

To, Manager-Department of Corporate Services BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 BSE Scrip Code: 532749	To, Manager - Listing Department 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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May 28, 2022

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 attaching herewith the Investors Presentation for the quarter and year ended March 31, 2022.

The above information will be made available on the website of the Company i.e. www.allcargologistics.com.

We request you to take the above on record.

Thanking You,
Yours Faithfully,
For Allcargo Logistics Limited



Devanand Mojindra
Company Secretary & Compliance Officer



Encl: a/a



TOGETHER TO SIMMER
TOGETHER TO GOLD.



allcargo

POWER
OF ONE



all cargo logistics Ltd.
Ingenuity In Motion

INVESTOR PRESENTATION
MAY 2022



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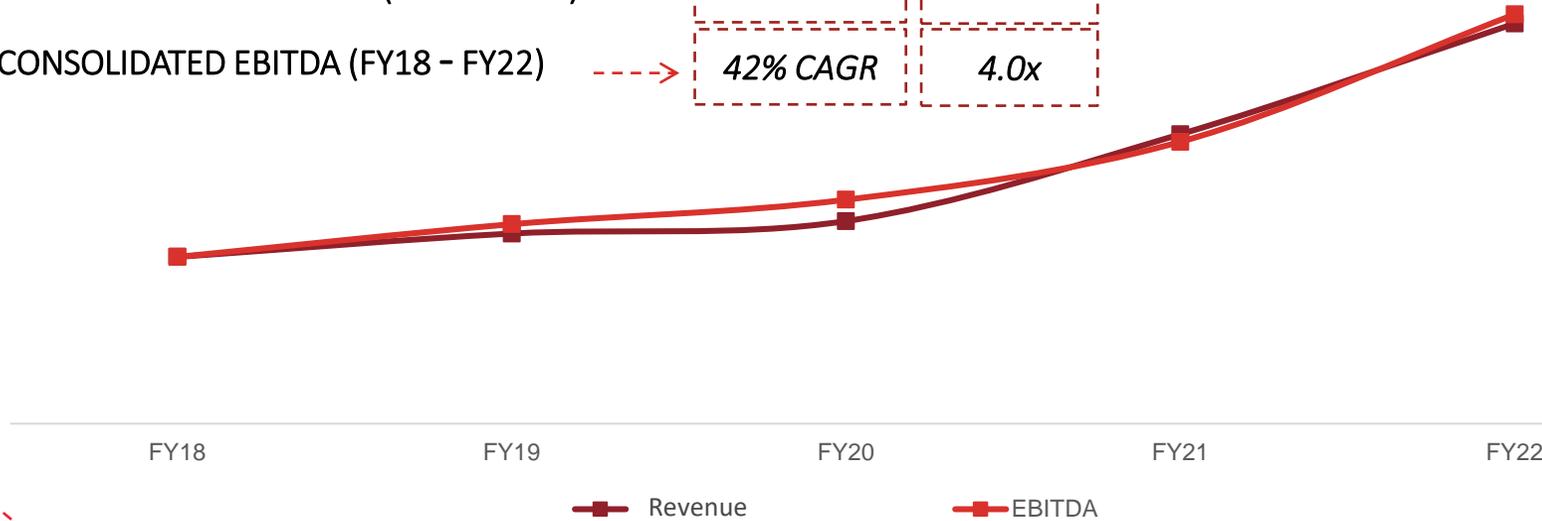
ROBUST BUSINESS GROWTH

CONSOLIDATED REVENUE (FY18 - FY22)

35% CAGR 3.3x

CONSOLIDATED EBITDA (FY18 - FY22)

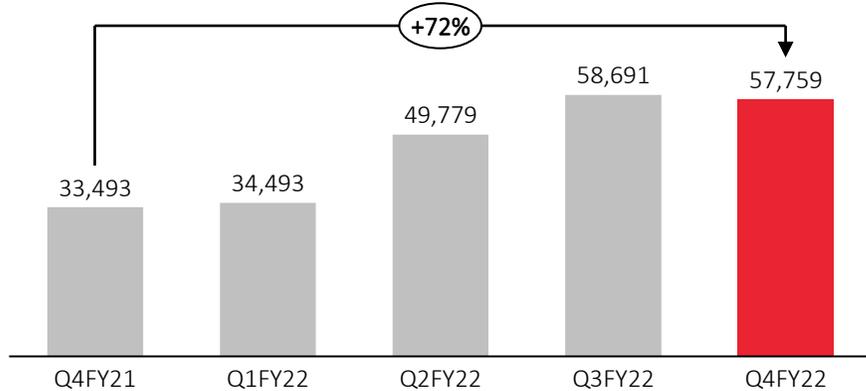
42% CAGR 4.0x



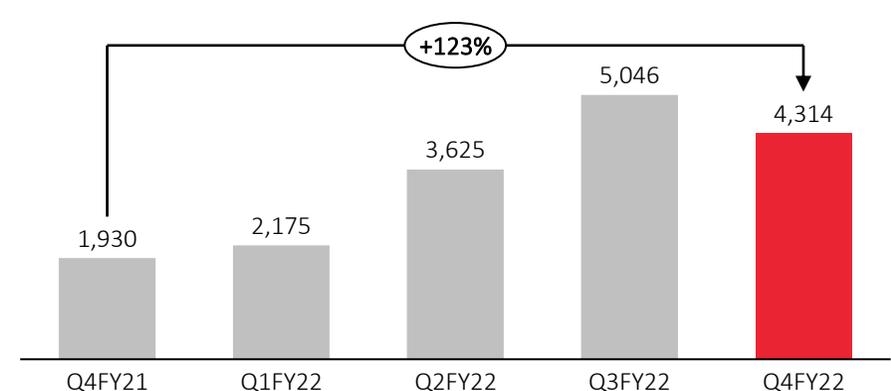
- Global leader in complex **LCL Market**
Operating 2400 direct trade lanes
- Widest and Largest **Container Freight Station**
Operator in India
- Pioneers in India's **Express Logistics**
Dominant position in B2B surface express
- Industry leading growth **Contract Logistics**
managing over ~5 mn sq.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

STRONG MOMENTUM DRIVEN BY TRANSFORMATION

Revenue^ (₹ mn)



EBITDA^ (₹ mn)



^ excludes other income and ACCI

KEY HIGHLIGHTS

Q4 Revenue[^] ₹ 57,759 mn

FY22 Revenue[^] ₹ 200,721 mn



Q4 EBITDA[^] ₹ 4,314 mn

FY22 EBITDA[^] ₹ 15,156 mn



Q4 PAT* ₹ 2,405 mn

FY22 PAT* ₹ 9,646 mn

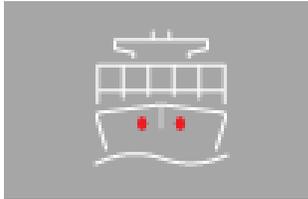


KEY MANAGEMENT COMMENTARY:

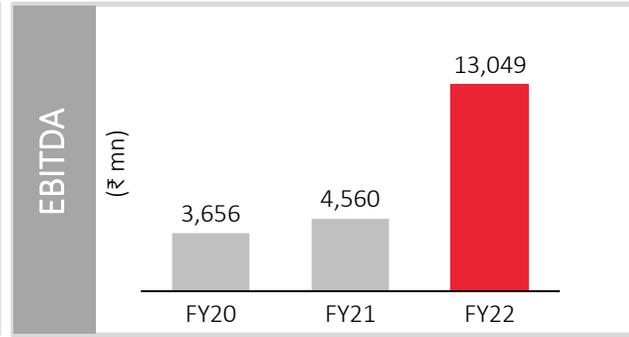
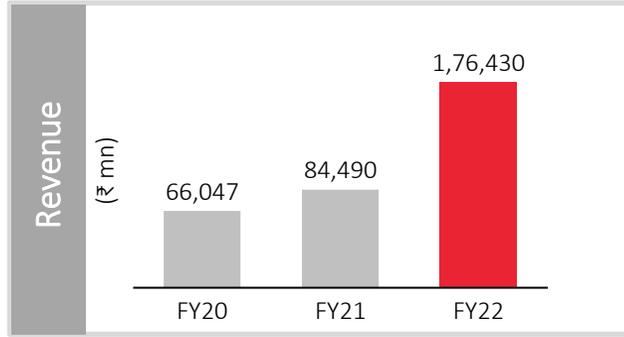
- Transformation initiatives have come to full play in FY22 with strong momentum across all the business segments. The company continues to drive robust growth with sharp focus on asset light, digitally enabled businesses and achieving new milestones through inorganic growth. Allcargo reported its highest ever business performance for the year with consolidated revenues crossing ₹ 200 billion and EBITDA higher by 139% YoY at ₹ 15.2 bn;
- International supply chain business (MTO) operating under "ECU Worldwide" witnessed robust volume growth driven by expansion in market share in favourable market conditions. LCL volumes grew by 12% YoY and FCL volumes grew by 10% YoY. JV in Scandinavian region has grown significantly post acquisition & ECU Worldwide is now consolidating its market leadership with nearly 40% market share in Sweden, Norway, Finland and Denmark. JV in South Korea has also performed exceedingly well alongside key regions of India, China, Europe and Americas, all exhibiting best-ever business performance;
- CFS-ICD business was bolstered with acquisition of Speedy Multimodes and the company is now market leader in CFS business in India. Volume handled for the year stood at 450,549 TEUs as against 282,595 TEUs handled last year;
- Express logistics business under Gati's subsidiary GKEPL reported its highest ever volume and revenue. The company is building quality infrastructure to drive next phase of growth. Contract Logistics business is housed under ACCI which has exhibited growth of 49% in revenue, and EBITDA increased 42% to ₹ 1,468 mn. Equipment business has been rationalized reducing capital employed and utilization is currently at a record 90% level;
- Digital remains one of the key focus areas with sustained increase in revenues coming through digital platform ECU360, which now accounts for nearly 60% of export booking across all key markets. 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;
- The demerger process remains on track under which each business would be separately listed by allocating one share each in Allcargo Terminals (CFS/ICD segment) and TransIndia Realty (Logistics Parks, Equipment and other asset-based annuity businesses). The demerger is expected to be concluded over the next 10-12 months.

KEY BUSINESS SEGMENTS - YEARLY PERFORMANCE TRENDS

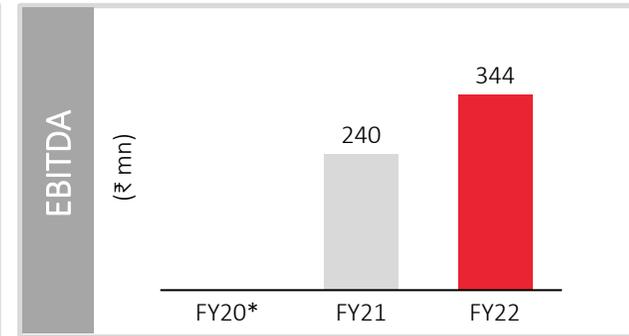
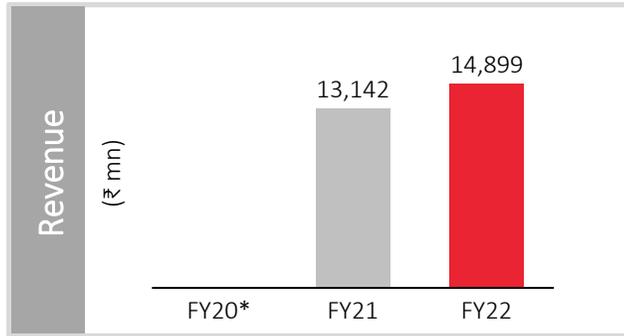
ALLCARGO LOGISTICS (ACL)



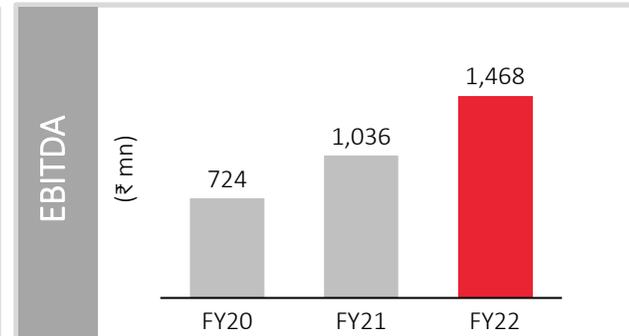
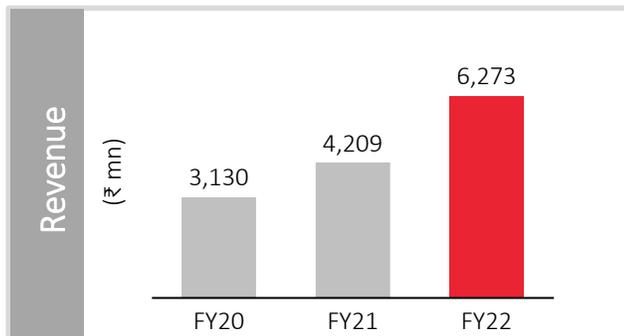
International Supply Chain (MTO)



Express & Ecommerce Logistics



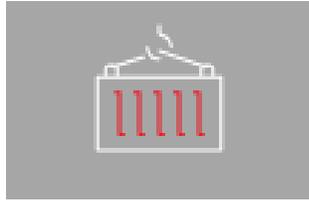
ACCI^



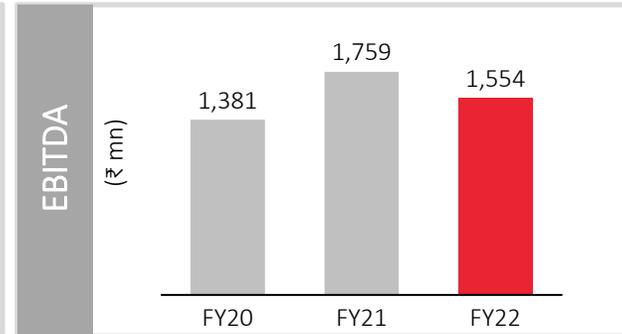
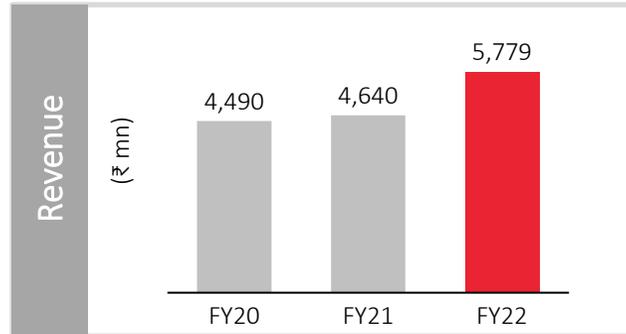
^ACCI Revenue & EBITDA is not included in consolidated and is reported under JV & Associates, *Not Applicable as GATI was consolidated FY21 onwards

KEY BUSINESS SEGMENTS – YEARLY PERFORMANCE TRENDS

ALLCARGO TERMINALS (ATL)



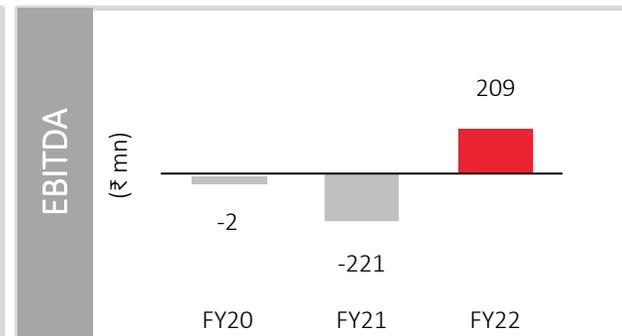
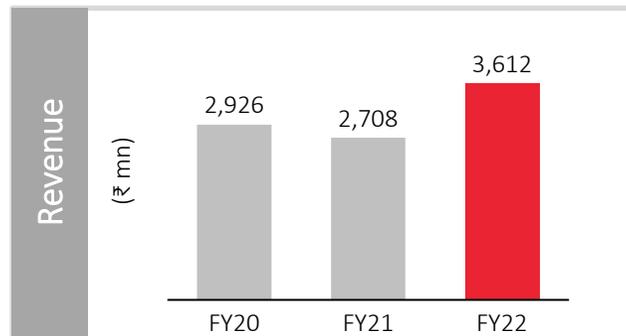
CFS / ICD



TRANSINDIA REALTY (TRLPL)



Rental & Others #



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)

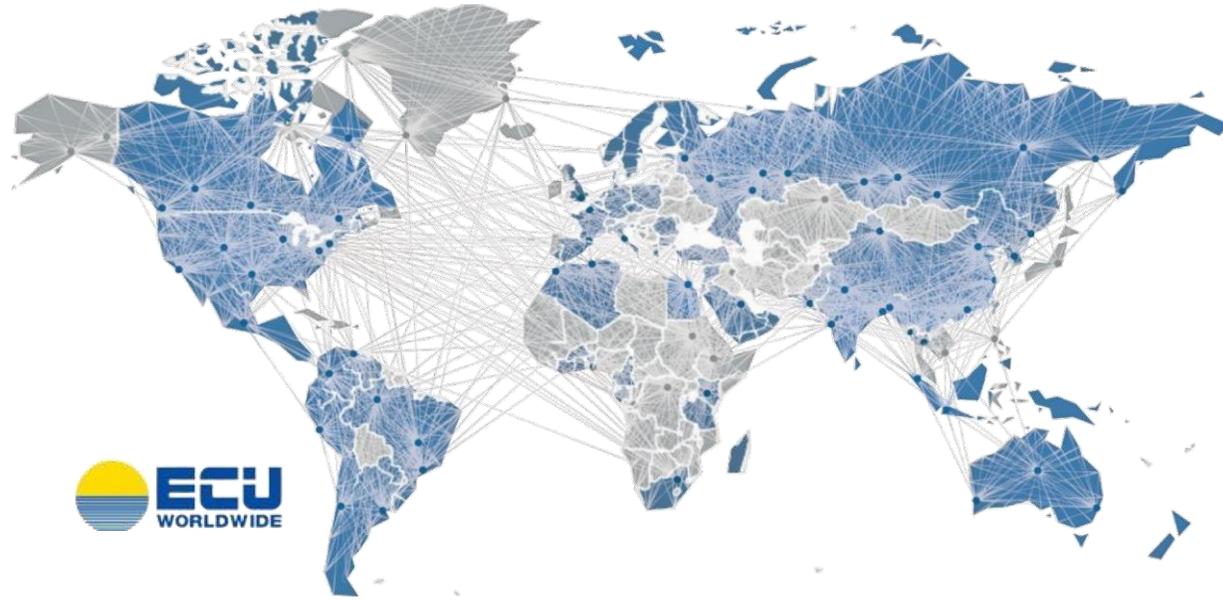
Own & operate cranes and container handling equipments etc.

*JV with CONCOR, ^further information on demerger is in the annexures



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 trade lanes

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

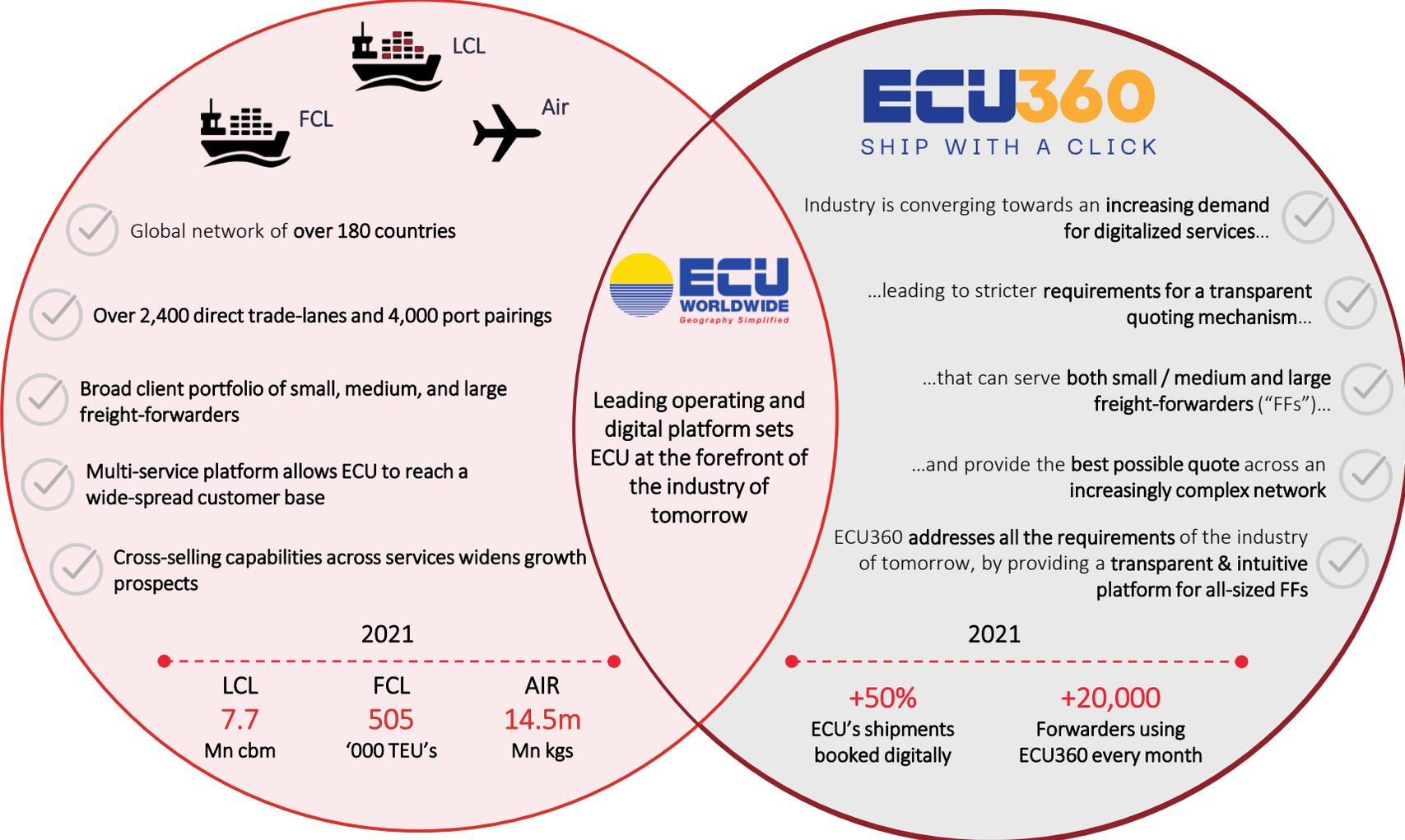
Operations
Proven ability to run a **complex LCL consolidation network**

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

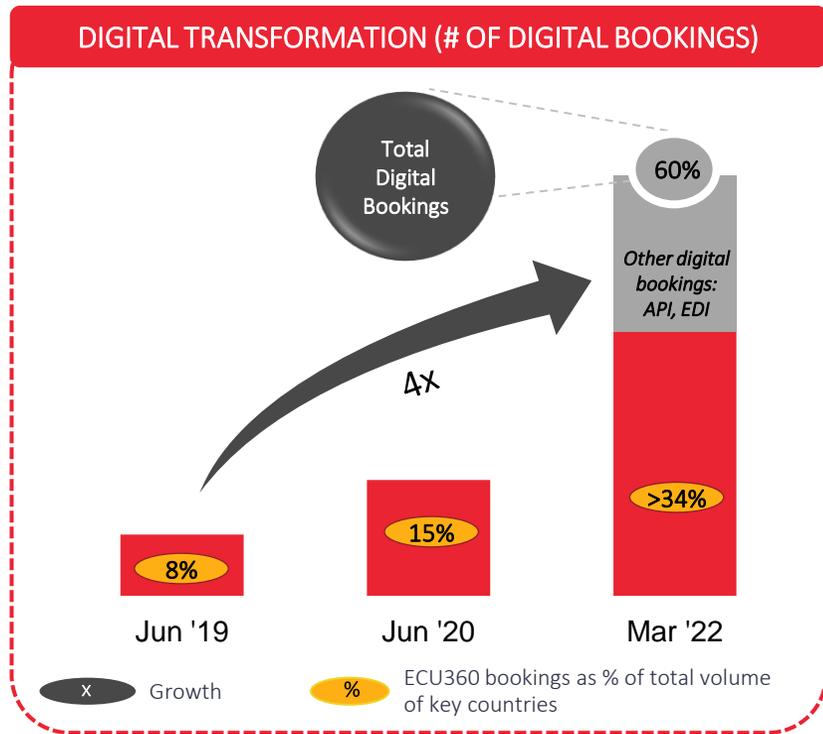
DIGITAL START-UPS LACK OPERATIONAL FOOTPRINT AND SCALE



For more information scan the QR for a new way of thinking;

A BETTER WAY OF SHIPPING



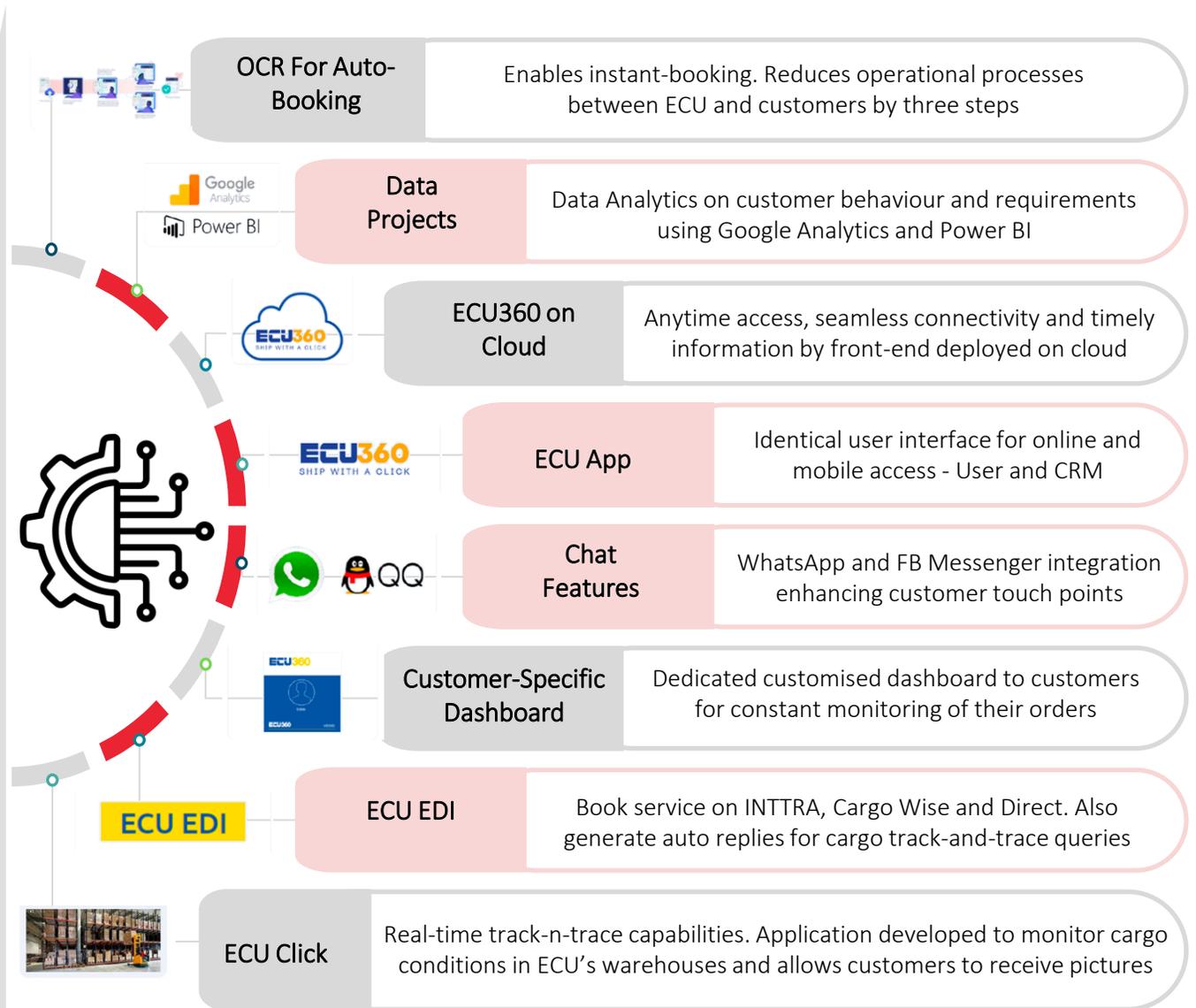


Neutral Platform

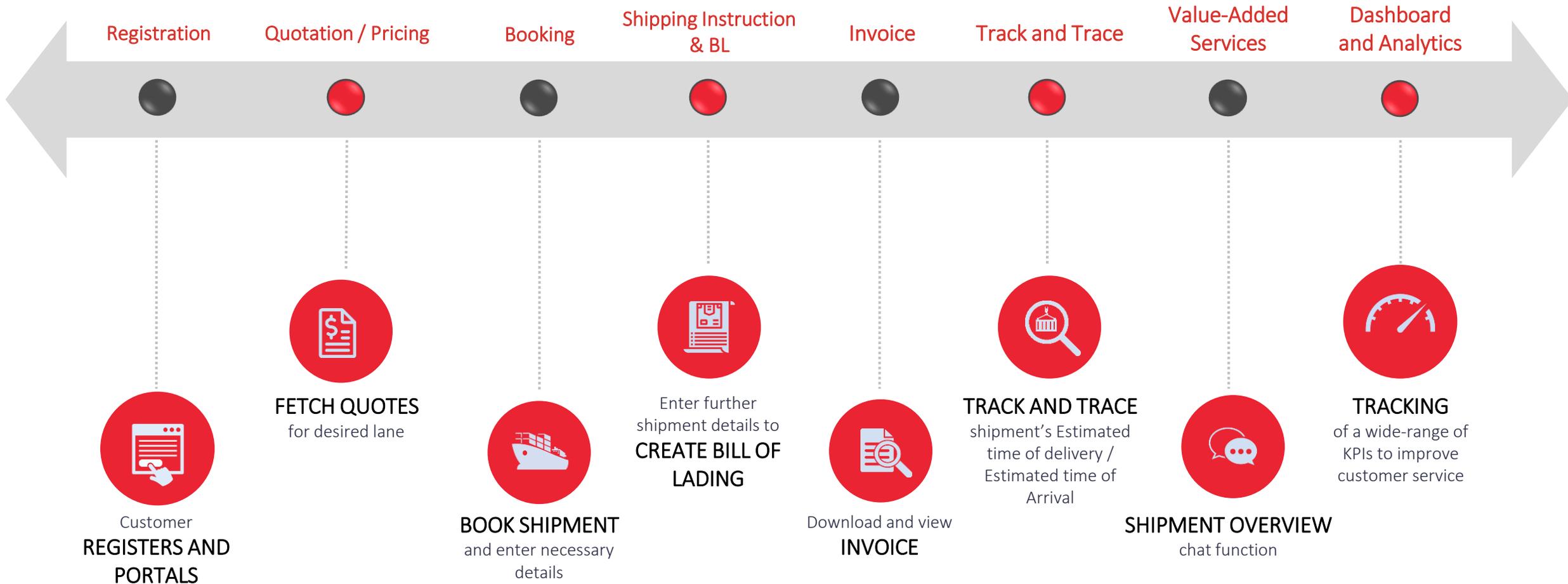
- Increase Wallet share Existing customers
- Win New Customers
- Reduce Booking Costs

Enabled By Technology

Strong API integration leads to customer stickiness



DIGITIZING EVERY CUSTOMER TOUCH-POINT WITH ECU360



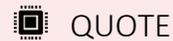
01 QUOTE



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
- 

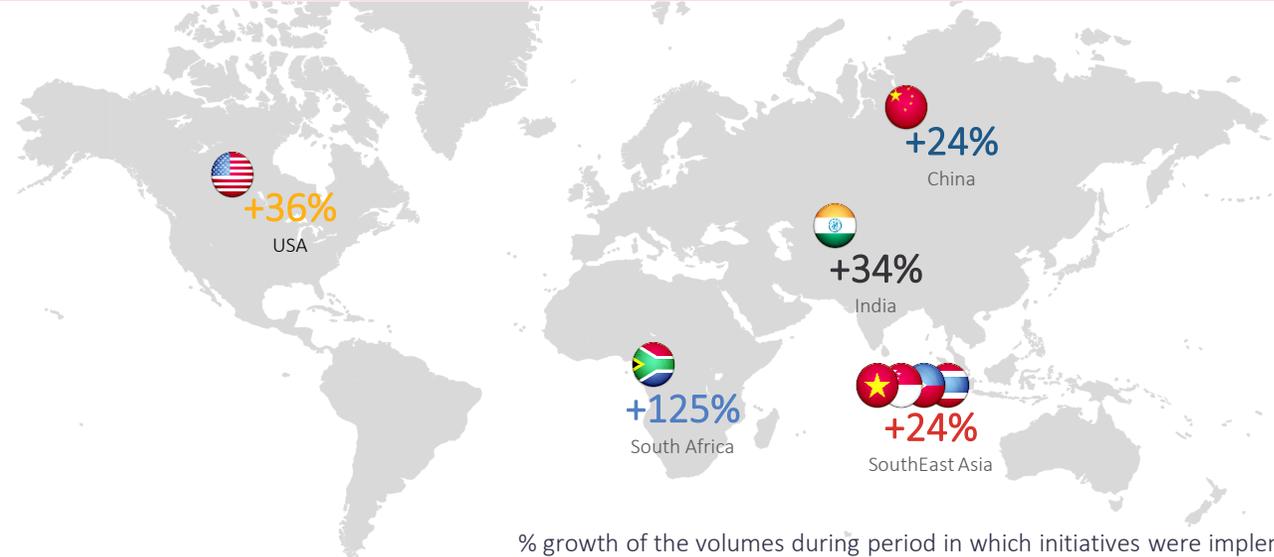
December 2013
Netherlands-based non-vessel-owning common carrier
- 

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

December 2010
Two Hong Kong-based NVOCC's

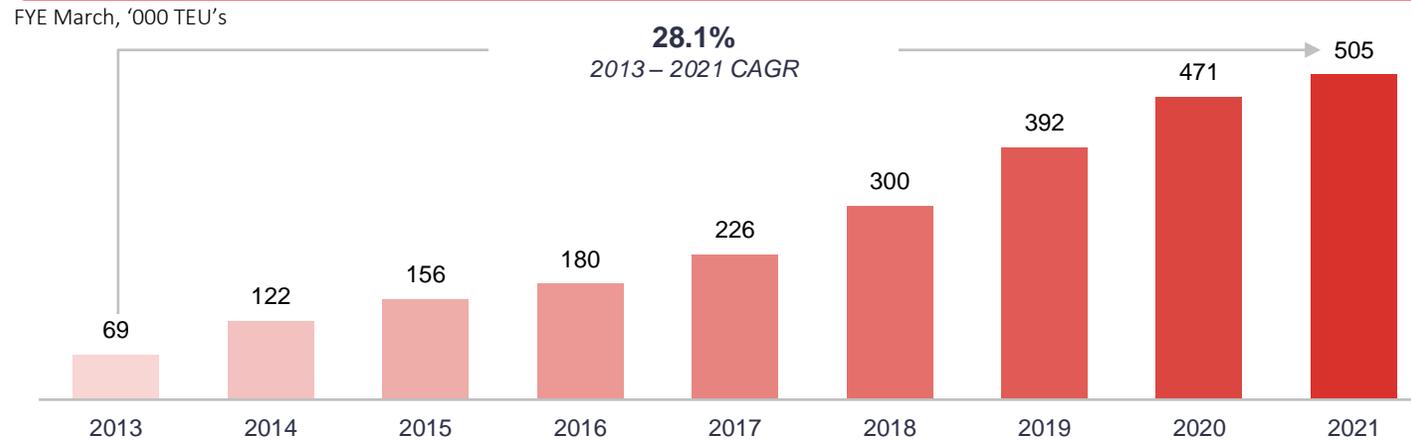


Organic growth: Sales acceleration initiatives outcome



% 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 3rd party outsourced

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)



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

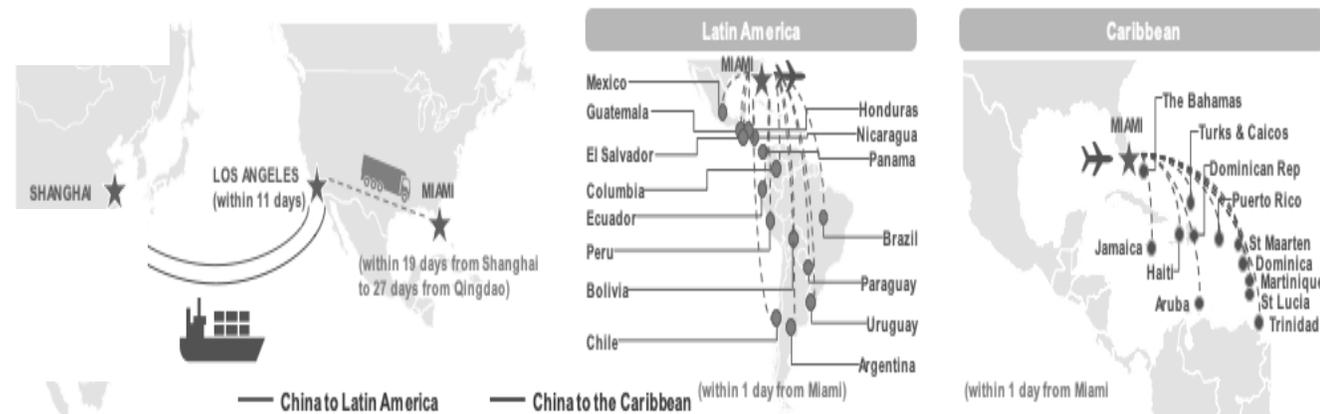
- ECU Trucking, founded in 2017, is a growing division focused on inland cargo movement in the US
- Strong relationships with local/regional players

Unique Sea-Air combo services

CHINA TO US AND EUROPE

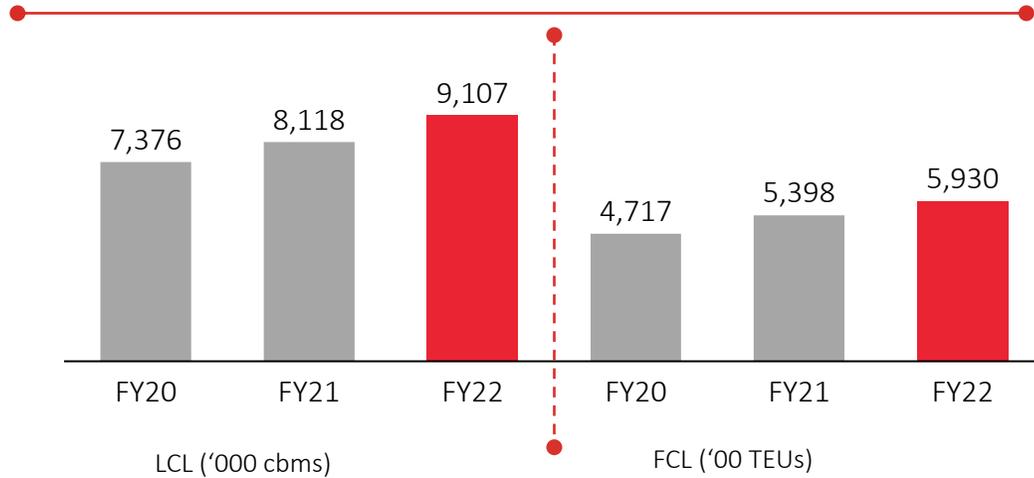


CHINA TO LATIN AMERICA AND CARIBBEAN

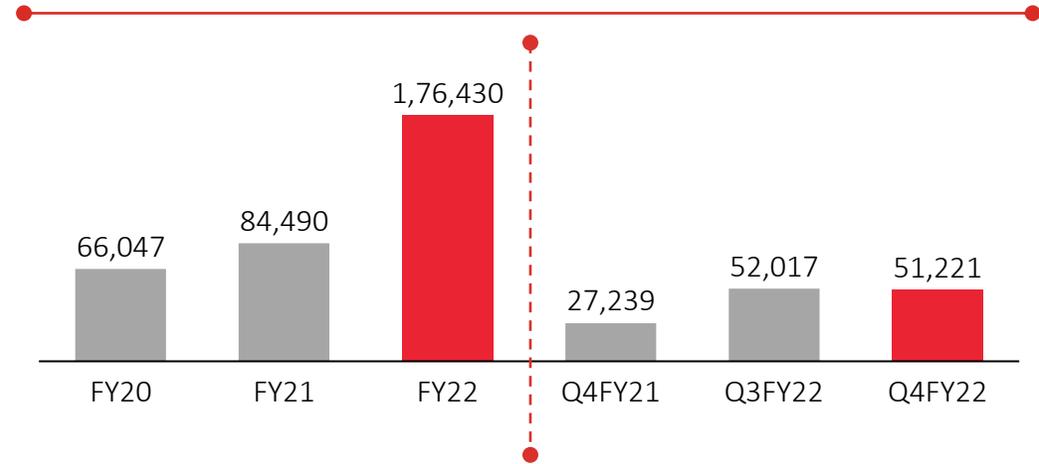


INTERNATIONAL SUPPLY CHAIN (MTO) - KEY FINANCIAL TRENDS

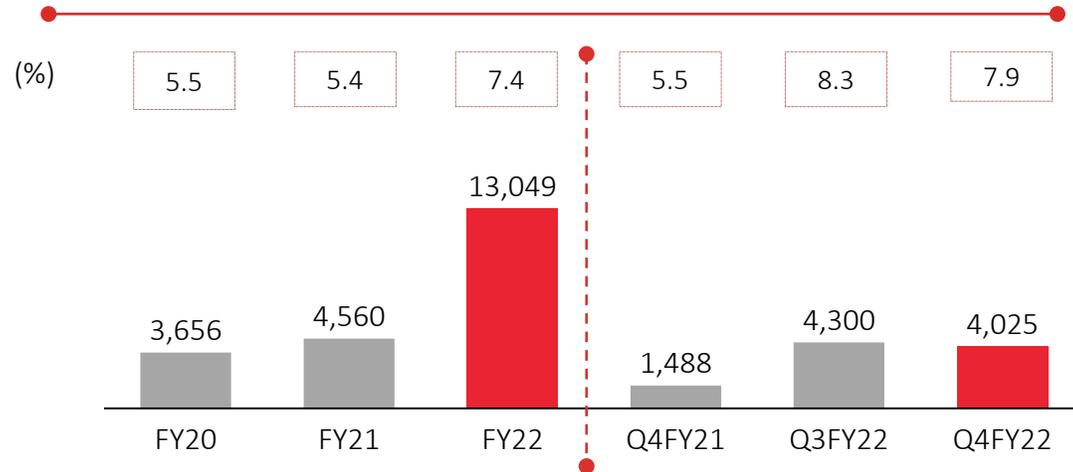
Volumes



Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



ROCE (%)





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^
^ 9 Air Transit Hubs

Total
Hubs^



300
Group and
Franchisee network
in 180 countries

Global
Access

Deeper Customer engagements



8 out of Top 10
Auto Companies



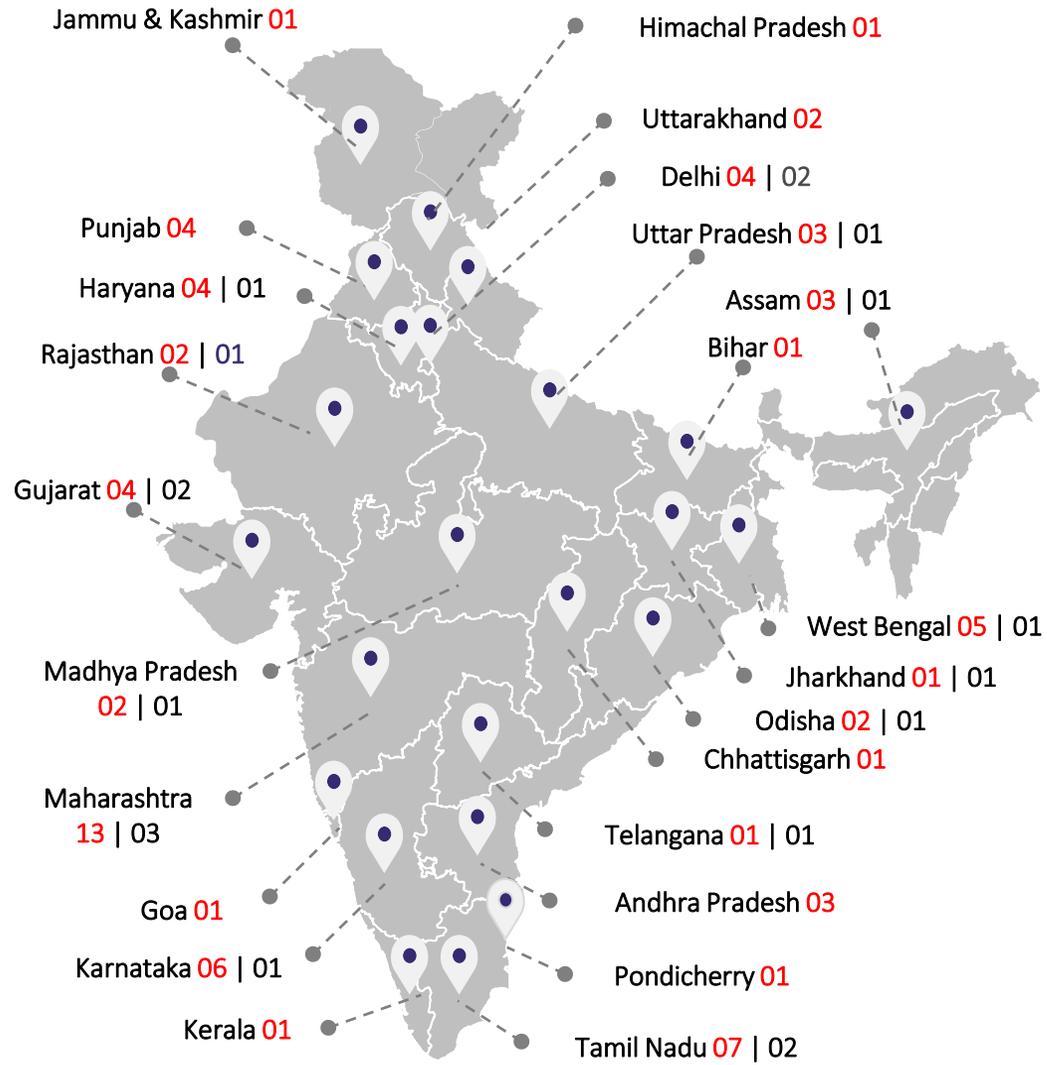
8 out of Top 10
Pharma
Companies



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
- 22 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



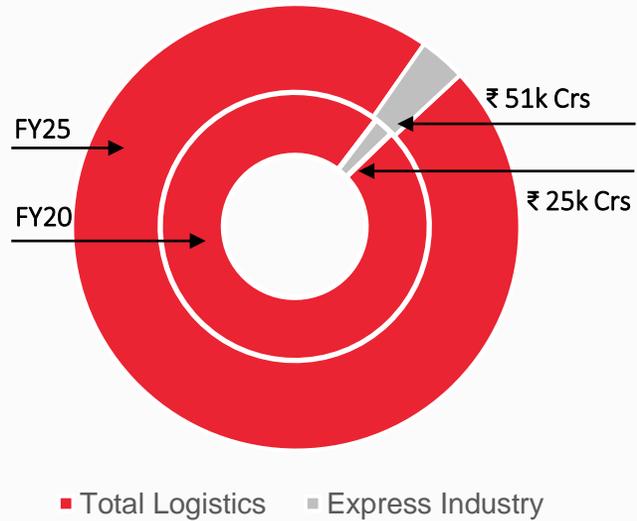
Strong Partners

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

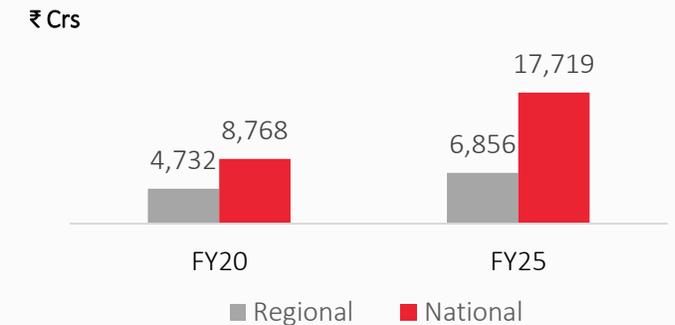
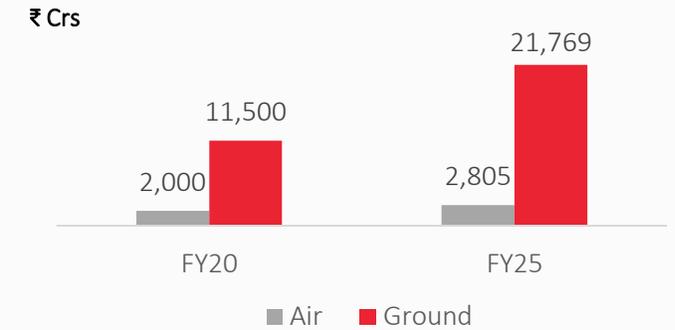
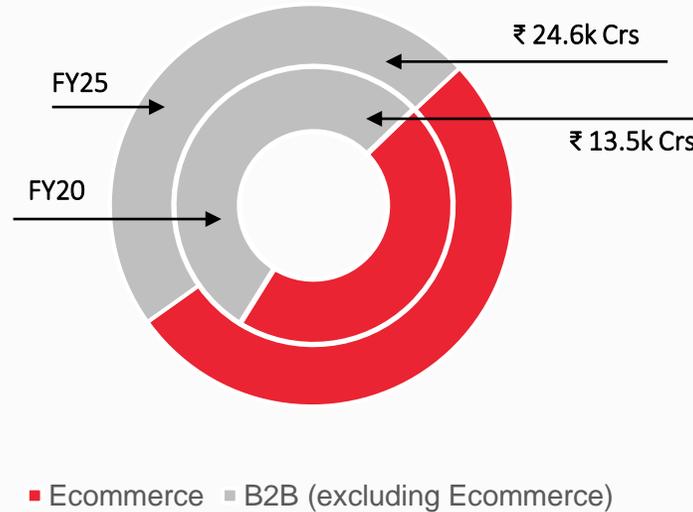
ESS: extra service locations, GA: Gati Associate

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

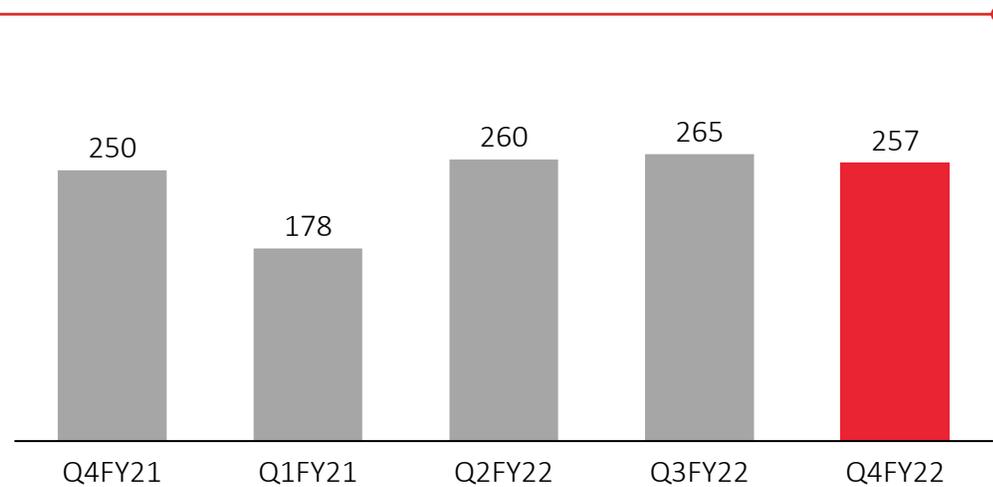
TALENT



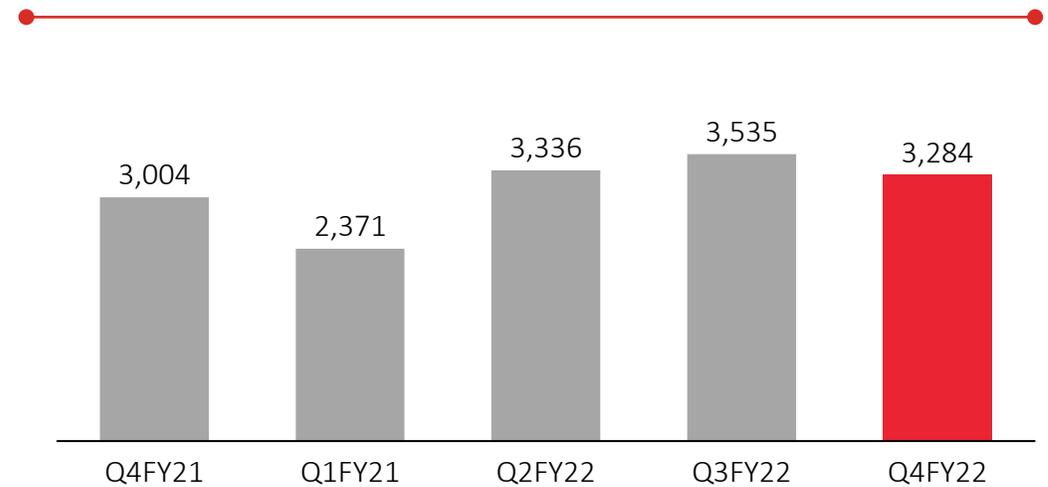
Key Focus Areas: Strengthen 2nd level to mid-level capabilities through lateral hiring. Attracting best talent locally and globally across all domains

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

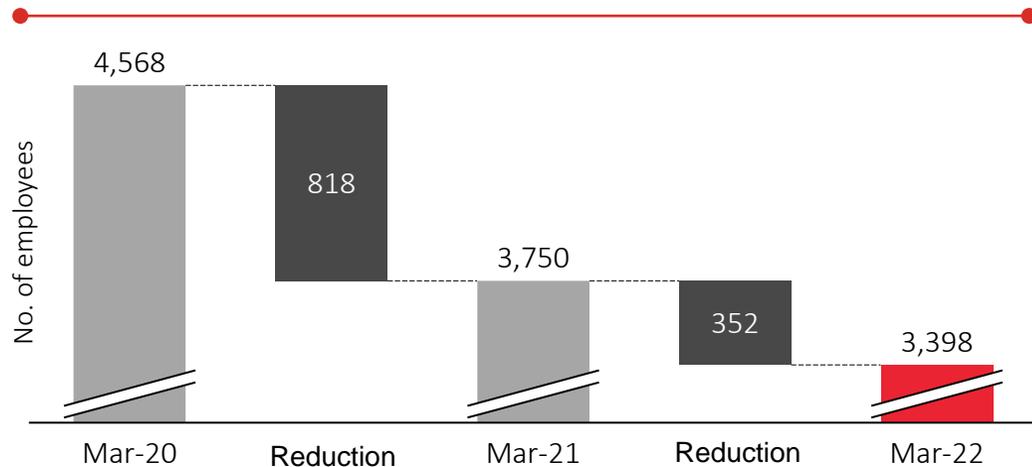
GKEPL - Surface Volumes ('000 MT)



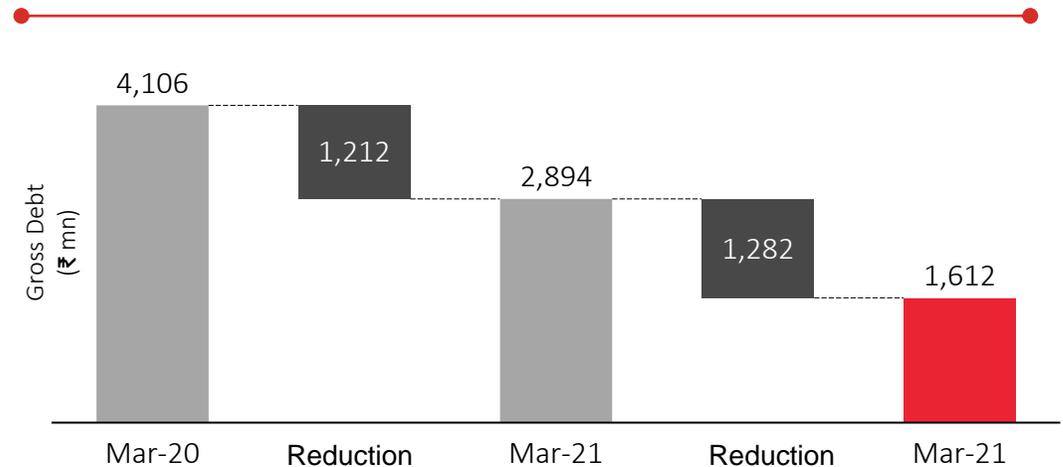
GKEPL - Revenue (₹ mn)



No. of Employees (Gati, Consolidated)



Accelerated Deleveraging (Debt - Gati, Consolidated)

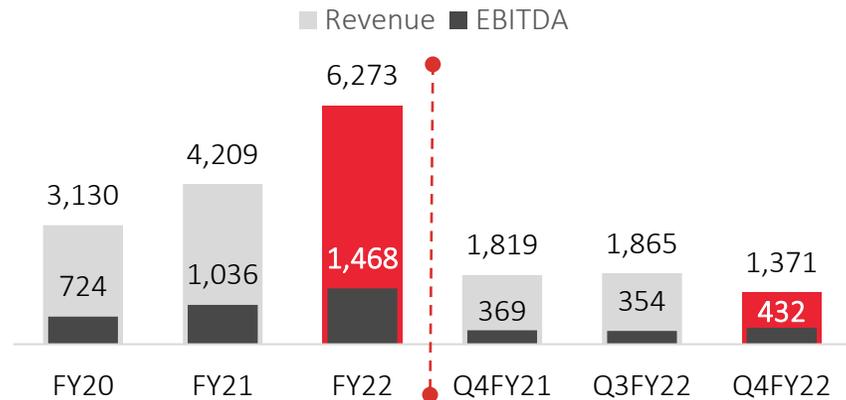


CONTRACT LOGISTICS - KEY TRENDS & UPDATES

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

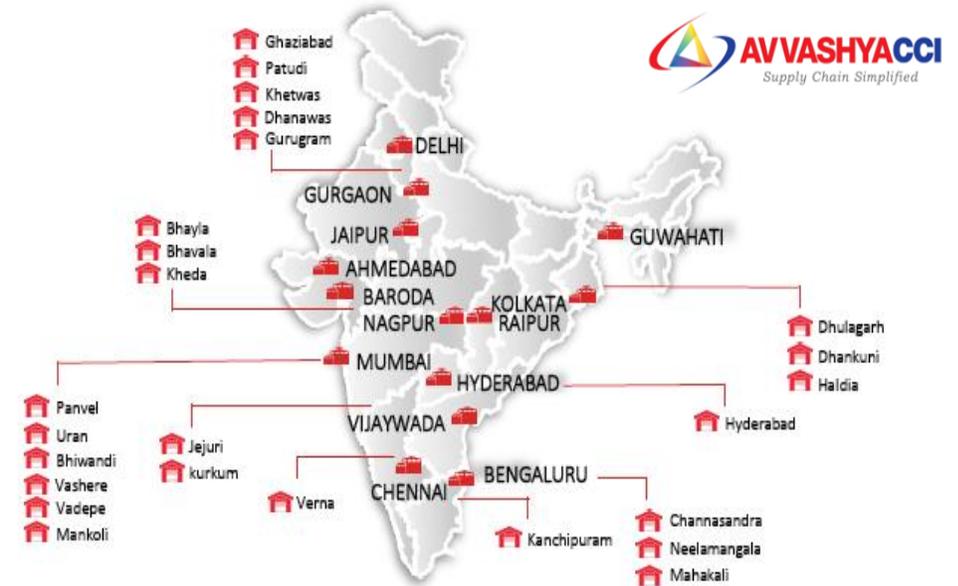
45

WAREHOUSE LOCATIONS
ACROSS INDIA

100+

CUSTOMERS
ACROSS FOCUSED INDUSTRY
SECTORS

Pan India Presence



Key Financials (₹ mn – FY22)

Contract Logistics

Revenue
₹ 3,443

EBITDA
₹ 1,355



CCFF

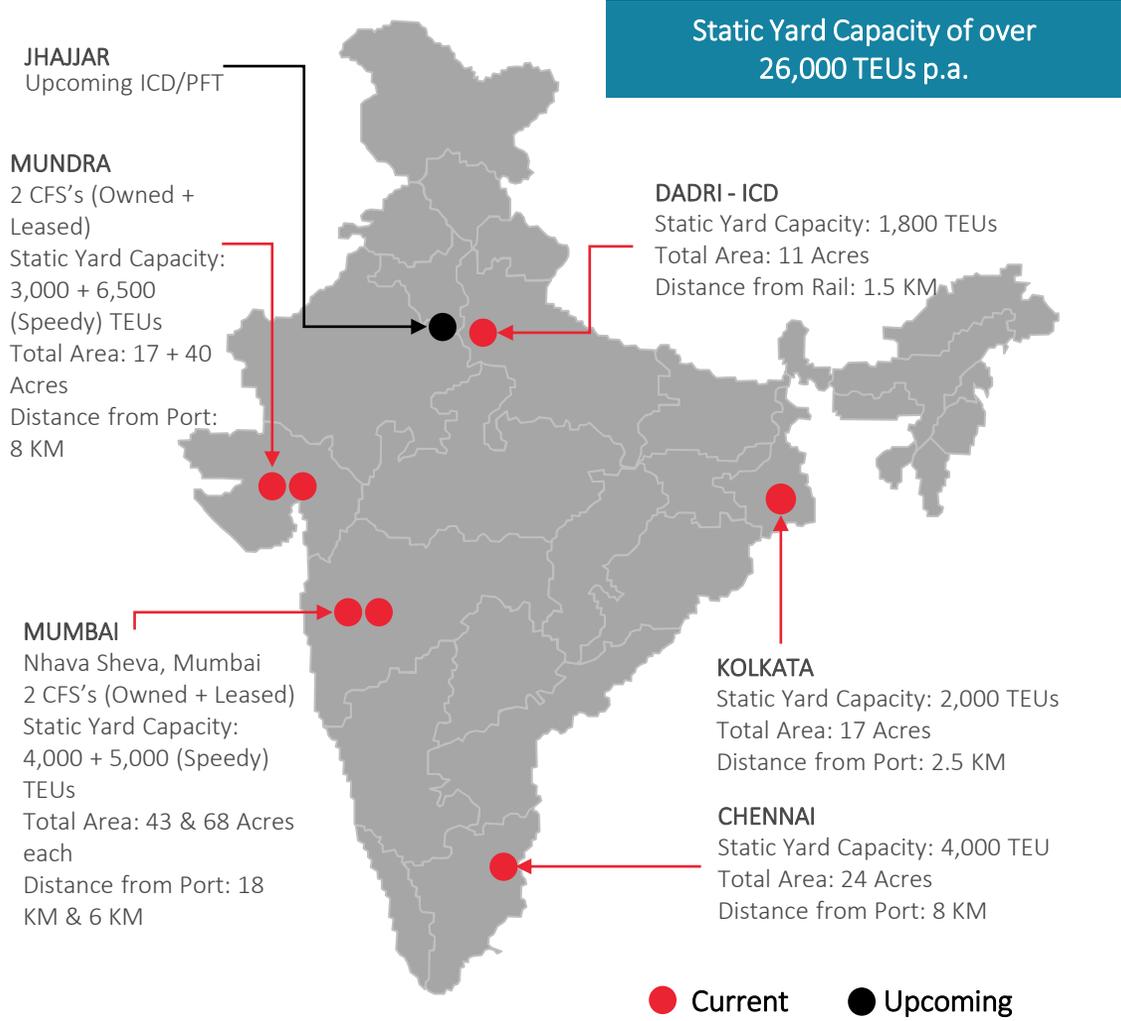
Revenue
₹ 2,830

EBITDA
₹ 113



LEADING PAN INDIA PLAYER WITH UNMATCHED NETWORK

Strategically Located Assets with Robust Operational Capabilities



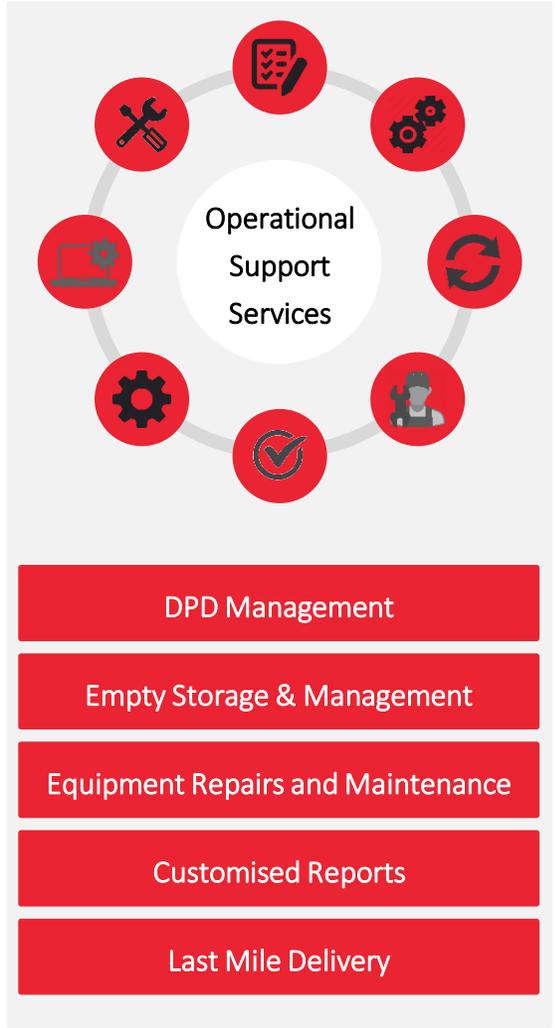
Strategic Location of all the Assets

- 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

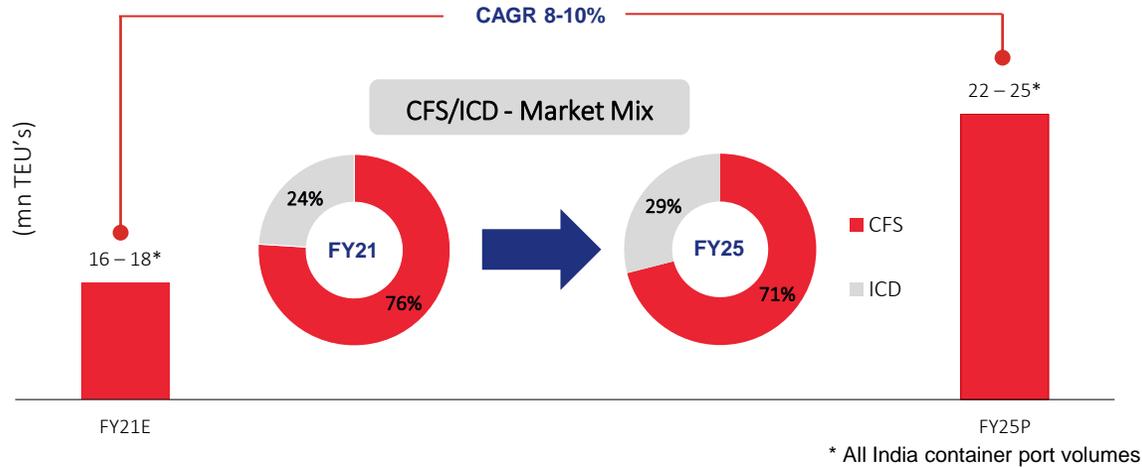
- Expertise in handling & monitoring ODC, Reefer Containers and Hazardous Cargo movements
- Market leader in JNPT and Mundra, amongst the top 3 CFS operators in Kolkata and Chennai

Operational Support



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



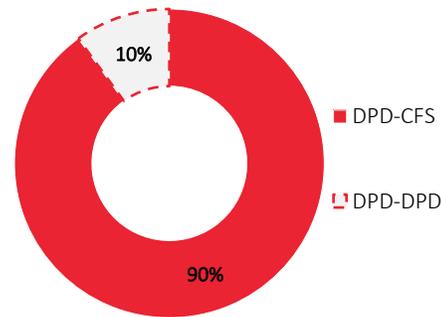
States low on CFS/ICD infrastructure are HP, Bihar, Jharkhand, WB, Sikkim, AP, Nagaland, MN, MZ, TR, Telangana and J&K



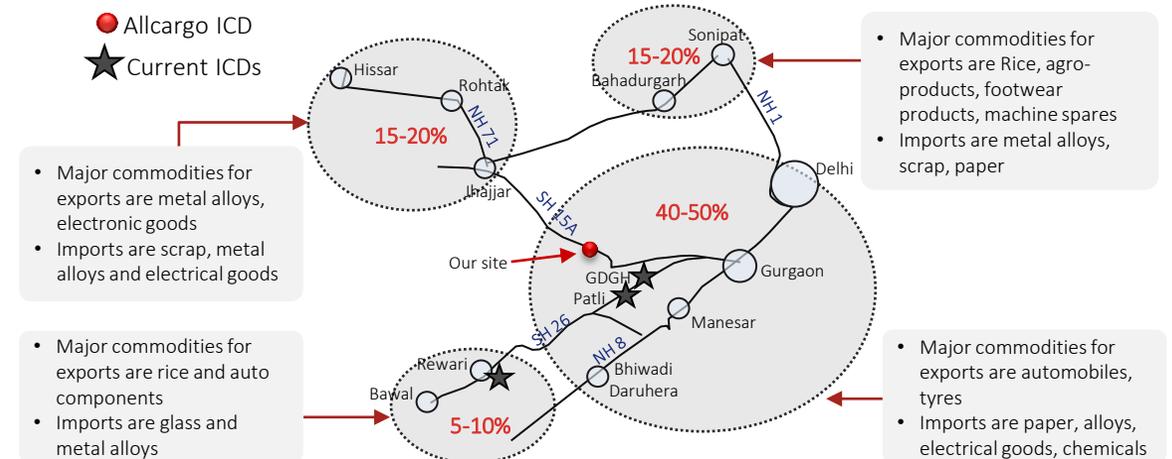
Proposal accepted only for specific trade locations: Uttarakhand, UP, Chhattisgarh, Odisha, AP, Goa, Karnataka, Kerala and other



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

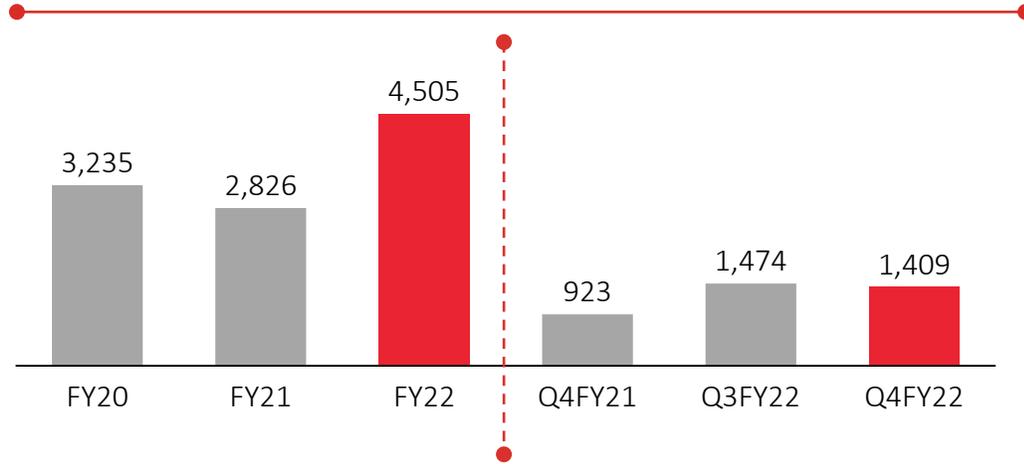


Advantage Jhajjar: Hinterland container traffic in NCR region

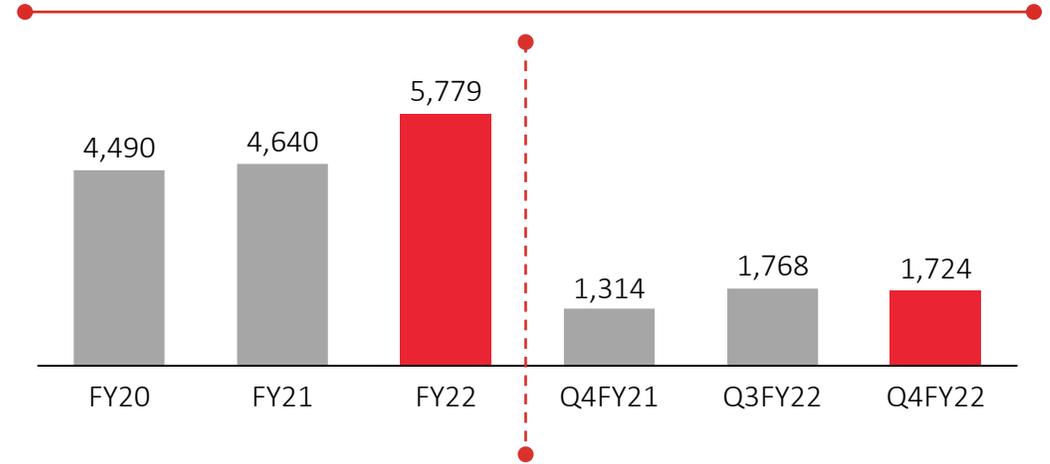


CFS/ICD - KEY FINANCIAL TRENDS

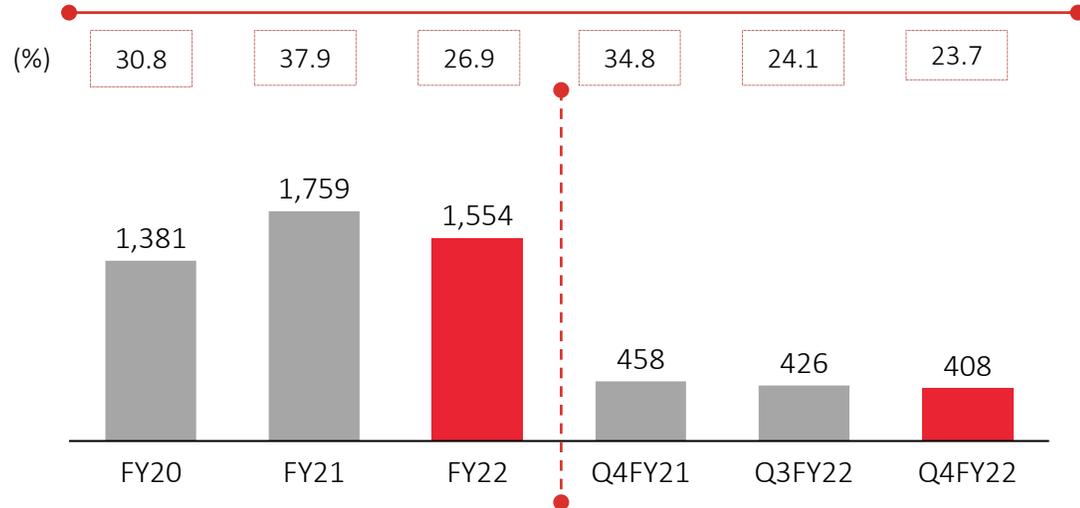
Volumes^ ('00 TEUs)



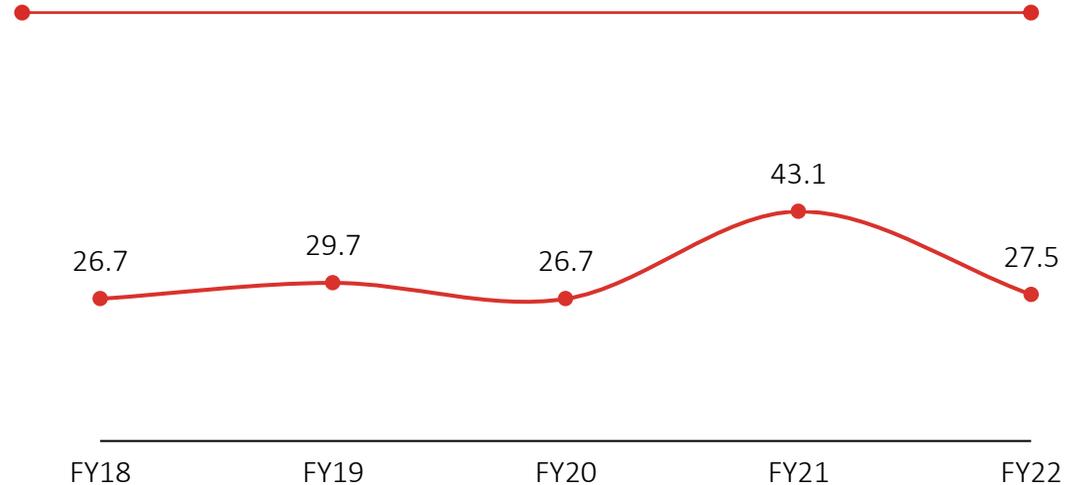
Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



ROCE (%)



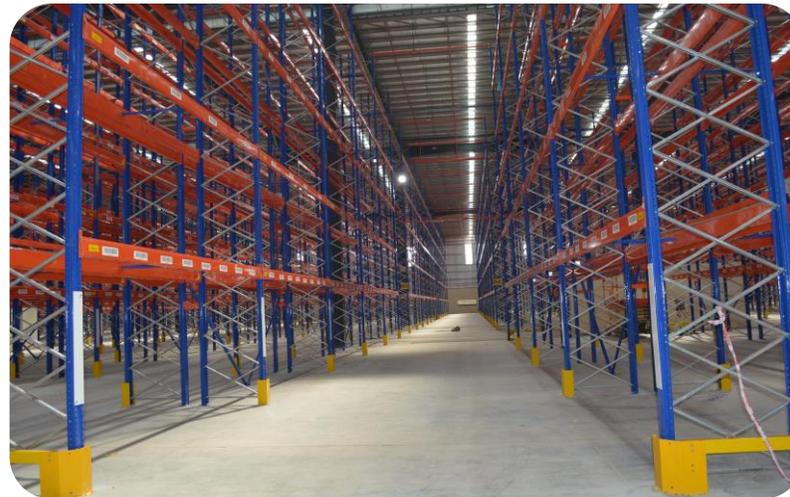
^ only CFS volumes, excludes Dadri volumes

- 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 250 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

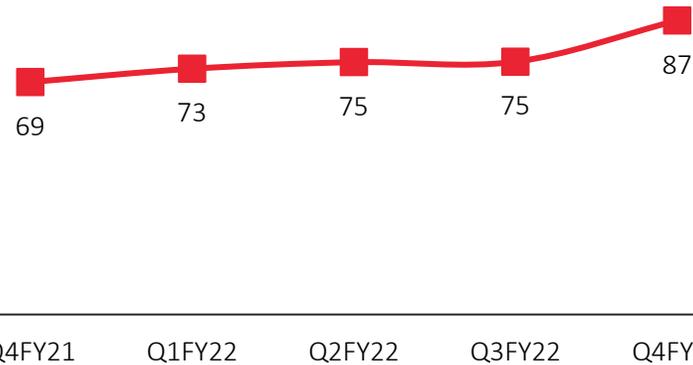


“Built to Suit” customisation

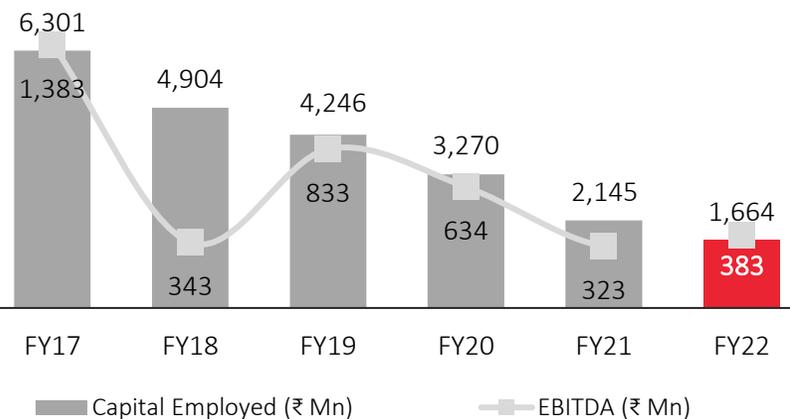




Cranes: Capacity Utilisation (%)



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.

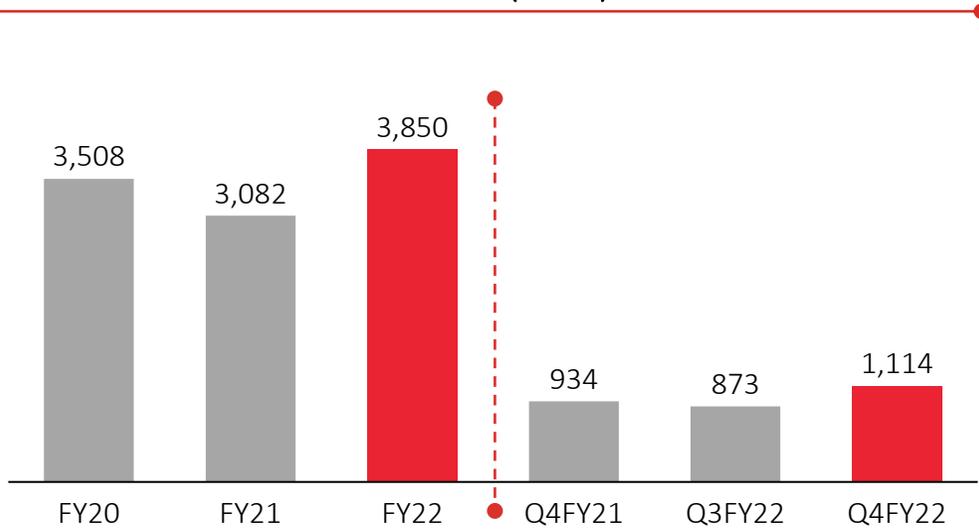
Divestment Update

The company has completed sale of its Project Transport Business in FY22, in-line with strategy to divest non-core assets and businesses.

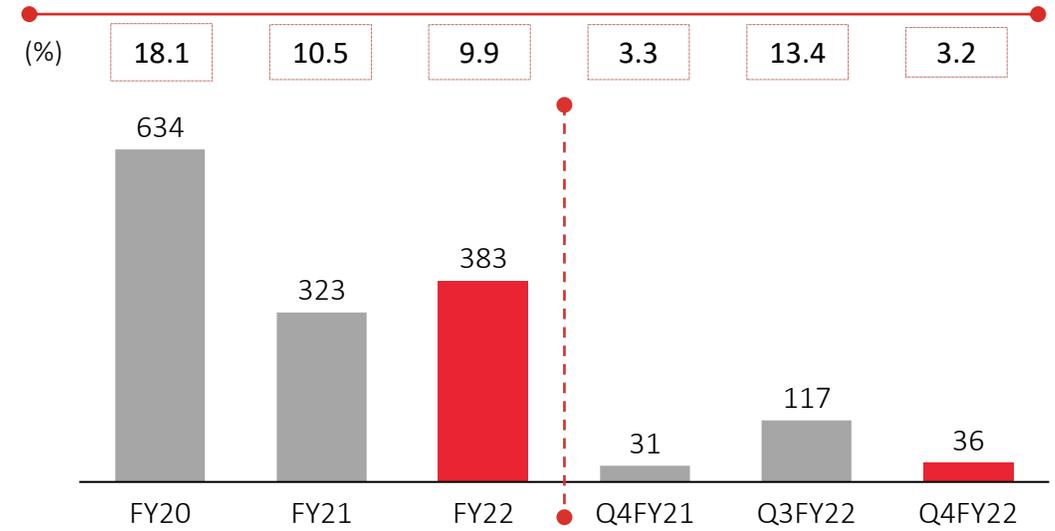
RENTAL AND OTHERS - KEY FINANCIAL TRENDS

ENGINEERING SOLUTIONS

Revenue (₹ mn)

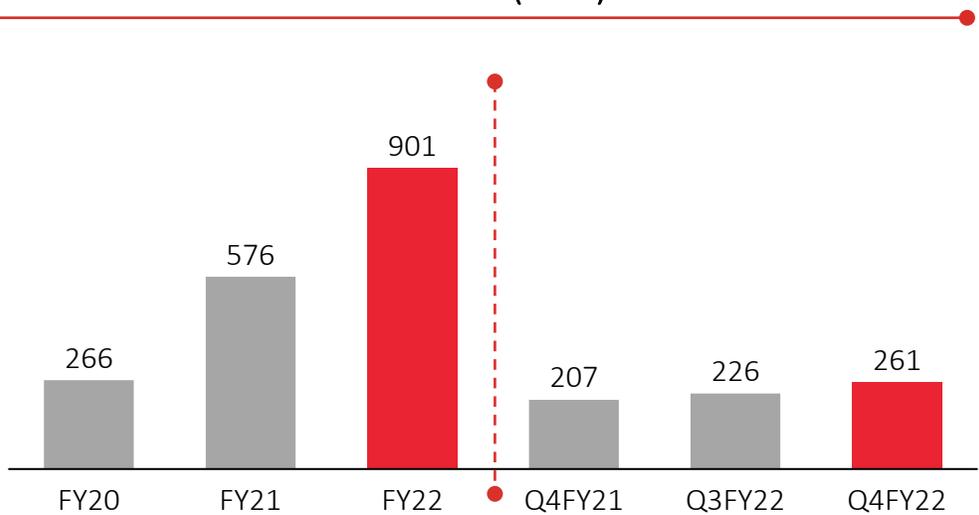


EBITDA (₹ mn) & EBITDA Margins (%)

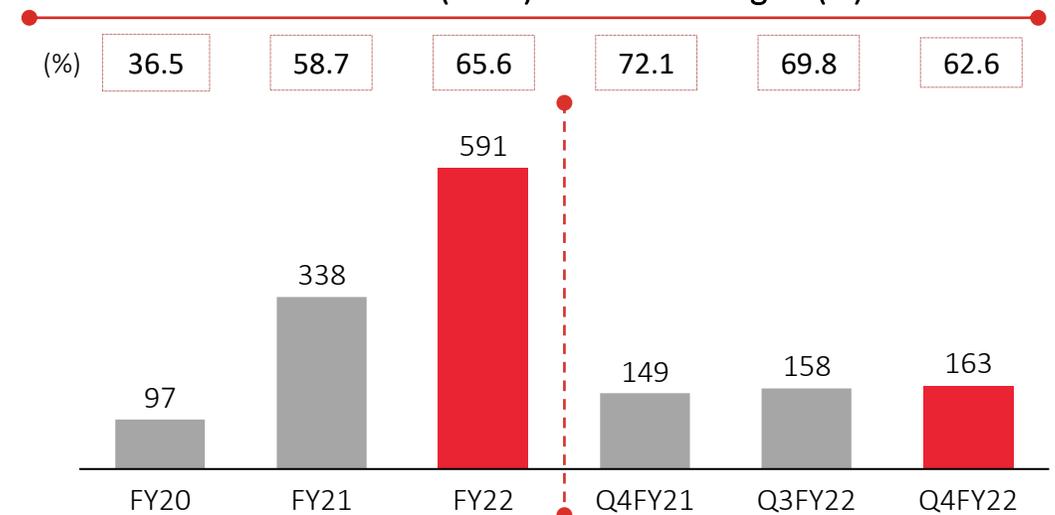


LOGISTIC PARKS

Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)





EXPERIENCED
MANAGEMENT TEAM

BOARD OF DIRECTORS



SHASHI KIRAN SHETTY

Chairman & Managing Director

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 & Non-Executive, Director

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

Non-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

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

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 etc



MAHENDRA KUMAR CHOUHAN

Non-executive, Independent Director

Professor, Author and board advisor on corporate governance, sustainability and integrated reporting. He was 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 R

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

Group 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

Deputy Group 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.

MANAGEMENT TEAM - GATI



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

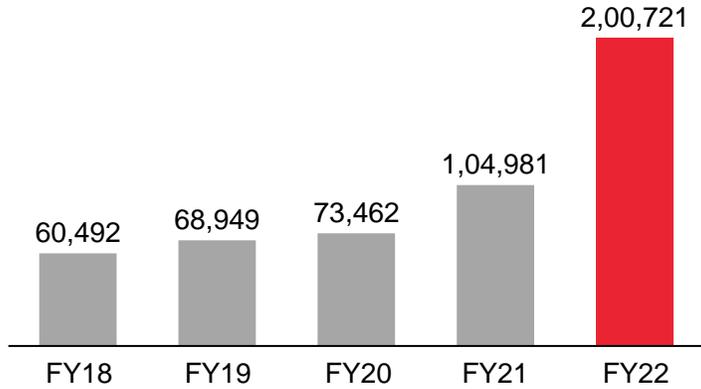
Well rounded logistics professional with extensive experience in operations, Network management, Business partner management, Ex-Regional Director at DHL SmarTrucking



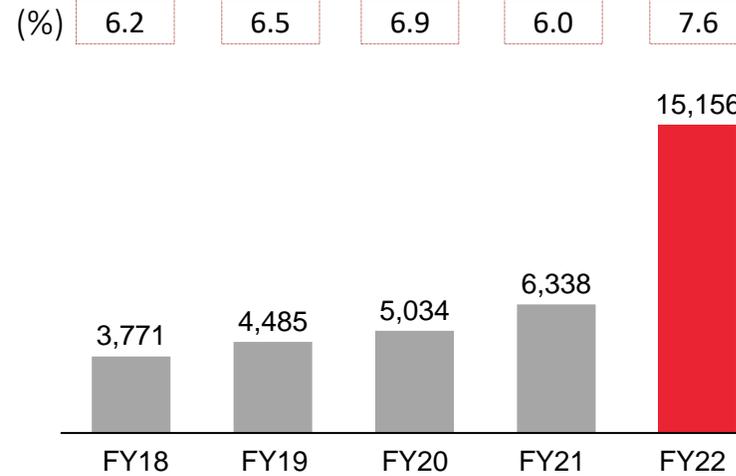
CONSOLIDATED FINANCIAL OVERVIEW

KEY FINANCIAL HIGHLIGHTS - CONSOLIDATED

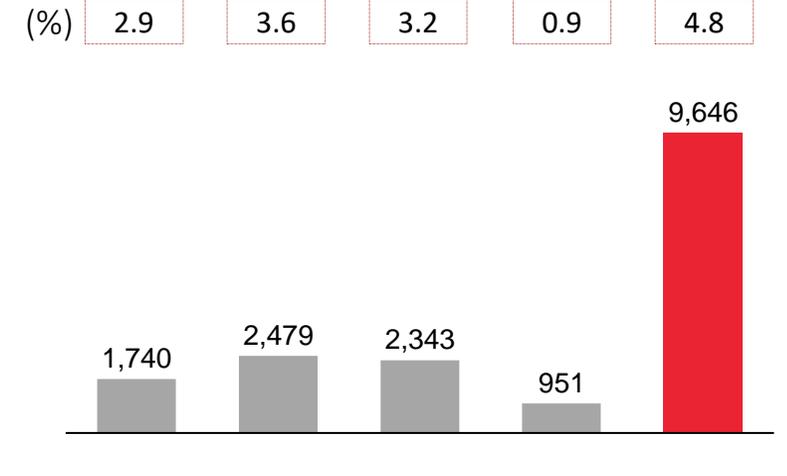
Total Operational Revenue^ (₹ mn)



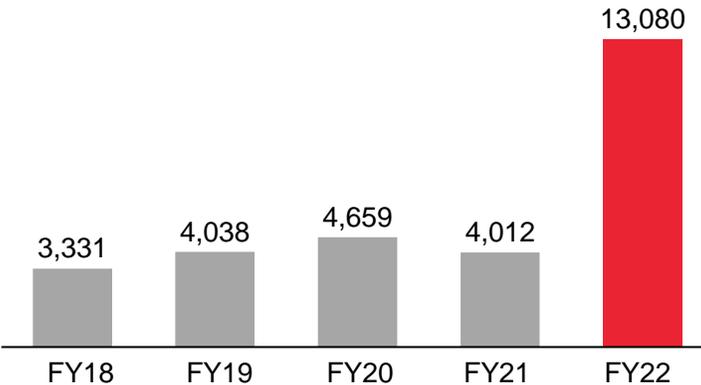
EBITDA^ (₹ mn) & EBITDA^ Margins (%)



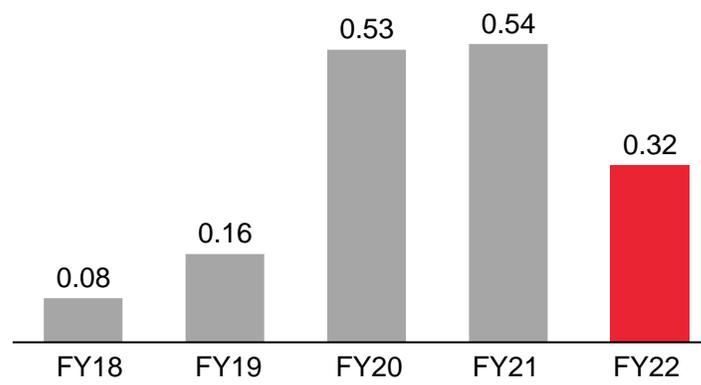
PAT* (₹ mn) & PAT* Margins (%)



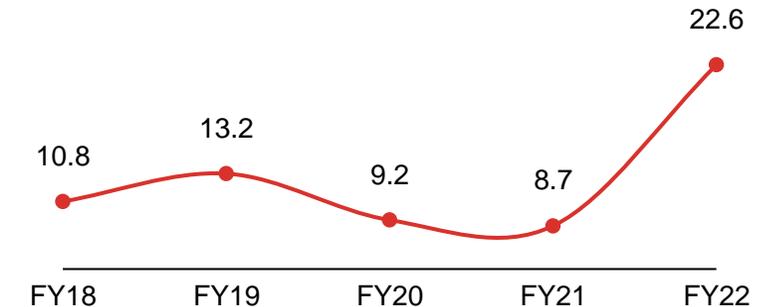
Cash Profits (₹ mn)



Net Debt to Equity (x)



Return on Capital Employed# (%)



^ excludes other income & ACCI, *reported PAT, # adjusted for unallocable expenditure

CONSOLIDATED INCOME STATEMENT - QUARTERLY

Particulars (₹ Mn)	Q4FY22	Q4FY21	Y-0-Y	Q3FY22	Q-0-Q	FY22	FY21	Y-o-Y
Revenue from Operations	57,759	33,493	72.5%	58,691	-1.6%	2,00,721	1,04,981	91.2%
Expenses	53,445	31,563		53,645		1,85,564	98,643	
EBITDA	4,314	1,930	123.5%	5,046	-14.5%	15,156	6,338	139.1%
<i>EBITDA Margin (%)</i>	7.5%	5.7%		8.6%		7.6%	6.0%	
Other Income	107	108		165		423	554	
Finance cost	302	320		248		1,100	1,356	
Depreciation and amortisation expenses	935	855		875		3,434	3,061	
PBT before associates, joint ventures	3,185	863		4,087		11,046	2,474	
Share of profit from associates and joint ventures	181	104		301		812	170	
Exceptional Items	(231)	(812)		0		644	-1,053	
Profit before tax	3,135	155	NA	4,388	-28.6%	12,502	1,591	685.9%
Tax expense	730	96		839		2,856	640	
PAT	2,405	59	NA	3,549	-32.2%	9,646	951	914.2%
<i>PAT Margin (%)</i>	4.2%	0.2%		6.0%		4.8%	0.9%	
Other Comprehensive income	139	(154)		(5)		165	36	
Total Comprehensive income	2,544	(95)	NA	3,543	-28.2%	9,811	987	894.3%
Basic EPS (INR)	10.05	2.19		13.58		37.68	7.04	

CONSOLIDATED INCOME STATEMENT - ANNUAL

Particulars (₹ Mn)	FY22	FY21	FY20	FY19
Revenue from Operations	2,00,721	1,04,981	73,462	68,949
Expenses	1,85,564	98,643	68,428	64,464
EBITDA	15,156	6,338	5,034	4,485
<i>EBITDA Margin (%)</i>	<i>7.55%</i>	<i>6.04%</i>	<i>6.85%</i>	<i>6.50%</i>
Other Income	423	553	413	338
Finance cost	1,100	1,356	685	295
Depreciation and amortisation expenses	3,434	3,061	2,316	1,559
PBT before associates, joint ventures	11,046	2,474	2,446	2,969
Share of profit from associates and joint ventures	812	170	61	52
Exceptional Items	644	(1,053)	547	-
Profit before tax	12,502	1,591	3,054	3,021
Tax expense	2,856	640	711	542
PAT	9,646	951	2,343	2,479
<i>PAT Margin (%)</i>	<i>4.81%</i>	<i>0.91%</i>	<i>3.19%</i>	<i>3.60%</i>
Other Comprehensive income	165	36	353	(127)
Total Comprehensive income	9,811	987	2,696	2,352
Diluted EPS (INR)	37.68	7.04	9.08	9.85

CONSOLIDATED BALANCE SHEET

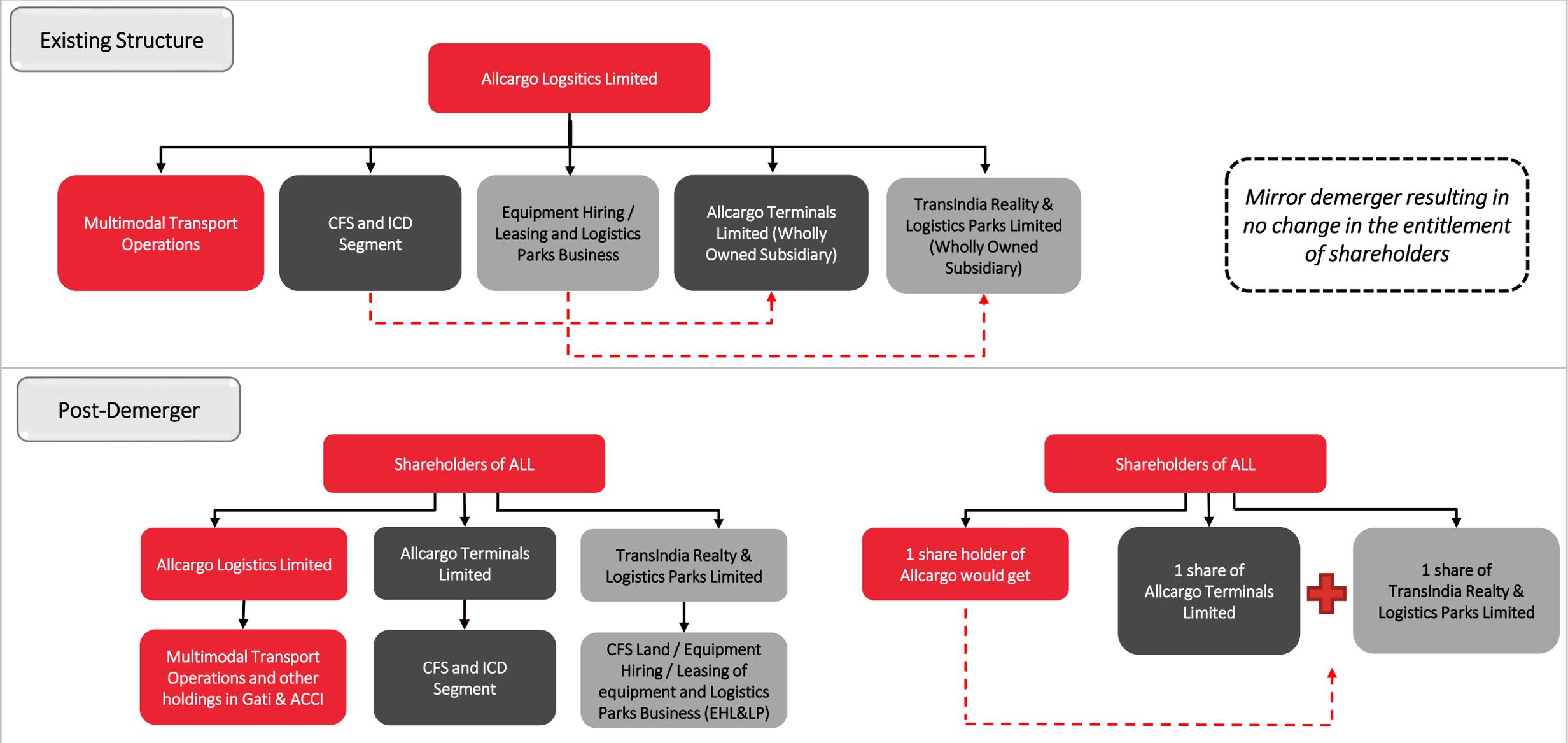
Equity and Liabilities (₹ Mn)	Mar-22	Mar-21	Mar-20	Mar-19	Assets (₹ Mn)	Mar-22	Mar-21	Mar-20	Mar-19
Equity					Non Current Assets				
Equity share capital	491	491	491	491	Plant, Property & Equipment (net)	7,236	8,977	12,099	11,368
Other equity	31,126	22,344	20,966	19,497	Right use of assets	4,575	3,059	2,026	-
Equity attributable to holders of the parent	31,617	22,835	21,457	19,988	Capital Work in Progress	20	24	2,690	1,645
Non-controlling interest	3,837	3,314	266	207	Investment Property (net)	7,879	6,817	326	444
Total Equity	35,454	26,149	21,723	20,195	Investment property under development	2,153	1,756	-	-
Non-current liabilities					Goodwill on Consolidation	6,865	5,664	3,365	2,850
Financial liabilities					Intangible assets (net)	6,210	5,334	1,864	1,305
Lease Liability	3,688	2,514	1,437	-	Intangible Assets under Development	9	3	3	6
Borrowings	9,802	7,167	7,967	3,781	Investments in JV & associates	3,674	2,534	4,134	2,137
Other financial liabilities	238	320	249	258	Investments	533	395	893	6
Long term provisions	25	25	25	23	Loans	1,270	986	492	324
Net employment defined benefit liabilities	206	123	7	7	Other financial assets	659	165	118	121
Deferred tax liability (net)	1,683	1,471	128	15	Deferred tax assets (net)	1,794	1,921	1,220	1,097
Other non-current liabilities	123	90	70	72	Income tax assets (net)	1,319	1,053	187	236
Total Non-current liabilities	15,765	11,710	9,883	4,156	Other non-current assets	703	720	847	890
Current Liabilities					Total Non-Current Assets	44,898	39,447	30,264	22,429
Financial liabilities					Current Assets				
Lease Liability	1,006	603	617	-	Inventories	57	97	78	89
Borrowings	8,677	10,370	4,395	1,189	Investments	1,460	311	70	251
Trade payables	19,205	13,889	8,527	6,990	Other Financial asset	281	144	-	-
Other payables	1,530	1,420	654	925	Loans	737	668	570	420
Other financial liabilities	3,585	2,636	2,185	1,027	Trade receivables	31,687	21,757	11,501	9,421
Contact Liabilities	9,228	4,471	-	-	Cash and cash equivalents	5,751	3,068	2,493	1,895
Net employment defined benefit liabilities	672	534	432	414	Other bank balances	692	744	587	511
Other current liabilities	1,309	1,860	4,526	4,096	Contract assets	7,210	4,231	2,798	665
Income tax liabilities (net)	1,269	961	195	166	Income tax assets (net)	109	128	130	120
Total Current liabilities	46,481	36,743	21,531	14,807	Other current assets	3,493	2,332	4,646	3,219
Total equity and liabilities	97,701	74,602	53,137	39,158	Assets classified as held for sale	1,327	1,675	-	138
					Total Current Assets	52,803	35,155	22,873	16,729
					Total Assets	97,701	74,602	53,137	39,158

CONSOLIDATED CASH FLOW

Particulars (₹ Mn)	Mar-22	Mar-21	Mar -20	Mar-19
Profit before Tax	11,689	1,421	2,994	2,969
Adjustment for Non-Operating Items	5,217	5,531	2,797	1,579
Operating Profit before Working Capital Changes	16,906	6,951	5,791	4,548
Changes in Working Capital	(5,565)	(2,671)	(1,775)	(688)
Cash Generated from Operations	11,341	4,281	4,016	3,860
Less: Direct Taxes paid	(2,838)	(983)	(822)	(616)
Net Cash from Operating Activities	8,504	3,298	3,195	3,244
Cash Flow from Investing Activities	(5,914)	16	(8,862)	(2,891)
Cash Flow from Financing Activities	(188)	(3,161)	7,383	(746)
Net increase/ (decrease) in Cash & Cash equivalent	2,402	152	1,716	(393)
Cash and cash equivalents at the beginning of the period	3,068	2,493	1,895	2,342
Effect of exchange rate fluctuations on cash held	(114)	87	102	(54)
Add / Less: Cash and cash equivalents on account of business Disposal/acquisition	395	337	(1,220)	0
Cash and cash equivalents at the end of the period	5,751	3,068	2,493	1,895



SIMPLIFIED SCHEME OF ARRANGEMENT



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

1st Day of April, 2022

Approvals Required

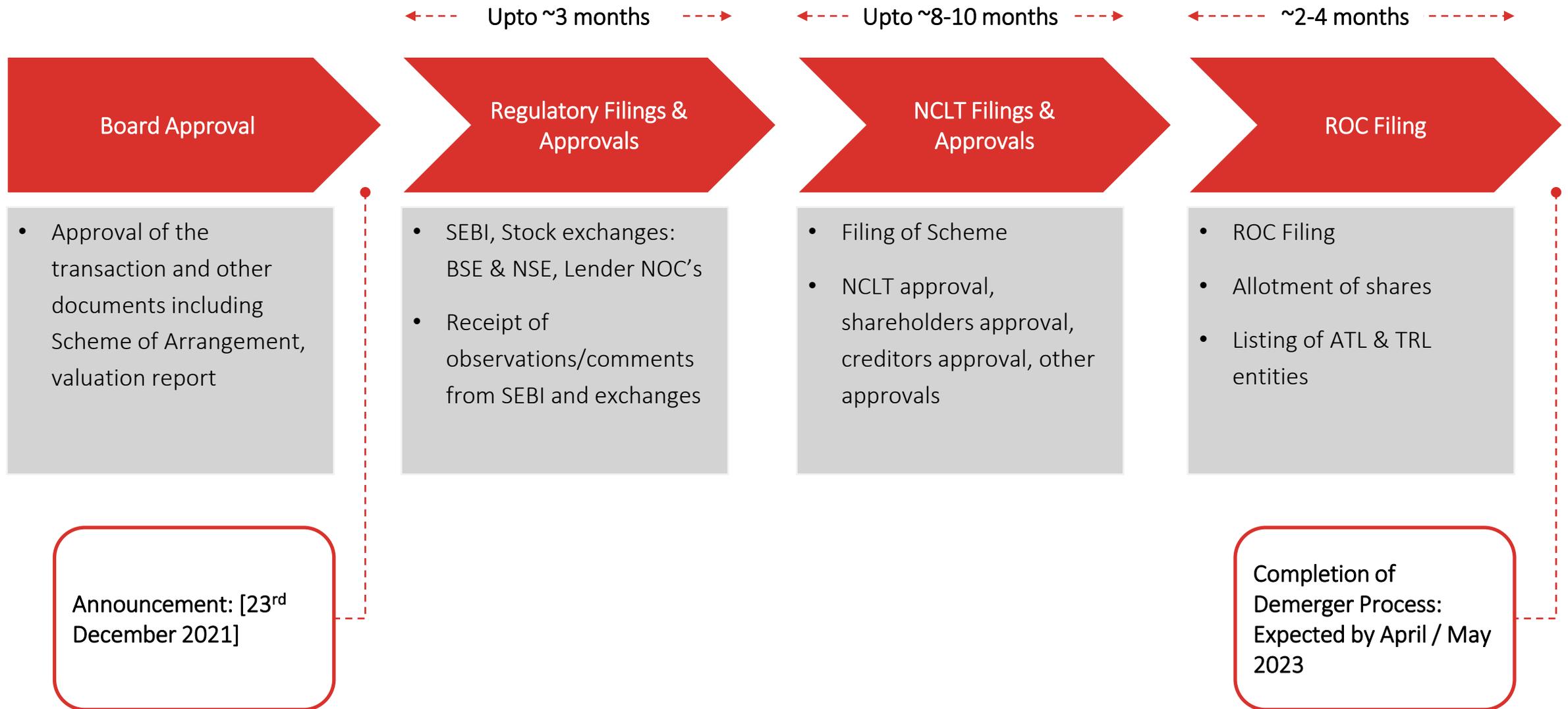
- SEBI and Stock Exchanges
- Equity Shareholders and Creditors
- Regulatory Authorities and Income Tax Authority
- NCLT - Mumbai

Share Entitlement Ratio

Proposed demerger of Allcargo Terminals: Ratio of 1 equity share of ₹ 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



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