



August 04, 2023

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	Symbol : GATI
ISIN No.: INE152B01027	ISIN No.: INE152B01027
Re.: Gati Limited	Re.: 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 FY 2023-24 ended on June 30, 2023.

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
August 2023



SAFE HARBOR



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KEY CONSOLIDATED HIGHLIGHTS – Q1FY24



Revenue from operations

₹ 426 Crs

-1%

YoY

3%

QoQ

Gross Profit (Exc. Other Income)

₹ 101 Crs

-1%

YoY

4%

QoQ

EBITDA (Exc. Other Income)

₹ 17 Crs

-13%

YoY

45%

QoQ

Pre – Exceptional Profit Before Tax

₹ -4 Crs

NM

YoY

NM

QoQ

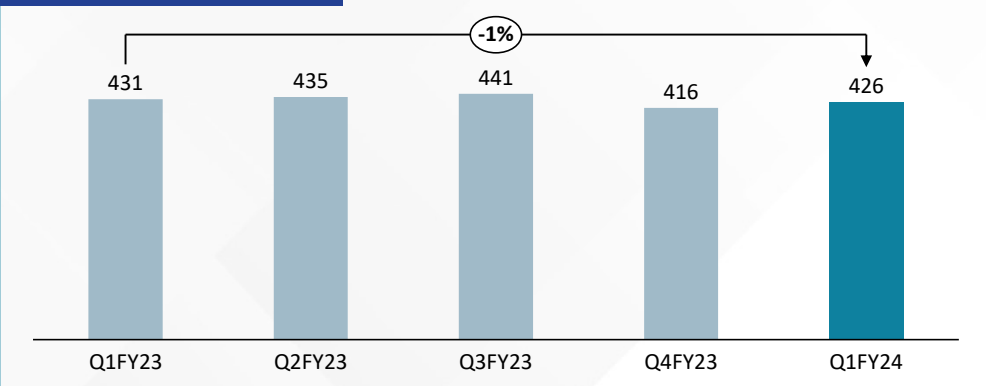
Key Management Commentary:

- ✓ **Sales acceleration:** Continuing our sales acceleration efforts, we appointed Rajesh Gowrinath as VP – Sales to accelerate profitable growth in various verticals of the organization. Rajesh comes with 20+ years of experience in large logistics companies such as DHL and BlueDart.
- ✓ **Operations Excellence:** Started a nation-wide GA (Gati Associates) training program to create an image of our Gati Associates as brand ambassador of the Company.
- ✓ **Infrastructure & Branding:** Bangalore super hub to be inaugurated in the week of 15th August, adding to the continuous build out of modern infrastructure.
- ✓ **Technology:** Signed Lol with a large domestic IT company to build best-in-class Gati Enterprise Management System (GEMS 2.0) on a micro service platform.

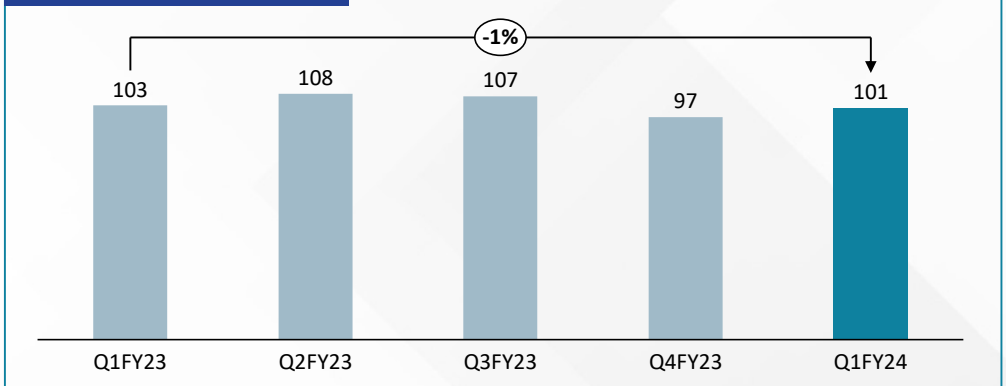
KEY CONSOLIDATED HIGHLIGHTS – Q1FY24



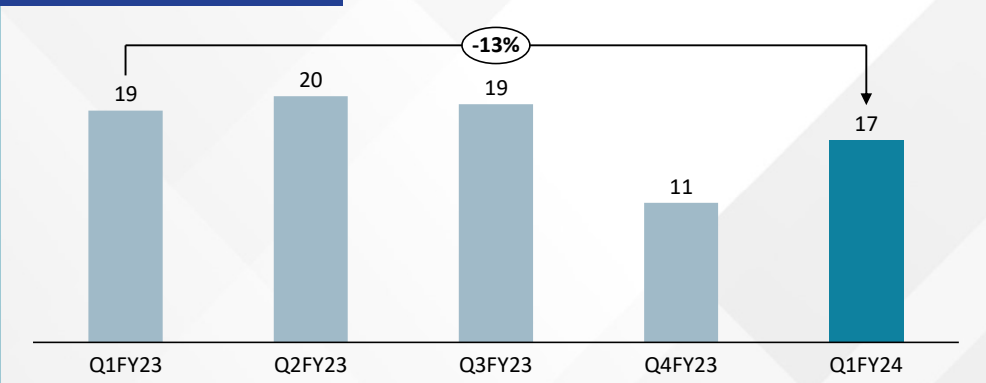
Revenue (₹ crore)



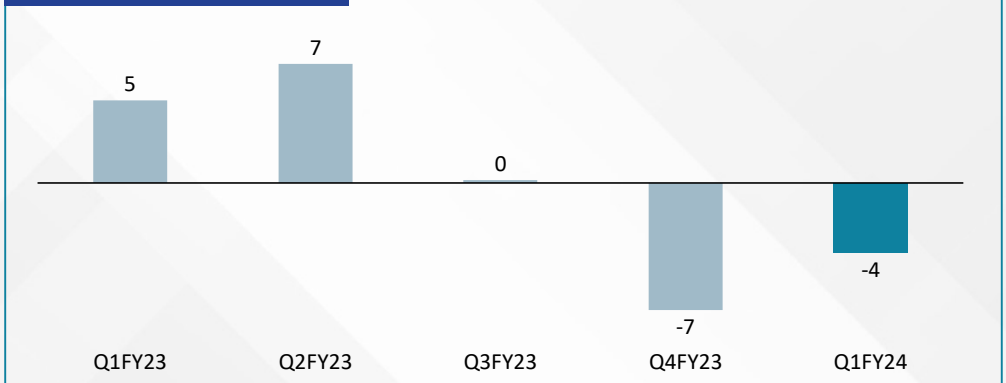
Gross Profit (₹ crore)



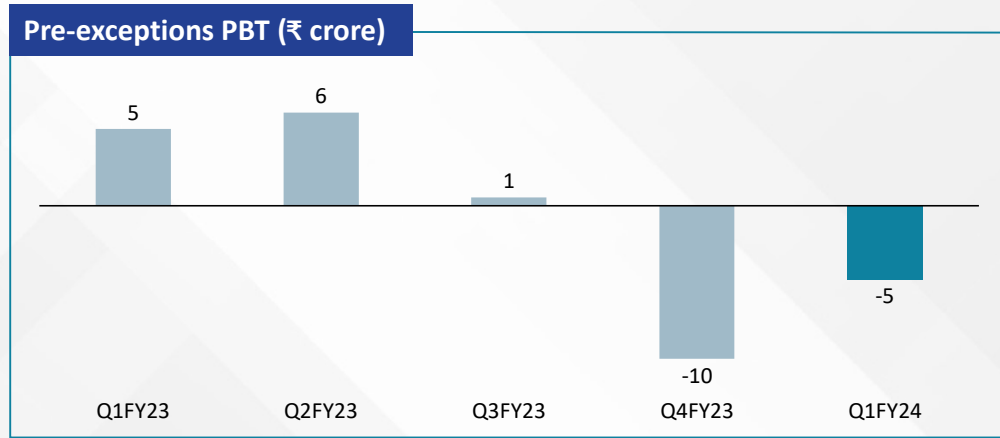
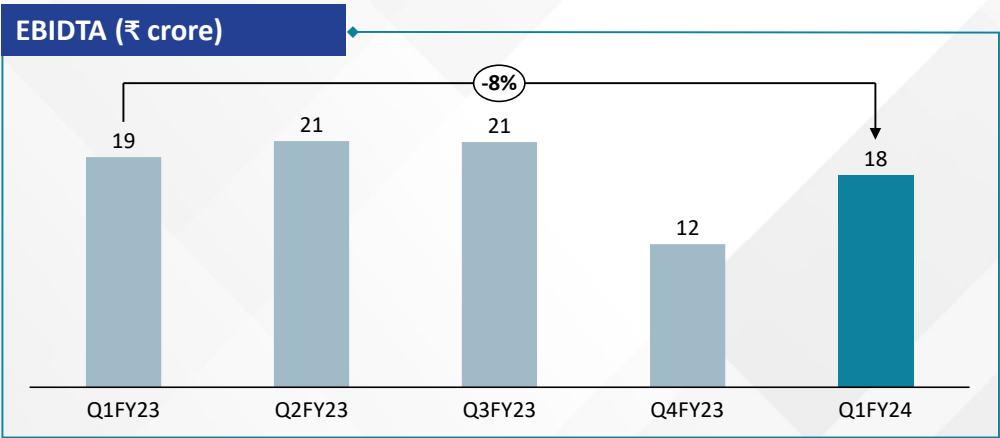
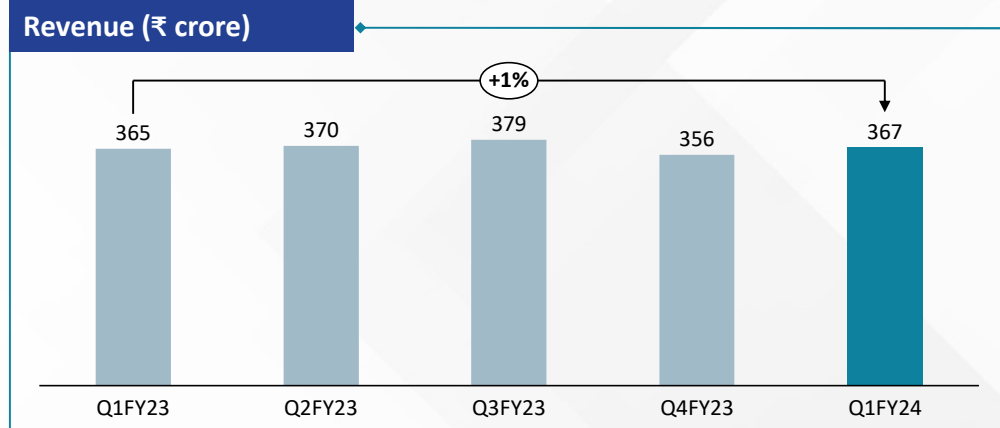
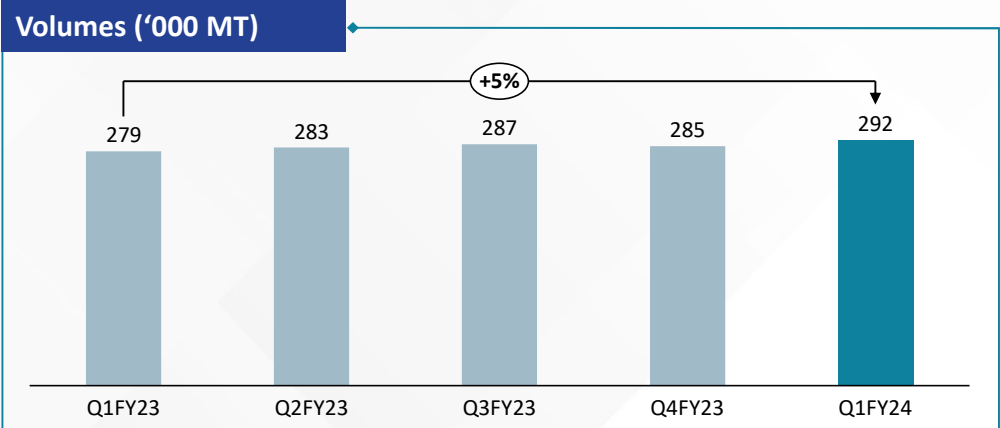
EBITDA (₹ crore)



PBT (₹ crore)



GESCPL (ex- GKEPL) PERFORMANCE HIGHLIGHTS – Q1FY24

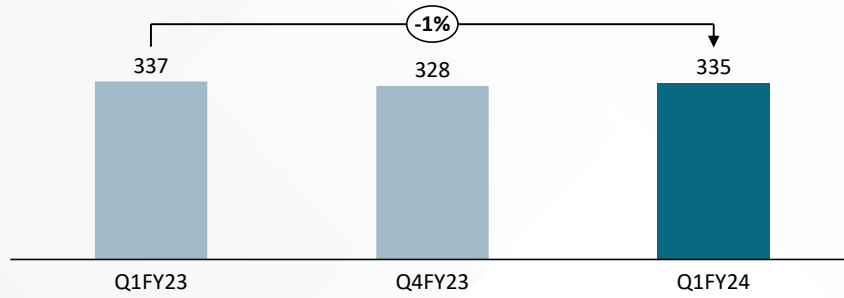


* Gati KWE (GKEPL) has been renamed to Gati Express and Supply Chain Pvt. Ltd. (GESCPL) – the entity houses our core express business

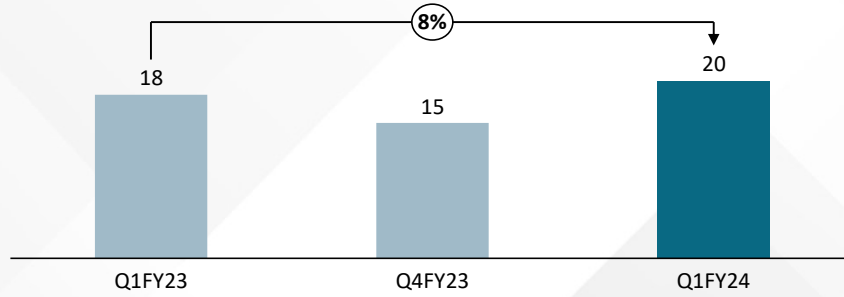
KEY SEGMENT HIGHLIGHTS – Q1FY24



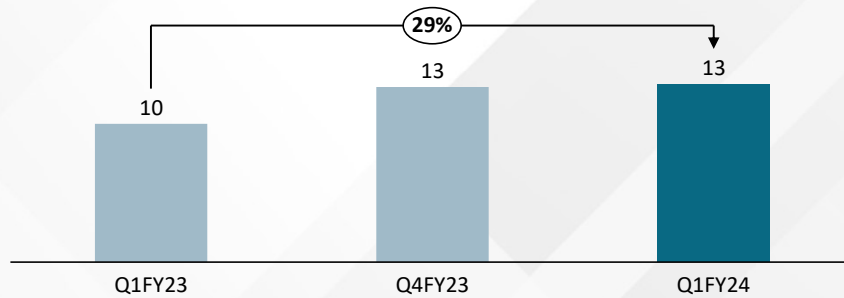
Surface Express



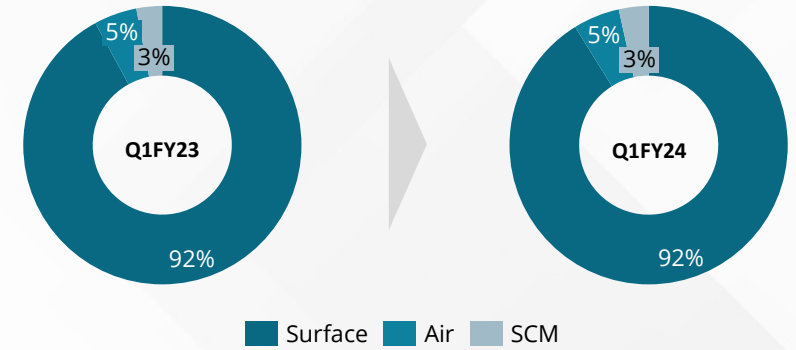
Air Express



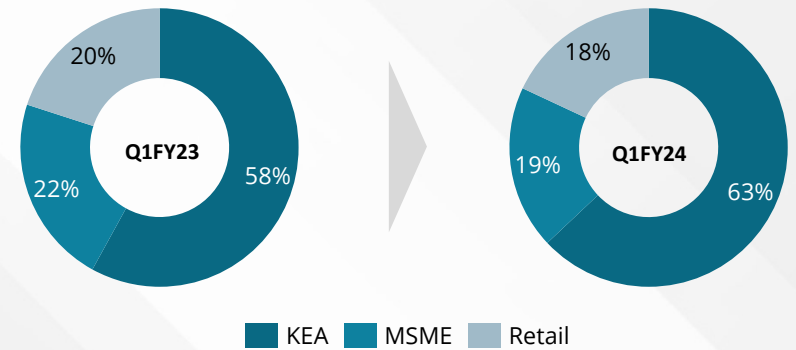
SCM Revenue



Business Mix (%)



Client Mix (%)

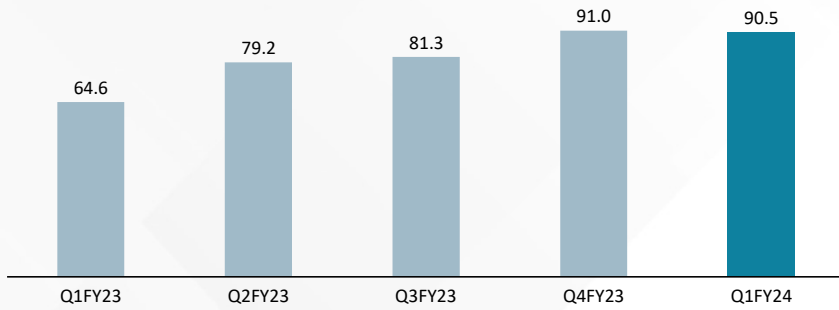


SERVICE PARAMETERS



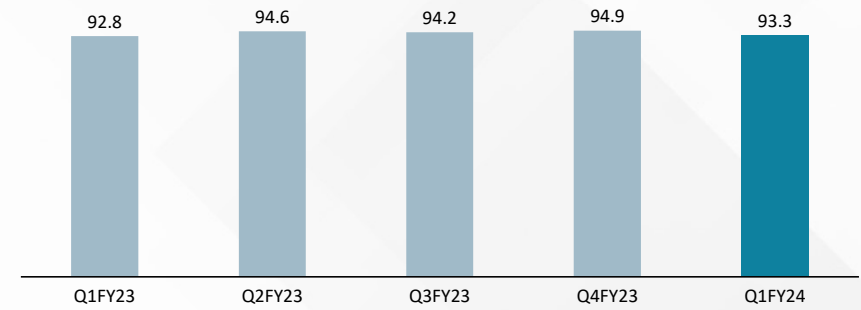
DIFOT* (%)

Target 90%



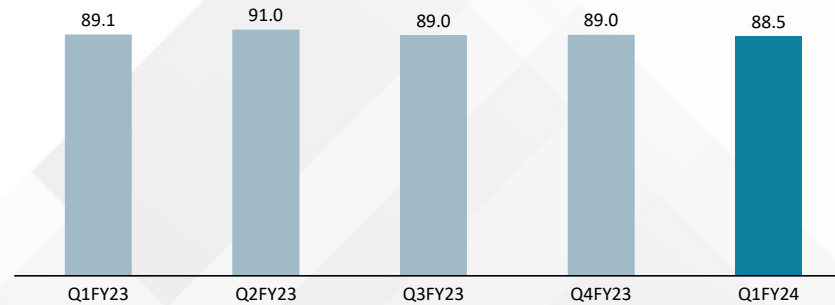
PIFOT^ (%)

Target 93%

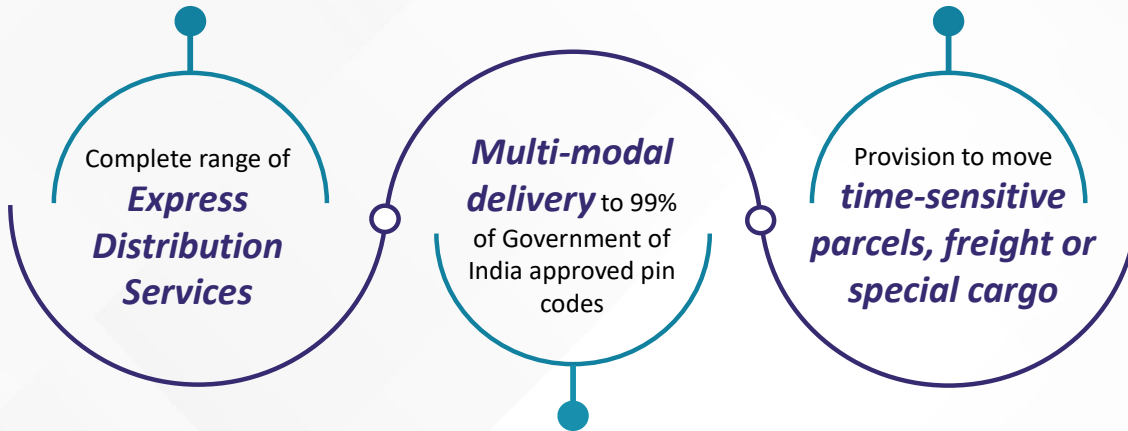


Delivery Efficiency (%)

Target 93%



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

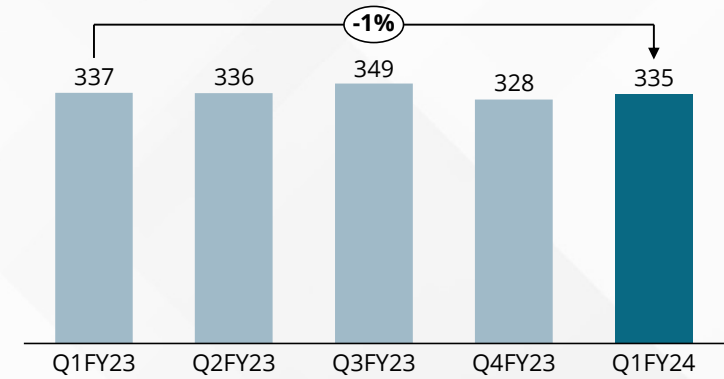
5,000+
Trucks & Rail services

600+
Offices

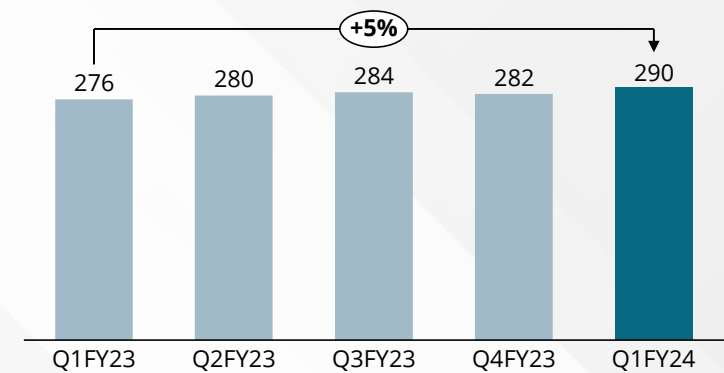
Reverse
Logistics Expertise

Guaranteed
On-time deliveries

Revenue (₹ crore)



Tonnage handled (KT)



AIR EXPRESS DISTRIBUTION



Direct connectivity
to India's major commercial airports

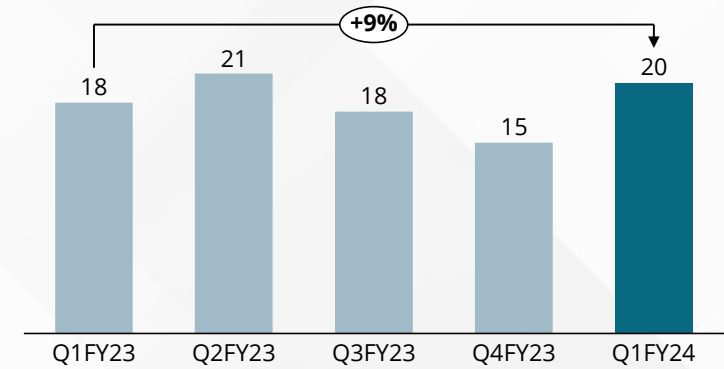
Customized
solutions for customer's requirement

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

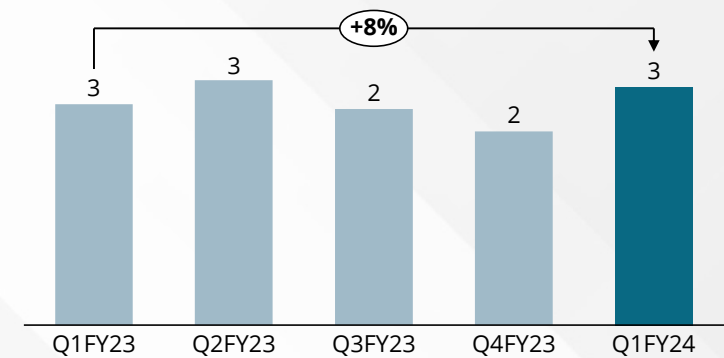
Trained Staff
for Dangerous Goods

Tie-up with India's Leading commercial airline

Revenue (₹ crore)



Tonnage handled (KT)



SUPPLY CHAIN MANAGEMENT SOLUTIONS



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

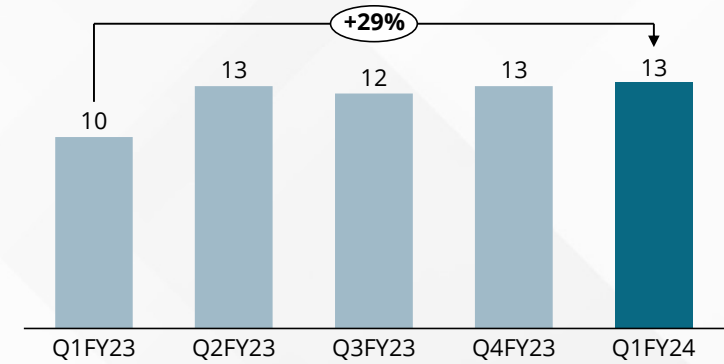
Integrated Warehousing and Distribution

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

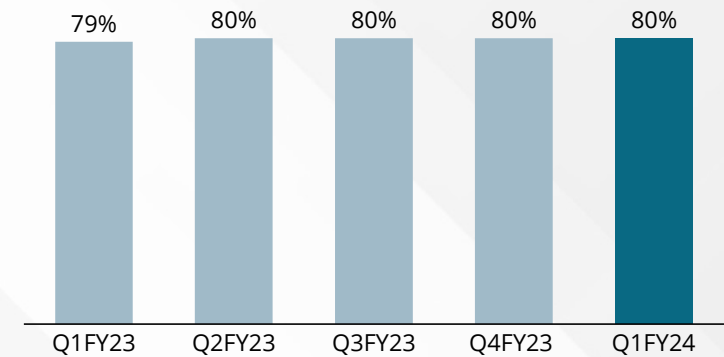
Inventory & Purchase order management

Customized solutions for multiple industries

Revenue (₹ crore)



Utilization (%)



PIONEER IN EXPRESS LOGISTICS



Network Leader in Logistics

Pan India
~700
offices across India

735
out of 739
Indian Districts Covered

99%
GOI approved
Pin-codes coverage

Reach Widest in Industry



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

Area
Coverage



31 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



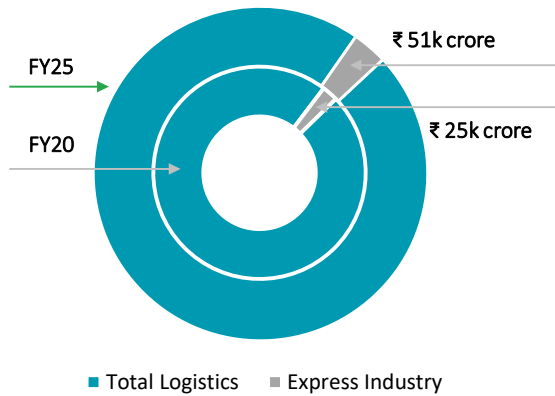
Major
E-Com Companies

INDUSTRY WITH LIMITLESS OPPORTUNITIES

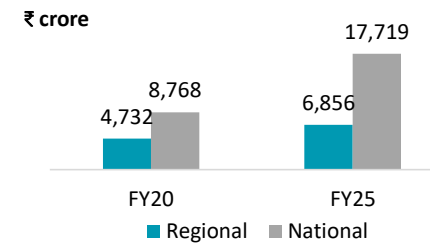
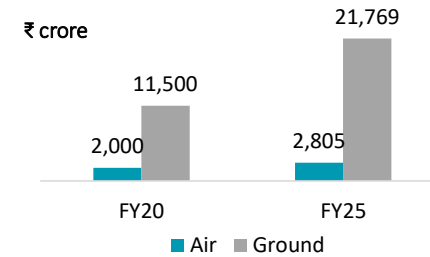
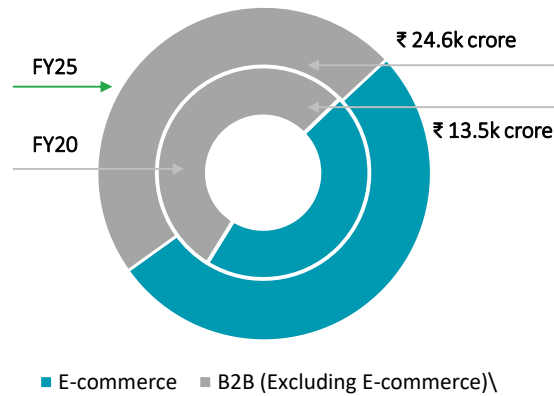


Surface + Air + Ecommerce + Contract Logistics
Total Available Market is ~Rs 52,500 crs

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

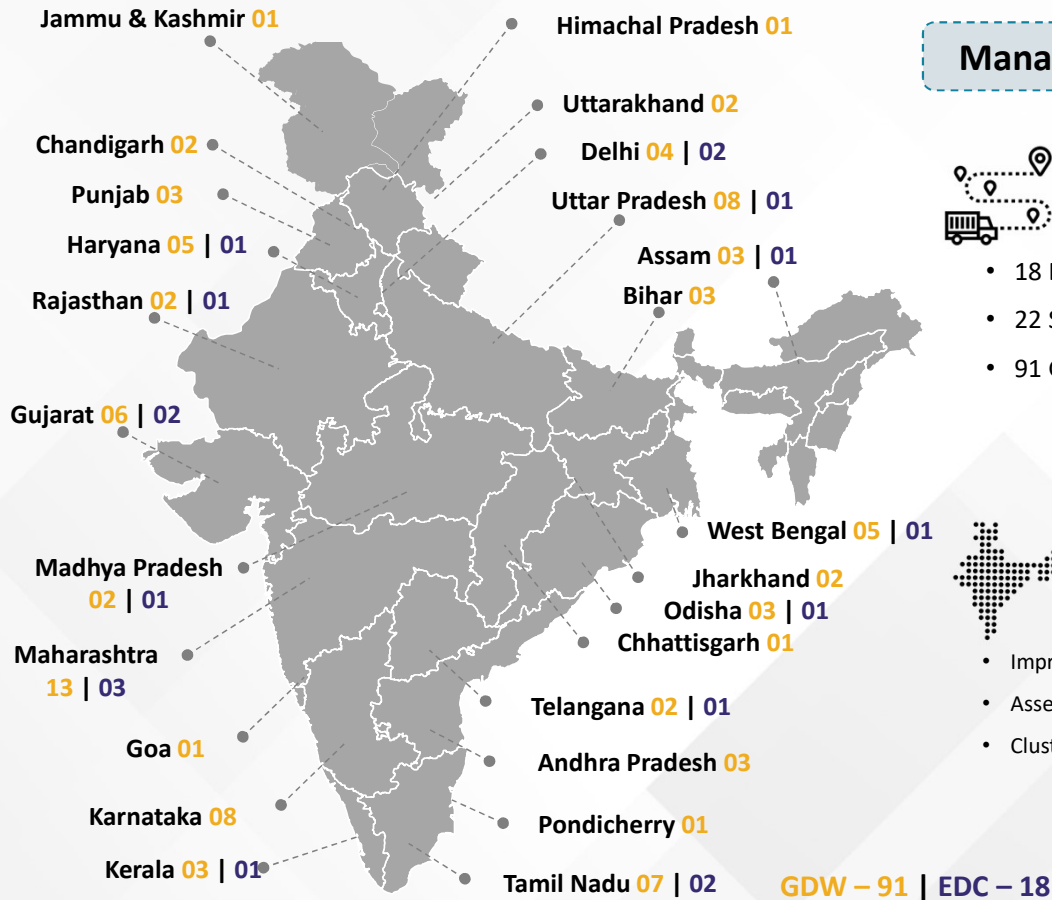
Management speak

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**
- 18 Express distribution centers
 - 22 Surface Transshipment Hubs
 - 91 Gati Distribution Warehouses



- First-Last mile**
- ~128 Own customer convenient center
 - ~375 Franchisee convenient center and Kiosk
 - 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 +3000 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.

GATI 2.0 - JOURNEY TO PROFITABLE GROWTH



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

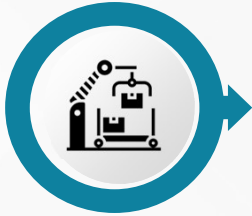
Key Focus Areas: Streamlining and assessing each line item of P&L. Focused improvement in line-haul and delivery costs through transformation

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



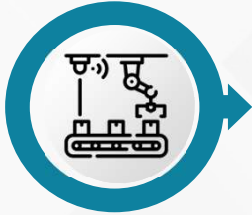
Revenue
Aspiration
₹ 3,000
crores by
FY26

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

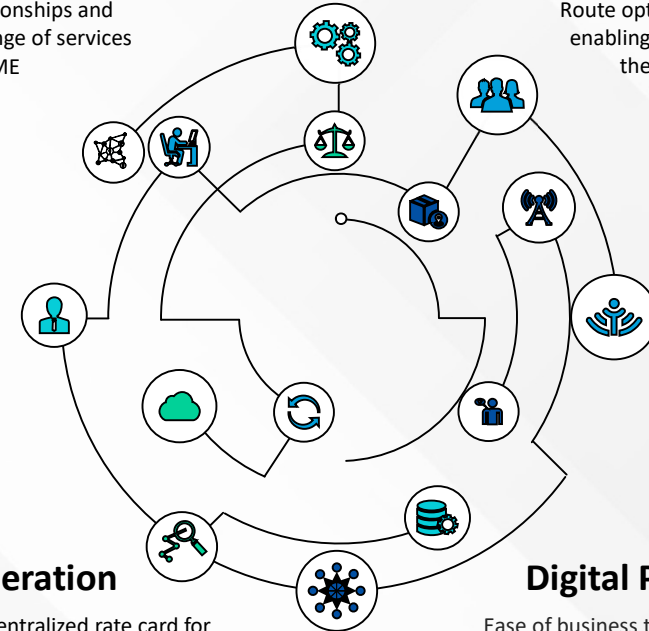
Front-end

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

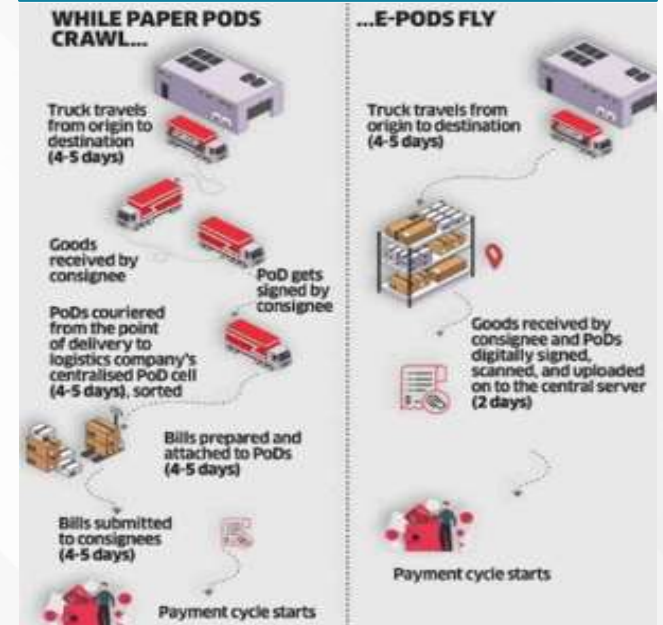


Compliance

- 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
- Pilot started for MSME vertical

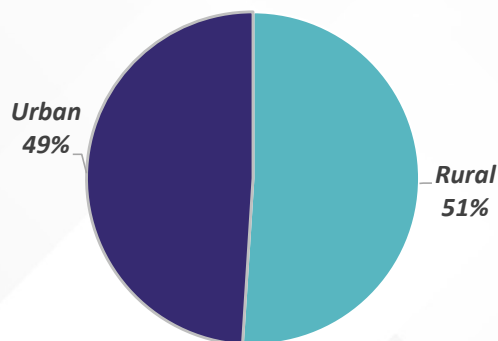
Retail E- Docket leading to compressed payment cycles



“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

INFRASTRUCTURE AMPLIFICATION



“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	Q3FY24
East Zone	
✓ Guwahati	Q3FY23
South Zone	
✓ Bangalore	Aug 2023
Hyderabad	Q1FY25
Cochin	Q2FY25

Mega Hub

Unmatched connectivity strengthening leadership



“Gati Nivas”

Quality of life for workers and drivers



“Automation”

Ensuring faster loading & unloading

OPERATIONAL HUBS – ENHANCING SERVICE LEVELS



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

Farukhnagar & Mumbai Hub – Case Study



Particulars	Farukhnagar Hub		Mumbai Hub	
	Before	After	Before	After
Space (in sq ft)	84,000 Sq ft in 3 different warehouses	1,13,000 Sq ft at a single location	1,11,000 Sq ft in 3 different warehouses	1,15,000 Sq ft at a single location
Bays	56	89	27	61
Vehicle Loading Time	4 hour+	Less than 3 hours	4 hour+	Less than 3 hours
Productivity per head	5.7 tons	8+ tons	5.7 tons	8+ tons

Infrastructure Amplification
 leading to
Operational Efficiencies

- Farukhnagar Hub**
- Mega hub at Farukhnagar is a testament to our infrastructure amplification strategy
 - The hub is well equipped for effective loading and unloading leading to improved turnaround time
 - Load factor has increased by over 60% in the last one year

- Mumbai Hub**
- The Mega hub at Bhiwandi is operational and we are witnessing improvement in operational parameters
 - Load factor has increased by over 40% in the last 2 months
 - The hub has a 61 docks & Dock Leveler with Scanning Process

Quality Management System

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

04

Build Pick-up & Delivery capacity

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

03

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

Continuous Improvement with key operations enablers across the value chain

BOARD OF DIRECTORS



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

MANAGEMENT TEAM



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

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. 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. 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.



Mr. 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.



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.

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

GESCPL PROFOMA PROFIT & LOSS (EXPRESS BUSINESS)



Particulars (₹ crore.)	Q1FY24	Q1FY23	YOY	Q4FY23	QOQ
Revenue from Operations	367	365	1%	356	3%
Direct Overheads	267	263		259	
Gross Margin	100	102	-2%	96	4%
Gross Margin (%)	27.3%	27.9%	-63 bps	27.1%	22 bps
Employee Expenses	47	45		46	
Other Expenses	35	38		38	
EBITDA	18	19	-8%	12	48%
EBITDA Margin (%)	4.8%	5.3%	-44 bps	3.4%	147 bps
Other Income	0	5		4	
Depreciation	15	12		18	
EBIT	3	12	-78%	-2	NM
Finance Cost	8	7		8	
Pre-Exceptional PBT	-5	5	NM	-10	NM
Exceptional Items	0	5		2	
Post Exceptional PBT	-5	10	NM	-7	NM
Tax	-1	2		7	
Profit After Tax	-4	8	NM	-15	NM

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

CONSOLIDATED PROFIT & LOSS



Particulars (₹ crore.)	Q1FY24	Q1FY23	YOY	Q4FY23	QOQ
Revenue from Operations	426	431	-1%	416	3%
Direct Overheads	325	328		318	
Gross Margin	101	103	-1%	97	4%
Gross Margin (%)	23.8%	23.8%	1 bps	23.4%	36 bps
Employee Expenses	48	46		47	
Other Expenses	37	38		39	
EBITDA	17	19	-13%	11	45%
EBITDA Margin (%)	3.9%	4.4%	-52 bps	2.7%	113 bps
Other Income	2	6		7	
Depreciation	15	13		18	
EBIT	3	12	-73%	0	1525%
Finance Cost	7	7		7	
Pre-Exceptional PBT	-4	5	NM	-7	NM
Exceptional Items	0	4		-6	
Post Exceptional PBT	-4	9	NM	-13	NM
Tax	-1	2		8	
Profit After Tax	-3	7	NM	-20	NM

Note: Depreciation on RoU assets was 45cr in FY23, 20cr in FY22 and 12cr in Q1FY24. Interest Expense on lease obligation was 17cr in FY23, 10cr in FY22 and 4.5cr in Q1FY24.

Thank You



CIN: L63011TG1995PLC020121
Mr. Himanshu Yadav / Mr. Sanjay Punjabi
Himanshu.Yadav@allcargologistics.com /
sanjay.Punjabi@allcargologistics.com
+91 95386 19013 / +91 98210 80048
www.gati.com | www.gatikwe.com

SGA Strategic Growth Advisors

CIN: U74140MH2010PTC204285
Mr. Sagar Shroff / Prachi Chhugani
sagar.shroff@sgapl.net / prachi.c@sgapl.net
+91 9820519303 / +91 89492 92029

www.sgapl.net