

November 07, 2024

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001. Tel: 022 - 2272 1233 / 34 Fax: 022 - 2272 2131 / 1072/ 2037 / 2061 / 41	National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051 Tel: 022 - 2659 8235 / 36 / 452 Fax: 022 - 2659 8237/ 38
Scrip Code: 532345 ISIN No.: INE152B01027 Re.: Allcargo Gati Limited	Symbol : ACLGATI ISIN No.: INE152B01027 Re.: 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 second quarter and half year of financial year 2024-25 ended on September 30, 2024.

The aforesaid Investor Presentation will also be uploaded on the website of the Company i.e. www.gati.com.

Kindly take the above on your record.

Thanking you,

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

Piyush Khandelwal
Company Secretary & Compliance Officer
Membership No.: A65318

Encl.: As above

ALLCARGO GATI

(Formerly Gati Limited)

One of India's Leading Express Logistics Company

Investor Presentation
November 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[^]

Total
Hubs[^]

[^] 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

₹ 374 Crs

3%

YoY

4%

QoQ

Gross Profit (Exc. Other Income)

₹ 99 Crs

10%

YoY

1%

QoQ

EBITDA (Exc. Other Income)

₹ 19 Crs

26%

YoY

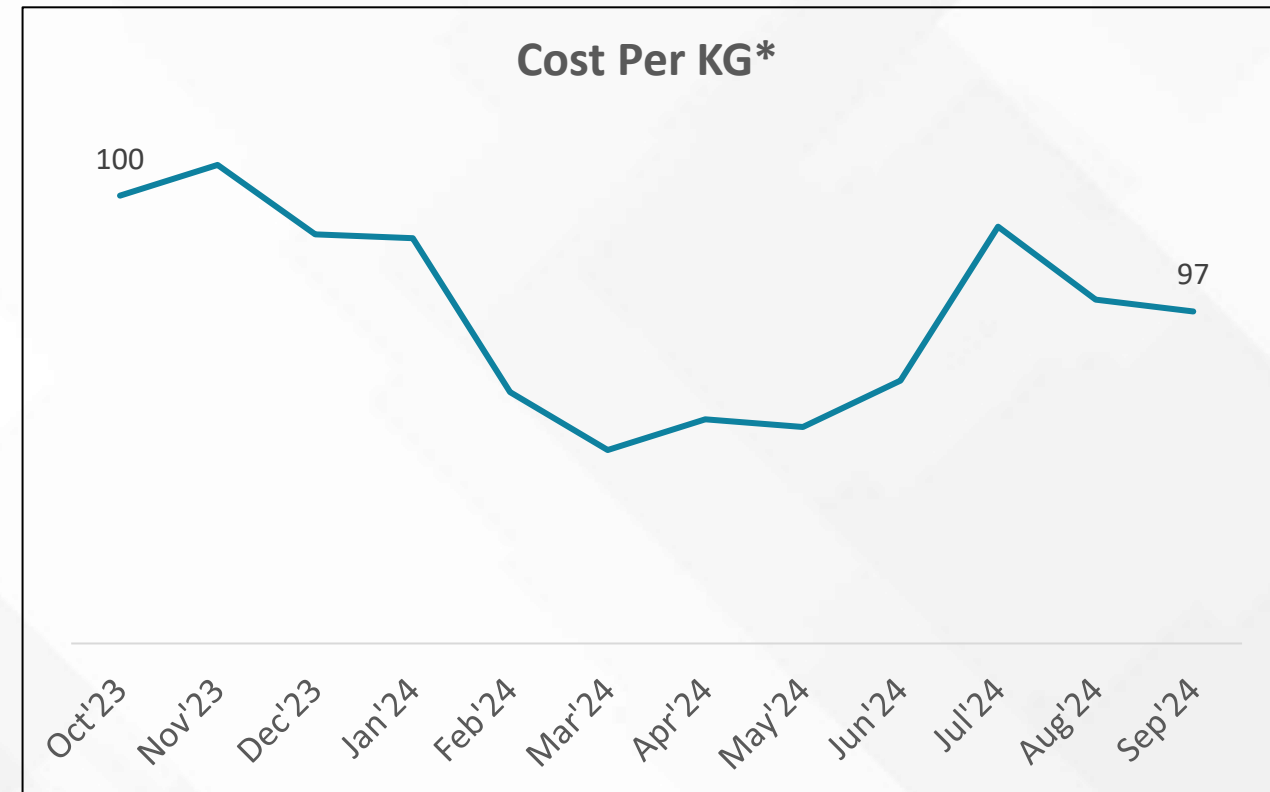
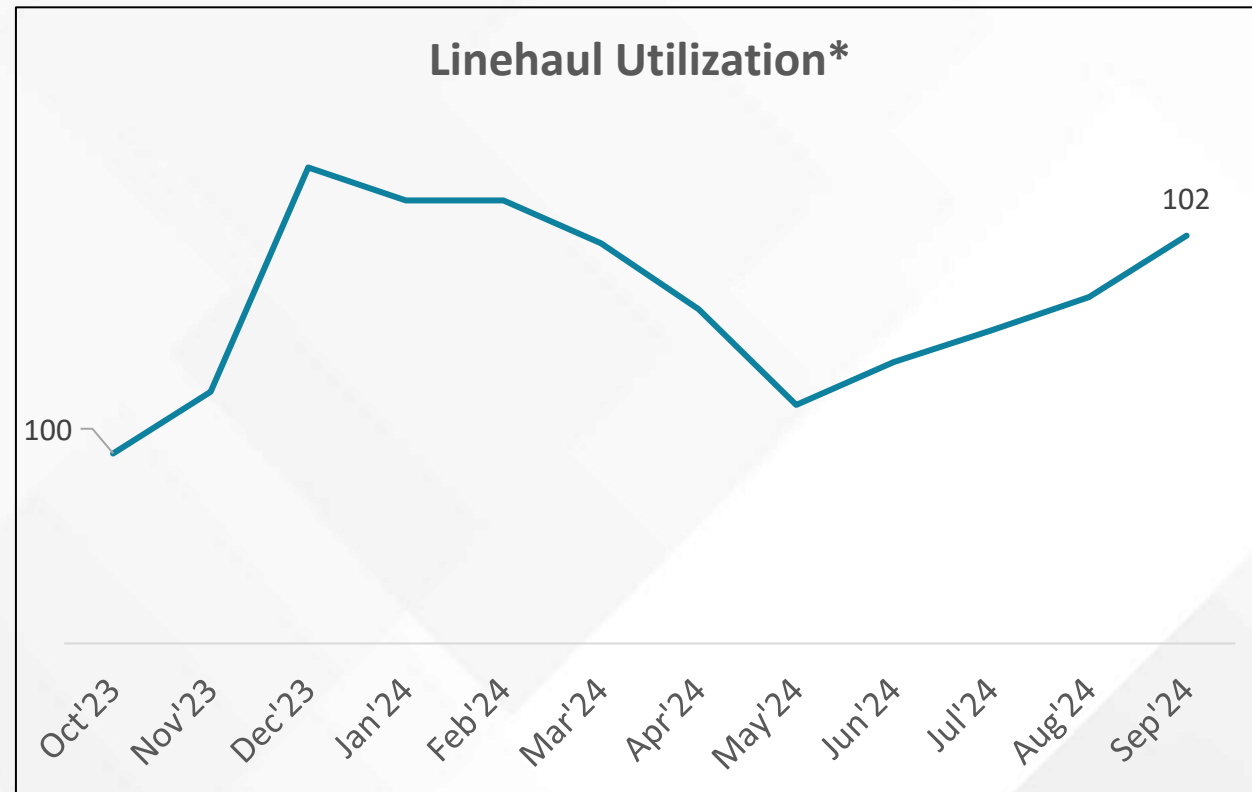
4%

QoQ

Key Management Commentary:

- ✓ **Augmenting Infrastructure and Technology** by embarking on phase II of infrastructure development which will further enhance operational capabilities and launching new modules of tech pack.
- ✓ **Gross Contribution:** Gross contribution has increased on a YoY basis, for Q2FY25 gross contribution stood at Rs. 99 crores up 10% as compared to same period last year.
- ✓ **EBITDA:** Continues to show improvement on the back of cost initiatives, for Q2FY25 EBITDA was up 26% as compared to same period last year. For H1FY25 EBITDA was up 18% as compared to same period last year.

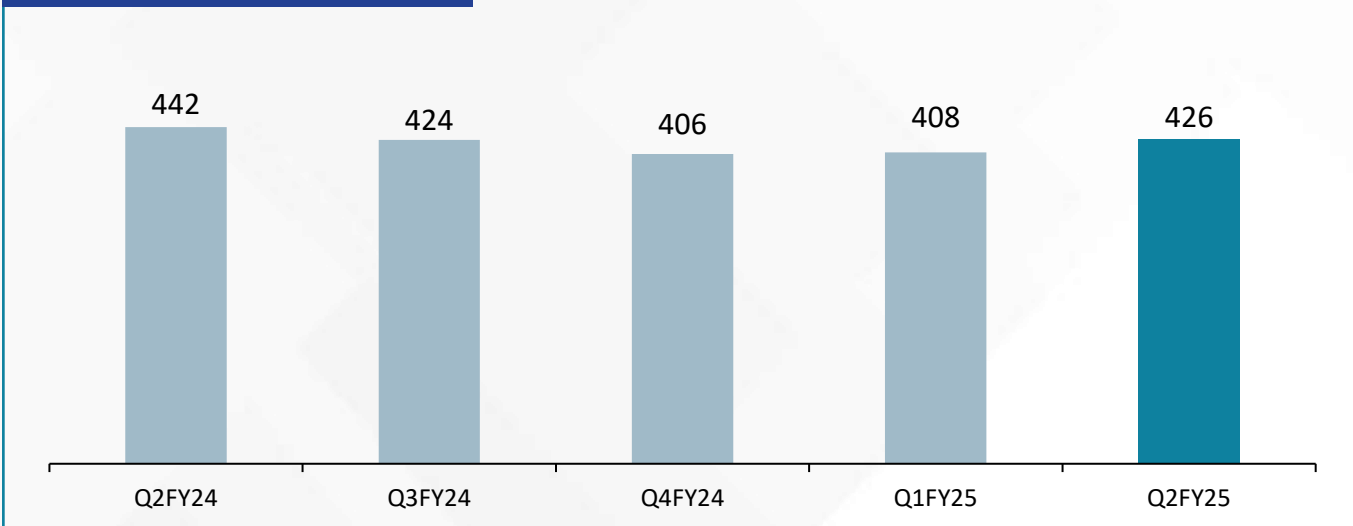
IMPROVEMENT IN UTILIZATION & COST PER KG



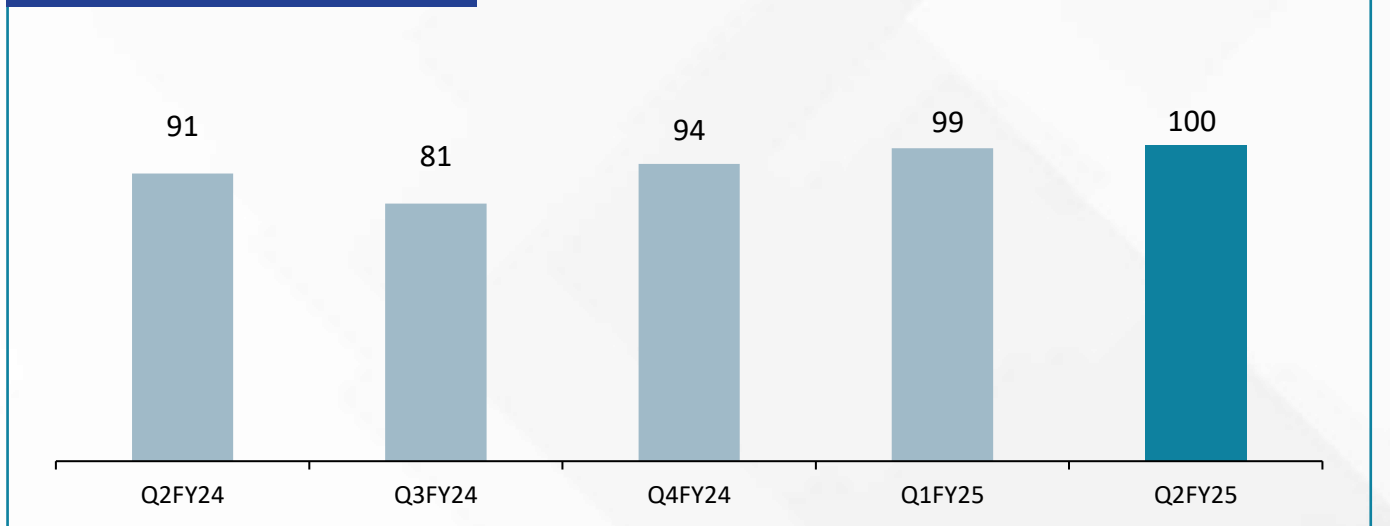
Operational diligence and a cost focus approach has led to an increase in linehaul utilization.

KEY CONSOLIDATED HIGHLIGHTS – Q2FY25

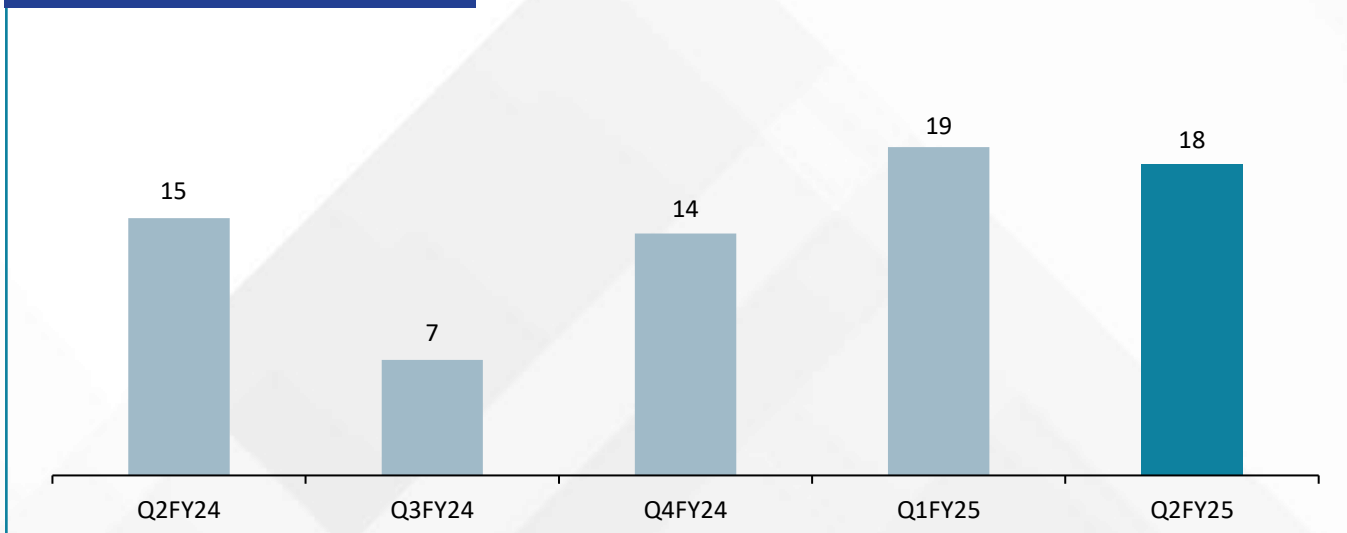
Revenue (₹ crore)



Gross Profit (₹ crore)

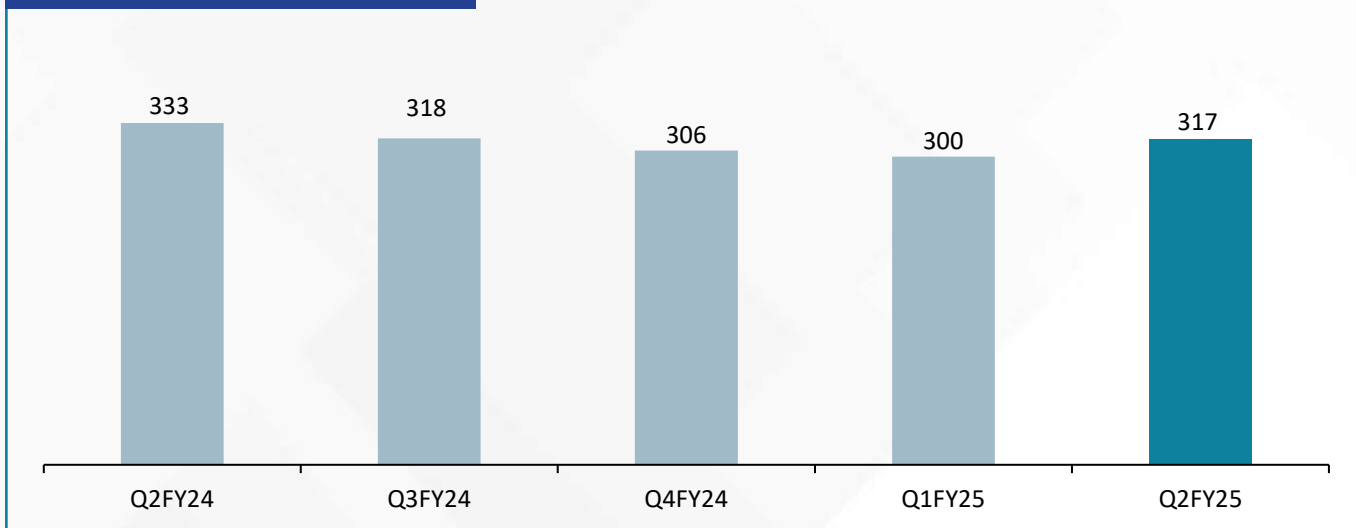


EBITDA (₹ crore)

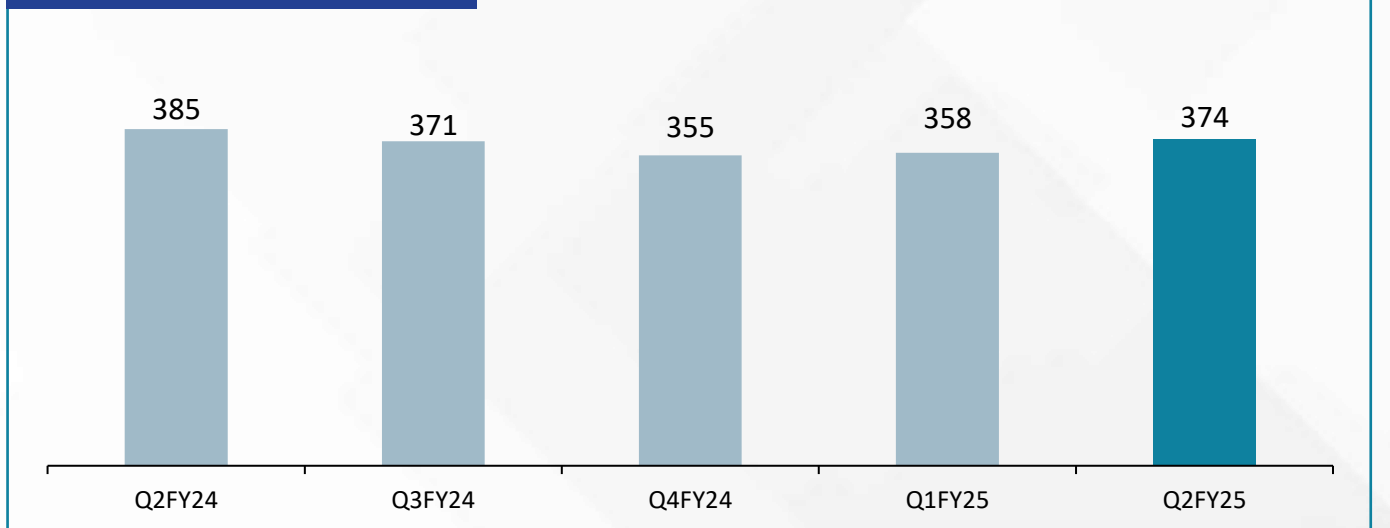


GESCPL (ex-GKEPL) PERFORMANCE HIGHLIGHTS – Q2FY25*

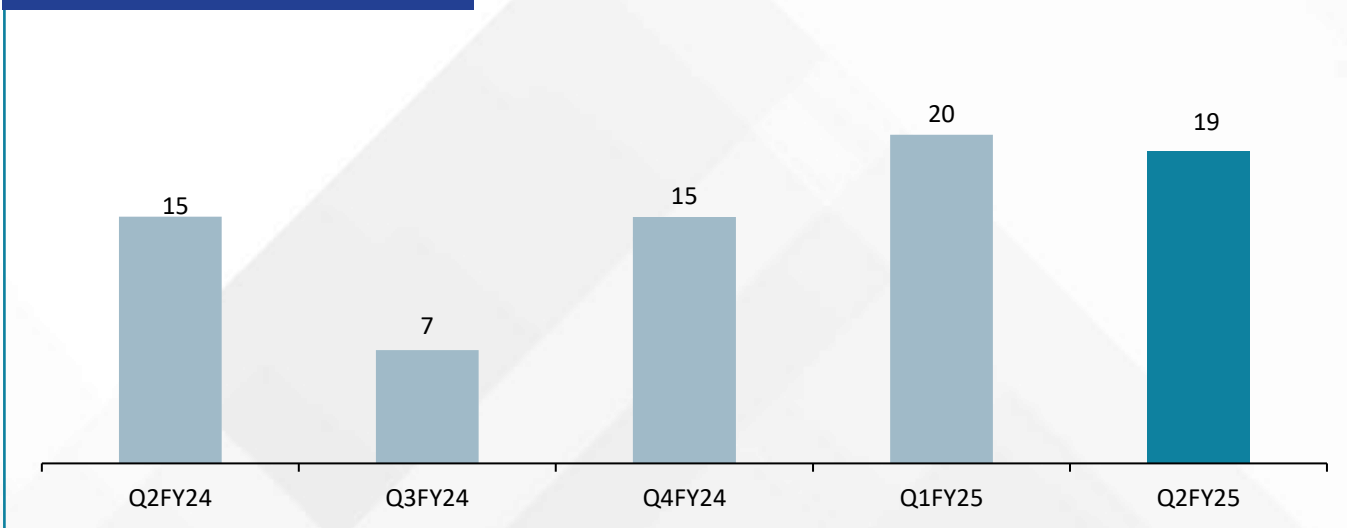
Volumes ('000 MT)



Revenue (₹ crore)

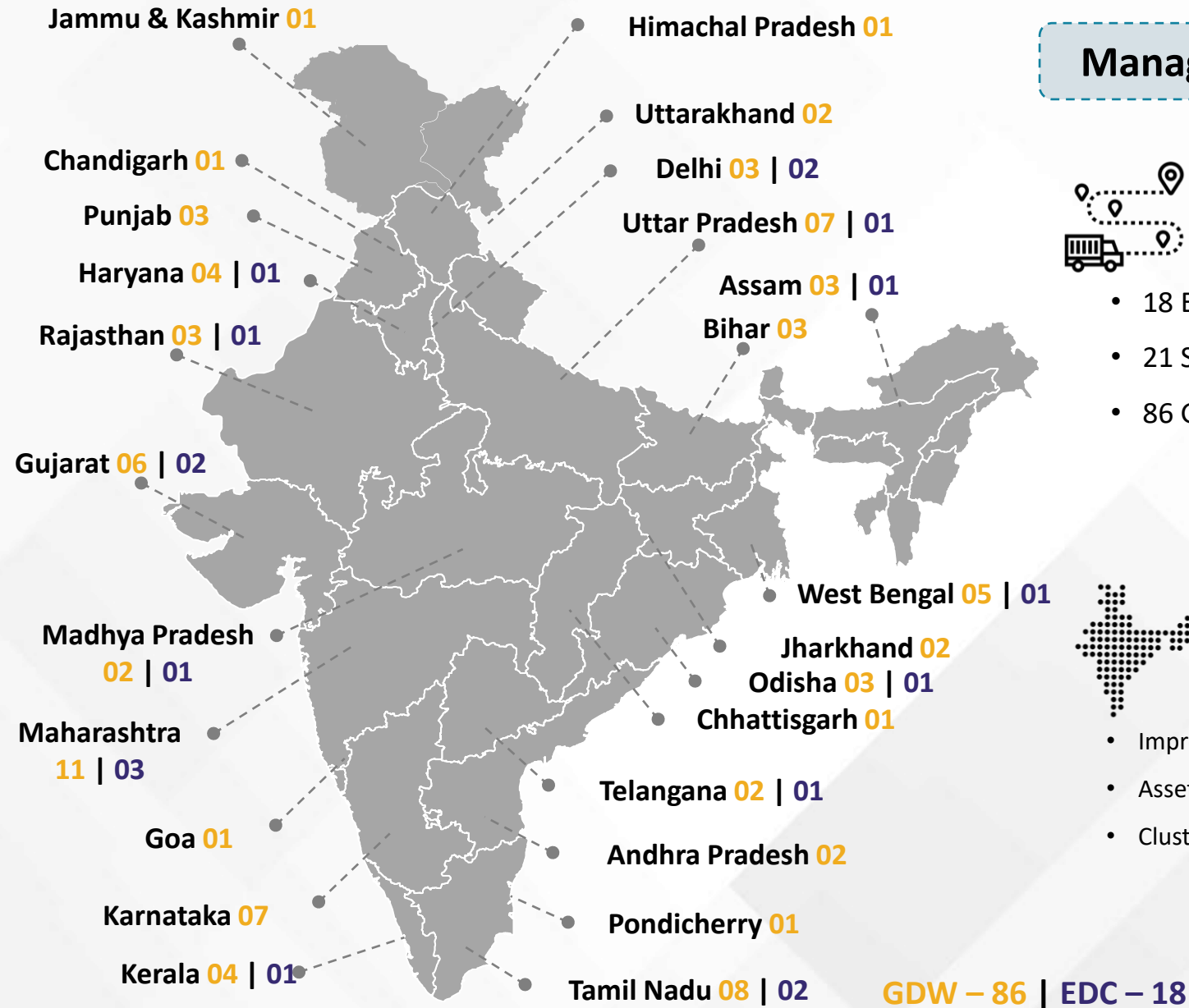


EBIDTA (₹ crore)



* 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



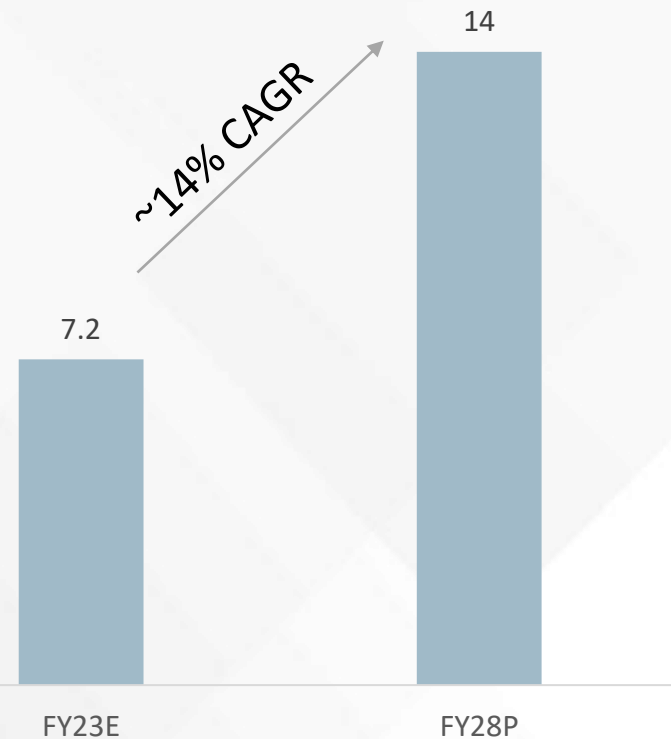
Strong Partners

- 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.

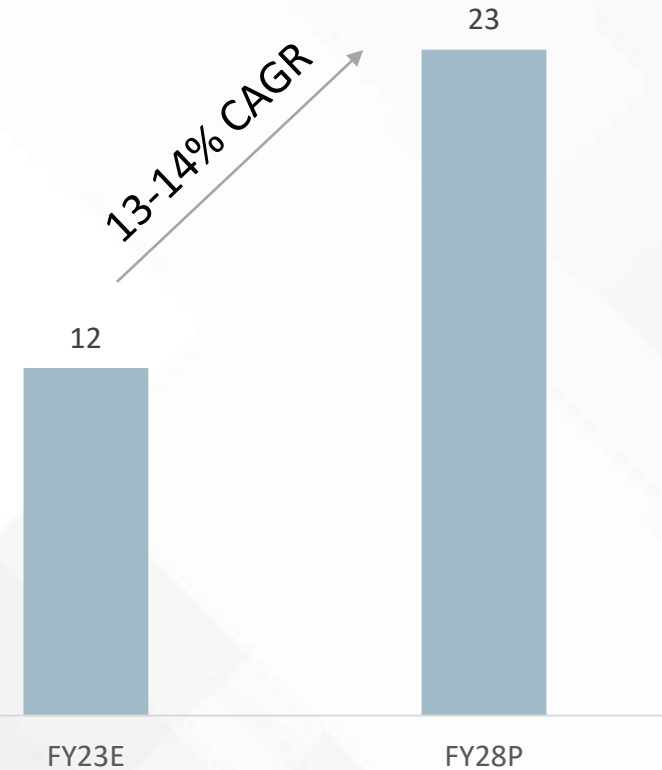
INDUSTRY WITH LIMITLESS OPPORTUNITIES

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

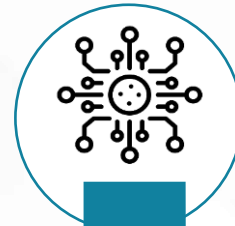
Logistics Infrastructure growth

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 2nd 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



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*

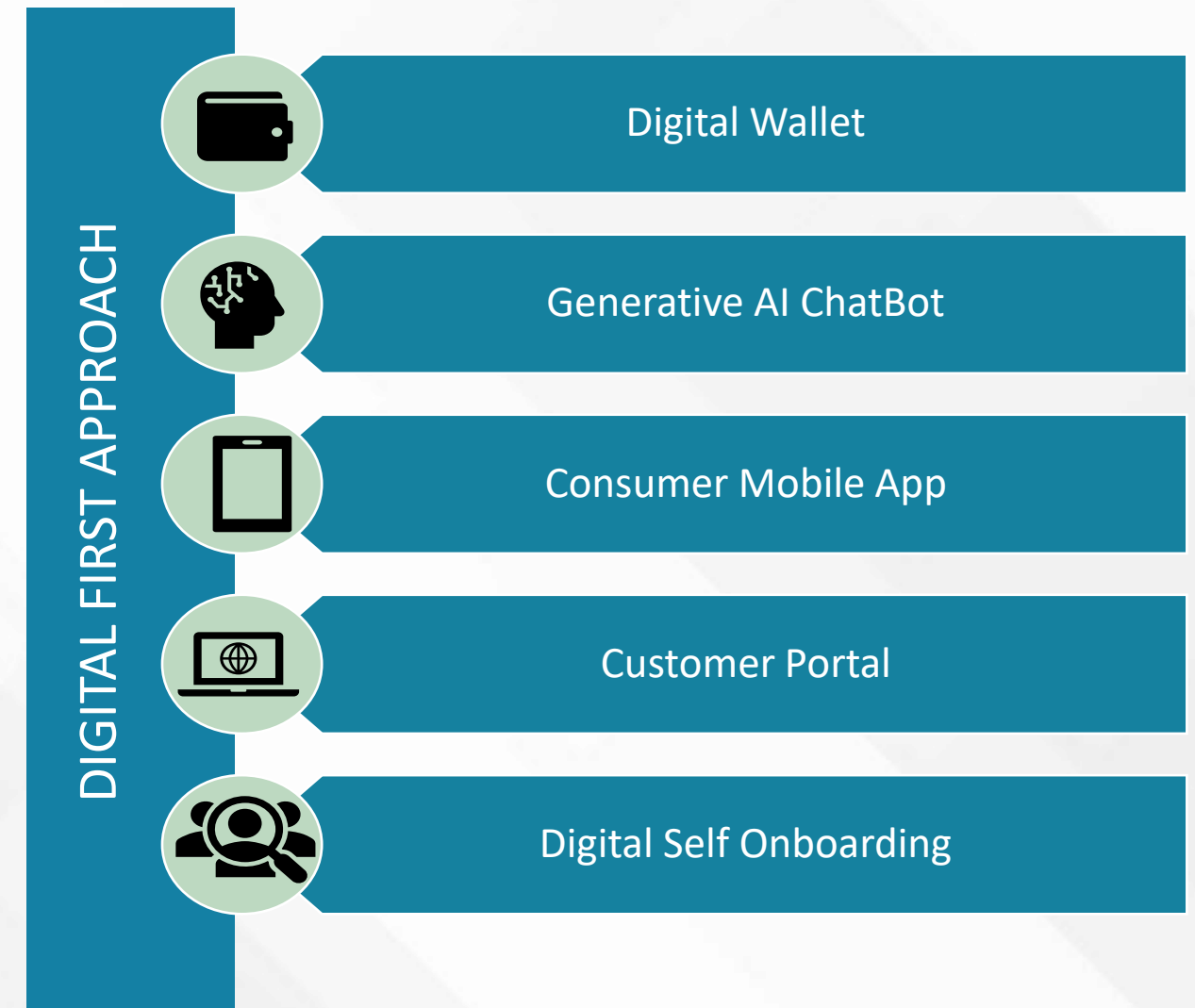
Pricing

- *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

Implemented new sales structure and customer outreach strategy.

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

COMPLETED HUBS	STATUS
Farukh Nagar	✓
Nagpur	✓
Mumbai	✓
Indore	✓
Guwahati	✓
Bangalore	✓

UPCOMING HUBS (Phase II)	Timeline
Ahmedabad	Q4FY25
Hyderabad	Q4FY25
Lucknow	Q1FY26
Ranchi	Q1FY26
Dadri	Q2FY26
Guwahati*	Q2FY26
Jaipur	Q2FY26
Patna	Q2FY26



“Gati Nivas”

Quality of life for workers and drivers

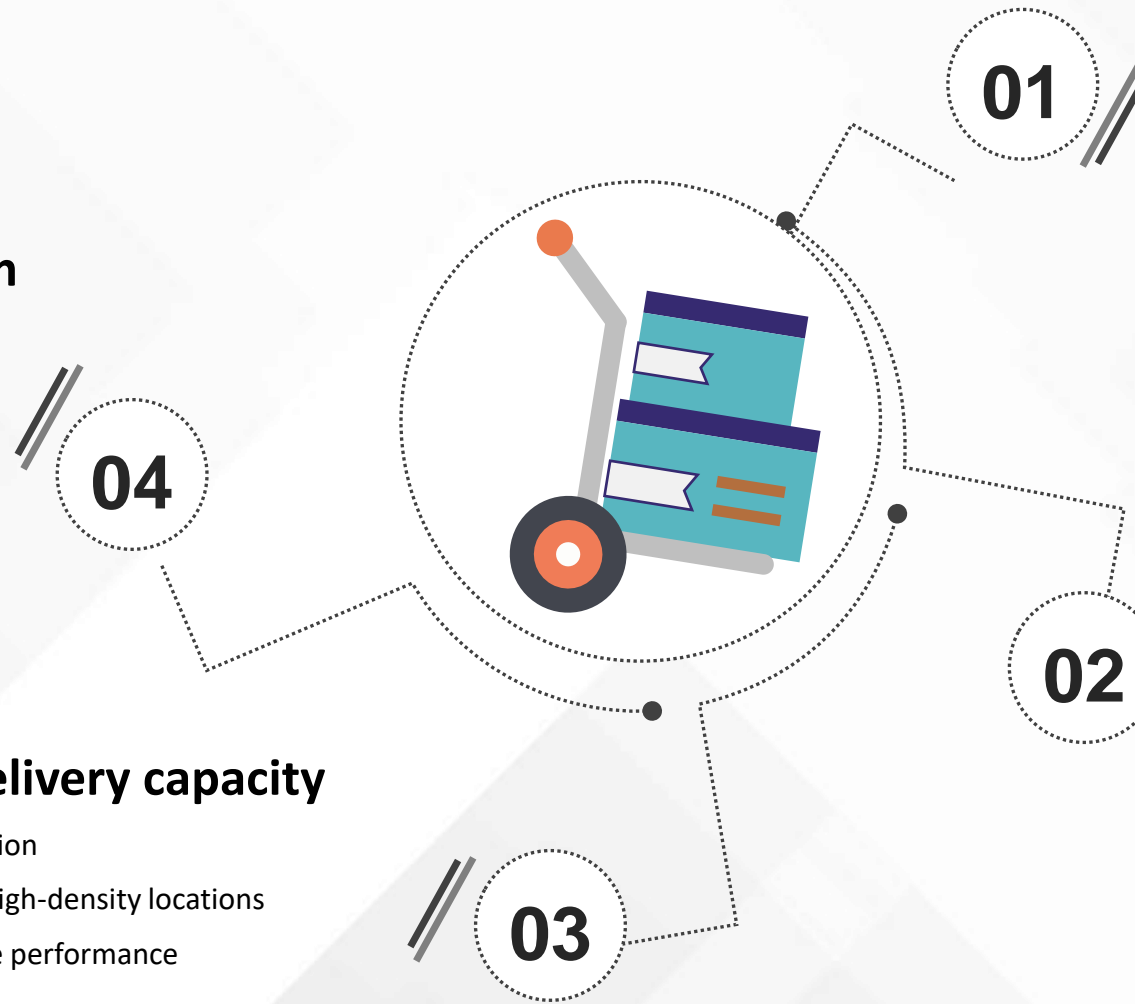


“Automation”

Ensuring faster loading & unloading

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

02

Linehaul Centralization & Digitization

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

03

Build Pick-up & Delivery capacity

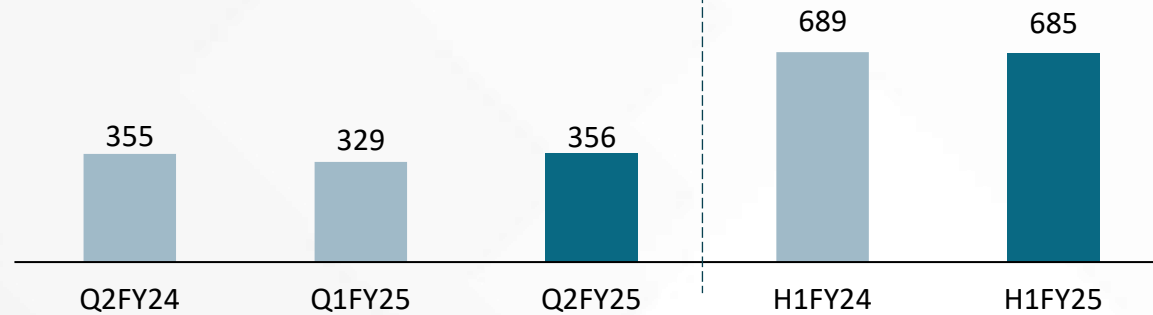
- Pick Up & Delivery Automation
- Differentiated solution for high-density locations
- Improve/monitor franchisee performance

04

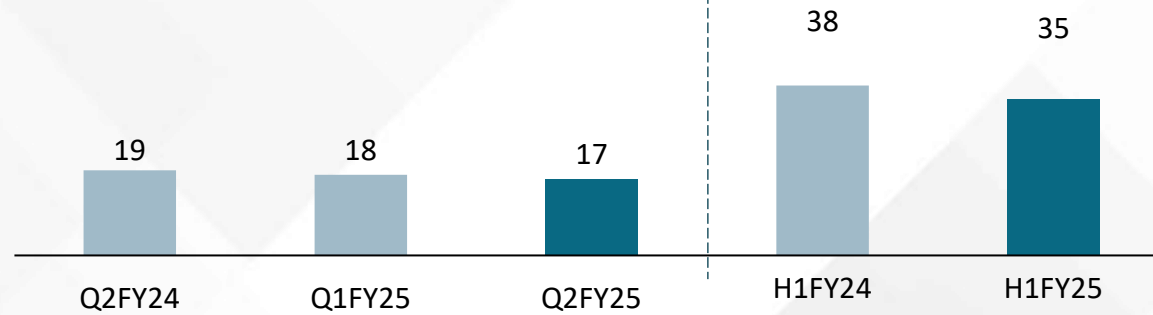
Continuous Improvement with key operations enablers across the value chain

KEY SEGMENT HIGHLIGHTS – Q2FY25

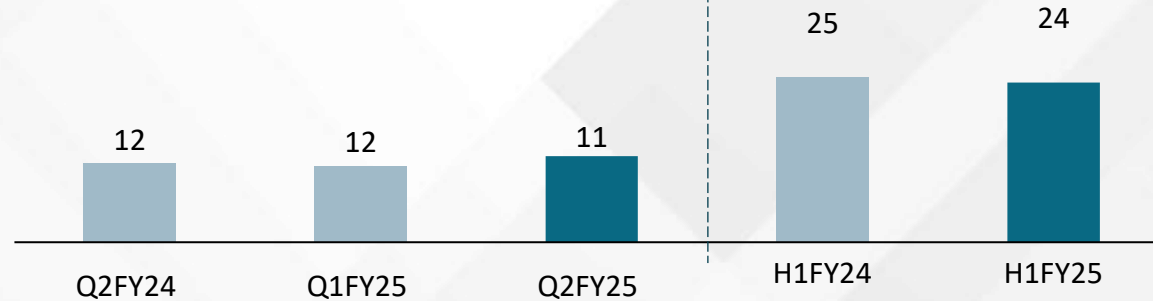
Surface Express



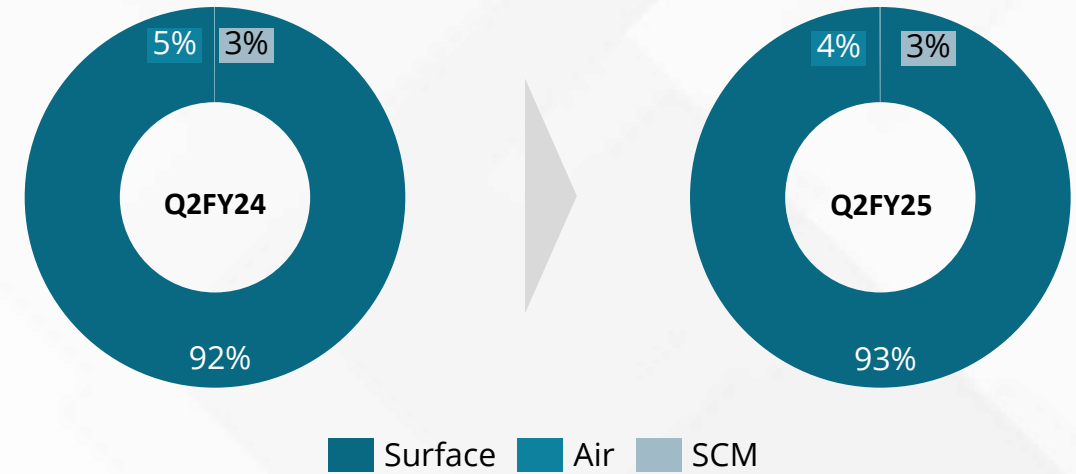
Air Express



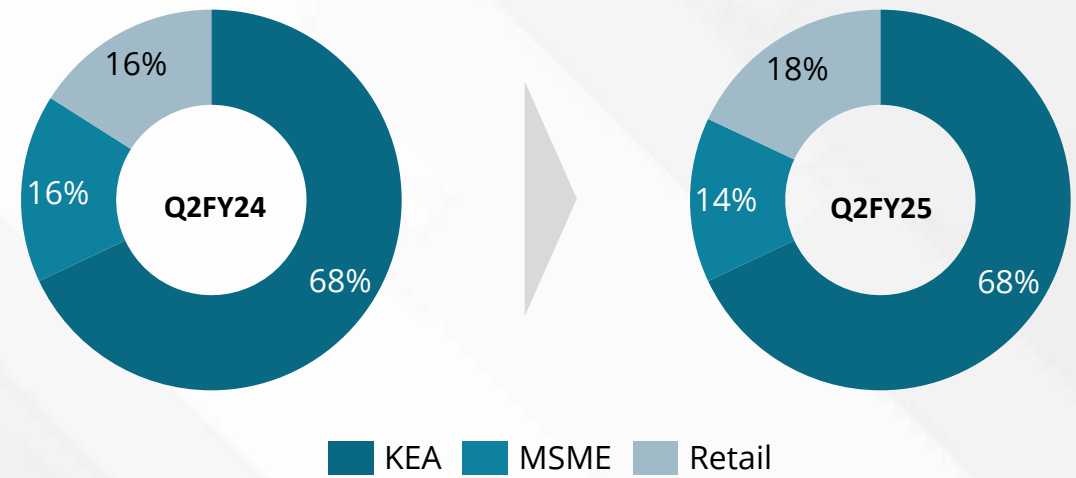
SCM Revenue

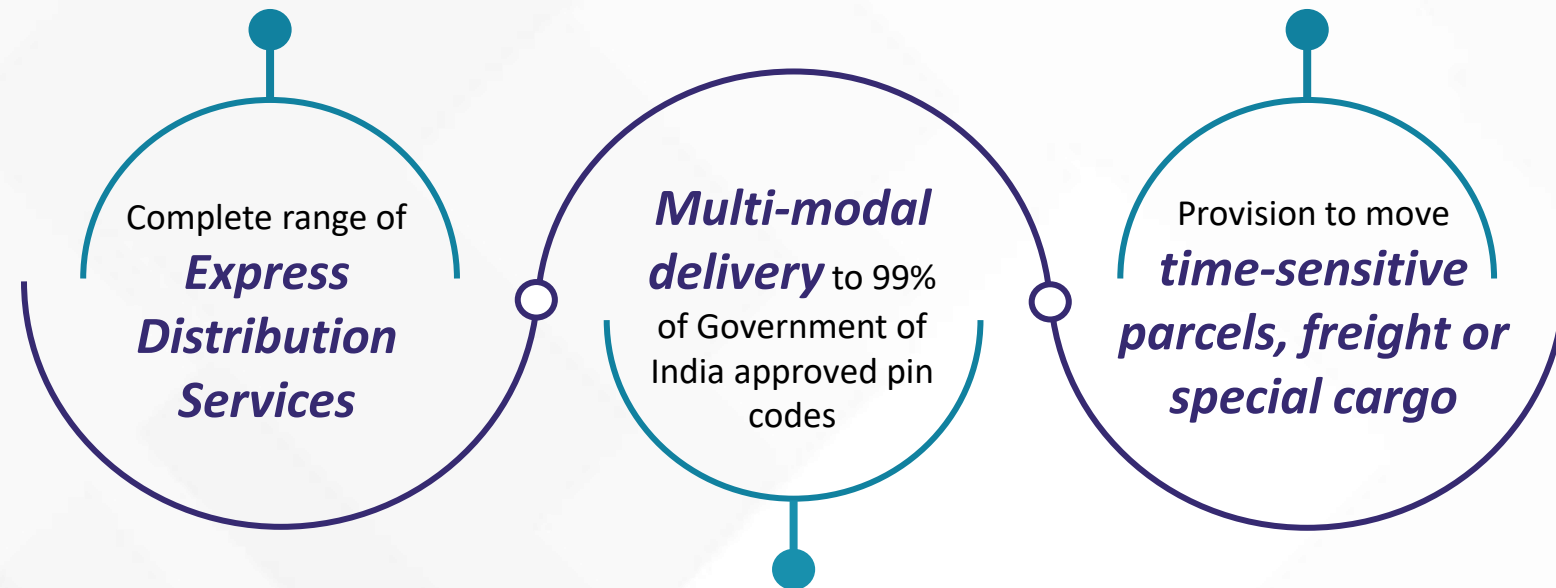


Business Mix (%)



Client Mix (%)





Customised
end-to-end logistics Solutions

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

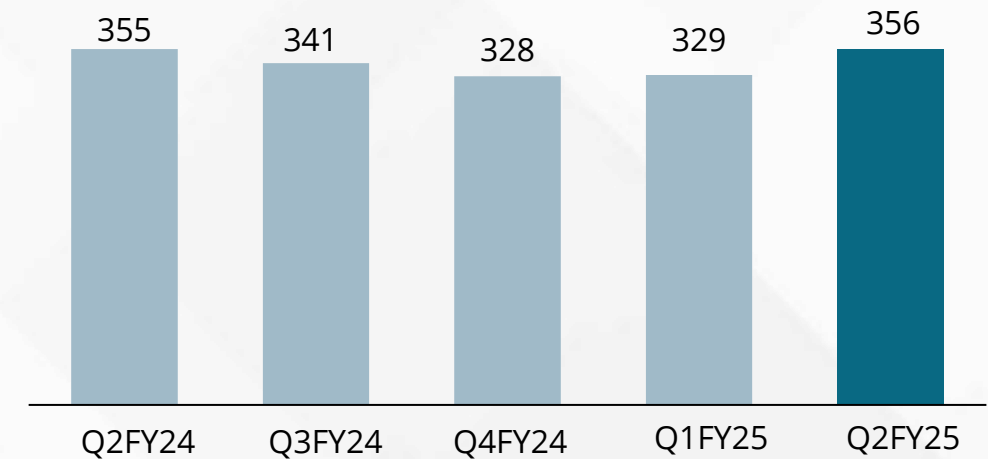
State-of-the-art **Tracking** services

Reverse
Logistics Expertise

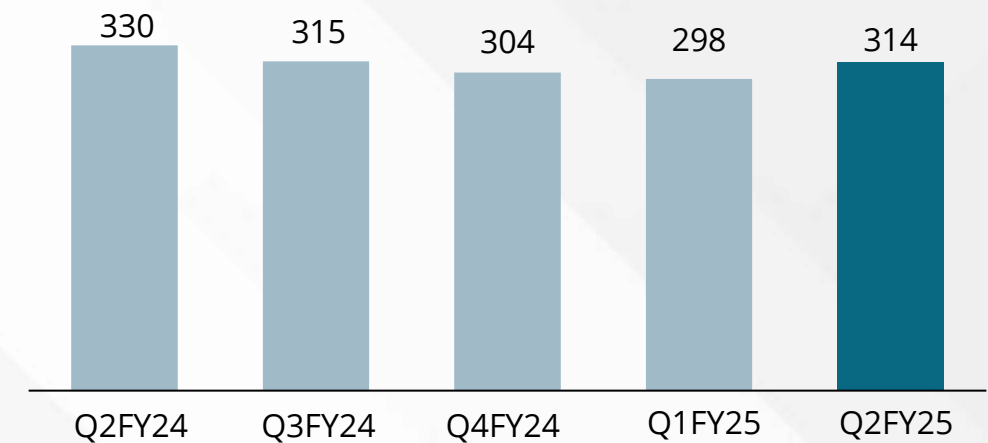
Guaranteed
On-time deliveries

Quick & Trusted
claim process

Revenue (₹ crore)



Tonnage handled (KT)





Direct connectivity
to India's major commercial airports

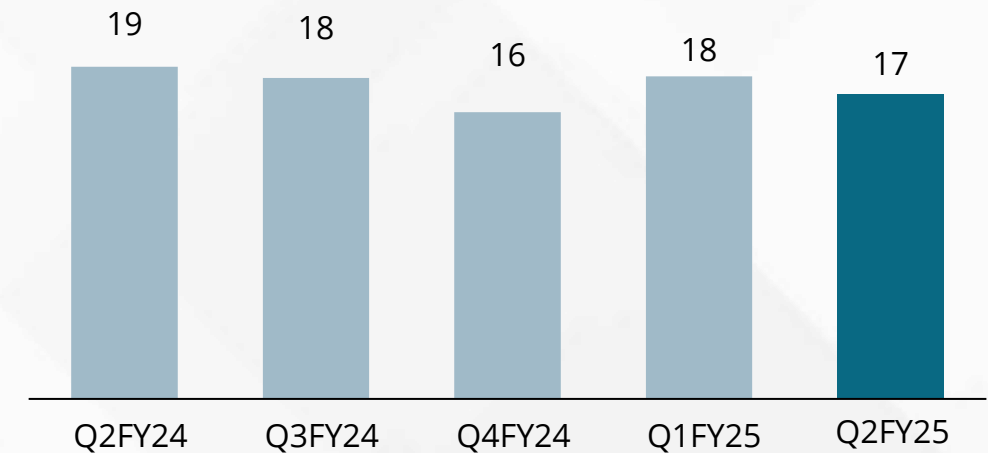
Customized
solutions for customer's requirement

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

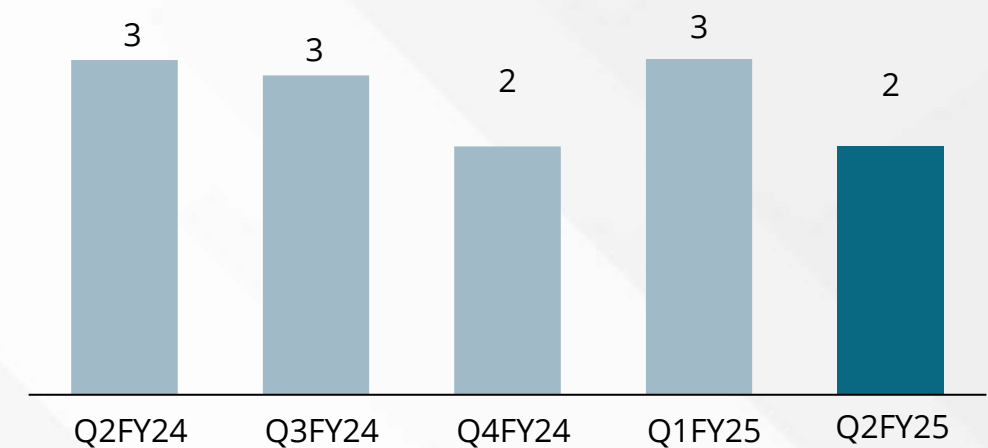
Trained Staff
for Dangerous Goods

Tie-up with India's Leading commercial airline

Revenue (₹ crore)



Tonnage handled (KT)





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

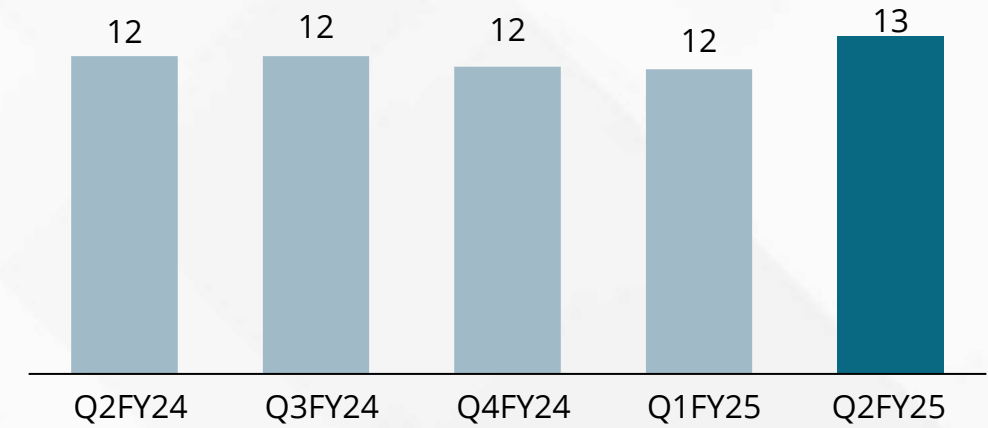
Integrated Warehousing and Distribution

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

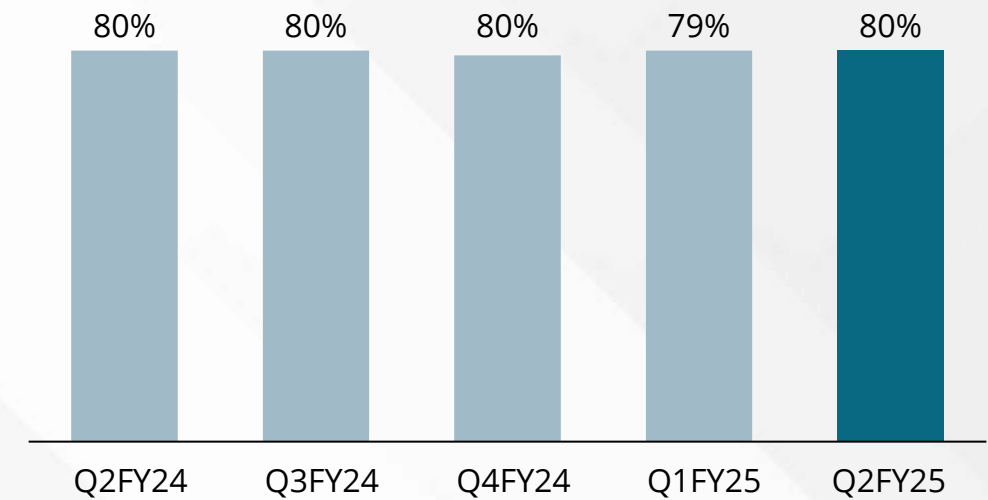
Inventory & Purchase order management

Customized solutions for multiple industries

Revenue (₹ crore)



Utilization (%)



BOARD OF DIRECTORS



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. 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. 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. 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. 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. 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.



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.



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 (GESCPL)



Mr. Shashi Kiran Shetty
Chairman



Mr. Pirojshaw Sarkari
Managing Director & CEO



Mr. Ketan Kulkarni
Deputy Managing Director



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 - GES CPL

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. Ketan Kulkarni
Deputy Managing Director - GES CPL

Over three decades of leadership experience across sectors including logistics, consumer durables, FMCG and Beverages. His tenure as the Chief Commercial Officer at Blue Dart Express (DHL Group) spanned over 17 years, during which he led sustainable and strategic growth initiatives



Mr. Deepak Pareek
Chief Financial Officer

CA by profession with over two decades of experience in leading Pre transaction preparedness (PE Investments as well as IPO) and has led Investment banking operations across sectors and geography. He has held CXO responsibilities with IL&FS group.



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. Sandeep Digambar Kulkarni
Chief Operating Officer - GES CL

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. 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. Sanjay Khiyani
Chief Information Officer

25+ years of experience across sectors such as IT and Steel industry. His last tenure was with IBM where he assumed a pivotal role in spearheading strategic projects and program life cycle management.



Mr. Kaushal Shetty
Head Marketing & Transformation

A seasoned logistics expert, he has over 10 years of experience in the global logistics and Indian express distribution industry. He holds a bachelor's in technology degree in Computer Engineering from the University of Mumbai.

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**.

CSR completed, ongoing & future projects	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.)	Q2FY25	Q2FY24	YOY	Q1FY25	QOQ	H1FY25	H1FY24	YOY
Revenue from Operations	374	385	-2.9%	358	4.4%	732	752	2.7%
Direct Overheads	275	295		260		535	562	
Gross Margin	99	90	9.7%	98	0.6%	197	190	3.4%
Gross Margin (%)	26.4%	23.3%	305 bps	27.4%	-101 bps	26.9%	25.3%	160 bps
Employee Expenses	43	47		44		87	94	
Other Expenses	37	28		34		71	63	
EBITDA	19	15	25.5%	20	-4.1%	39	33	17.7%
EBITDA Margin (%)	5.1%	3.9%	120 bps	5.5%	-40 bps	5.3%	4.4%	91 bps
Other Income	0	2		1		1	2	
Depreciation	18	17		18		37	32	
EBIT	1	0	NM	2	NM	3	2	27.6%
Finance Cost	8	8		8		16	16	
Pre-Exceptional PBT	-7	-8	NM	-6	NM	-13	-13	NM
Exceptional Items	0	0		-0		0	0	
Post Exceptional PBT	-7	-8	NM	-6	NM	-13	-13	NM
Tax/(Tax credit)	-1	-2		-1		-3	-3	
Profit After Tax	-5	-6	NM	-5	NM	-10	-10	NM

CONSOLIDATED PROFIT & LOSS

Particulars (₹ crore.)	Q2FY25	Q2FY24	YOY	Q1FY25	QOQ	H1FY25	H1FY24	YOY
Revenue from Operations	426	442	-3.4%	408	4.4%	835	868	-3.8%
Direct Overheads	327	351		309		636	675	
Gross Margin	100	91	9.4%	99	0.5%	199	192	3.3%
Gross Margin (%)	23.4%	20.6%	276 bps	24%	-91 bps	23.8%	22.2%	163 bps
Employee Expenses	44	48		45		89	96	
Other Expenses	38	28		35		73	65	
EBITDA	18	15	20%	19	-7.1%	37	31	18.2%
EBITDA Margin (%)	4.2%	3.4%	83 bps	4.7%	-52 bps	4.4%	3.6%	83 bps
Other Income	3	4		3		6	6	
Depreciation	18	17		19		37	33	
EBIT	3	2	54.1%	3	-22.0%	6	5	20.7%
Finance Cost	5	8		7		13	15	
Pre-Exceptional PBT	-3	-6	NM	-4	NM	-7	-10	NM
Exceptional Items	0	0		0		0	0	
Post Exceptional PBT	-3	-6	NM	-4	NM	-7	-10	NM
Tax/(Tax credit)	-1	-2		-2		-3	-3	
Profit After Tax	-1	-4	NM	-2	NM	-3	-7	NM

Note: Depreciation on RoU assets was 15cr, 13cr & 15cr in Q2FY25, Q2FY24 & Q1FY25 respectively. Interest Expense on lease obligation was 5cr in each Q2FY25, Q2FY24 & Q1FY25

CONSOLIDATED BALANCE SHEET

ASSETS (₹ Crores)	30-Sep-24	31-Mar-24
Non-current assets		
Property, Plant and Equipment	64	64
Right-of-use Asset	201	221
Goodwill	426	426
Other Intangible Assets	2	2
Intangible Assets under Development	4	4
Other Financial Assets	13	15
Deferred Tax Assets, net	39	36
Income Tax Assets, net	65	59
Other Non-Current Assets	3	6
Total Non-current assets	816	833
Current assets		
Inventories	2	2
Financial Assets		
Trade receivables	271	244
Cash and Cash Equivalents	87	89
Other Bank Balances	100	87
Other Financial Assets	29	22
Other Current Assets	44	34
Assets classified as held for sale	13	13
Total Current Assets	545	490
TOTAL ASSETS	1,361	1,323

EQUITY AND LIABILITIES (₹ Crores)	30-Sep-24	31-Mar-24
EQUITY		
Equity Share Capital	29	26
Other Equity	832	674
Total Equity	861	700
Non-Current Liabilities		
Financial Liabilities		
Lease Liabilities	175	193
Provisions	22	22
Total Non-current liabilities	197	215
Current liabilities		
Financial Liabilities		
Borrowings	16	144
Lease Liabilities	51	49
Trade payables	113	88
Other Financial Liabilities	92	97
Other Current Liabilities	21	19
Provisions	10	11
Total current liabilities	304	409
TOTAL EQUITY & LIABILITIES	1,361	1,323

CONSOLIDATED CASHFLOW STATEMENT

Cash Flow Statement for the period ended (₹ Crores)	YTD Sep-24	YTD Sep-23
PBT	-7	-10
Adjustments	50	44
Operating profit before working capital changes	43	34
Changes in working capital	-26	-37
Cash generated from operations	17	-3
Direct taxes paid (net of refund)	-5	15
Net Cash from Operating Activities	12	11
Net Cash from Investing Activities	-11	19
Net Cash from Financing Activities	-3	-16
Net Change in cash and cash equivalents	-2	14
Opening Cash Balance	89	19
Closing Cash Balance	87	33

Thank You



CIN: L63011TG1995PLC020121

Mr. Sanjay Punjabi

sanjay.Punjabi@allcargologistics.com /
investor.services@allcargologistics.com

+91 98210 80048

www.gati.com