

August 03, 2024

<b>BSE Limited</b> Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001. Tel: 022 - 2272 1233 / 34 Fax: 022 - 2272 2131 / 1072/ 2037 / 2061 / 41	<b>National Stock Exchange of India Limited</b> Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051 Tel: 022 - 2659 8235 / 36 / 452 Fax: 022 - 2659 8237/ 38
<b>Scrip Code:</b> 532345 <b>ISIN No.:</b> INE152B01027 <b>Re.:</b> Allcargo Gati Limited	<b>Symbol :</b> ACLGATI <b>ISIN No.:</b> INE152B01027 <b>Re.:</b> Allcargo Gati Limited

Dear Sir/Madam,

**Subject: Investor Presentation**

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015 (the “Listing Regulations”), we are enclosing herewith a copy of Investor Presentation on Unaudited Standalone and Consolidated Financial Results of the Company for the first quarter of financial year 2024-25 ended on June 30, 2024.

The aforesaid Investor Presentation will also be uploaded on the website of the Company i.e. [www.gati.com](http://www.gati.com).

Kindly take the above on your record.

Thanking you,

Yours faithfully,  
For **Allcargo Gati Limited**  
(Formerly known as “Gati Limited”)

**T.S. Maharani**  
Company Secretary & Compliance Officer  
M. No.: F8069

Encl.: As above

# **ALLCARGO GATI**

(Formerly Gati Limited)

## **One of India's Leading Express Logistics Company**

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Investor Presentation  
**August 2024**



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All Maps used in the presentation are not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

## Deeply Penetrated Network

Pan India  
**600+**  
offices across India

**99%**  
of districts covered in  
India

**99%**  
GOI approved Pin-codes  
coverage

## Wide Reach & Supporting Infrastructure



**3.85 Mn sq. ft.**  
Distribution Centers across  
multiple Locations

Area  
Coverage



**31 Hubs<sup>^</sup>**

Total  
Hubs<sup>^</sup>

<sup>^</sup> 10 Air Transit Hubs



**520**  
Customer convenience  
centers

India  
Access

## Customer Engagement across sectors



**Auto  
Companies**



**Pharma  
Companies**



**Retail/Textile  
Companies**



**E-Commerce  
Companies**

## Revenue from operations

₹ 358 Crs

2.5%

YoY

1%

QoQ

## Gross Profit (Exc. Other Income)

₹ 98 Crs

2%

YoY

5%

QoQ

## EBITDA (Exc. Other Income)

₹ 20 Crs

11%

YoY

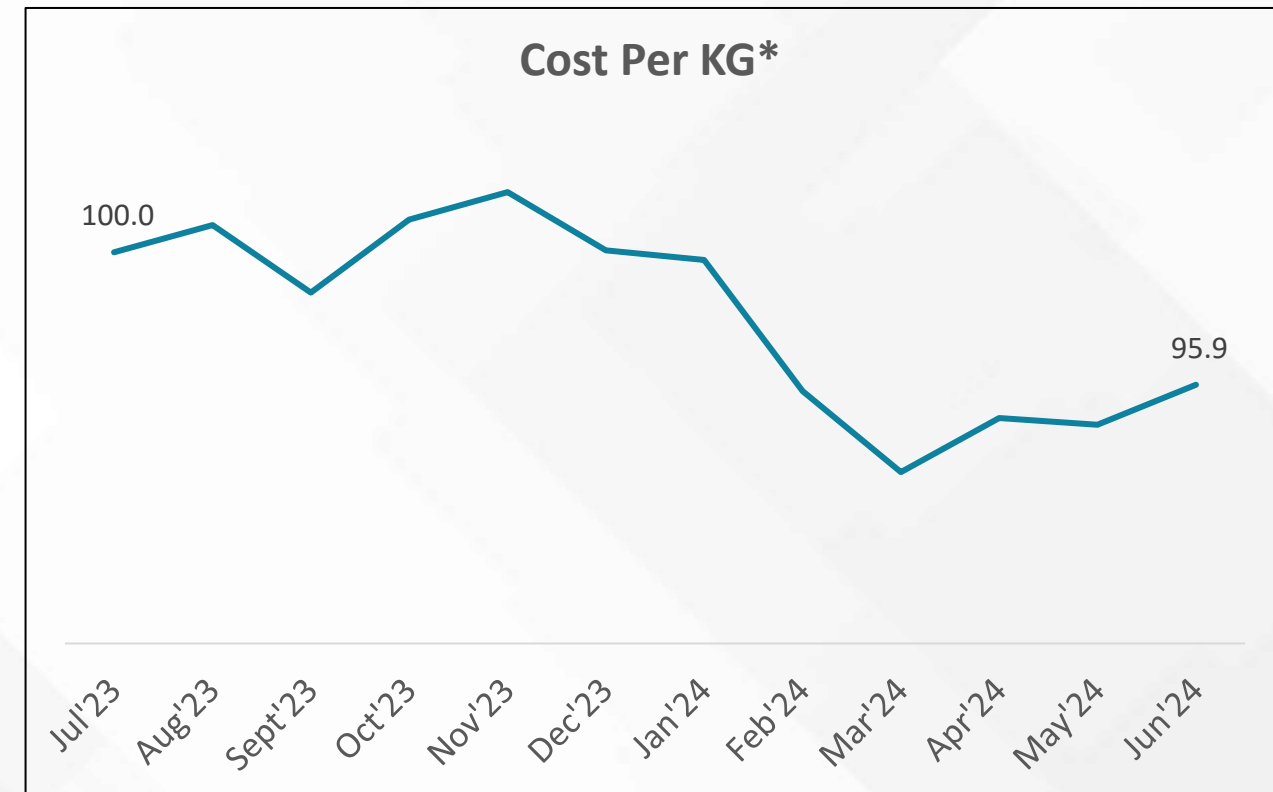
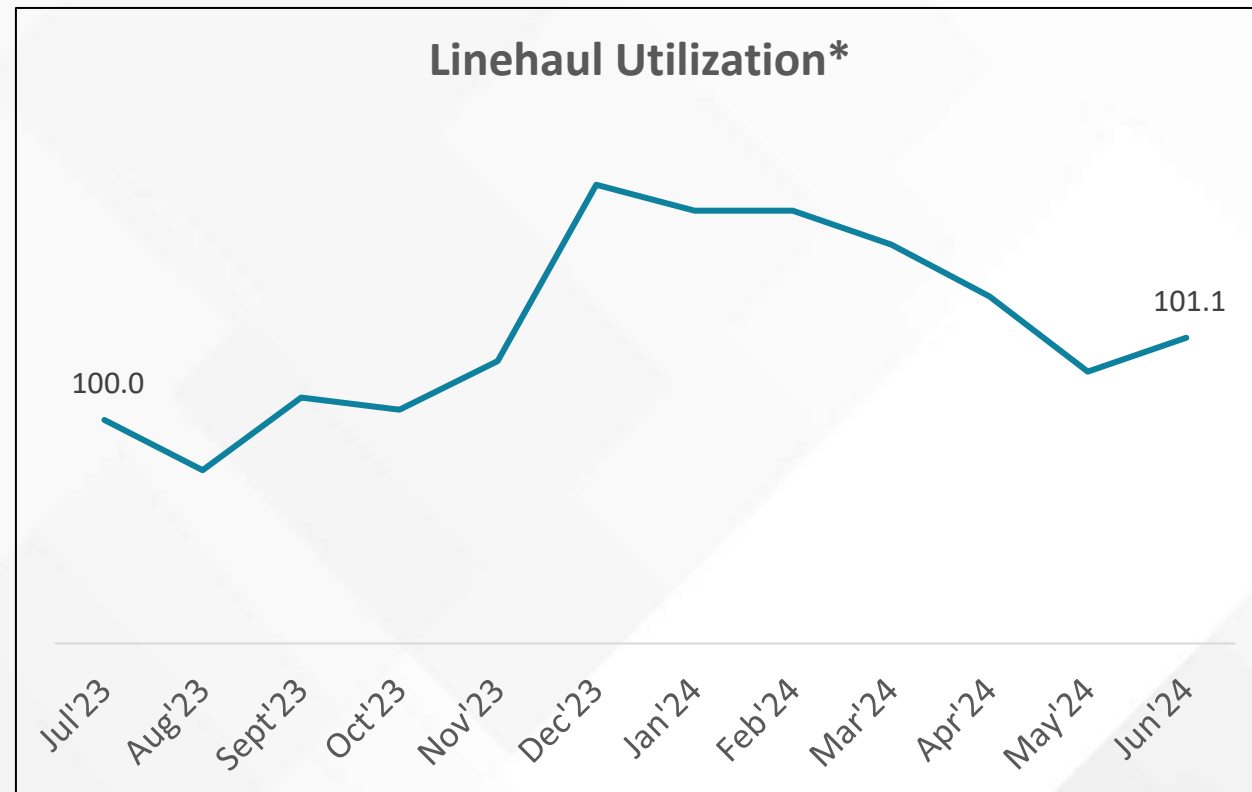
33%

QoQ

### Key Management Commentary:

- ✓ **Augmenting the managerial strength** by inducting Mr. Ketan Kulkarni as Deputy Managing Director of GESCPL. Ketan comes with 30 years of experience spanning multiple sectors. His last stint was with Blue Dart Express as a Chief Commercial Officer where he spent 17 years leading sustainable and strategic growth initiatives
- ✓ **Gross Margin:** Gross margin has increased on a QoQ basis, for Q1FY25 gross margin stood at 27% as compared to 26% for Q4FY24
- ✓ **EBITDA:** Operating cost continues to get optimized to bring about future growth in EBITDA. For Q1FY25 EBITDA stood at Rs. 20 crores, up 11% as compared to same period last year and 33% as compared to last quarter
- ✓ **Cash Positive:** Debt free as on June 2024 with a positive cash position of Rs. 196 crores after a successful QIP of Rs. 169 crores.

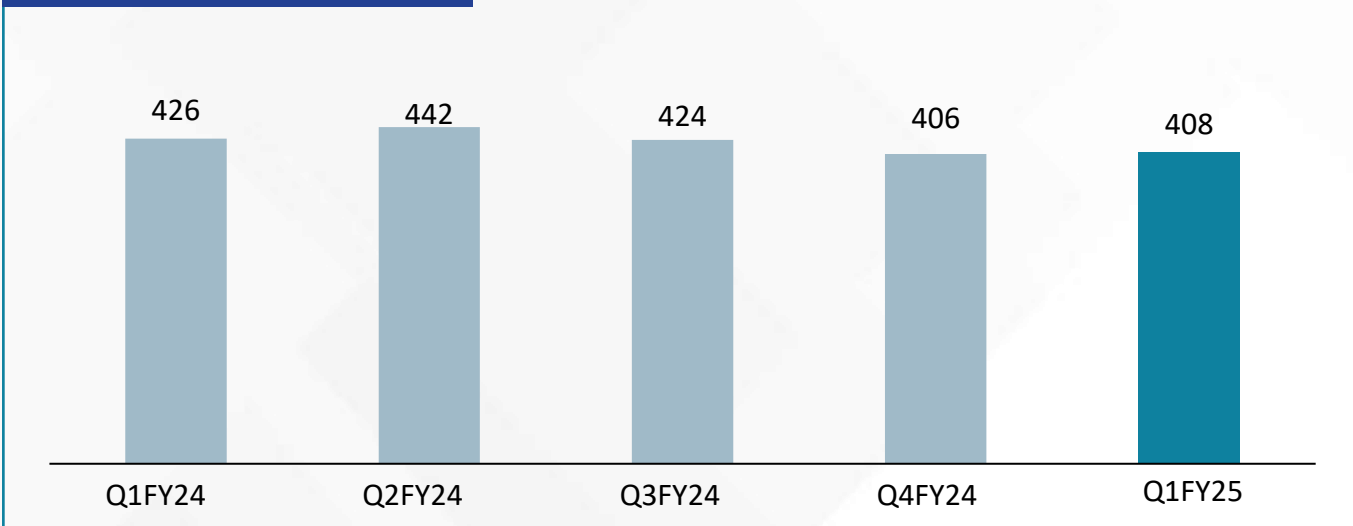
# IMPROVEMENT IN UTILIZATION & COST PER KG



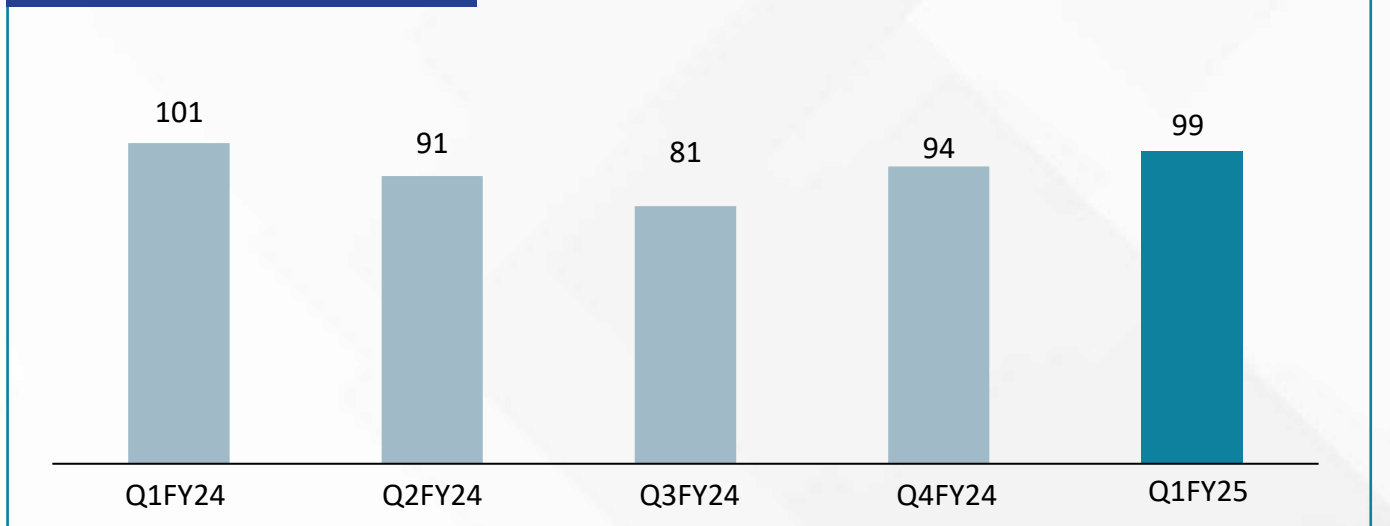
Operational diligence and a cost focus approach has led to an increase in linehaul utilization and helped in reduction of cost per kg

# KEY CONSOLIDATED HIGHLIGHTS – Q1FY25

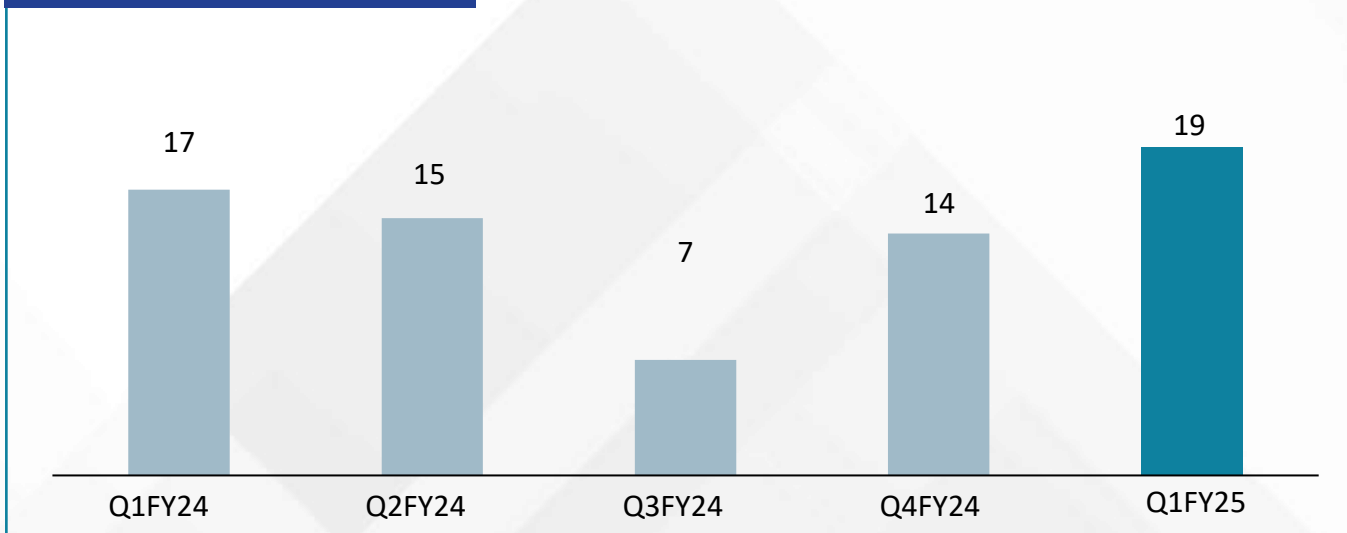
Revenue (₹ crore)



Gross Profit (₹ crore)

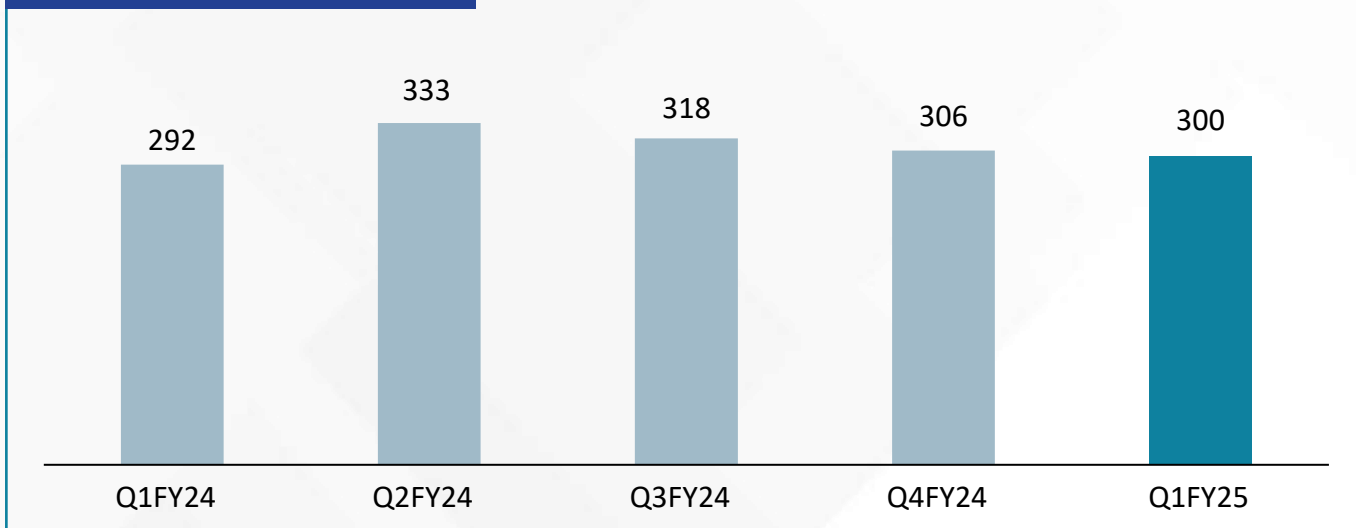


EBITDA (₹ crore)

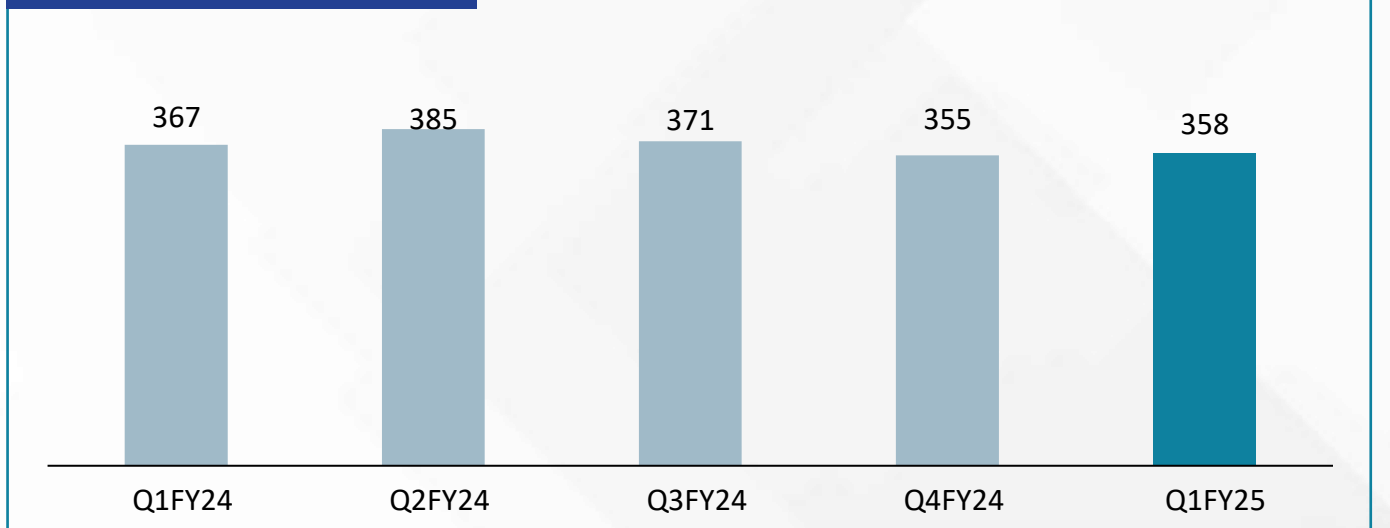


# GESCPL (ex-GKEPL) PERFORMANCE HIGHLIGHTS – Q1FY25\*

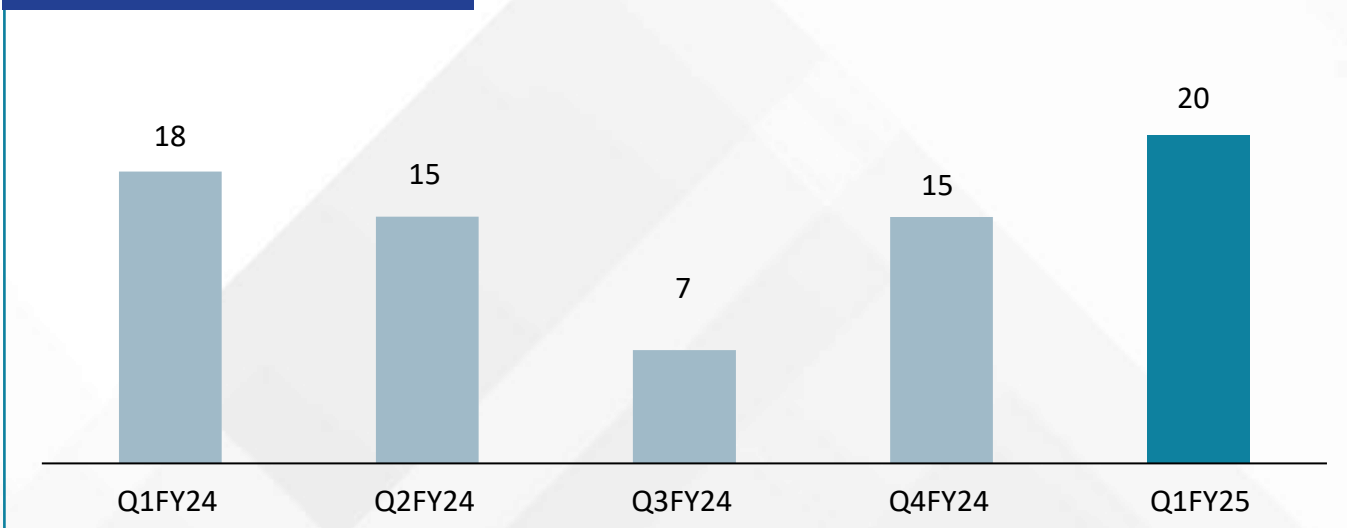
### Volumes ('000 MT)



### Revenue (₹ crore)



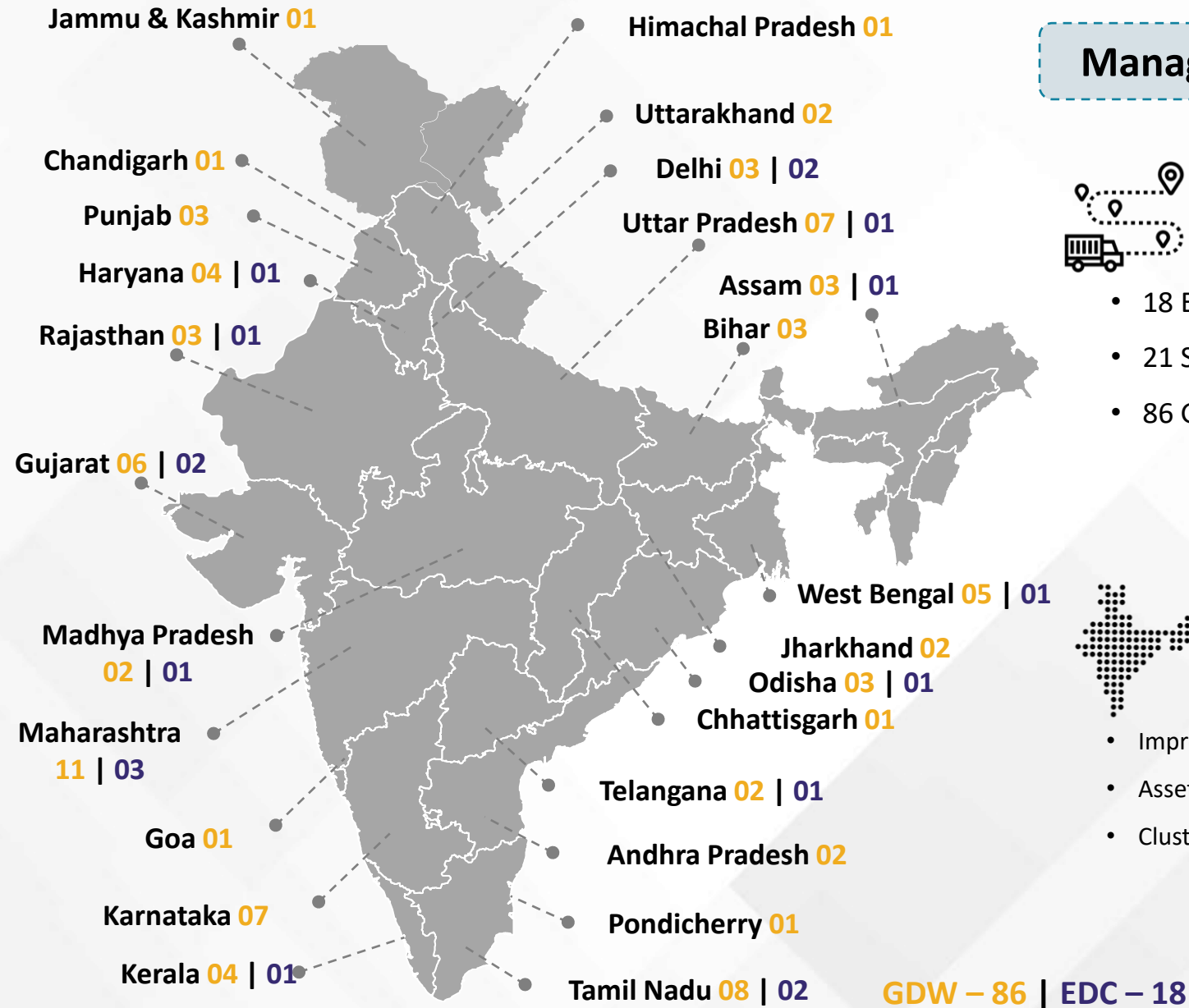
### EBIDTA (₹ crore)



\* Gati KWE (GKEPL) has been renamed to Gati Express and Supply Chain Pvt. Ltd. (GESCPL) – the entity houses our core express business



# UNIQUE INTEGRATED NETWORK



## Managing one of the Industry's widest integrated supply chain network



### Line Haul

- 18 Express distribution centers
- 21 Surface Transshipment Hubs
- 86 Gati Distribution Warehouses



### First-Last mile

- 137 Own customer convenient center
- 383 Franchisee convenient center
- 99% Pin codes serviced



### Widest Reach

- Improved serviceability through ESS\*
- Asset light approach to service additional locations
- Cluster based approach with MSME at focus



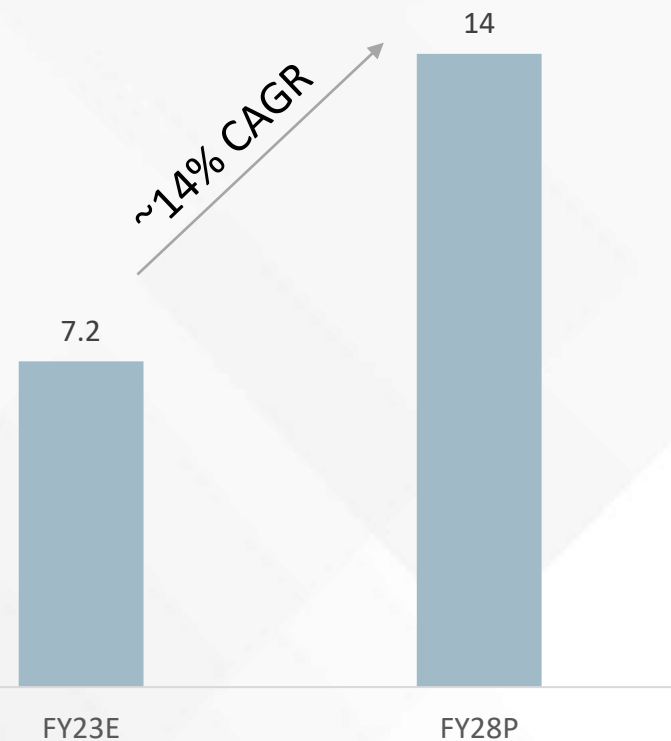
### Strong Partners

- Vendor network of 5000+ trucks
- GA's\* further enhancing capacities
- Franchisee based approach

\* ESS: extra service locations, CCCO's/F's: customer convenient centres – own/franchisee, GA: Gati Associate  
 Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

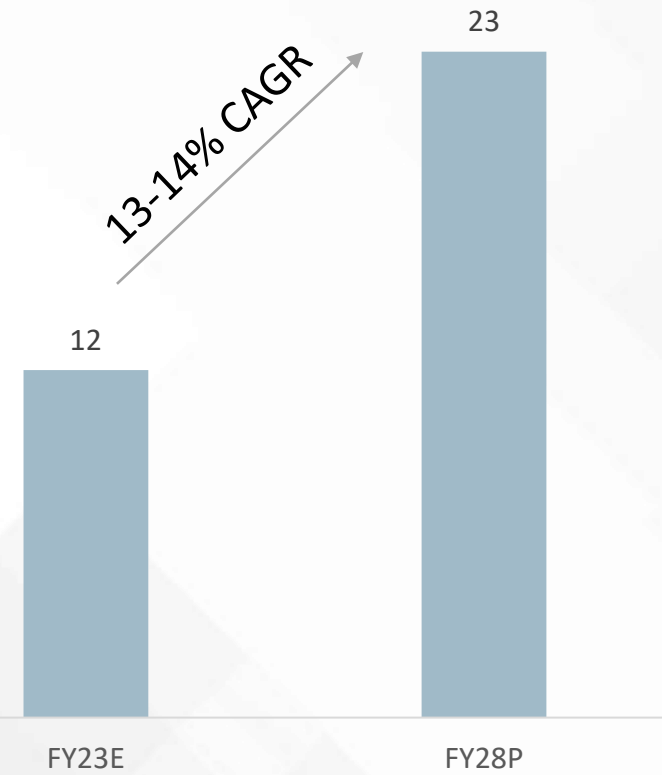
# INDUSTRY WITH LIMITLESS OPPORTUNITIES

## Express Logistics Market in India (\$ Bn)



- Organised player constitutes 71% of total B2B Express market
- In B2B Surface Express, Top 10-12 players gained 2% market share in last 3 years

## Supply Chain Solutions Market in India (\$ Bn)



- Auto & E-commerce together constitute more than 50% of the warehousing market
- E-commerce, Organised Retail, and Pharmaceutical are likely to expand the fastest.

## Growth Drivers

### Make in India / PLI scheme

To boost logistics spend (especially Express)

### Growth in E-commerce Sector

Sector to grow at 18% CAGR from 2023-28

### Regulatory changes

GST & Eway bill leading to improved transit time

### Increasing customer expectation

leading to increased industrial client expectation

### Growth of SME / MSME sector

leading to better growth of organized Exp. mkt

### Technology adoption

Service users prefer partners having better UI

### Govt. focus (NLP / GCT / ULIP / LEEP)

To push mobilisation of organised logistics

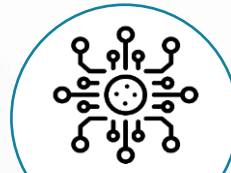
### Logistics Infrastructure growth

Bharatmala / DFC to improve transit time

## INFRASTRUCTURE

**Key Focus Areas:** Accelerating capacity creation to manage higher loads in most efficient manner. Hub modernization and higher automation

**Target:** Industry leading turnaround times and improved service levels



## DIGITIZATION

**Key Focus Areas:** Enhance customer experience and operational excellence on front-end. Seamless integration across various business verticals on the back-end

**Target:** Offer differentiated value-added services to customer. Adapt to technology-based decision making

## SALES ACCELERATION

**Key Focus Areas:** Realignment of sales team structure and targeted approach towards Key Account Management, MSME and Retail.

**Target:** To increase market share & ensure highest standards of customer service



## TALENT POOL

**Key Focus Areas:** Strengthen 2<sup>nd</sup> level to mid-level capabilities through lateral hiring. Attracting best talent locally and globally across all domains

**Target:** Decentralized decision making. Foster entrepreneurial spirits across the entity



DIGITIZATION

INFRASTRUCTURE

SALES ACCELERATION

TALENT POOL

OPERATIONS

## OPERATIONS

**Key Focus Areas:** Streamlining and assessing each line item of P&L. Focused improvement in line-haul and delivery costs through transformation

**Target:** Aim to reduce CPK (cost per kg) and profit maximization. Attain industry level margins



Aiming towards transformation and business growth

## NEW TECHNOLOGY TO IMPROVE OPERATIONAL EFFICIENCY

### Pick Up & Delivery

- *Integration & Data Capture from E-waybill site*
- *Re-direction reduction – accurate & auto docket creation*
- *Increased delivery efficiency – Advance and delivery route planning*
- *Advance/Auto run-sheet generation*

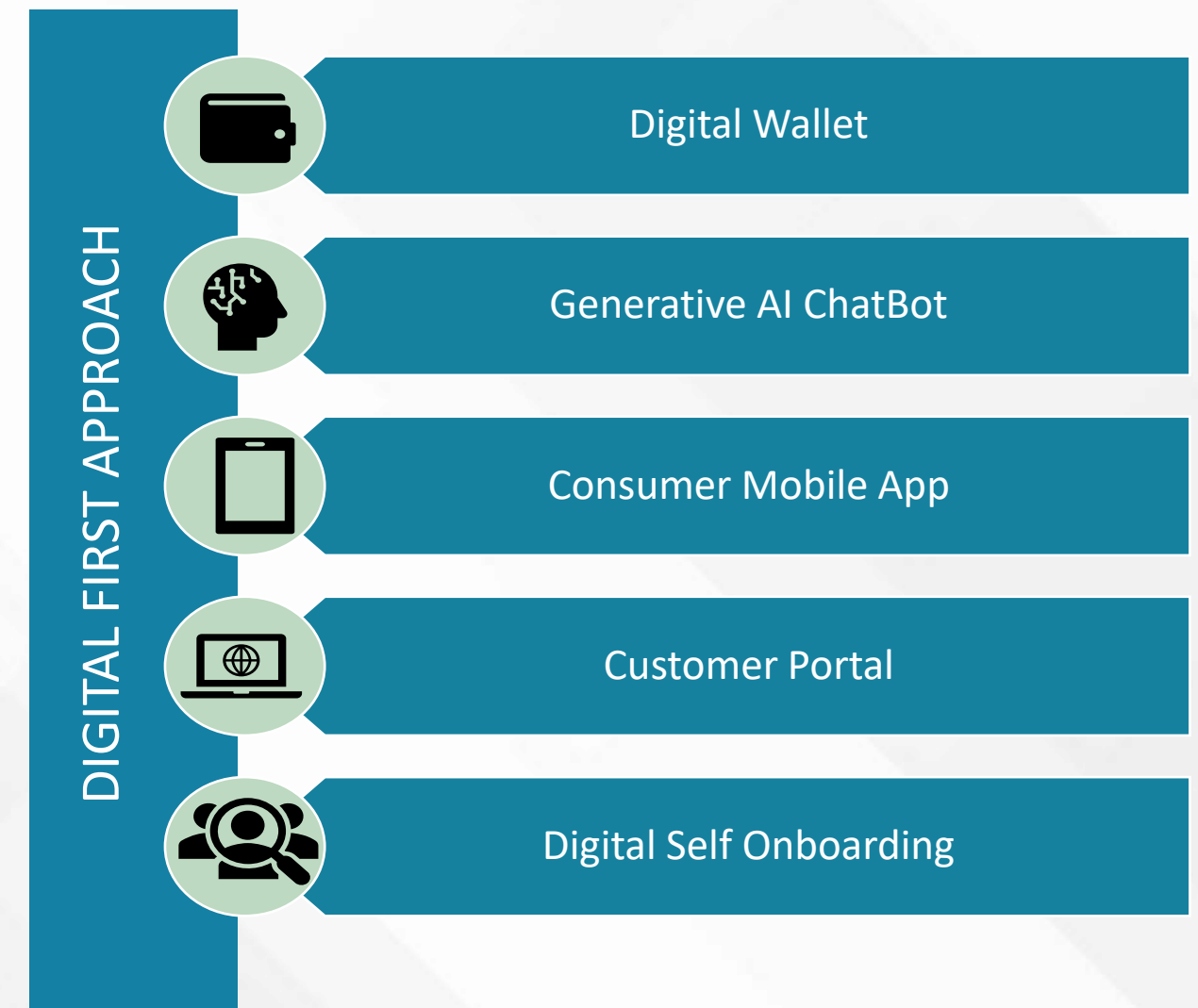
### Pricing

- *Lane wise recommendation of pricing based on last 3 months cost*
- *Industry specific items pricing*
- *Faster retail customer onboarding*

### Mid Mile

- *Network and Route planning*
- *Increased capacity utilization and reduction in DEPS – 3D truck loading plan*
- *Reduction in loading and unloading time via Proactive manpower and resource planning per vehicle, load planning, cross docking*

## DIGITAL INTERFACE TO OPTIMIZE CUSTOMER EXPERIENCE



## Sales Acceleration

- 1** Introduced new sales structure under the leadership of Uday Sharma, Chief Commercial Officer. (Ex Spoton/Delhivery)
- 2** Focus on improving sales mix by increasing share of MSME and Retail customers
- 3** Introduction of inside sales team and digital wallet for Retail & MSME customers
- 4** Redesigned incentive policy, digital on-boarding and faster activation for MSME customers
- 5** Marketing drive and use of data science for lead generation



**“Future Ready”**  
Grade A hubs providing economies of scale



**“Improved Turnaround”**  
Cross Docking facilitating in improved turnaround time

Upcoming Hubs	
Location	Tentative Timeline
<b>North Zone</b>	
✓ Farukh Nagar	Q3FY22
<b>West Zone</b>	
✓ Nagpur	Q2FY23
✓ Mumbai	Q3FY23
✓ Indore	Q3FY24
<b>East Zone</b>	
✓ Guwahati	Q3FY23
<b>South Zone</b>	
✓ Bangalore	Q2FY24
Hyderabad	Q2FY25

**Signed LOI for Ahmedabad, Kolkata and Pune**



**“Gati Nivas”**  
Quality of life for workers and drivers



**“Automation”**  
Ensuring faster loading & unloading



## Farukhnagar

- The mega hub has an area of **>1,00,000 sq ft** providing **economies of scale**
- Improved **TAT**. Average vehicle unloading time is **reduced by 45 minutes for 32ft SXL/MXL**
- **Improved Manpower Efficiency** due to increased productivity per person

## Nagpur

- The hub is spread over an area of **28,800 sq ft** and is centrally located near major clients
- The facility is equipped with **16 Bays, having 3 Dock Leveller**
- Catering to Automobiles, Electrical, Apparels, Heavy Engineering Goods & Pharma Sector and **handling approximately 300 tonnes per day**

## Mumbai

- The mega hub is spread over an area of **> 100,000 sq ft** providing economies of scale
- The facility is equipped with **62 bays** leading effective loading and unloading of trucks

## Bangalore

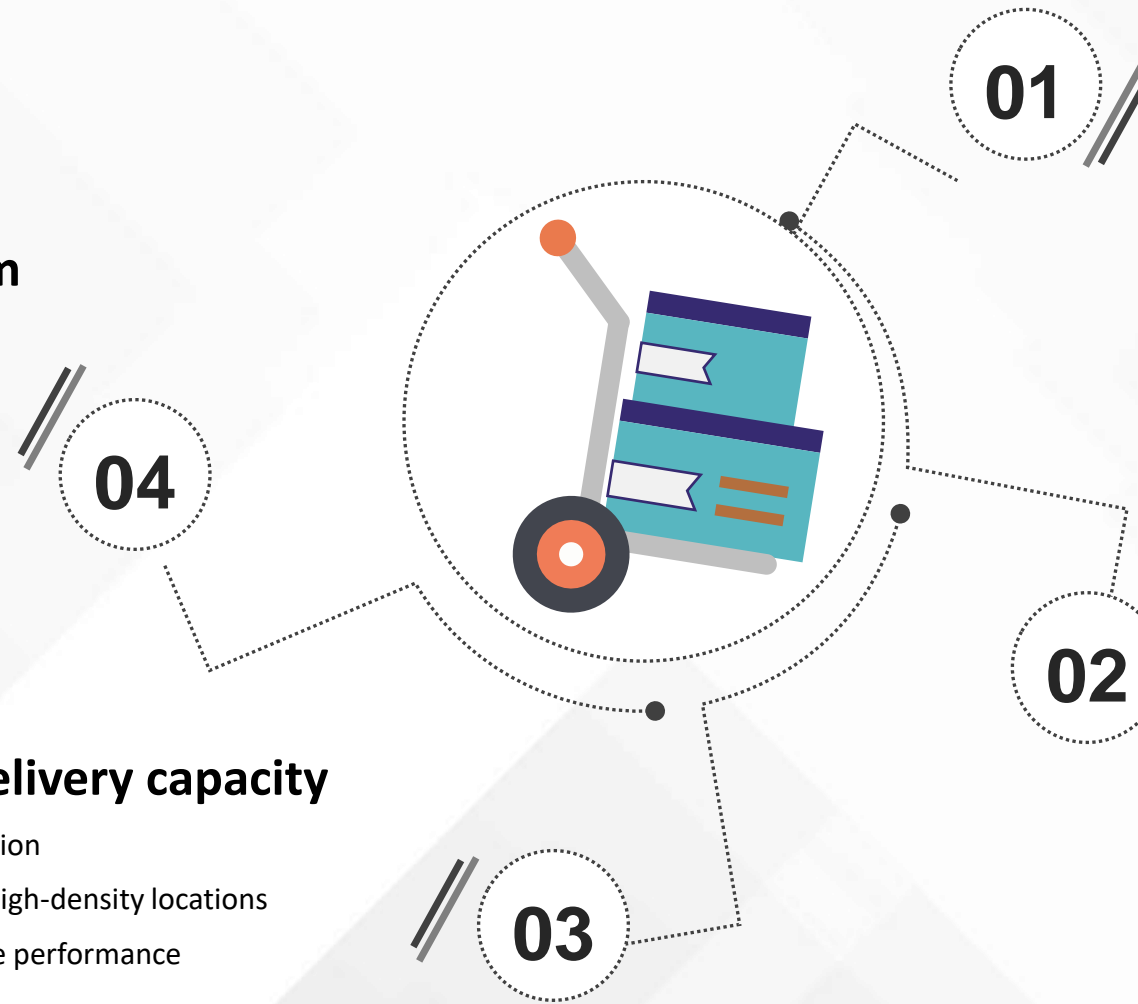
- The super hub is spread over an area of **> 100,000 sq ft** at a single location
- The facility is equipped with **68 bays** enabling faster loading and unloading of trucks

## Guwahati

- Spread over an area of **30,000 sq ft** the warehouse is adjacent to **NH 31** and is **situated in Brahmaputra Industrial Park**
- The facility is equipped with **7 Bays** for effective loading and unloading
- One **CCCO (Gati own pickup-delivery unit)** merged with the STC for faster service to customers

## Quality Management System

- CRM enabling quality of spend
- Focus on reducing cost per kg (CPK)
- Customer acquisition and retention



01

## Transshipment Centers & Hub

- Hub Modernization & Automation
- Flex Capacity & Peak Planning
- Scalability, Throughput, Cost, Cooling

04

## Build Pick-up & Delivery capacity

- Pick Up & Delivery Automation
- Differentiated solution for high-density locations
- Improve/monitor franchisee performance

02

## Linehaul Centralization & Digitization

- Centralization: Control & Managing Costs
- Network Control Tower
- Digital Decision Support

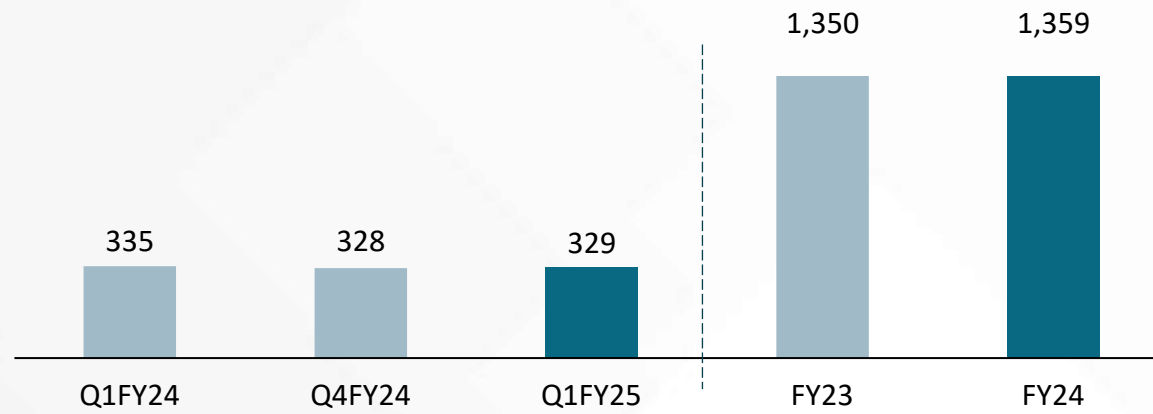
03

**Continuous Improvement with key operations enablers across the value chain**

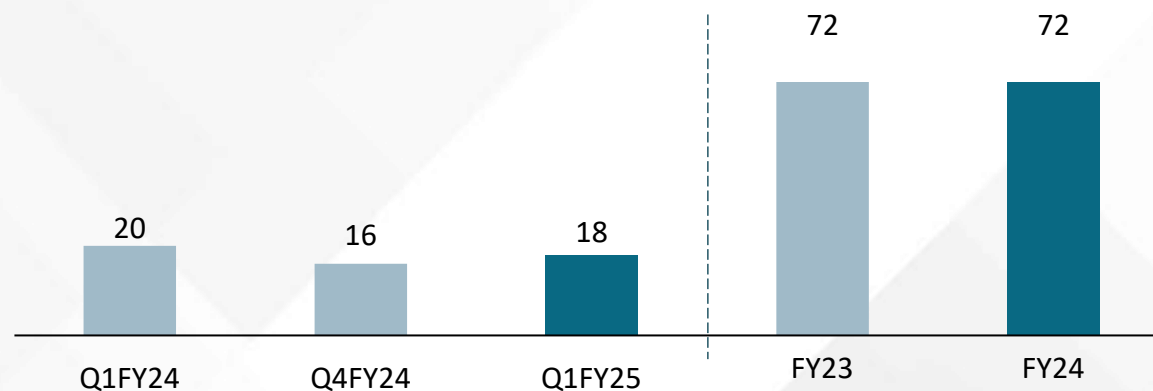


# KEY SEGMENT HIGHLIGHTS – Q1FY25

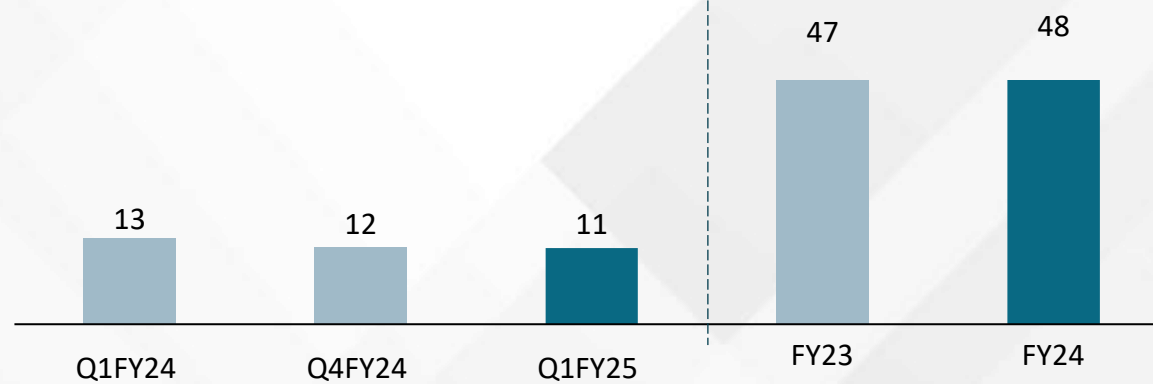
## Surface Express



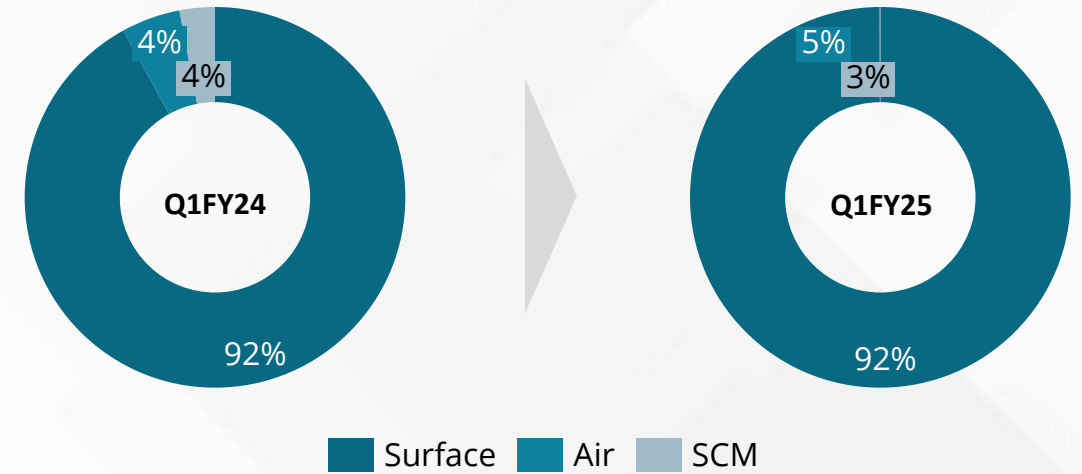
## Air Express



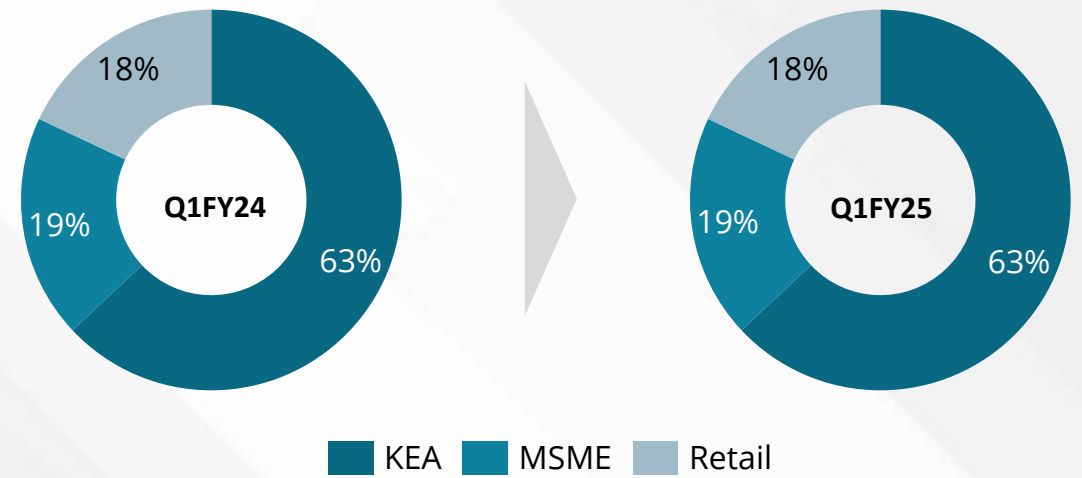
## SCM Revenue

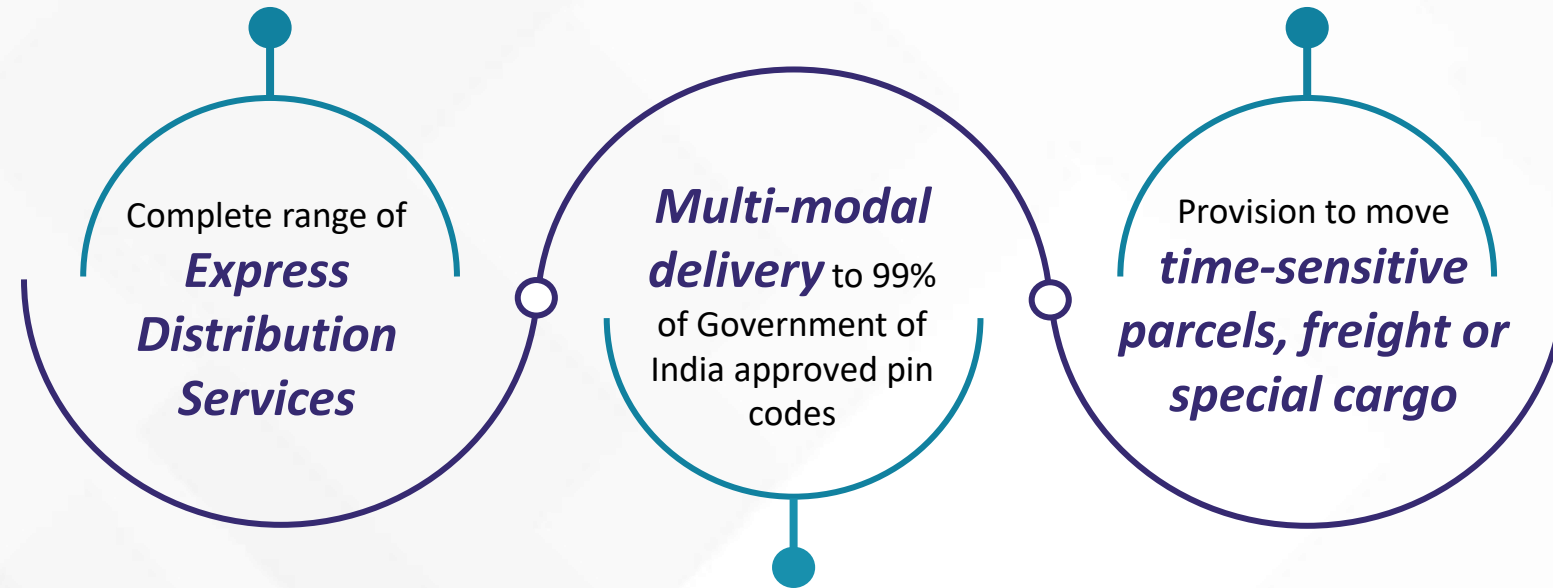


### Business Mix (%)



### Client Mix (%)





**Customised**  
end-to-end logistics Solutions

Unparalleled reach to over **99%** of India's districts

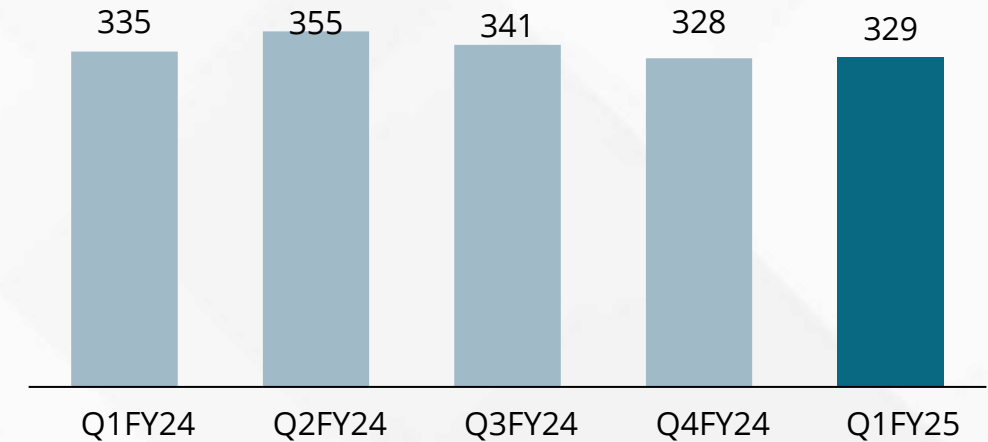
State-of-the-art **Tracking** services

**Reverse**  
Logistics Expertise

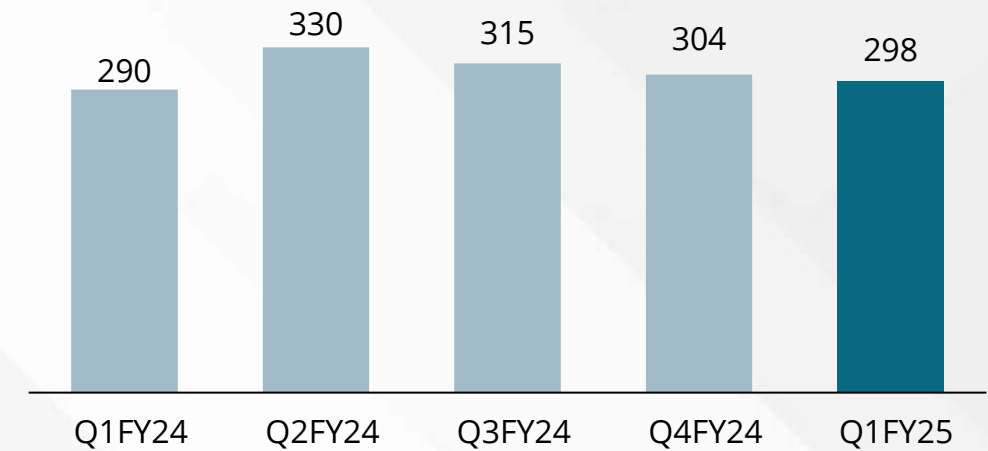
**Guaranteed**  
On-time deliveries

**Quick & Trusted**  
claim process

Revenue (₹ crore)



Tonnage handled (KT)





**Direct connectivity**  
to India's major commercial airports

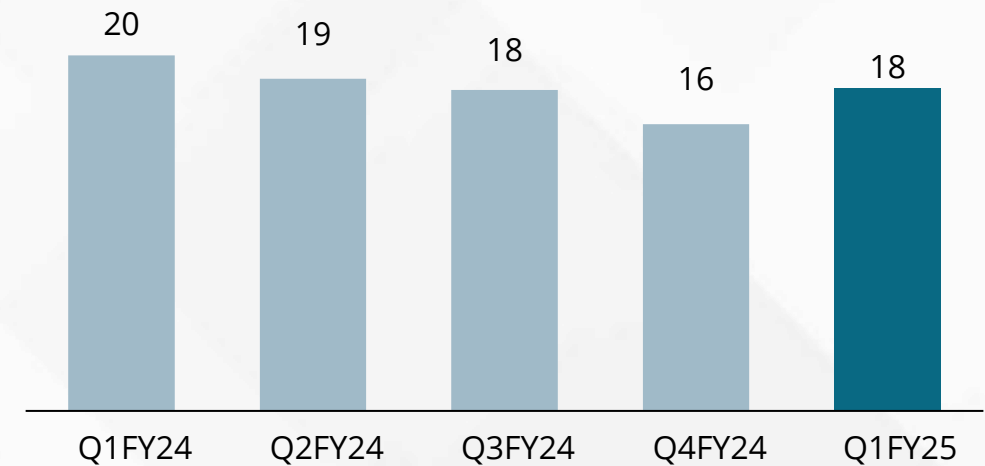
**Customized**  
solutions for customer's requirement

Unmatched **Convenience**  
multiple cut-offs, late pickups.  
Next Day delivery

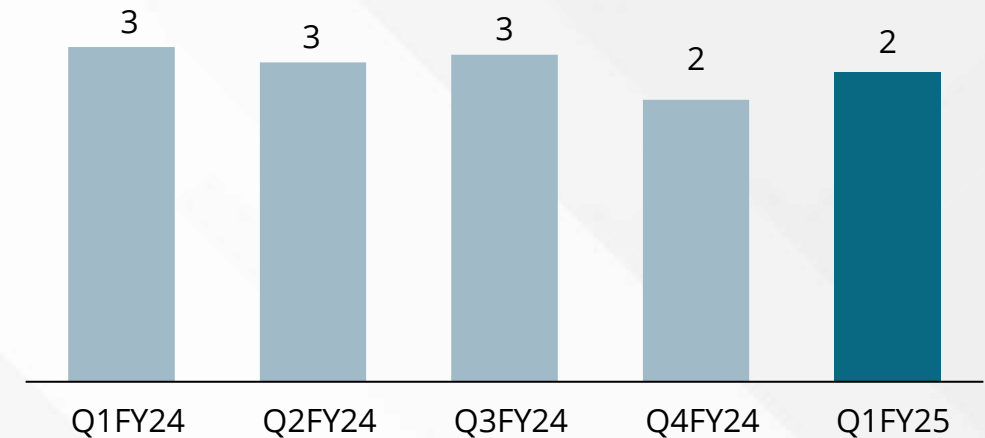
**Trained Staff**  
for Dangerous Goods

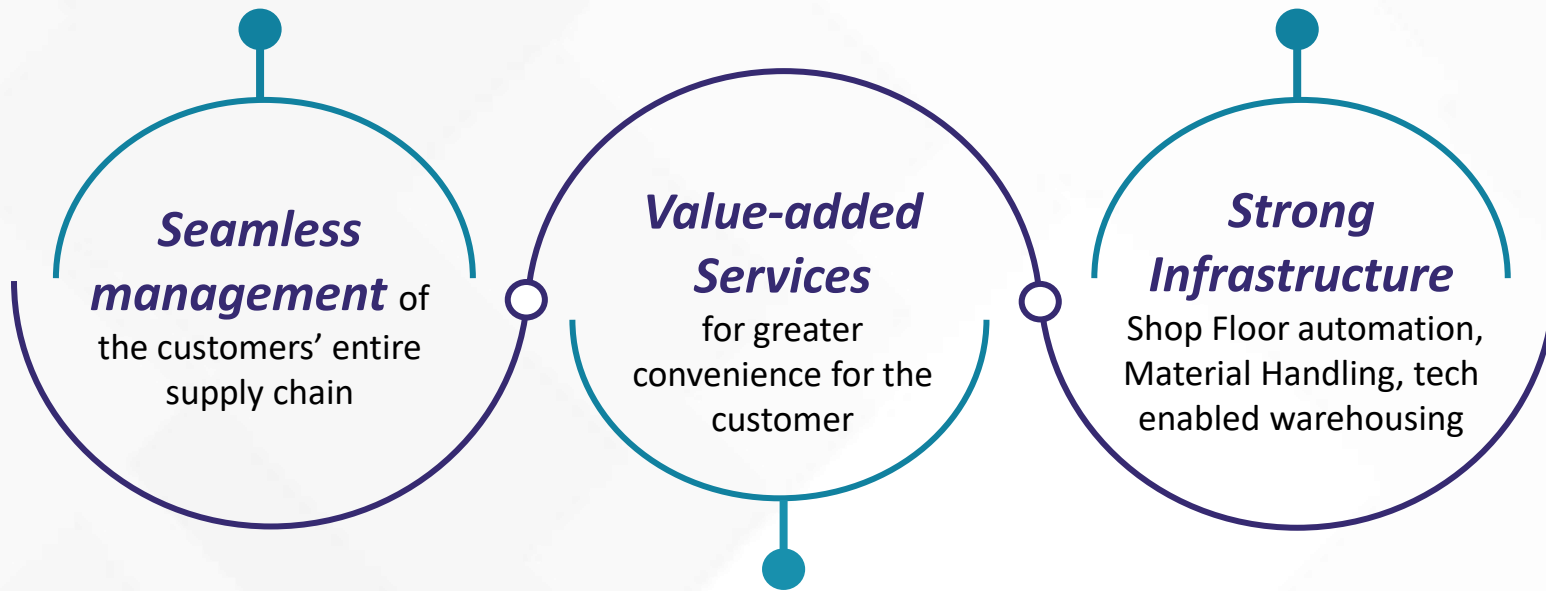
**Tie-up** with India's Leading commercial airline

Revenue (₹ crore)



Tonnage handled (KT)





Best-in-class **Warehouse Management** System

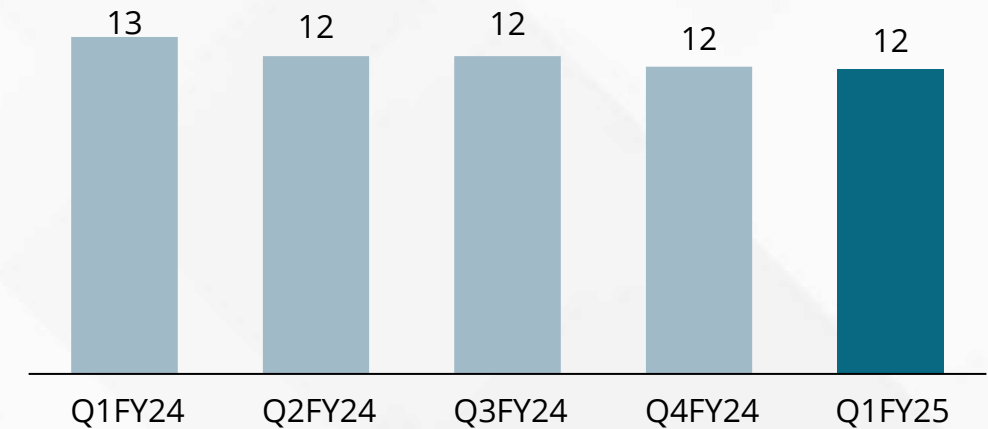
**Integrated** Warehousing and Distribution

Option of **order and inventory**-based models

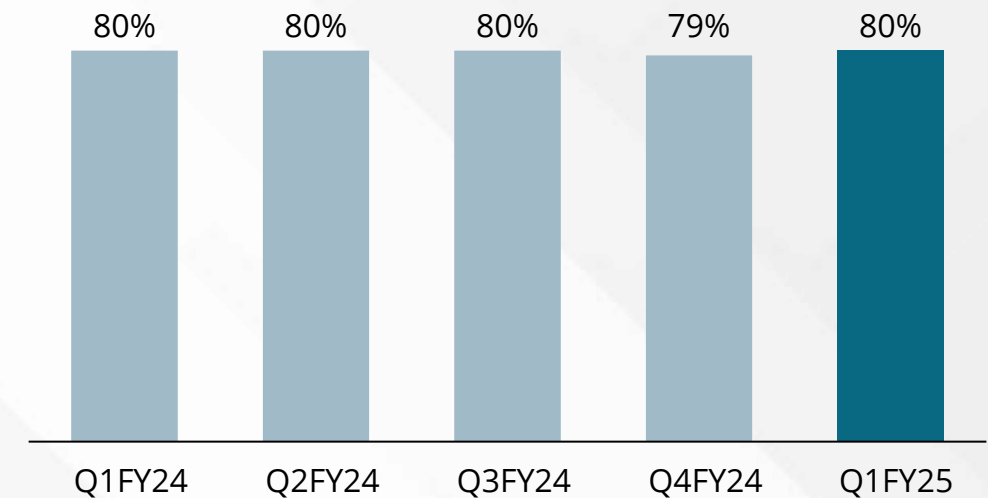
**Inventory & Purchase** order management

**Customized solutions** for multiple industries

Revenue (₹ crore)



Utilization (%)



## Allcargo Gati Limited



**Mr. Shashi Kiran Shetty**  
*Chairman & Managing Director*

A pioneer in logistics industry and a visionary, first generation entrepreneur. He is the founder of Allcargo and led its global expansion. Besides several awards for his contributions to the industry, he has also been conferred with highest civilian honor as 'Distinction of Commander of the Order of Leopold II' by H.M. King Philippe of Belgium.



**Mr. Pirojshaw Sarkari**  
*Non-Executive Non-Independent*

CA by profession with decades of leadership experience along with immense business and Industry knowledge. Known for his instrumental role in setting up UPS and achieved unprecedented growth in Mahindra Logistics.



**Mr. Kaiwan Kalyaniwalla**  
*Non-Executive Non-Independent Director*

A senior counsel with sharp focus on governance. He is a Solicitor and Advocate of the Bombay High Court & Senior Partner in a prestigious law firm. He is on the investment committee of a SEBI registered real estate fund and NBFC and serves on other reputed boards.



**Mr. Nilesh Vikamsey**  
*Non-Executive Independent Director*

Senior member of the Institute of Chartered Accountants of India (ICAI) since 1985 and holds a diploma in Information System Audit (DISA) of the ICAI. He is senior partner at KKC & Associates LLP (Formerly - Khimji Kunverji & Co LLP) - an 85-year-old Chartered Accountants firm.



**Mr. Dinesh Kumar Lal**  
*Non-Executive Independent Director*

A veteran with over four decades of experience in the shipping industry. During his career he has been associated with A P Moller-Maersk, Gujarat Pipavav Port, JNPT amongst others. He played a pivotal role in creating a mutually beneficial ground between companies and government bodies.



**Mr. Hetal Madhukant Gandhi**  
*Non-Executive Independent Director*

He is a certified member of the Institute of Chartered Accounts of India. He has been a Private Equity Investor for over 2 decades. He co-founded the India Advisory firm for Tano Capital that invested in high growth companies in their early stages.



**Mr. Ravi Jakhar**  
*Non-Executive Non-Independent Director*

A thought leader with a unique blend of entrepreneurial, management and advisory experience across diverse sectors including logistics, electronics, deep tech, sports and organic food. He earned his B. Tech from IIT BHU and attended a course on entrepreneurship at Harvard Business School.



**Ms. Vinita Dang Mohoni**  
*Non-Executive Independent Director*

She is a senior management professional with over 30 years of marketing, advisory and strategic consulting experience. She has specific expertise in the consumer products and services industry and has been a strategy consultant to various organisations..

## Gati Express & Supply Chain Private Limited (GES CPL)



**Mr. Shashi Kiran Shetty**  
*Chairman*



**Mr. Pirojshaw Sarkari**  
*Managing Director & CEO*



**Mr. Dinesh Kumar Lal**  
*Non-Executive Independent Director*



**Ms. Vinita Dang Mohoni**  
*Non-Executive Independent Director*



**Mr. Nilesh Vikamsey**  
*Non-Executive Independent Director*



**Mr. Pirojshaw (Phil) Sarkari**  
*Managing Director & CEO - GESCL*

CA by profession with decades of leadership experience along with immense business and Industry knowledge. Known for his instrumental role in setting up UPS and achieved unprecedented growth in Mahindra Logistics.



**Mr. Anish Matthew**  
*Chief Financial Officer*

Strategic leader with 19+ years of experience in leadership & advisory role across financial & business initiatives, organization transformation and cost reduction.



**Mr. Uday Sharma**  
*Chief Commercial Officer*

Logistics and Supply Chain expert with experience of 25+ years. He has a strong background in customer insight, large enterprise value selling, large complex deal management. In the past he has been a part of Delhivery, Spoton and Safexpress.



**Mr. Mehernosh N. Mehta**  
*Chief HR Officer*

Rich and diversified experience of 19+ years across Consumer, Pharmaceuticals, Logistics and Engineering sectors with top brands like Asian Paints, Sanofi, Tata Group, Mahindra Logistics and Welspun.



**Mr. G. S. Ravi Kumar**  
*Chief Information Officer*

IT expert with 20+ years of experience in building and scaling platforms, credited for Developing & implementing a customized ERP solution at GATI.



**Mr. Sandeep Digambar Kulkarni**  
*Chief Operating Officer - GESCL*

22+ years of experience across large companies like L&T, Amazon, Jio Mart, and Tata Cliq, besides serving the Indian Navy. Started his corporate career with Larsen & Toubro in 2012. His last stint was with Tata Cliq as Chief Supply Chain Officer.



**Mr. Palani Balasundaram**  
*Head Digital Marketing*

Metrics driven, digital media specialist with two decades of experience. Provided high impact insights to several Fortune 500 companies including Hewlett-Packard, Boeing, Sony, Disney, among others.



**Mr. Shrikant Nikam**  
*Vice President Operations*

Rich and diversified experience of 25+ years across SCM, Logistics, Information Technology and Industrial Engineering domain. In past he headed diversified business in Mahindra Logistics, UPS Jetair express and Gati.

GATI's vision is **to maximize value creation for every stratum of society**. Our Corporate Social Responsibility (CSR) programs are **focused on uplifting and bringing a positive change in communities** we operate

Our CSR activities are modelled around **education, skill development, environment and disaster management during natural calamities**.

<b>CSR completed, ongoing &amp; future projects</b>	Jeevan coping Cancer Project	Providing scholarships and counselling to deserving students	Sponsored a young talented lady golfer for the next three years	Tie-ups with different hospitals in Hyderabad, treatment support, along with emotional support
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## Recent Activities

### Gati Government school Banjara hills

- Gati government school at Banjara hills was constructed by Gati in the year 1997 and supporting since 22 years
- Built with 22 class rooms and 2 staff rooms
- Ward strength - 1150 Nos. Primary: 630 Nos and High school 520 nos
- Strength increased from 900 students to 1150 over last 2 years

### Zilla Parishad School, Miyapur

- Gati supports Zilla parishad school by providing house keeping service.
- The support service was initiated in 2015.
- Ward strength - 905 Nos. Boys : 453 Nos and Girls 452 nos
- Strength increased at High school from 700 students to 905 over last 2 years
- Gender ratio: 50% girls and 50% boys .



# GESCPL PROFIT & LOSS (EXPRESS BUSINESS)

Particulars (₹ crore.)	Q1FY25	Q1FY24	YOY	Q4FY24	QOQ	FY24	FY23	YOY
Revenue from Operations	358	367	-2.5%	355	1%	1,479	1469	0.7%
Direct Overheads	260	267		262		1,115	1058	
Gross Margin	98	100	-2%	93	5%	364	411	-11.4%
Gross Margin (%)	27%	27%	8 bps	26%	106 bps	25%	28%	-300 bps
Employee Expenses	44	47		41		175	185	
Other Expenses	34	35		37		135	154	
EBITDA	20	18	11%	15	33%	54	72	103%
EBITDA Margin (%)	5%	5%	66 bps	4%	134 bps	4%	5%	-100 bps
Other Income	1	0		2		4	18	
Depreciation	18	15		20		68	59	
EBIT	2	3	-28%	-3	NM	-10	32	MN
Finance Cost	8	8		8		32	30	
Pre-Exceptional PBT	-6	-5	NM	-11	NM	-42	2	NM
Exceptional Items	-0	0		1		8	9	
Post Exceptional PBT	-6	-5		-10		-35	11	
Tax	-1	-1		-2		-7	16	
Profit After Tax	-5	-4	NM	-8	NM	-28	-5	NM



# CONSOLIDATED PROFIT & LOSS

Particulars (₹ crore.)	Q1FY25		Q1FY24		YOY		Q4FY24		QOQ		FY24		FY23		YOY	
<b>Revenue from Operations</b>	<b>408</b>	<b>426</b>	<b>-2%</b>	<b>406</b>	<b>-4%</b>	<b>1,698</b>	<b>1723</b>	<b>-1%</b>								
Direct Overheads	309	325		311		1,330	1307									
<b>Gross Margin</b>	<b>99</b>	<b>102</b>	<b>-3%</b>	<b>94</b>	<b>17%</b>	<b>368</b>	<b>416</b>	<b>-11%</b>								
<b>Gross Margin (%)</b>	<b>24%</b>	<b>24%</b>	<b>-20 bps</b>	<b>23%</b>	<b>400 bps</b>	<b>22%</b>	<b>24%</b>	<b>-200 bps</b>								
Employee Expenses	45	48		42		177	188									
Other Expenses	35	37		39		139	158									
<b>EBITDA</b>	<b>19</b>	<b>17</b>	<b>21%</b>	<b>14</b>	<b>97%</b>	<b>52</b>	<b>74</b>	<b>-26%</b>								
<b>EBITDA Margin (%)</b>	<b>5%</b>	<b>4%</b>	<b>65 bps</b>	<b>3%</b>	<b>200 bps</b>	<b>3%</b>	<b>4%</b>	<b>-100 bps</b>								
Other Income	3	2		4		12	23									
Depreciation	19	15		20		69	59									
<b>EBIT</b>	<b>3</b>	<b>3</b>	<b>NM</b>	<b>-2</b>	<b>NM</b>	<b>-6</b>	<b>34</b>	<b>NM</b>								
Finance Cost	7	7		8		30	29									
<b>Pre-Exceptional PBT</b>	<b>-4</b>	<b>-4</b>	<b>NM</b>	<b>-10</b>	<b>NM</b>	<b>-36</b>	<b>4</b>	<b>NM</b>								
Exceptional Items	0	0		1		34	1									
<b>Post Exceptional PBT</b>	<b>-4</b>	<b>-4</b>	<b>NM</b>	<b>-9</b>	<b>NM</b>	<b>-1</b>	<b>5</b>	<b>NM</b>								
Tax	-2	-1		-3		-7	16									
<b>Profit After Tax</b>	<b>-2</b>	<b>-3</b>	<b>NM</b>	<b>-6</b>	<b>NM</b>	<b>6</b>	<b>-11</b>	<b>NM</b>								

Note: Depreciation on RoU assets was 54cr in FY24, 45cr in FY23 and 15cr in Q1FY25. Interest Expense on lease obligation was 19cr in FY24, 17cr in FY23 and 5cr in Q1FY25

# Thank You



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