

August 05, 2025

BSE Limited

Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400 001.

Scrip Code: 532345

Re.: Allcargo Gati Limited

**National Stock Exchange of India
Limited**

Exchange Plaza, Bandra Kurla Complex,
Bandra (E), Mumbai – 400 051

Symbol : ACLGATI

Re.: Allcargo Gati Limited

Dear Sir/Madam,

Subject: Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015 (the “Listing Regulations”), we are enclosing herewith a copy of Investor Presentation on Un-audited Standalone and Consolidated Financial Results of the Company for the first quarter ended on June 30, 2025.

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

Kindly take the above on your record.

Thanking you,

Yours faithfully,

For **Allcargo Gati Limited**
(Formerly known as “Gati Limited”)

Shekhar R Singh
Company Secretary & Compliance Officer

Encl.: As above



Allcargo Gati Limited

Investor Presentation Q1FY26



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Q1FY26 Updates





“In FY26, we are building on our operational strengths to deliver profitable and sustainable growth. With the upcoming festive season nearing, we expect traction across B2B express services, our focus is on network optimization, cost efficiency, and service reliability. By leveraging technology and data-driven decision-making, we are improving utilization, reducing turnaround times, and enhancing customer experience. We remain confident that disciplined execution and an agile approach will continue to create long-term value in a dynamic logistics environment.”



Revenue from Operations

₹ 357 Crs



-0.3% YoY



-7% QoQ



Gross Profit (Exc. Other Income)

₹ 88 Crs



-10% YoY



-0.4% QoQ



EBITDA (Exc. Other Income)

₹ 14 Crs



-26% YoY



18% QoQ



Volume

299 ('000 MT)



-2% YoY



-0.2% QoQ



Realization per ton

₹ 11,961



2% YoY



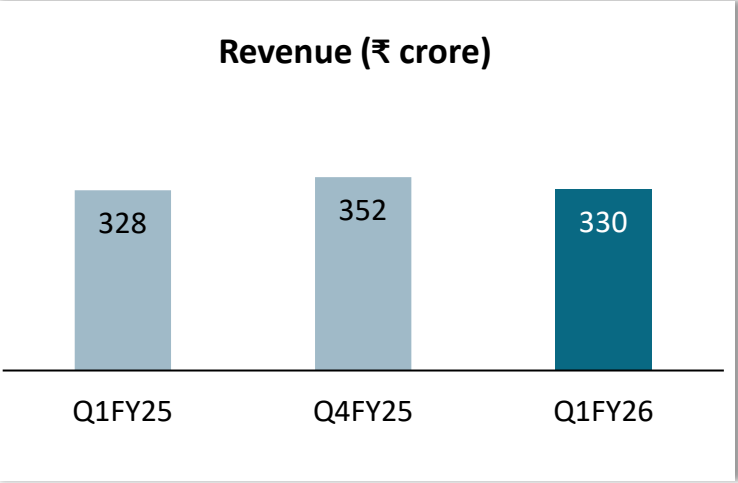
-7% QoQ

Key Segment Highlights – Q1FY26



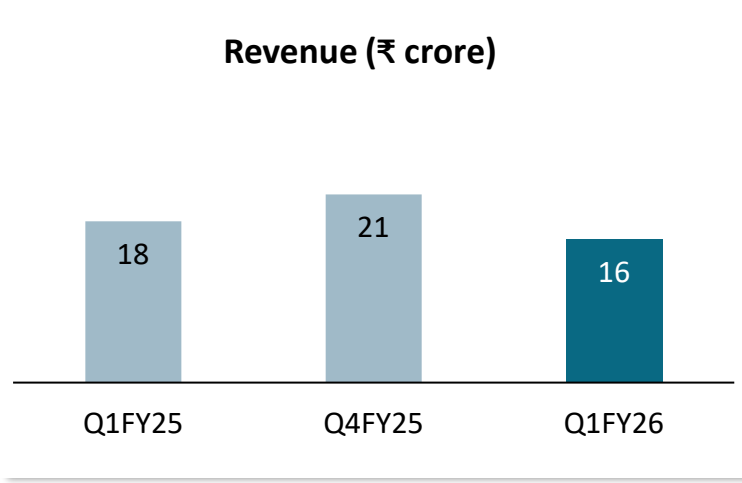
Surface Express

Revenue (₹ crore)



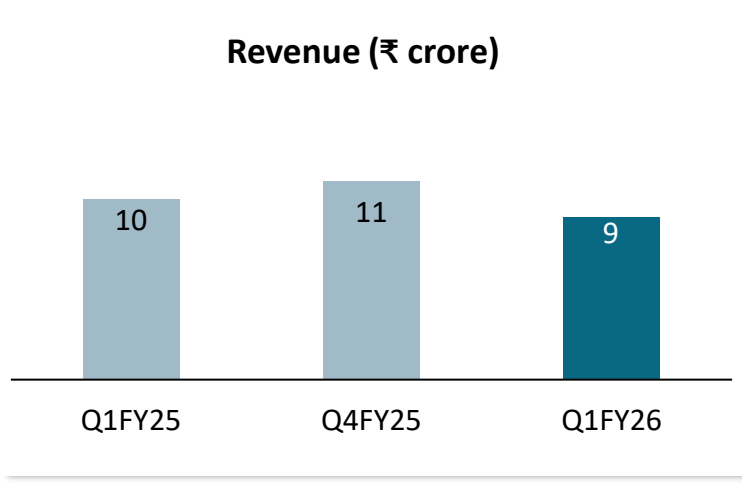
Air Express

Revenue (₹ crore)

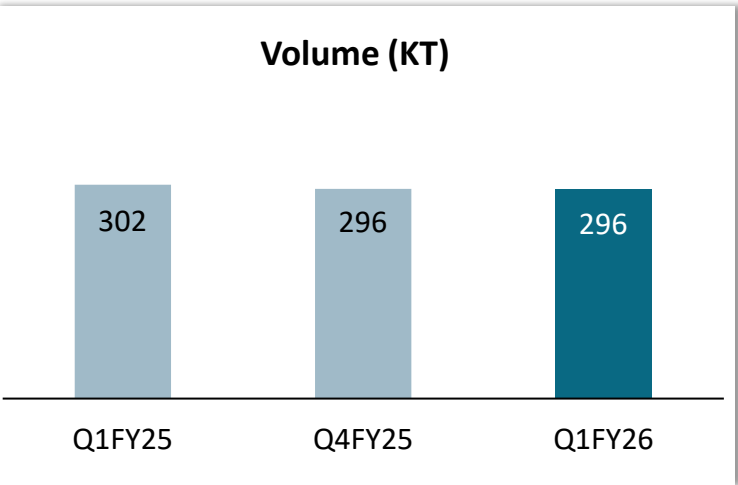


SCM

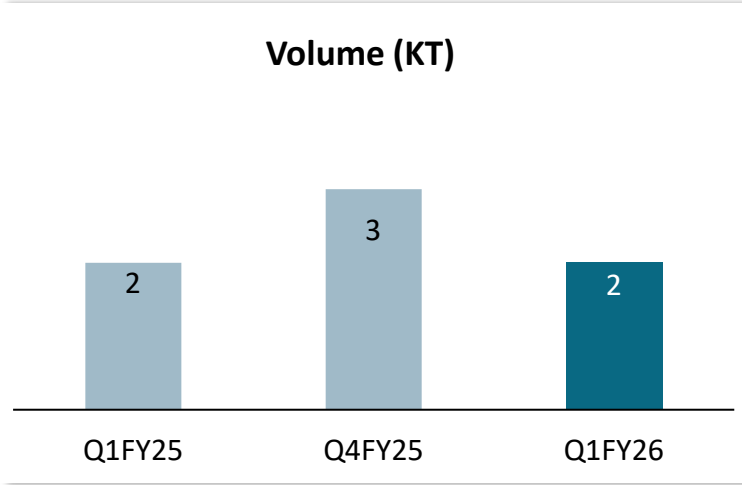
Revenue (₹ crore)



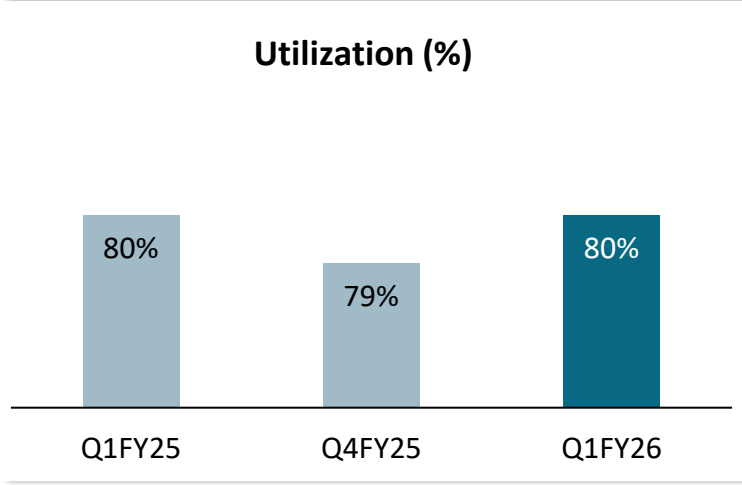
Volume (KT)



Volume (KT)



Utilization (%)



Company Overview



AGL - At a Glance



**Deeply
Penetrated
Network**

700+
Offices Pan India

99%
of Districts covered in India

100%*
GOI Approved Pin-codes
Coverage



**Wide Reach &
Supporting
Infrastructure**

3.85 Mn+ sq. ft.
Distribution Centers across
multiple Locations

30 Hubs^
Total Hubs^
(^8 Air Transit Hubs)

520
Customer Convenience Centers



**Financial Leverage
& Credit
Positioning**

Net Cash of ₹68 cr

CARE BBB (RWD)
Credit Rating - Fixed Deposit



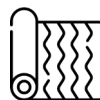
**Customer
Engagement
across sectors**



Auto Companies



Pharma Companies



Retail/Textile Companies



E-Commerce Companies



Our Offerings

- Surface Express Distribution
- Air Express Distribution
- Consultative Logistics (Supply Chain Management Solutions)



*Except non-serviceable pin-codes

Our Service Offerings



Surface Express Distribution



Air Express Distribution



Consultative Logistics*



Special Services



Customised end-to-end logistics Solutions

Multi-modal delivery to 99% of Government of India approved pin codes

Over 9,000 trucks in the fleet

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

Strategic alliance with India's leading airlines offering **more than 1,500 departures a day.**

On Time

Assured delivery within
24 Hrs. at 64 cities
48 Hrs. at 576 cities
48 Hrs. to non metro cities

Direct connectivity

Prominent presence at 24 airports across India

Seamless management of the customers' entire supply chain

Strong Infrastructure

Shop Floor automation, Material Handling, Tech enabled warehousing

Customised solutions for multiple industries

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

Student Express

Doorstep pickup, digital payment & branded packaging

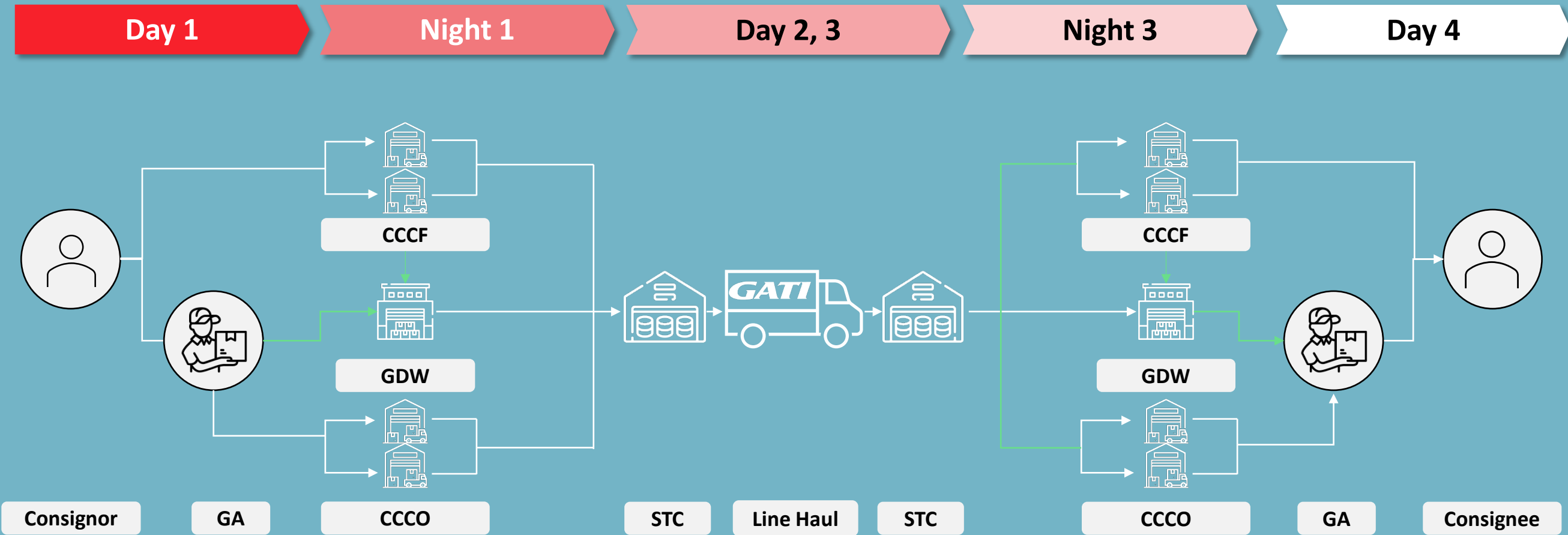
Live tracking via SMS, WhatsApp & online

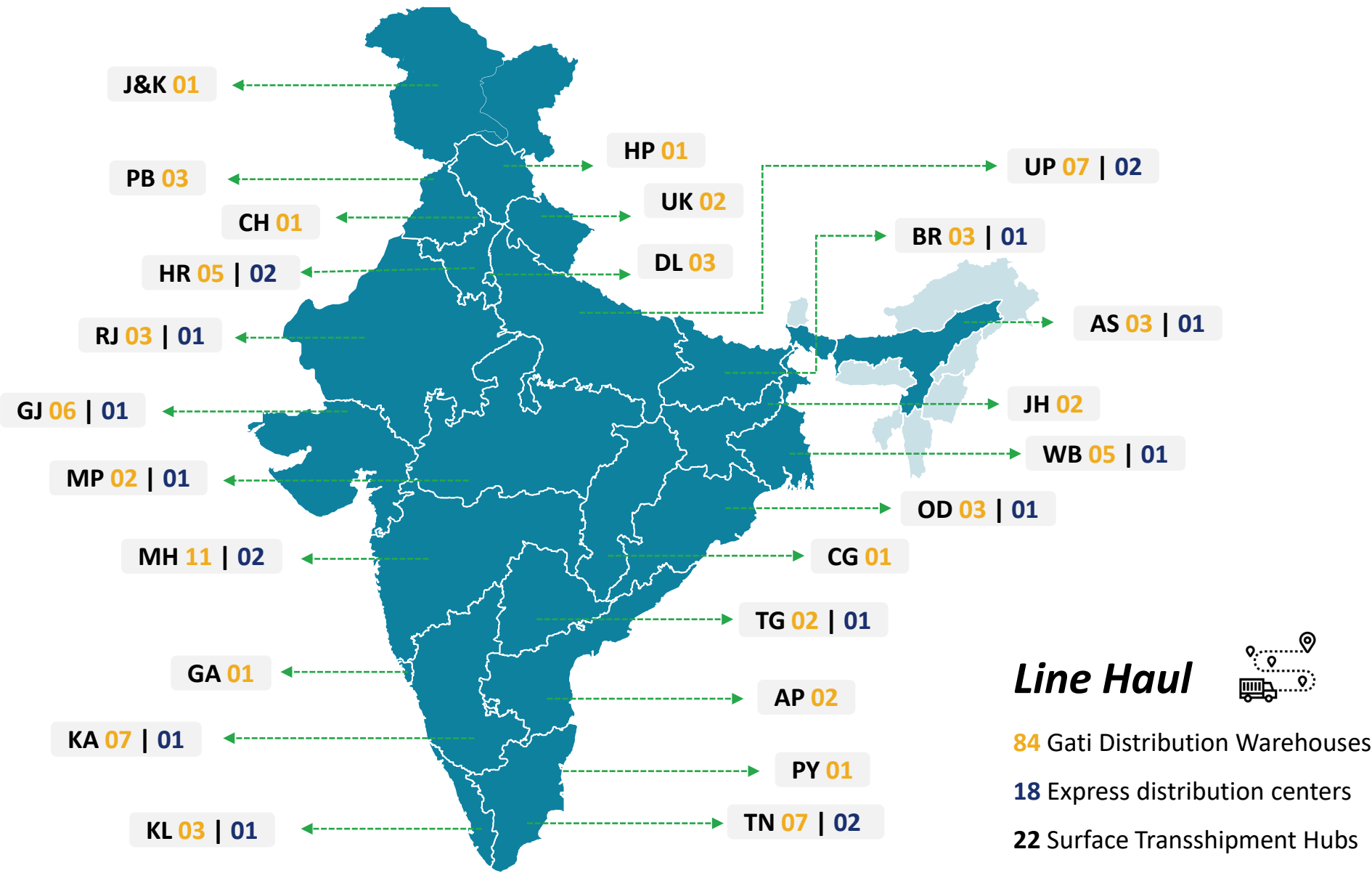
Bike Express

Door-to-door bike transport in weatherproof containers

Safe, reliable service with real-time tracking

*Supply Chain Management Solutions





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

Widest Reach

- Improved serviceability through ESS*
- Asset light approach to service additional locations
- Cluster based approach with MSME at focus

First-Last mile

- 142 Own customer convenient center
- 377 Franchisee convenient center
- 100% Pin codes serviced

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.

A Unified Digital Ecosystem Built Around The Customer



Docket Tracking

Enabling customers with real-time shipment visibility through:

- Official Website
- Dedicated Customer Portal



VTS-Vehicle Tracking System for Mid-Mile Visibility

Ensures on-time hub-to-hub movement and SLA compliance by enabling precise mid-mile transportation monitoring via:

- Real-time location tracking
- Route optimization
- Proactive alerts for potential delays



Telematics-Enabled Delivery App & Digital Proof of Delivery (POD)

Enhancing delivery accuracy, transparency and trust by equipping last-mile agents with:

- Route management tools
- Digital PoD capture and submission
- Real-time sync with backend systems



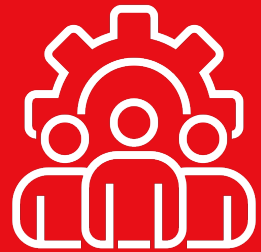
Billing & Invoicing

Strengthening financial reliability & customer delight

All financial transactions and invoicing are managed through Gati Enterprise Management System (GEMS), offering:

- Accurate billing
- Automated financial workflows
- Timely reconciliation & reporting





Continuous
Improvement with key
operations enablers
across the value chain

01

Build Pick-up & Delivery capacity

- Pick Up & Delivery Automation
- 100% Pincode Mapping & auto assign to GA
- Improve/monitor franchisee performance
- First mile app and IPOD



02

Network

- Working on revamping the TAT to have best TT in the industry
- Focus on reducing the cost per kg (CPK)
- Network Control Tower



03

Process Improvement

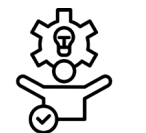
- Introduction to new Service level to incorporate best industry practice and standardization
- NDR Simplification



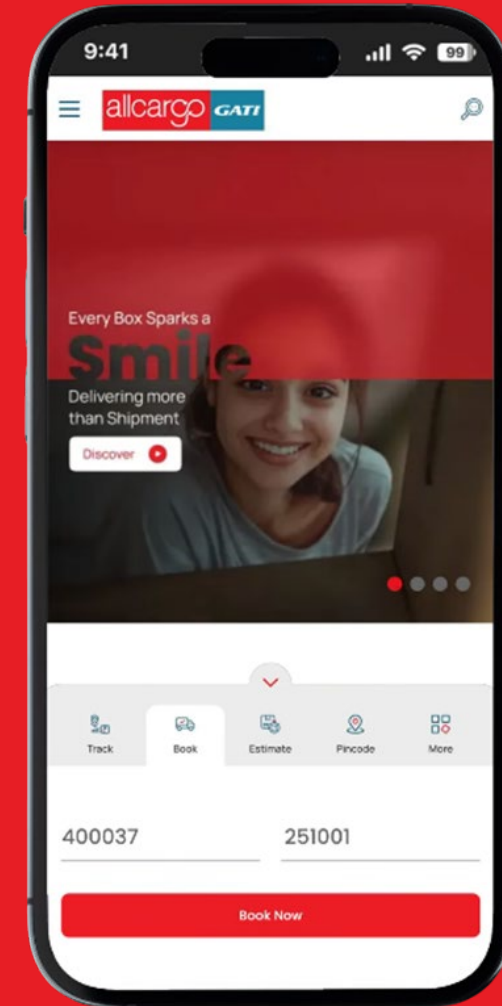
04

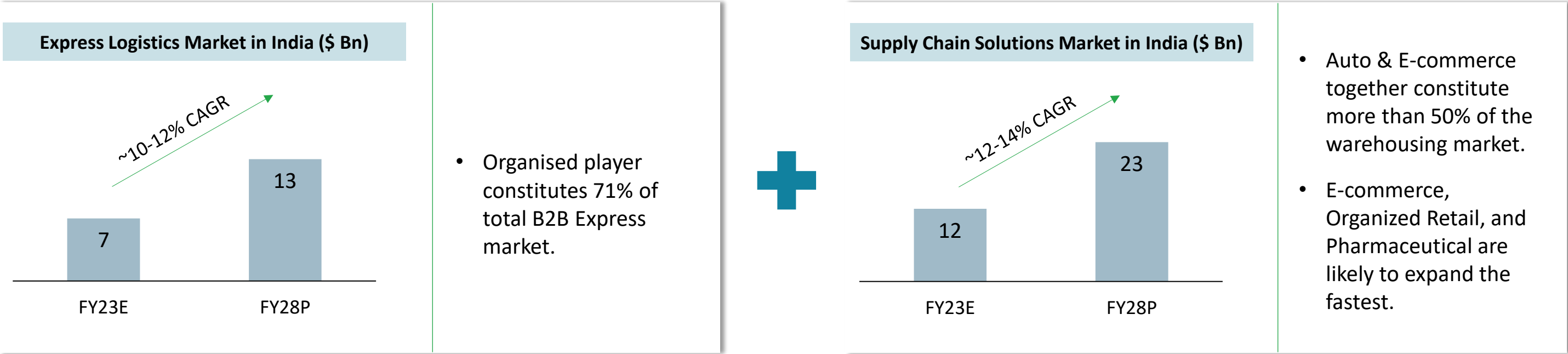
Skill Development

- Train the Trainer module for all Operations Personnel
- QMS Training to 100% ground operations



Industry & Growth Initiatives





Growth Drivers

Make in India / PLI scheme
To boost logistics spend (especially Express)

Technology adoption
Service users prefer partners having better UI

Increasing customer expectation
leading to increased industrial client expectation

Growth of SME / MSME sector
leading to better growth of organized Exp. mkt

Regulatory changes
GST & E-way bill leading to improved transit time

Logistics Infrastructure growth
Bharatmala / DFC to improve transit time

Growth in E-commerce Sector
Sector to grow at 18% CAGR from 2023-28

Govt. focus (NLP / GCT / ULIP / LEEP)
To push mobilisation of organised logistics



Network

- Working on **revamping the TAT** to have best turnaround time in the industry
- Focus on **reducing the cost per kg (CPK)**
- Network Control Tower



Process Improvement

- Introduction to **new Service level** to incorporate best industry practice and standardization
- **Simplification** of non-delivery related issues



Build Pick-up & Delivery capacity

- Pick Up & Delivery **Automation**
- **100%** Pin code Mapping to Gati Associates
- **100%** Pickup auto assign to Gati Associates
- **Improve/monitor** franchisee performance
- **First mile app and IPOD**



Yield Management

- Annual **General Price Increase**
- **Shift towards** perpetual contracts for yield stability
- **Focus on shorter distance**
- **Product bundling**



Customer Stickiness

- **Marketing drive and customer service process engineering**
- **Customized and integrated solution selling**
- **Heightened focus on wallet share growth**
- Best in class customer service + efficient use of call center



Lost / New Business

- **Sales force alert trigger** for escalation
- **Weekly tracker** for visibility
- Improve **customer engagements**
- **Revisiting customers** segment-wise and periodically

Composite Scheme of Arrangement



Merger of Express and Consultative Logistics will enable the company to provide integrated end-to-end fulfillment logistics solutions to its clients

1 Potential for cross-selling

- B2B express enables access to **wider** customer base
- **Dedicated** key account team to serve express and supply chain clients
- Focus on top 200–250 KEAs to drive **cross-selling** opportunities

2 Significant expansion of addressable customer spend

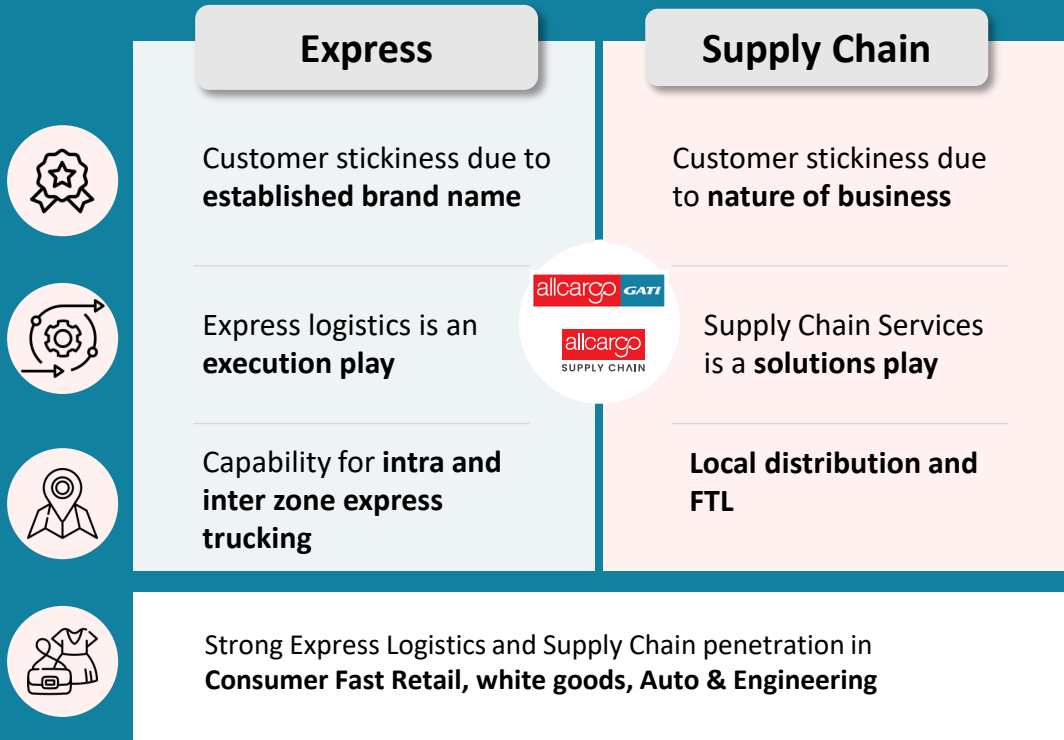
- Addressable spend
(top 250 express customers)

	B2B Express		Supply Chain
	INR 8.0-9.5 Bn	4x to 6x expansion	INR 45.0-50.0 Bn
- Cross-selling in select segments offers access to **high customer spend**; strong synergy seen in **Auto & Engineering and Consumer Fast Retail** segments with express services.

3 Integrated contracts enable wallet share expansion for B2B express

- B2B express wallet share currently at **20–30%**; contract logistics can drive higher share through enhanced service offerings
- Independent and integrated contracts offer **competitive edge, cost benefits**, and potential to capture up to 100% wallet share

Significant potential for unlocking cross-synergies



Focused on **maximizing wallet share** through **cross-selling** and driving new business via **end-to-end solutions** and **strong execution**.

The scheme which is approved by BOD and shareholders awaits its final hearing from NCLT which is expected to come in Q2FY26

Board Of Directors & Management Team



Allcargo Gati Limited



Mr. Shashi Kiran Shetty
Chairman

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. Ketan Kulkarni
Managing Director & CEO

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



Mr. 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.



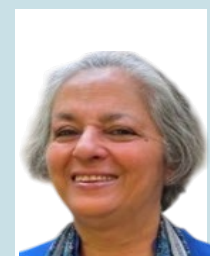
Mr. Hetal Madhukant Gandhi
Non-Executive Independent Director

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 (GESCPL)



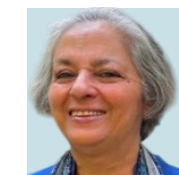
Mr. Shashi Kiran Shetty
Chairman



Mr. Ketan Kulkarni
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. Ketan Kulkarni
Managing Director & CEO

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



Mr. Deepak Pareek
Chief Financial Officer

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



Mr. Mayank Dwivedi
National Head – Sales & Marketing

Sales and marketing professional (BE (E & C), PGDBA (Marketing) from K J Somaiya Mumbai) having 19+ yrs of proven track record of working at senior sales profiles across express delivery organizations like TNT, SPOTON, DELHIVERY, TRACKON.



Mr. Avinash Singh
National Head - Operations

10+ years of experience across P&L Management, Supply Chain Management and Cost Optimization. Prior to Allcargo Gati he was at Reliance Group (Head Logistics, Netmeds) where he honed his skills in managing Operations and Supply and delivering sustainable business outcomes.



Mr. Sanjay Khiyani
Chief Information Officer

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



Mr. Narayanam Sesha Srikanth
Head Human Resources

Rich and diversified experience of 20+ years across companies like Genpact, Infosys, Cognizant where he honed his skills in managing complex HR functions, fostering high performance teams and delivering sustainable business outcomes.

Financials



GESCPL Profit & Loss (Express Business)



Particulars (₹ crore.)	Q1FY26	Q1FY25	YoY	Q4FY25	QoQ	FY25	FY24	YoY
Revenue from Operations	357	358	-0.3%	385	-7%	1,510	1,479	2%
Direct Overheads	269	260		297		1,126	1,115	
Gross Profit	88	98	-10%	89	-0.4%	384	364	5%
Gross Margin (%)	24.7%	27.4%	-269 bps	23.0%	171 bps	25.4%	24.6%	80 bps
Employee Expenses	40	44		39		169	175	
Other Expenses	34	34		37		142	135	
EBITDA	14	20	-26%	12	18%	72	54	34%
EBITDA Margin (%)	4.1%	5.5%	-145 bps	3.2%	88 bps	4.8%	3.7%	110 bps
Depreciation	18	18		18		73	68	
EBIT	-4	1	-410%	-6	NA	-1	-14	96%
Other Income	1	1		18		20	4	
Finance Cost	7	8		8		32	32	
Pre-Exceptional PBT	-10	-6	NA	5	-306%	-12	-42	NA
Exceptional Items	0	0		0		-0.1	8	
Post Exceptional PBT	-10	-6	NA	5	-306%	-12	-35	NA
Tax/(Tax credit)	-1	-2		-4		-8	-7	
Profit After Tax	-8	-5	NA	9	-195%	-5	-28	NA

Consolidated Profit & Loss

Particulars (₹ crore.)	Q1FY26	Q1FY25	YoY	Q4FY25	QoQ	FY25	FY24	YoY
Revenue from Operations	357	358	-0.2%	385	-7%	1,510	1,479	2%
Direct Overheads	269	260		297		1,126	1,115	
Gross Profit	88	98	-10%	89	-0.4%	384	364	5%
Gross Margin (%)	24.7%	27.4%	-268 bps	23.0%	172 bps	25.4%	24.6%	80 bps
Employee Expenses	40	45		40		171	176	
Other Expenses	35	35		39		147	138	
EBITDA	13	19	-30%	10	36%	66	49	34%
EBITDA Margin (%)	3.7%	5.2%	-154 bps	2.5%	116 bps	4.4%	3.3%	110 bps
Depreciation	18	19		18		73	69	
EBIT	-5	0	NA	-9	NA	-7	-19	64%
Other Income	5	3		22		31	11	
Finance Cost	5	7		5		23	30	
Pre-Exceptional PBT	-5	-5	NA	8	-162%	0.4	-38	101%
Exceptional Items	6	0		4		3	34	
Post Exceptional PBT	1	-5	113%	12	-95%	4	-3	211%
Tax/(Tax credit)	0	-2		-3		-6	-7	
Profit After Tax	1	-3	125%	15	-95%	10	4	181%

Note: Depreciation on RoU assets was 15cr, 15cr & 14cr in Q1FY26, Q1FY25 & Q4FY25 respectively. Interest Expense on lease obligation was 4cr, 5cr & 5cr in Q1FY26, Q1FY25 & Q4FY25 respectively.

ESG Initiatives





Environmental Initiatives



Fleet Conversion to Alternative Fuels

- Goal to become **carbon neutral by 2040**
- Over **400 AFVs¹, including 125+ Electric Vehicles (EVs)**
- Reduced over 4 tCO₂e in carbon emissions



Solar Energy Projects

- Solar panels **installed at more than 10 facilities**
- Generates 3,79,848 kWh annually, **reducing CO₂ by 2.77 lakh MTs**
- Expansion plans to achieve **1.1 MW capacity**



Social Initiatives



Community Development and Education

- CSR arm Avashya Foundation supports **educational projects**
- Maintains **Gati Government School** at Banjara Hills since 1997



Gender Diversity

- **11 OUs managed by women**
- Supports '**Seva Bharathi**' and **Kishori Vikas Project** for girls' development



Governance Initiatives



Compliance and Cybersecurity

- **Zero non-compliance with regulatory requirements**
- **ISO 27001 certification** for data security
- **100% employee coverage** in information security training



Sustainable Supply Chain

- **100% critical supplier ESG screening by 2040**
- Increasing **local procurement** and **conducting ESG assessments**



Key Initiatives

Alternate Fuel (Green Fuel) Vehicles

Objective: To transform Gati's mobility into a more eco-friendly, sustainable and attractive option

Methodology:

- Conduct a pilot project for 3 months to understand:
- Feasibility of EVs & CNGs on respective routes
- Impact on operations post deployment
- Profitability of EV/ CNG option from GAs perspective

Key Parameters: CPKG, Capacity utilization, Spillage load

Hub Solarization

Objective: To solarize Gati warehouses to attain environmental & financial benefits

Target: To solarize additional facilities in co-ordination with Allcargo Supply Chain. To track the installation of solar plant as per the project plan & assist U-Solar team

Thank You



Allcargo Gati Limited

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