

September 25, 2025

**BSE Limited**

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

Scrip Code: 532345

**National Stock Exchange of India Limited**

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

Symbol : ACLGATI

Dear Sir/ Madam,

**Sub: Intimation of Analyst/ Investor Meet Presentation under the SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015.**

This is further to our announcement dated September 10, 2025, please find enclosed a copy of the Presentation for Analyst/ Investor Meet.

The above information will also be available on the website of the Company on <https://www.allcargogati.com>.

Kindly take the above on record.

Thanking you,

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

**Shekhar R Singh**  
Company Secretary



# **Allcargo Group** **Analyst Day 2025**



# FOUNDER'S MESSAGE

SHASHI KIRAN  
SHETTY



## **Institution Building**

### **Strategic Direction**

Independent boards & chair  
for demerged companies

Robust systems  
& processes

Focus on  
governance, policy  
& compliance



## **Innovation & Execution**

AI enabled  
digital platform

RPA to drive  
efficiency

**Customer centric**  
digital tools



## **Value Creation through culture of entrepreneurship**

Focus on ROCE  
& debt control

Driving profitability  
through owner's  
mindset

Severe Cost  
management



## **Market Leadership**

Innovate with  
new products

Expand into  
new markets

Invest  
in talent

Elevate  
customer service

# Care for Environment & Society

## Environmental



### Energy & Emissions

- **100% Carbon Neutral** by 2040
- **13% energy from renewables**, doubled since ESG journey
- **500+ EVs & CNG** last-mile trucks introduced

## Social



### Diversity, Inclusion & Equity

- **50%+ women** in International Supply Chain business
- **35%+ women** across the group

### Community Development

- **50,000+ people benefited** in FY25
- **1.1M+ trees** planted till date

### Labour Practices & Human Rights

- Zero child/forced labour
- Zero human rights violations

### Occupational Health & Safety

- **Best in industry standards**

## Governance



### Corporate Governance

- **Zero non-compliance** with regulations year-on-year

### Cybersecurity

- Best in industry ratings
  - Cybersecurity Posture Score – **790 (Advanced)**
  - Cybersecurity Exposure Score – **250 (Low Risk)**

### Sustainable Supply Chain

- **100% suppliers** ESG-screened by 2040
- **Tier-1 suppliers** under assessment



# Group Strategy

## Past 5 years



Exited **non-core** businesses



Investment in technology and **best-in-class** cyber security



Simplified structure – **independent** management



**Growth initiatives** –  
New markets, new products, new business offerings (new CFS, Nordic, Latin America, CL diversification)

## Next 5 years



People First approach – Attracting and retaining **best talent** in the industry



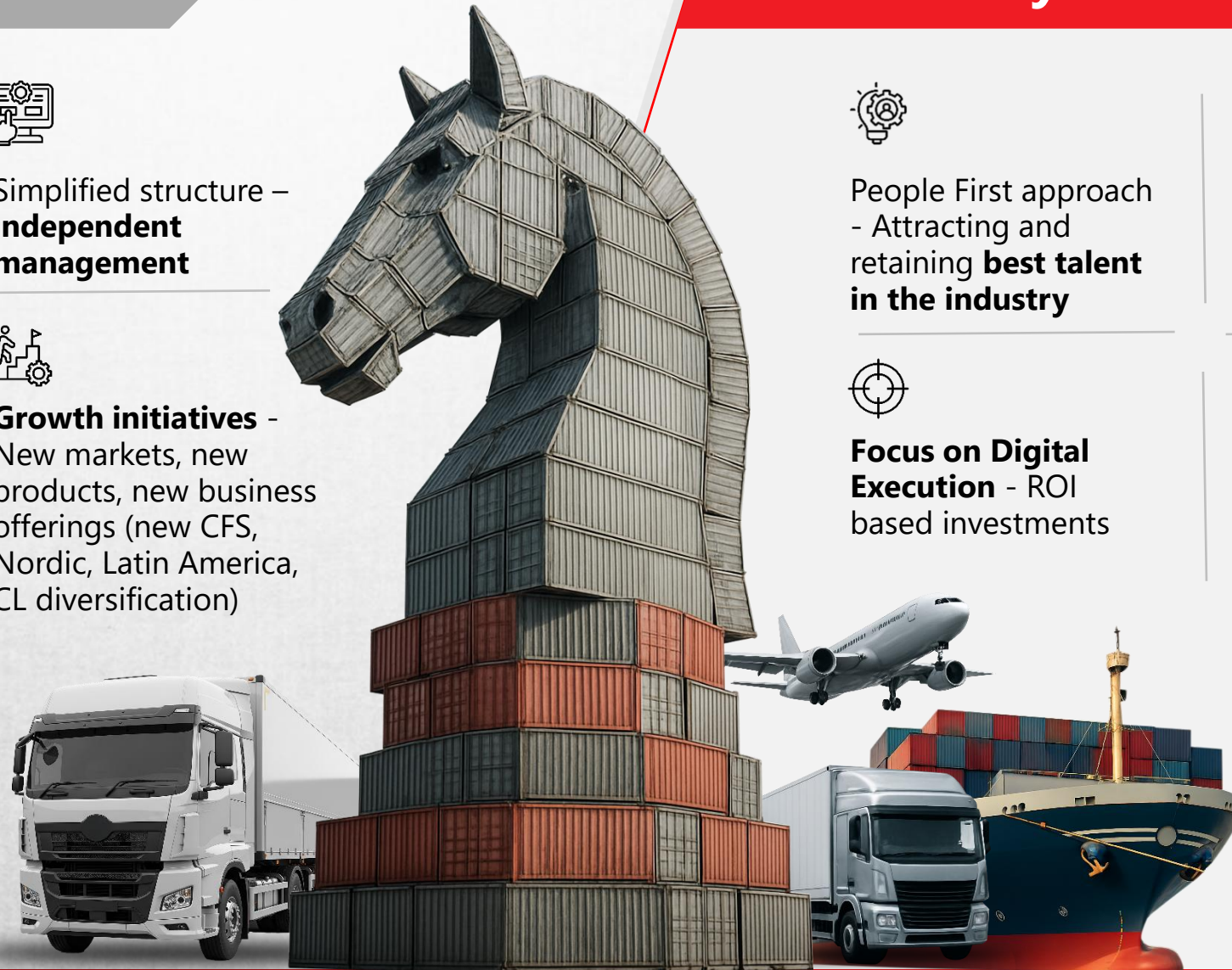
**Focus on Digital Execution** – ROI based investments



Value accretive growth – asset right, **capital efficient growth** to drive operating leverage



**Leverage India's growth** in our core businesses



# AllcargoGATI





# What The Results Will Be... The How & Why ?



**Stronger**



**Leaner**



**Innovative**



**Tech Driven**



- Logistics offers **attractive growth opportunities**, and we are committed to realizing the company's potential for future growth and expansion
- Our strategy focuses on delivering results **above market growth** and increasing market share by targeting both macro indicators and high-performance micro indicators
- **Profitability improvement** that is sustainable by focusing on financial health through revenue growth and margin enhancement
- Strong commitment to **deliver increased ROCE** and attractive shareholder returns
- The team with a **proven track record & exemplary execution** capabilities is poised to deliver value for our stakeholders

# Stronger | Leaner | Innovative | Tech Driven

## Key Initiatives by Allcargo (2020-2025)



**Allcargo invested  
₹900+ Cr**



**Available Funds  
₹300 Cr**



**Improved DSO by  
12% over FY20  
resulting in faster  
collection**



**Repaid  
~₹250 Cr debt**



**Raised  
~₹169 Cr via QIP**



**Reduced  
employee cost by  
9% over FY20**



**Recovered  
income tax  
refunds ₹150+ Cr**

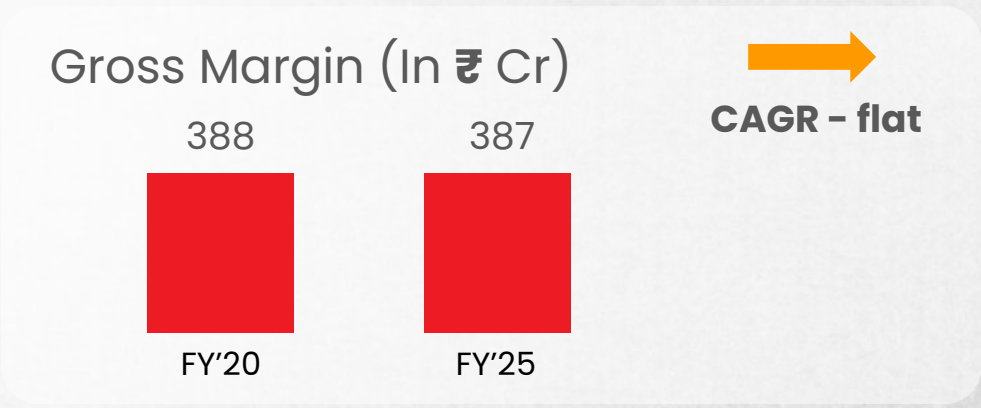
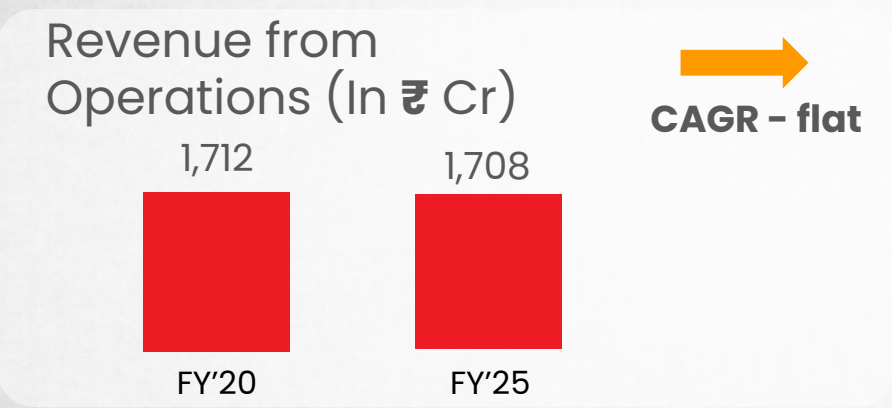
“Together, these measures have transformed AllcargoGATI into a financially resilient company with a lean balance sheet and net cash position.”





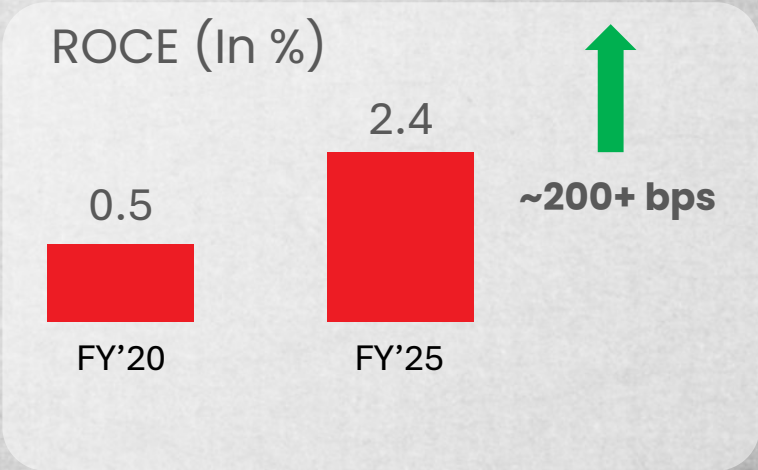
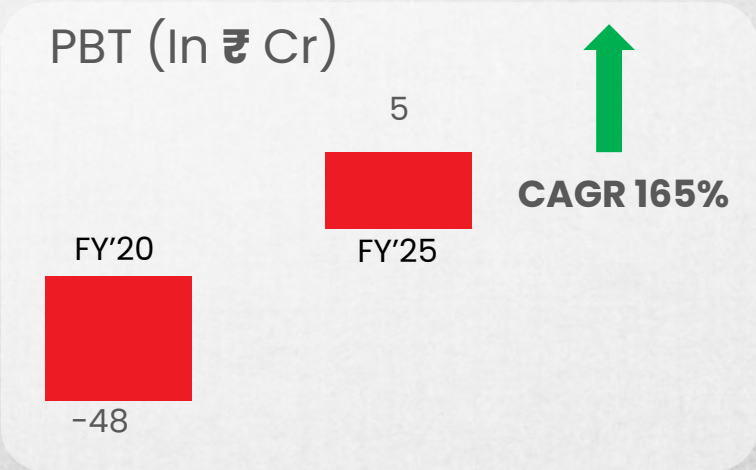
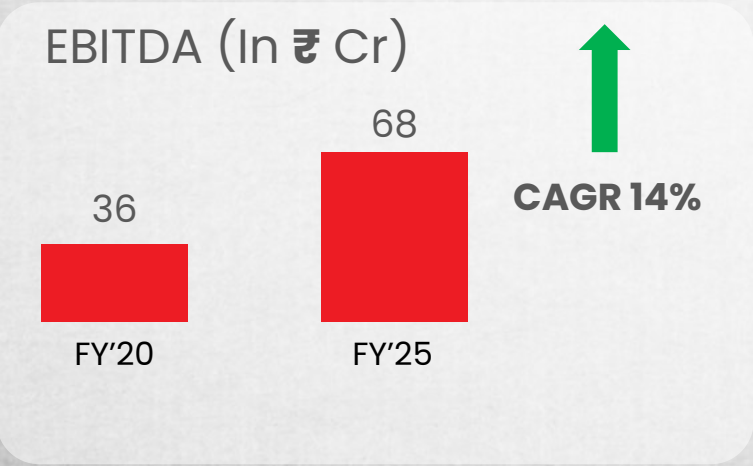
# Retrospective Revenue and Margin

## Show a Flat Performance



- Infrastructure
- People
- Process
- Technology

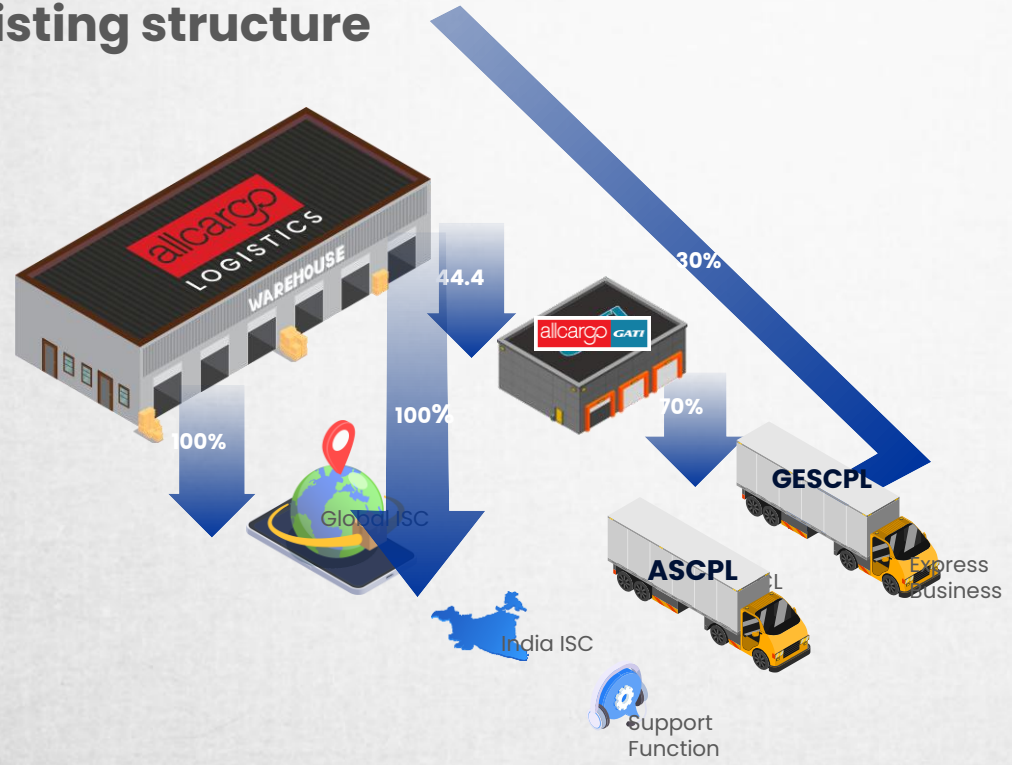
## Despite Above We Have Delivered



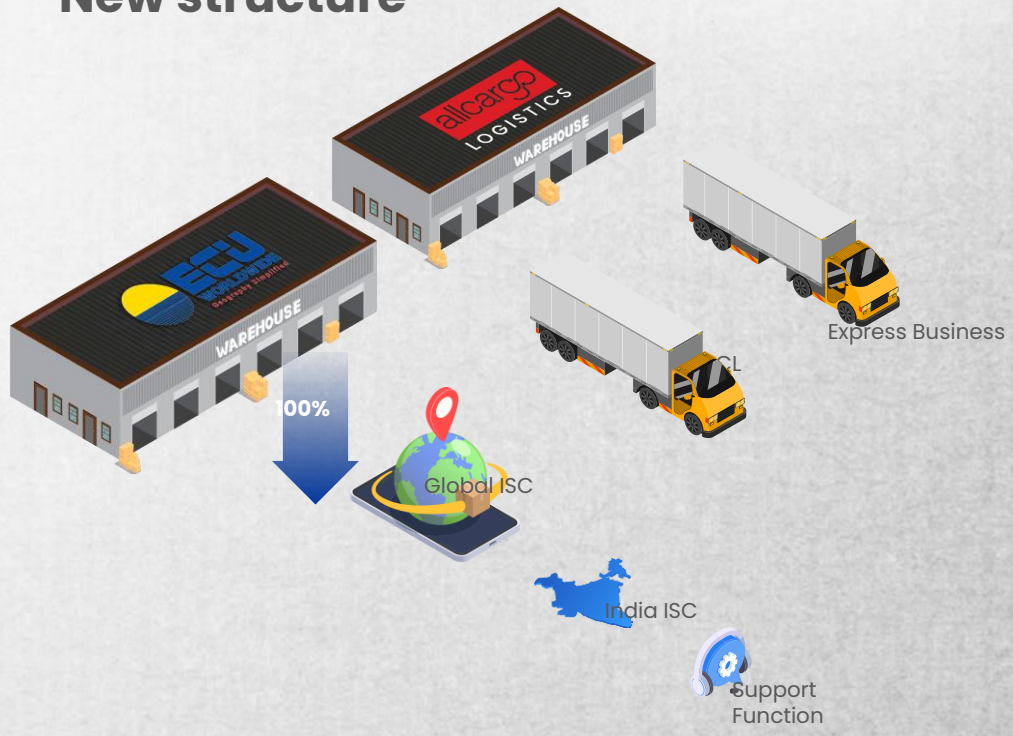
Note: Financials of Allcargo Gati Ltd including discontinued operations

# Poised to Become A Domestic Logistics Leader

Existing structure



New structure



## Scheme



Merge express business & consultative business into  
**Allcargo Logistics**

(post demerger of existing ocean freight business)

## Rationale



Bring synergistic businesses together and create a domestic logistics leader



Simplifying corporate structure



Synergies in consolidating infrastructure footprint across both businesses to drive cost efficiency



# Growth Enablers & Volume Developers

For revenue and profit improvement



## **SURFACE EXPRESS DISTRIBUTION**

**Standardised** end-to-end logistics Solutions

**Multi-modal delivery**

**Over 9,000 trucks**

**24/7  
Tracking services**



## **AIR EXPRESS DISTRIBUTION**

Strategic alliance with India's leading airlines

**Multi-modal delivery**

**On Time**  
Assured delivery

**Direct Connectivity**  
Over 150+ flights daily

## **CONSULTATIVE LOGISTICS\***

Long haul transportation

Distribution Center

Milk Run

In-plant Logistics

Value-added service

**Customised solutions**  
for multiple industries

**Just In Time (JIT) & Just In  
Sequence (JIS) capabilities**

## **SPECIAL PRODUCTS**

**Student Express**

Seamless movement between hostel and home

**Bike Express**

Hassle free door-to-door bike transport

**Laabh**

Surface cargo delivery up to **20 kg**

**Surface Lite**

Cost-effective surface deliveries for packages up to **5 kgs**

# Delivered Through Strong Geographic Governance

Which will be strengthened further

**100%**

Serviceable  
Pin-Codes

**700+**

Facilities

**90+**

Hubs

**80+**

Logistics Parks

**8**

Air Logistics Centres

**~2800**

People Strength

**12M+ sq.ft**

Distribution +  
Warehousing Space



Fast Transit  
Time



Expansive  
Reach Across  
India



Advanced  
Automation &  
Technology



State-of-the-Art  
Grade-A Hubs



Extensive  
Tier 2, 3 & 4  
Penetration



# Growth Accelerators



## Stronger

- More long term contracts
- Well equipped to adapt to changed market conditions
- Value chain creation
- Continuous quality improvement
- Yield management



## Leaner

- Defocused from low margin contracts
- Stay asset light
- Self financed transformation
- Well diversified margin business
- Network adaptation



## Innovative

- Company to benefit from tailwinds
- Sector specific solutions
- Topline growth acceleration
  - ✓ Auto
  - ✓ Consumer durables
  - ✓ Consumer electricals
  - ✓ Life science and healthcare
  - ✓ E-commerce



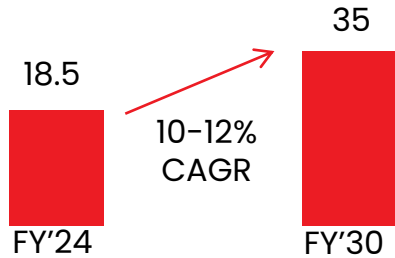
## Tech Driven

- Data science and AI tools
  - ✓ Customer service
  - ✓ HR
  - ✓ Sales
  - ✓ Operations
  - ✓ SME onboarding
- Stronger cyber security
- Delightful customer applications

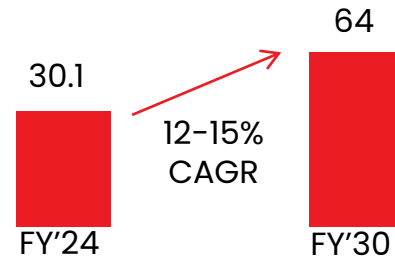
# Growth Accelerators:

## AllcargoGATI To Grow Stronger With Deep Focus

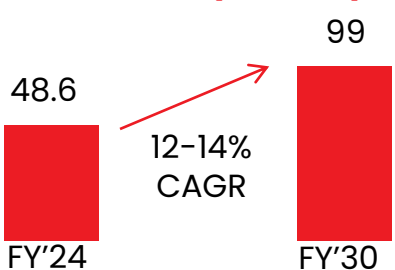
### B2B Express Logistics (INR K Cr)



### Supply Chain Services (INR K Cr)



### Combined (INR K Cr)



### Macro-economic Growth Enablers

#### Make in India / PLI Scheme

To boost logistics spend

#### Growth of SME / MSME Sector

leading to better growth of organized operators

#### Growth in E-comm Sector

Sector to grow at 18% CAGR from 2026-30

#### Technology Adoption

Customers prefer partners having better digital & tech interface

#### Regulatory Changes

GST & E-way bill leading to improved efficiency

#### Govt. Focus (NLP / Gati Shakti / ULIP / LEADS)

To push mobilization of organized logistics

#### Increasing Customer Expectation

Accelerating adoption of organized players

#### Logistics Infrastructure Growth

Bharatmala/ DFC etc.

### Micro-focussed Growth Accelerators

#### E-commerce/Quick Commerce

Expand nationally & enhance offering to our current & new entrants. We work with the top 5 players in each.

#### Consumer Durables/Electronics

Pre-configure solutions with increased convenience for end consumer and returns management

#### Auto & Engineering

Specialize in growing requirements of VOR/ engines/ high value parts

#### Chemical

As the market leader we have strong regulatory and compliance adherence and focus on advanced inventory management (Sampling/ Kitting/ Repackaging, etc.)

#### Life Science & Healthcare

Specialize in pharma transportation through packaging solution/multi temperature storage/multi-temp last mile delivery/value added services

#### MSME & Retail

Pricing strategy and value driven commercial approach to maximize growth and Profitability



**Cross Sell Opportunities**



**Multiple Product Offering**











**Strong Balance Sheet**



# Tech Driven









## Growth Acceleration   Strategic Pivots

 <p>Through Tech &amp; Digitization</p>	 <p>Mobile first</p>	 <p>Cloud Native</p>	 <p>Gen AI Enablers</p>	 <p>Agile</p>	 <p>Modular</p>	 <p>Secure</p>	 <p>Social</p>
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## Partners

								
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## Implementation Pivots

 <p>Control Tower</p>	 <p>New Booking App</p>	 <p>Finance ERP Transformation</p>	 <p>WMS System</p>	 <p>Consignee App</p>	 <p>Customer Portal</p>	 <p>Hub Eye</p>	 <p>Gate Scan</p>
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## Result

 <p>Improvement in On-Time Pickups</p>	 <p>Pickup Efficiency</p>	 <p>Streamlined Finance Processes</p>	 <p>Efficient Space Utilization</p>	 <p>Increase in New Customers</p>	 <p>Customer Service Excellence</p>	 <p>Real-time visibility</p>	 <p>Accurate Mapping</p>
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# Strategy 2030

  
**Stronger**

  
**Leaner**

  
**Innovative**

  
**Tech Driven**

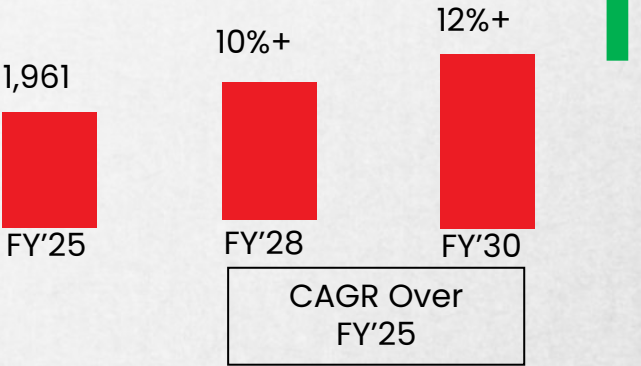
## Accelerated Focus



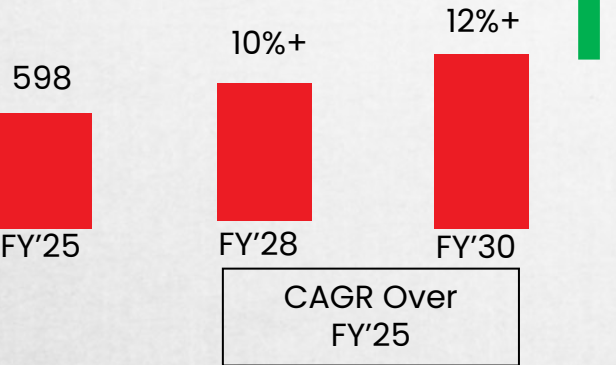
## Resultant Value



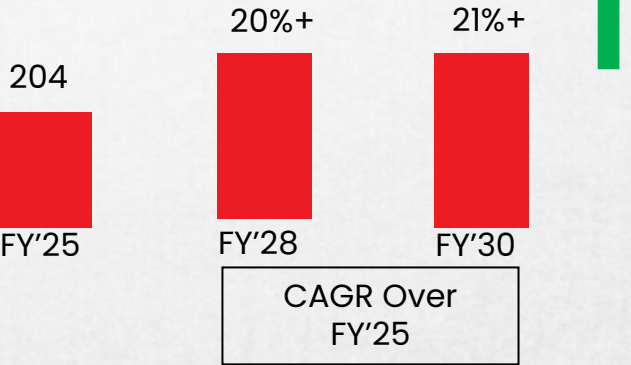
## Revenue from operations (in ₹ Cr)



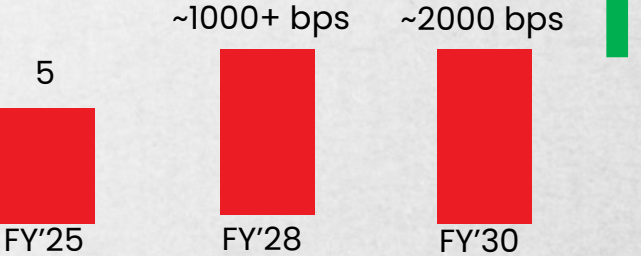
## Gross Margin (in ₹ Cr)



## EBITDA (in ₹ Cr)



## ROCE (in %)



Note: Merged financials of Allcargo Gati Ltd (excluding discontinued operations) & Allcargo Supply Chain Pvt Ltd (Subsidiary of Allcargo Logistics Ltd)



# Becoming A Company Of Choice Across Parameters

Development of profitability, customer satisfaction and employee engagement

Infrastructure

Stronger

People

Leaner

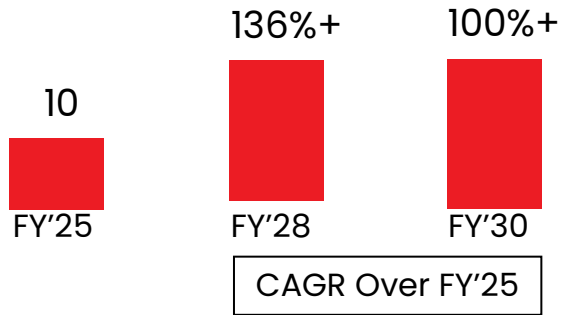
Process

Innovative

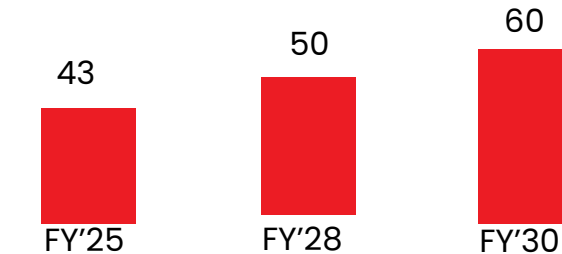
Technology

Driven

## Higher Profitability: PBT (in ₹ Cr)

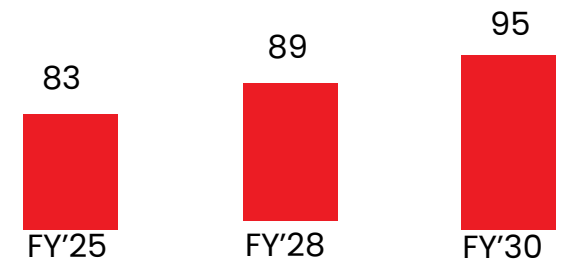


## Higher Customer Satisfaction: NPS



Net Promoter Score

## Higher Employee Engagement: EOS (in %)



Employee Opinion Survey

# Management Team



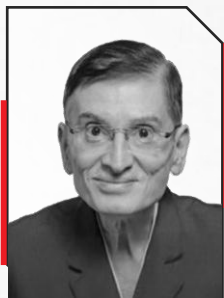
**Ketan Kulkarni**  
Managing Director & CEO

30+ years of experience in logistics, travel goods, alcoholic beverages, FMCD and FMCG



**Deepak Pareek**  
Chief Financial Officer

20+ years of expertise in finance, strategy, and infrastructure management



**Sushil Rathi**  
Director  
(Consultative Logistics)  
30+ years of leadership experience in logistics, operations, and strategic planning



**Narayanam Sesa Srikanth**  
Head - Human Resources

20+ years of expertise in talent & workforce management, driving organizational transformation



**Sanjay Khiyani**  
Chief Information Officer

25+ years in IT, specializing in technology strategy and program management



**Sharmishta Majumdar**  
Head - Customer Experience

20+ years driving customer satisfaction and loyalty in logistics industry



**Avinash Singh**  
Head - Operations (Express)

12+ years of expertise in supply chain, P&L management, and operational transformation



**Mayank Dwivedi**  
Head - Sales & Marketing (Express)

20+ years in logistics, driving revenue growth and high-performance sales



**Karan Puri**  
Head - Sales  
(Consultative Logistics)

21+ years in sales, specializing in B2B logistics and e-commerce, empowering businesses



Head - Operations  
(Consultative Logistics)

To be onboarded on 20<sup>th</sup> Oct  
20+ years in express, consultative logistics and e-commerce



# THANK YOU

