include Bulk loading cargo, Distribution Logistics, First Mile Last Mile (FMLM) services & Container Warehouse in CONCOR.

As in-charge of HR, he brought large number of new HR initiatives, introduced E-office and reorganized Company structure from three tier to two tier functioning. Effectively managed during pandemic period, without stoppage of work and maintained supply of essential commodities. Created new division of HSE (Health, Safety & Environment) to take care of health of employees & stakeholders during Covid-19.



SHRI SANJAY SWARUP
Director (International Marketing & Operations)

Shri Sanjay Swarup has done his B.E. (Hons.) – Electronics and Communication Engineering from IIT Roorkee and PGDM (Public Policy and Management) from IIM Bangalore. He belongs to 1990 Batch of Indian Railway Traffic Service (IRTS). His more than three decades career spans a range of assignments in Public Sector and Government. He started his career in Bharat Heavy Electricals Ltd. (BHEL) and worked there for more than 4 years. Thereafter, he has worked with Indian Railways in various areas like Operations, Commercial, Safety and Information Technology functions. He has worked in Container Corporation of India Ltd. (CONCOR) in various capacities in Operations and Management of Dry Ports, International Marketing, Commercial and Operations at Pan India level. He has rich experience in the design of Dry Ports and Multi Modal Logistics Parks (MMLPs). He is deeply involved in the Strategic Planning function of the Company. He has been trained at Maxwell School of Syracuse University (USA), Antwerp Port, Belgium and at several Institutes in India. Shri Sanjay Swarup has presented number of papers in leading National and International conferences in the areas of Multi Modal Logistics, Dry Ports and Supply Chain Management. He is life member of Chartered Institute of Logistics and Transport (CILT), Asian Institute of Transport Development (AITD), Centre for Transportation Research and Management (CTRAM) and All India Management Association (AIMA).



SHRI MANOJ KUMAR DUBEY
Director (Finance)

Shri Manoj Kumar Dubey took over as Director (Finance) & CFO, CONCOR w.e.f. 31.10.2018. He has done under graduation and post-graduation from the Hindu College of the University of Delhi. Before clearing Civil Service in very first attempt and joining IRAS of 1993 batch, he worked with UTI for two years in blazing the trail in the arena of educating and assimilating rural masses into various lucrative schemes of Mutual Funds. He has done MBA from Indian School of Mines, Dhanbad and was conferred the overall Silver Medal for the batch 2011-13 from the then President of India for topping the batch.

A recipient of National Award for outstanding service at Minister of Railways level in the year 2011 and he has paved the path in Indian Railways in ushering - payment of salaries almost 100% through Bank, e-Tendering, e-Auction, payment of the contractor/ supplier through RTGS/NEFT, computerization of bill passing / pension settlement and PF etc. Attained several milestones in systems improvement and contributing phenomenally in operations, incentives and staff posting policy. He has vast experience of Train Operation Management and Freight Loading Mechanism having worked as Head of Finance of three major loading divisions of Indian Railway viz., Dhanbad, Asansol and Mughalsarai for nearly fifteen years.

Being entrusted as Director/Executive Director in PPP Directorate and Finance Commercial Directorate in Railway Board for last five years, Shri Dubey has been associated in many prestigious projects like setting up of Loco Factories through PPP/FDI for Indian Railways at Madhepura and Mahrora; has been functioning pivotally in High Speed Rail of Indian Railways, and that in Dedicated Freight Corridor of Railways as key financial advisor to Infrastructure Directorate. He has also developed expertise in Tariff structuring of freight and passenger trains as well as for catering and tourism contracts at strategic level. He has the experience of drafting many Cabinet Notes and has vast experience of International Competitive Bidding for Mega Projects. Shri Dubey was in the Board of Directors of a Joint Venture Company of General Electricals of USA and IR, Alstom of France and IR, and a Joint Venture Company of NMDC, SAIL and Indian Railways.

Apart from excelling in professional responsibilities, he has been equally active in the field of Promotion and Administration of Sports as well as Indian Classical Dance and Music. He has been the Manager/ Government Observer in many an Overseas Global Tournament.