

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

February 14, 2022

Dear Sirs/Madam,

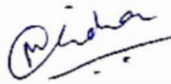
**Sub: Investors' Presentation**

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 for Q3-FY2021-22.

The same will be available on the website of the Company i.e. [www.allcargologistics.com](http://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.

Allcargo Logistics Limited, The Avvashya House, CST Road, Santacruz (E), Mumbai - 400 098.  
T: +91 22 6679 8100 | [info@allcargologistics.com](mailto:info@allcargologistics.com) | [www.allcargologistics.com](http://www.allcargologistics.com)  
CIN: L63010MH2004PLC073508 GSTN: 27AACCA2894D1Z5



all cargo logistics ltd.  
Ingenuity In Motion

INVESTOR PRESENTATION  
FEBRUARY 2022



This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Allcargo Logistics 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.

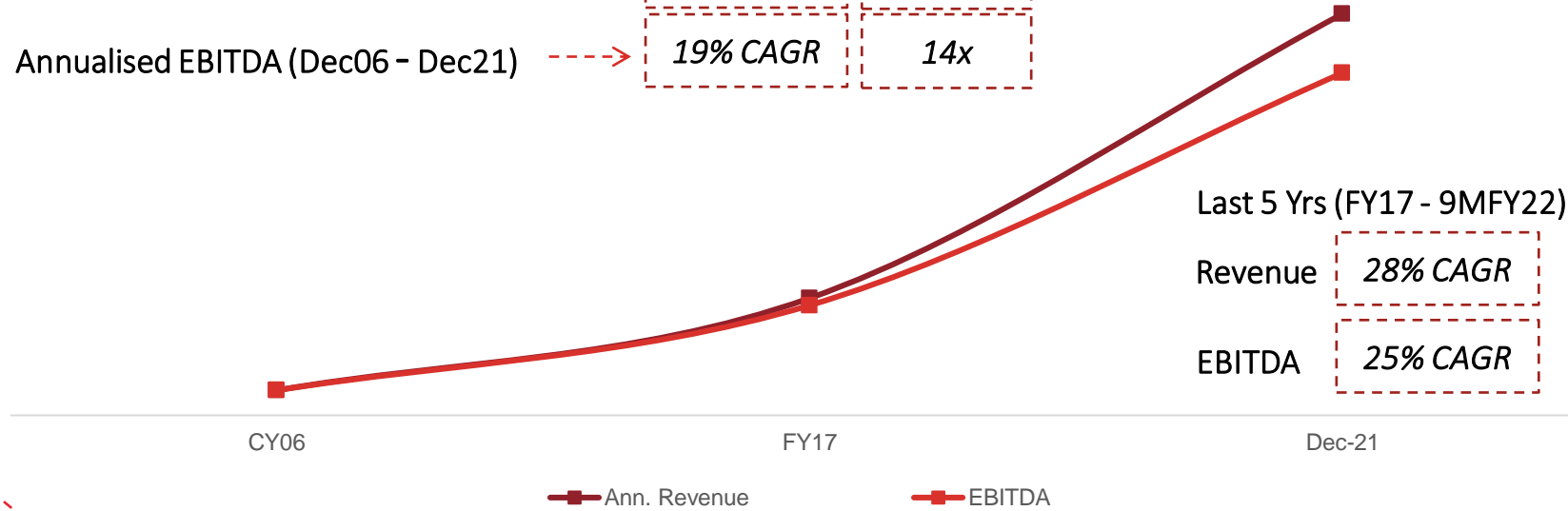
# ROBUST BUSINESS GROWTH OVER 15 YEARS (SINCE LISTING)

Annualized Revenue (Dec06 - Dec21) →

20% CAGR 16x

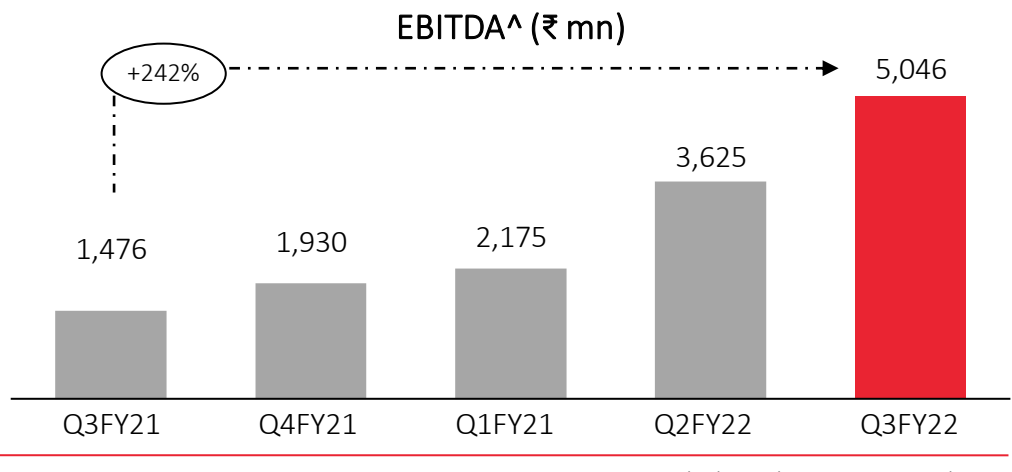
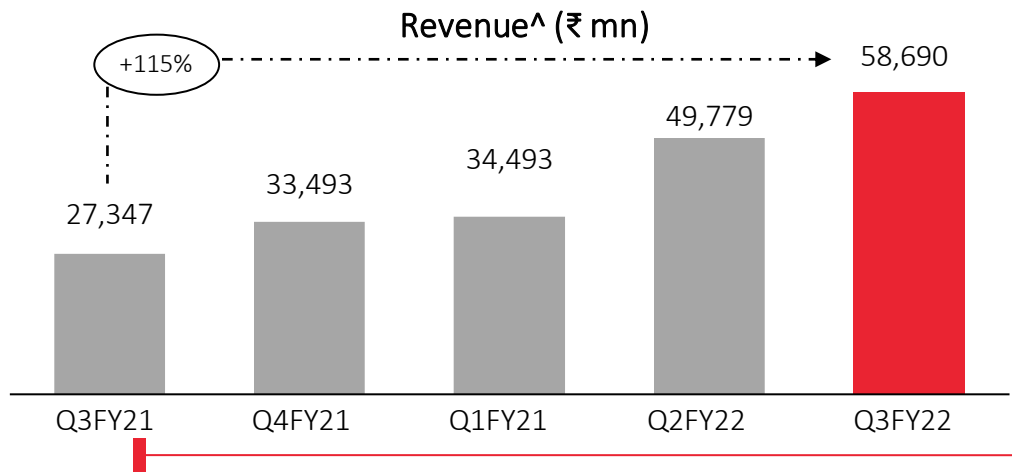
Annualised EBITDA (Dec06 - Dec21) →

19% CAGR 14x



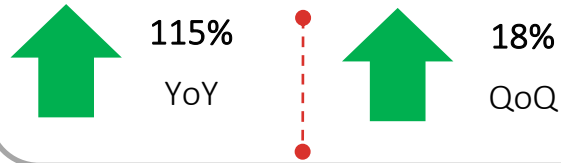
- Global leader in complex **LCL Market**  
Operating 2400 direct trade lanes
- Widest and Largest **Container Freight Station**  
Operator in India
- Pioneers in India's **Express Logistics**  
Dominant position in B2B surface express
- Industry leading growth **Contract Logistics**  
managing over 5 mn Grade "A" warehouses

## STRONG MOMENTUM DRIVEN BY TRANSFORMATION

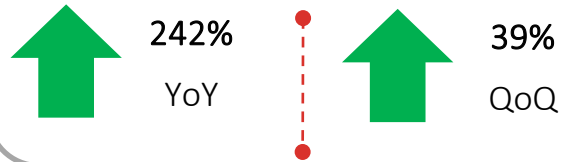


^ excludes other income and ACCI

Revenue^ ₹ 58,690 mn



EBITDA^ ₹ 5,046 mn



PAT ₹ 3,549 mn

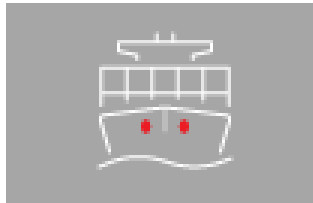


## KEY MANAGEMENT COMMENTARY:

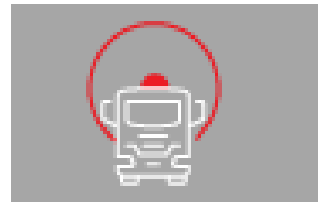
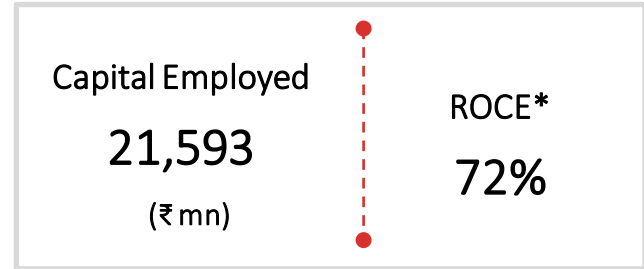
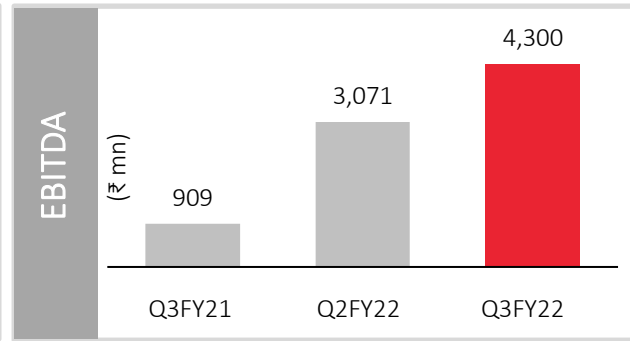
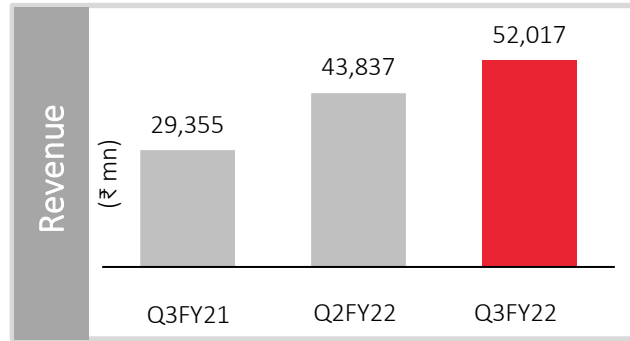
- The company continues to drive robust growth with sharp focus on asset light, digitally enabled businesses. Allcargo reported its highest ever business performance for the quarter with consolidated revenues higher by 115% YoY at ₹ 58,690 mn and EBITDA higher by 242% YoY at ₹ 5,046 mn
- Company has announced a scheme of demerger to enable accelerated growth by providing strategic independence and financial & operational flexibility to its business segments.
- International supply chain business (MTO) witnessed sustained momentum on the back of volume growth and expansion of market share in favorable market conditions. LCL volumes grew by 21% YoY and FCL volumes grew by 13% YoY
- CFS/ICD business continues to deliver good performance. CFS volumes stood at 1,47,400 TEUs, demonstrating a strong growth of 80% YoY driven by organic and inorganic growth
- Gati's core express business under GKEPL reported highest ever tonnage of 265,000 mt and revenues of ₹ 3,535 mn. P&E segment witnessed equipment utilisation of 75% with exit rates above 80% levels
- Record performance has been delivered by exceptional leadership of the management team across businesses. The group continues to add critical talent and has hired nearly 20 CXO level resources and brought nearly 100 critical leaders and managers across the globe to drive growth and digital aspirations
- Digital footprint continues to expand significantly at ECU Worldwide and Gati Limited. Digital initiatives at ECU include data projects, automation, ECU EDI, ECU click and other apps to improve customer experience and service delivery. ECU360 is now a mature digital platform with front end deployed on cloud. Gati is focused on enhancing the customer's experience on the front-end and having seamless operations on the back end

# KEY BUSINESS SEGMENTS – QoQ PERFORMANCE TRENDS

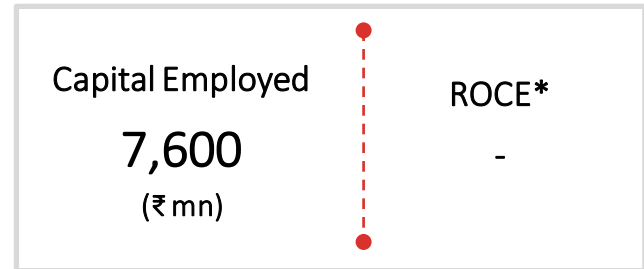
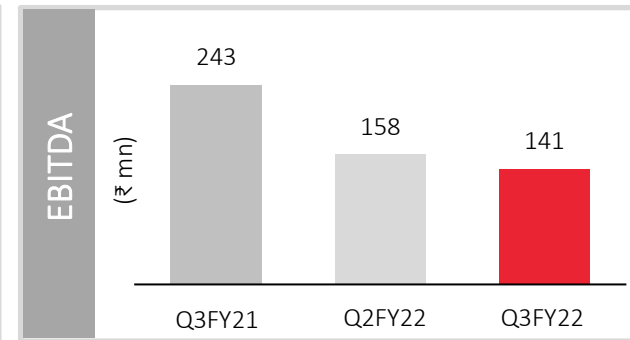
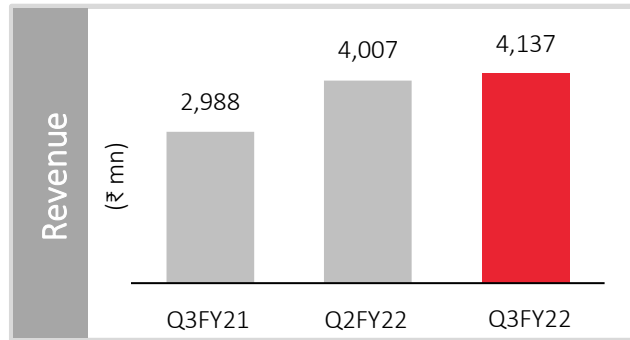
ALLCARGO LOGISTICS (ACL)



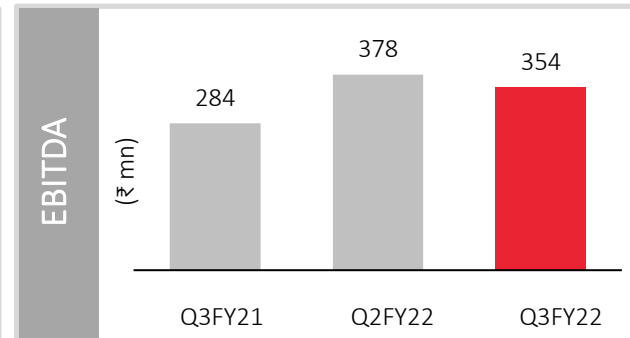
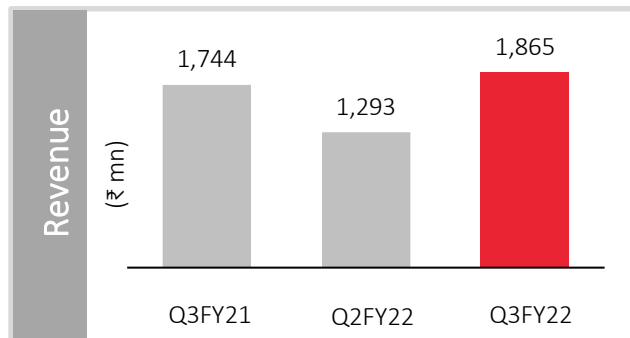
International Supply Chain (MTO)



Express & Ecommerce Logistics



ACCI^

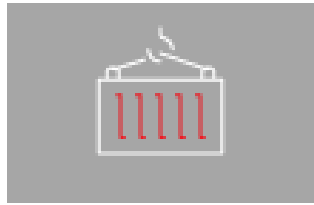


^ACCI Revenue & EBITDA is not included in consolidated and is reported under JV & Associates, \*Q3 Annualized

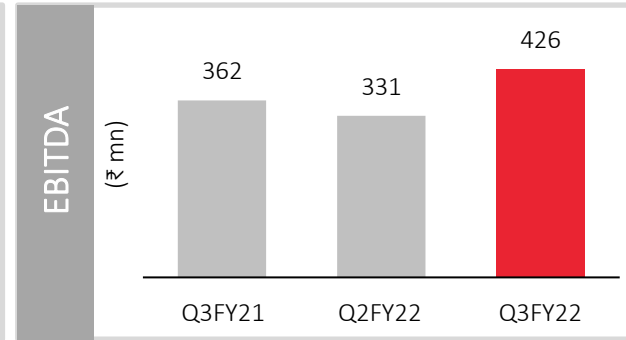
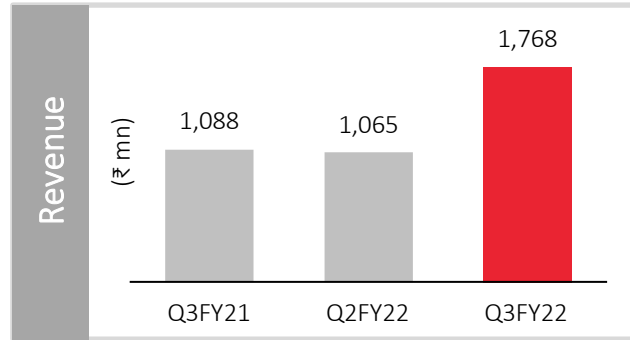
Illustrative bifurcation based demerged entities. Actuals could vary post demerger

# KEY BUSINESS SEGMENTS – QoQ PERFORMANCE TRENDS

## ALLCARGO TERMINALS (ATL)



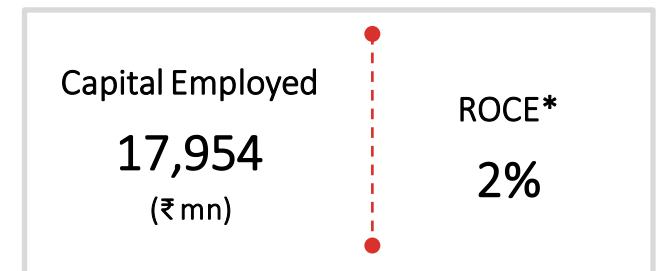
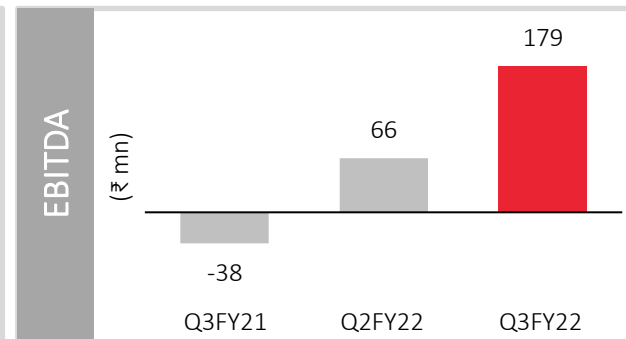
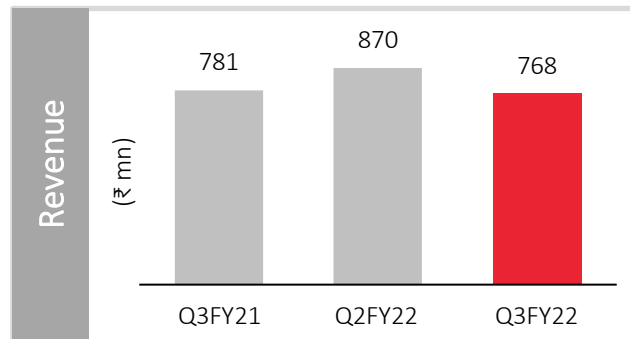
CFS / ICD



## TRANSINDIA REALTY (TRLPL) #



Rental & Others #



\*Q3 Annualized, # Includes corporate & unallocable assets

Illustrative bifurcation based demerged entities. Actuals could vary post demerger



DEMERGER UPDATE  
SCALABLE BUSINESS OPPORTUNITIES



# 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\*

Logistics Parks providing customized sector specific Grade A warehouses

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

Speedy Multimodes - Best in class, closest facilities to India's largest ports

Annuity rentals from CFS land at JNPT & Chennai and corporate parks

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

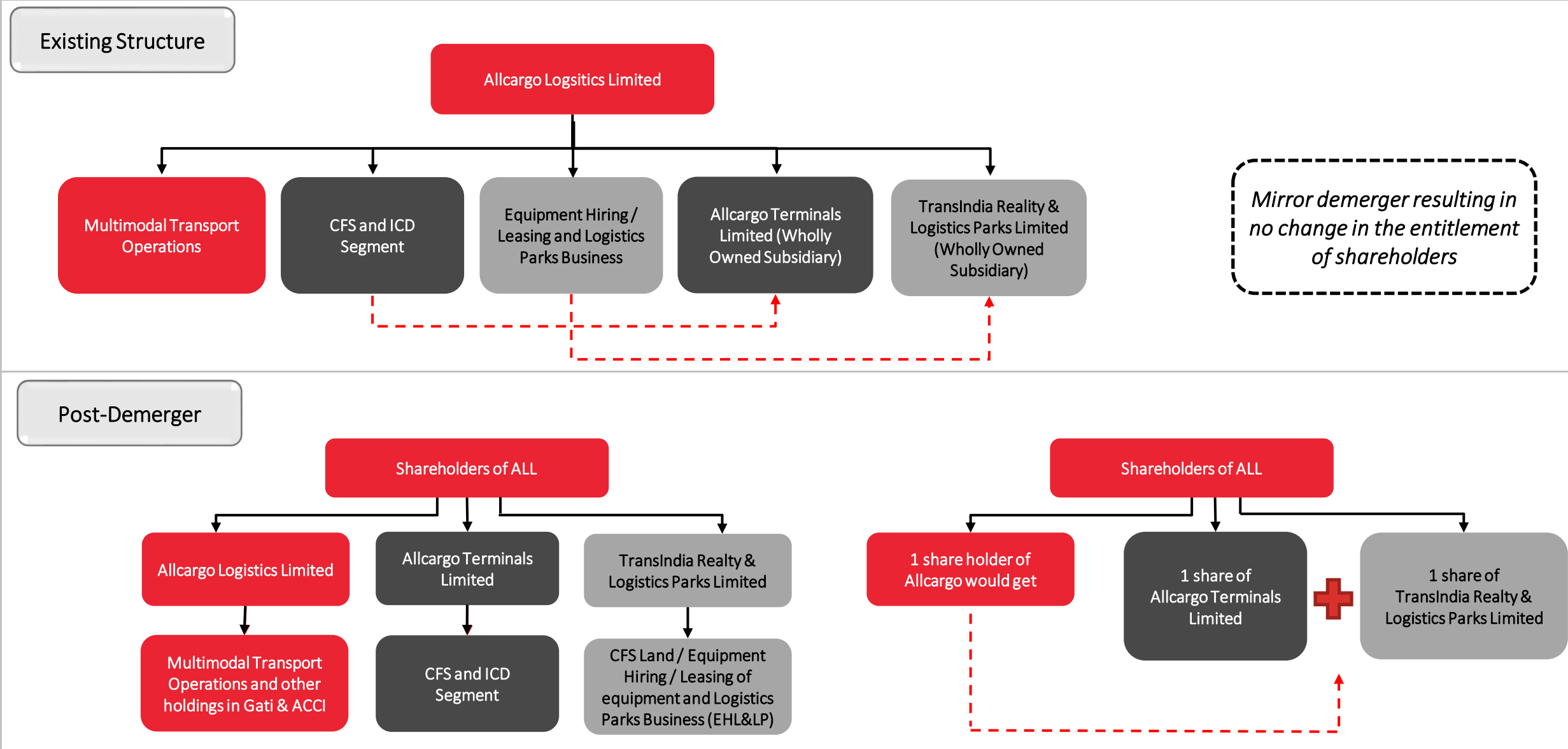
Customised Supply Chain solutions to consumer industries

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

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

Own & operate cranes and container handling equipments etc.

# SIMPLIFIED SCHEME OF ARRANGEMENT

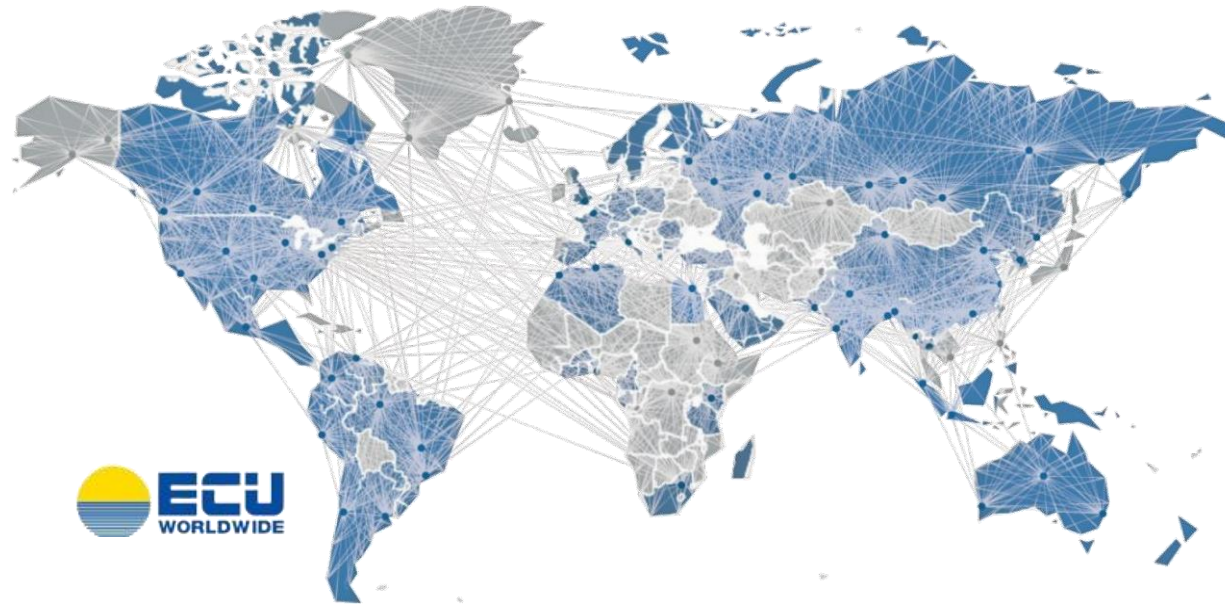






# INTERNATIONAL SUPPLY CHAIN (MTO)

# GLOBAL LEADER IN INTERNATIONAL SUPPLY CHAIN SEGMENT



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

Global LCL Market Share of 14%

2,400 direct tradelanes

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

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

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

Market Leadership in LCL Provides a Strong Base for Rapid Expansion in FCL and Air Business



Market

Supply chain industry digitizing  
**ECU poised to win**



Digital

**Digitally enabled** mid-sized company with breadth of services



Consolidation

**M&A engine** with a track-record of successful integration



Operations

Proven ability to run a **complex LCL consolidation network**



Financials

**Robust financial growth** led by professional drive and operational initiatives

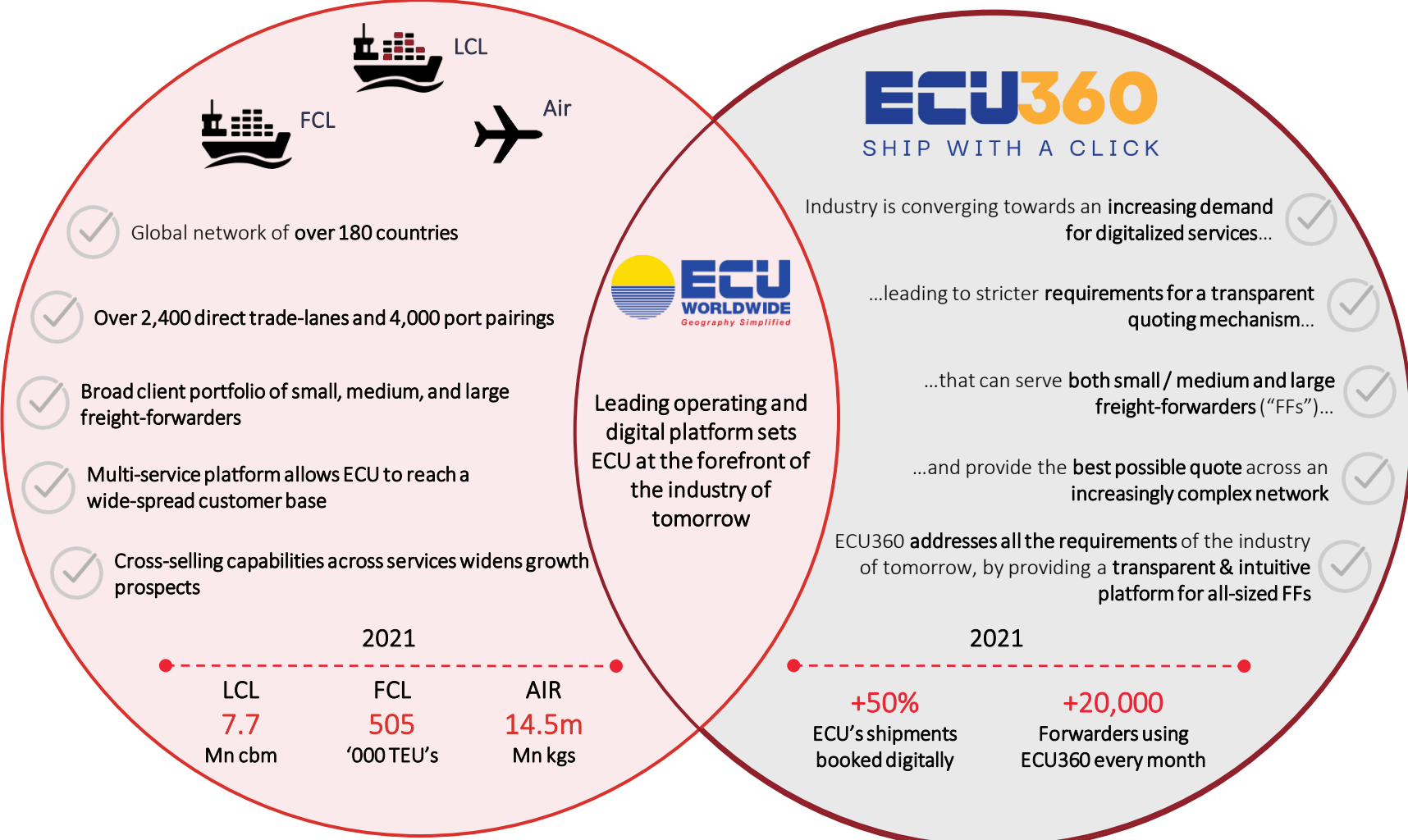


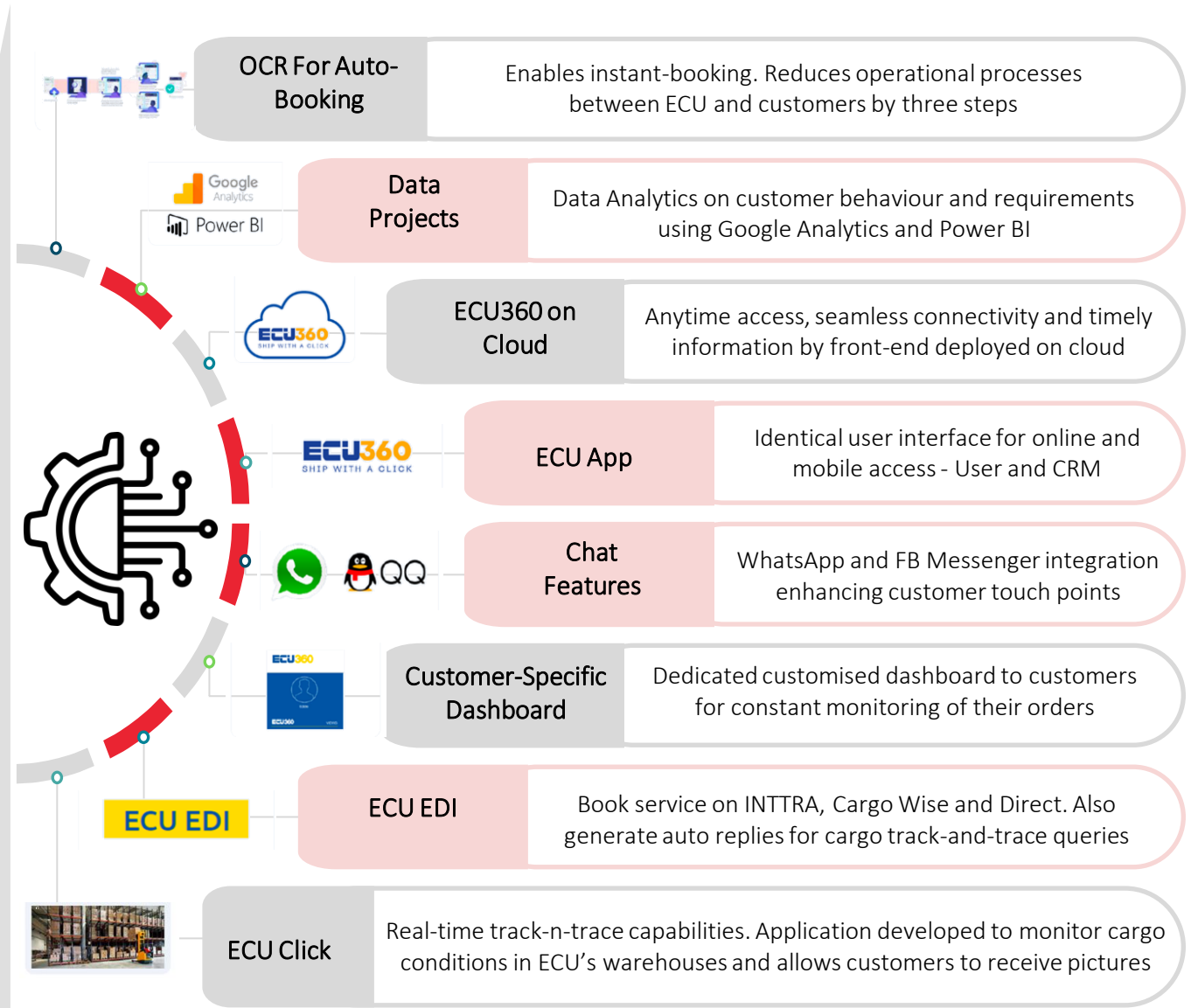
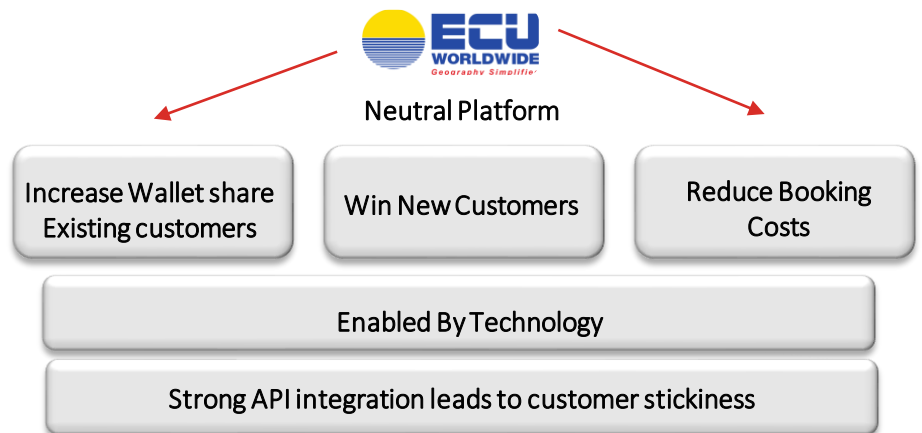
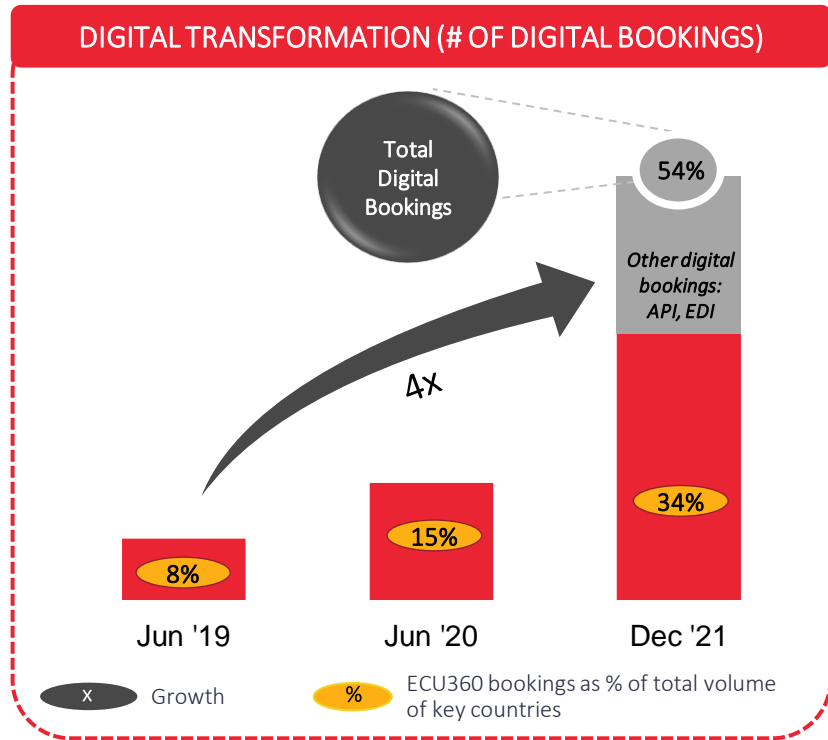


# UNIQUELY POSITIONED WITH UNMATCHED DIGITAL & OPERATIONAL CAPABILITIES

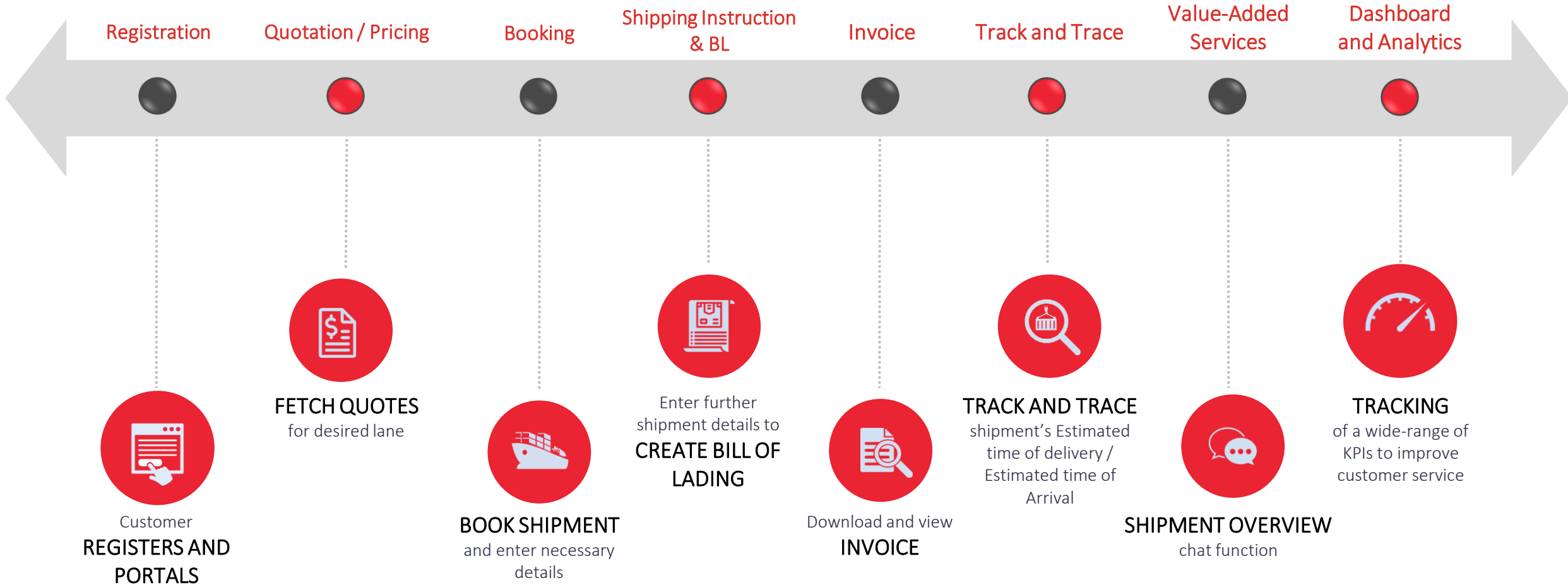
CONVENTIONAL PLAYERS HAVE OPERATING NETWORK BUT LACK DIGITAL CAPABILITIES

DIGITAL START-UPS LACK OPERATIONAL FOOTPRINT AND SCALE





# DIGITIZING EVERY CUSTOMER TOUCH-POINT WITH ECU360

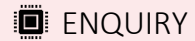




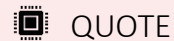
## 01 QUOTE



TARIFF



ENQUIRY



QUOTE

## 02 BOOK



SCHEDULE *SPACE  
MANAGEMENT*



BOOK *PICKUP,  
PLANNING*



DOCUMENTATION (SI,AN)  
*CUSTOM CLEARANCE*



PROVISIONING / INVOICING  
*IPI, DELIVERY CARGO  
RELEASE*

## 03 TRACK



CUSTOMER SERVICE  
COMMUNICATION



AUTO NOTIFICATION



SHIPMENT TRACKING

## 04 ANALYZE



FILE AUDIT



CLOSURE



JOB PROFIT REVIEW



TRADE-LANE /  
CUSTOMER PROFITABILITY



MIS

## Efficient, Lean, Agile and Digitally Enabled Leader in the Logistics Industry



### Pricing

- Fact based End-to-End analysis of the network
- Awareness and ready to take action to sustain and improve yield
- Control variables to drive profitability



### Yield Management

- Informed pricing decisions by using network data, such as yield and network performance
- Consideration of network development and organizational needs
- Creation of impact model



### Network Management

- Building the future network based on customer needs, anticipated trends and white spots
- Network Management as a continuous effort
- Creation of new product offerings



### Rightsizing Operations

- Identification of appropriate transformational areas per office
- Post identification of the same, execution of initiatives (i.e., automation, increased outsourcing) to optimize office cost structure



### Streamline Finance Functions

- Centralize select financial functions across global offices and execute those from a low-cost region
- Outsource the financial functions performed by operations team to centralized location

# CONSISTENTLY DRIVING GROWTH

## Inorganic growth: Strong Track Record

- 

**July 2021**  
Leading neutral consolidator in the Nordic region with offices in Sweden, Norway, Finland, and Denmark
- 

**January 2021**  
JV with former South Korean agent-partner. The two entities will now operate together as ECU Worldwide Korea
- 

**November 2019**  
Hong Kong-based logistics services provider
- 

**November 2019**  
Singapore-based logistics services provider
- 

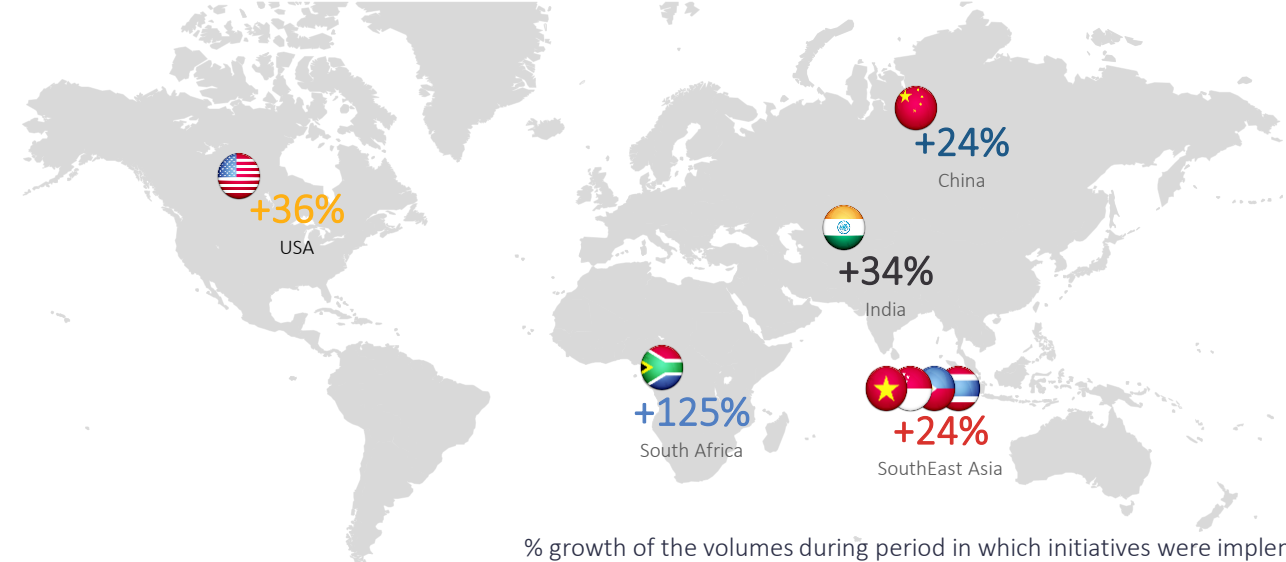
**December 2013**  
Netherlands-based non-vessel-owning common carrier
- 

**September 2013**  
US-based Logistics company offering freight consolidation, LCL, and FCL services
- 

**December 2010**  
Two Hong Kong-based NVOCC's

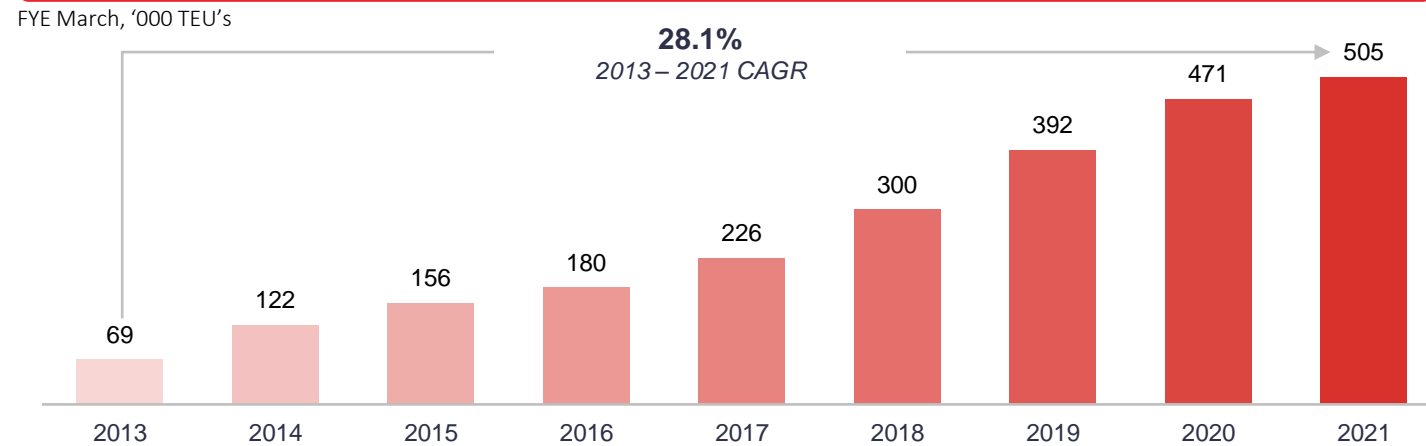


## Organic growth: Sales acceleration initiatives outcome



% growth of the volumes during period in which initiatives were implemented

## New Product: FCL Volume Evolution over the Years



## Door to Door Service

### Offering

- Offered in 52 countries globally, resulting in convenience for customers and higher margins for ECU
- About 30% of ECU's business has a D2D component, mostly in Europe and the US
  - Fully 3<sup>rd</sup> party outsourced



### Increase Market Share

- Focus on where volume flows, e.g. India, Europe, Americas
- Convert existing business to D2D
- Push it to new customers



### Geographic Expansion

- Offer D2D where volumes and costs justify (i.e. North America and Europe)
- Aspiration to serve ~60% port pairs



### Local Trucking Network

- ECU Trucking, founded in 2017, is a growing division focused on inland cargo movement in the US
- Strong relationships with local/regional players

### Competitive Advantage

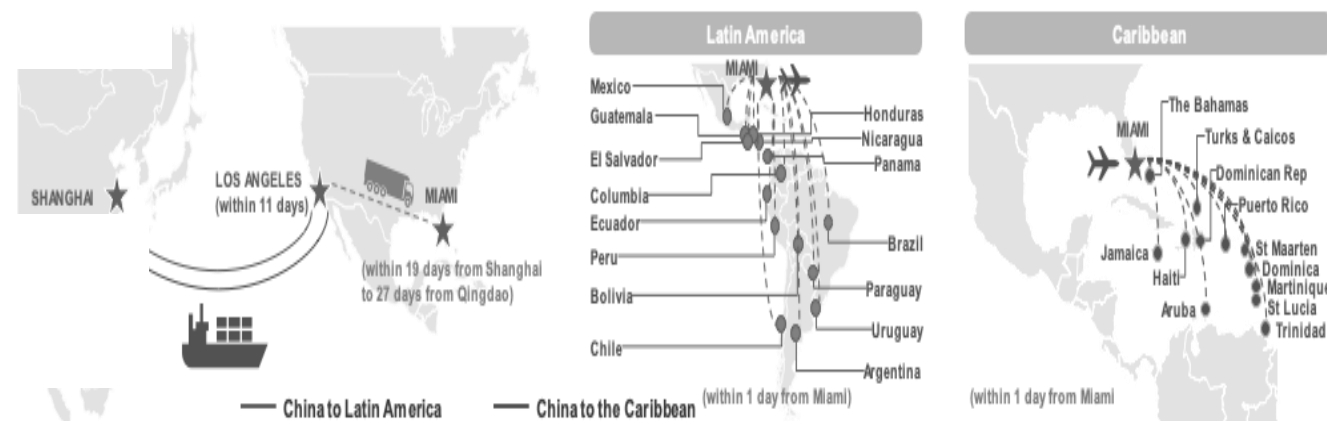
- Network relationship to move freight more cost efficiently
  - Technology-driven platform
- Specialized service offering on a range of trade lanes vs. competition (i.e. U.S to Caribbean, Europe to Africa and Intra-Asian Far East)

## Unique Sea-Air combo services

### CHINA TO US AND EUROPE

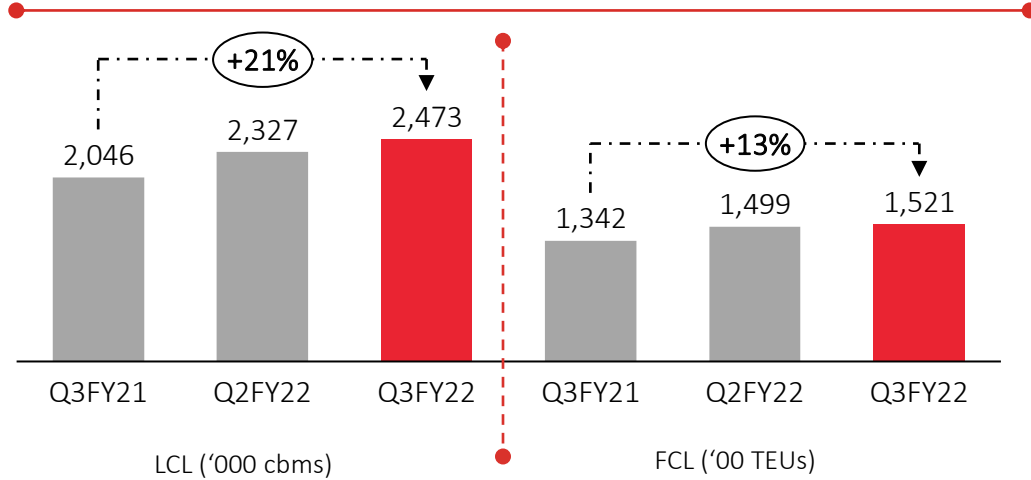


### CHINA TO LATIN AMERICA AND CARIBBEAN

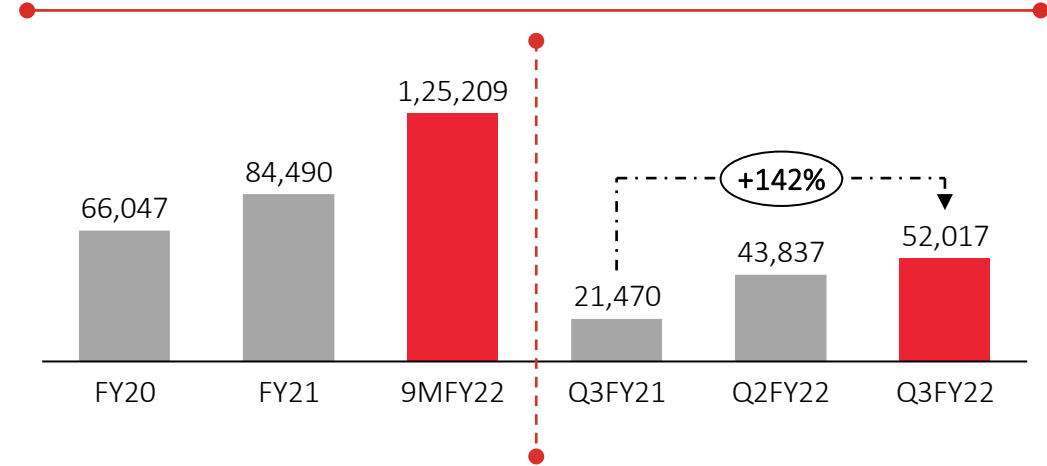


# INTERNATIONAL SUPPLY CHAIN (MTO) - KEY FINANCIAL TRENDS

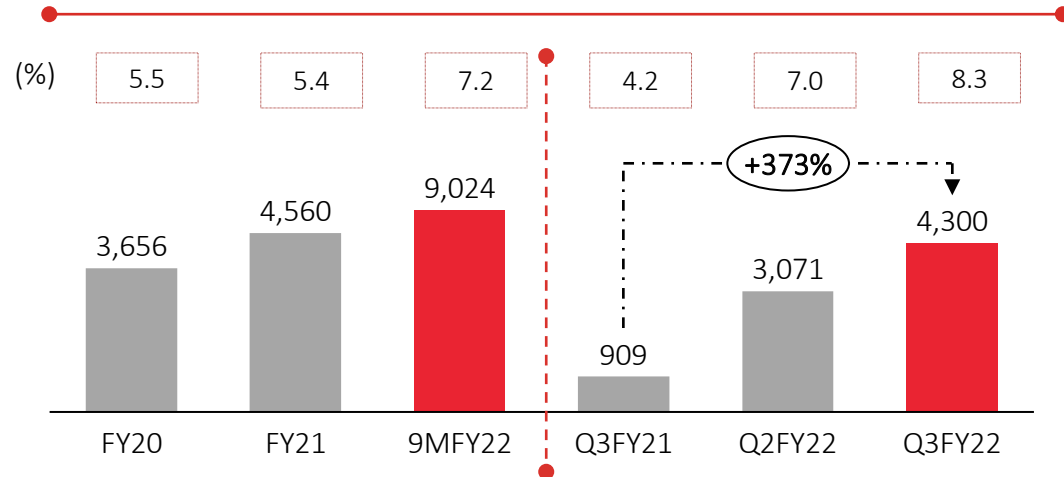
### Volumes



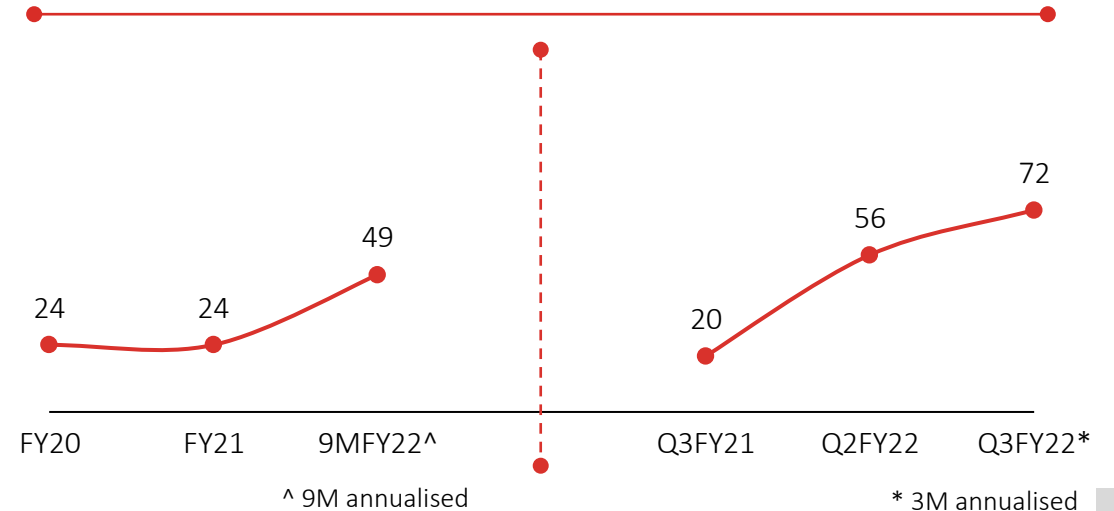
### Revenue (₹ mn)



### EBITDA (₹ mn) & EBITDA Margins (%)



### ROCE (%)



<sup>^</sup> 9M annualised

<sup>\*</sup> 3M annualised



EXPRESS & ECOMMERCE LOGISTICS /  
CONTRACT LOGISTICS



## 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



**31** Hubs

Total  
Hubs



**300**  
Group and  
Franchisee network  
in 180 countries

Global  
Access

## Deeper Customer engagements



8 out of Top 10  
Auto Companies



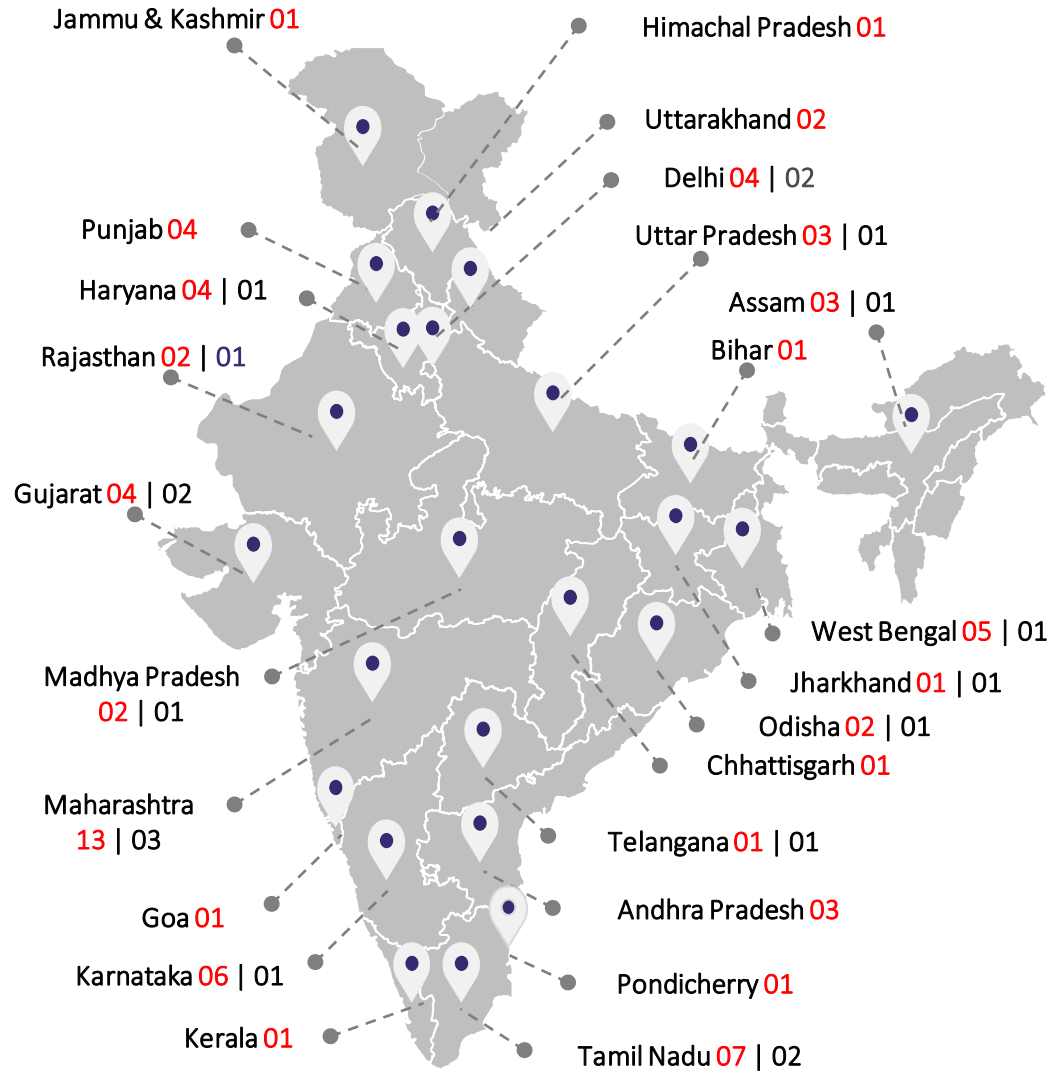
8 out of Top 10  
Pharma  
Companies



7 out of Top 10  
Retail/Textile  
Companies



Major  
E-Com  
Companies



GDW – 84 | EDC – 19

## 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

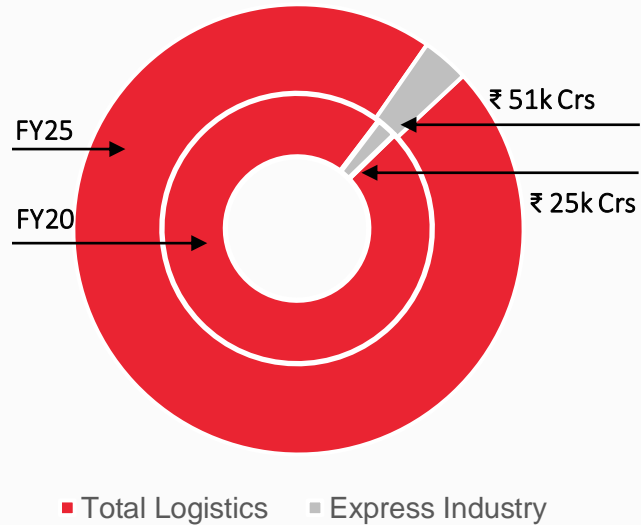
- Vendor network of +5000 trucks
- GA's\* further enhancing capacities
- Franchisee based approach

ESS: extra service locations, GA: Gati Associate

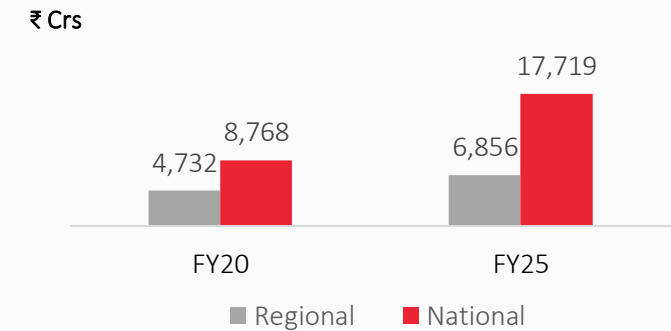
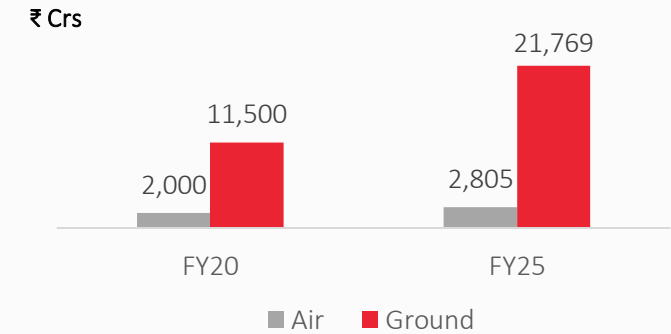
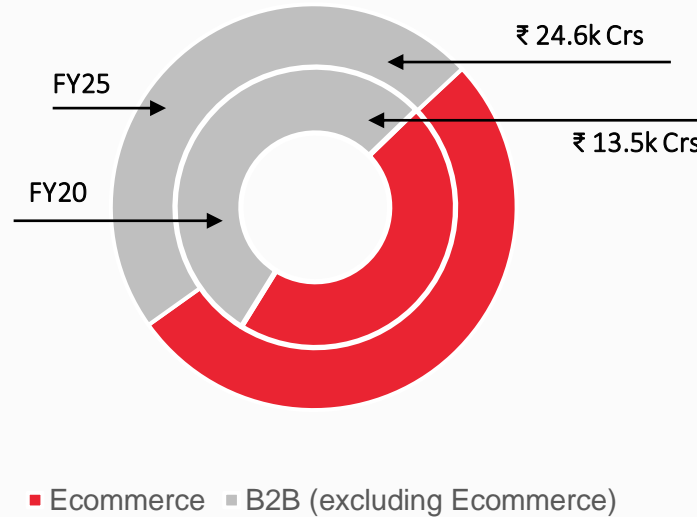


Surface + Air + Ecommerce + Contract Logistics  
Total Available Market is ~Rs 52,500 crs

## 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

## 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

**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



## SALES ACCELERATION

## 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

**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



## OPERATIONS

## TALENT



**Key Focus Areas:** Strengthen 2<sup>nd</sup> level to mid-level capabilities through lateral hiring. Attracting best talent locally and globally across all domains

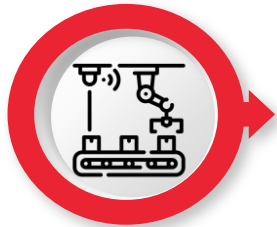
**Target:** Decentralized decision making. Foster entrepreneurial spirits across the entity

## 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
- Real-time Load Analytics
- Demand Driven Dispatch
- 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

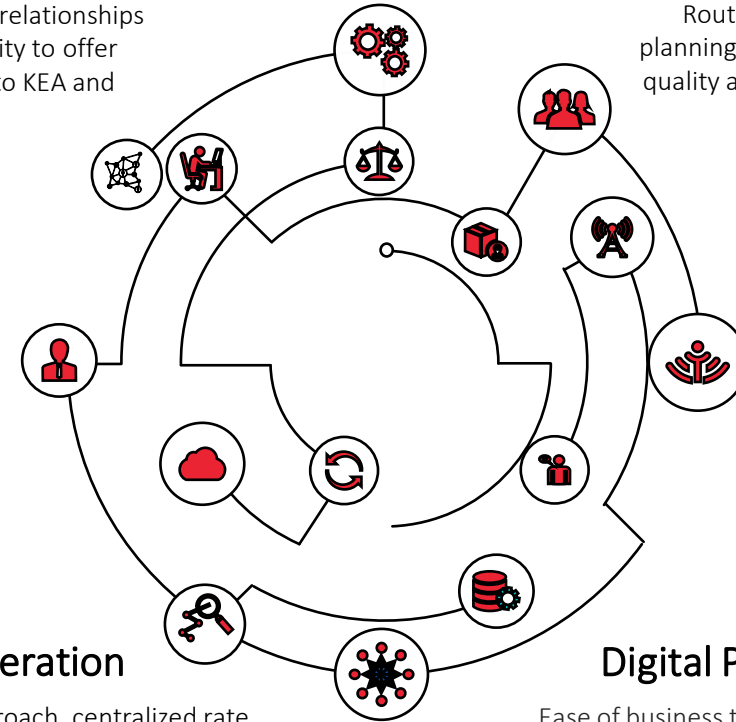
## Front-end

### 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

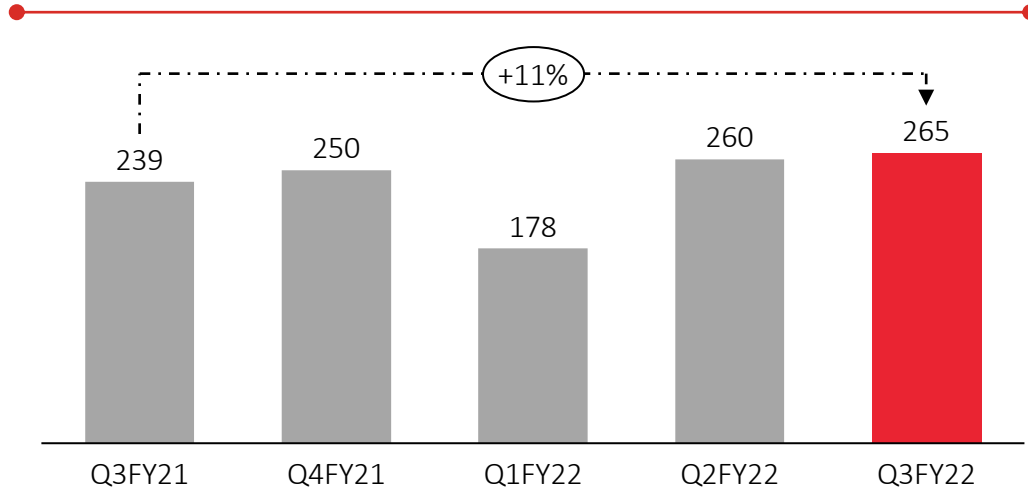
Cluster based approach, centralized rate card for decisions on discounts & dynamic pricing. Central war room managing peak periods. Customer experience enhancement through dedicated portal and chat bot

### Digital Payments

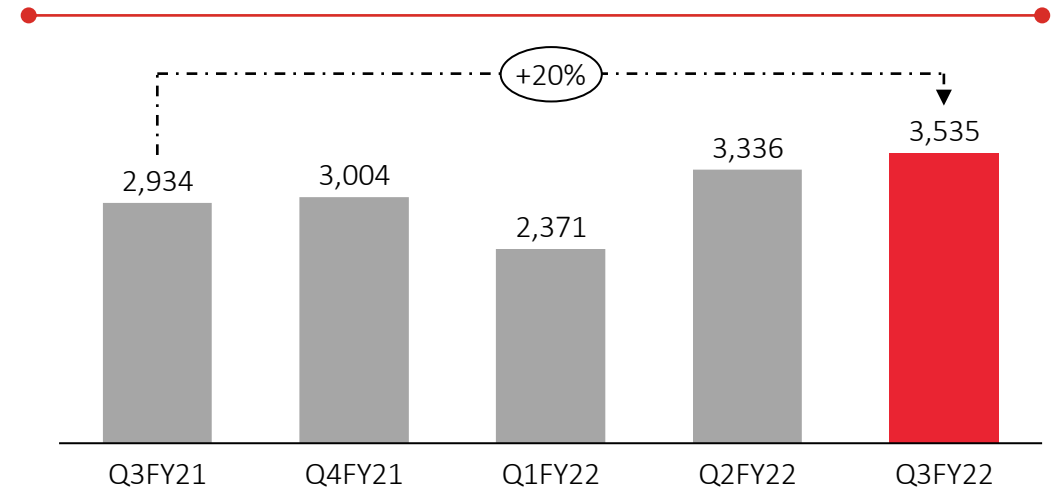
Ease of business through digital payment solutions through net-banking, credit cards, debit cards, UPI and digital wallets.

\* GATI Enterprise Management System

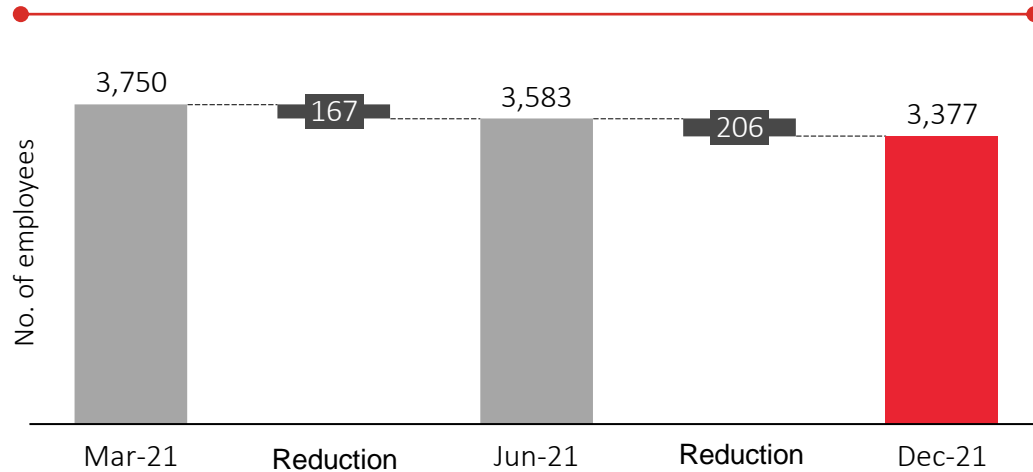
### GKEPL - Surface Volumes ('000 MT)



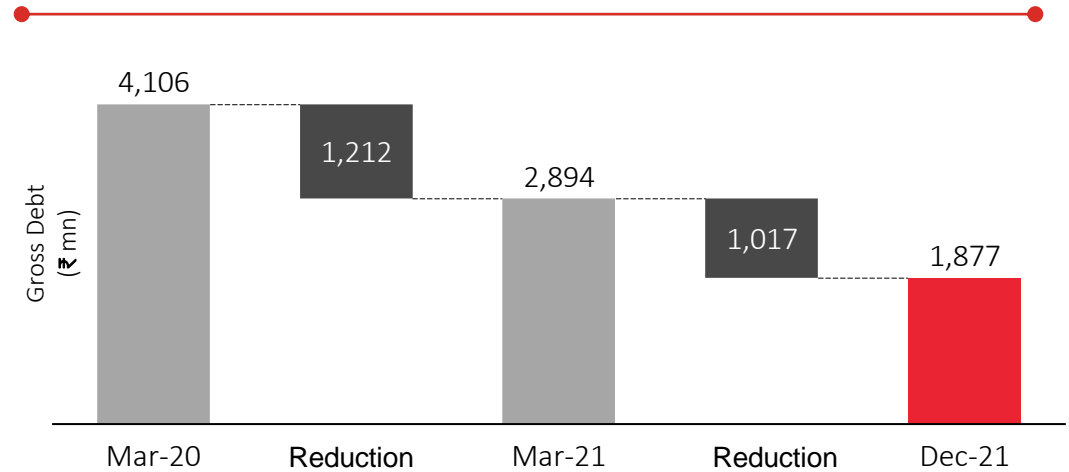
### GKEPL - Revenue (₹ mn)



### No. of Employees (Gati, Consolidated)



### Accelerated Deleveraging (Debt - Gati, Consolidated)

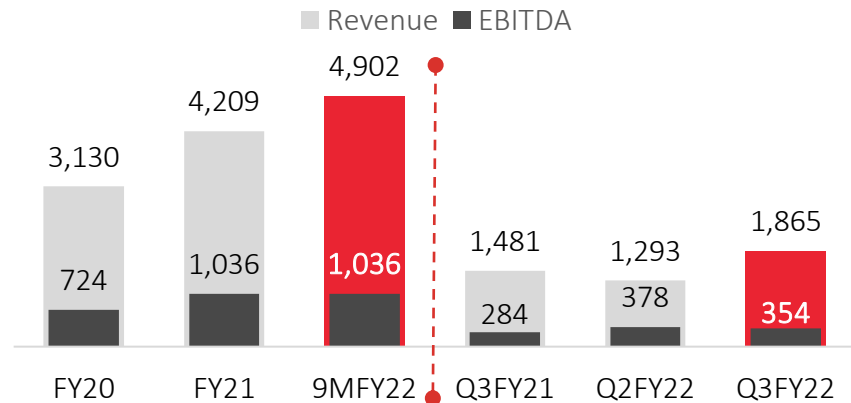


# CONTRACT LOGISTICS - KEY TRENDS & UPDATES

## Key Update:

- Board of directors has approved 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.
- Post demerger, the remaining part in the business would be customs clearance and forwarding.

ACCI\* - Revenue & EBITDA (₹ mn)



\*ACCI Revenue & EBITDA is not included in consolidated and is reported under JV & Associates

## CORE CAPABILITIES



50

WAREHOUSES  
ACROSS INDIA

~5 Mn

WAREHOUSE  
SPACE UNDER  
MANAGEMENT (SQ. FT)

~95%

CURRENT WAREHOUSE  
UTILIZATION

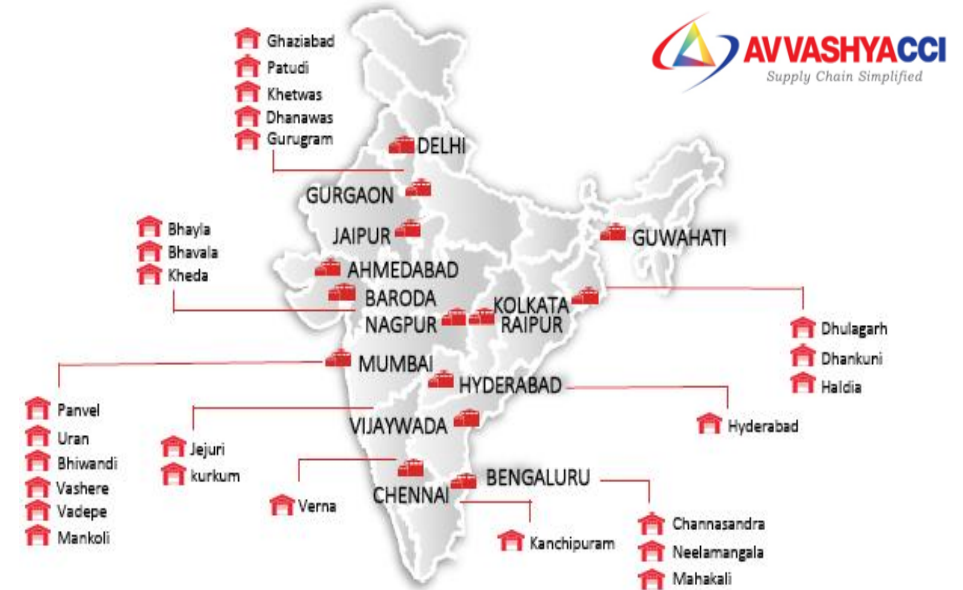
45

WAREHOUSE LOCATIONS  
ACROSS INDIA

100+

CUSTOMERS  
ACROSS FOCUSED INDUSTRY  
SECTORS

## Pan India Presence



## Key Financials (₹ mn – 9MFY22)

### Contract Logistics

Revenue  
₹ 2,654

EBITDA  
₹ 958



### CCFF

Revenue  
₹ 2,248

EBITDA  
₹ 78

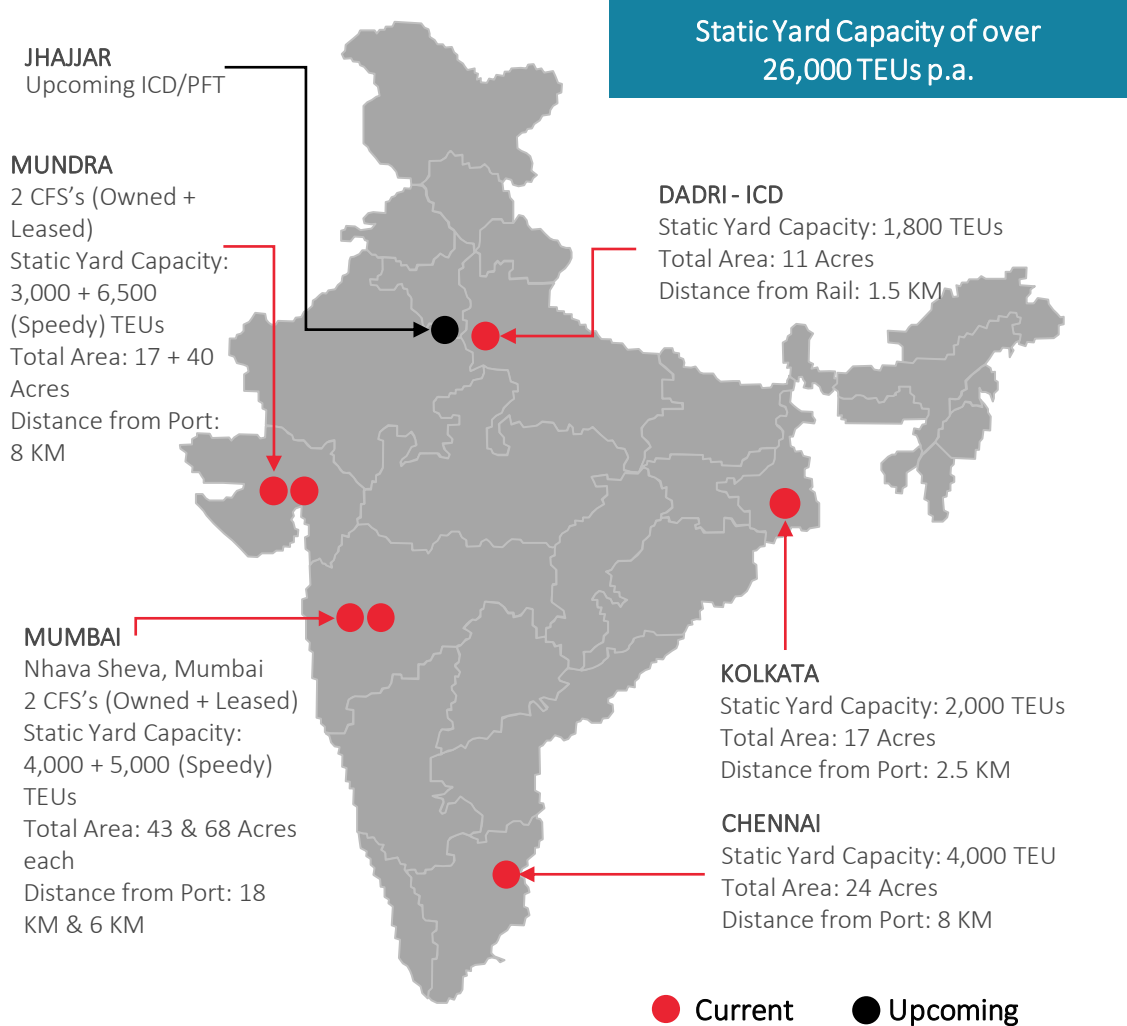




CFS/ICD  
DEMERGED ENTITY 1: ALLCARGO TERMINALS LIMITED (ATL)

# 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

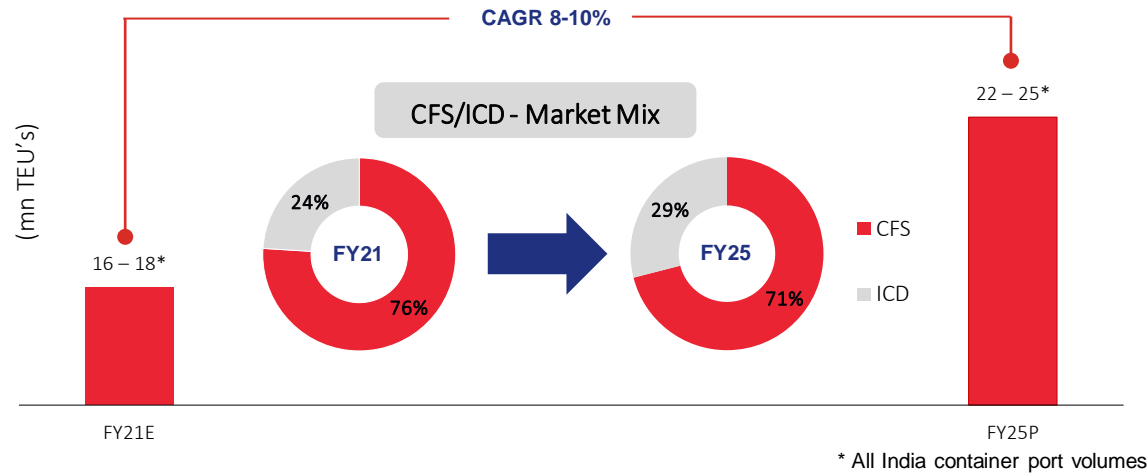
Customised Reports

Last Mile Delivery



# OVERVIEW OF CFS/ICD MARKET

## CFS/ICD - Proxy to Indian EXIM growth



## All the Growth Levers in Place for Future

- Potential reforms to increase the scope of activities and expand the role of CFS's. CFSs also gaining importance due to increased number of LCL shipments
- In addition to the steady growth in EXIM cargo, improved containerization is expected to increase the share of container traffic in Indian seaborne trade
- Higher capacity additions expected by FY25 from Sagarmala Program on the back of cluster development aiding robust port connectivity in India
- Once operational, the western DFC would aid ICD operational advantage. Also it plays a important role in Government's plan of developing of industrial clusters.

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



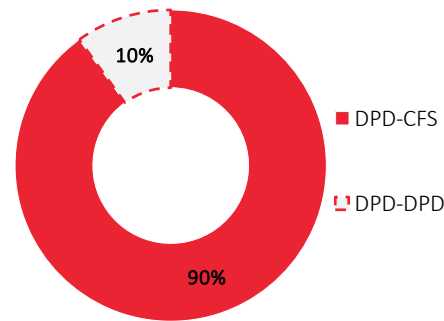
States low on CFS/ICD infrastructure are HP, Bihar, Jharkhand, WB, Sikkim, AP, Nagaland, MN, MZ, TR, Telangana and J&K



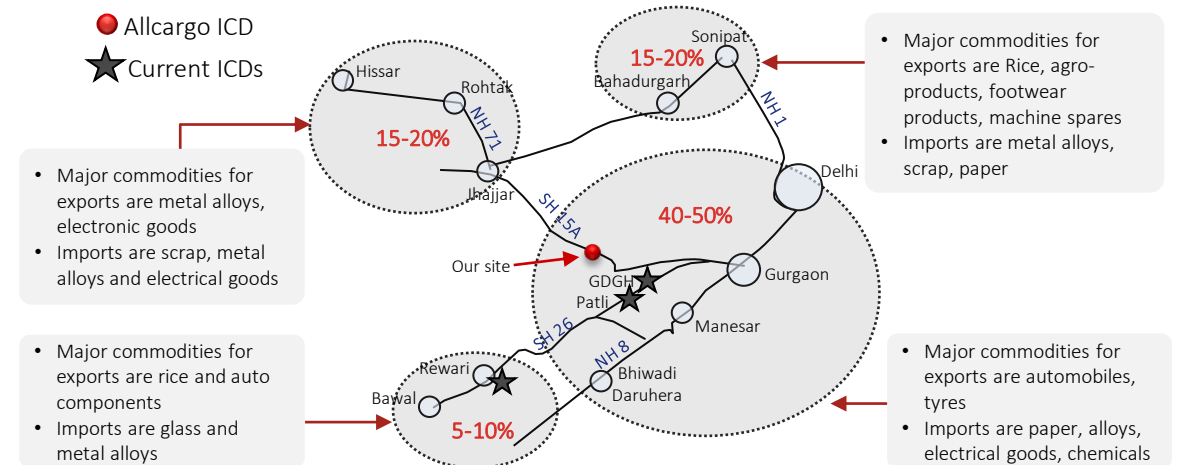
Proposal accepted only for specific trade locations: Uttarakhand, UP, Chhattisgarh, Odisha, AP, Goa, Karnataka, Kerala and other



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



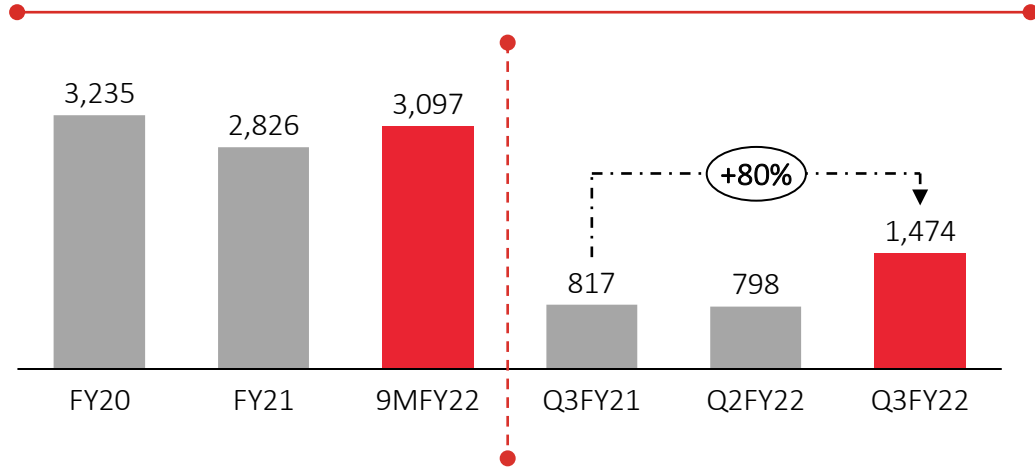
## Advantage Jhajjar: Hinterland container traffic in NCR region



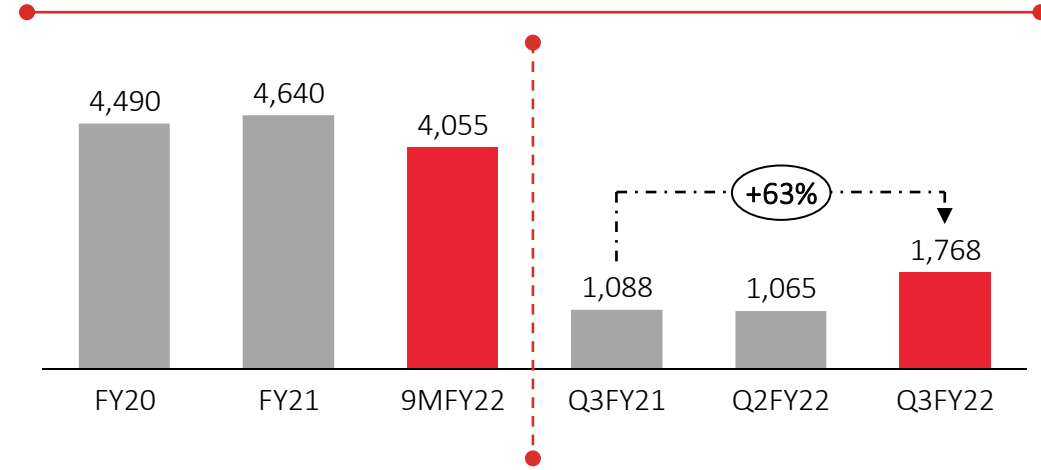


# CFS/ICD - KEY FINANCIAL TRENDS

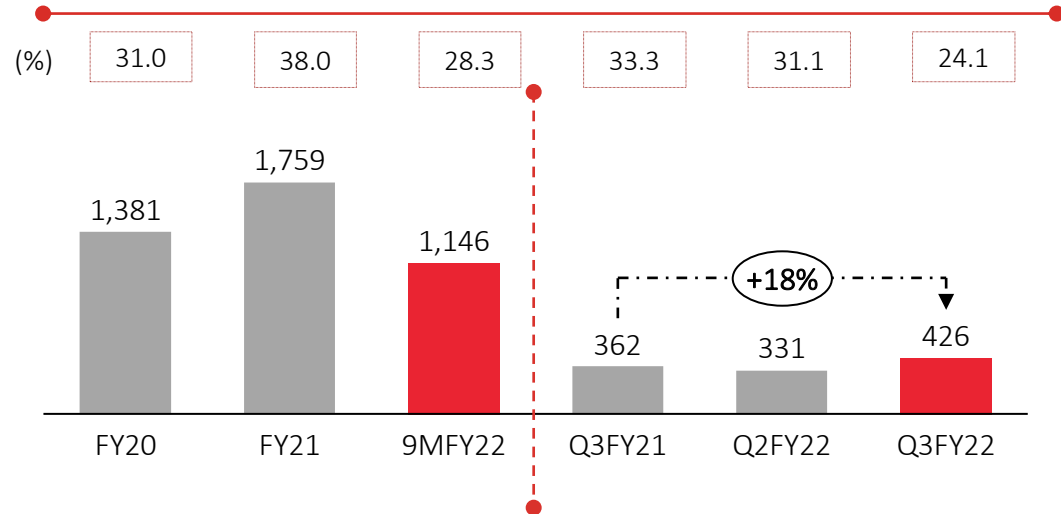
Volumes^ ('00 TEUs)



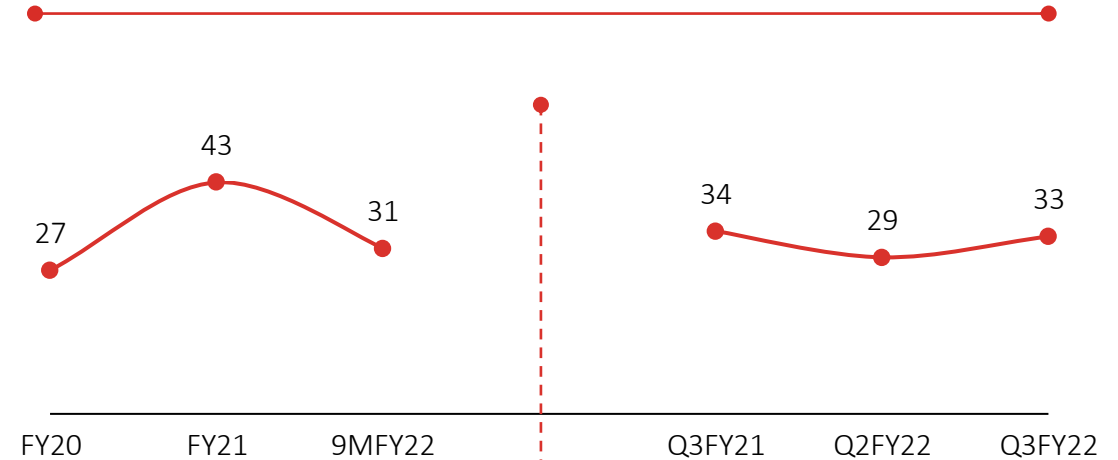
Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



ROCE\* (%)



^ 9M annualised

\* 3M annualised

^ only CFS volumes, excludes Dadri volumes



P&E, LOGISTICS PARKS AND OTHERS  
DEMERGED ENTITY 2: TRANSINDIA REALTY & LOGISTICS PARKS LIMITED (TRLPL)

- Allcargo has built 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).

“Grade A” fulfilment centres



“State of the Art” infrastructure

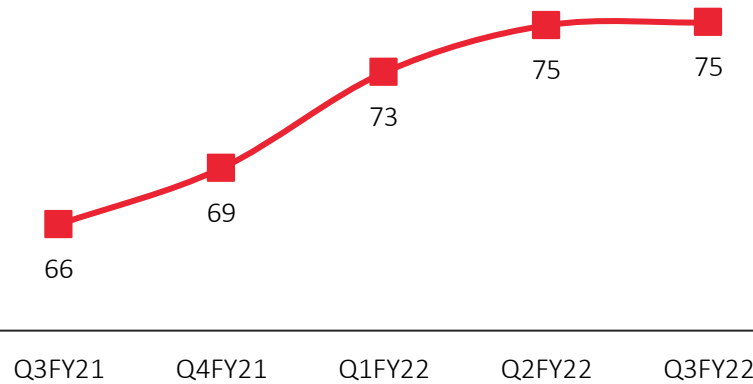


“Built to Suit” customisation

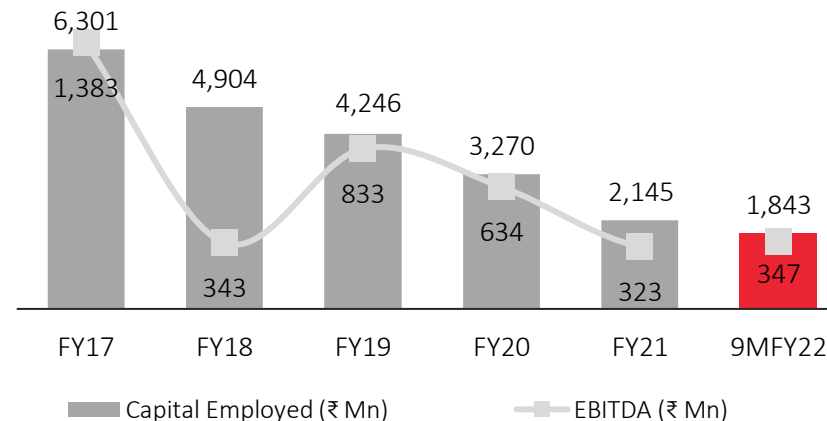




### Cranes: Capacity Utilisation (%)



### P&E Segment: Capital Employed (Rs mn)



- P&E segment includes Crane and container handling equipment rental and Project transportation services.
- Multi-sectors serviced: Power (thermal, solar, wind and transmission lines), Oil & Gas, Refineries, Cement, Steel, Ports and Infrastructure.
- Moving to asset light approach by providing quality services to customers through a combination of owned & leased assets.

### Divestment Update

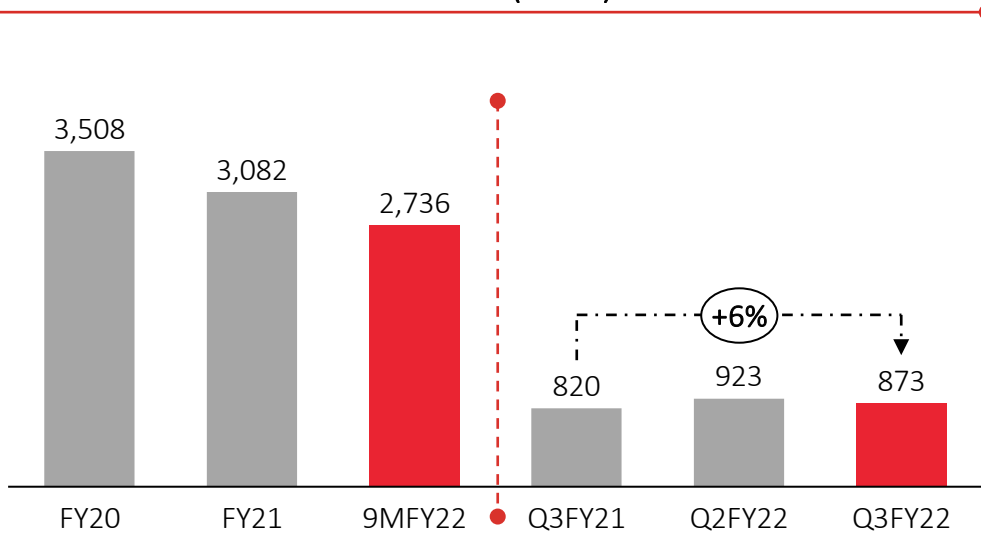
*Board has approved divestment of Project Transport Business, in-line with strategy to divest non-core assets and businesses.*



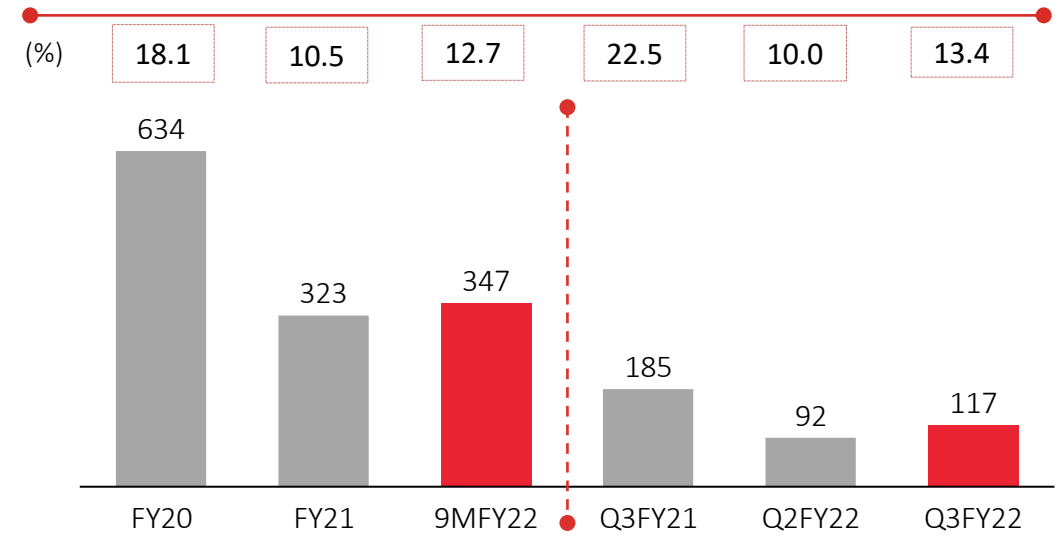
# RENTAL AND OTHERS - KEY FINANCIAL TRENDS

## PROJECT & ENGINEERING

Revenue (₹ mn)

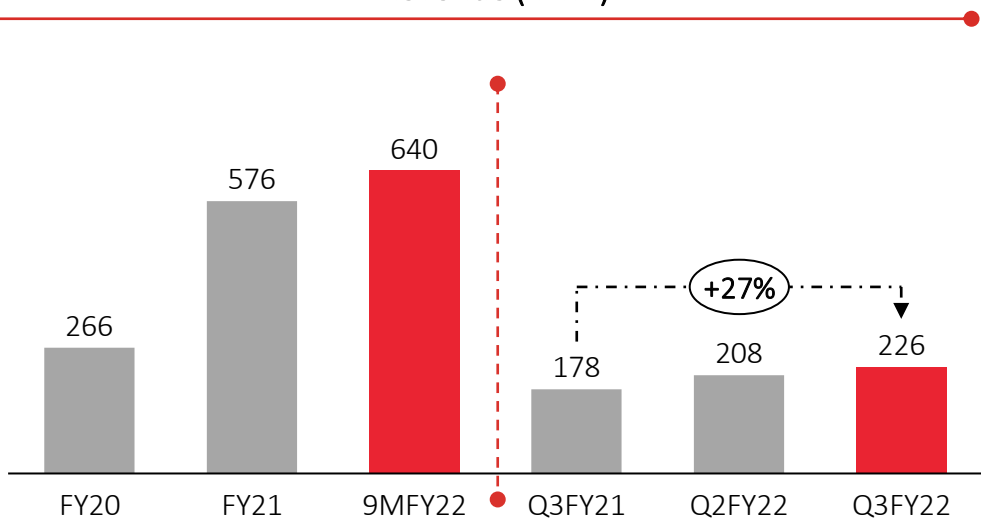


EBITDA (₹ mn) & EBITDA Margins (%)

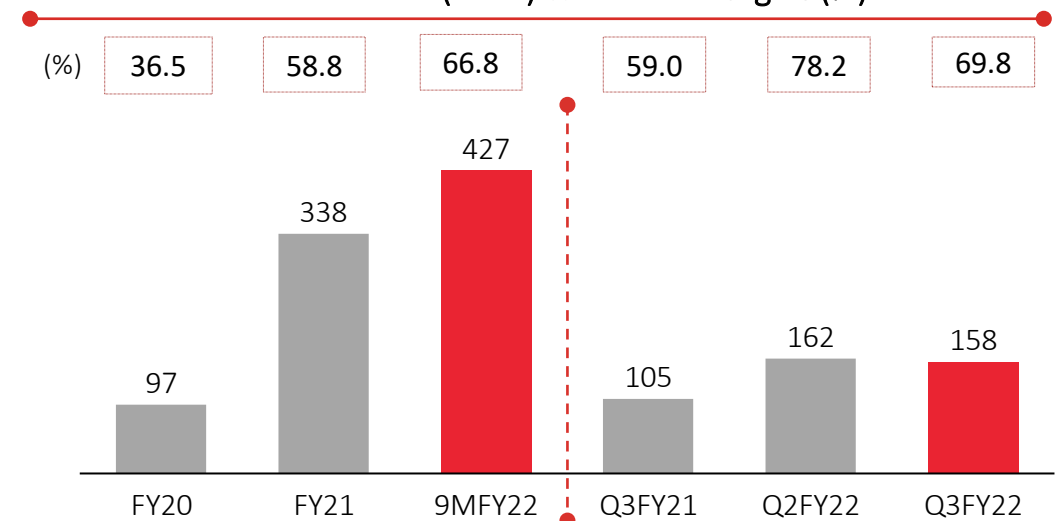


## LOGISTIC PARKS

Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)





EXPERIENCED  
MANAGEMENT TEAM

## Driving best practices for governance, risk assurance and processes



**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.



**ADARSH HEGDE**

Joint Managing Director

Associated with Allcargo Logistics since inception and highly acclaimed for his industry knowledge. He set up CFS business for the company & drives growth through his exemplary contributions to international supply chain business and new ventures.



**PARTHASARATHY V S**

Vice Chairman

A much-awarded professional, thought leader, and votary of transformational changes with over 35 years of rich experience. He has served as the Group CFO & Group CIO at Mahindra Group earlier. He is a Chartered Accountant and an alumnus of Harvard Business School's AMP (2011).



**AARTHI SHETTY**

Executive Director

A leader with strong focus on sustainability and highly regarded for contributions beyond business. Her focus on education of underprivileged students, support to sports, covid relief and several other social causes have given hope and life to many people.



**KAIWAN KALYANIWALLA**

Non- Executive, 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.



**MOHINDER PAL BANSAL**

Non- Executive, Independent Director

A CA with 25+ years of experience in M&A, Strategic Advisory, Capital Markets and Company Portfolio Integration. Highly accomplished for his business acumen and serves on board of Blacksoil Realty Investment Advisors LLP & Navneet Learning LLP.



**MARTIN MÜLLER**

Additional non-executive, Independent Director

Well-informed business leader and consultant, who has worked with McKinsey and various logistics companies around the world. He has done Post-graduation from St. Gallen University one of the finest schools in Europe.



**CYNTHIA DSOUZA**

Non- Executive, Independent Director

An accomplished professional with four decades of experience in general management, sales & marketing and HR functions. She has held leadership positions in Coca Cola, Eureka Forbes, P&G and TCS amongst others, prior to her own venture. She is a graduate in Psychology and Masters from TISS.



**RADHA AHLUWALIA**

Additional Non- Executive, Independent Director

Highly regarded mentor and business leader. She was associated with IMA as Managing Director for over 15 years and has worked at Lufthansa and World Bank. She has created leadership networks and is highly committed to the development of startup ecosystem, employment generation and promoting wholesome sustainable living.



**MAHENDRA KUMAR CHOUHAN**

Additional non-executive, Independent Director

Professor, Author and board advisor on corporate governance, sustainability and integrated reporting. He is the Chairman of Fino Payment Bank and advises boards across diverse domains including financial services, education, online marketplaces, pharma, logistics and manufacturing.

# MANAGEMENT TEAM - ALLCARGO LOGISTICS



**SURESH KUMAR**

CEO (India)

A seasoned industry leader with nearly 30 years experience in building and growing businesses across logistics, telecom, consumer, and media industries. A champion of change management and digital transformation, he is a mechanical engineer with an MBA from IIM Bangalore.



**RAVI JAKHAR**

Chief Strategy Officer

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.



**DEEPAL SHAH**

Chief Financial Officer

A proven leader with over 20 years experience in diverse fields such as Forwarding, Brokerage, Global Logistics Networks, Finance, Legal, Taxation etc. He has worked with DHL and ITC previously. He is a Chartered Accountant with a management degree from Bajaj and AMP from ISB & Kellogg.



**JATIN CHOKSHI**

Chief Investment Officer

An industry veteran with over 25 years experience. He joined Allcargo in 2001 and has worked as CFO and CEO of a business vertical, besides being the Group CFO, before taking over the role of Chief Investment Officer. He is a Chartered Accountant and Company Secretary by qualification.



**CAPT. SANDEEP ANAND**

CMO (India)

A business leader with focus on integrated sales. He has served in several leadership positions at Allcargo including being CEO for P&E business. Prior to that he spent 22 years in sea service including 8 years of command experience.



**INDRANI CHATTERJEE**

Group Chief People Officer

Highly accomplished HR professional with over 20 years of experience with large global companies such as PWC, Vodafone and PepsiCo. She also has international exposure handling clients in a cross-cultural environment from across the Globe. She holds PGCHRM from XLRI.



**MUKUNDAN K. V**

Chief Assurance & Risk Executive

He has more than 3 decades of versatile experience in Manufacturing, Consulting and Service Industries. He is a Chartered Accountant (Rank Holder), Certified Public Accountant (USA), Certified Information System Auditor and a Certified Internal Auditor.



**G.S. RAVI KUMAR**

Chief Information Officer

Business oriented IT leader with over 30 years of demonstrated experience in strategizing, planning, developing and implementing cutting edge IT solutions. He has successfully developed GATI's highly rated ERP GEMS.



# MANAGEMENT TEAM - ECU WORLDWIDE



**TIM TUDOR**  
CEO

An industry veteran with three decades of experience in shipping and logistics industry. Joined ECU as Regional CEO and led many initiatives driving growth. Prior to joining ECU Worldwide, he served as the COO at Vanguard Logistics and has completed his education at University of Colorado at Boulder.



**DMITRIY IOFFE**  
CCO LCL

Highly recognised commercial leader with rich experience in ocean transportation, freight forwarding, air freight, and transportation management. He excels in building sales organization focused on business and sales acceleration with customer-centricity and focus on leveraging digital tools and technology.



**SIMON SACHU**

CCO, Global Air, FCL & Procurement

An industry veteran with 20+ years experience, he has made significant contribution to ECU Worldwide's growth. He served as Regional CEO of Asia Pacific and prior to that was responsible for ocean freight portfolio growth. Prior to joining ECU, he has worked with Agility, DB Schenker and Toll.



**UDAY SHETTY**  
COO

An all-round professional with great success in finance and operations. He has spearheaded the transformation of global operations for ECU Worldwide. He joined ECU in 2001 and served as Regional CEO before becoming COO in 2019. He is a Chartered Accountant by education.



**VAISHNAV SHETTY**  
CDO

A leader with digital first mindset, he leads digitalization and technology initiatives through integration of diverse tools and initiatives across group companies. He was instrumental in launching ECU360 and driving its global adoption. He earned his bachelors degree from the prestigious Emory University.



**CLAS THORELL**

Global Head - LCL Product & Yield Management  
Business leader with over two decades of experience in the shipping industry. Before joining ECU, he has spent over 9 years with Panalpina as Global Head of Ocean Freight LCL. He has also worked with DHL Global Forwarding in multiple functions and managed their LCL product in the Asia Pacific region.



**SALEEM NAZIR**  
CFO

An astute finance professional who has worked on transforming finance function at ECU across multiple aspects which includes designing finance services, cost optimisation, increased value-addition and ensuring sustainable growth. He served in different region roles at ECU across Middle East, Kenya, South Africa and UK.



**PHILIP BLUMENTHAL, PHD**  
CTO

A seasoned executive with a demonstrated history of digitization, efficient operations and scaling revenue in the industry. He has diverse work experience across start-ups such as Freightos and corporates like DB Schenker. He is an MBA from Mannheim University and doctorate in Ocean Freight from University of Bremen.



**MARC MEIER**

Regional Head - Germany & Central Eastern Europe

An experienced senior Logistics executive whose general management expertise has been evidenced in a series of successful multi-country roles encompassing key change initiatives. In his career spanning 25 years, he has been in leadership roles at DHL and Hellman, prior to joining ECU.



**MARC STOFFELEN**  
Global Head KAM

An industry veteran who has been with the organization since inception and contributed significantly to growth. He has spearheaded centralizing of product and service offerings, tariffs and strategic solutions for ECU Worldwide's global key accounts.



**ASHISH MATHUR**  
CIO

He is a well-regarded IT leader and has played strategic roles at Fidelity (FIS), Aon Hewitt, Barclays bank and WNS and Maersk, where he was instrumental in setting up robotics practice. He is an expert across infrastructure, applications and security.



## ADARSH HEGDE

Managing Director, Gati-KWE

Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



## PIROJSHAW (PHIL) SARKAR

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



## 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



## 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



## MUKUNDAN K V

Chief Risk Officer

Three 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



## 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



## 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



## 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



## MANISH JAIN

National Sales Head

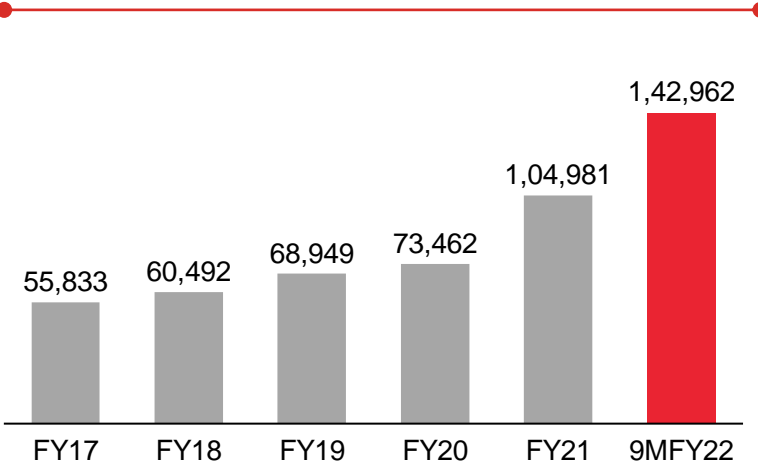
Highly regarded Sales & Marketing logistics professional with acclaimed for driving teams in achieving exponential growth. Ex-TCI Express



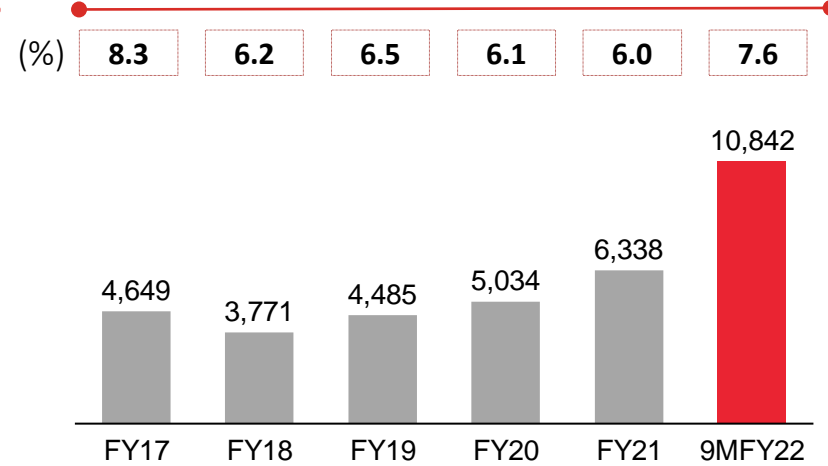
# CONSOLIDATED FINANCIAL OVERVIEW

# KEY FINANCIAL HIGHLIGHTS - CONSOLIDATED

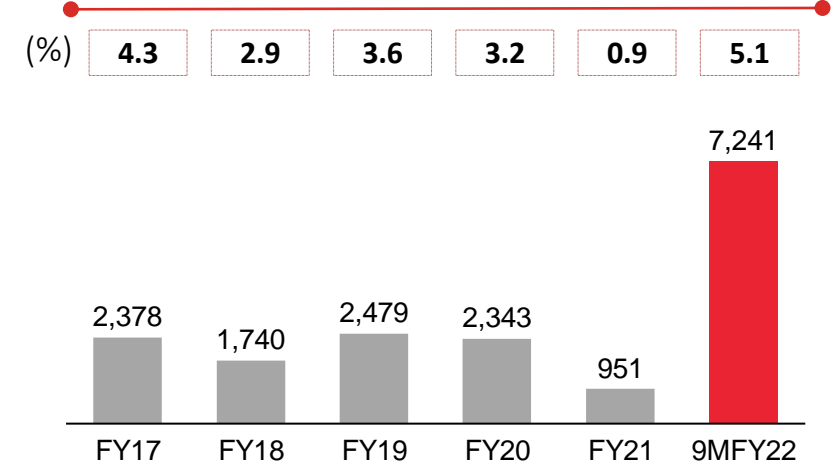
Total Operational Revenue (₹ mn)



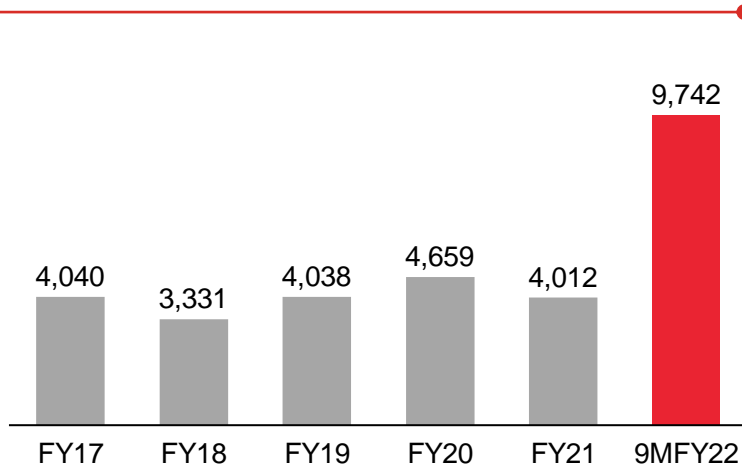
EBITDA (₹ mn) & EBITDA Margins (%)



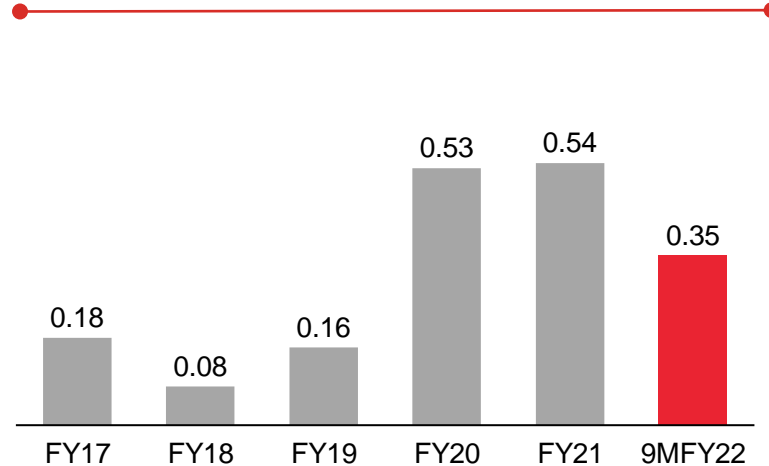
PAT (₹ mn) & PAT Margins (%)



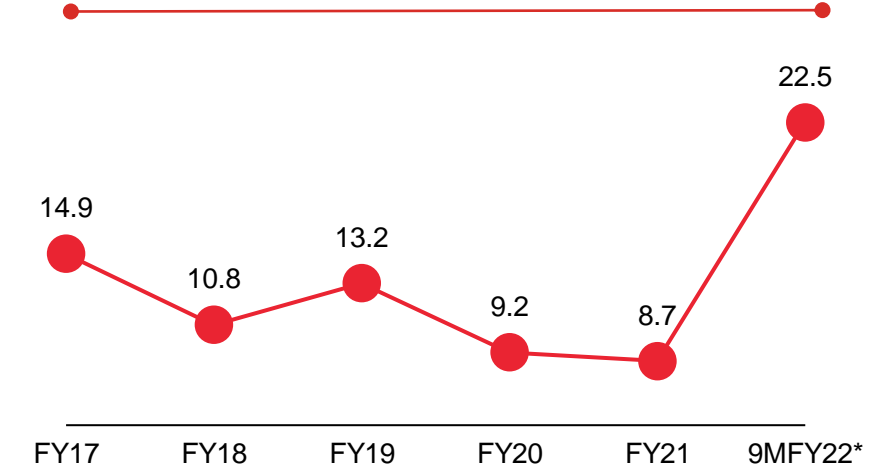
Cash Profits (₹ mn)



Net Debt to Equity (x)



Return on Capital Employed (%)



\* 9M annualised

# CONSOLIDATED INCOME STATEMENT - QUARTERLY

Particulars (₹ Mn)	Q3FY22	Q3FY21	Y-0-Y	Q2FY22	Q-0-Q	9MFY22	9MFY21	Y-o-Y
Revenue from Operations	58,691	27,347	114.6%	49,779	17.9%	1,42,962	71,488	100.0%
Expenses	53,645	25,871		46,156		1,32,119	67,081	
EBITDA	5,046	1,476	241.9%	3,622	39.3%	10,842	4,407	146.0%
<i>EBITDA Margin (%)</i>	8.6%	5.4%		7.3%		7.6%	6.2%	
Other Income	165	135		53		316	446	
Finance cost	248	290		270		799	1,037	
Depreciation and amortisation expenses	875	748		882		2,498	2,206	
<b>PBT before associates, joint ventures</b>	<b>4,087</b>	<b>573</b>		<b>2,523</b>		<b>7,861</b>	<b>1,611</b>	
Share of profit from associates and joint ventures	301	34		242		631	66	
Exceptional Items	0	-207		427		874	-242	
<b>Profit before tax</b>	<b>4,388</b>	<b>401</b>	<b>994.5%</b>	<b>3,191</b>	<b>37.5%</b>	<b>9,367</b>	<b>1,436</b>	<b>552.5%</b>
Tax expense	839	387		557		2,126	544	
<b>PAT</b>	<b>3,549</b>	<b>14</b>	<b>25067.4%</b>	<b>2,634</b>	<b>34.7%</b>	<b>7,241</b>	<b>892</b>	<b>711.7%</b>
<i>PAT Margin (%)</i>	6.0%	0.1%		5.3%		5.1%	1.2%	
Other Comprehensive income	-5	3		-140		26	190	
<b>Total Comprehensive income</b>	<b>3,543</b>	<b>17</b>	<b>21117.4%</b>	<b>2,494</b>	<b>42.1%</b>	<b>7,267</b>	<b>1,082</b>	<b>571.5%</b>
<b>Diluted EPS (INR)</b>	<b>13.58</b>	<b>0.57</b>		<b>9.3</b>		<b>27.63</b>	<b>4.85</b>	

# CONSOLIDATED INCOME STATEMENT - ANNUAL

Particulars (₹ Mn)	9M-FY22	FY21	FY20	FY19
Revenue from Operations	1,42,962	1,04,981	73,462	68,949
Expenses	1,32,119	98,643	68,428	64,464
EBITDA	10,842	6,338	5,034	4,485
<i>EBITDA Margin (%)</i>	7.6%	6.04%	6.85%	6.50%
Other Income	316	553	413	338
Finance cost	799	1,356	685	295
Depreciation and amortisation expenses	2,498	3,061	2,316	1,559
<b>PBT before associates, joint ventures</b>	<b>7,861</b>	<b>2,474</b>	<b>2,446</b>	<b>2,969</b>
Share of profit from associates and joint ventures	631	170	61	52
Exceptional Items	874	(1,053)	547	-
<b>Profit before tax</b>	<b>9,367</b>	<b>1,591</b>	<b>3,054</b>	<b>3,021</b>
Tax expense	2,126	640	711	542
<b>PAT</b>	<b>7,241</b>	<b>951</b>	<b>2,343</b>	<b>2,479</b>
<i>PAT Margin (%)</i>	5.1%	0.91%	3.19%	3.60%
Other Comprehensive income	26	36	353	(127)
<b>Total Comprehensive income</b>	<b>7,267</b>	<b>987</b>	<b>2,696</b>	<b>2,352</b>
<b>Diluted EPS (INR)</b>	<b>27.63</b>	<b>7.04</b>	<b>9.08</b>	<b>9.85</b>





## 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

## 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

1<sup>st</sup> 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 ₹ 2 each fully paid up of **ALLCARGO TERMINALS (ATL)** for every 1 equity share of ₹ 2 each fully paid up held in **ALLCARGO LOGISTICS**.

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

# KEY MILESTONES, INDICATIVE TIMELINES & APPROVALS REQUIRED



# Thank You



Ankit Panchmatia  
Investor Relations  
+91-99870 71049  
[ankit.panchmatia@allcargologistics.com](mailto:ankit.panchmatia@allcargologistics.com)



Payal Dave  
+91-98199 16314  
[Payal.Dave@linkintime.co.in](mailto:Payal.Dave@linkintime.co.in)