

Listing Compliance and Legal Regulatory BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 BSE Scrip Code: 532749	Listing and Compliance National Stock Exchange of India Limited Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 NSE Symbol: ALLCARGO
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December 24, 2021

Dear Sirs,

Sub: Investors' Presentation

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), read with Part A of Schedule III of the Listing Regulations, we are enclosing herewith the Investors' Presentation.

Pursuant to Regulation 46(2)(o) of the Listing Regulations, the aforesaid information is also available on the website of the Company i.e. www.allcargologistics.com.

Thanking You,
Yours Faithfully,
For Allcargo Logistics Limited



Devanand Mojidra
Company Secretary & Compliance Officer

Encl: a/a



TOGETHER TO SILVER.
TOGETHER TO GOLD.



all cargo logistics Ltd.
Ingenuity In Motion



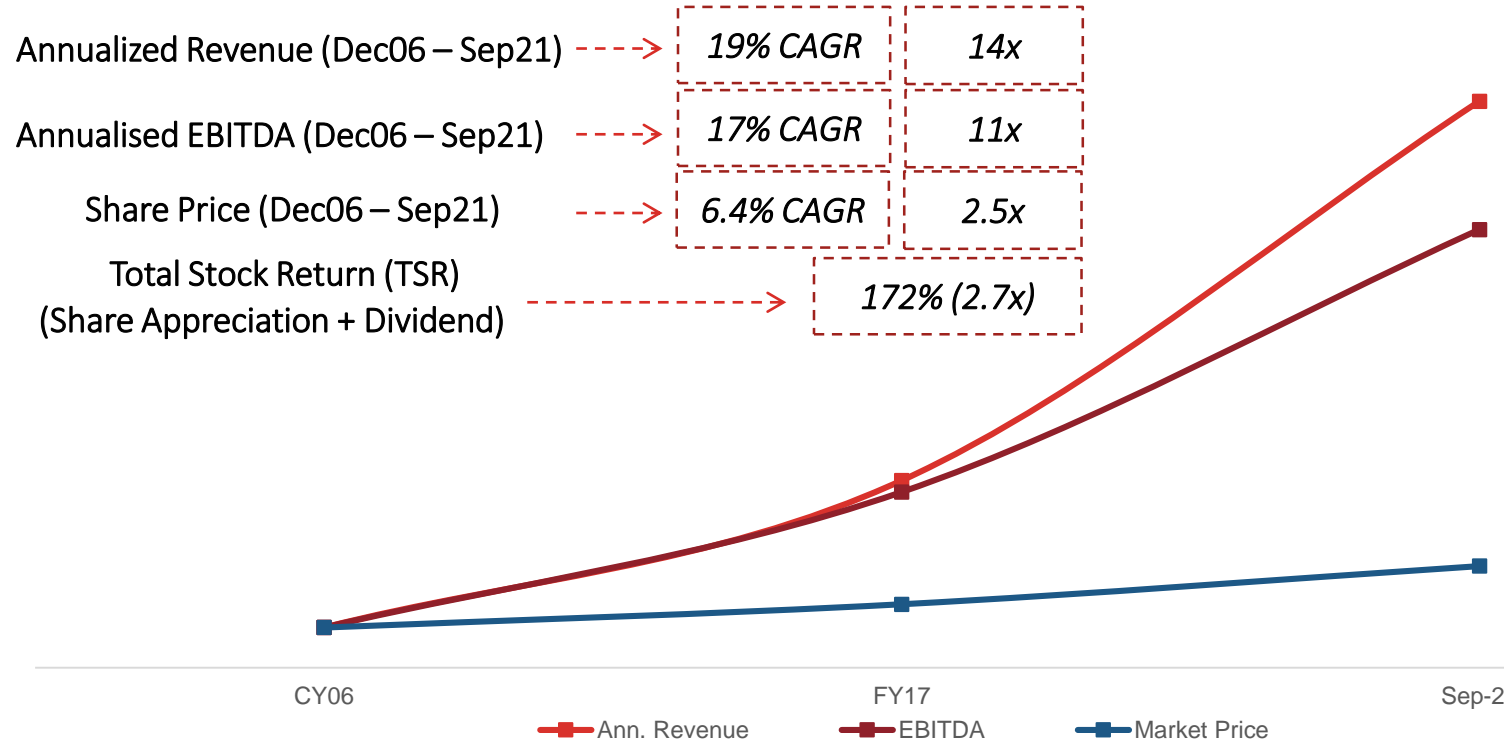
INVESTOR PRESENTATION
DECEMBER 2021

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ROBUST BUSINESS GROWTH OVER 15 YEARS (SINCE LISTING)



Global leader in complex
LCL Market
Operating 2400 direct trade lanes

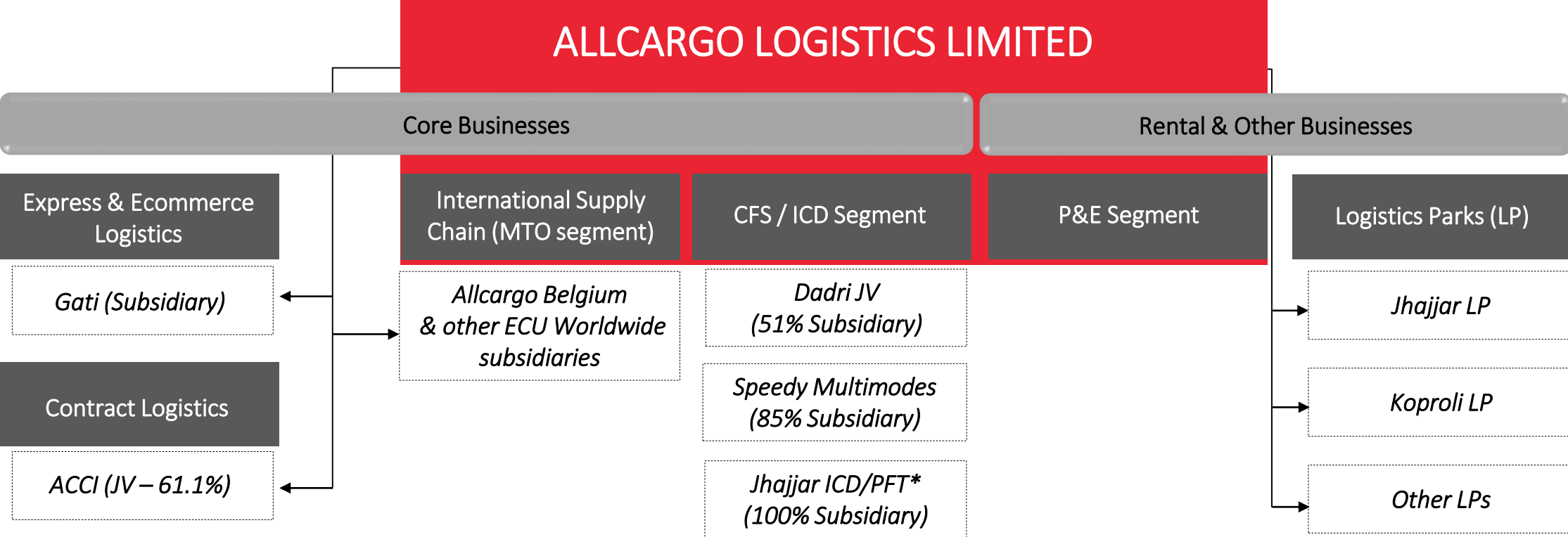
Widest and Largest
Container Freight Station
Operator in India

Pioneers in India's
Express Logistics
Dominant position in B2B surface express

Industry leading growth
Contract Logistics
managing over 5 mn Grade "A" warehouses

IMPACT OF PROPOSED DEMERGER

- SIMPLIFIED ORGANISATION STRUCTURE AVIODING COMPLEXITIES
- DEDICATED FOCUS ON DISTINCT GROWTH OPPORTUNITIES
- OPTIMIZE CAPITAL & INVESTMENT REQUIREMENTS
- MAINTAIN SYNERGIES WITHIN GROUP ENTITIES WITH AUTONOMY
- DIGITIZATION LED FOCUS ACROSS KEY BUSINESS VERTICALS



DEMERGER TO CREATE STRATEGIC BUSINESS UNDERTAKINGS



ALLCARGO LOGISTICS (ACL)

ALLCARGO TERMINALS (ATL)

TRANSINDIA REALTY & LP's (TRL)

International Supply Chain (MTO)

Express & Ecommerce Logistics

Contract Logistics

Container Freight Stations & ICDs

Rental & other annuity Businesses

Asset Light Global Play

Pioneer in express logistics

Strong Pan India Footprint

Leading Pan India Player

Diversified Presence

Market Leadership in LCL through complex hub and spoke network

Solutions for time bound, door to door, high value, critical shipments

Offers 3PL - Logistics, Warehousing and other value added services

CFS at JNPT, Chennai, Mundra and Kolkata & 1 ICD at Dadri

High rent yielding assets focus on warehousing & commercial real estate

Operates 4,000 port pairs and 2,400 direct trade lanes

Pan-India coverage, 99% of the Gol approved Pincodes

Area under management ~5 mn sq.ft. across 45 locations

Total handling capacity of over 1 Mn TEUs (asset light facilities)

Logistics Parks providing customized sector specific Grade A warehouses

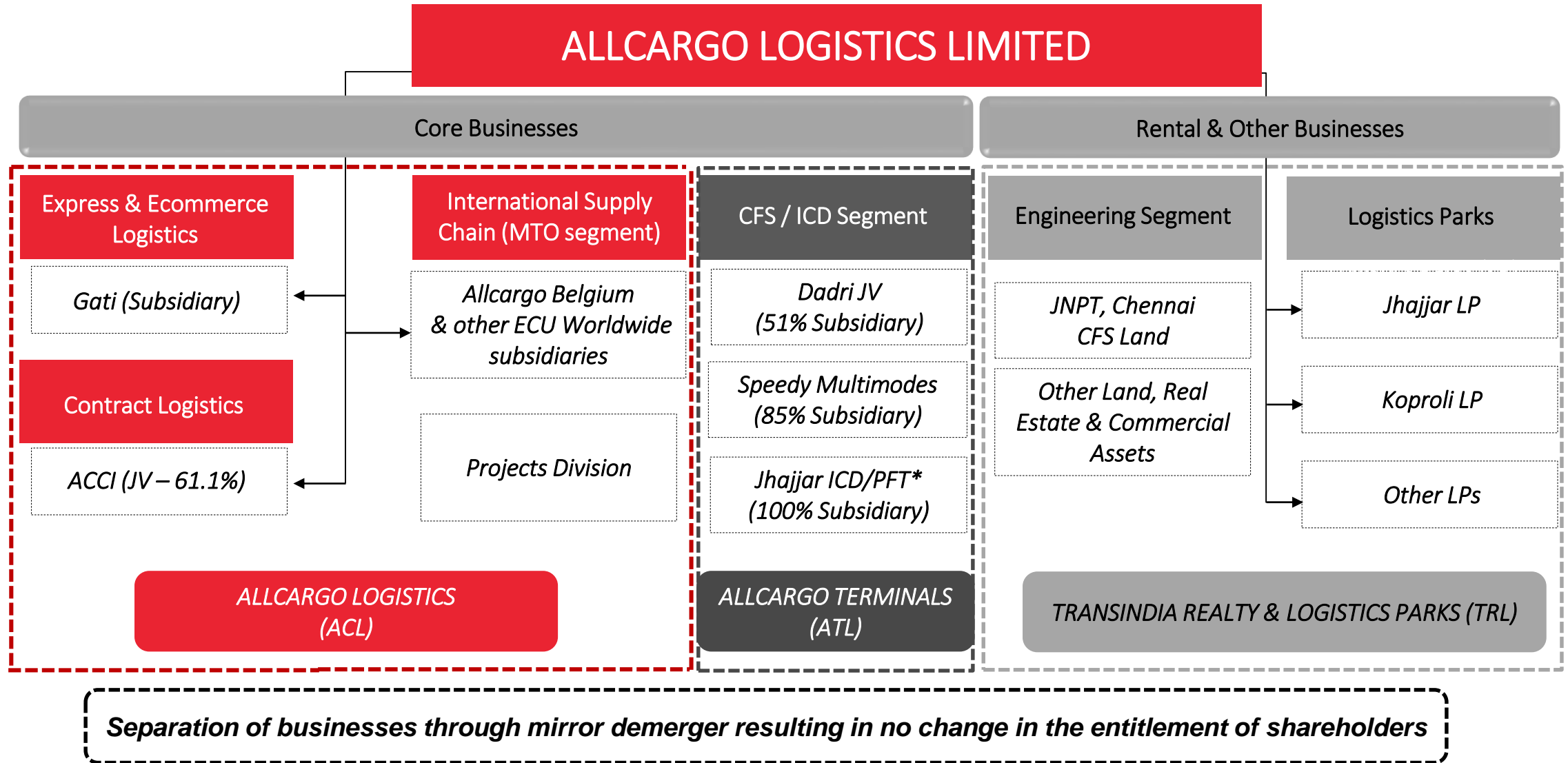
Unlocking next stage of growth through - FCL, Air and Door-to-Door

Customised Supply Chain solutions to consumer industries

Indian and International clients in chemicals, pharma, auto, e-com etc.

One of the largest CFS operators

Own & operate cranes and container handling equipments etc.



* Part of Allcargo Inland Park Pvt Ltd..

STRATEGIC INDEPENDENCE AND OPERATIONAL & FINANCIAL FLEXIBILITY TO DRIVE GROWTH

Rationale

Independent Business Undertakings

- Simplified structure with independent listed companies with sharp management focus
 - ❖ **ACL:** International Supply Chain(MTO) & Express /Contract Logistics
 - ❖ **ATL:** CFS/ICD Business
 - ❖ **TRL:** Equipment Rental, Logistics Parks & other Realty Businesses

Distinct Growth Opportunities

- Divestment of non core businesses to free up the capital and reduce debt
- Enhanced financial flexibility for each businesses
- Provide funding impetus to the long-term growth strategies of each business
- Build strategic partnerships suitable for different set of businesses

Sharp Management Focus

- Dedicated management bandwidth to drive growth initiatives
- Better access to resources for driving digital initiatives in asset light businesses
- Ability to evaluate distinct strategic opportunities in the Realty Business

Unlock Shareholder Value

- Direct ownership of business with shareholders eliminating inefficiencies
- Attract dedicated pools of investor with specific strategic interest
- Separately listed businesses will reflect full value in each individual business

TARGETING DISTINCT BUSINESS GROWTH OPPORTUNITIES



*WORLD'S #1 LCL CONSOLIDATOR
PIONEERS IN EXPRESS LOGISTICS
INDUSTRY LEADING CONTRACT LOGISTICS*

Business continuing under *ALLCARGO LOGISTICS LIMITED (ACL)*

- International Supply Chain
- Gati - Express
- ACCI – Contract Logistics
- Project Business



*INDIA'S #1 CFS OPERATOR
EXPANDING ICD FOOTPRINT*

Business proposed to be demerged under *ALLCARGO TERMINALS (ATL)*

- CFS operations at 6 locations across India's Key Gateway Container Ports
- Dadri JV (51% subsidiary)
- Allcargo Inland - Demerged ICD entity at Jhajjar, NCR



*REALTY & EQUIPMENT BUSINESS
WITH HIGH QUALITY ASSETS
LEASED & RENTED TO MARQUEE CLIENTS*

Business proposed to be demerged under *TRANSINDIA REALTY & LOGISTICS PARK (TRL)*

- Equipment business
- Logistics Parks Business (including shareholding in JV with Blackstone)
- Realty – JNPT & Chennai (CFS Land), Offices and Other Land Banks



Proposed Transaction

Allcargo Logistics (ACL) to demerge its CFS/ICD division and its asset heavy Equipment, Logistics Parks business into separately listed entities. The demerger would create three focused entities targeting distinct set of growth opportunities. ACL would now focus on its International Supply Chain (MTO) business and organic and inorganic opportunities thereon. The company would continue maintaining its controlling stake in Gati and ACCI.

Allcargo Terminals (ATL) would include operations related to CFS and ICD businesses across locations at JNPT, Mundra, Chennai and Kolkata. JV with CONCOR and planned ICD at Jhajjar under Allcargo Inland Terminal would also be a part ATL. The land bank pertaining to usage for this business would be transferred to TRL and this entity would continue to be managed as asset-light entity.

TransIndia Realty & Logistics Parks (TRL) would build an portfolio of high yielding rental assets. Some entity assets required for running related party businesses will be leased out to the group (land bank at JNPT and Chennai, corporate office, etc.). Also certain asset classes which could be leased/constructed with other JV partners (Logistics Parks, etc.) would also be a part of TRL.

Appointed Date

1st Day of April, 2022

Approvals Required

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

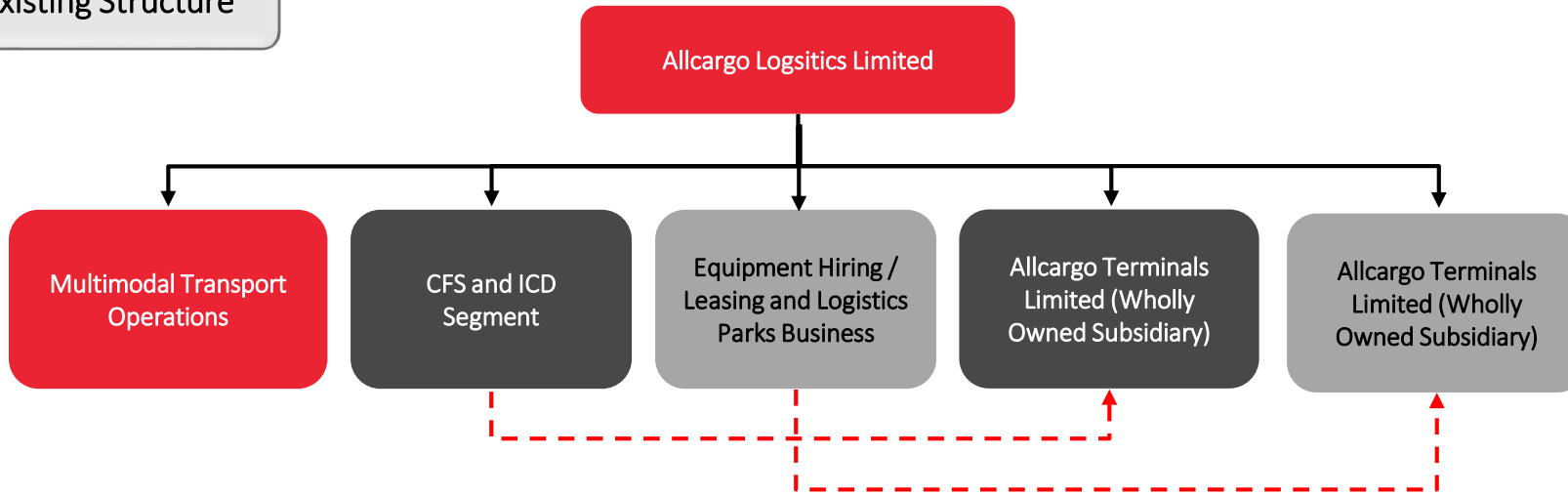
Share Entitlement Ratio

Proposed demerger of Allcargo Terminals: Ratio of 1 equity share of Rs 2 each fully paid up of **ALLCARGO TERMINALS (ATL)** for every 1 equity share of Rs 2 each fully paid up held in **ALLCARGO LOGISTICS**.

Proposed demerger of TransIndia Realty & Logistics Parks: Ratio of 1 equity share of Rs 2 each fully paid up of **TRANSINDIA REALTY & LOGISTICS PARKS (TRL)** for every 1 equity share of Rs 2 each fully paid up held in **ALLCARGO LOGISTICS**.

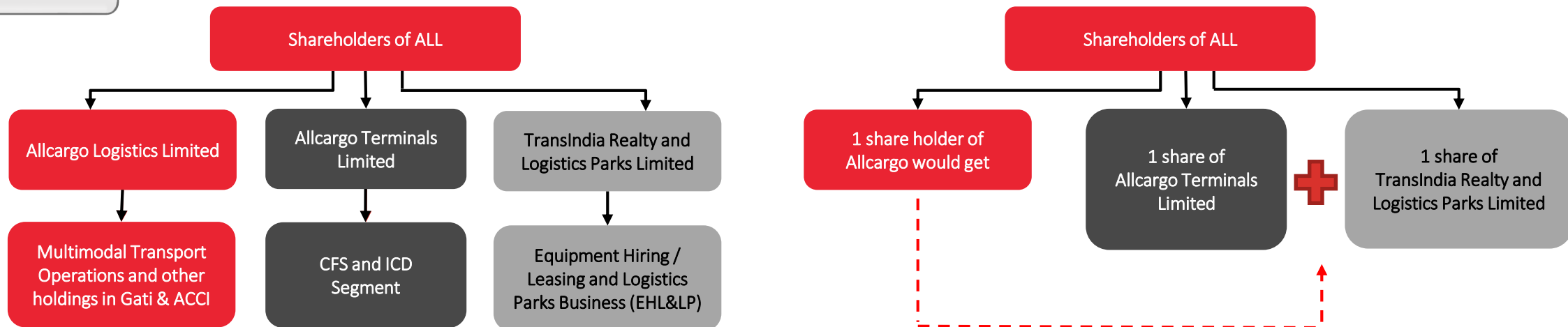
SIMPLIFIED SCHEME OF ARRANGEMENT

Existing Structure

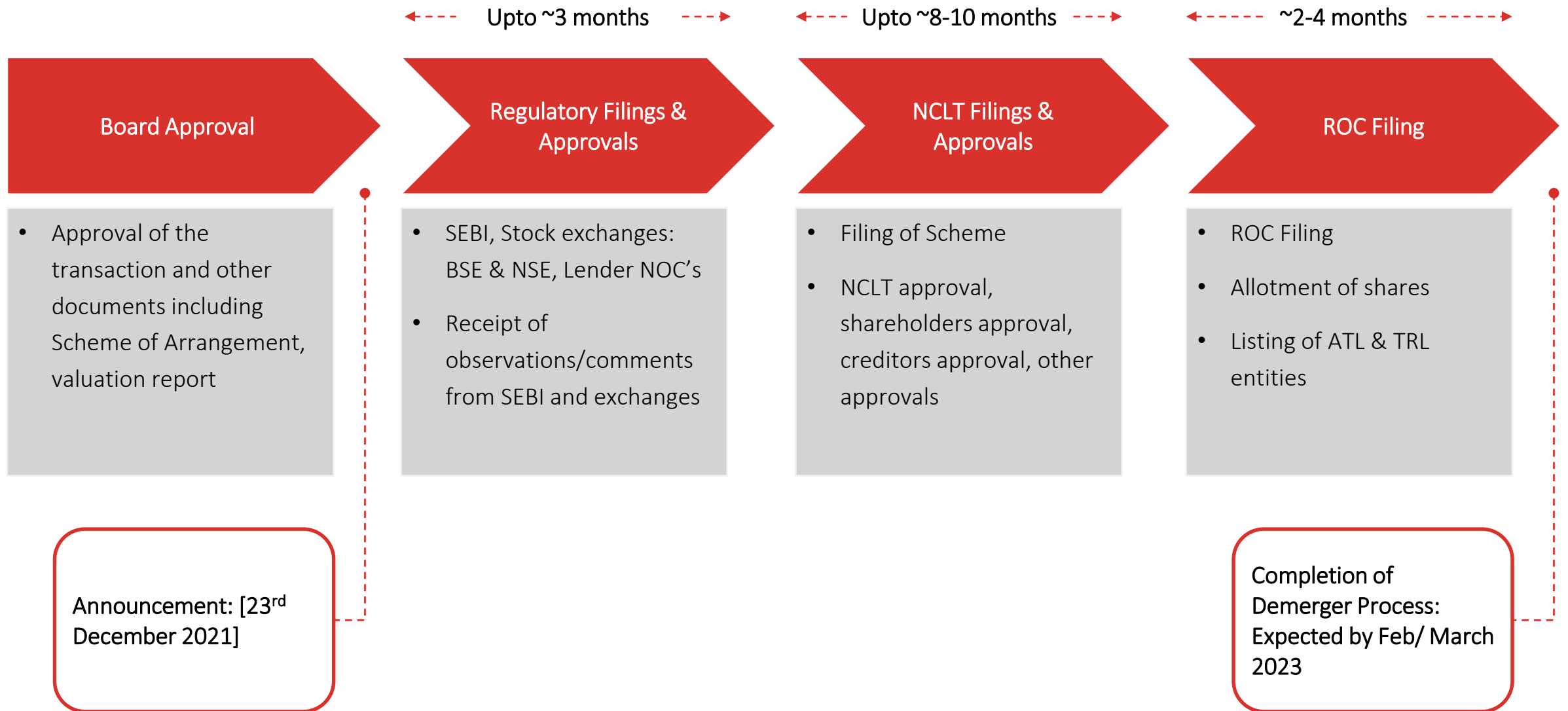


Mirror demerger resulting in no change in the entitlement of shareholders

Post-Demerger



KEY MILESTONES, INDICATIVE TIMELINES & APPROVALS REQUIRED





BUSINESS OPERATIONS CONTINUING UNDER
ALLCARGO LOGISTICS LIMITED

ECU WORLDWIDE CAPABILITIES

Global #1 in LCL consolidation
operating the largest global LCL network

Distinct value proposition to small and medium
sized forwarders who benefit from our scale &
carrier relationships

Operates across 4,000 port
pairs globally

Global LCL Market Share
of 13%

2,400 direct trade lanes



Global network leads to more port
pairings than competitors, a key value
driver for both small and large freight
forwarders

Large volumes lead to high utilization
/ load factors, increasing container
profitability

Top 20 market position in Ocean
Forwarding, with an aspiration to grow
into Top 10



FCL LCL
FF1 FF1 FF2 FF3



1. Loading of Goods



2. Warehouse receiving, Storage as required



3. Container stuffing



4 Customs-origin



5. Port services-origin



6. International Transport (Land/Sea/Air)



7. Customs-destination



8. Port Services-destination



9. Container de-stuffing and warehouse receiving storage as required

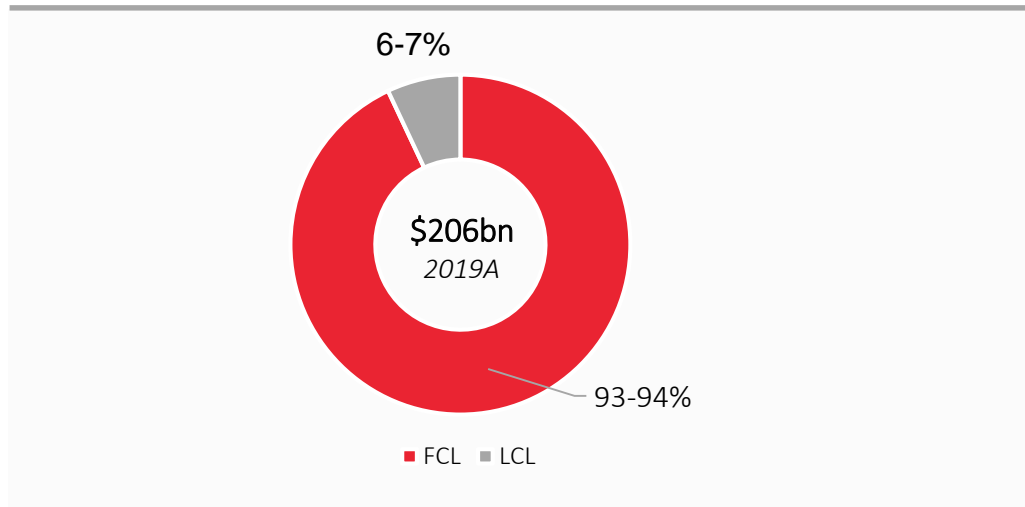


10. Truck loading

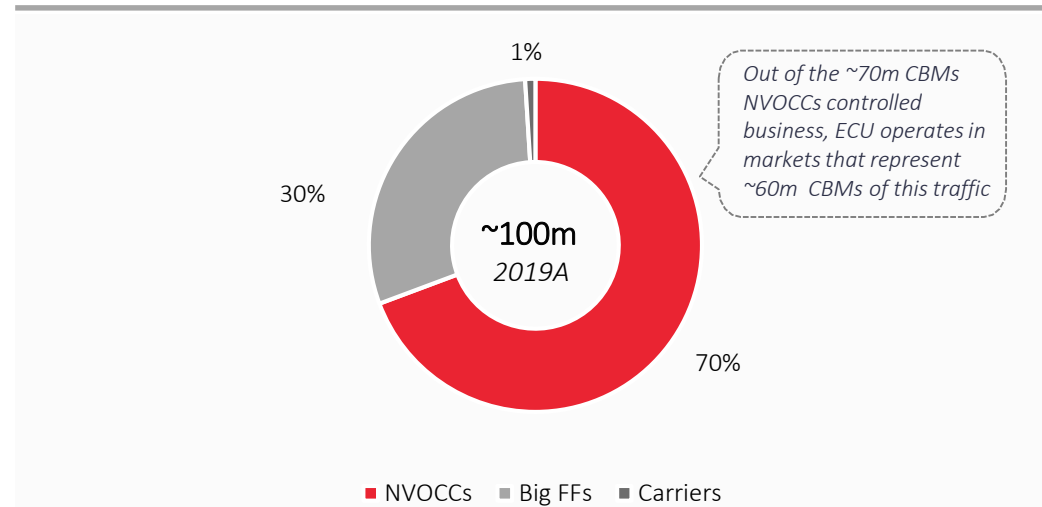


11. Final delivery

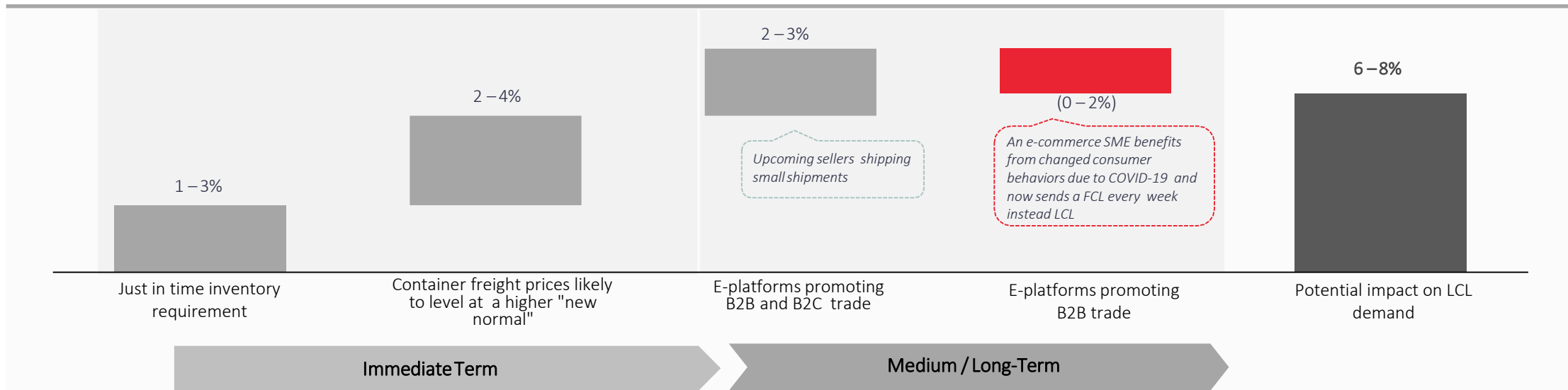
Overview of the Ocean Freight Market



Overview of the LCL Market



Trends in the LCL Market



OCR For Auto-Booking

- Reduces operational processes between ECU and customers by three steps
- Enables instant-booking



Data Projects

- Gathering of financials, transactions and customer behaviour data through Google Analytics and Power BI



ECU360 on Cloud

- ECU360 front-end deployed on cloud



ECU App

- Deployed in June 2021
- Allows mobile access for both customers and ECU's sales-force



Customer-Specific Dashboard

- Originally only available for global customers
- Provide customers with a dedicated dashboard to monitor their orders



Chat Features

- POC in progress
- WhatsApp and FB Messenger integration



ECU EDI

- Book service on INTTRA, Cargo Wise and Direct
- ECU ART: Generates Instant replies for sailing schedule and cargo track-and-trace queries

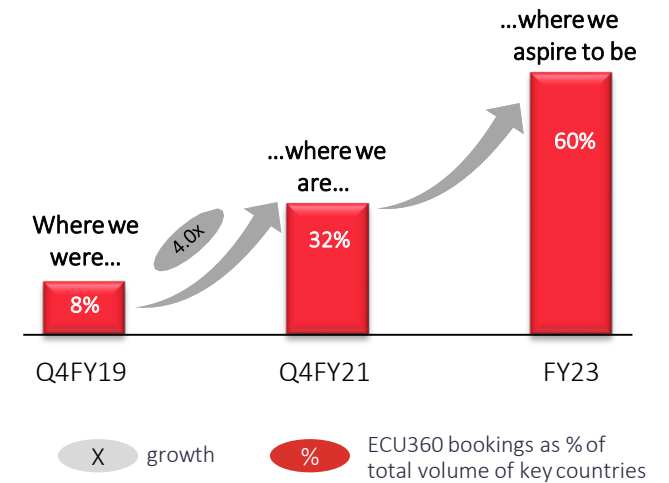


ECU Click

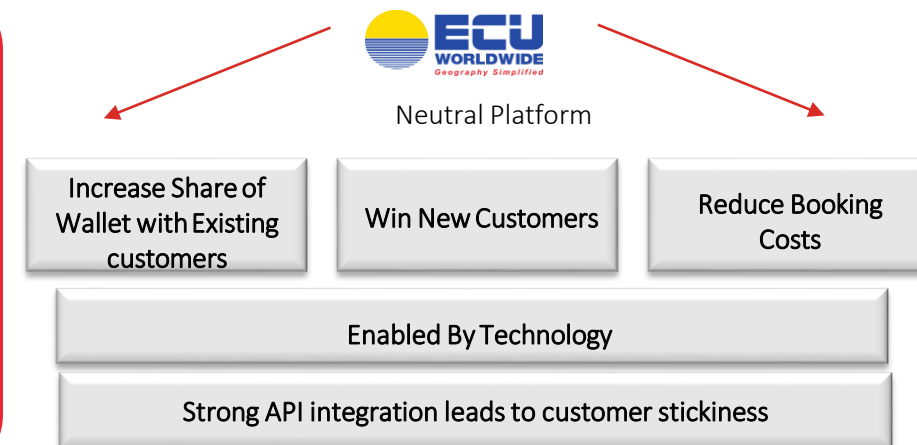
- App developed to monitor cargo conditions when stored in ECU's warehouses
- Allows customers to receive pictures of the cargo to monitor its integrity
- Enables real-time track-n-trace capabilities



Digital Transformation (# of ECU360 bookings)



White Label Value Proposition



Network Leader in Logistics

Pan India
668
offices across
India

735
out of 739
Indian Districts
Covered

Group Offices
across more than
180
Countries

99%
GOI approved
Pin-codes coverage

Reach Widest in Industry



4.1 Mn sq. ft.
Warehousing space
across multiple
Locations

Area
Coverage



33* Hubs

Total
Hubs



300
Group and
Franchisee network
in 180 countries

Global
Access

* includes 10 ATC (Air Transshipment Centers)

Deeper Customer engagements



8 out of Top 10
Auto Companies



8 out of Top 10
Pharma
Companies



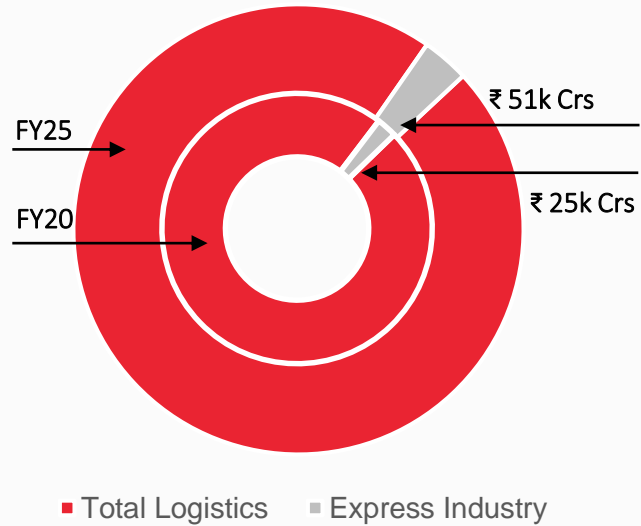
7 out of Top 10
Retail/Textile
Companies



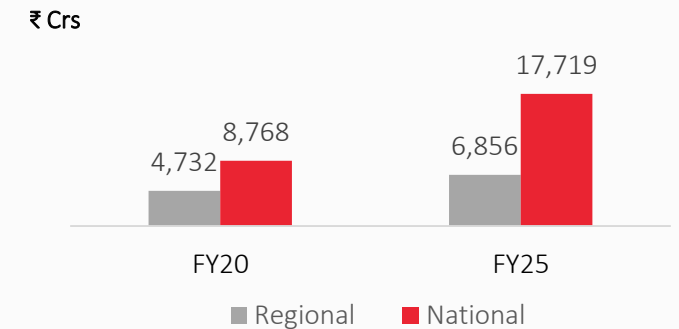
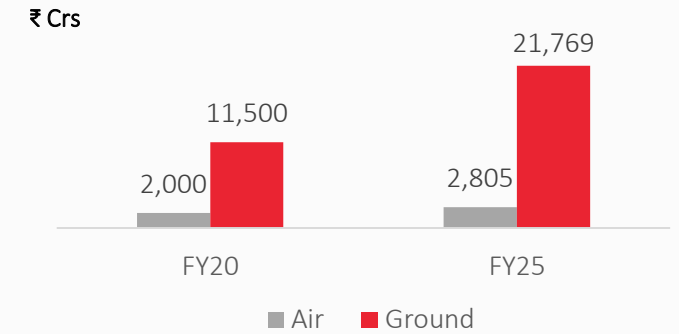
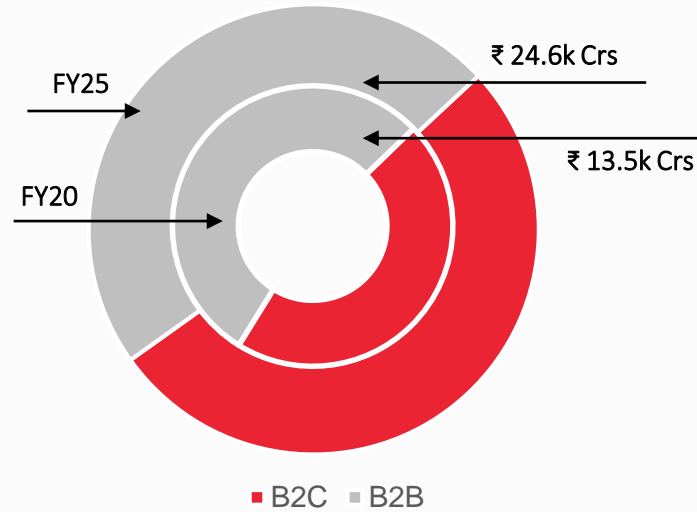
Major
E-Com
Companies

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

Niche Contribution in Logistics Industry



Accelerated growth Opportunities



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

Digital Sales Force

Deployment of Customer Relationship Management (CRM) system from Salesforce.com. Extremely evolved and well-established CRM to manage key customer relationships and enhance ability to offer an increasingly wide range of services and solutions to both large and MSME customers.

Digital Payment Solution

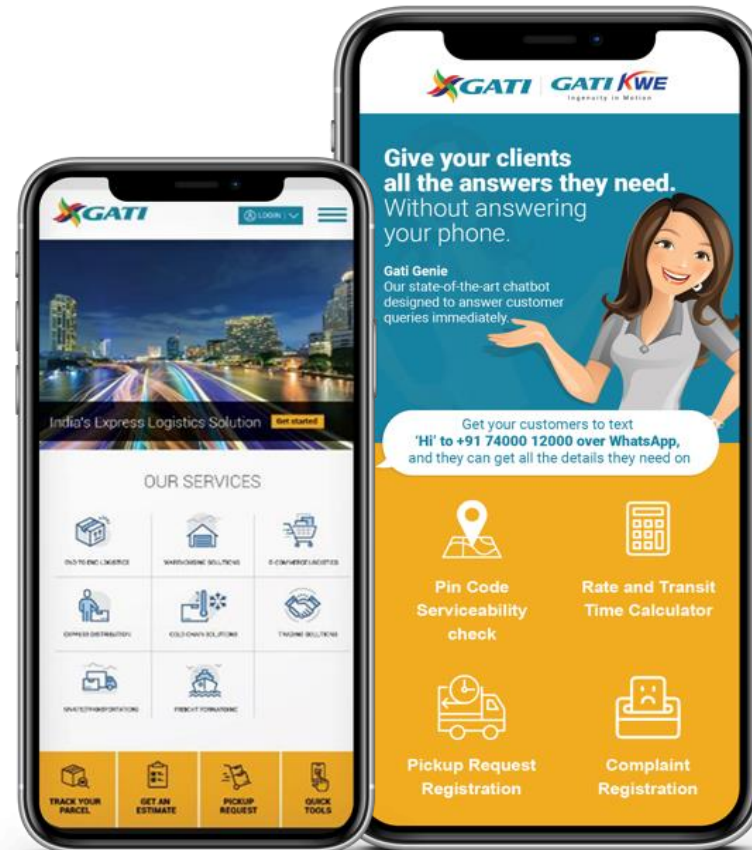
Partnered with Paytm to be our payment gateway partners for providing digital payment solution for all our customers. This would enable customers pay real time via net-banking, credit cards, debit cards, UPI and digital wallets.

Data Analytics

Leveraging data analytics, AI and ML tools to enhance customer experience, reduce TAT and bring about cost efficiencies in different areas of business including Finance, Operations, Sales and HR.

Digital Customer Connect

Revamped portal launched to enhance customer experience which gives access to plethora of information and access to a bouquet of functionalities such as dashboards & reports, raise pick up requests among others. Launched in October 2020 to offer Omni-channel customer service and improve customer experience. It has capabilities of shipment tracking through WhatsApp and has been integrated with live chat, website, customer app and offers all services such as pick up request, complaint registration, claim management etc.



- Contract Logistics segment involves end to end logistics services- transportation, payments and inventory management.
- Specializes in sectors such as Chemical, Automotive and Ecommerce/retail across India measuring over 5 mn sq. ft.
- Key clients: Chemicals, Pharmaceutical and Food, Automotive and Engineering, E-commerce, Fashion and Retail sectors.

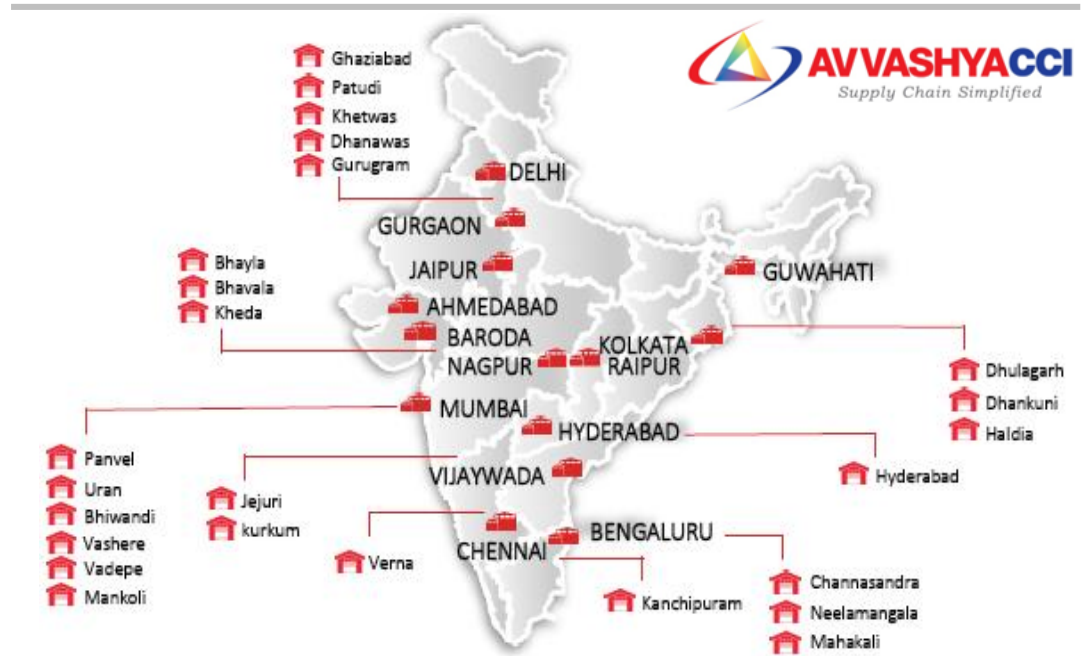
Key Updates:

- Board of directors has approved to the scheme of demerger whereby contract logistics business will get transferred to Avvashya Supply Chain Private Limited (currently wholly owned subsidiary of Allcargo), on going concern basis with mirror shareholding.
- The demerger would be subject to National Company Law Tribunal (NCLT) and other requisite approvals.
- Post demerger, the remaining part in the business would be customs clearance and forwarding.

CORE CAPABILITIES

- 50** WAREHOUSES ACROSS INDIA
- ~5 Mn** WAREHOUSE SPACE UNDER MANAGEMENT (SQ. FT)
- ~95%** CURRENT WAREHOUSE UTILIZATION
- 45** WAREHOUSE LOCATIONS ACROSS INDIA
- 100+** CUSTOMERS ACROSS FOCUSED INDUSTRY SECTORS

Pan India Presence



Key Financials (₹ mn) H1FY22

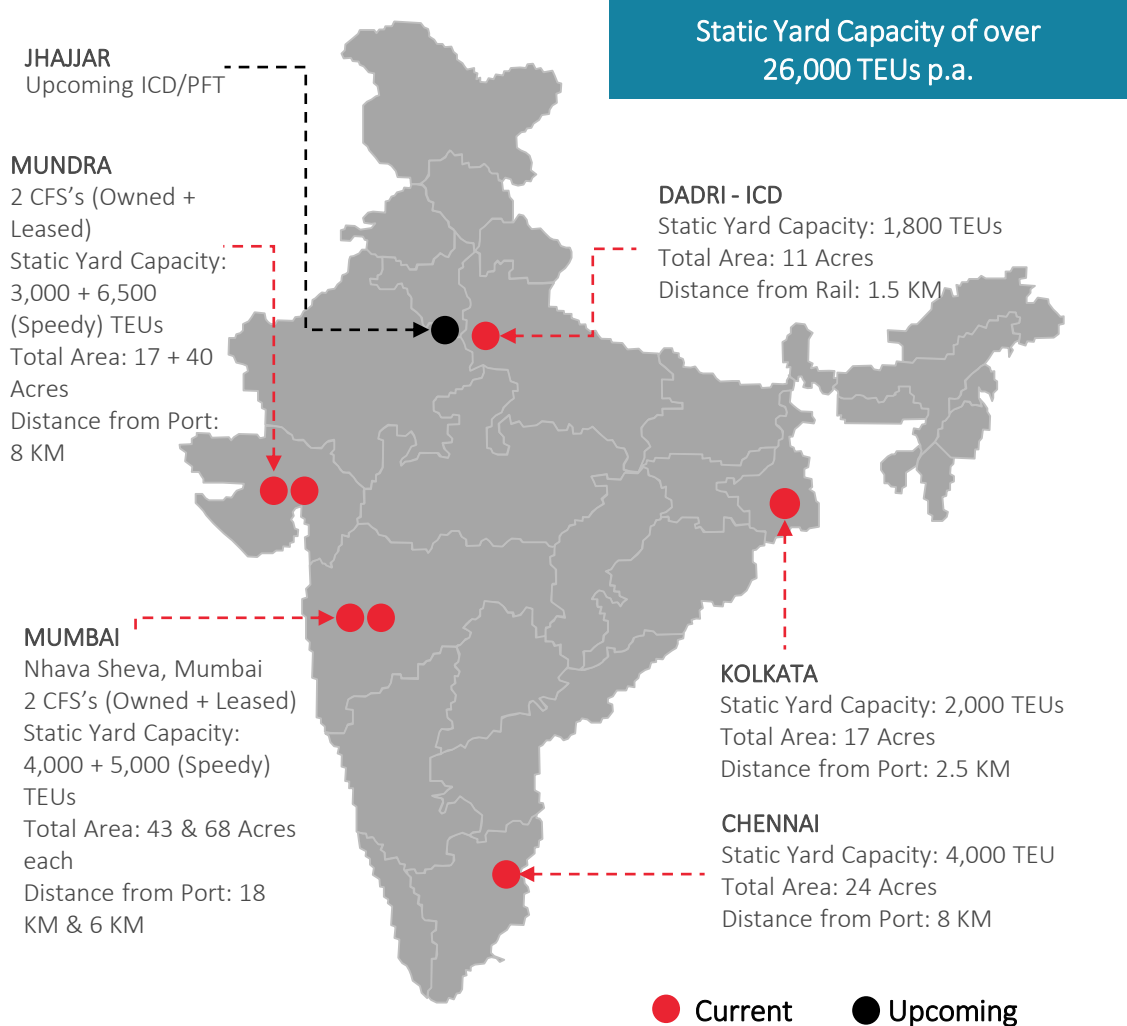
Contract Logistics		CCFF	
Revenue	₹ 1,664	Revenue	₹ 1,373
EBITDA	₹ 635	EBITDA	₹ 48



BUSINESS PROPOSED TO BE DEMERGED UNDER
ALLCARGO TERMINALS

LEADING PAN INDIA PLAYER WITH UNMATCHED NETWORK

Strategically Located Assets with Robust Operational Capabilities



Strategic Location of all the Assets

Widest pan India presence along with multi-city consolidation network

Presence on 4 ports which drives >80% of India's container traffic

Best placed to capture the DFC driven ICD opportunity

Robust Operational Capabilities

Expertise in handling & monitoring ODC, Reefer Containers and Hazardous Cargo movements

Market leader in JNPT and Mundra, amongst the top 3 CFS operators in Kolkata and Chennai

Operational Support



DPD Management

Empty Storage & Management

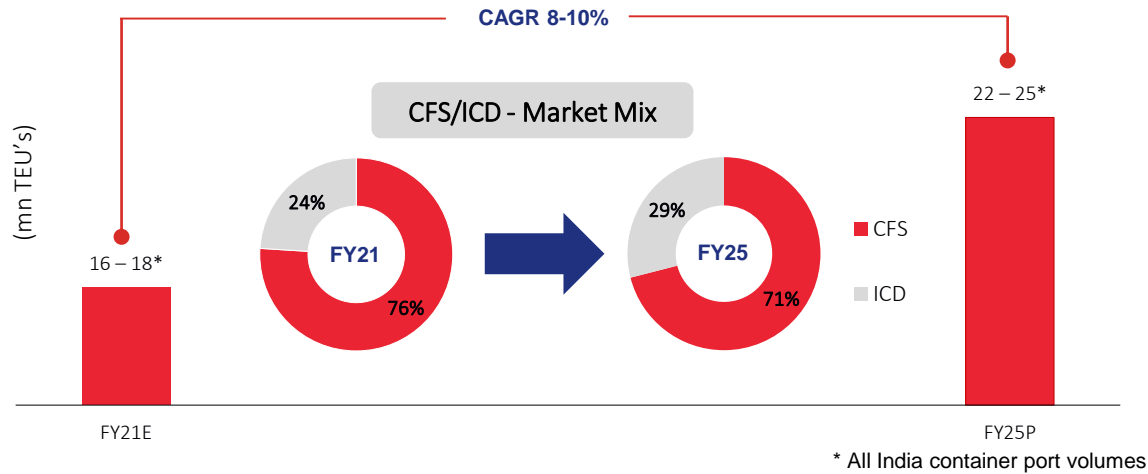
Equipment Repairs and Maintenance

Customised Reports

Last Mile Delivery

OVERVIEW OF CFS/ICD MARKET

CFS/ICD - Proxy to Indian EXIM growth



Recent regulatory initiatives: CFS an integral part of efficient port evacuation



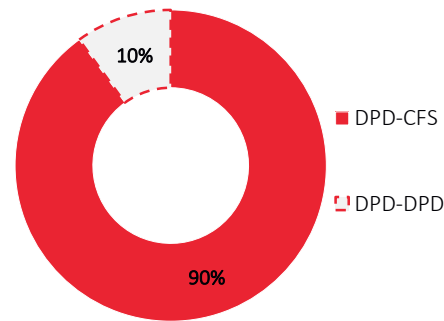
States low on CFS/ICD infrastructure are HP, Bihar, Jharkhand, WB, Sikkim, AP, Nagaland, MN, MZ, TR, Telangana and J&K



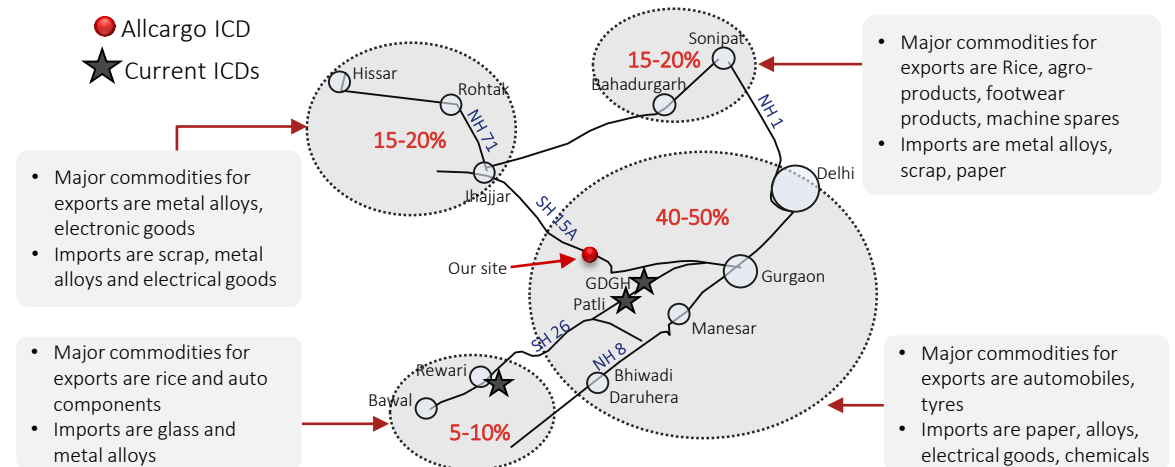
Proposal accepted only for specific trade locations: Uttarakhand, UP, Chhattisgarh, Odisha, AP, Goa, Karnataka, Kerala and other



States and UT not listed in Green & Blue zones (Mumbai, Gujarat, Chennai) closed for any new CFS development indefinitely.

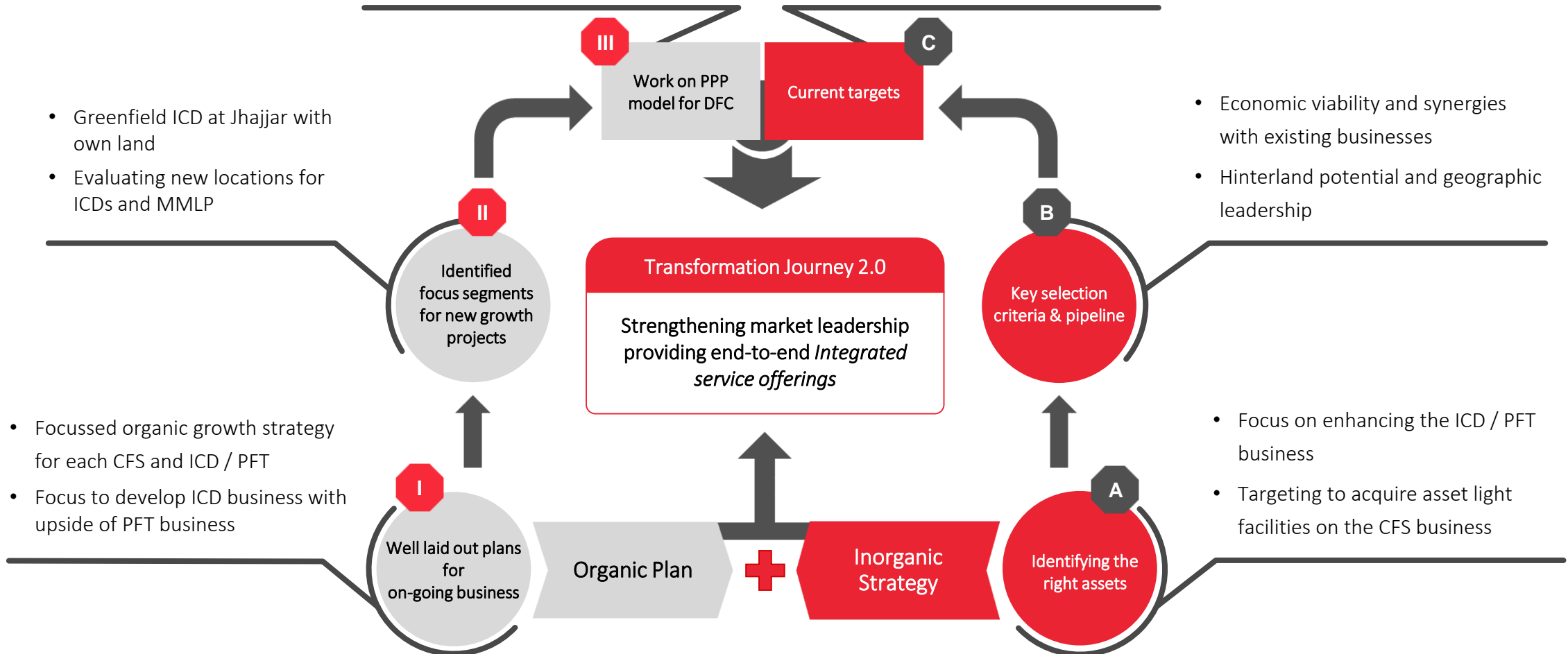


Advantage Jhajjar: Hinterland container traffic in NCR region



DEFINED STRATEGY TO DRIVE FUTURE GROWTH

- Evaluating key locations at Western DFC and Eastern DFC
- Expansion through asset light facilities for CFS at JNPT & Mundra
- Evaluate working on PPP model
- Acquisition of ICD and CFS players





BUSINESS PROPOSED TO BE DEMERGED UNDER
TRANSINDIA REALTY & LOGISTICS PARK

LOGISTICS PARKS

TransIndia to have best in class Grade-A warehousing infrastructure across key locations in India. A nationwide warehousing footprint of 6 million sq. ft. remains under development, through strong connectivity to industrial hubs and transport routes.

The company has already leased near 5 million sq. ft. with Indian multinational and other international customers (including our contract logistics arm and Gati) which generates quarterly run-rate revenues of >Rs 200 mn.

The lease contracts are long term with periodic escalations. The investments are typically backed by self servicing lease rent discounting finance (LRD).

ANNUITY ASSETS

**JNPT
CFS Land**

**Chennai
CFS Land**

**Other Land Bank, Real Estate &
Commercial Assets**

CFS land bank at JNPT, Chennai port, along with other real estate (Land + Commercial) to be under TransIndia Realty and Logistics Park.
****The land bank at JNPT and Chennai to be leased back to Allcargo Terminals***

ENGINEERING ASSETS

Hiring and rental of diversified fleet of cranes, trailers, hydraulic axles, reach stackers, etc. The segment caters to diversified set of industries like Power, Refineries, Green Energy, Oil & Gas, Cement, etc.

Multi-user facility at Bangalore



Cross Docking at NCR

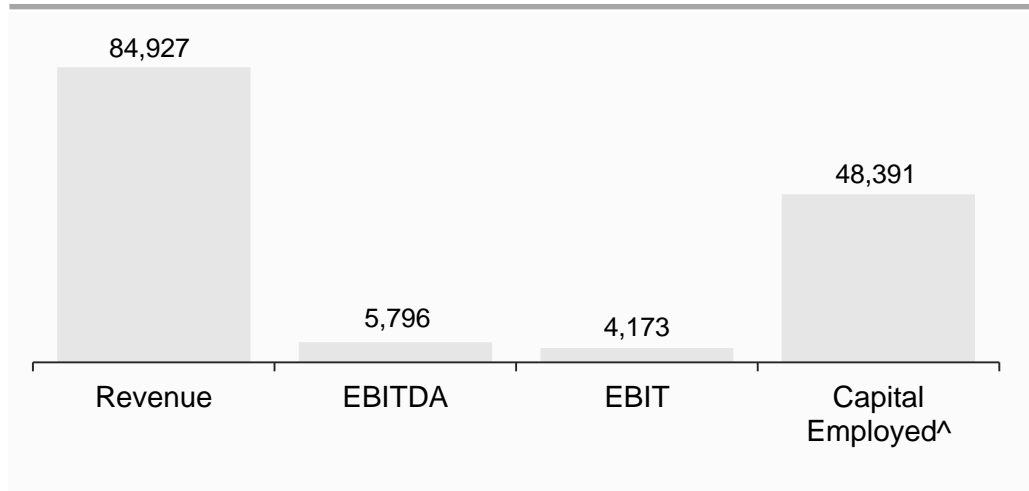


Loading dock at Hyderabad

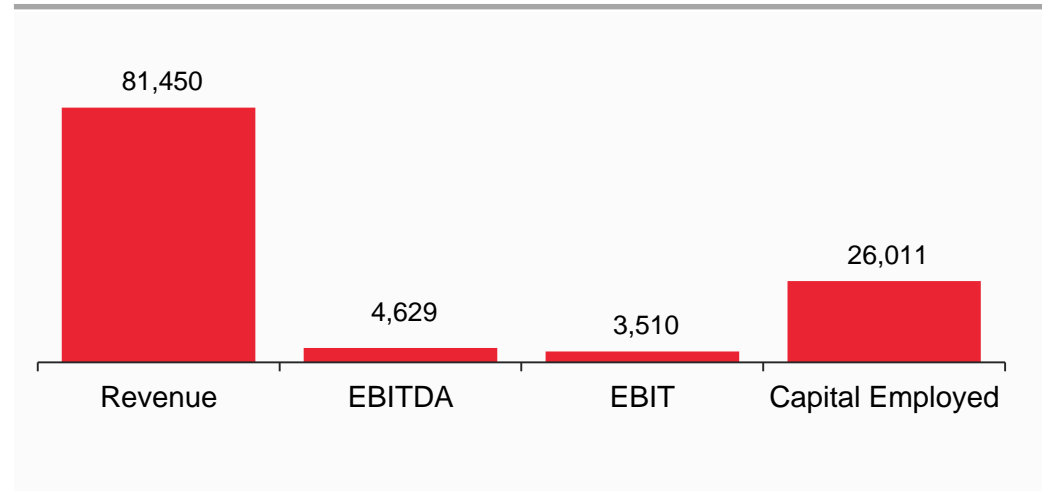


ABRIDGED FINANCIALS POST DEMERGER[#]: PROFIT & LOSS (H1FY22)

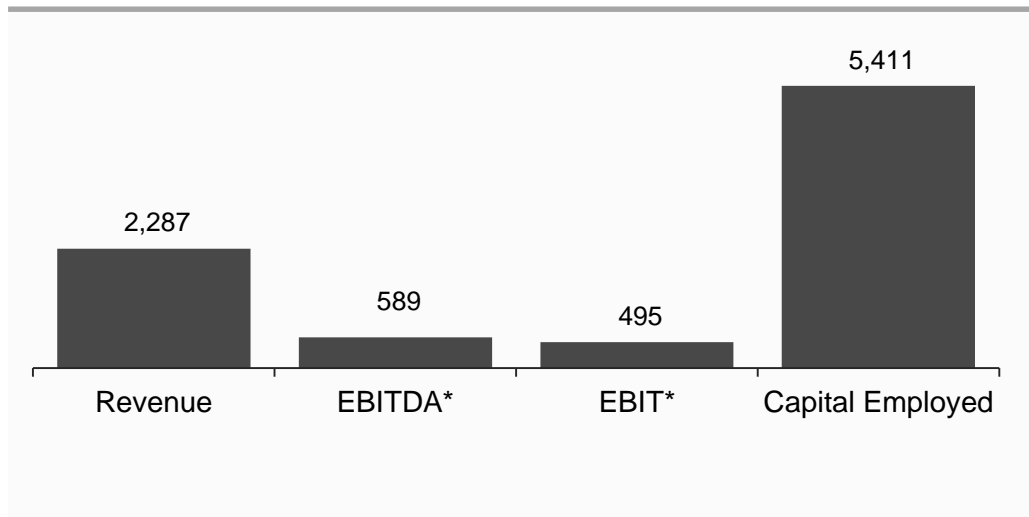
CURRENT CONSOLIDATED (₹ mn)



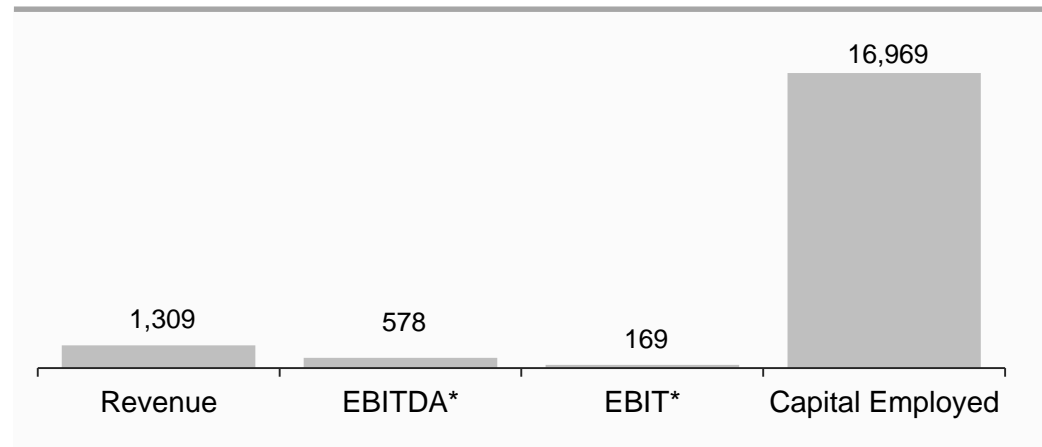
ALLCARGO LOGISTICS (₹ mn)



ALLCARGO TERMINALS[@] (₹ mn)



TRANSINDIA REALTY & LOGISTICS PARKS^{*} (₹ mn)



[#] Expected entity-wise break-up in financials as on 30th September, 2021

[@] ALLCARGO TERMINALS 1HFY22 numbers does not include Speedy Transaction

^{*} Assumed lease rentals of ₹ 120 mn (1HFY22) for Chennai & JNPT CFS land, adjusted from ATL and TRL

[^] Capital employed includes certain adjustments of Tax assets and tax liabilities

THANK YOU



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