



February 05, 2022

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

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, 2021.

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

Kindly take the above on your record.

Thanking you,

Yours faithfully,  
For **Gati Limited**



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

**Encl.:** As above

**Corporate & Regd. Office: Gati Limited**

Plot No.20, Survey No.12, Kothaguda, Kondapur, Hyderabad - 500 084, Telangana, India. Tel.: (040) 71204284, Fax: (040) 23112318

investor.services@gati.com | CIN: L6301ITGI995PLC020121 | Toll Free No.:1860 123 4284 | www.gati.com



# India's Premier Express Logistics Company

---

Investor Presentation  
**February 2022**



# Safe Harbor

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Gati Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

# Key Consolidated Highlights – Quarter & YTD



## Revenue

**Q3:** Revenue at ₹ 416 crore up by 3% Y-o-Y

**YTD:** Revenue at ₹ 1,109 crore up by 24% Y-o-Y



## Gross Profit

**Q3:** Gross Profit (GP) at ₹ 94 crore down by 4% Y-o-Y. Gross profit margins at 22.5%, down 235 bps Y-o-Y

**YTD:** Gross Profit (GP) at ₹ 258 crore up by 14% Y-o-Y Gross Profit margins at 23.3%, down 201 bps Y-o-Y



## EBITDA

**Q3:** EBITDA at ₹ 16 crore down by 35% Y-o-Y. EBITDA margins at 3.9%, down 229 bps Y-o-Y

**YTD:** EBITDA at ₹ 36 crore up by 41% Y-o-Y. EBITDA margins at 3.2%, up 39 bps Y-o-Y



## PBT

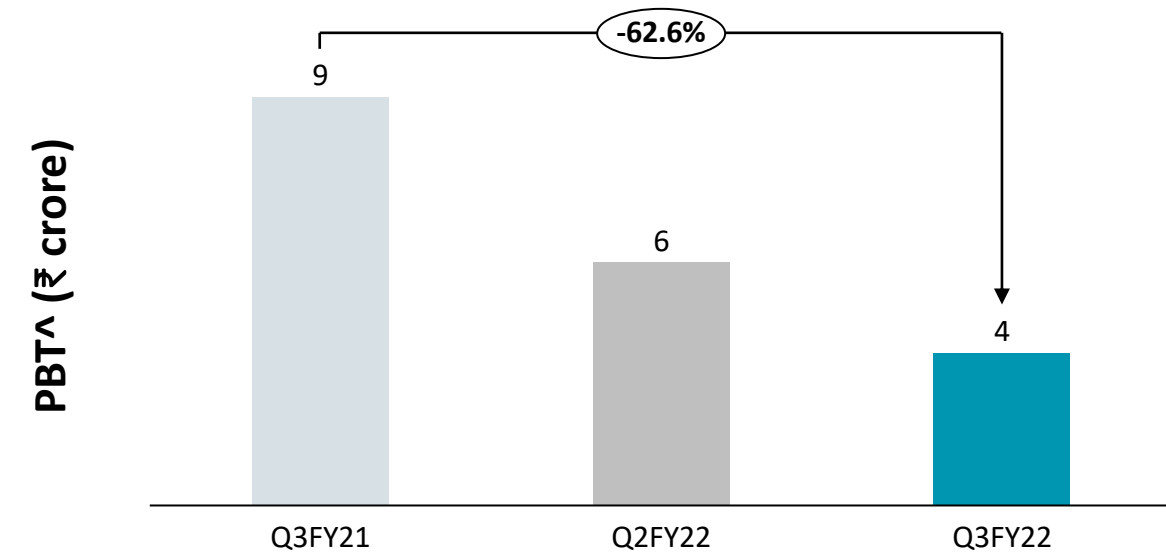
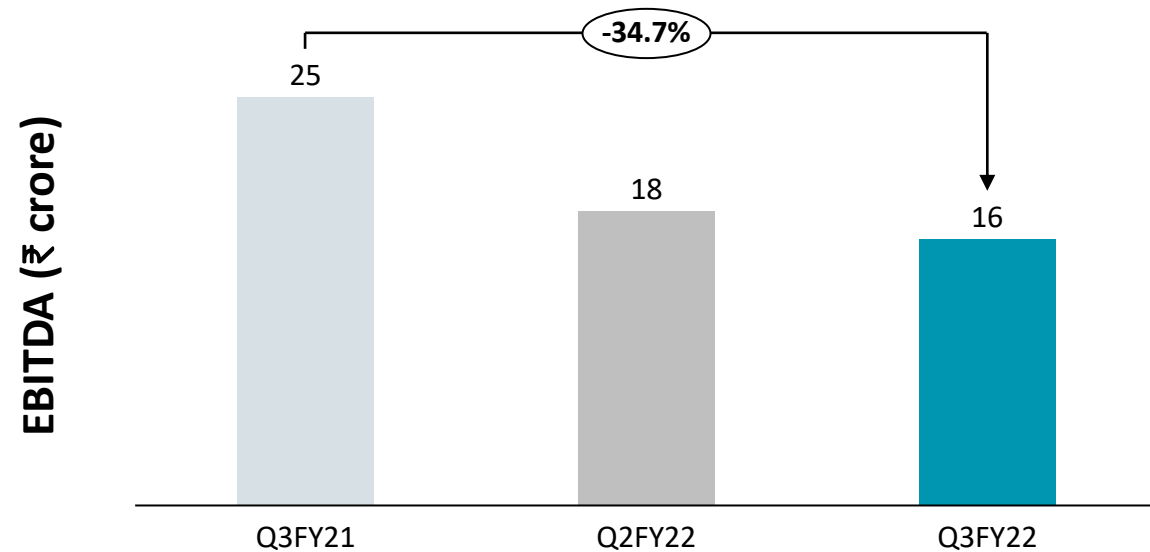
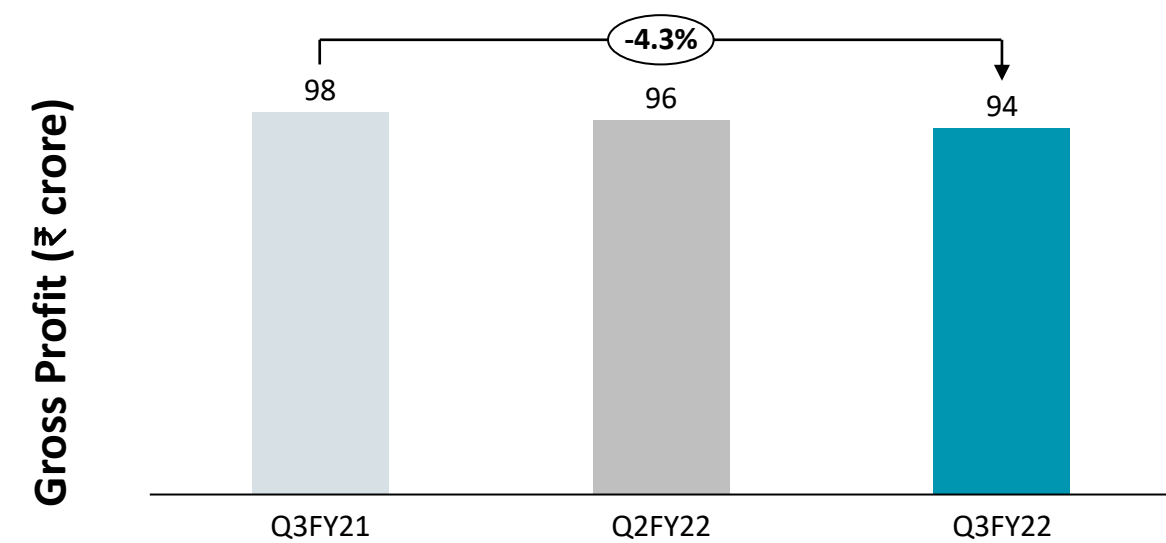
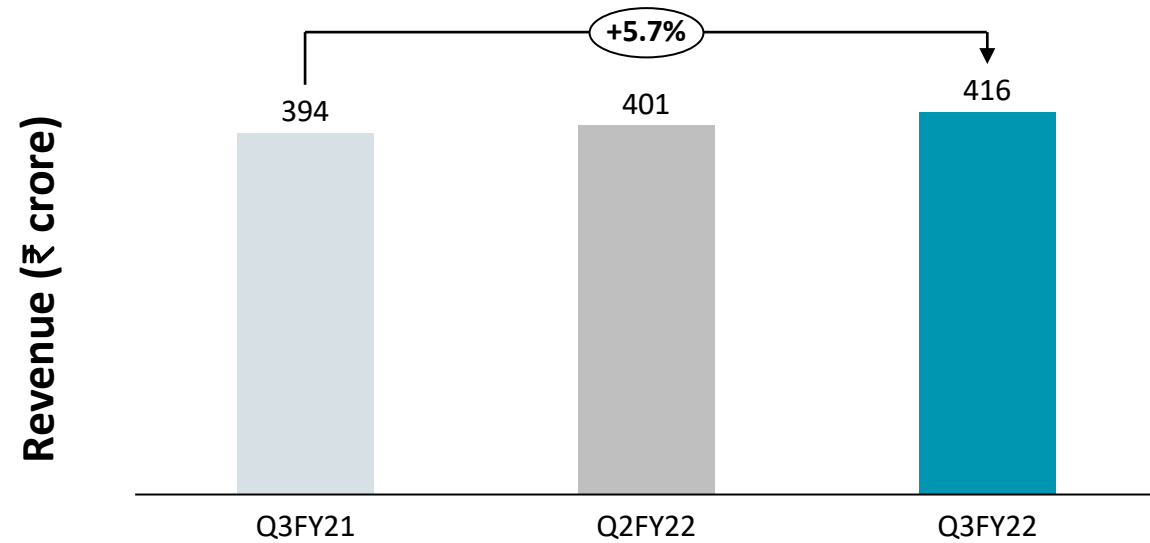
**Q3:** Reported PBT (before exceptional) at ₹ 4 crore down by 30% Y-o-Y. PBT margins at 3.9%, down 40 bps Y-o-Y

**YTD:** Reported PBT (before exceptional) at loss of ₹ 2 crore up by 93% Y-o-Y

## Key Management Commentary:

- ✓ **Momentum continues: GKEPL achieves highest-ever quarterly tonnage and revenues. Surface and Air express contributing to growth journey**
- ✓ **Sales acceleration: Key Enterprise Accounts (KEA) remains growth driver with highest ever quarterly contribution to the overall revenue. Realigning sales team aiming other business segments with higher focus on MSME's**
- ✓ **Infrastructure: Farukh Nagar facility inaugurated, future expansions initiated. Focused efforts on Network optimization, cost control, centralization of network aiming targeted reduction in pick up and delivery cost**
- ✓ **Talent: Onboarded experienced talent at critical CXO positions setting industry wide best practices**
- ✓ **Technology: Strengthening back-end and front-end technological capabilities. Back-end targeted to reducing costs, improved turnaround and throughput and Front-end targeting customer experience**

# Consolidated Financial Performance (Quarterly)

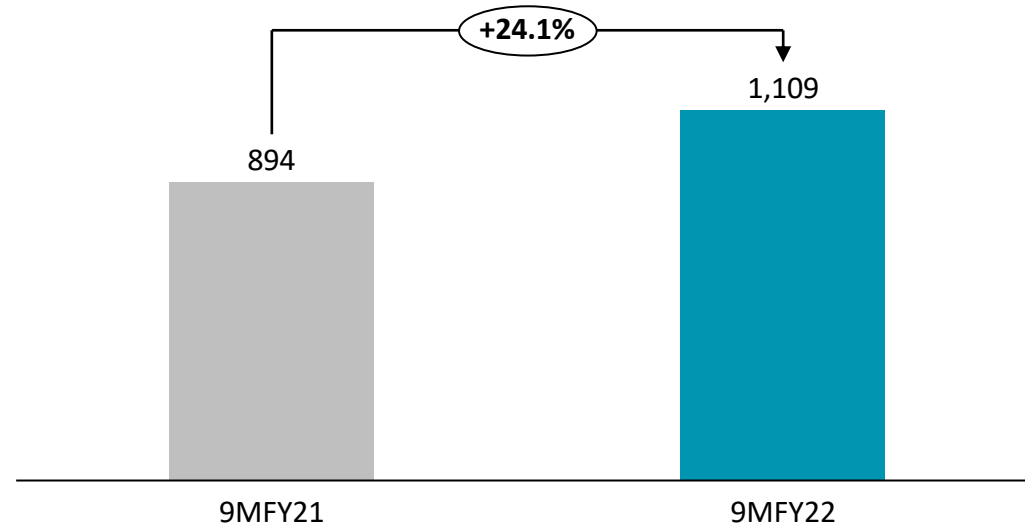


<sup>^</sup> Pre-Exceptional PBT

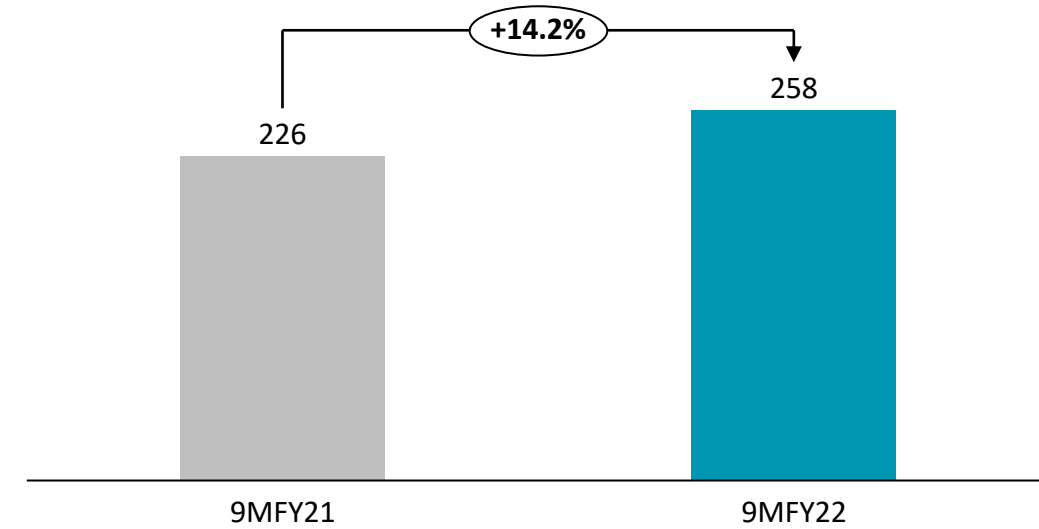
# Consolidated Financial Performance (YTD)



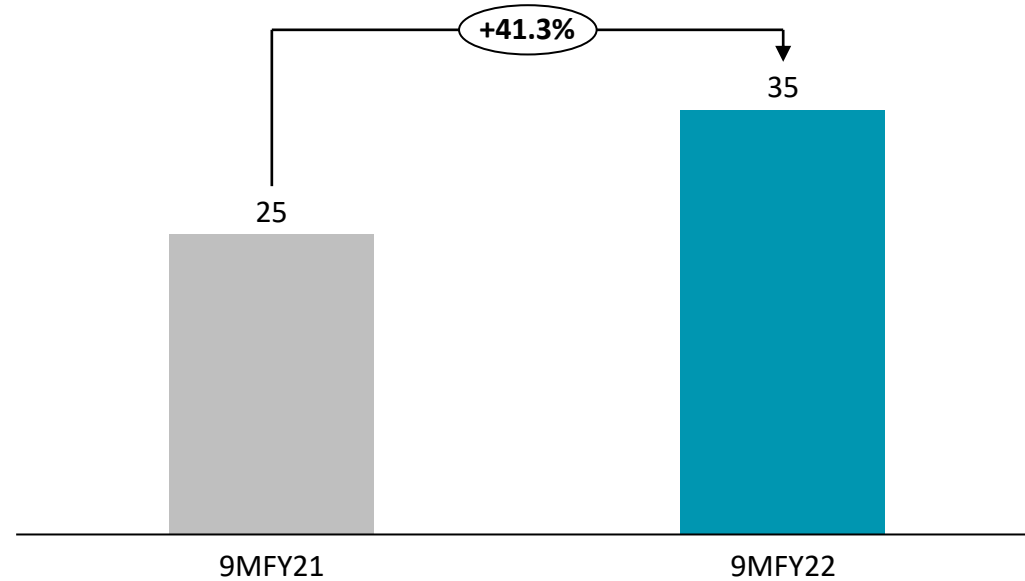
Revenue (₹ crore)



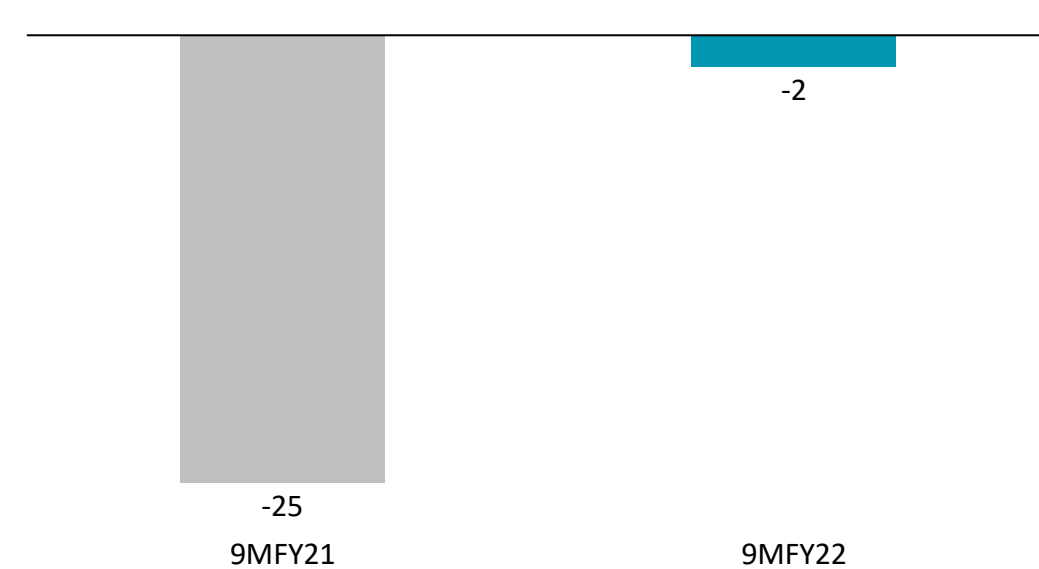
Gross Profit (₹ crore)



EBITDA (₹ crore)

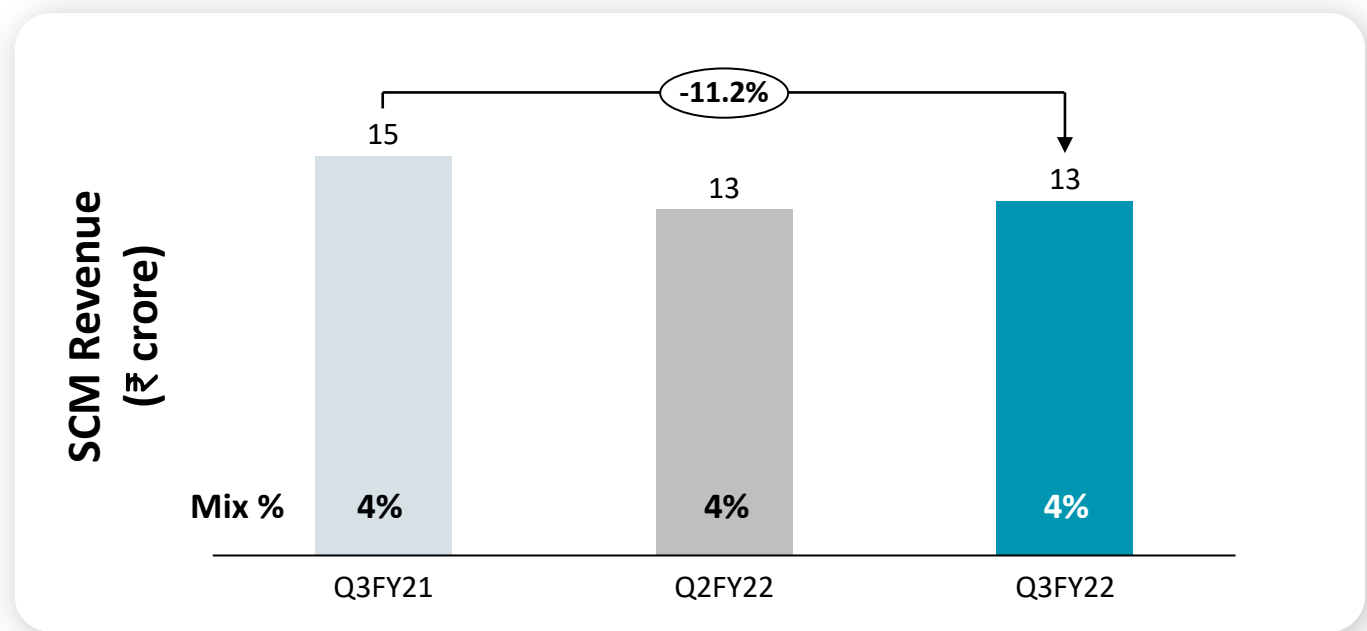
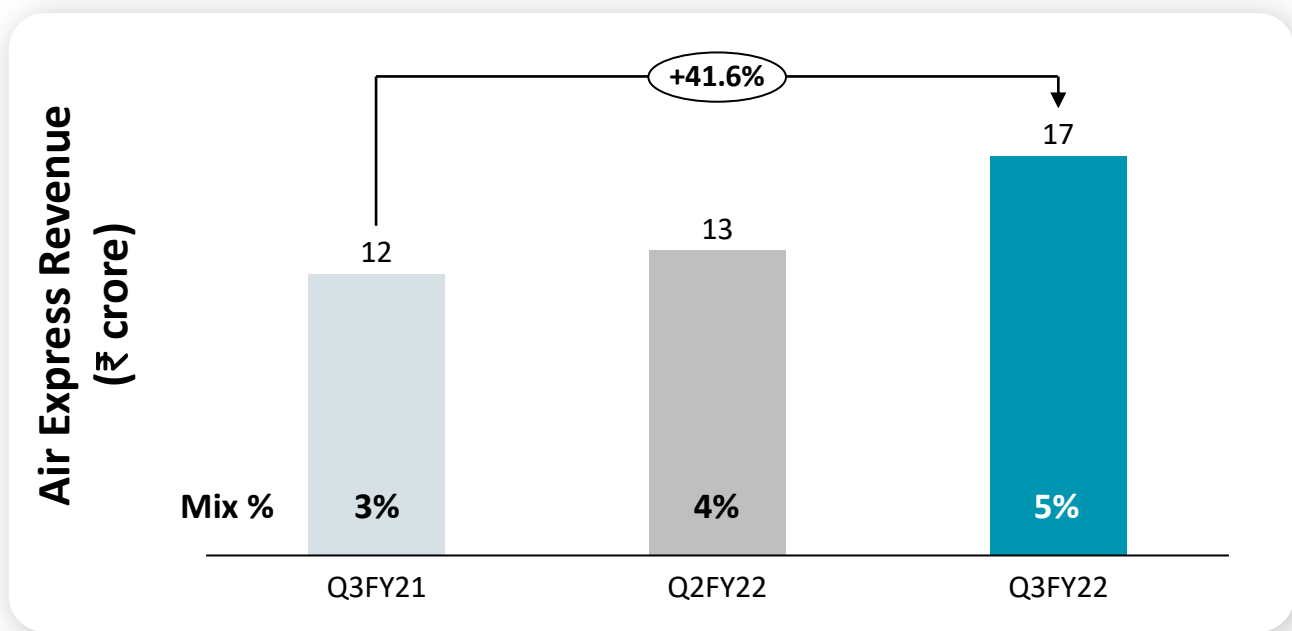
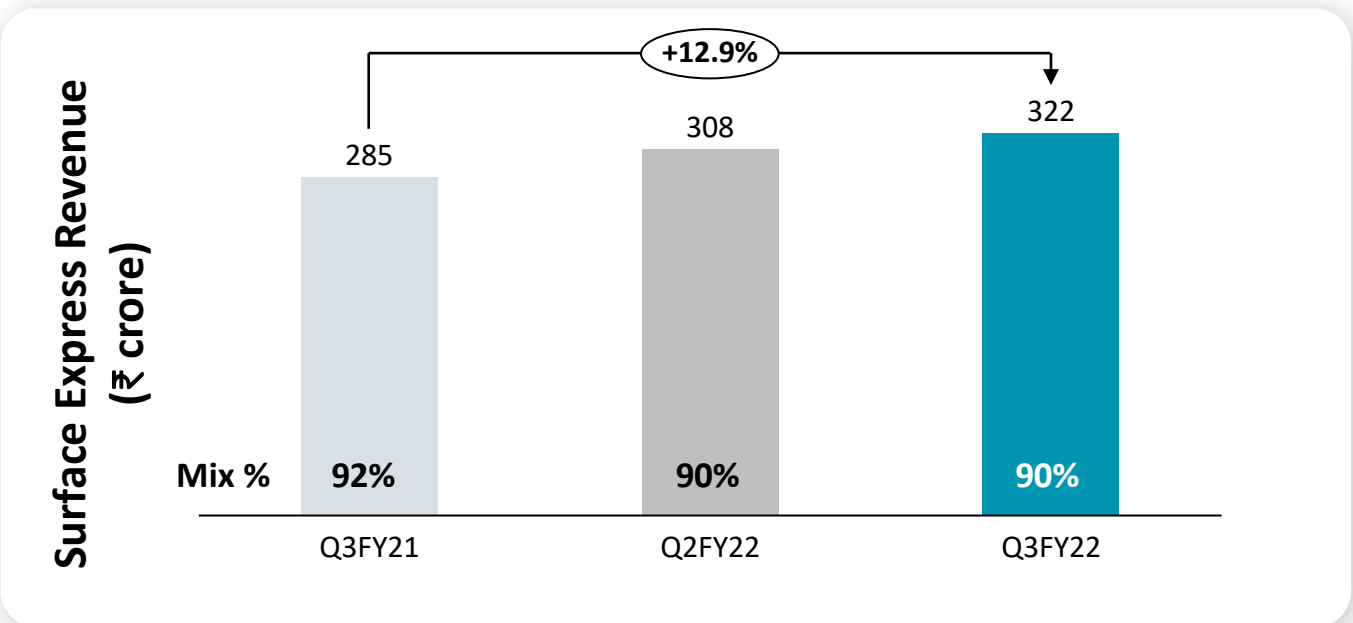
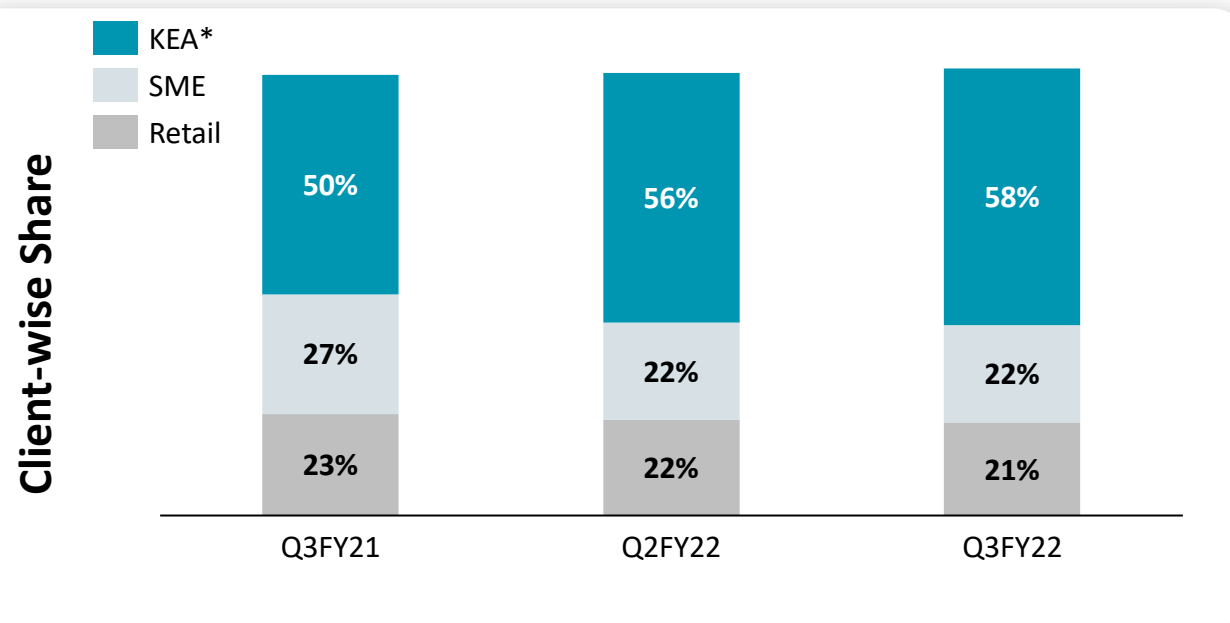


PBT<sup>^</sup> (₹ crore)



<sup>^</sup> Pre-Exceptional PBT

# Key Businesses - Quarter

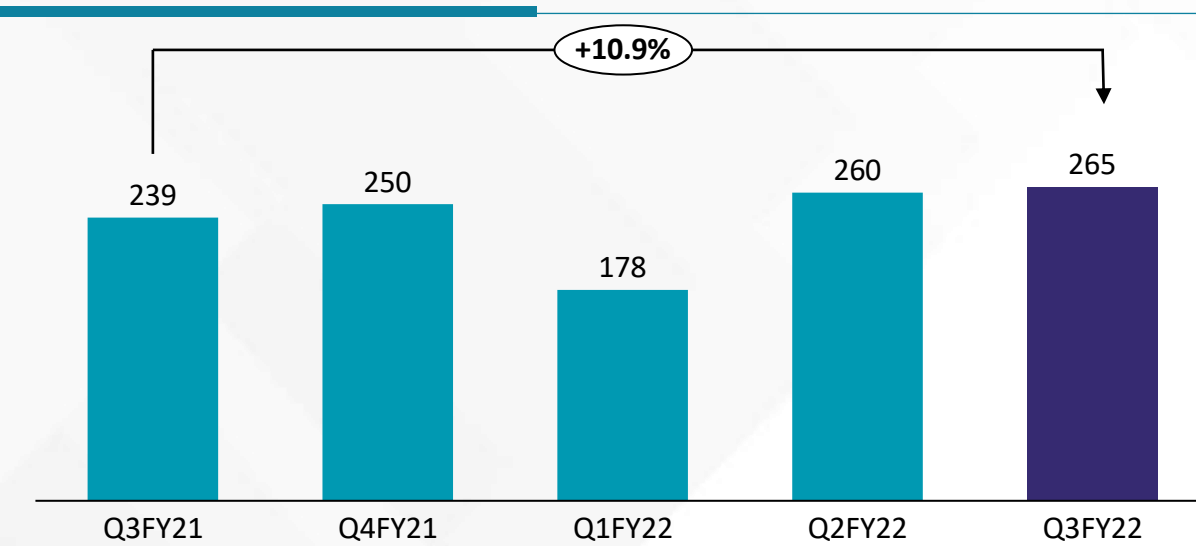


\* - Key Enterprise Accounts

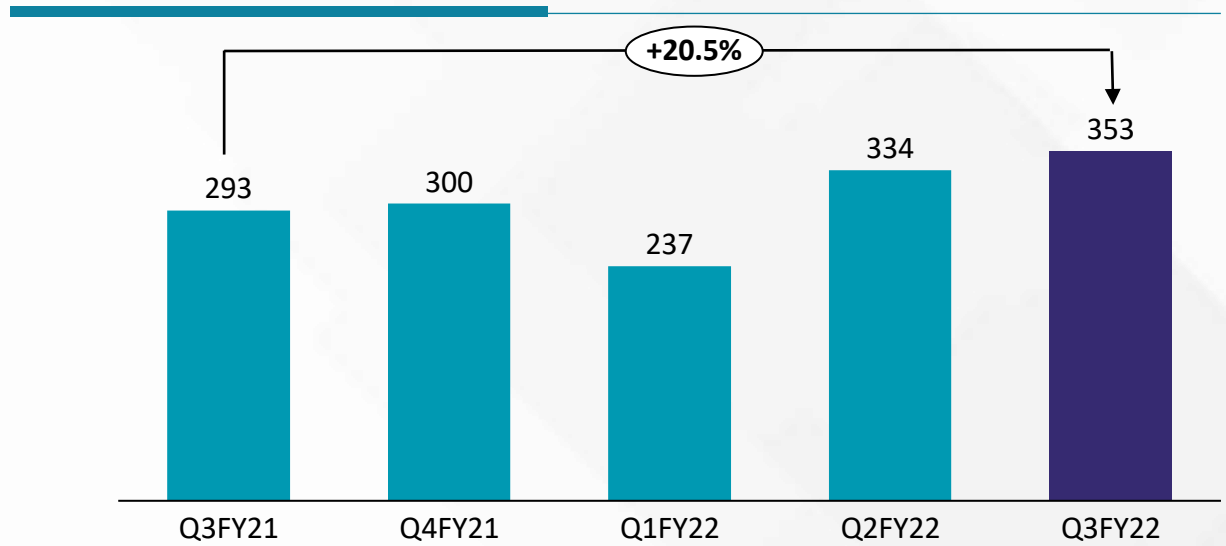
# GKEPL Performance – Key Highlights



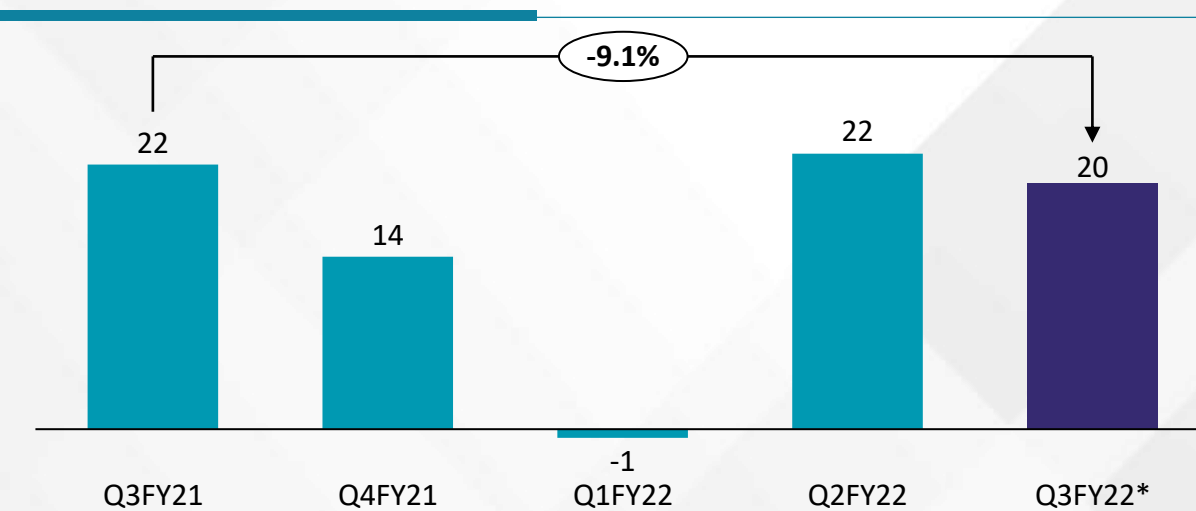
### Volumes ('000 MT)



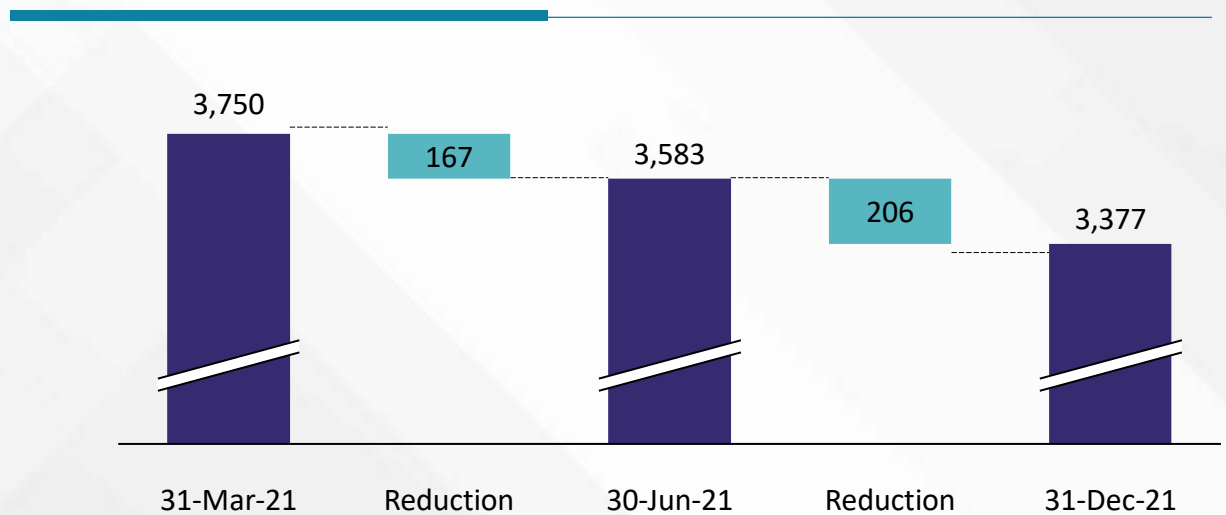
### Revenue (₹ crore)



### Adjusted EBITDA\* (₹ crore)



### No. of Employee (Consolidated)



\* Adjusted for one-offs



# Surface Express Distribution



**Complete range of Express Distribution Services**



**Multi-modal delivery to 99% of Government of India approved pincodes**




**Provision to move time-sensitive parcels, freight or special cargo**

  
Customised end-to-end logistics solutions

  
Unparalleled reach to over 99% of India's districts

  
State-of-the-art tracking services

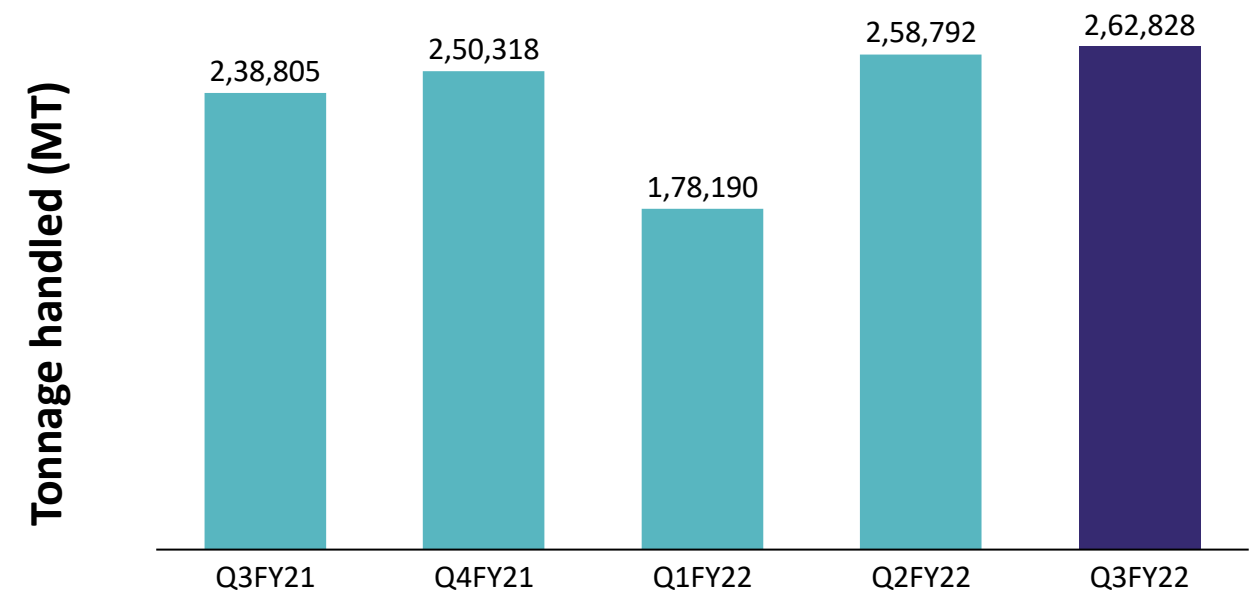
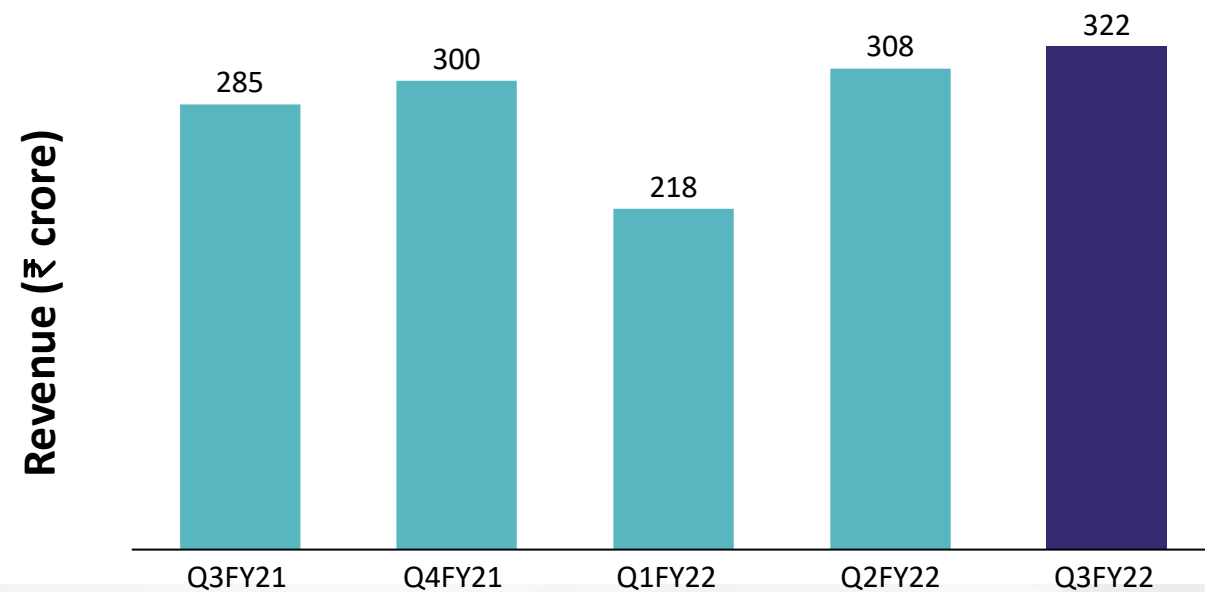
  
Quick and trusted claim process

  
Over 5,000 trucks

  
Over 600 offices

  
Reverse logistics expertise

  
Guaranteed on-time deliveries





**Customized Air Freight solutions and Guaranteed air deliveries** across the country in Tier 1 and 2 cities



**Direct connection to 34 commercial airports** across the country ensuring **deliveries within 24 to 48 hours**



**Truly end-to-end Air freight solutions**



Direct connectivity to India's major commercial airports



Customized solutions for customer's requirement



Unmatched convenience – multiple cut-offs, late pickups. Next Day delivery

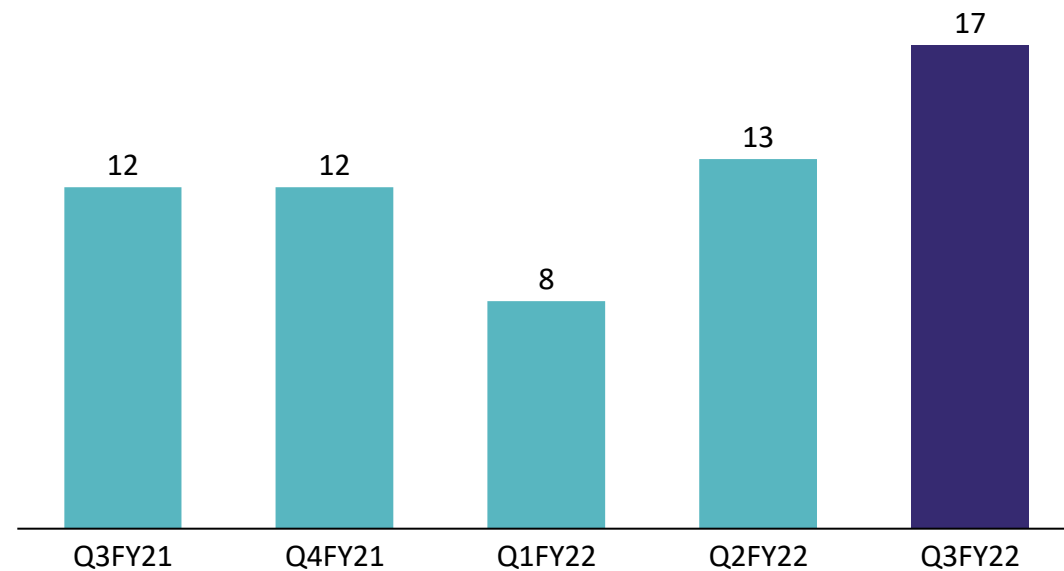


Trained staff for Dangerous Goods

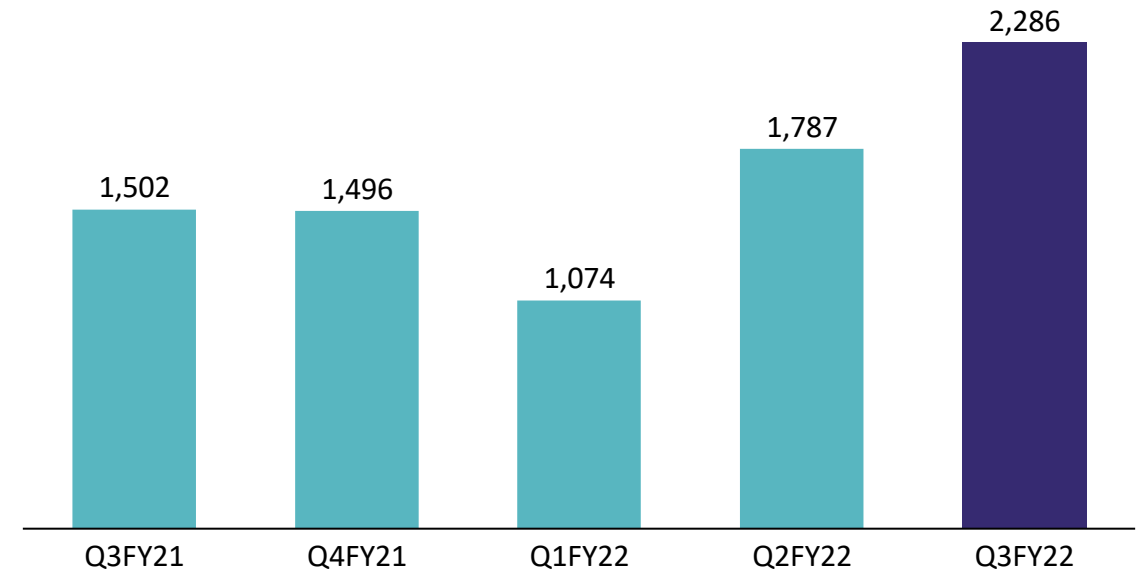


Tie-up with India's Leading commercial airline

Revenue (₹ crore)



Tonnage handled (MT)



# Supply Chain Management Solutions



Seamless management of the customers' entire supply chain



Value-added Services for greater convenience for the customer



Strong infrastructure with support that offers: **Shop Floor automation, Material Handling, tech enabled warehousing and Ranking & conveyor belts**



Best-in-class Warehouse Management System



Integrated Warehousing and Distribution



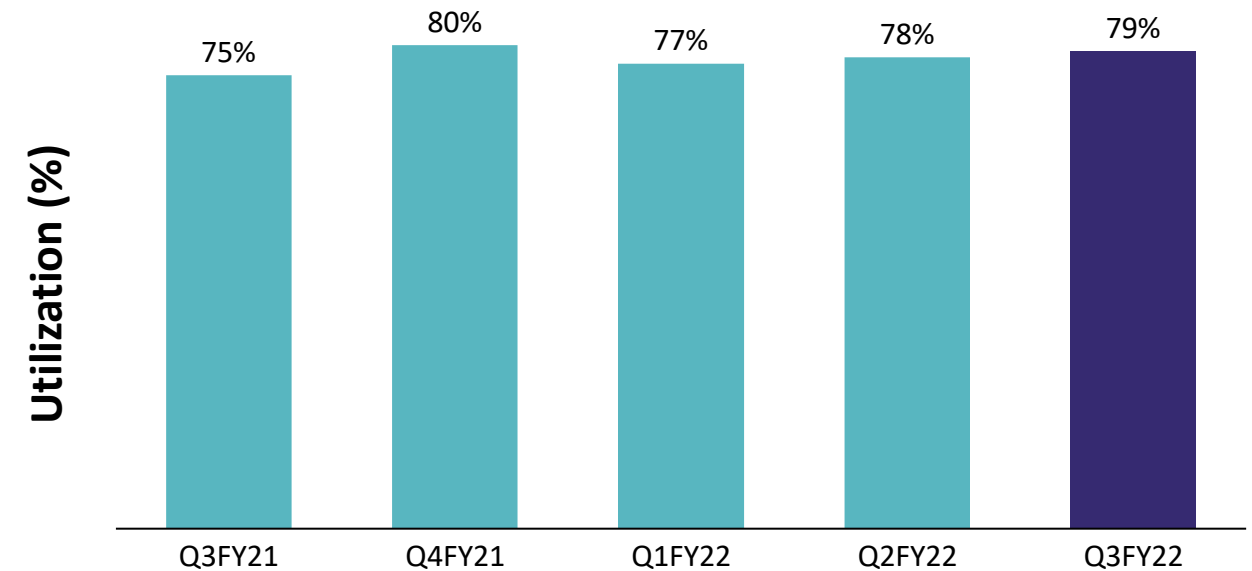
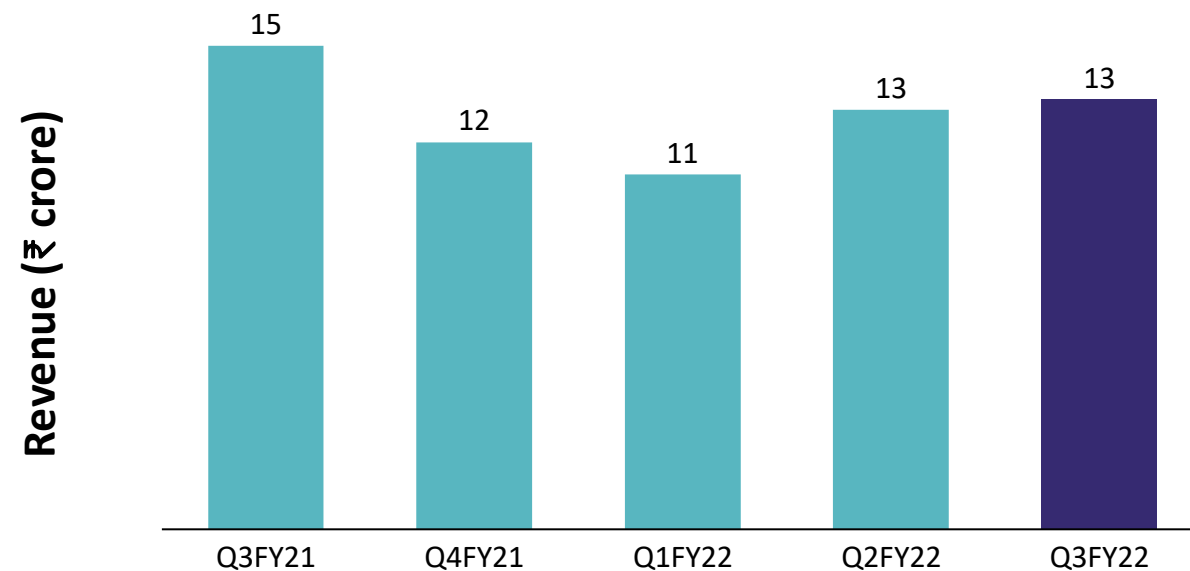
Option of order and inventory-based models



Inventory and purchase order management



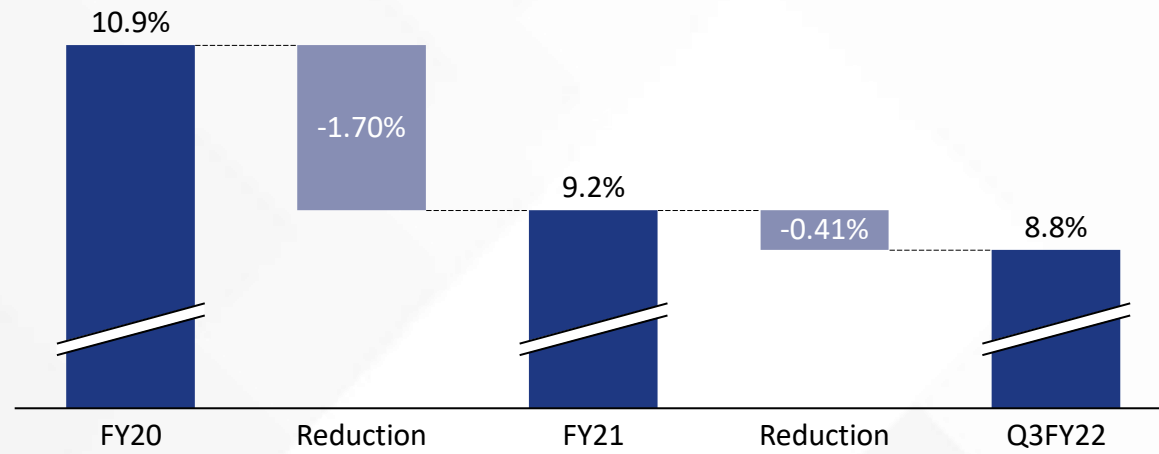
Customized solutions for multiple industries



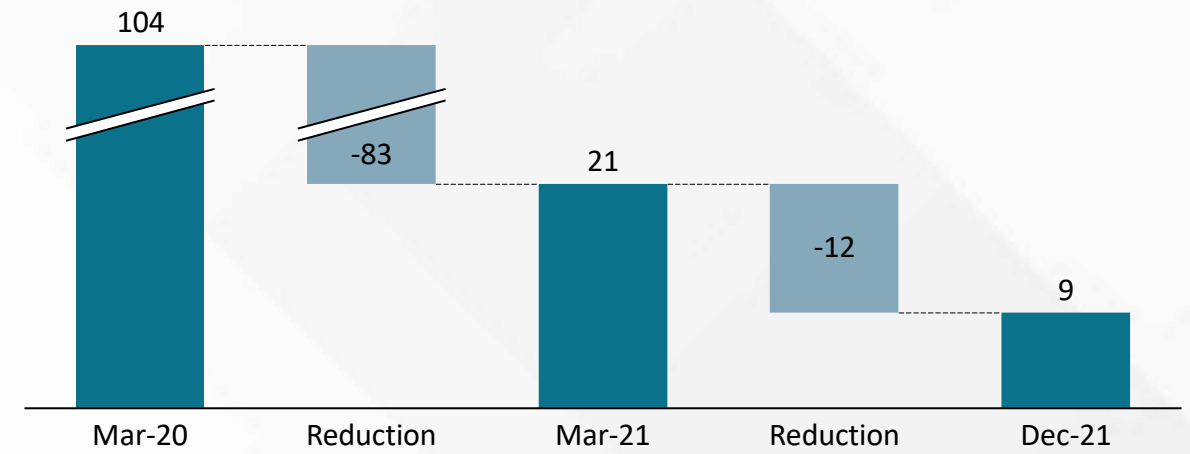
# Debt Focused



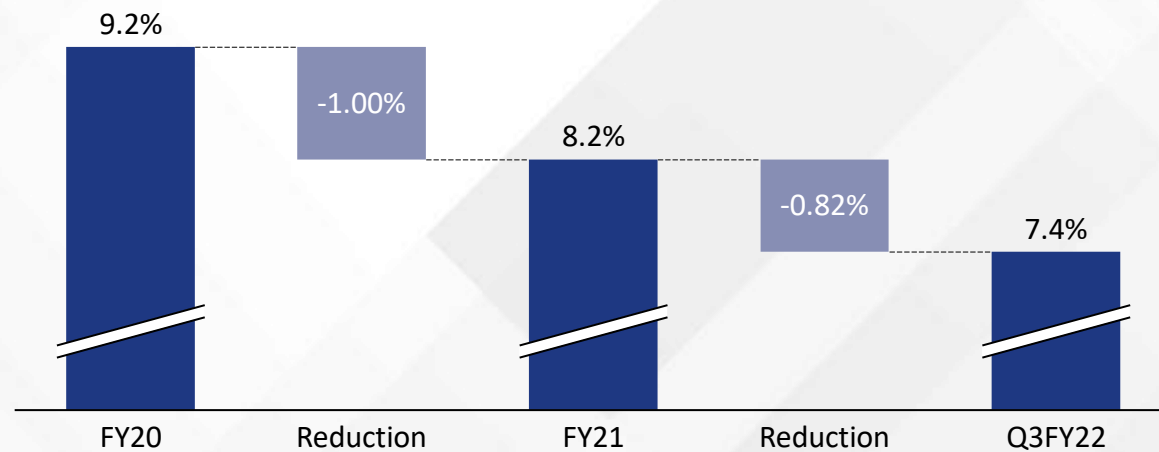
### Average Cost of Funds



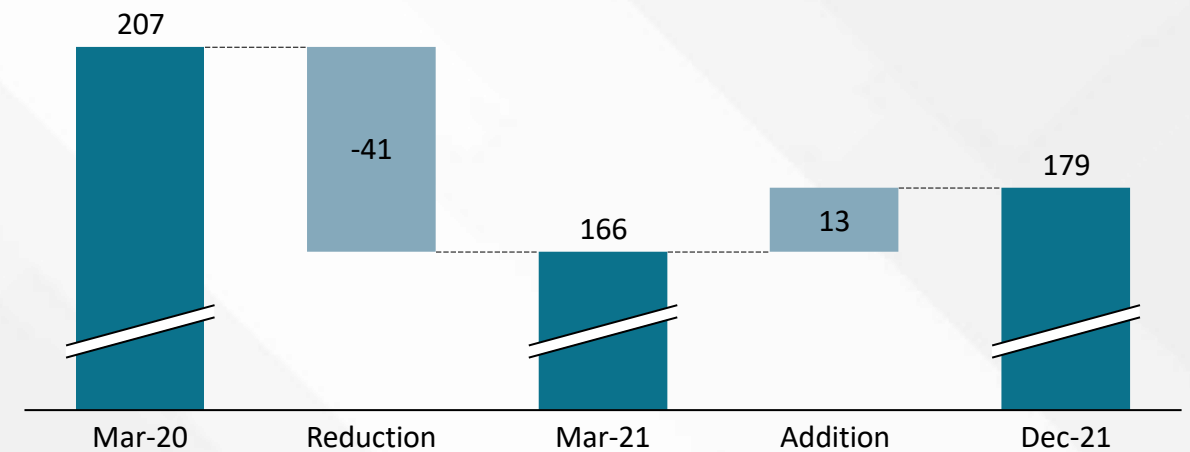
### Debt Repayment (Rs. Crores)



### Average Cost of Funds



### Debt Repayment (Rs. Crores)



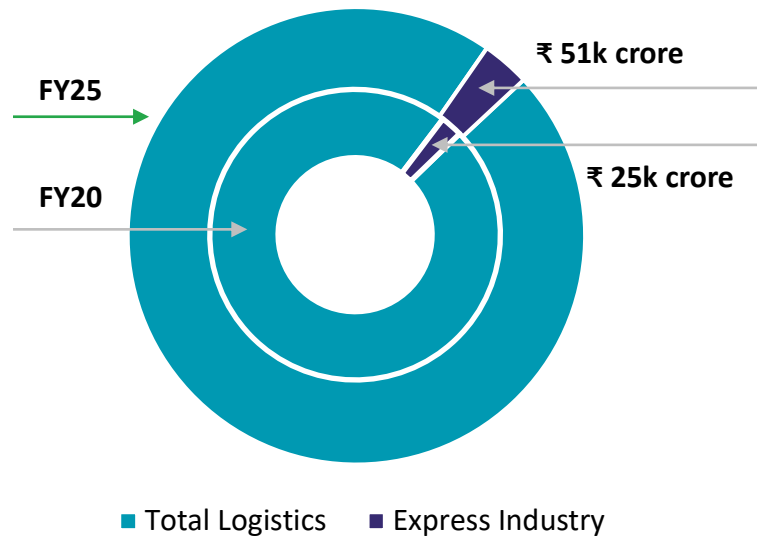
# Industry with limitless opportunities

Fastest growing segment in the industry

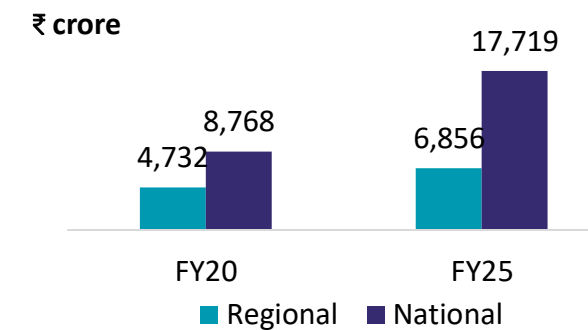
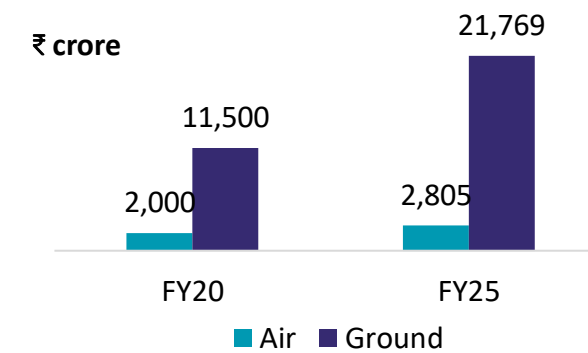
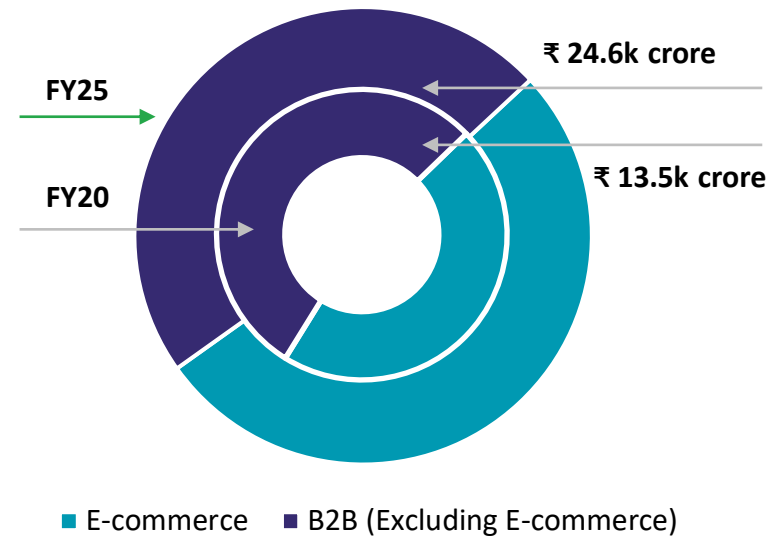


**Surface + Air + Ecommerce + Contract Logistics**  
**Total Available Market is ~Rs 52,500 crs**

## Niche Contribution in Logistics Industry



## Accelerated growth Opportunities



Short Term  
**ACHIEVED**

Maintained  
market share in  
FY21

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

# Pioneer in Express Logistics

Industry leading network



## Network Leader in Logistics

Pan India  
**668**  
offices across India

**735**  
out of 739  
Indian Districts Covered

Global Offices  
across more than  
**180\***  
Countries

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

\* Synergies with Allcargo Logistics

## Reach Widest in Industry



**4.1 Mn sq. ft.**  
Warehousing space across  
multiple Locations

Area  
Coverage



**31 Hubs^**

Total  
Hubs^

^ 8 Air Transit Hubs



**300\***  
Global Group offices  
\* Synergies with Allcargo Logistics

Global  
Access

## Deeper Customer engagements



**8 out of Top 10**  
Auto Companies



**8 out of Top 10**  
Pharma Companies



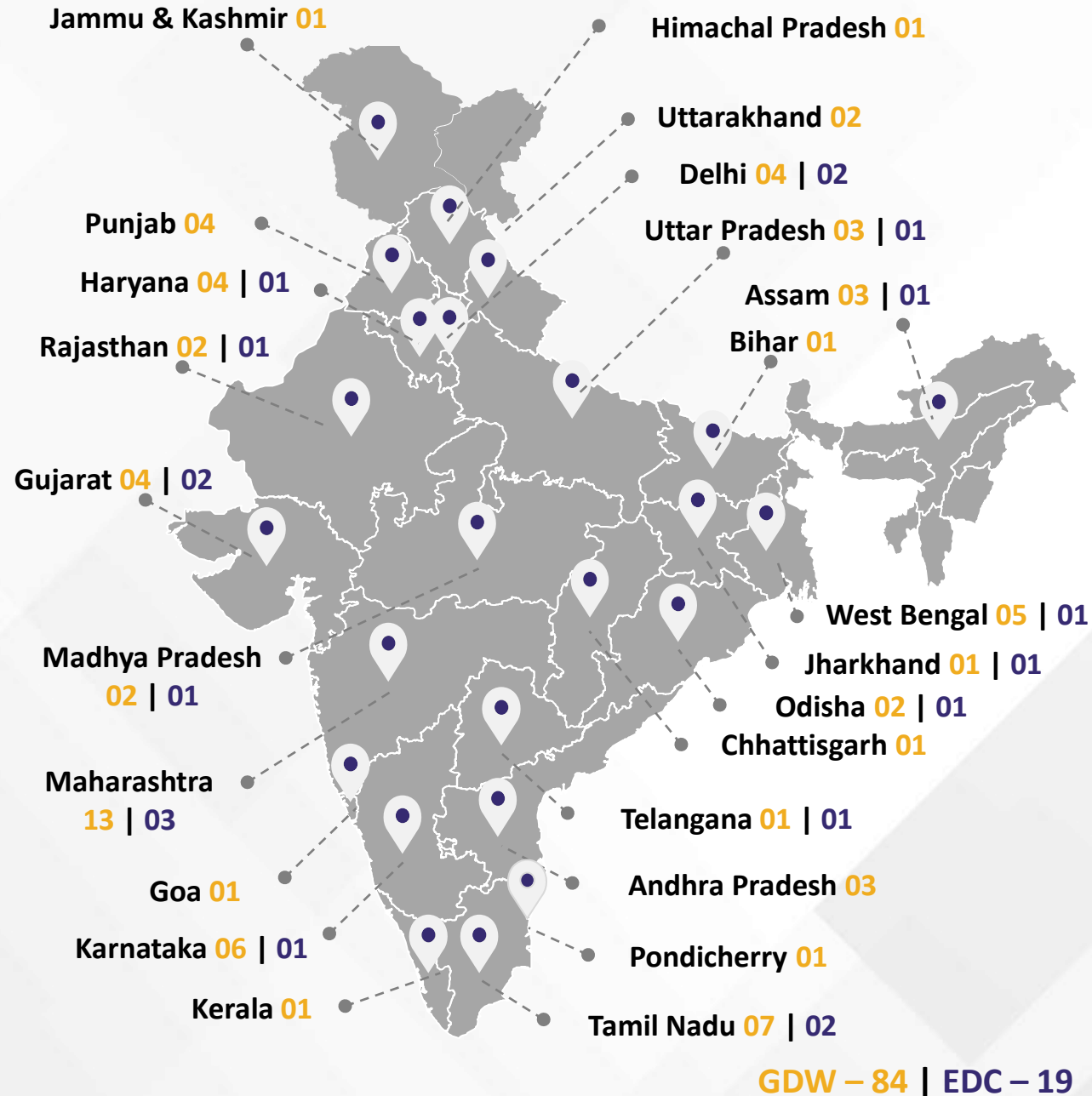
**7 out of Top 10**  
Retail/Textile Companies



**Major**  
E-Com Companies

# Unique Integrated network

Power of oneness



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

### Line Haul

- 19 Express distribution centers
- 23 Surface Transshipment Centers
- 84 Gati Distribution Warehouses

### First-Last mile

- 144 Own customer convenient center
- 399 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

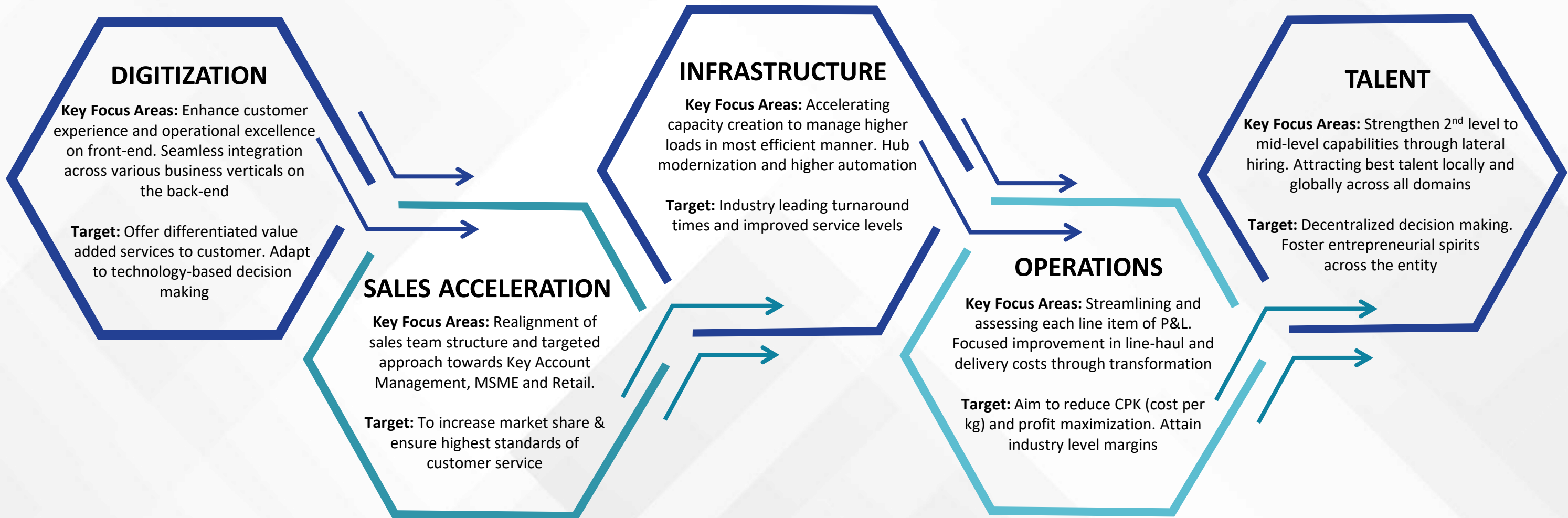
### Strong Partners

- 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.

# Gati 2.0 - Journey to profitable growth

Establishing sustainable business model







# Sales Acceleration

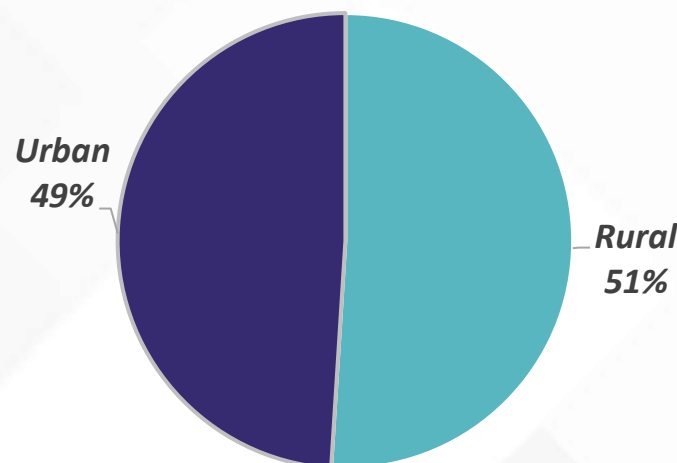
Championing MSME, Empowering Entrepreneurs



## “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

Template set for phased expansion



## “Future Ready”

1 lakh + sq.ft. providing economies of scale



## “Improved Turnaround”

89 docks simultaneously handling 100+ trucks

## Farukh Nagar Mega Hub Unmatched connectivity strengthening leadership

### Upcoming Hubs

Location	Tentative Timeline
<b>West Zone</b>	
Mumbai	Q1FY23
Nagpur	Q3FY23
Indore	Q3FY23
Pune	Q2FY24
<b>South Zone</b>	
Bangalore	Q2FY23
Hyderabad	Q3FY23
Cochin	Q1FY24



## “Gati Nivas”

Quality of life for workers and drivers

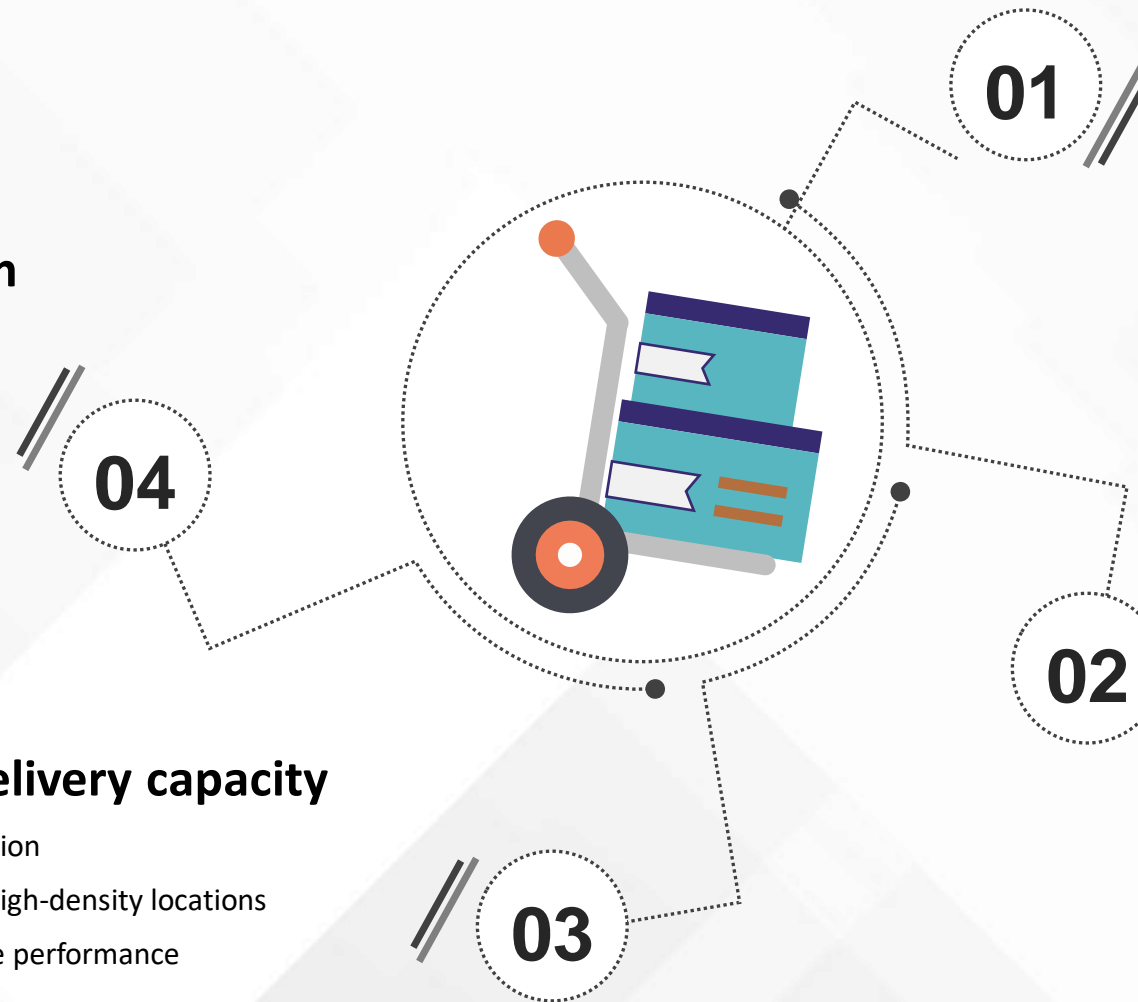


## “Automation”

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**

# Board Of Directors

Driving best practices for governance, risk assurance and processes



**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. Yasuhiro Kaneda**

**Nominee Director**

*Managing Director of KWE South & Southeast Asia with extensive experience in the logistics industry*



**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*



**Mr. 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 and Director at AP Moeller - Maersk and Gujarat Pipavav Port Ltd.*



**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*



**Mr. R. Ramachandran**

**Independent Director**

*Ex-Chairman of Andhra Bank (2010 - 2012) and Ex-Whole time Director of Syndicate Bank (Dec'08 to Sept'10)*



**Mr. Dinesh Kumar Lal**

**Independent Director**

*Shipping industry veteran and Director at AP Moeller - Maersk and Gujarat Pipavav Port Ltd.*

# Talent Pool



Focused approach on turnaround, scale and accelerated growth



## 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 Supply Chain Officer

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



## Mr. Manish Jain

National Sales Head

Highly regarded Sales & Marketing logistics professional with acclaimed for driving teams in achieving exponential growth. Ex-TCI Xpress



## 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

# Consolidated Profit & Loss



Particulars (₹ crore)	Q3FY22^	Q3FY21^	Y-o-Y	Q2FY22^	Q-o-Q	9MFY22^	9MFY21^	Y-o-Y
Revenue from Operations	414	393		399		1,103	885	
Other Income	2	0		2		5	8	
<b>Total Revenue</b>	<b>416</b>	<b>394</b>	<b>6%</b>	<b>401</b>	<b>4%</b>	<b>1,109</b>	<b>894</b>	<b>24%</b>
Direct Overheads	322	296		305		850	667	
Gross Margin	94	98	-4%	96	-2%	258	226	14%
Gross Margin (%)	22.5%	24.9%		23.9%		23.3%	25.3%	
Employee Expenses	39	43		41		115	111	
Other Expenses	38	30		37		108	90	
<b>EBITDA</b>	<b>16</b>	<b>25</b>	<b>-34%</b>	<b>18</b>	<b>-9%</b>	<b>36</b>	<b>25</b>	<b>41%</b>
EBITDA Margin (%)	3.9%	6.3%		4.5%		3.2%	2.8%	
Depreciation	7	8		7		21	25	
<b>EBIT</b>	<b>9</b>	<b>17</b>	<b>-44%</b>	<b>11</b>	<b>-15%</b>	<b>15</b>	<b>1</b>	<b>2253%</b>
Finance Cost	6	7		5		16	25	
<b>Pre-Exceptional PBT</b>	<b>4</b>	<b>9</b>	<b>-63%</b>	<b>6</b>	<b>-37%</b>	<b>-2</b>	<b>-25</b>	<b>-93%</b>
Exceptional Items	0	-21		47		34	-32	
<b>Post Exceptional PBT</b>	<b>4</b>	<b>-11</b>	<b>-131%</b>	<b>53</b>	<b>-93%</b>	<b>33</b>	<b>-57</b>	<b>-158%</b>
Tax	-1	11		7		3	4	
<b>Profit After Tax</b>	<b>5</b>	<b>-22</b>	<b>-123%</b>	<b>46</b>	<b>-89%</b>	<b>30</b>	<b>-60</b>	<b>-150%</b>

^ - Adjusted for Kausar

# Consolidated Profit & Loss



Particulars (₹ crore)	9MFY22 <sup>^</sup>	FY21 <sup>^</sup>	FY20 <sup>**</sup>	FY19 <sup>**</sup>
Revenue from Operations	1,103	1,283	1,712	1,863
Other Income	5	10	13	16
<b>Total Revenue</b>	<b>1,109</b>	<b>1,293</b>	<b>1,725</b>	<b>1,879</b>
Direct Overheads	850	966	1,323	1,427
<b>Gross Margin</b>	<b>258</b>	<b>328</b>	<b>402</b>	<b>452</b>
<b>Gross Margin (%)</b>	<b>23.3%</b>	<b>25.3%</b>	<b>23.3%</b>	<b>24.1%</b>
Employee Expenses	115	159	188	186
Other Expenses	108	134	164	156
<b>EBITDA</b>	<b>36</b>	<b>35</b>	<b>50</b>	<b>110</b>
<b>EBITDA Margin (%)</b>	<b>3.2%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>5.9%</b>
Depreciation	21	33	44	30
<b>EBIT</b>	<b>15</b>	<b>1</b>	<b>6</b>	<b>80</b>
Finance Cost	16	33	54	45
<b>Pre-Exceptional PBT</b>	<b>-2</b>	<b>-31</b>	<b>-48</b>	<b>35</b>
Exceptional Items	34	205	0	0
<b>Post Exceptional PBT</b>	<b>33</b>	<b>-236</b>	<b>-48</b>	<b>35</b>
Tax	3	-7	36	12
<b>Profit After Tax</b>	<b>30</b>	<b>-229</b>	<b>-84</b>	<b>23</b>

\*\* Reported; ^ - Adjusted for Kausar



# Thank You



an allcargo company

CIN: L63011TG1995PLC020121  
Mr. Ankit Panchmatia – Investor Relations  
ankit.panchmatia@allcargologistics.com  
+91 99870 71049

[www.gati.com](http://www.gati.com) | [www.gatikwe.com](http://www.gatikwe.com)



CIN: U74140MH2010PTC204285  
Mr. Jigar Kavaiya  
jigar.kavaiya@sgapl.net  
+91 9920602034

[www.sgapl.net](http://www.sgapl.net)