



December 21, 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.: Allcargo 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 : ACLGATI ISIN No.: INE152B01027 Re.: Allcargo Gati Limited
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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.

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")

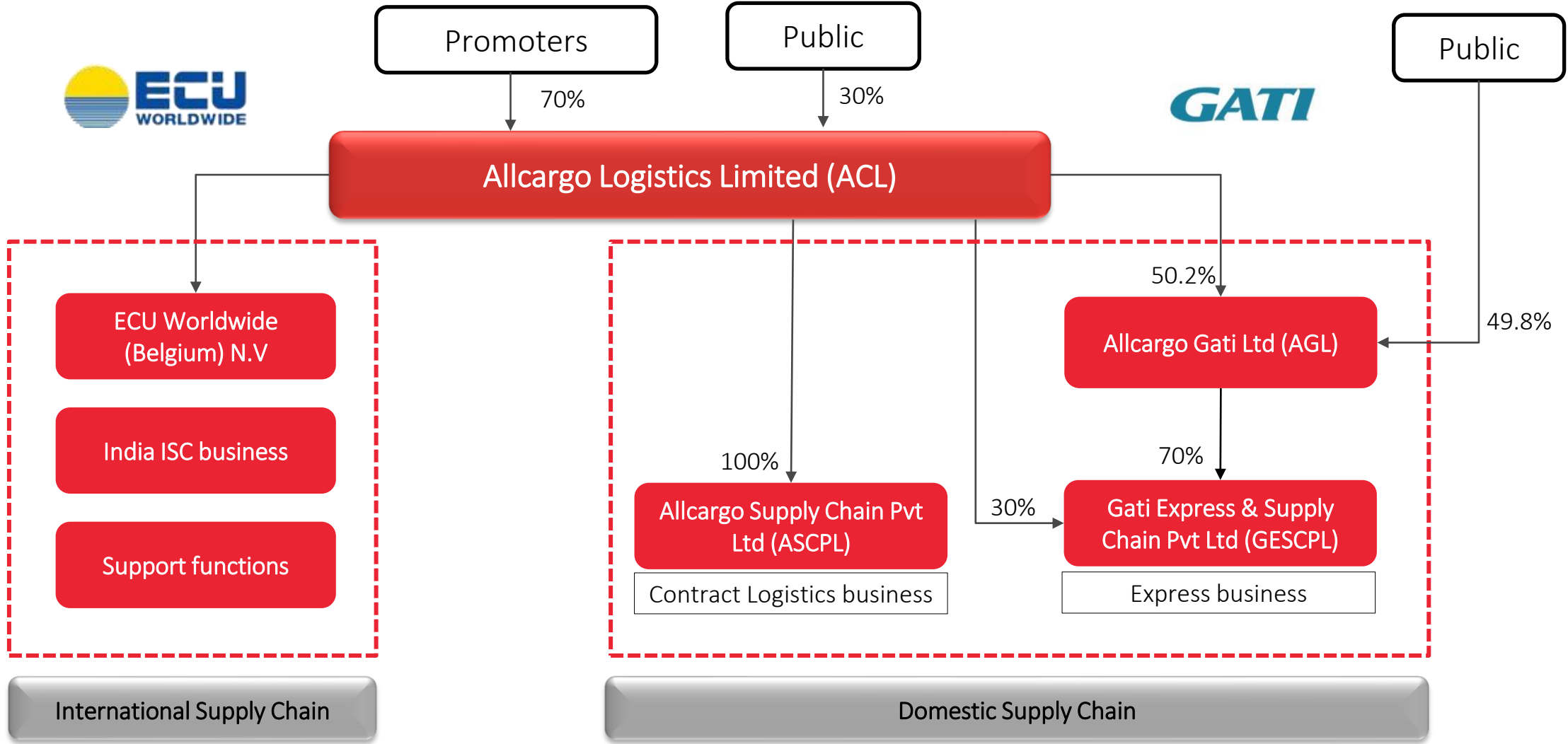
T.S. Maharani
Company Secretary & Compliance Officer
M. No.: F8069

Encl.: a/a

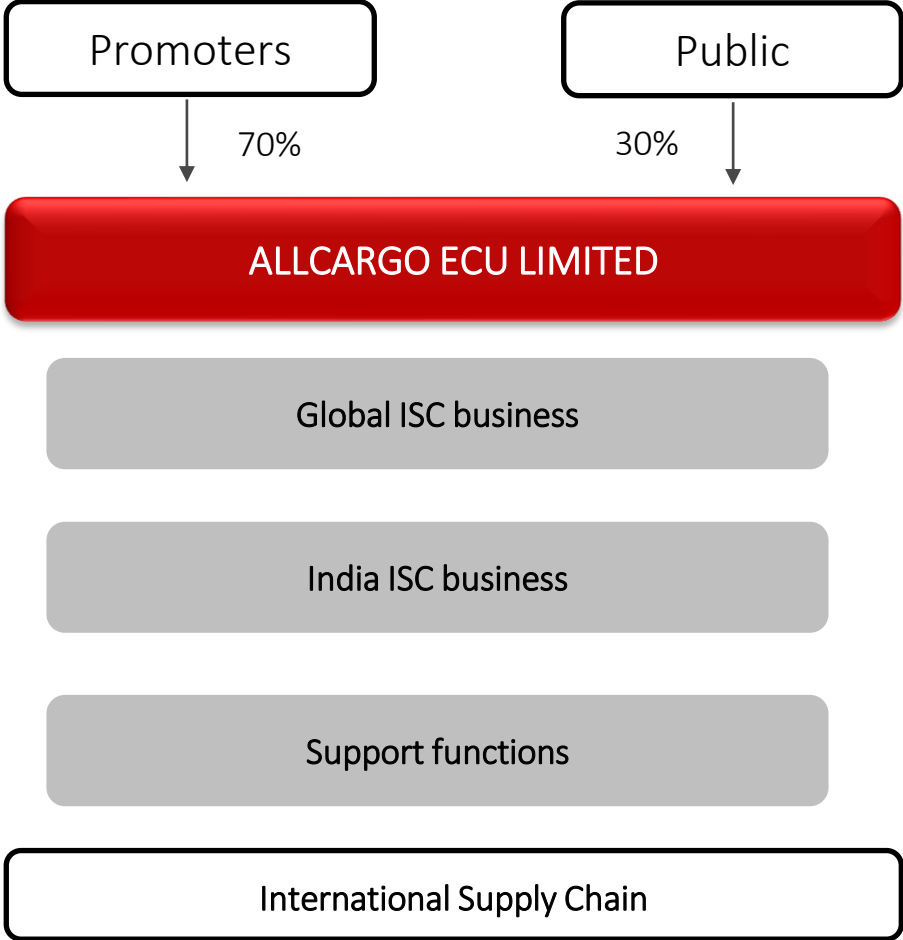


SCHEME OF ARRANGEMENT
December 2023

ALLCARGO LOGISTICS & ALLCARGO GATI : EXISTING CORPORATE STRUCTURE



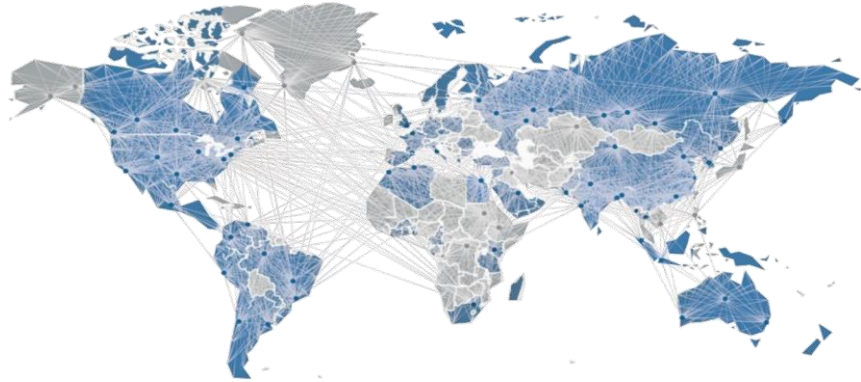
SIMPLIFIED CORPORATE STRUCTURE POST RESTRUCTURING



KEY HIGHLIGHTS (ALLCARGO ECU LIMITED)

ALLCARGO ECU LIMITED

INTERNATIONAL SUPPLY CHAIN



- Asset light global play
- Global #1 in LCL consolidation operating the largest global LCL network with 15% market share in operating markets
- Operates 2,500 direct trade lanes
- Unlocking next stage of growth through - FCL, Air and Door-to-Door
- Uniquely positioned with unmatched digital and operational capabilities

STRATEGIC INDEPENDENCE

- Independent strategic undertaking with sharp focus on international supply chain business

ENHANCED FOCUS ON DIGITIZATION

- Dedicated capital for driving digital initiatives
- Enhanced ecosystem play around ECU 360 platform

UNLOCK SHAREHOLDER VALUE

- Efficient structure for dedicated investor pool with specific strategic interest
- Distinct geographical exposure to improve international benchmarking

ALLCARGO GATI RESTRUCTURING: 1 + 1 > 2

*EXPRESS +
CONTRACT
LOGISTICS :
CREATING
DOMESTIC LOGISTICS
POWERHOUSE WITH
HIGH GROWTH &
MARGIN POTENTIAL*

STRATEGIC BUSINESS ASPECTS

*BETTER SERVICING
CLIENT NEEDS*

*BENEFITS FROM
CUSTOMER STICKINESS*

*COMBINED OFFERINGS;
CROSS-SELL OPPORTUNITIES*

*VALUE UNLOCKING
THROUGH SCALE*

STRATEGIC FINANCIAL ASPECTS

*SIMPLIFIED STRUCTURE
AVOIDING COMPLEXITIES*

*IMPROVED CASH FLOWS;
BETTER DEBT
SERVICEABILITY*

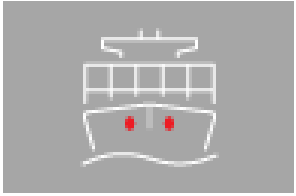
*POISED FOR LARGER
INORGANIC GROWTH*

*OPTIMIZE
CAPITAL ALLOCATION*

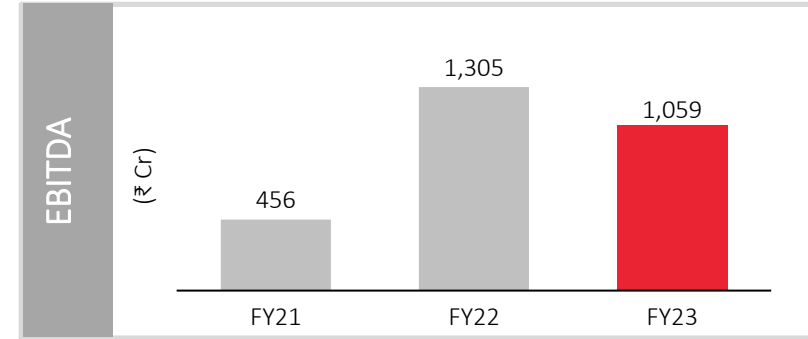
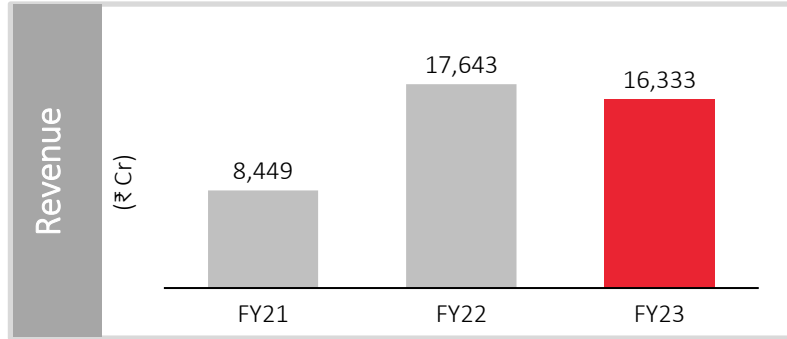
In addition to above there shall be synergies in consolidating infrastructure footprint and management structure across both businesses

CURRENT ANNUAL FINANCIAL HIGHLIGHTS

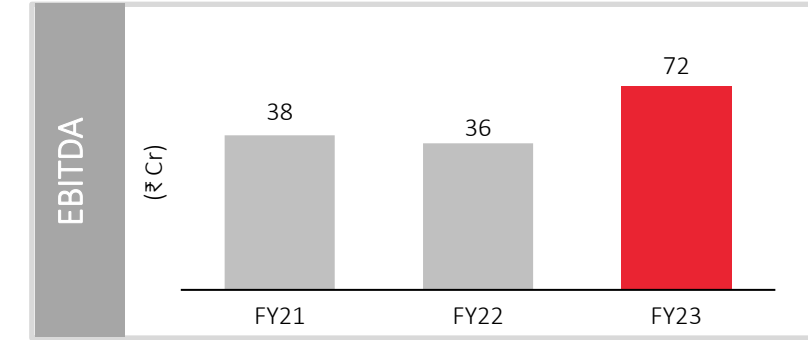
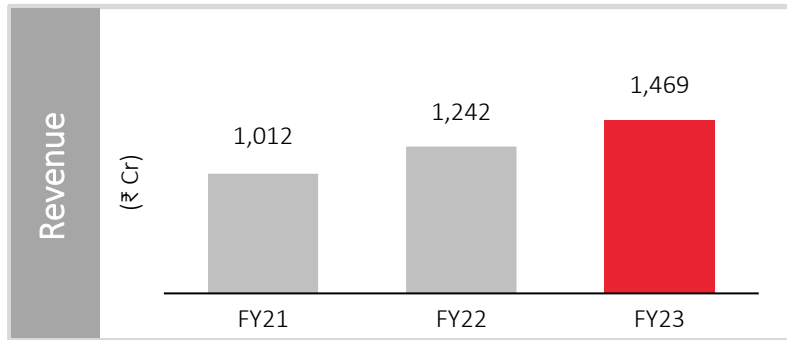
ALLCARGO LOGISTICS (ACL)



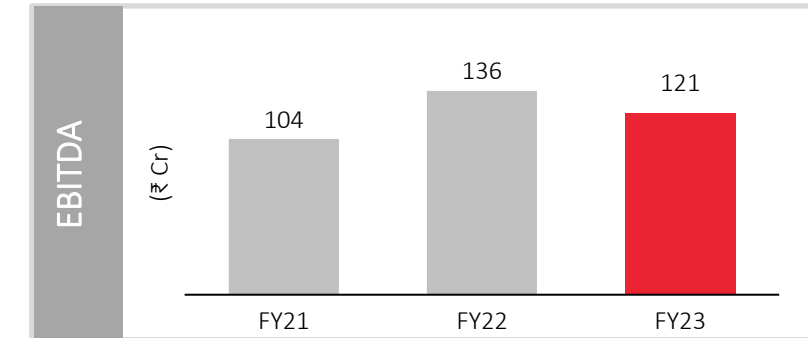
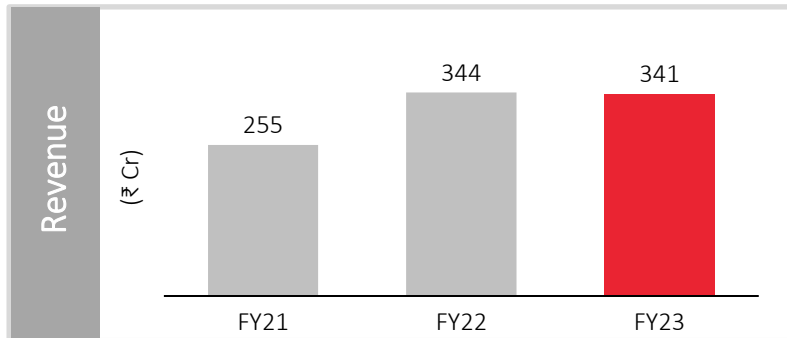
International Supply Chain



Express (GESCPL)



Contract Logistics





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LOGISTICS

SCHEME HIGHLIGHTS (1/2)

Proposed Transaction (under single Composite Scheme of Arrangement)

- Allcargo Logistics (ACL) to demerge its ISC business and support function into a separately listed entity, Allcargo ECU Limited (AEL).
- ASCPL (entity holding CL business) and GESPL (operating entity of express business) will then merge into Allcargo Gati (AGL).
- As last step under the same Scheme, Allcargo Gati (housing the CL and Express businesses post the above step) to merge into Allcargo Logistics (post demerger of ISC business)

Share Entitlement and Share Swap Ratio

- **Proposed demerger** : 1 equity share of AEL of Rs. 2 each fully paid up, for every 1 equity share of ACL of Rs 2 each fully paid up
- **Proposed merger of ASCPL into Allcargo Gati**: 2 equity shares of Gati of Rs. 2 each fully paid up, for every 10 equity shares of ASCPL of Rs. 10 each fully paid up
- 1 RPS of Gati of Rs. 10 each fully paid up, for every 1 OCRPS of ASCPL of Rs. 10 each fully paid up (option of conversion on OCRPS has been rescinded by the holder of OCRPS)
- **Proposed merger of GESPL into Allcargo Gati**: 3,475 equity shares of Gati of Rs. 2 each fully paid up, for every 10 equity shares of GESPL of Rs. 2 each fully paid
- **Proposed merger of Allcargo Gati into Allcargo Logistics (post ISC demerger)**: 63 equity shares of Allcargo Logistics of Rs. 2 each fully paid up, for every 10 equity shares of Gati of Rs. 2 each fully paid

The scheme also entails the cancellation of:

- Allcargo Gati's current shareholding in GESPL (upon merger of GESPL into Gati)
- ACL's current shareholding in ASCPL, GESPL & Allcargo Gati (upon merger of Allcargo Gati into Allcargo Logistics)

SCHEME HIGHLIGHTS (2/2)

Appointed Date

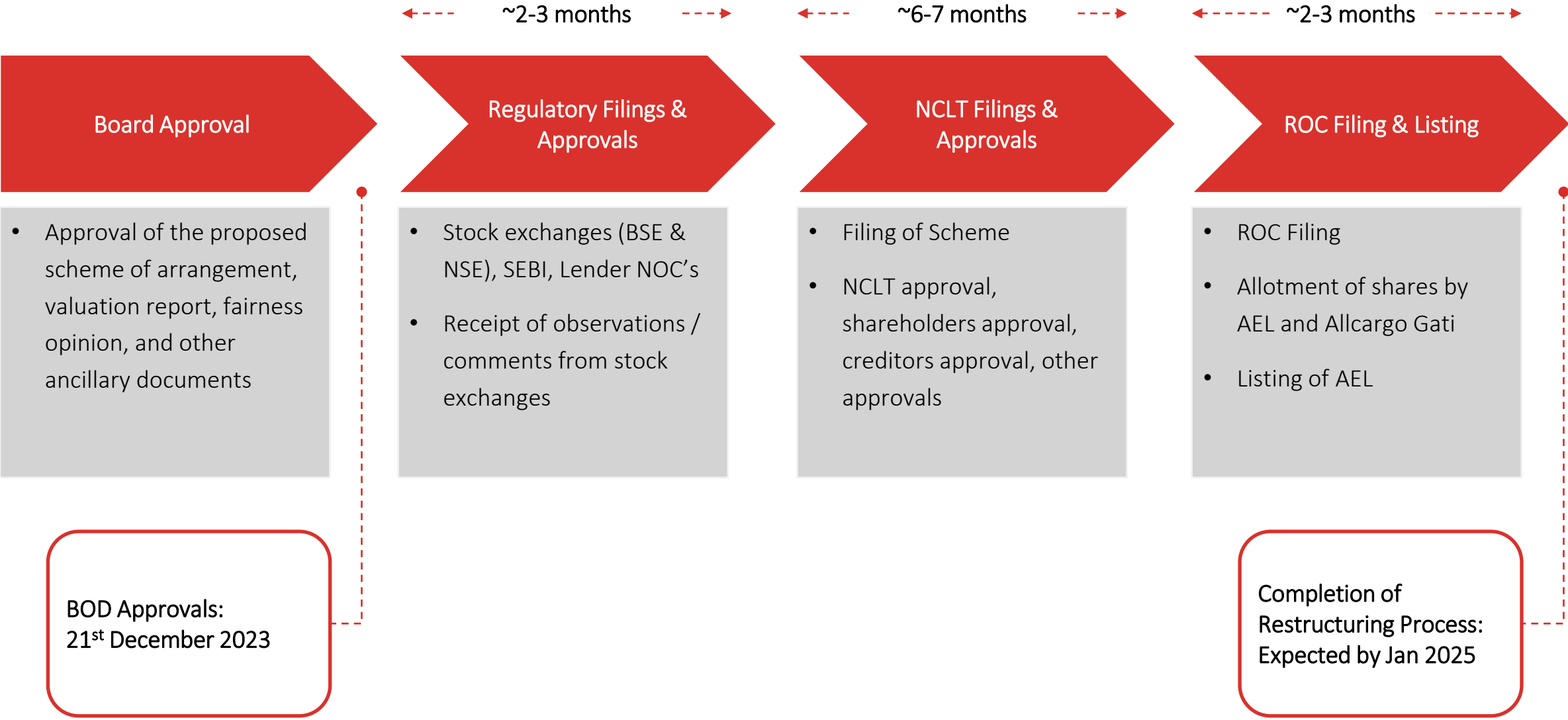
- 1st October 2023 : Allcargo Logistics to demerge its ISC business and support function
- 1st October 2023 : ASCPL and GESPL to merge into Allcargo Gati
- Effective Date* : Allcargo Gati to merge into Allcargo Logistics

Approvals Required

- SEBI and Stock Exchanges
- NCLT – Mumbai
- Equity Shareholders
- Regulatory Authorities and Income Tax Authority

- In conclusion, shareholder of Allcargo Logistics will get 1:1 share in Allcargo ECU Limited in addition to their holding in Allcargo Logistics.
- Shareholders of Allcargo Gati (other than Allcargo Logistics itself) will get 63 equity shares of Allcargo Logistics (post ISC demerger) for every 10 equity shares held by them. This factors in 3:1 bonus approved by shareholders of Allcargo recently.

KEY MILESTONES, INDICATIVE TIMELINES & APPROVALS REQUIRED

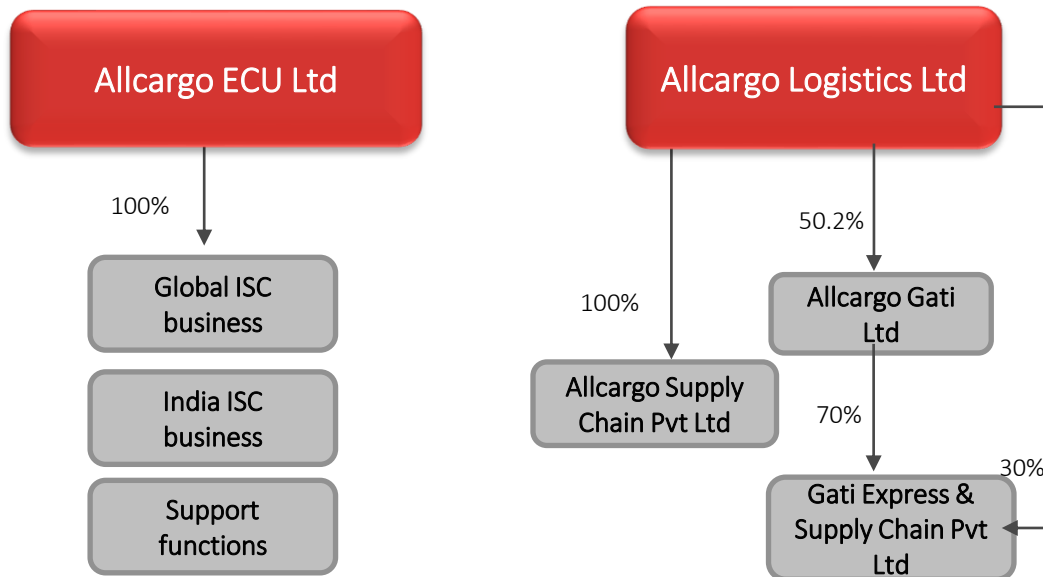


PROPOSED COMPOSITE RESTRUCTURING

The Demerger & Amalgamations outlined below are proposed to be carried out through one composite scheme of arrangement

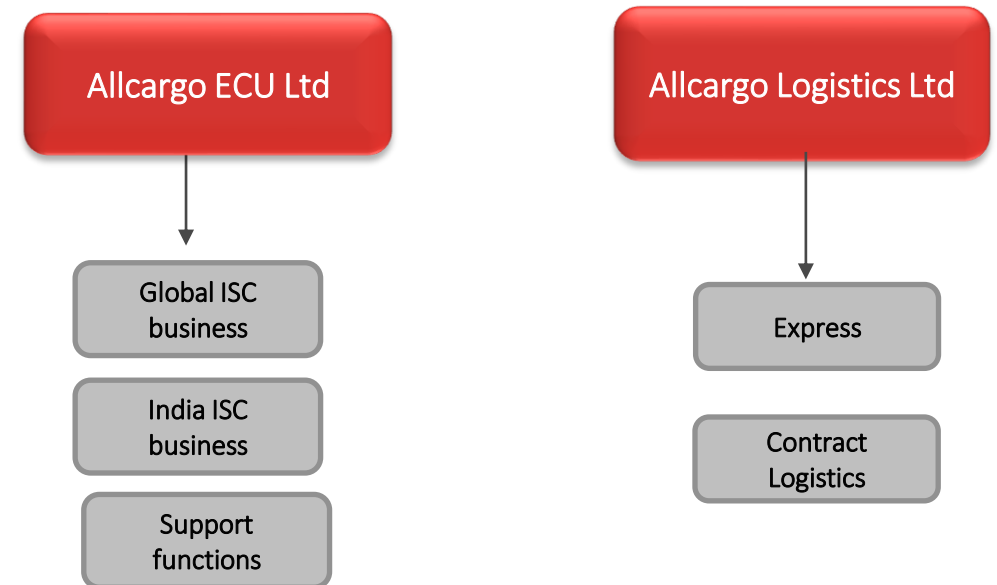
DEMERGER

- **Demerger of ISC business** (and support functions) into a new entity, AEL which will be listed and will have mirror shareholding
- Appointed Date of 1st October 2023



AMALGAMATIONS

- **Merger of ASCPL & GESCPL** into Allcargo Gati (Appointed Date of 1st October 2023)
- **Merger of Allcargo Gati** into Allcargo Logistics (Appointed date = Effective Date, which will be filing of NCLT order with RoC)





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LOGISTICS

COMBINING POWERHOUSES: EXPRESS + CONTRACT LOGISTICS

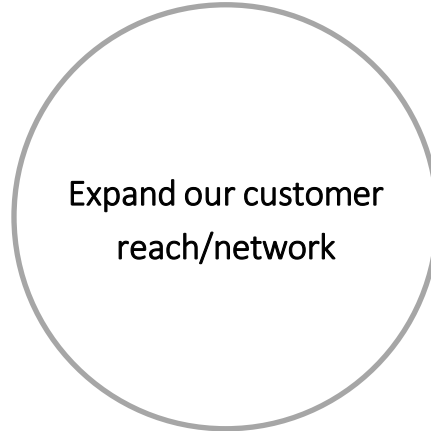
Integrated Solutions



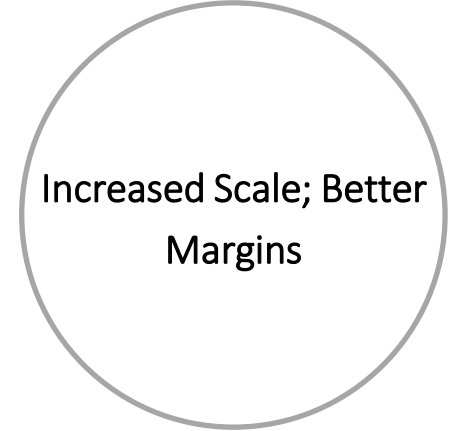
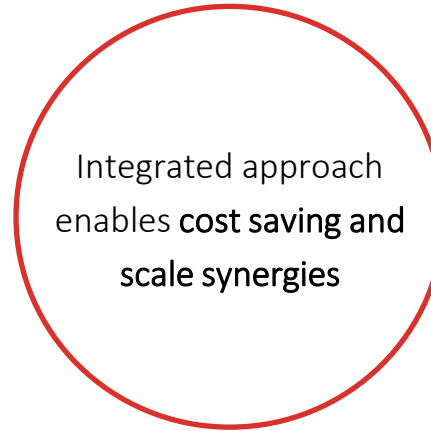
Basket of Offerings



Increased Reach



Cost Side benefits



ALLCARGO GATI is one of the **leading domestic surface express** player in India. It is **well positioned to grow higher** than market with improved margins and return profile

31^ Hubs and **91 distribution Warehouses**. **Digitalization at the core** with 24*7*365 service level monitoring system that ensures safety, security and on time delivery.

Advantages



ASCPL is the **market leader** in Chemical warehousing segment. It is **expanding** its offering in **rapidly growing** ecommerce, auto & auto-ancillary & retail sector.

ASCPL manages one of India's largest warehousing space of **+5 mn sq.ft.** catering to diversified industries with focused approach; **solid operations with consistent growth and industry leading profitability**

Advantages



NETWORK LEADER IN INDIAN SUPPLY CHAIN

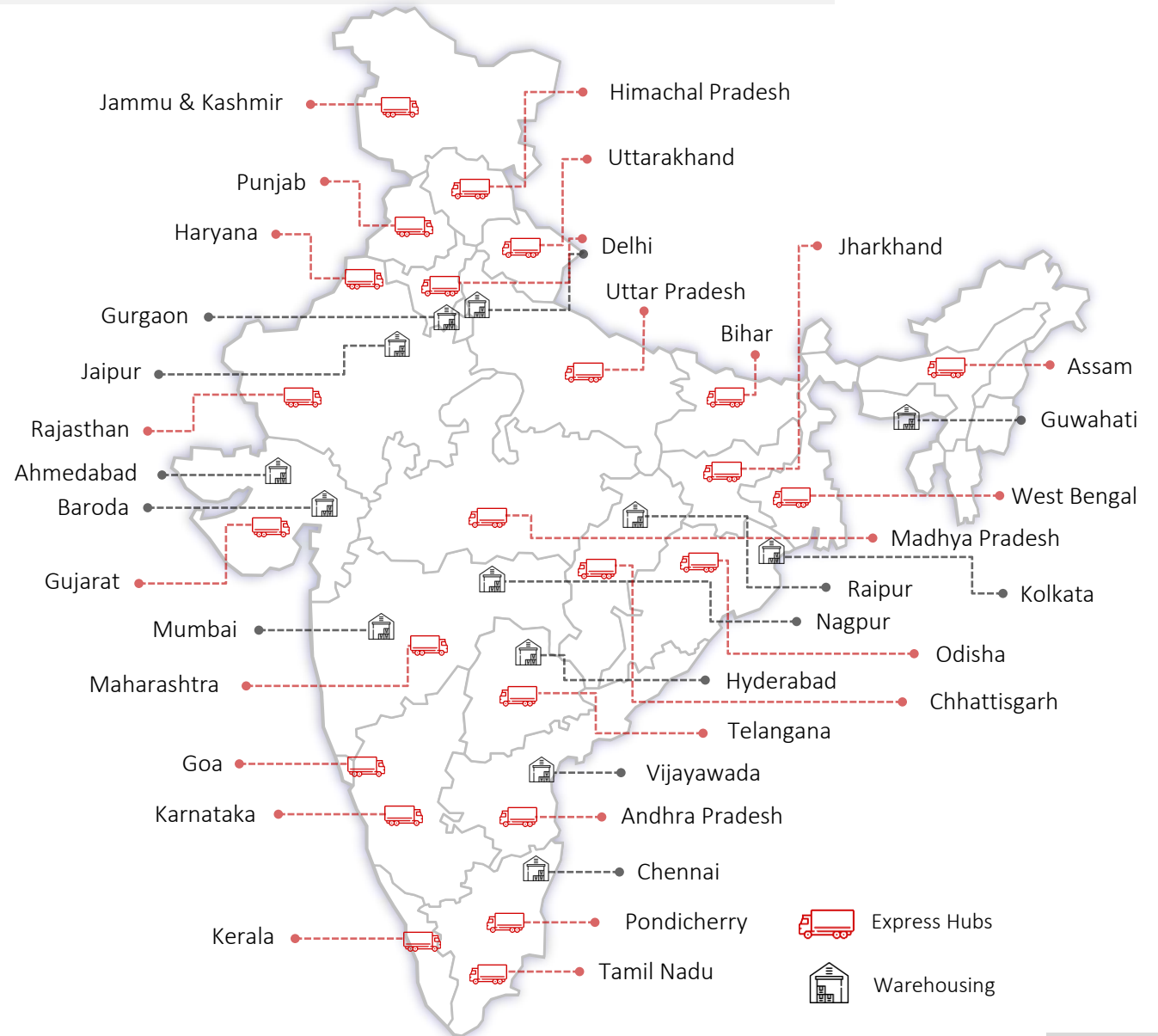
UNIQUE COMBINATION OF EXPRESS + CONTRACT LOGISTICS

99% OF PINCODES SERVICED

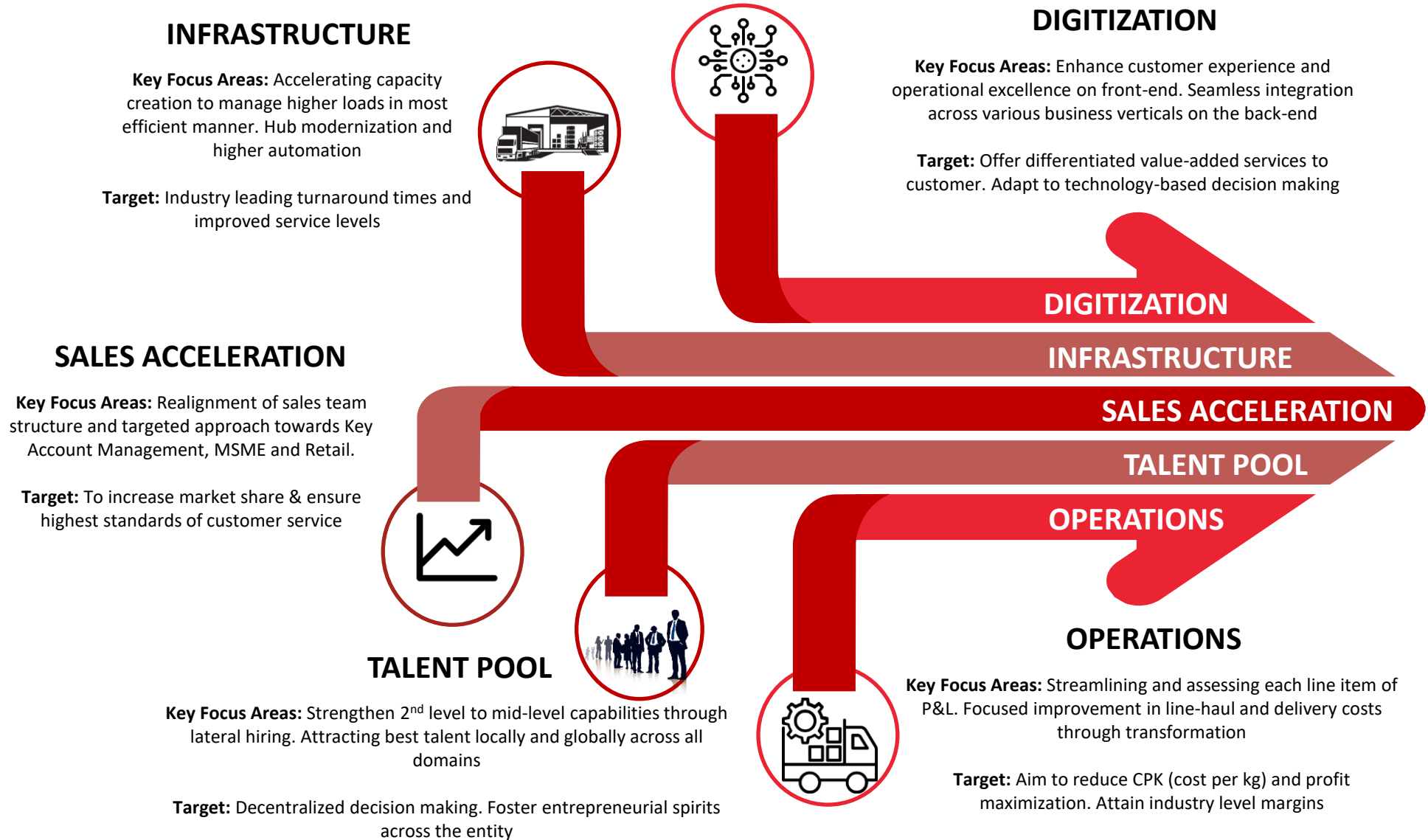
150+ WAREHOUSE & DISTRIBUTION CENTERS

5000+ VENDOR NETWORK TRUCKS

~10 MN SQ.FT OF DISTRIBUTION + WAREHOUSING SPACE



ALLCARGO GATI 2.0 – ONGOING JOURNEY TO PROFITABLE GROWTH



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

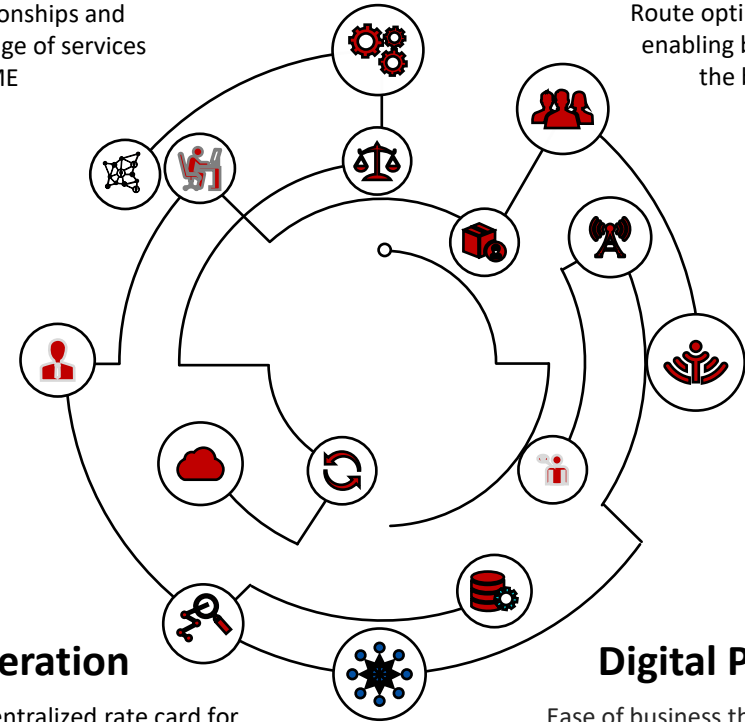
Front-end

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.

CONTRACT LOGISTICS – KEY INDUSTRIES CATERED

Indicative Revenue Mix

 Chemicals, Food & Pharma 35-40%



Chemical, Food & Pharma Warehousing

- State of the art warehousing space
- Equipped with skills to specially pack granules and semi liquid chemicals
- Orbiter System solution
- Best practices for safety and compliance like regular safety drills, temperature monitoring and audits
- Highly trained and competitive manpower gives us an edge to understand difficulties in warehousing

 E-commerce 35-40%



E-commerce & Retail Solutions

- Fully and semi-automated warehouse solutions
- Dedicated and shared warehouse and transport solutions
- We match up to the demands of this dynamic sector
- Advanced stock management system
- Introduced put-to-light and pick-to-light operating models

 Auto/Industrial 18-20%



Automotive & Engineering Solutions

- In-plant logistics, line-feeding and quality checks
- Product line packaging and value-added service
- Aftermarket distribution and reverse logistics services
- Yard management, order management and machine critical order management
- Finished goods warehousing and distribution centre management

INCREASING EFFICIENCY FOR ONE OF INDIA'S LARGEST CHEMICAL MANUFACTURER



- ASCPL efficiently manages approximately **6,000** Pallet Position Facility keeping about **4,000+ Tons** of material
- Proper **segregation of HAZ and Non-HAZ** material as per their MSDS compatibility
- Met the **KPI / SLA** consistently
- **300+** SKUs, about **1,500** Batches and handled in excess of monthly **500k** quantity catering 70+ locations across India
- Accommodated increase in capacity from **2,000** Pallet Positions to **5,700 Pallet Positions** **in the last 3 years**
- Stock accuracy of **100%** maintained **since last 3 years**
- Awarded as **Best Warehouse service Provider** measured on Safety, Sustainability, Social responsibility & Services for the last 2 years

Key Challenges

- Storage capacity management and resource management
- Mixed batch receipts
- Not having space for any value-addition
- High cost of primary and secondary transportation
- Difficult to arrange vehicles for last mile delivery
- Difficult to manage cut-off for inbound and outbound due to space constraints

Values Delivered

Innovation in stores management & order processing

Support in inventory management as per Safety norms

Increase in production throughput

Reduction in lead time to delivery of goods to dealers

Reduction in cost of damages

Increase in sales

WAREHOUSE MANAGEMENT – CASE STUDY

German Manufacturer of Rolling Element Bearings



Bearing & Seal Manufacturer - SOW

- Inbound – Pallet In & Pallet Out operations, Receiving from Plant & Suppliers (Local & Imports)
- Manpower Management
- Inventory Management
- Repackaging
- Dispatch (Local & Exports)

Manpower

- 120+ staff at site

Area Management

- BIN Locations – 14,000+
- SKU – 800+
- Total Area – 70,000/- Sq. ft.

KRA Management

- KPI Management
- 5S & KAIZEN

Quality & Safety

- Strict adherence to SOPs based on customer's operations standards
- Find & Eliminate unsafe conditions in operations

Training & Manpower Development

- Periodically training to be provided to site staff as per SOPs and operations standards.
- Appreciation from the Customer

CONTRACT LOGISTICS - AWARDS & RECOGNITION

2021

Warehouse & Logistics
Excellence Awards

2021

Samudra Manthan Awards

2021

Scale Awards

2019

SCM Pro warehousing Eco
Summit

- Best Chemical warehouse award
- Best warehouse for safety practices

2019

8th Manufacturing Supply
Chain Award

- Operational Excellence Award in 3PL warehousing

2019

13th ELSC Leadership
Awards

- Best 3PL service Provider award in Chemicals

2018

12th ELSC Leadership Award

- Best 3PL service provider in Chemicals
- ACCI wins Best Logistics Company

2017

ISCM Awards

- Best Logistics Company



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LOGISTICS

BOARD OF DIRECTORS – ALLCARGO GATI & GESCLPL

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 (GESCLPL)



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

MANAGEMENT TEAM – ALLCARGO GATI



PIROJSHAW (PHIL) SARKARI

MD & Chief Executive Officer (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



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



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



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



SHRIKANT NIKAM

Sr. 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.



RAJESH GOWRINATH

Senior Vice President – Sales

20+ years of experience in sales and a professional with commercial experience in turning around business's and creating high productive teams, In past he headed the E-com part for the Blue dart.



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.



SANDEEP KULKARNI

Chief Operating Officer

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.

Thank You

GATI

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