



February 08, 2023

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001. Tel: 022 - 2272 1233 / 34 Fax: 022 - 2272 2131 / 1072/ 2037 / 2061 / 41 Scrip Code: 532345 ISIN No.: INE152B01027 Re.: Gati Limited	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 Symbol: GATI ISIN No.: INE152B01027 Re.: Gati Limited
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Dear Sir/Ma'am,

Sub: 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 financial results of the Company for the quarter ended December 31, 2022.

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 **Gati Limited**

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

Encl.: As above



India's Premier Express Logistics Company

Investor Presentation
February 2023





Safe Harbor

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KEY CONSOLIDATED HIGHLIGHTS – Q3FY23



Revenue from operations

₹ 441 Crs

7%

YoY

1%

QoQ

Gross Profit (Exc. Other Income)

₹ 107 Crs

16%

YoY

2%

QoQ

EBIDTA (Exc. Other Income)

₹ 19 Crs

36%

YoY

3%

QoQ

Pre – Exceptional Profit Before Tax

₹ 0.2 Crs

96%

YoY

98%

QoQ

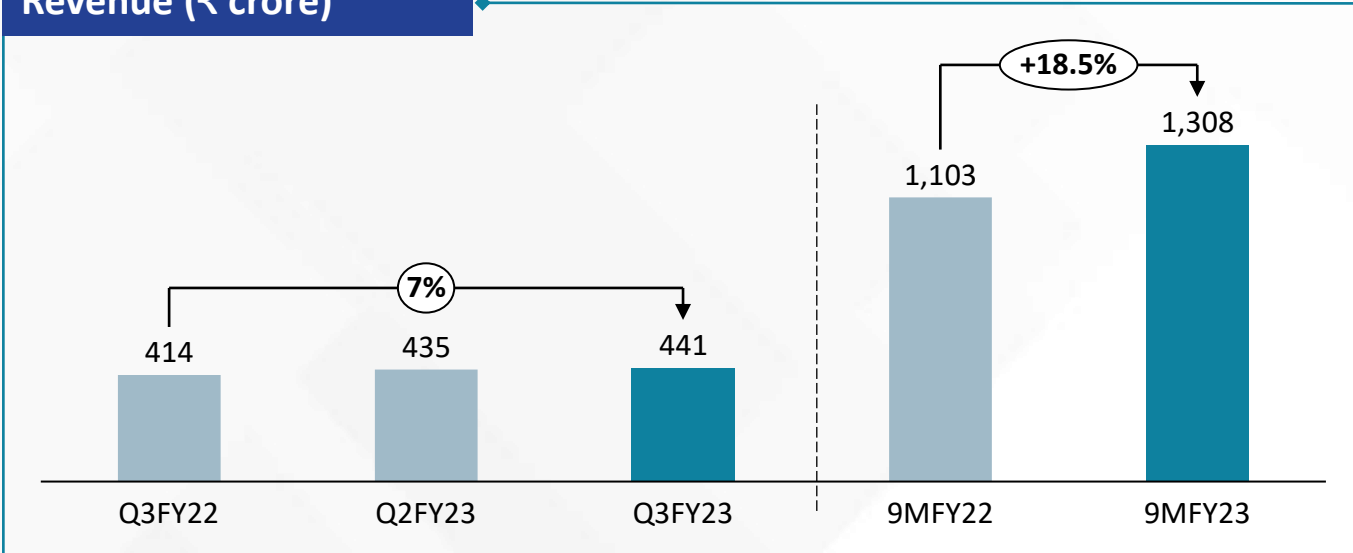
Key Management Commentary:

- ✓ **Sales acceleration** 30+ strategic accounts have been elevated to key enterprise accounts due to increased wallet share . The revenue from operations for the quarter stood at INR 441 crore registering a growth of 7% YoY and 1% QoQ on account of better service level and improved operations.
- ✓ **Operations Excellence:** Identified 60+ alliance partners for strengthening PUD operations. Digitization of network planning through data science, initiated line haul RFQ for price discovery and negotiation with network partners. With focus on ESG and cost reduction program Gati started EV's for first mile and last mile delivery at Delhi, Noida, Kolkata, Bangalore and Hyderabad.
- ✓ **Infrastructure:** During the quarter transition to Mumbai super hub was initiated and is now completely operational, this will result in network and cost optimization. With four new hubs operational, there is enhanced capacity leading to increased customer volume and improved service levels
- ✓ **Talent:** Continue hiring new talent across levels and setting industry wide best practice with special focus on Talent retention and talent development through structured employee engagement and calendarized leadership intervention program. Building an inclusive culture through project Neev - which involves employee ideas and suggestions on improvement of processes
- ✓ **Technology:** Completed 100 percent deployment of digital dockets for retail customers, which gives better visibility, transparency and compliance of processes

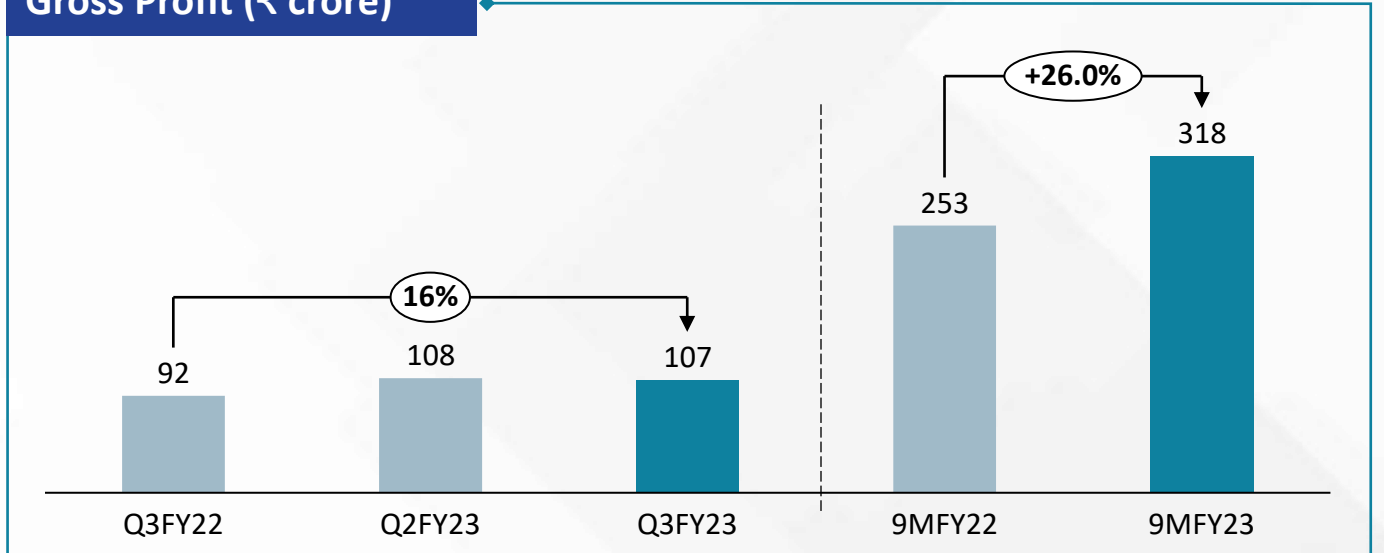
KEY CONSOLIDATED HIGHLIGHTS – Q3 & 9MFY23



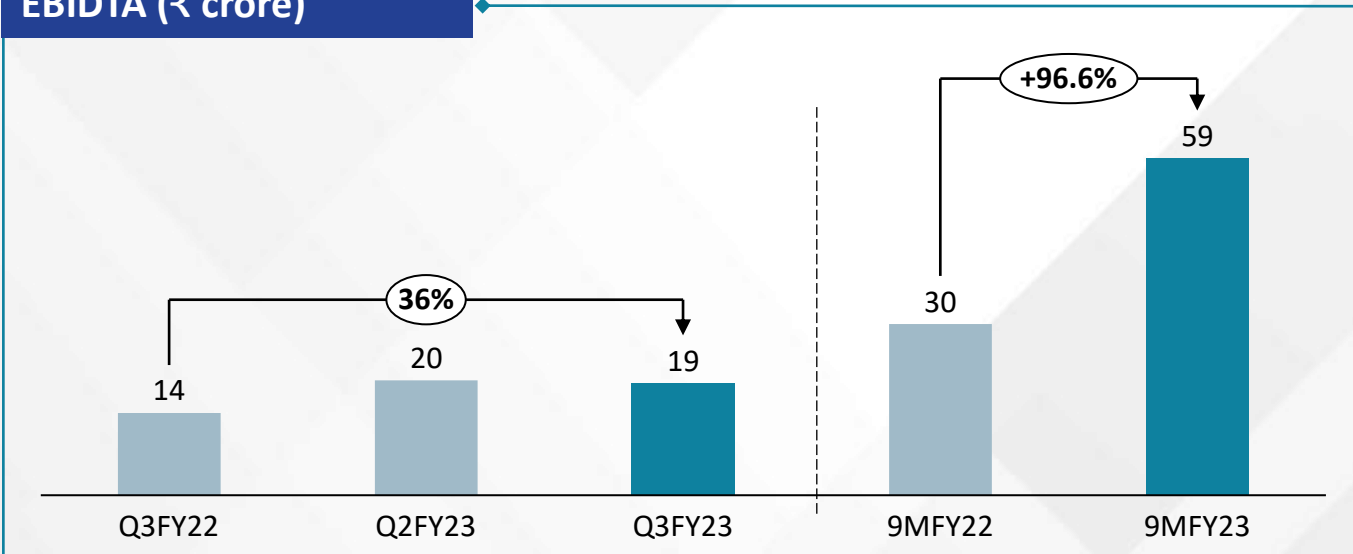
Revenue (₹ crore)



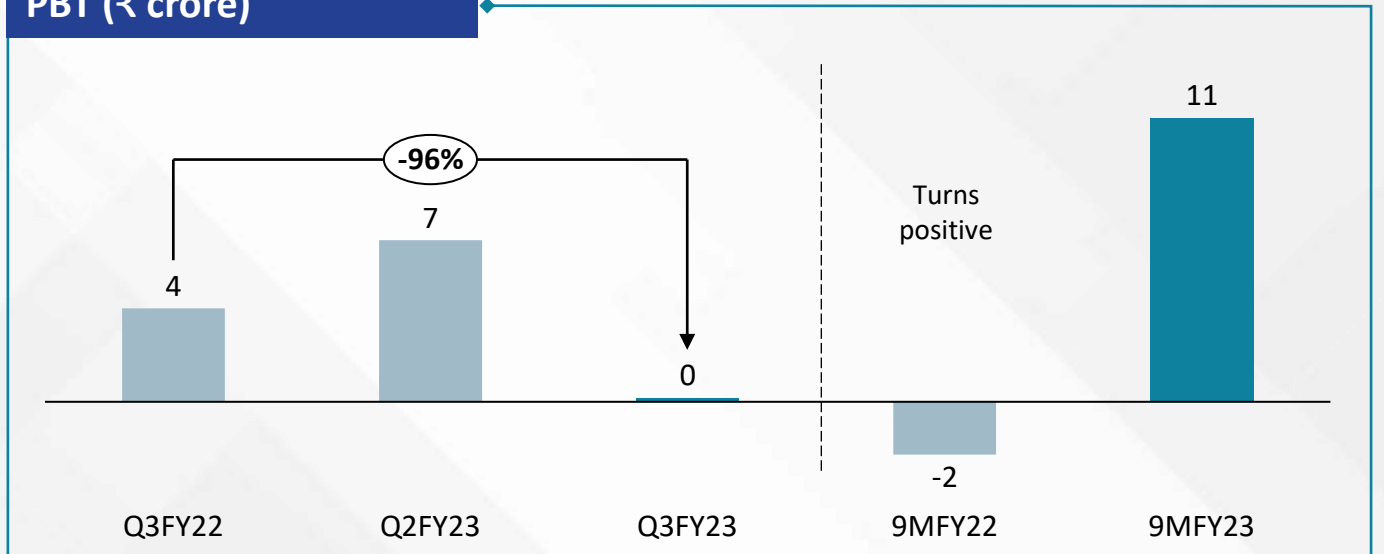
Gross Profit (₹ crore)



EBIDTA (₹ crore)



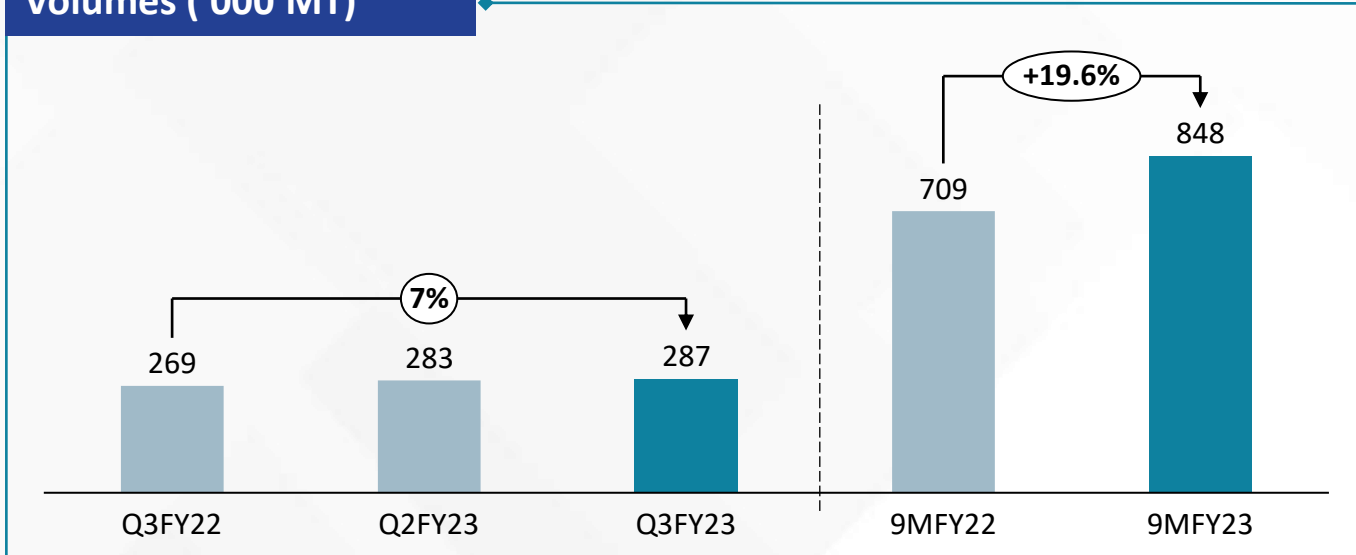
PBT (₹ crore)



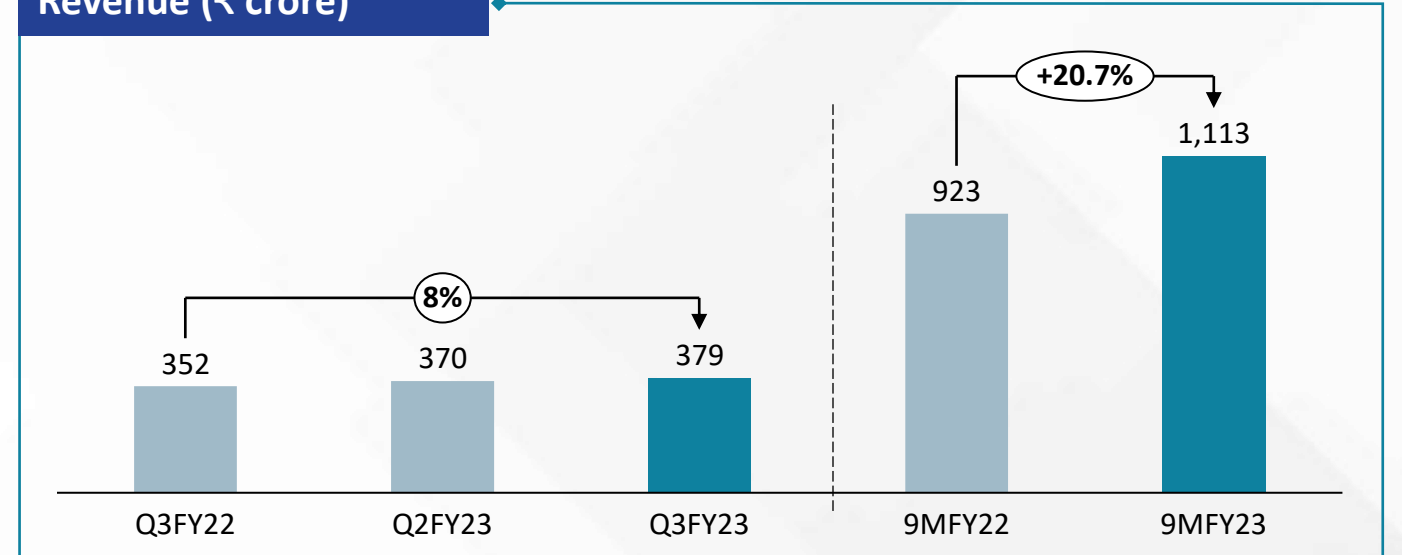
GKEPL PERFORMANCE HIGHLIGHTS – Q3 & 9MFY23



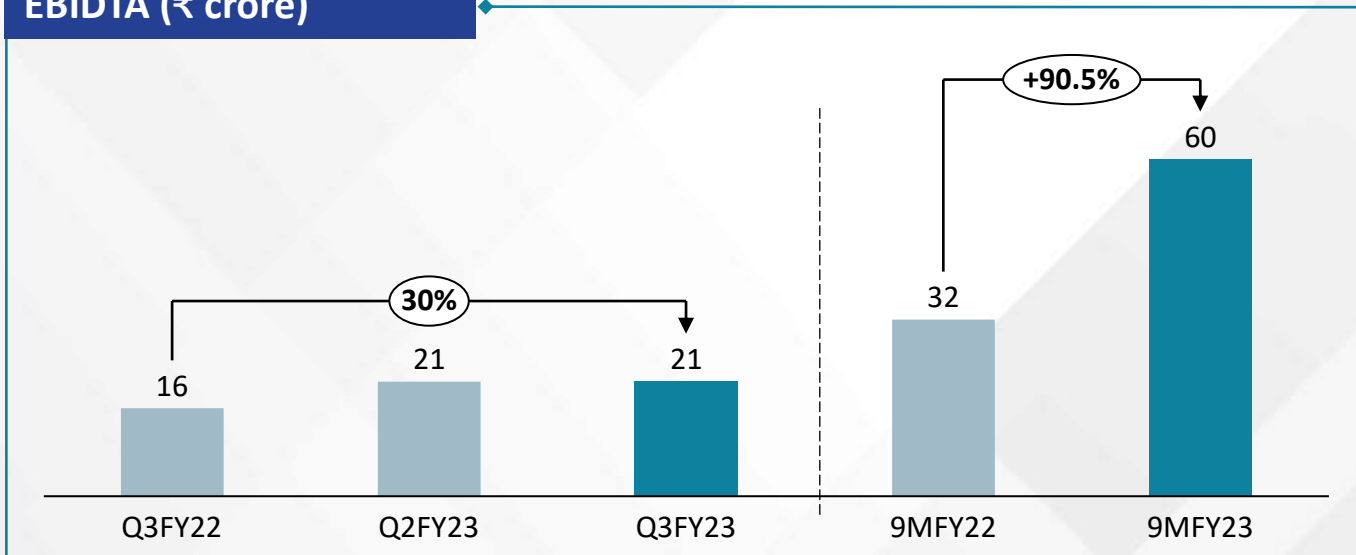
Volumes ('000 MT)



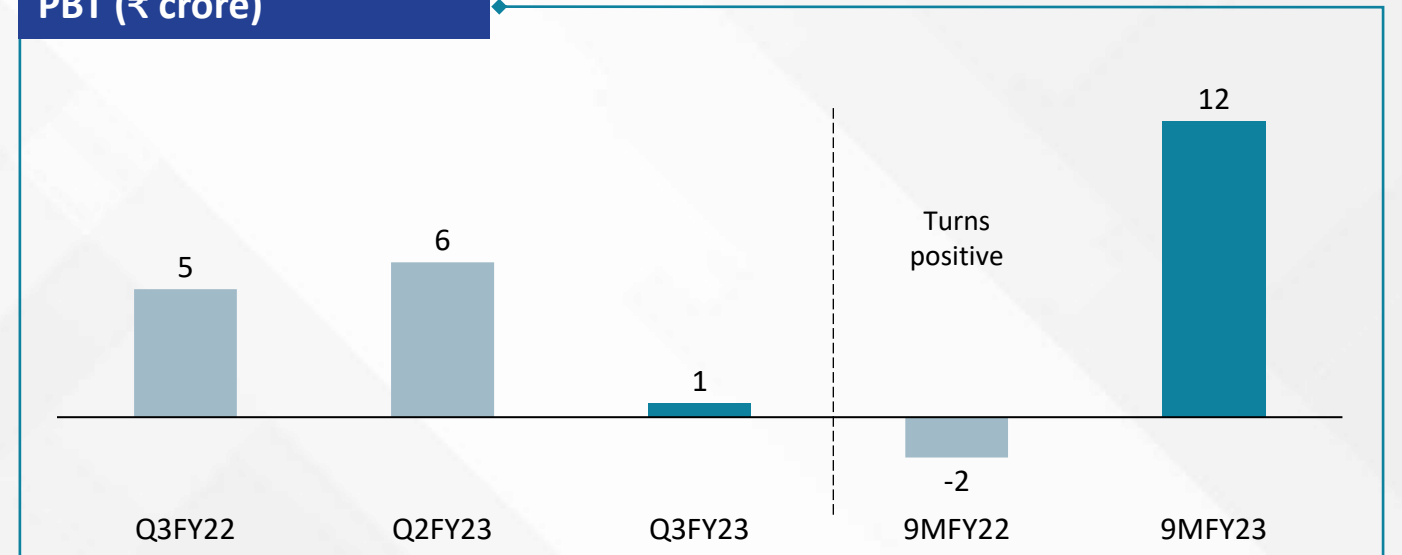
Revenue (₹ crore)



EBIDTA (₹ crore)



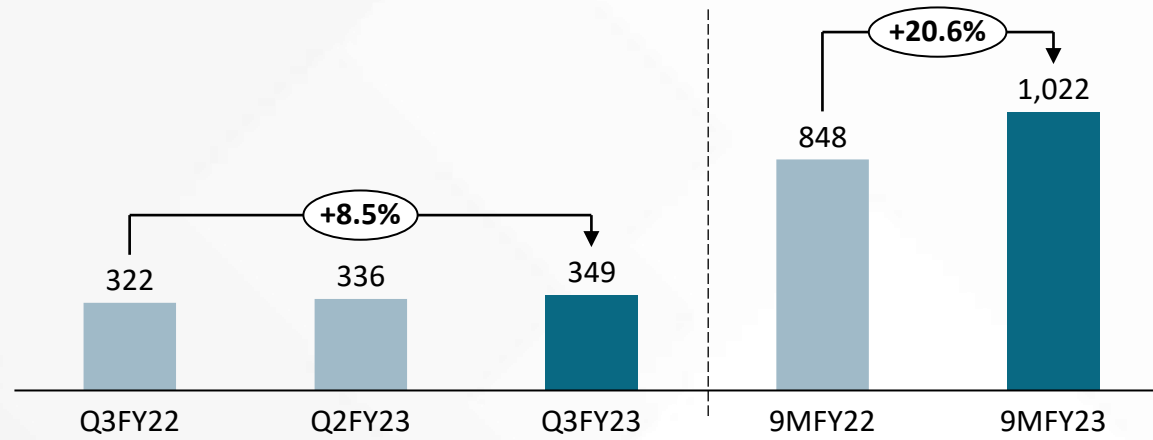
PBT (₹ crore)



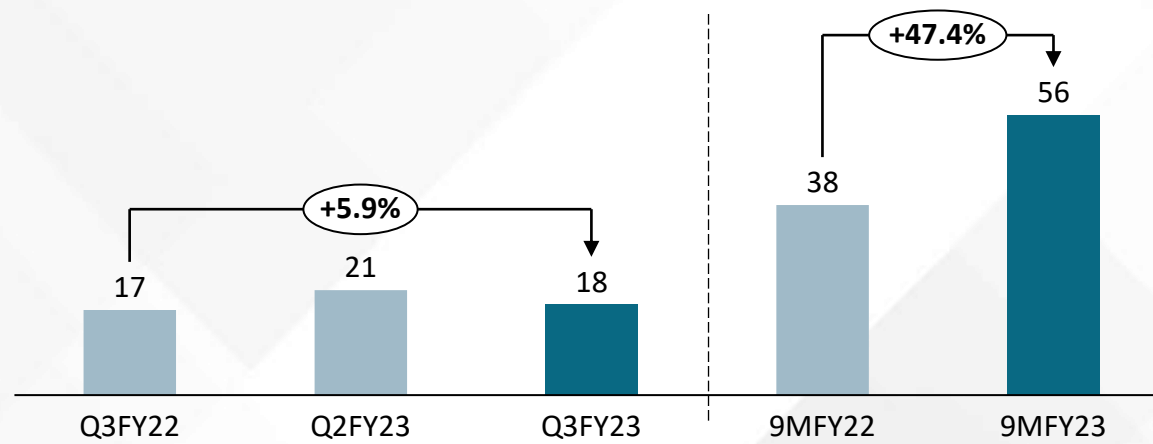
KEY SEGMENT HIGHLIGHTS – Q3 & 9MFY23



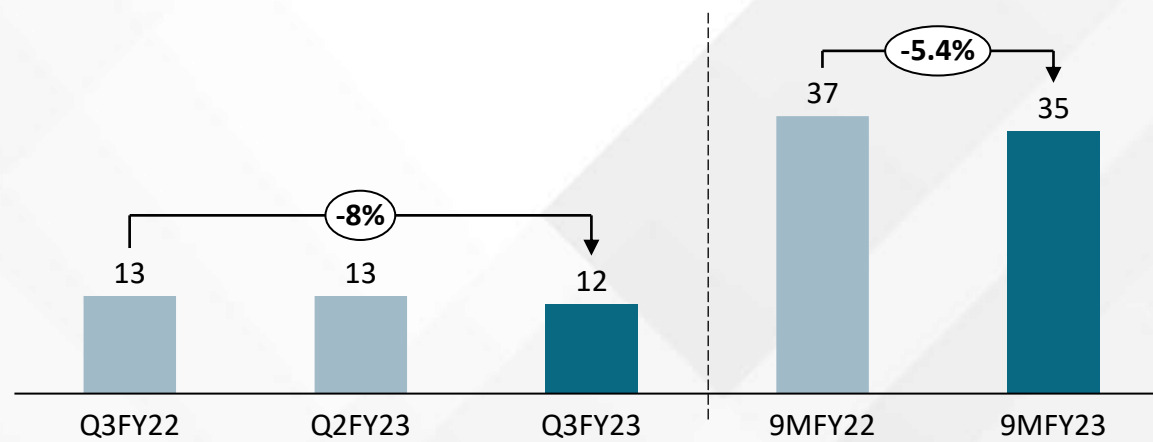
Surface Express



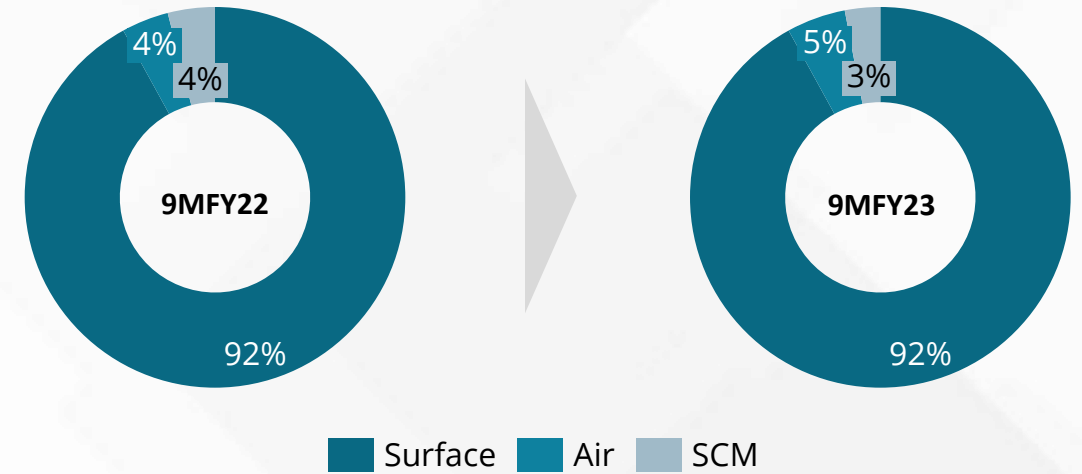
Air Express



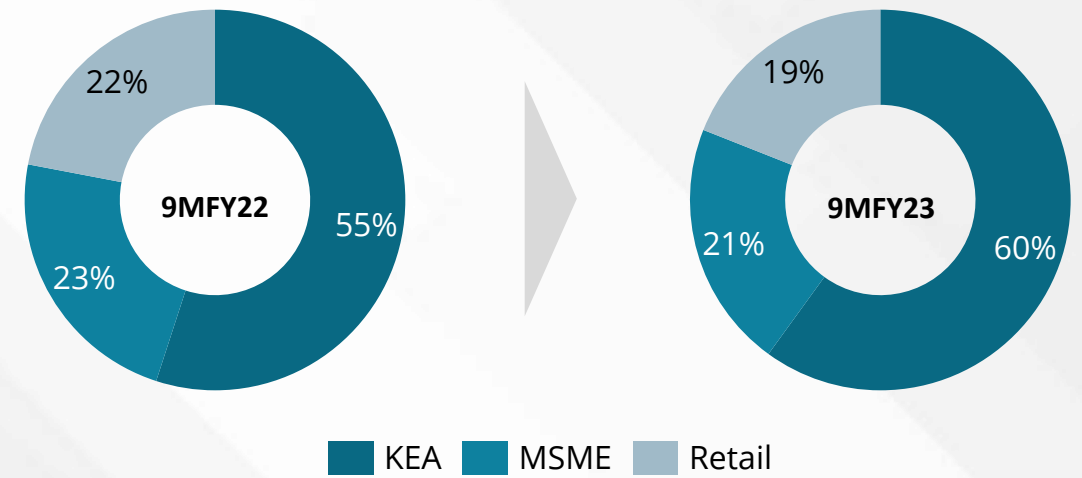
SCM Revenue



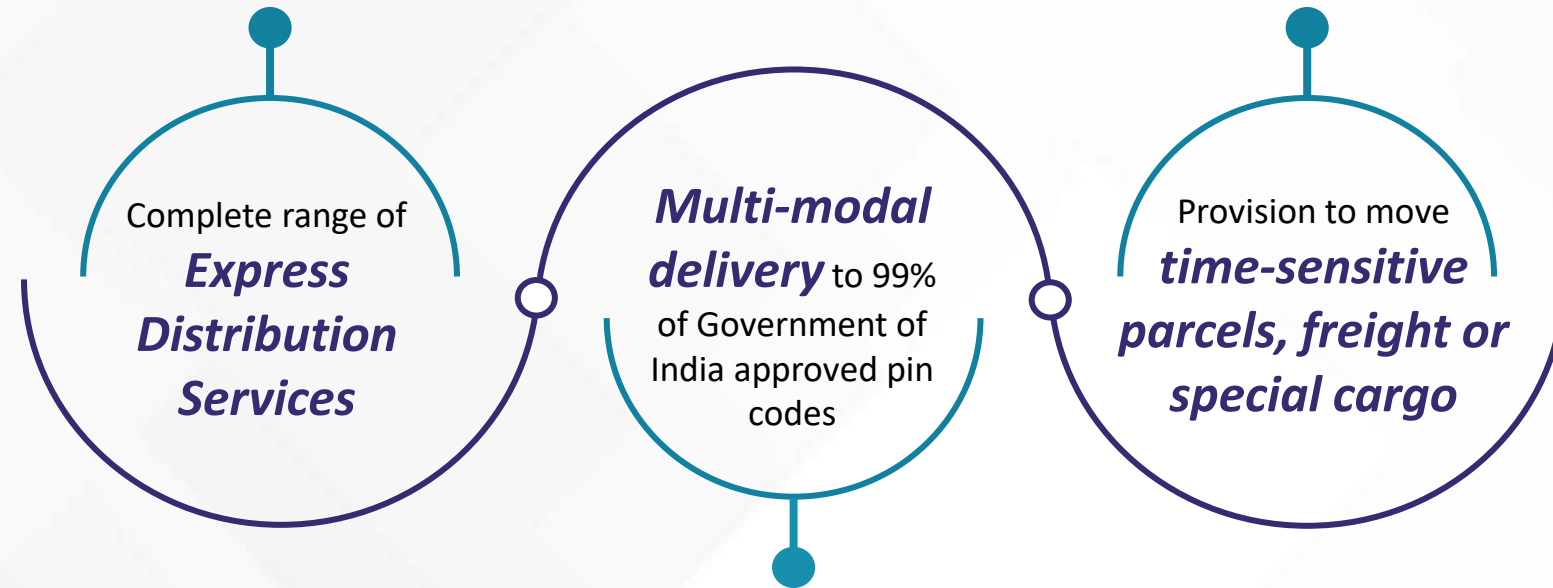
Business Mix (%)



Client Mix (%)



SURFACE EXPRESS DISTRIBUTION



Customised
end-to-end logistics Solutions

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

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

Quick & Trusted
claim process

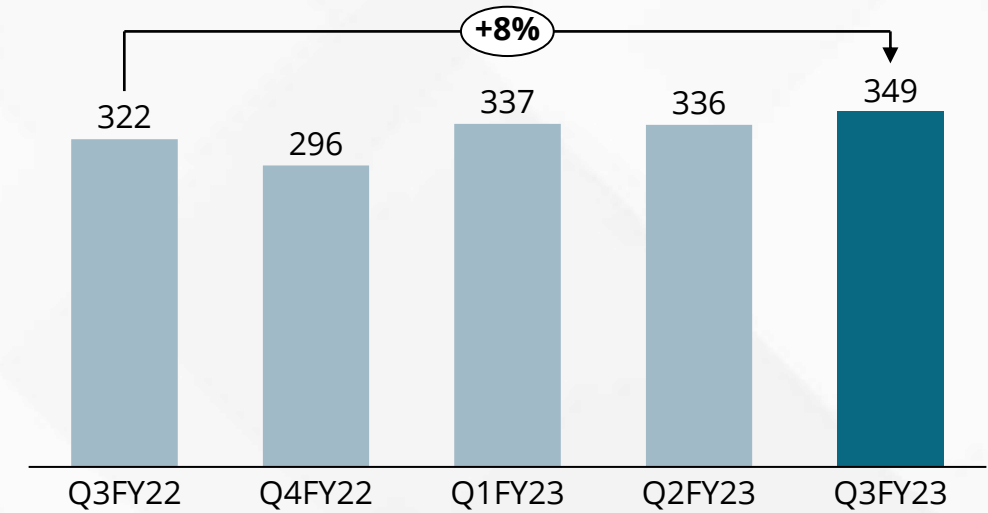
5,000+
Trucks & Rail services

600+
Offices

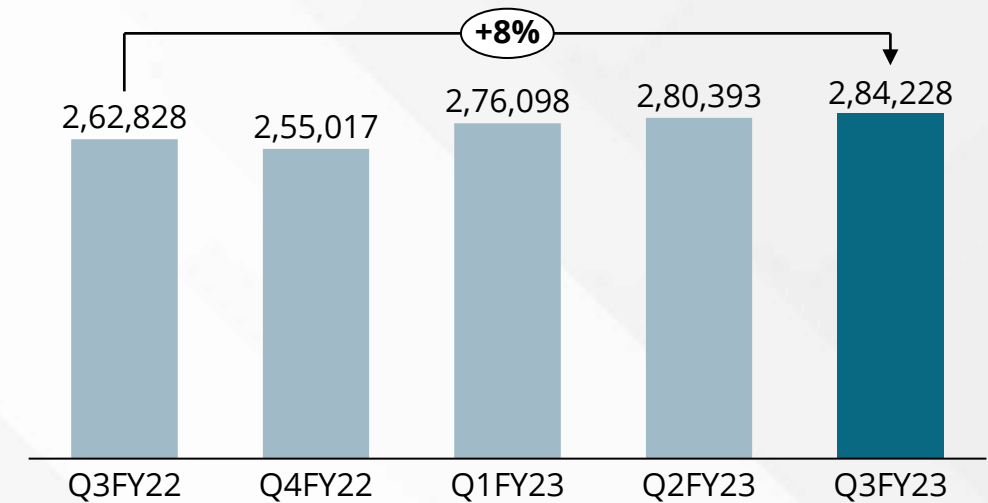
Reverse
Logistics Expertise

Guaranteed
On-time deliveries

Revenue (₹ crore)



Tonnage handled (MT)





Direct connectivity to India's major commercial airports

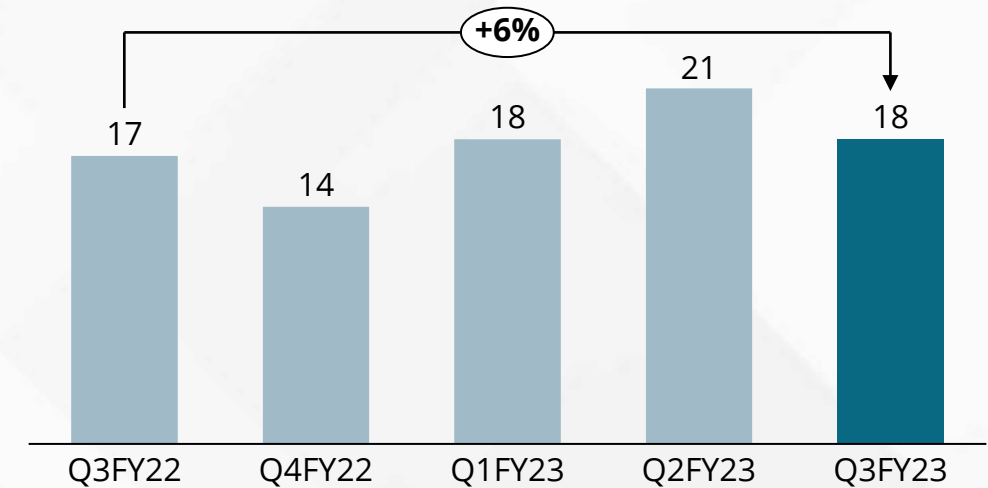
Customized solutions for customer's requirement

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

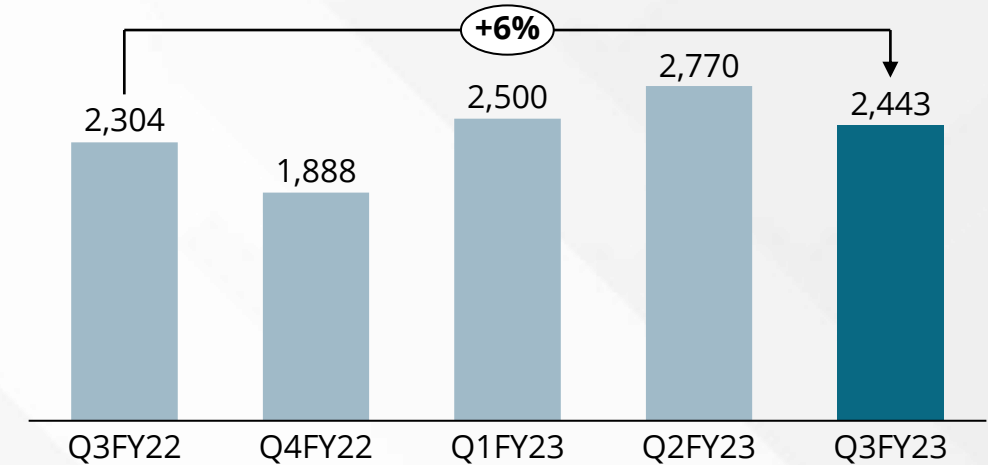
Trained Staff for Dangerous Goods

Tie-up with India's Leading commercial airline

Revenue (₹ crore)



Tonnage handled (MT)



SUPPLY CHAIN MANAGEMENT SOLUTIONS



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

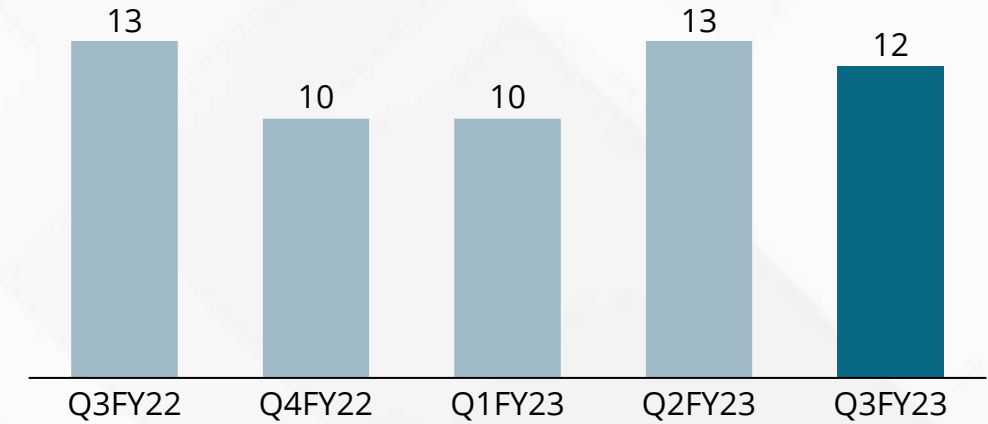
Integrated Warehousing and Distribution

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

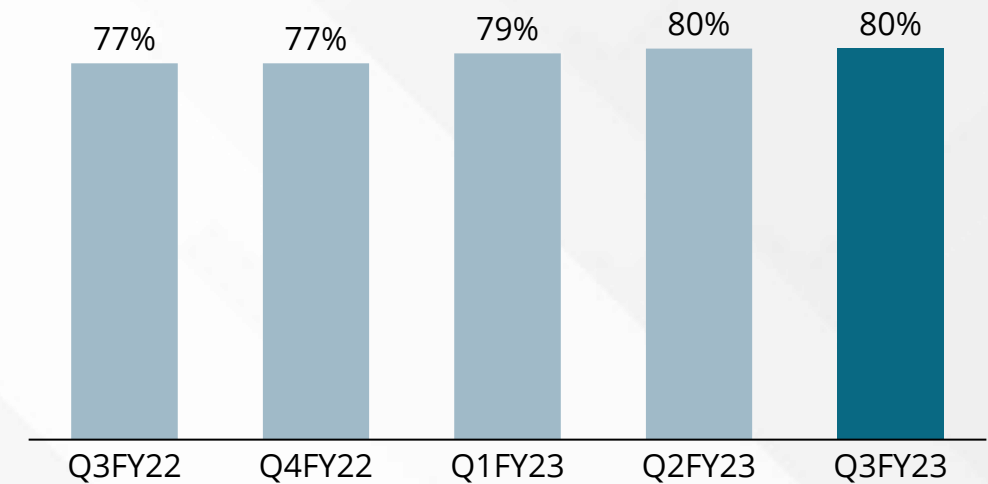
Inventory & Purchase order management

Customized solutions for multiple industries

Revenue (₹ crore)



Utilization (%)



Network Leader in Logistics

Pan India
~700
offices across India

735
out of 739
Indian Districts Covered

Global Offices
across more than
180*
Countries

99%
GOI approved
Pin-codes coverage

Reach Widest in Industry



~4 Mn sq. ft.
Distribution Centers across
multiple Locations

Area
Coverage



33 Hubs^

Total
Hubs^

^ 9 Air Transit Hubs



300*
Global Group offices

Global
Access

Deeper Customer engagements



8 out of Top 10
Auto Companies



8 out of Top 10
Pharma Companies



7 out of Top 10
Retail/Textile Companies



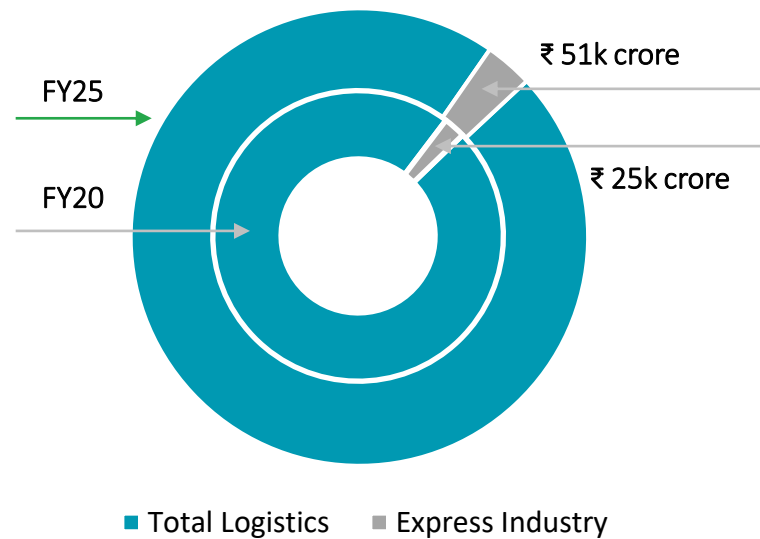
Major
E-Com Companies

INDUSTRY WITH LIMITLESS OPPORTUNITIES

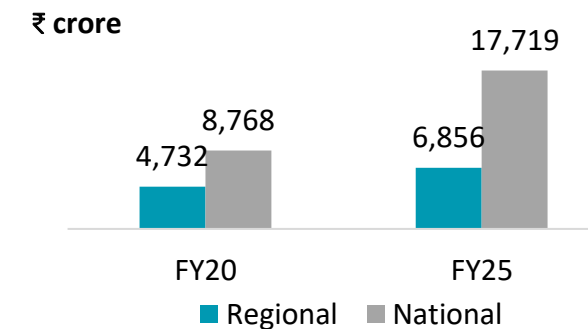
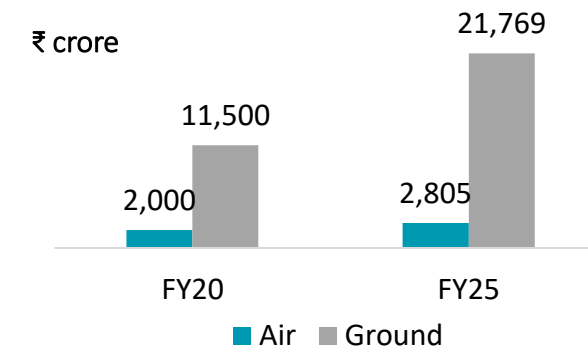
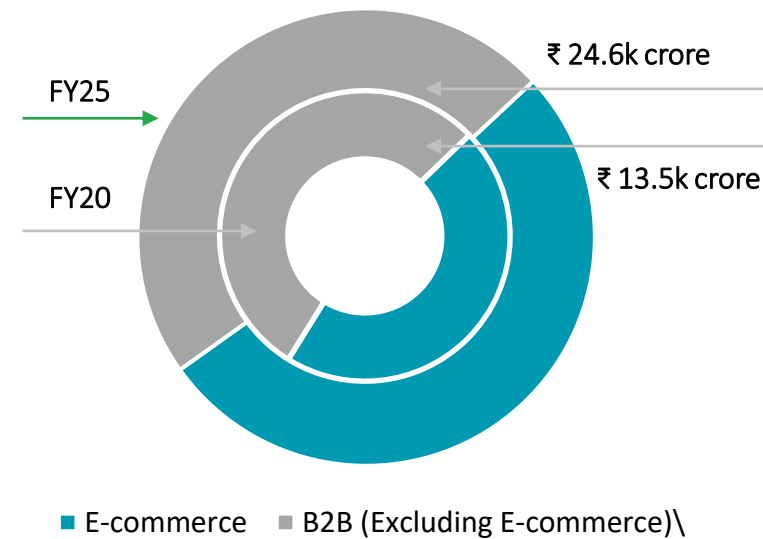


Surface + Air + Ecommerce + Contract Logistics
Total Available Market is ~Rs 52,500 crs

Niche Contribution in Logistics Industry



Accelerated growth Opportunities



Short Term
ACHIEVED

Maintained/
Growth in market
share in FY22

Medium Term
**Launchpad
FY21**

Grow > Market
+ Industry margins

Long Term

Attain Market
Leadership

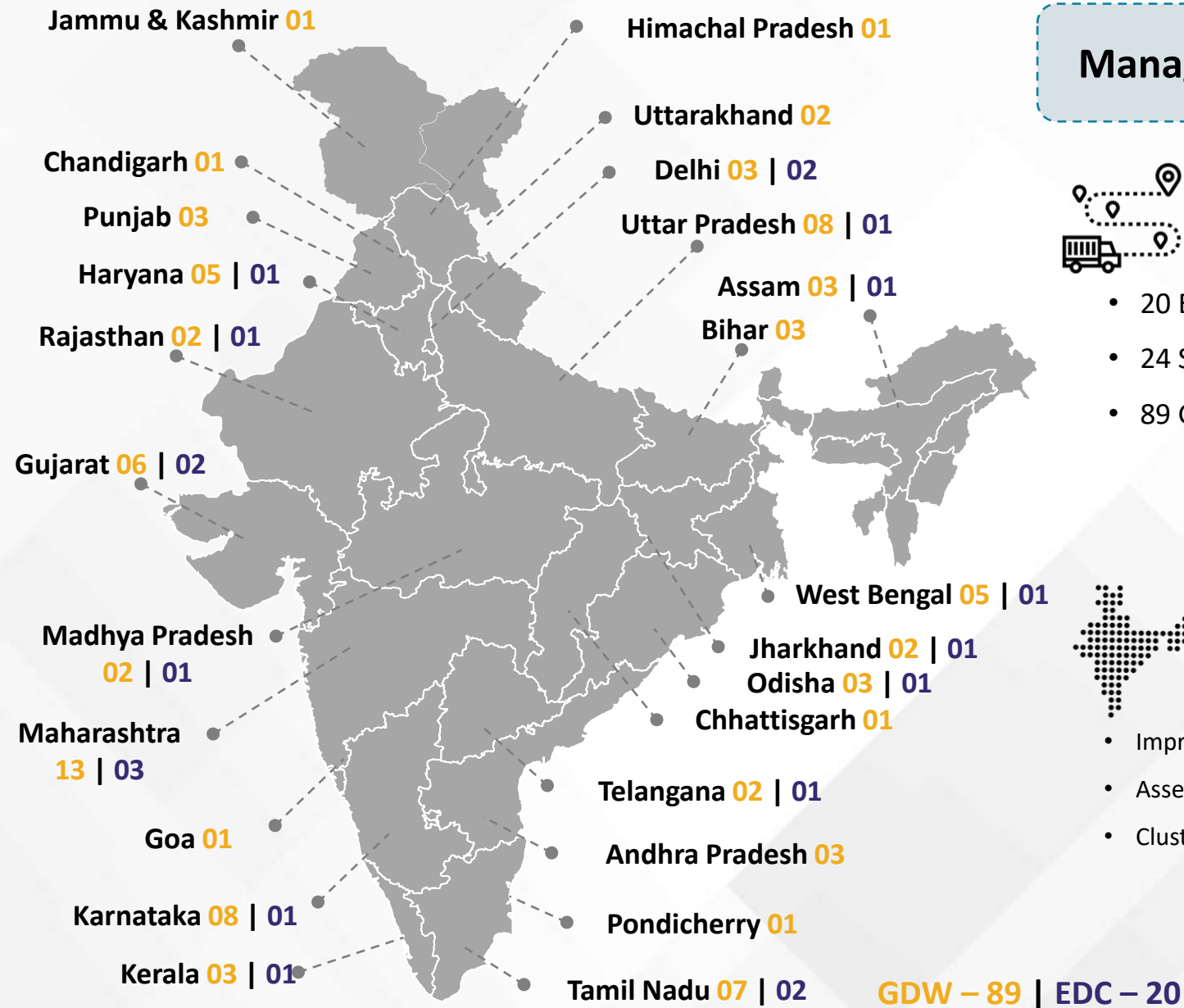
Management speak

Express contributes 2.5% (approx.) to Indian Logistics Sector. Logistics sector poised to grow 10-12% CAGR by 2025, mere 100 bps market share could double market opportunity for Express Industry

Market share gains in growing industry

National players would grow at a faster pace of ~20% CAGR compared to regional players. Exciting growth in B2C segment however profitable growth remain would remain key focus

UNIQUE INTEGRATED NETWORK



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



Line Haul

- 20 Express distribution centers
- 24 Surface Transshipment Hubs
- 89 Gati Distribution Warehouses



First-Last mile

- ~145 Own customer convenient center
- ~429 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

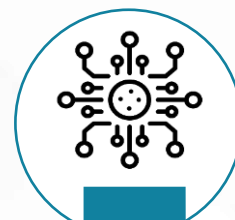
- Vendor network of +5000 trucks
- GA's* further enhancing capacities
- Franchisee based approach

* 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.

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



Revenue
Aspiration
₹ 3,000
crores by
FY26

Back-end

Pick Up & Delivery automation

- Pickup Registration, Validation, Visibility & Monitoring
- Handheld printers for real time printing of labels
- OCR based invoice reading - digital docket creation
- Volumetric weight calculation – Digital Tapes / Mobile

Hub Automation

- Dock, Infra & Workforce Management
- Load building, Bin Mapping, Space Management
- Prioritize the load – Route wise / vehicle wise
- Truck Load Visualization / Plan / Prioritization

Network Decision Support

- Centralized Control Centre
- Bay Management
- Real time Hub/Network Performance
- Notification of Anomalies/

GEMS* 2.0

- Activate advanced modules in over 18-24 months
- Integrate with CRM, Finance and other data management tools
- One-click view for performance analysis
- Integrate BI tools for auto report generation and decision

* GATI Enterprise Management System

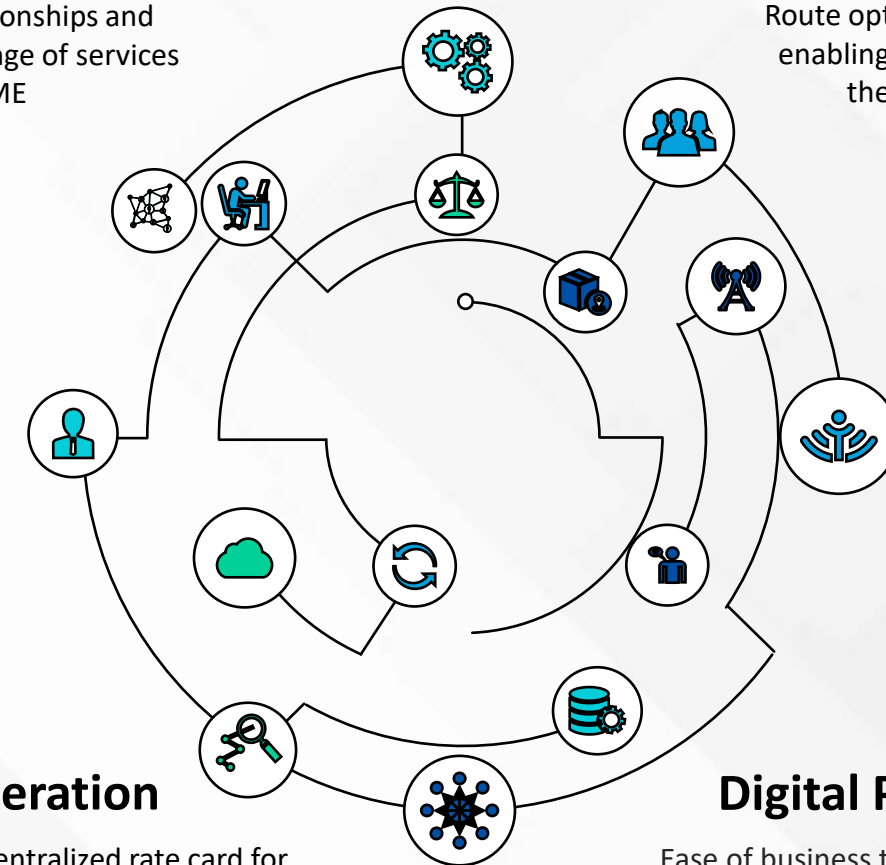
Front-end

CRM system

Managing customer relationships and enhances ability to offer range of services to KEA and MSME

Data Science

Route optimization, Load planning, enabling better service quality at the best possible cost.



Sales Acceleration

Cluster based approach, centralized rate card for decisions on discounts & dynamic pricing. Central war room managing peak periods. Customer experience enhancement through dedicated portal and chat bot

Digital Payments

Ease of business through digital payment solutions through net-banking, credit cards, debit cards, UPI and digital wallets.



Rate Mapping

- Easy access to quoted rates, improved transparency and other details related to cargo backed by digital payments
- Also helps in clear demarcation of carrier and owners risk



Payments

- Provides ease of transaction where the bills can be paid via digital payments, cash, cheque etc.
- E-billing leads to compressed payment cycle



Ease of Business

- Auto approved retail digital docket is sent to the shipper immediately which improves efficiency and reduces the need for manual signatures

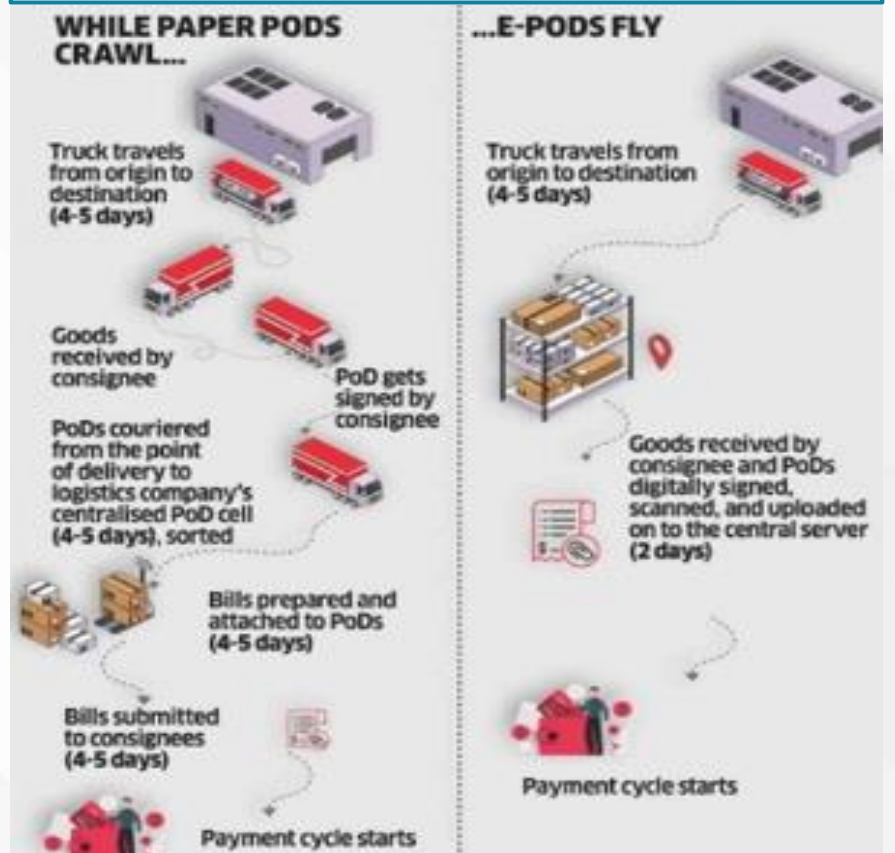


Compliance

- E-way bill generation, KYC and GST calculation done using a single portal
- Reduces the need for the use of multiple portals

- Implemented 100% in retail
- Target is to implement Digital E-Docket – for Credit Customer by Q1FY24

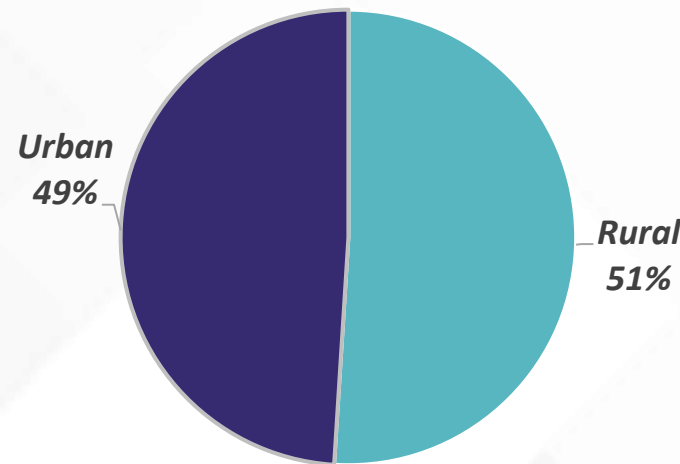
Retail E- Docket leading to compressed payment cycles



“FOCUS PYRAMID”



INDIA REGISTERED MSMEs 63.3 million



Empowering MSME's to distribute products pan India

- Expand Reach and Jurisdiction
- Catalyze Time-to Market
- Reduce volume of Inventory handled
- Leverage strong networks of Gati
- Outsource Supply Chain Management

Sales Acceleration Strategy - Collective Intelligence

Market Identification

Territorial mapping implemented and identified 30 new territories across 3 zones for market entry

Realignment of team basis new territories

Market Penetration

Centralisation through territory centric approach vs. earlier customer centric approach

Market combing re-conducted for 15 existing markets

Lost Customer Conversion

Customer loyalty program which has led to higher wallet share and reduce customer attrition

Escalation/consequence mechanism providing clarity

Faster Customer On-Boarding

Redesign SME incentive policy for faster on-boarding. Incentives directly aligned to BDMs.

Digital on-boarding and faster activation

Customer Stickiness

Detailed product wise potential & market level understanding for each customer/market

Customize products/offerings and focus on higher wallet share



“Future Ready”

Grade A hubs providing economies of scale



“Improved Turnaround”

Cross Docking facilitating in improved turnaround time

Upcoming Hubs

Location	Tentative Timeline
North Zone	
✓ Farukh Nagar	Q3FY22
West Zone	
✓ Nagpur	Q2FY23
✓ Mumbai	Q3FY23
Indore	Q2FY24
Pune	Q2FY24
East Zone	
✓ Guwahati	Q3FY23
South Zone	
Bangalore	Q1FY24
Hyderabad	Q1FY24
Cochin	Q2FY24

Mega Hub

Unmatched connectivity strengthening leadership



“Gati Nivas”

Quality of life for workers and drivers



“Automation”

Ensuring faster loading & unloading



Farukhnagar

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



Nagpur

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



Mumbai

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



Guwahati

- **Location** – Spread over an area of 30,000 sq ft The warehouse is adjacent to NH 31 and is situated in Brahmaputra Industrial Park equipped with better parking facility
- **Operational Efficiency** – The facility is equipped with 7 Bays for effective loading and unloading
- **Network** - 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

BOARD OF DIRECTORS



Mr. Shashi Kiran Shetty

Chairman & Managing Director

A first-generation entrepreneur, visionary leader and turnaround specialist leading Allcargo to next generation of growth



Mr. Adarsh Hegde

Managing Director

Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



Mr. Yasuyuki Tani

Executive Director

Executive officer at KWE, Inc., Japan since 1992. Veteran international freight forwarding and logistics familiar with experience of more than 17+ years.



Mr. Kaiwan Kalyaniwalla

Non-Executive Director Legal

doyen with extensive experience in Corporate, Commercial & Tax law



Mr. Masaru Kobayashi

Nominee Director

Considerable experience in warehousing and distribution management



Ms. Sheela Bhide

Independent Director

IAS officer acclaimed for heading & executing several critical GoI projects



Mr. Nilesh Vikamsey

Independent Director

Ex-President of ICAI (2017-18) & ex-Chairman of Federal Bank



Mr. Dinesh Kumar Lal

Independent Director

Shipping industry veteran



Mr. Vibhu Prakash Annaswamy

Nominee Director

Accomplished Supply Chain Management professional with experience across the world



Mr. Nilesh Vikamsey

Independent Director

Ex-President of ICAI (2017-18) & ex-Chairman of Federal Bank



Ms. Cynthia D'Souza

Independent Director

Acclaimed Business Strategy and HR & OB transformation expert



Ms. Aarthi Shetty

Non-Independent Director

A leader with strong focus on sustainability and highly regarded for contributions beyond business.



Mr. Dinesh Kumar Lal

Independent Director

Shipping industry veteran.



Mr. Adarsh Hegde

Managing Director,
Gati-KWE

Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



Mr. Pirojshaw (Phil) Sarkari

Chief Executive Officer

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. Huafreed Nasarwanji

Chief Commercial Officer,

Rich industry experience across integrated express, retail, aviation, international forwarding, logistics and supply chains with DHL Worldwide Express, The UPS Store, Deccan Cargo and 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. 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. 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. Charles Devlin D'Costa

Chief Transformation Officer

Well rounded logistics professional with extensive experience in operations, Network management, Business partner management, Ex-Regional Director at DHL Smart Trucking



Mr. Mukundan K V

Chief Risk Officer

3 decades of versatile experience in Manufacturing, Consulting and Service Industries. He is a CA (Rank Holder), CPA (USA), Certified Information System Auditor and a Certified Internal Auditor



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**.

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 no's
- Strength increased from 900 students to 1150 over last 2 years

Gati Manickam Chettiyar Elementary School Nagore

- Gati Manickam Chettiyar Elementary school at Nagore was constructed by Gati in the year 2007 and supporting since 14 years.
- **Built with 18 class rooms**
- Ward Strength – 153 Nos. Primary 134 no's & kindergarten 20 students

Key Highlights

- **60% student Girls; 40% student Boys**
- Every year Gati support school by distributing exams kits, stationery, school bags, sports kits, sweets on national festivals. Also, Gati have been supporting school transport expenditure and school maintenance activities like wall painting and other construction activities



GKEPL PROFOMA PROFIT & LOSS (EXPRESS BUSINESS)



Particulars (₹ crore.)

	Q3FY23	Q3FY22	YOY	Q2FY23	QOQ	9MFY23	9MFY22	YOY
Revenue from Operations	379	352	8%	370	3%	1113	923	21%
Direct Overheads	274	262		262		799	676	
Gross Margin	105	90	18%	107	-2%	315	247	27%
Gross Margin (%)	27.82%	25.45%		28.80%		28.26%	26.79%	
Employee Expenses	46	37		47		139	111	
Other Expenses	38	36		40		116	105	
EBITDA	21	16	30%	21	0%	60	32	91%
EBITDA Margin (%)	5.42%	4.48%		7.30%		5.42%	3.43%	
Other Income	2	1		6		14	2	
Depreciation	15	7		13		41	20	
EBIT	8	10	-24%	14	-42%	34	14	150%
Finance Cost	7	5		8		22	15	
Pre-Exceptional PBT	1	5	-89%	6	-91%	12	-2	NM
Exceptional Items	-1	0		2		7	-8	
Post Exceptional PBT	0	5		8		18	-10	
Tax	4	1		2		9	5	
Profit After Tax	-5	4	NM	6	NM	9	-15	NM

CONSOLIDATED PROFIT & LOSS



Particulars (₹ crore.)

	Q3FY23	Q3FY22	YOY	Q2FY23	QOQ	9MFY23	9MFY22	YOY
Revenue from Operations	441	414	7%	435	1%	1308	1,103	19%
Direct Overheads	335	322		327		989	850	
Gross Margin	107	92	16%	108	-2%	318	253	26%
Gross Margin (%)	24.14%	22.50%		24.80%		24.35%	22.91%	
Employee Expenses	47	39		48		141	115	
Other Expenses	40	38		41		119	108	
EBITDA	19	14	36%	20	-3%	59	30	97%
EBITDA Margin (%)	4.42%	3.90%		6.20%		4.48%	2.70%	
Other Income	3	2		7		16	5	
Depreciation	15	7		13		41	21	
EBIT	7	10	-24%	14	-49%	33	14	136%
Finance Cost	7	6		8		22	16	
Pre-Exceptional PBT	0	4	-96%	7	-98%	11	-2	NM
Exceptional Items	-1	0		3		7	34	
Post Exceptional PBT	-1	4	NM	10	NM	18	32	-44%
Tax	4	-1		2		9	3	
Profit After Tax	-5	5	NM	8	NM	10	30	-68%

Thank You



an allcargo company

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