

Listing Compliance and Legal Regulatory BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 BSE Scrip Code: 532749	Listing and Compliance National Stock Exchange of India Limited Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 NSE Symbol: ALLCARGO
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September 09, 2021

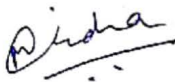
Dear Sirs,

Sub: Investors' Presentation

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), read with Part A of Schedule III of the Listing Regulations, we are enclosing herewith the updated Investors' Presentation for Q1-FY2021-22.

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

Thanking You,
Yours Faithfully,
For Allcargo Logistics Limited



Devanand Mojdra
Company Secretary & Compliance Officer



Encl: a/a



TOGETHER TO SILVER.
TOGETHER TO GOLD.

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T: +91 22 6679 8100 | info@allcargologistics.com | www.allcargologistics.com
CIN: L63010MH2004PLC073508 | GSTN: 27AACCA2894D1Z5



all cargo logistics Ltd.
Ingenuity In Motion

ALLCARGO: END-TO-END INTEGRATED LOGISTICS SOLUTIONS EXPERTS

India's largest private sector integrated multinational logistics conglomerate offering end-to-end ocean, air and door to door logistics solutions including freight-forwarding, container freight stations (CFS), inland container depots (ICD), express logistics, logistics parks, project cargo and supply chain management.



International Supply Chain (MTO)

Asset Light Global Play

Market Leadership in LCL through complex hub and spoke network

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

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

Container Freight Stations & ICDs

Leading Pan India Player

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

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

One of the largest CFS operators

Express & Ecommerce Logistics

Pioneer in express logistics

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

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

Customised Supply Chain solutions to consumer industries

Contract Logistics

Strong Pan India Footprint

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

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

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

Rental & Other Businesses

Diversified Presence

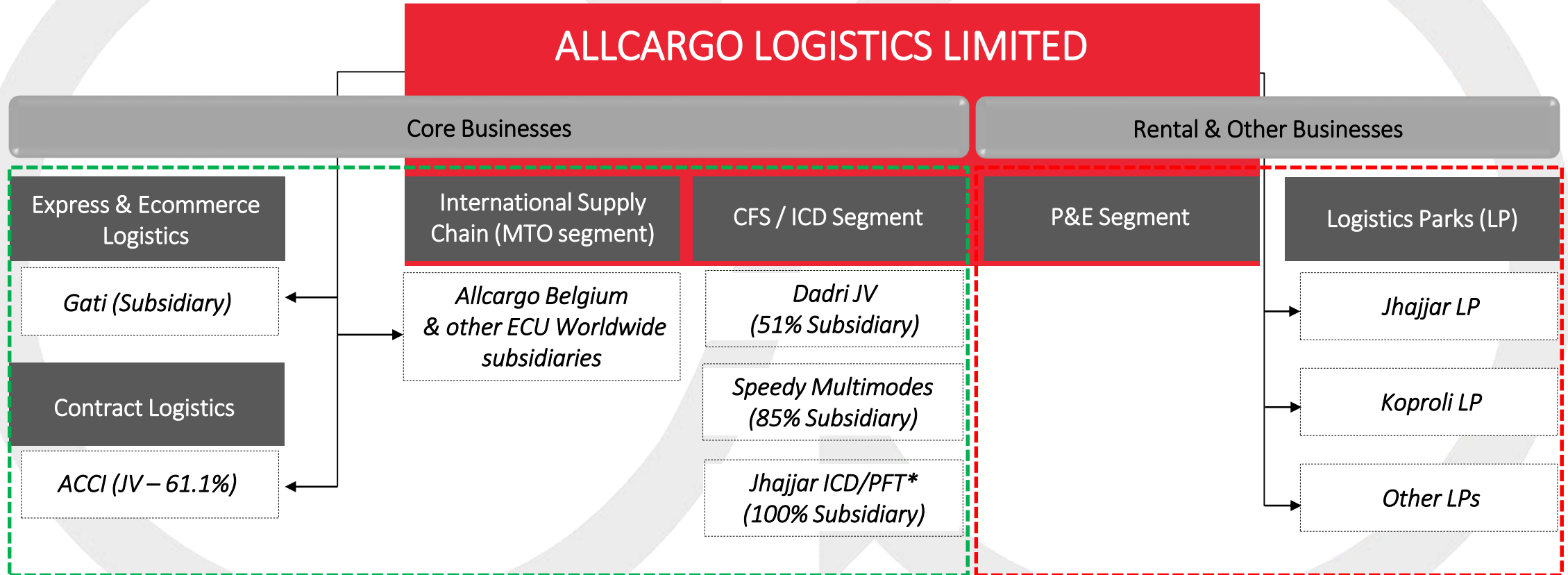
Logistics Parks providing customized sector specific Grade A warehouses

Projects division moving ODC cargo aiding infrastructure creation.

Own & operate cranes and container handling equipments, etc.

CORPORATE STRUCTURE

Allcargo Logistics Ltd. has three business divisions namely a) MTO, b) CFS/ICD and c) P&E. India MTO is part of Allcargo Standalone, while international subsidiaries are under Allcargo Belgium which is 100% subsidiary of Allcargo. In CFS/ICD segment, Speedy Multimodes, Dadri JV & Jhajjar PFT are in subsidiaries, while other CFSs are part of Allcargo standalone. Express Logistics is under Gati Ltd. which is a subsidiary. Contract logistics is in a JV company ACCI where Allcargo holds 61.1% share. P&E business is part of Allcargo Standalone. Logistics Parks are under independent SPVs setup for each location.



PROVEN TRACK RECORD IN ACQUISITION, INTEGRATION & TURNAROUND

1994-2004



2005-2010



2011-2016



2017-2021

Organic Growth

- Started as a cargo handling operator at Mumbai Port
- Entered LCL Consolidation as agent of ECU Line
- Established Container Freight Station(CFS) at JNPT Port

- Listed on BSE Limited and National Stock Exchange
- Started Operations in Contract Logistics
- Expanded CFS operations at Chennai & Mundra

- Started ICD at Dadri
- Started New CFS near JNPT
- Consolidated global presence under ECU Worldwide
- Started offering Value added services across all CFS

- Strategically expanded operations to FCL
- Launch of Allcargo Logistics Parks
- Expanded the contract logistics business in Auto & Ecommerce

Inorganic Growth

- Acquired 50% stake in ACM Lines (Pty) Ltd.

- Completed 100% acquisition of ECU- Worldwide
- Strategic acquisitions in Hong Kong and China
- Acquisition of Hindustan Cargo – Freight forwarding arm of Thomas Cook
- Acquisition of SHE Maritime, London based NVOCC

- Acquired stake in ACCI- making a strong entry in contract logistics business. Establish leadership in chemical sector
- Acquired Econocaribe Consolidator in USA

- Acquired strategic stake in Gati
- Acquired 65% stake in Nordicon
- Acquired PAK DA (HK) Logistics Ltd. and Spechem Supply Chain Management (Asia) Pte. Ltd
- Acquired 85% stake in Speedy Multimodes Ltd. operating CFS in JNPT and Mundra

Expanding Services

Enhancing Capabilities

Integrating Logistics Solutions

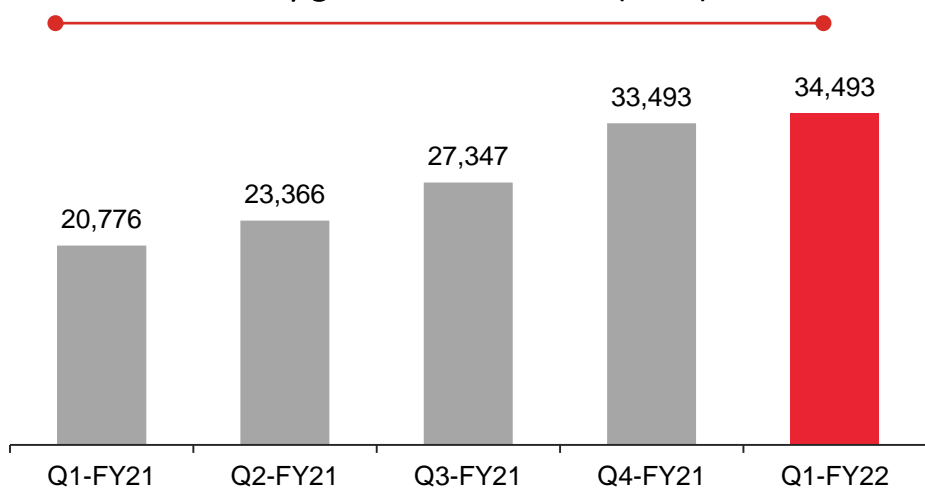


BUSINESS SNAPSHOT - Q1FY22 PERFORMANCE UPDATE

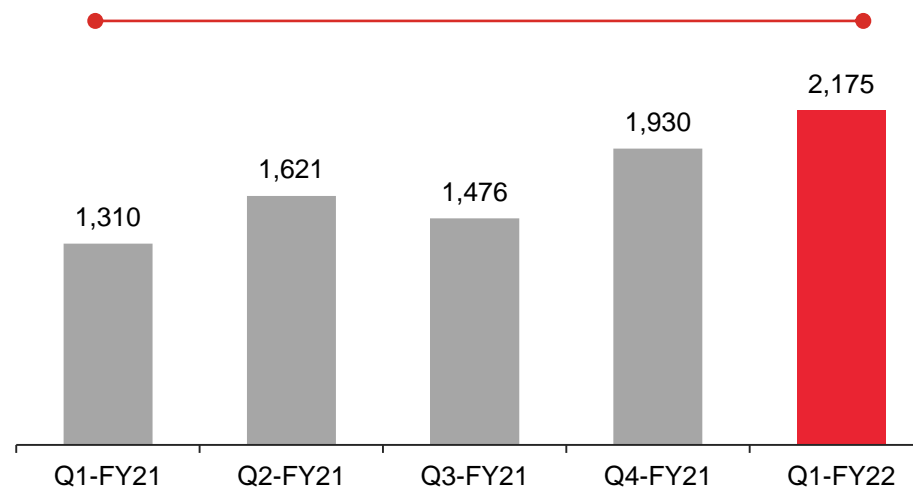
₹ mn	International Supply Chain (MTO)	CFS / ICD	Express & Ecommerce Logistics	Rental & Others #	Total
REVENUE	29,354	1,222	2,988	928	34,493
EBITDA	1,653	389	10	123	2,175
CAPITAL EMPLOYED	15,247	3,992	8,284	17,444	44,967
RETURN ON CAPITAL EMPLOYED*	35.7%	34.3%	-	NM	14.1%

*Annualized, # Includes corporate & unallocable expenses

Steady growth in Revenue^ (₹ mn)



Strong EBITDA^ growth (₹ mn)



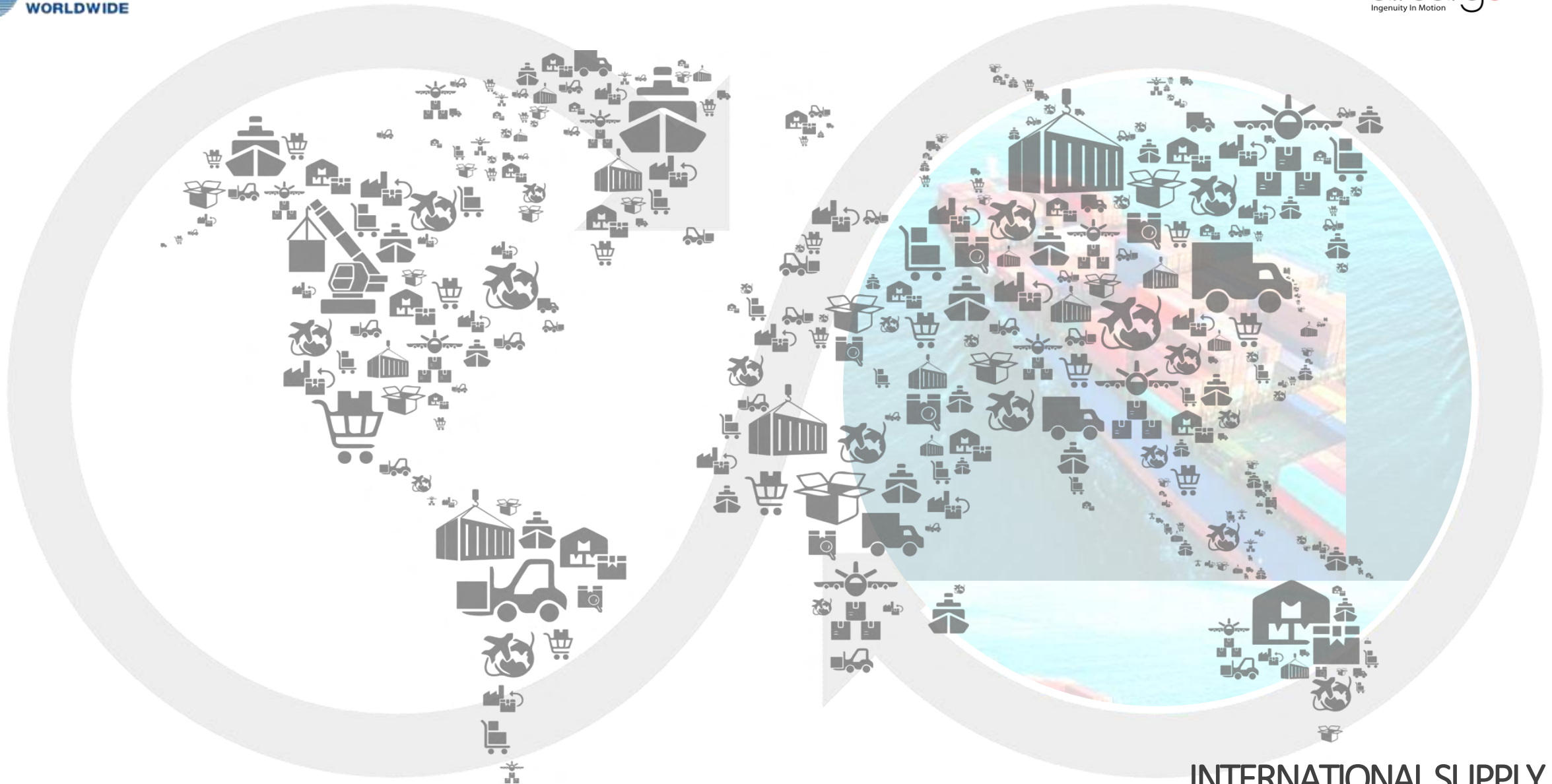
^ Does not include CL, reported in JV

ACCI (₹ mn)

Revenue
₹ 1,743

EBITDA
₹ 315

• Reported in JVs & associates



INTERNATIONAL SUPPLY
CHAIN (MTO)

ECU WORLDWIDE CAPABILITIES

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

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

Operates across 4,000 port
pairs globally

Global LCL Market Share
of 13%

2,400 direct trade lanes



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

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

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



FCL LCL
FF1 FF1 FF2 FF3



1. Loading of Goods



2. Warehouse receiving, Storage as required



3. Container stuffing



4 Customs-origin



5. Port services-origin



6. International Transport (Land/Sea/Air)



7. Customs-destination



8. Port Services-destination



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

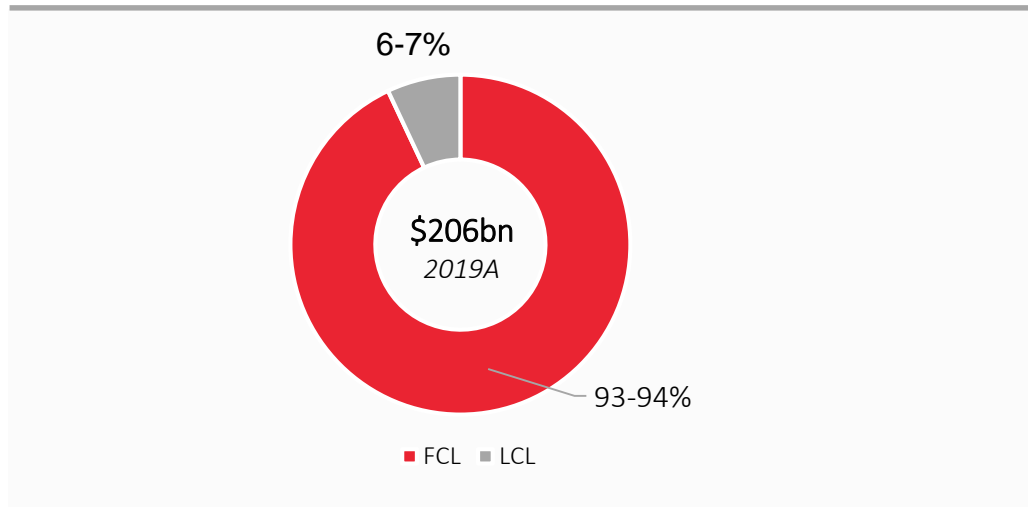


10. Truck loading

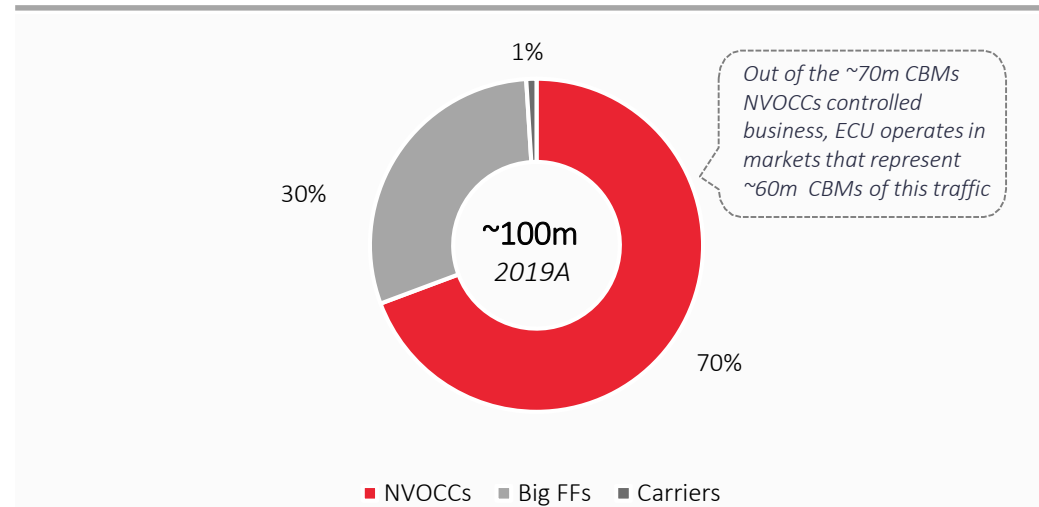


11. Final delivery

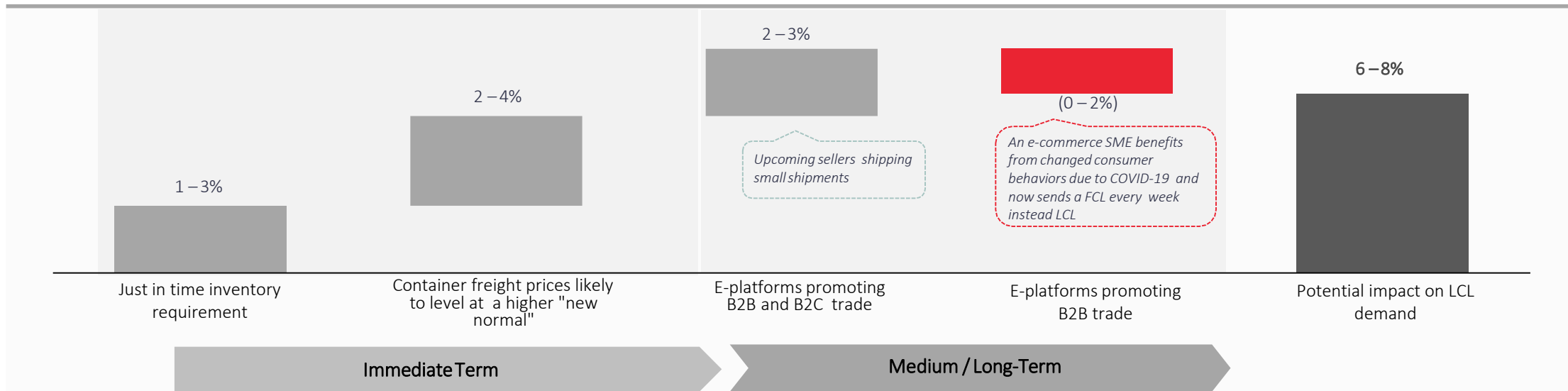
Overview of the Ocean Freight Market



Overview of the LCL Market



Trends in the LCL Market



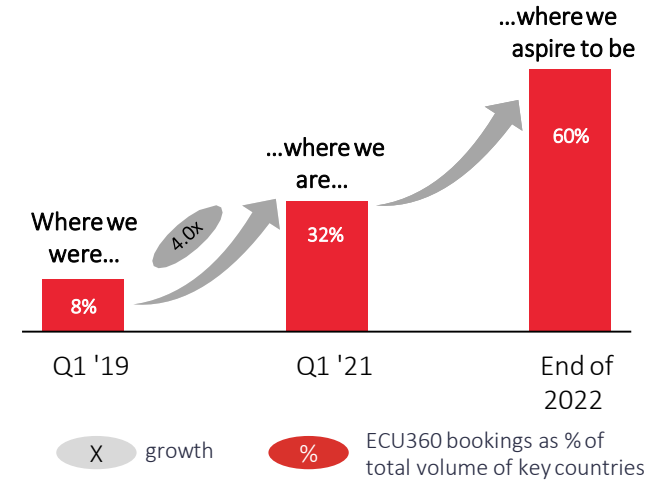
Technology Platform



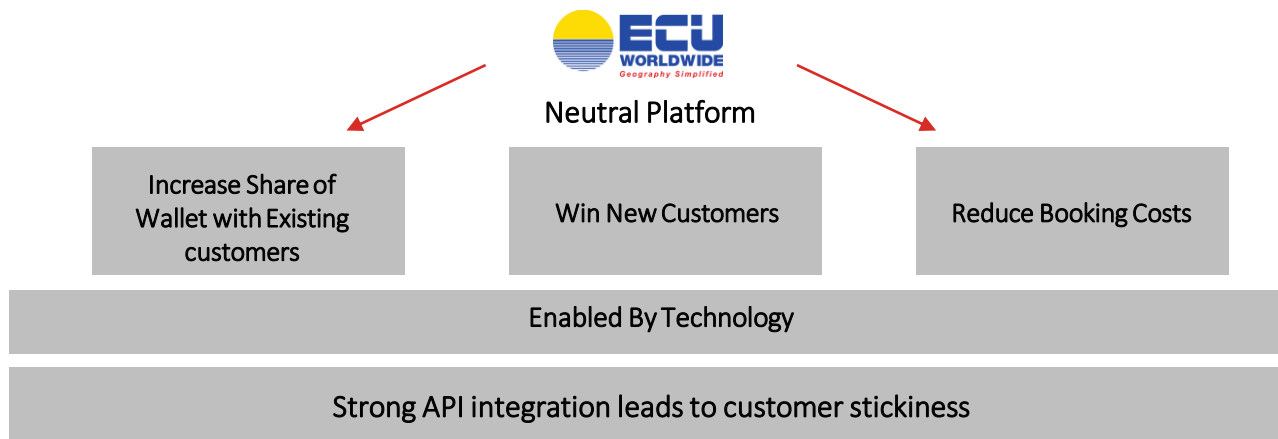
Enhanced transactional visibility & intelligence



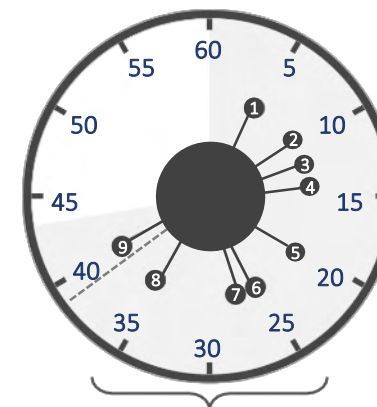
Digital Transformation (# of ECU360 bookings)



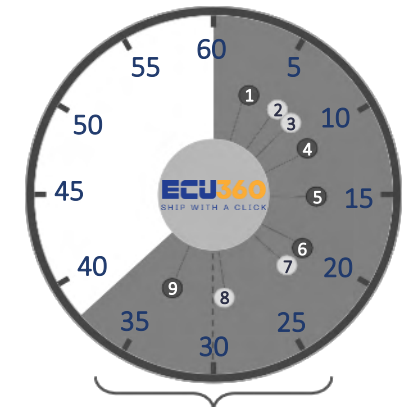
White Label Value Proposition

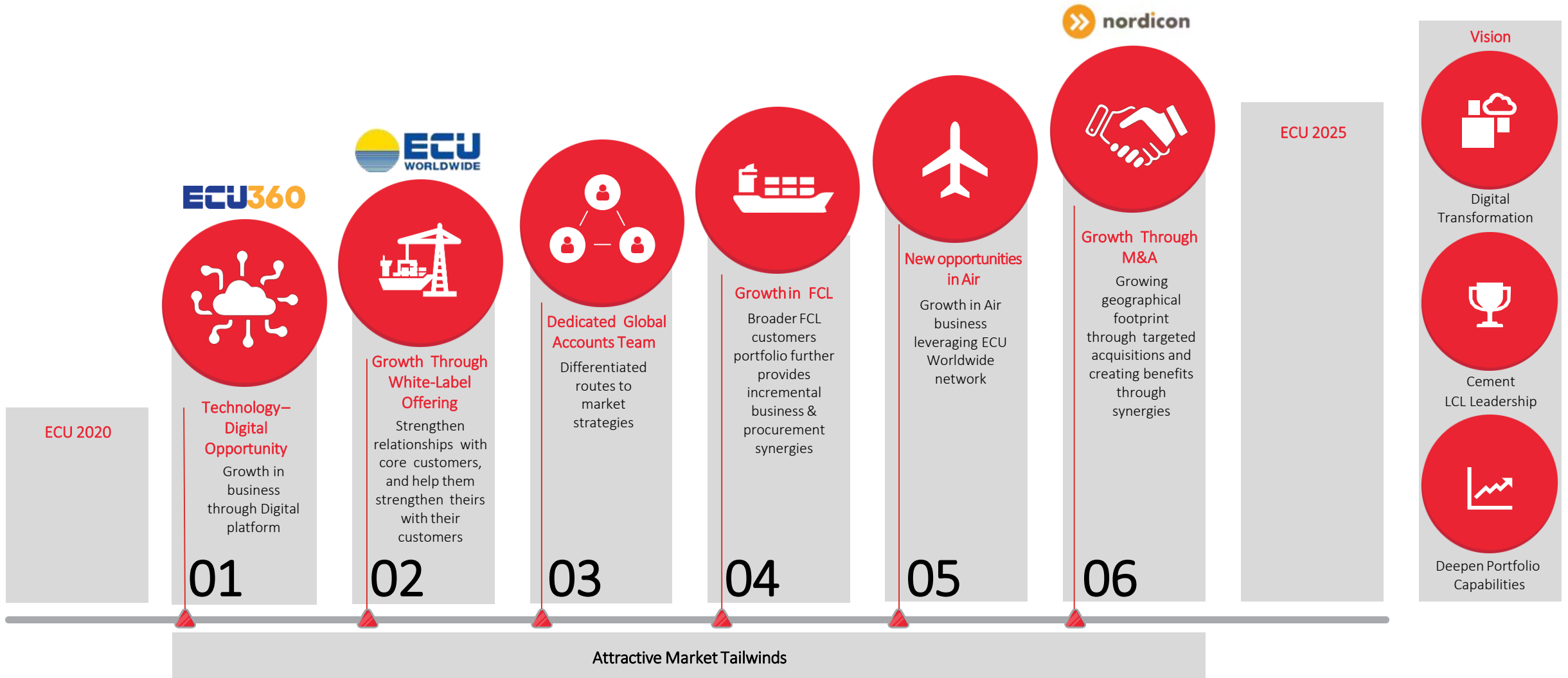


Booking Time (in Minutes) Manual Process



Booking Time (in Minutes) ECU 360





EXPANDING THE GEOGRAPHIC REACH THROUGH NORDICON



Global leader in LCL consolidation with a network operating in 180 countries and door-to-door deliveries in 56 global markets.



Largest player in Nordic region represented with own offices in Sweden, Norway, Finland, Denmark. Key offerings - LCL, FCL, Rail.

65% - Held by Allcargo Belgium (100% subsidiary of Allcargo Logistics)

35% - Promoters of Nordicon Group

Management Commentary:

“Nordicon has ~40% market share of neutral consolidation in the Nordic region. It helps ECU expand market to new geographies and will also lead to incremental business for ECU offices across the world and lays the strong foundation for this partnership. ECU will also bring its relationships with global accounts and learnings to help accelerate growth. Further Nordicon’s unique rail consolidation product can be expanded across Europe.”

Financial Implication:

ECU Nordicon Revenue ~\$50 million and potential EBITDA growth to \$7-8 million under ECU Worldwide; additional annualized synergies of \$ 2-3 million as network switches to ECU Worldwide.

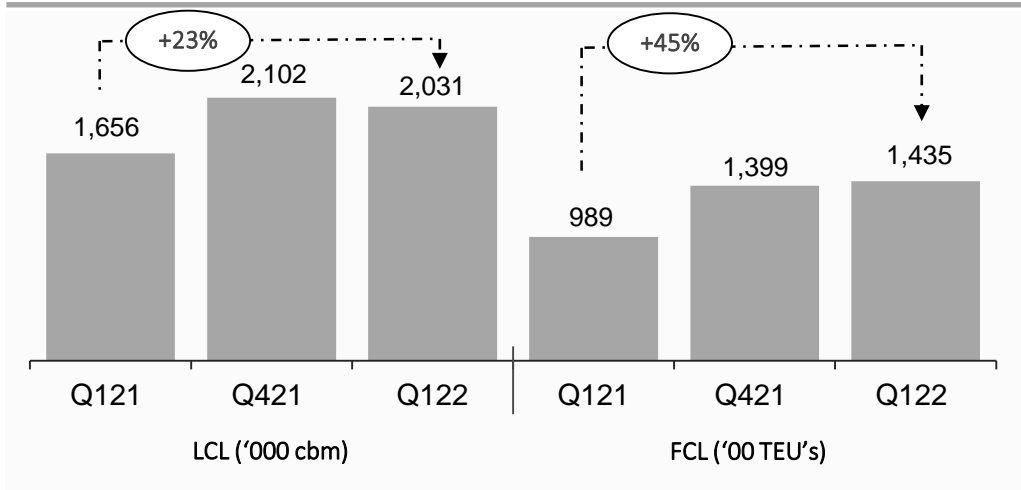
Deal Contours

₹ mn

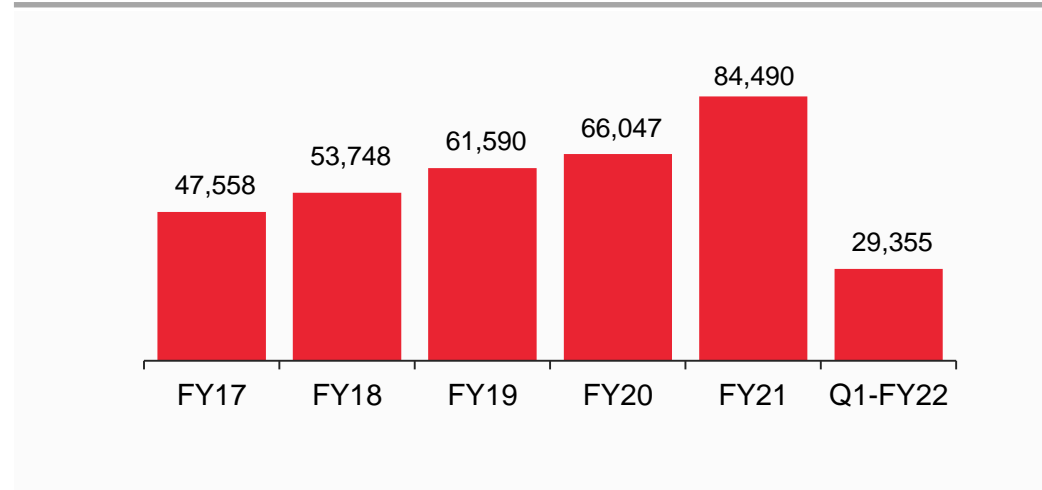
Consideration Paid	→	2,160
Shareholding	→	65%
Total Equity Value	→	3,323
Net Debt	→	(285)
Enterprise Value	→	3,038

INTERNATIONAL SUPPLY CHAIN (MTO) - KEY FINANCIALS TREND

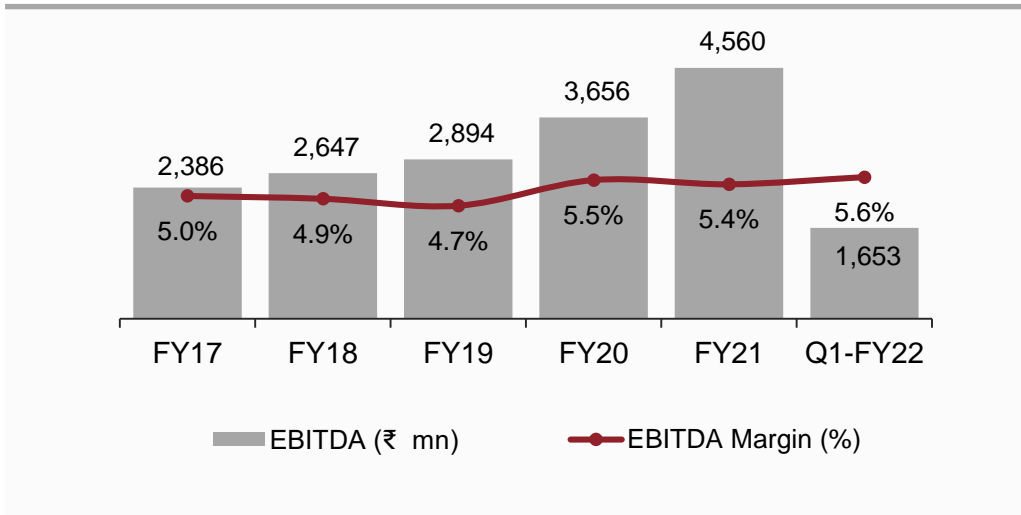
Volumes



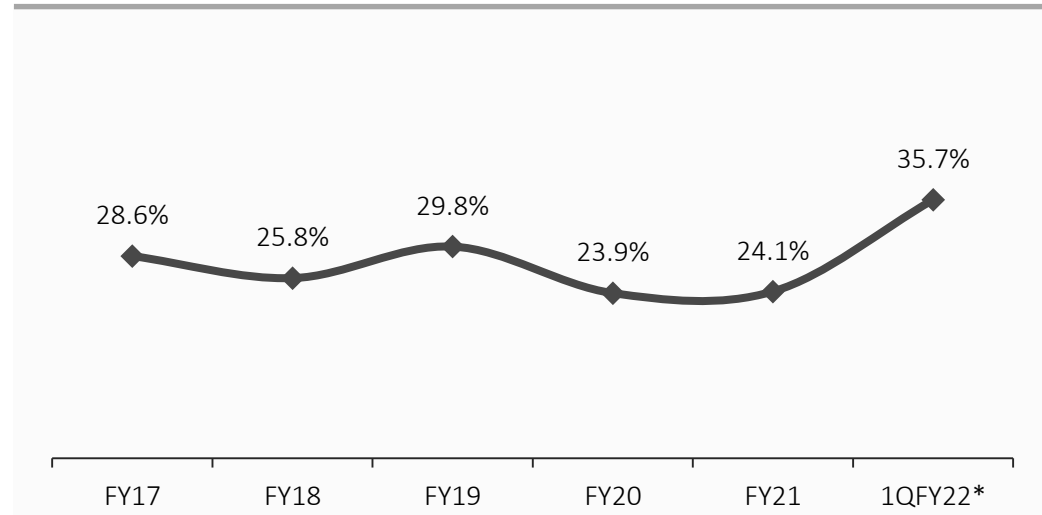
Revenue (₹ mn)



EBITDA and EBITDA margin



Return on Capital Employed (%)



MAJOR RELATIONSHIPS

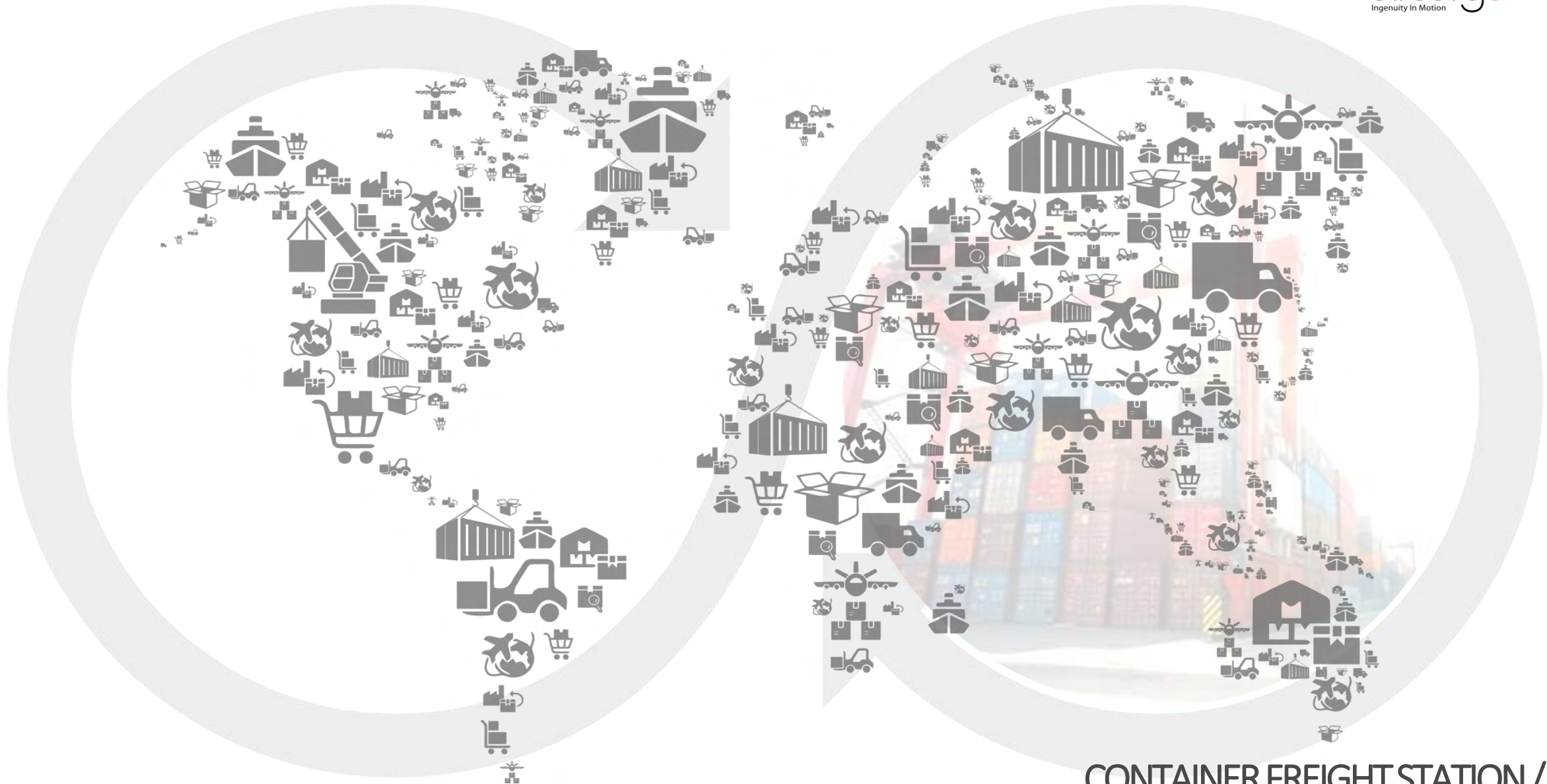


Long Standing Relationships with Biggest carriers

Biggest forwarders and several other, well recognized, small & mid-sized freight forwarders

Addressing logistics needs of multiple global & regional customers

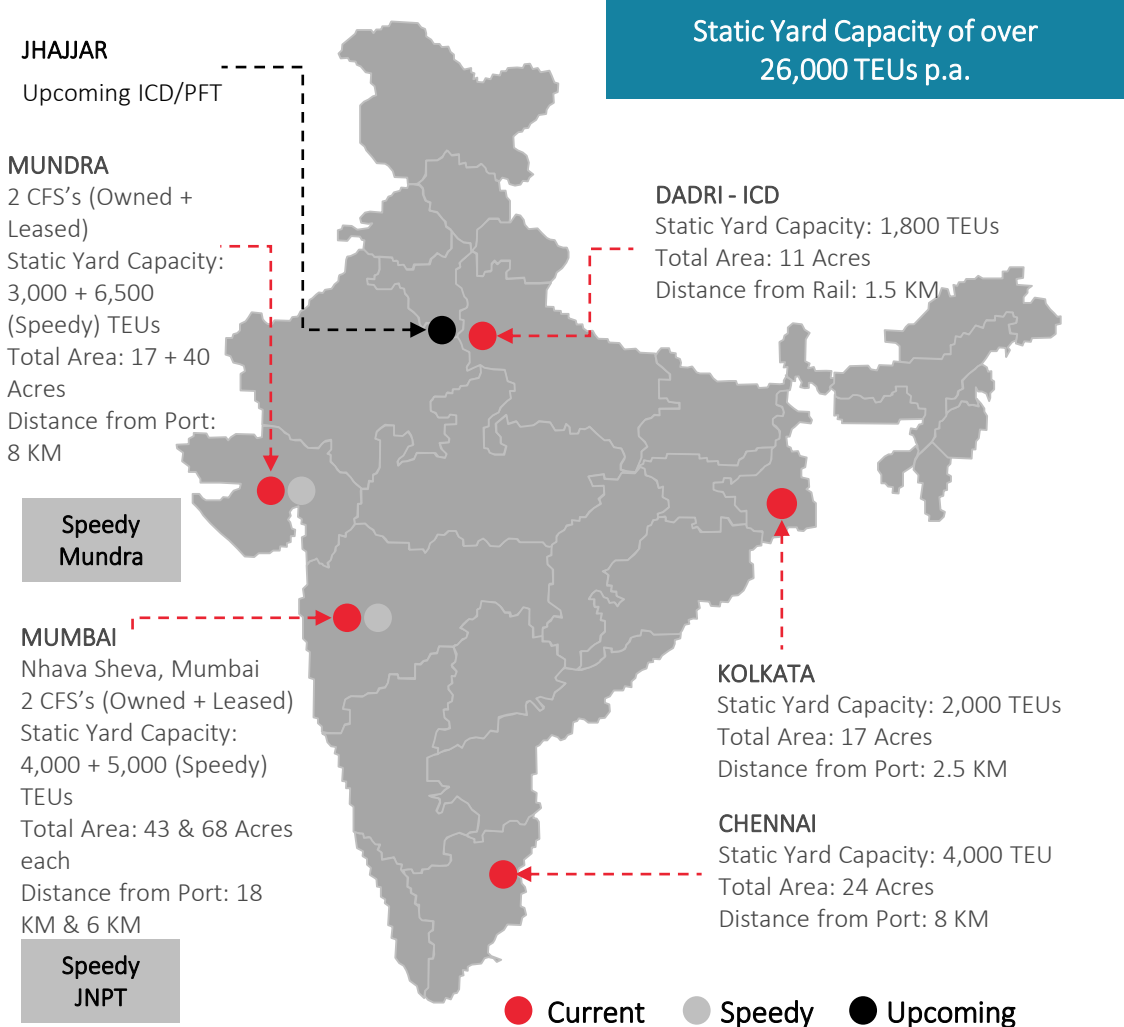
...& other esteemed clientele



CONTAINER FREIGHT STATION /
INLAND CONTAINER DEPOT

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

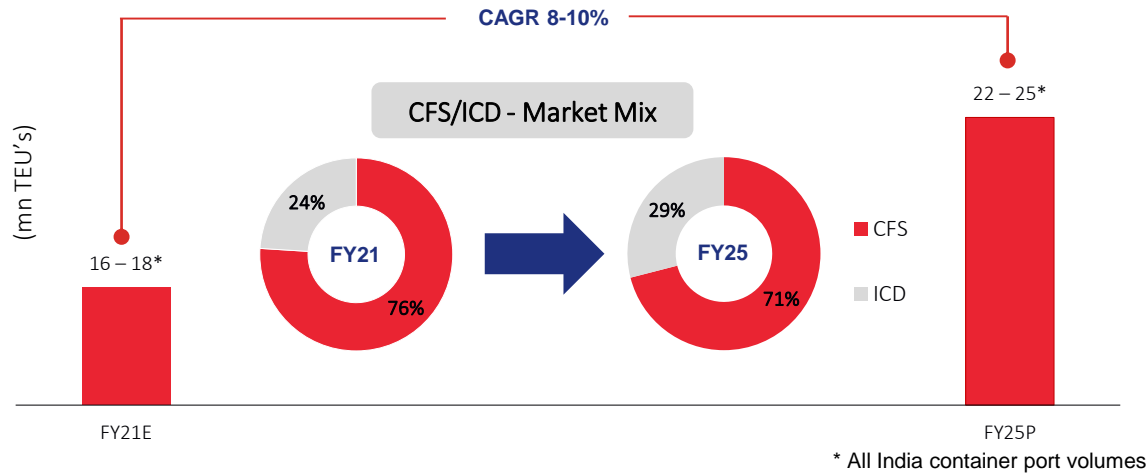
Equipment Repairs and Maintenance

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



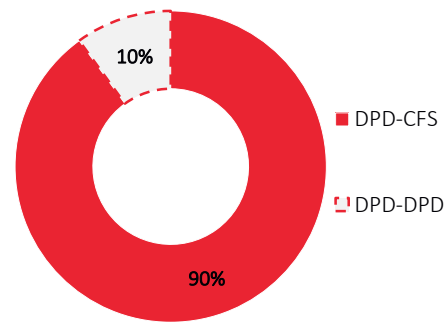
States low on CFS/ICD infrastructure are HP, Bihar, Jharkhand, WB, Sikkim, AP, Nagaland, MN, MZ, TR, Telangana and J&K



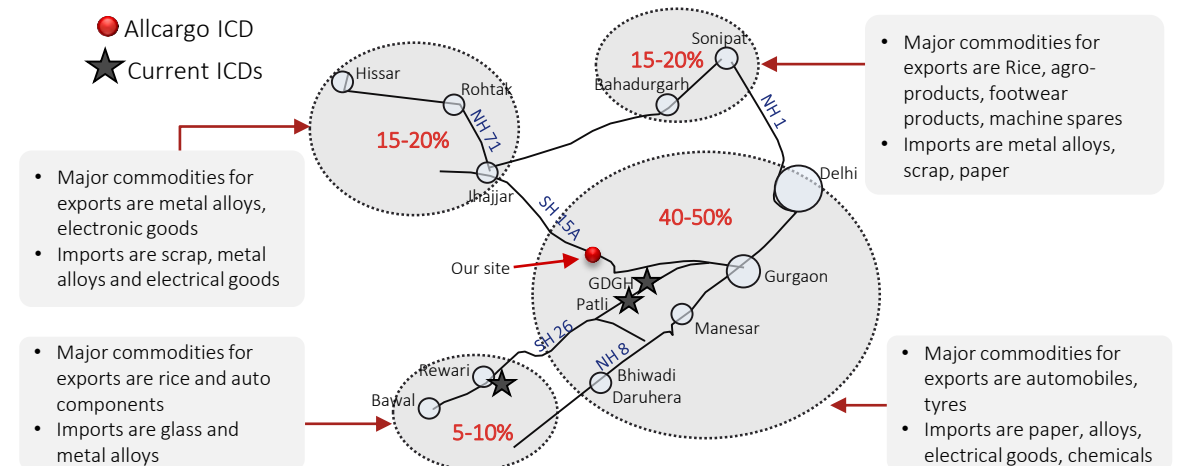
Proposal accepted only for specific trade locations: Uttarakhand, UP, Chhattisgarh, Odisha, AP, Goa, Karnataka, Kerala and other



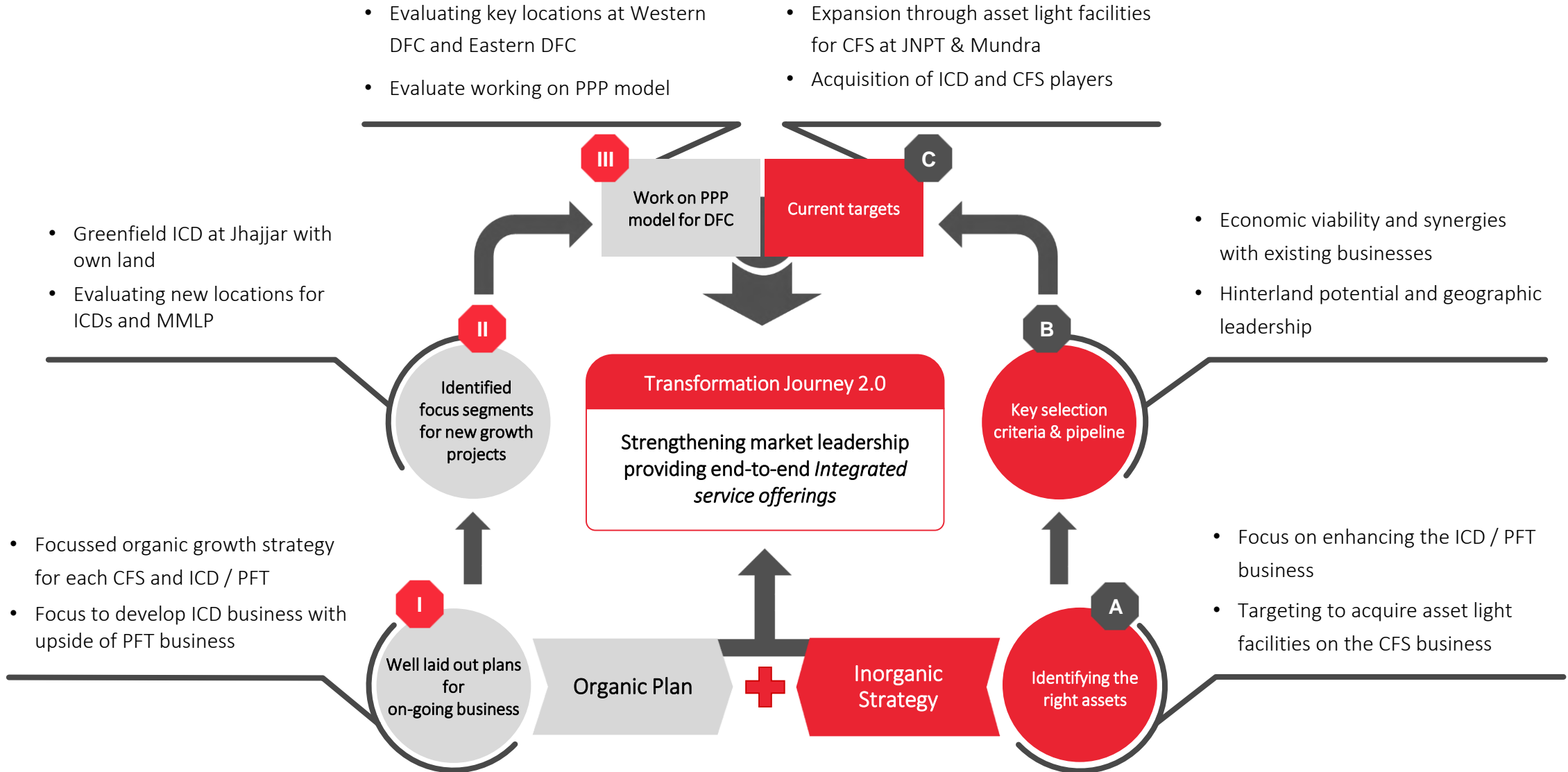
States and UT not listed in Green & Blue zones (Mumbai, Gujarat, Chennai) closed for any new CFS development indefinitely.



Advantage Jhajjar: Hinterland container traffic in NCR region

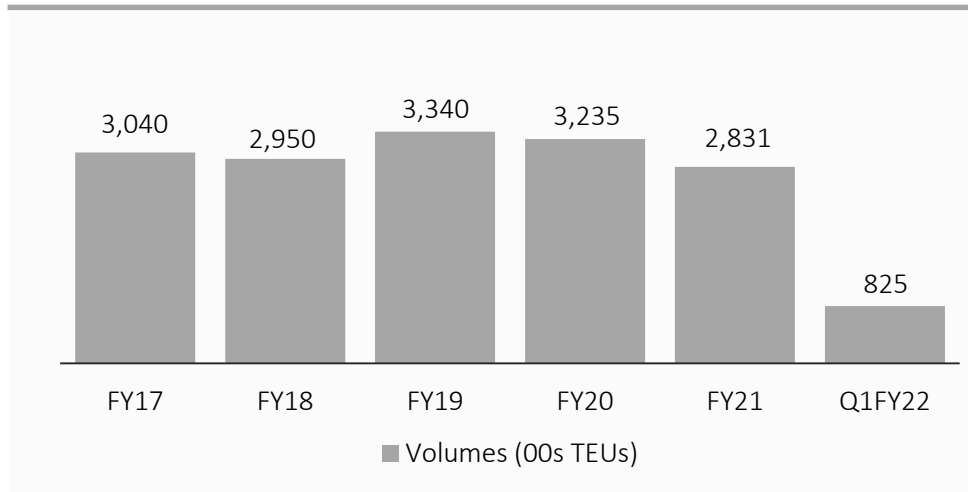


DEFINED STRATEGY TO DRIVE FUTURE GROWTH

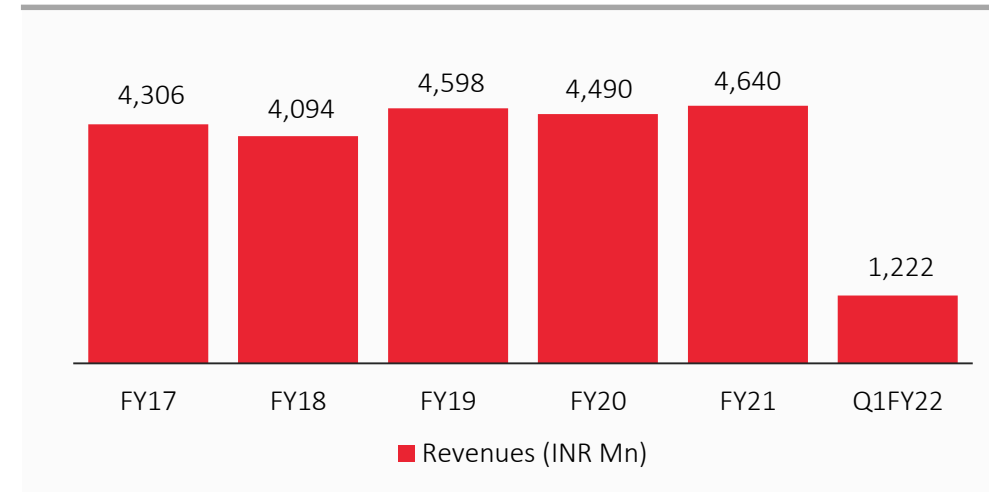


CFS – KEY FINANCIALS TREND

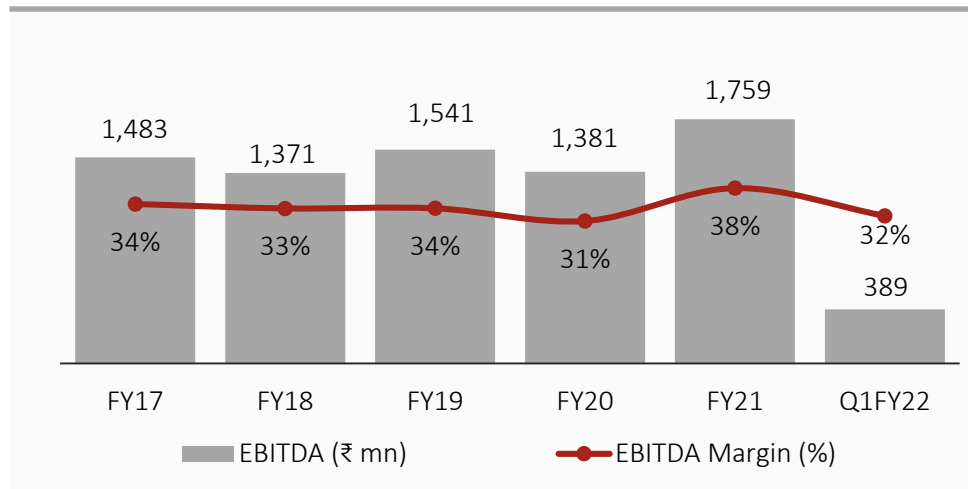
Volumes



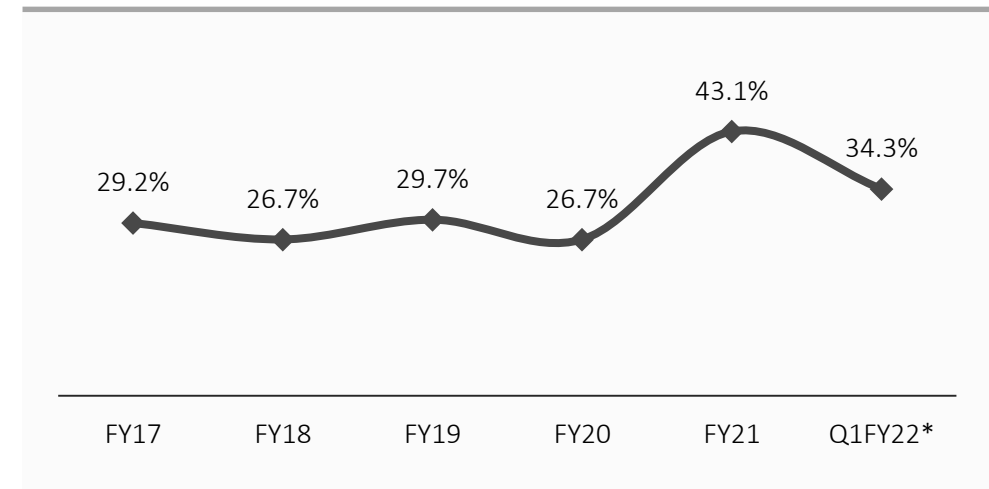
Revenue (₹ mn)

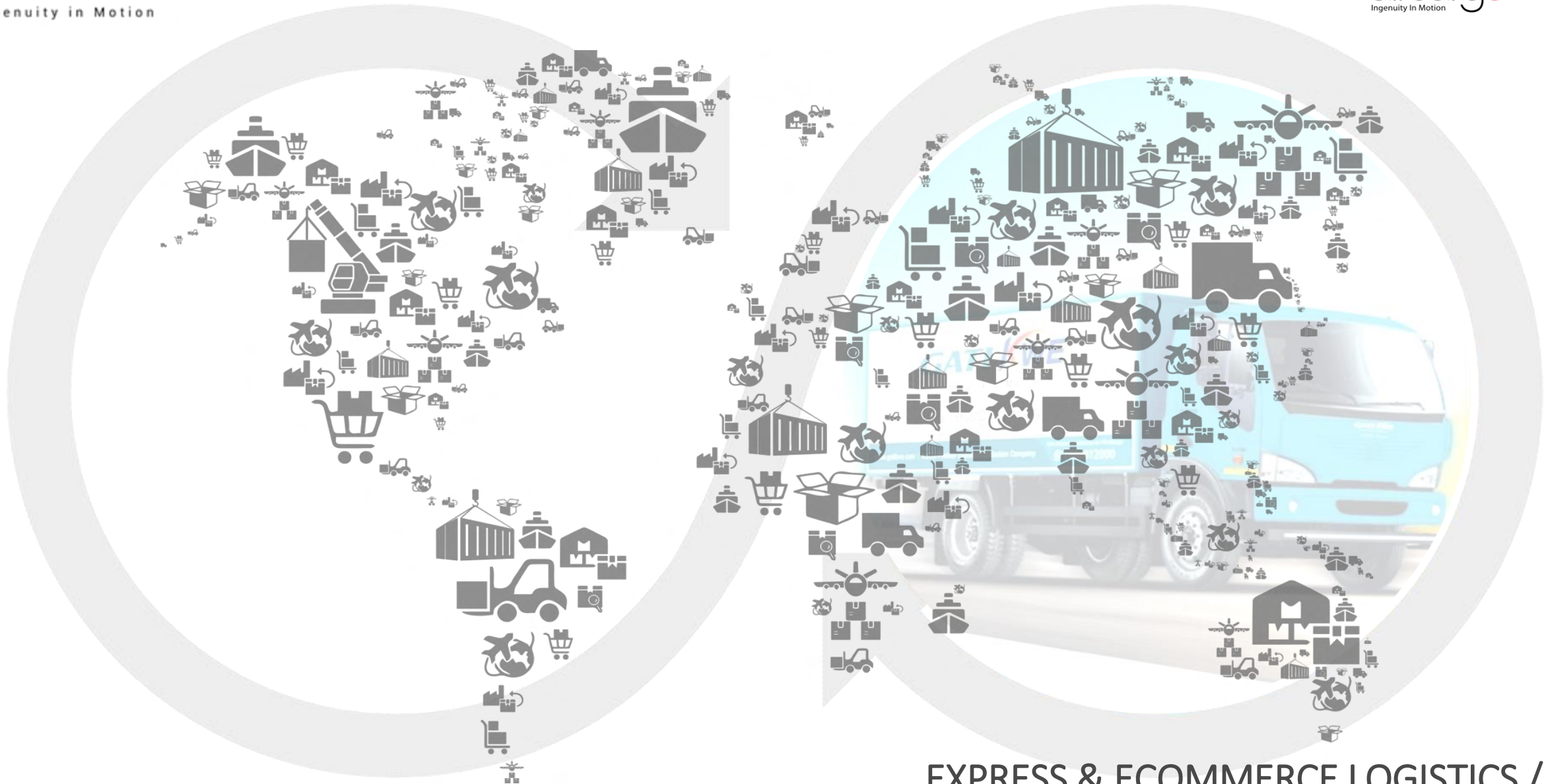


EBITDA and EBITDA margin



Return on Capital Employed (%)





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



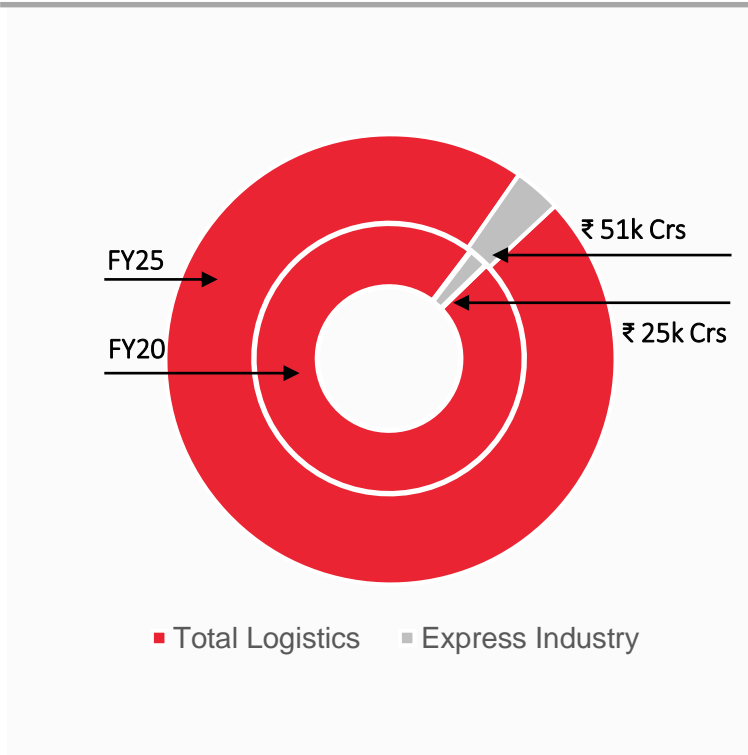
7 out of Top 10
Retail/Textile
Companies



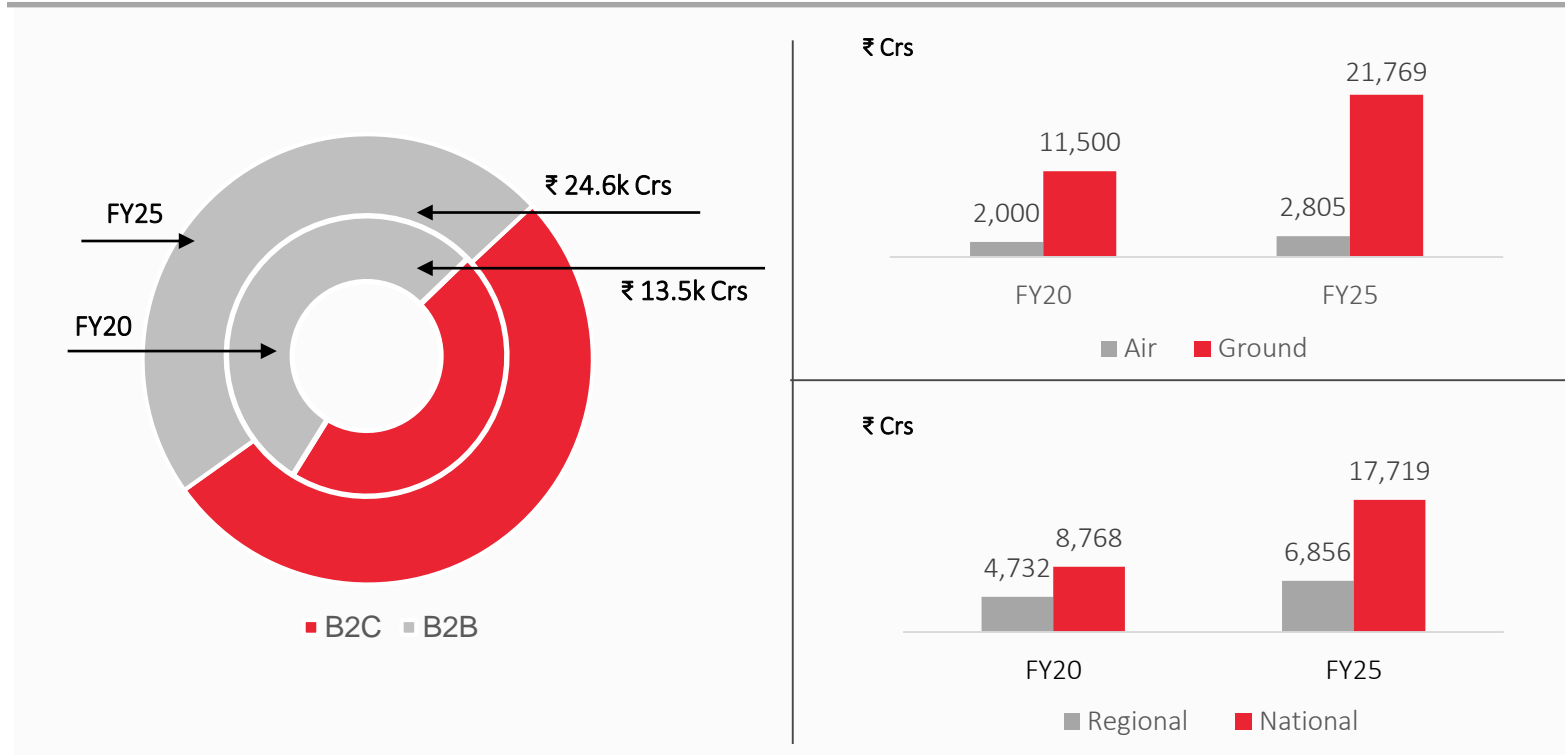
Major
E-Com
Companies

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

POISED FOR GROWTH THROUGH TRANSFORMATION

Revenue Acceleration

Key Focus Areas: Focus on increasing share of wallet, winning new customers and expansion into B2C ecommerce segment
Target: Regaining market leadership

Key Focus Areas:
Reduction of debt through proceeds from sale of non-core assets.
Interest rate rationalization.
Target: Interest savings resulting higher PAT margin and improve ROCE

Debt Reduction

Profitability

Key Focus Areas: Transformation program rigorously targeting fixed & variable costs. Attain industry level margins.
Target: Market share growth, cost optimization and attain industry level margins. RoCE benchmarking

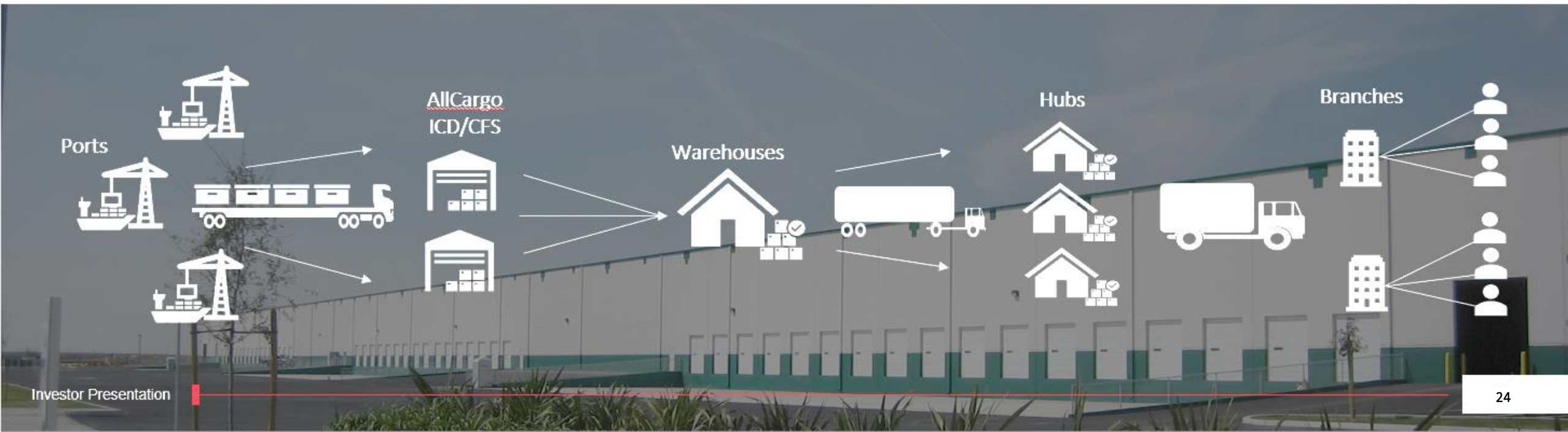
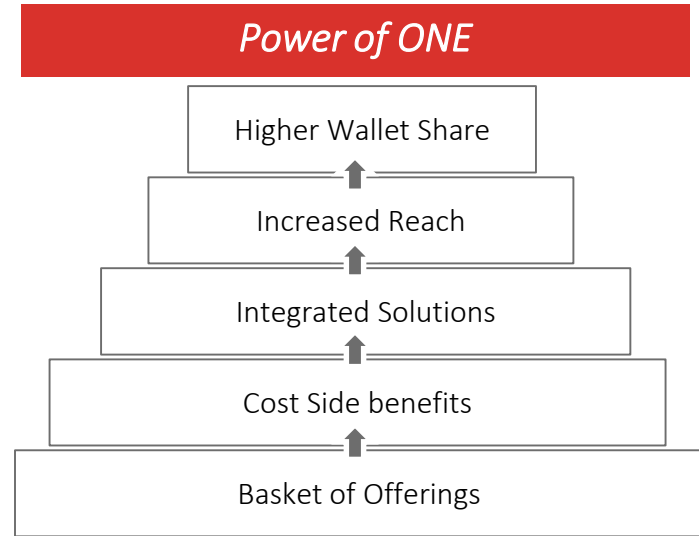
Key Focus Areas: Enhance customer experience. Data driven decision making.
Target: Customer delight, ease of doing business.

Digital

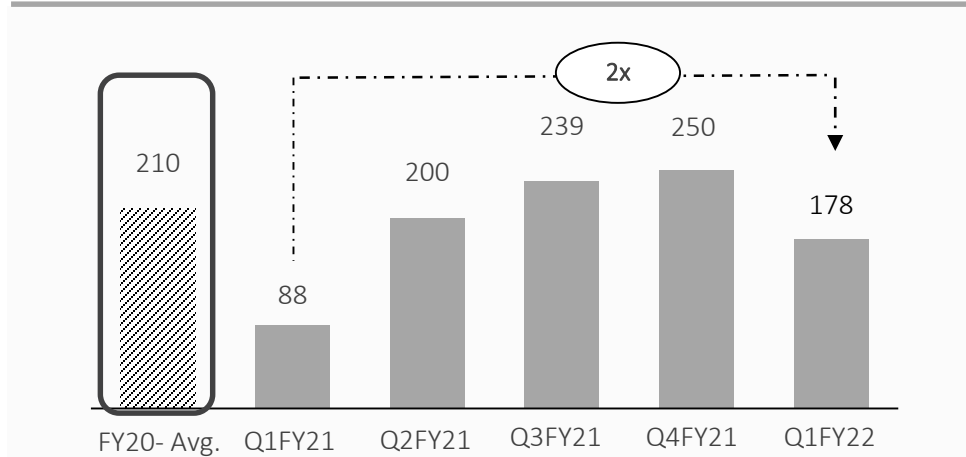
Governance

Key Focus Areas: Strengthen Internal governance through processes and people.
Target: Attracting & retaining top talent enabling best practices

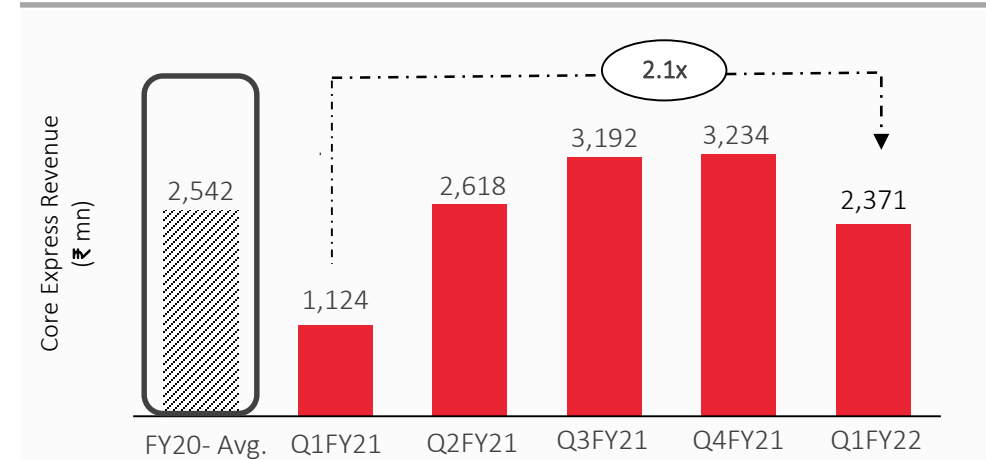
GATI KWE: COMBINING GLOBAL EXPERTISE WITH DOMESTIC EXPERIENCE



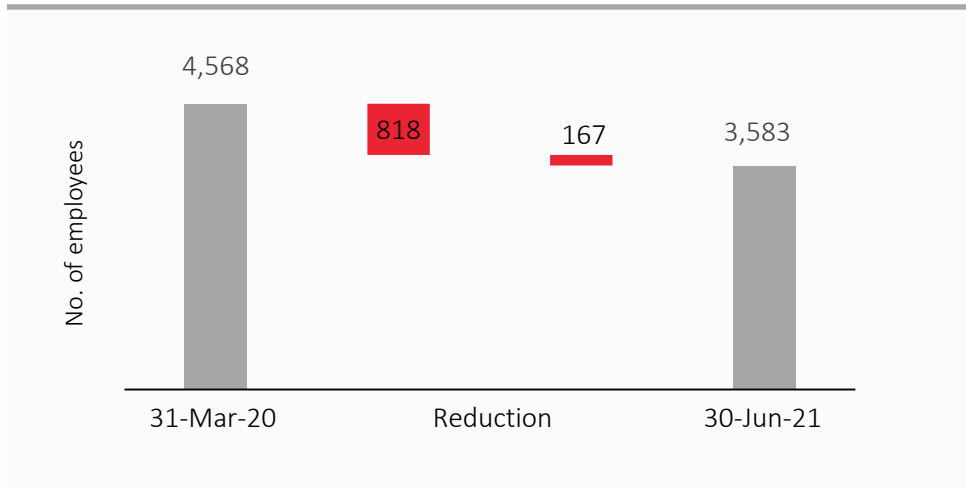
Surface Volumes ('000 MT)



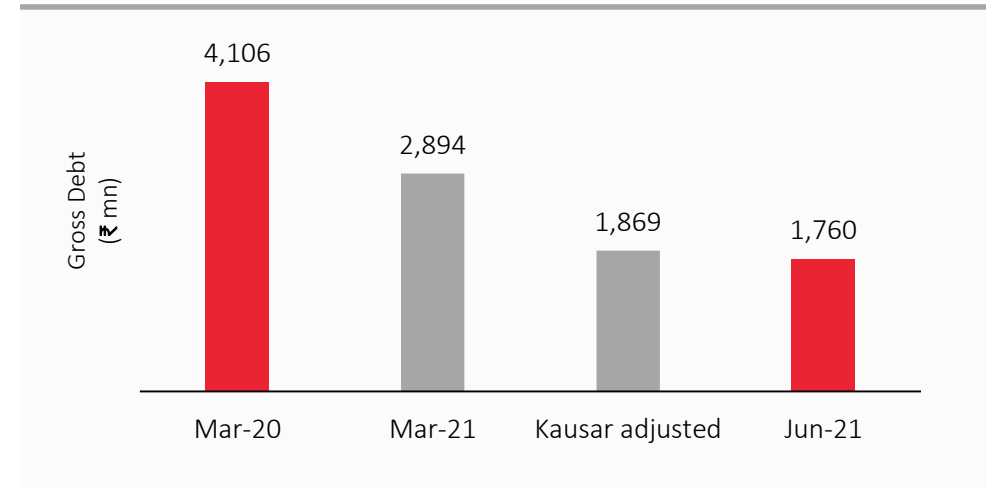
Gati KWE - Revenue (₹ mn)



Corporate Right-sizing (Total Employees)



Accelerated deleveraging (Consolidated)



GATI KWE MAJOR RELATIONSHIPS

Auto



Electronics



Pharma



FMCG



E-Com



Textiles



Heavy Engineering



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

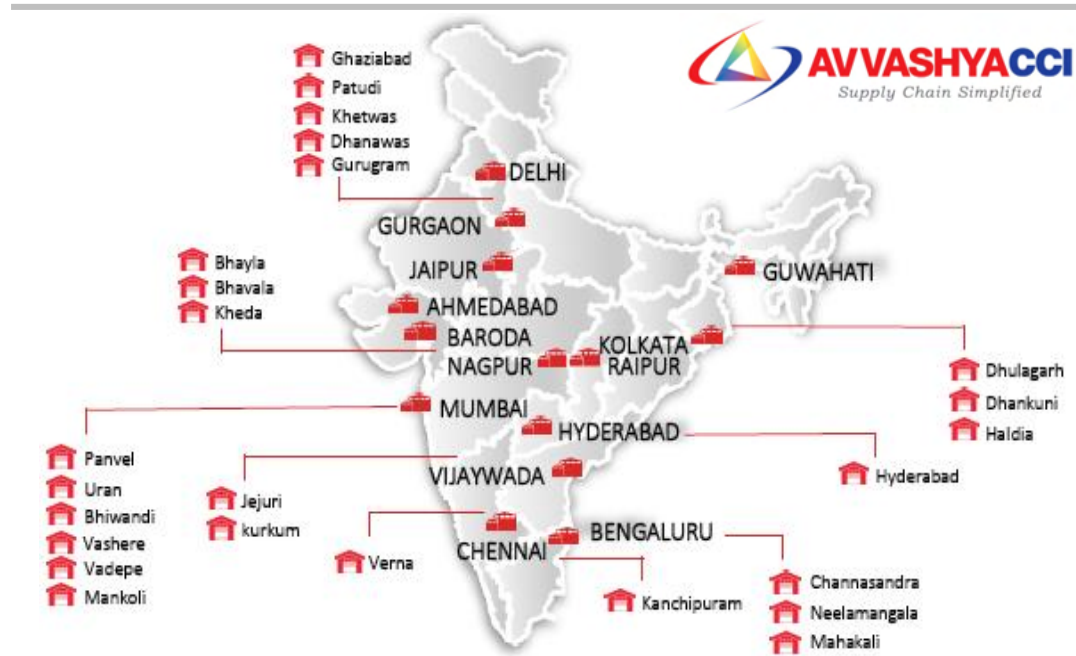
Key Updates:

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

CORE CAPABILITIES

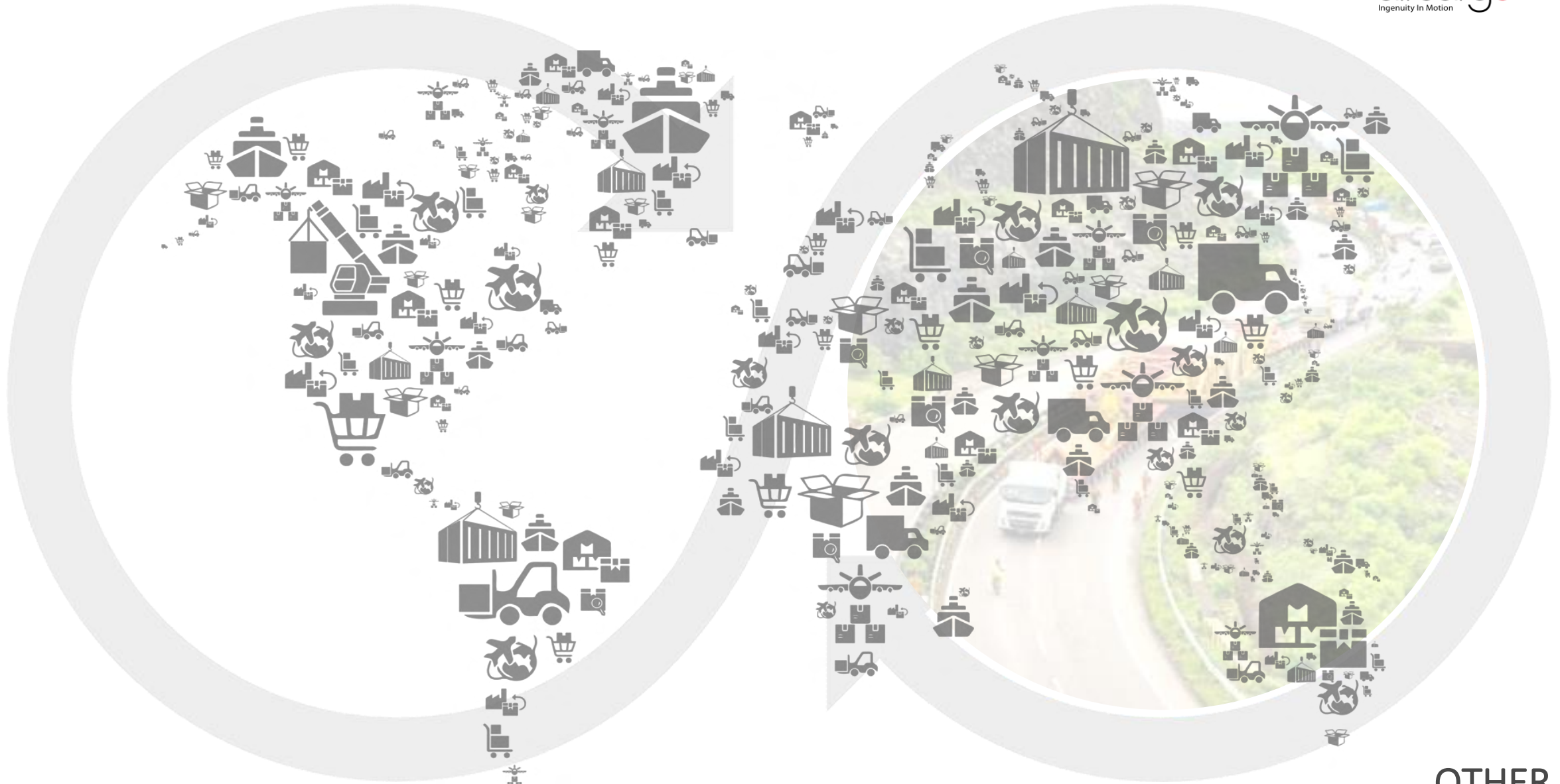
- 50** WAREHOUSES ACROSS INDIA
- ~5 Mn** WAREHOUSE SPACE UNDER MANAGEMENT (SQ. FT)
- ~95%** CURRENT WAREHOUSE UTILIZATION
- 45** WAREHOUSE LOCATIONS ACROSS INDIA
- 100+** CUSTOMERS ACROSS FOCUSED INDUSTRY SECTORS

Pan India Presence



Key Financials (₹ mn)

Contract Logistics		CCFF	
Revenue	₹ 806	Revenue	₹ 937
EBITDA	₹ 319	EBITDA	(₹ 4)

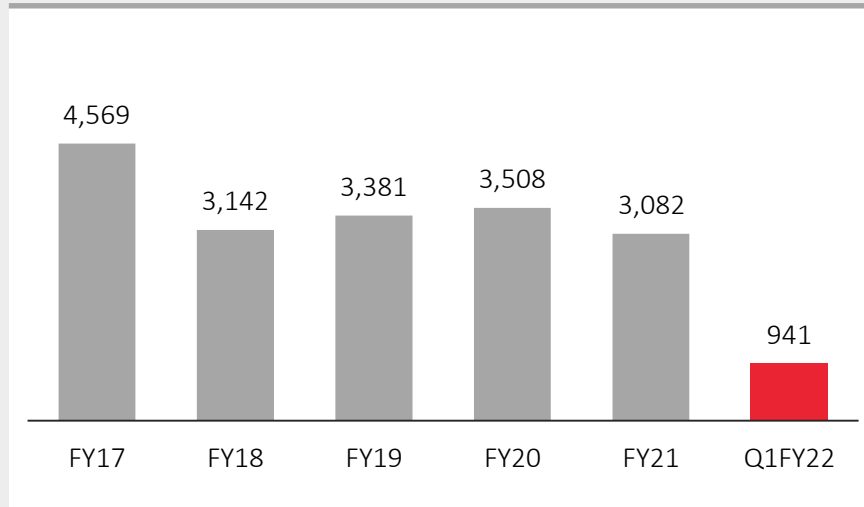


OTHER
BUSINESSES

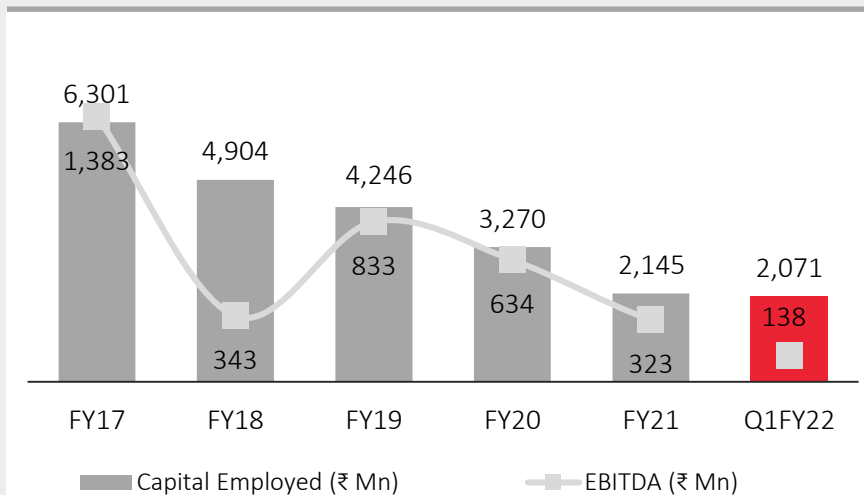
PROJECTS & ENGINEERING SOLUTIONS



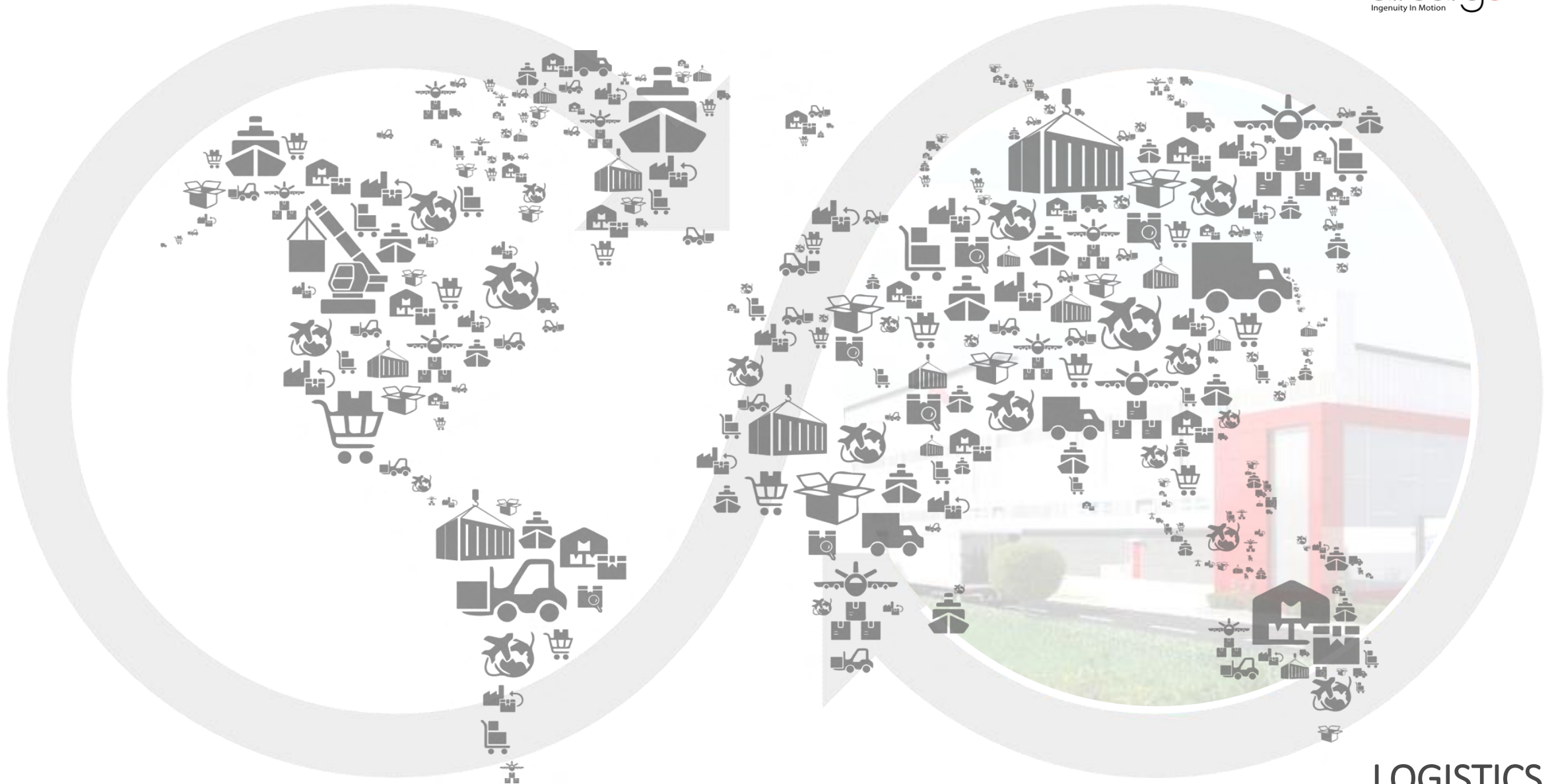
Revenue (₹ mn)



Capital Employed and EBITDA



- The P&E segment includes Crane and container handling equipment rental and Project transportation services.
- Allcargo Logistics offers enhanced expertise in the areas of: Turnkey Lifting and Transport Operations, Factory-to-Foundation Heavy Lifting and Multi-modal Transportation Projects, Erection and Shut-Down Projects, Salvage and Wreckage Removal of Ships and Offshore Installations.
- 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.



LOGISTICS
PARKS

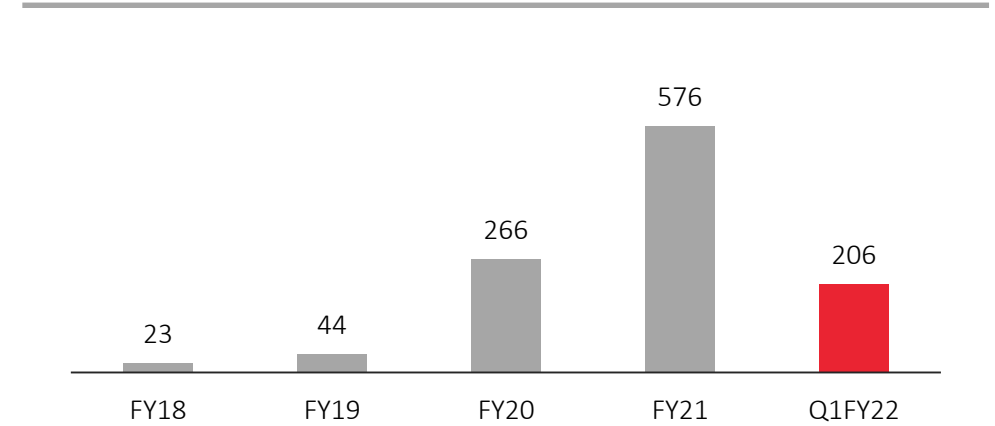
LOGISTICS PARKS

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).

Revenue (₹ mn)



Multi-user facility at Bangalore



Cross Docking at NCR



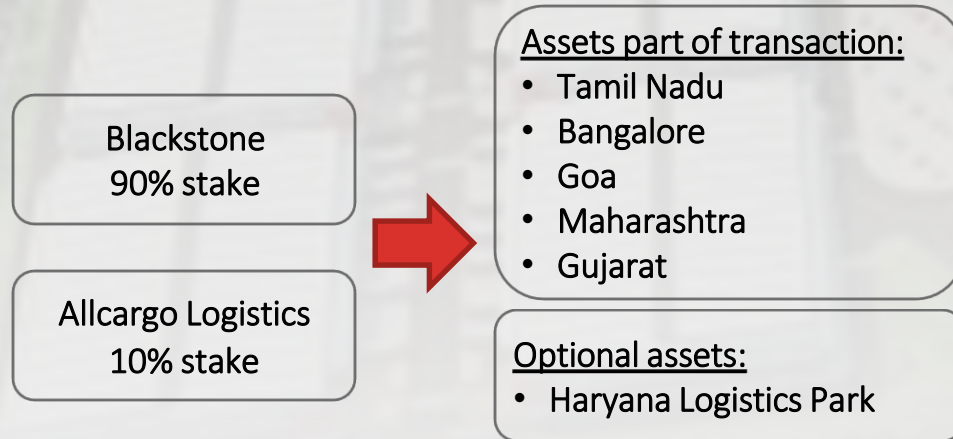
Loading dock at Hyderabad



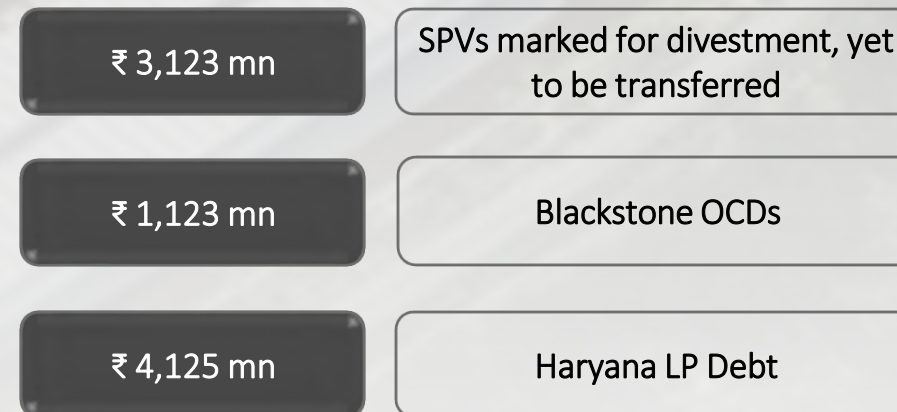
LOGISTICS PARKS DIVESTMENT UPDATE

- Entered into a definitive transaction with the Blackstone Group on 13th January, 2020, wherein Blackstone would acquire 90% stake in Allcargo's warehousing subsidiaries set up as SPVs at Telangana, Tamil Nadu, Karnataka, Gujarat, Goa and Maharashtra for an equity consideration of over ₹ 380 Crores and taking over debt of the SPVs holding these assets. In some SPVs 90% shares have already been transferred, while the remaining are expected to be transferred upon full consummation of transaction with Blackstone Group. Allcargo would remain a strategic minority stake holder in these warehousing subsidiaries at 10% post the transfer.
- Allcargo has acquired land from various government authorities and from private land owners over a longer time period and hence an exceptional gain was accounted for an amount of ₹ 89 Crores in Q3FY20 (Standalone) while moving assets to SPVs at fair market value.
- The debt from Allcargo to SPVs towards construction cost is interest bearing and further being refinanced by lease rental discounting facilities in SPVs that are well served by the rental receipts. Post the completion of the deal, the debt in SPVs will go off the books of Allcargo as these would cease to be Allcargo subsidiaries. The deal has been impacted by COVID post which necessary extensions are in place for delayed conclusion.

TRANSACTION SUMMARY



POTENTIAL DEBT REDUCTION IMPACT



BOARD OF DIRECTORS



Chairman

Shashi Kiran Shetty



Joint Managing Director

Adarsh Hegde



Non-Executive Director

Arathi Shetty



*Non-Executive
Non-Independent Director*

Kaiwan Kalyaniwalla

- Mr. Shashi Kiran Shetty is a pioneer in logistics industry. A visionary, first generation entrepreneur, Mr. Shetty started with Allcargo Logistics business in India and led its global expansion over more than two decades, taking it to global market leadership.
- Awarded with various prestigious awards like 'Lifetime Contribution to Freight Award' at the Global Freight Awards, London. In 2015, he was conferred with highest civilian honour as 'Distinction of Commander of the Order of Leopold II' by H.M. King Philippe of Belgium.

- Mr. Adarsh Hegde, has been associated with Allcargo Logistics since its inception. Under his leadership, Allcargo Logistics established multiple CFS & ICD facilities across India and ventured in new businesses.
- As the president of Container Freight Station Association in India, he is highly acclaimed for his knowledge about the sector. His exemplary contributions to international supply chain business have helped group foster strong relationships with liners and other global partners.

- Mrs. Shetty, has two decades of experience in the logistics sector and is well regarded for her contributions beyond business. Her strong focus on sustainability, has led to Allcargo Greens and several other impact initiatives.
- She spearheads the CSR initiatives under the Avvashya Foundation. Her contributions towards education of underprivileged students, support to sports, covid relief and several other social causes have given hope and life to many people.

- Mr Kaiwan Kalyaniwalla, is a Solicitor and Advocate of the Bombay High Court and a Senior Partner in a law firm in Mumbai. He is on the investment committee of a SEBI registered real estate fund and NBFC and serves on the board of a SEBI registered asset management trustee company.
- Mr. Kalyaniwalla graduated from the University of Bombay in Economics and Political Science and thereafter graduated as a Bachelor of Laws (LL. B) from the Government Law College, Mumbai.

- Mr. Parthasarathy VS is 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 for seven years and also as a member of the Mahindra Group Executive Board for over 10 years.
- Mr. Parthasarthy is a Chartered Accountant from ICAI and ICAEW and an alumnus of Harvard Business School's AMP (2011).

- Mr. Mohinder Pal Bansal, CA has 25+ years of experience in Mergers & Acquisitions, Strategic Advising, Capital Markets, Company Portfolio Integration.
- He currently serves on the board of other companies like Blacksoil Realty Investment Advisors LLP, Navneet Learning LLP.

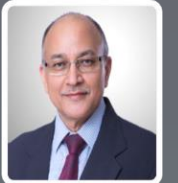
- Mr. Martin Müller is a well-informed business leader and consultant, who has worked with McKinsey and various logistics companies around the world. He currently serves as the Director and provides management consultancy at Agovis Singapore Pte Ltd. Additionally, he is also a Non-Executive Director at Glatz AG, Frauenfeld, Switzerland.
- Mr. Müller is a Swiss national, with post-graduation from St. Gallen University, one of the finest schools in Europe.

- Mrs. Dsouza has 44+ years of experience across diverse areas including general management, sales & marketing and human resources management. Ms. D'Souza's experience spans senior leadership positions in Coca Cola, Eureka Forbes, P&G and TCS amongst others, prior to leading her own venture Cynthesis Management Consultants Pvt. Ltd. as Managing Director.
- She is a graduate in Psychology from Bombay University and has a Master's Degree in Human Resources (Including Industrial Psychology) from TATA Institute of Social Sciences.



*Additional non-executive,
Independent director*

Parthasarathy VS



*Non-Executive
Independent Director*

Mohinder Pal Bansal



*Additional Non-executive,
Independent Director*

Martin Müller



*Non-Executive
Independent Director*

Ms. Cynthia Dsouza

ALLCARGO LOGISTICS MANAGEMENT TEAM



Chief Executive Officer (India)

Suresh Kumar R



Chief Strategy Officer

Ravi Jakhar



Chief Financial Officer

Deepal Shah



Chief Investment Officer

Jatin Chokshi

- Mr. Kumar R is a seasoned industry leader with a proven track record of around 28 years in the telecom, consumer, and media industries. His experience spans building and growing businesses, change management as well as planning investments, customer centricity focus, digital transformation, and P&L management.
- He is a B. Tech (Mechanical Engineering) graduate and a postgraduate in Business Administration from IIM Bangalore.

- Mr. Jakhar is known for his lateral thinking and with over 17 years of leadership experience, he brings in a unique blend of entrepreneurship and strategy consulting. He has built successful ventures in Consumer Electronics, Artificial Intelligence, Sports and Organic Food.
- He also managed business for British Maritime in South Asia in 2006/07. He earned his B. Tech from IIT BHU and attended a course on entrepreneurship at Harvard Business School.

- Mr. Shah is a proven leader with over 20 years experience in diverse fields such as Freight Forwarding, Customs brokerage, Global Logistics Networks, Finance, Legal, Taxation etc. He implemented key solutions for team management, strategic planning and business development.
- In past he has served in DHL and ITC Group. He is a Chartered Accountant and is also holding a management degree from Bajaj and Advance management program from ISB & Kellogg.

- Mr. Chokshi has over 25 years of experience in industries like Shipping, Consumer Durables and Industrial Chemicals. He joined Allcargo Logistics Ltd. Group in 2001 and has worked in capacity of Financial Controller, 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. Anand has been with Allcargo Logistics since 2006 and has served in several leadership positions including being CEO for P&E business. Prior to that he spent 22 years in sea service including 8 years of command experience.
- He is currently driving collaboration across all businesses in India for Sales and Marketing. He is pioneering solutions in end to end logistics with complete bouquet of services, which is unique to the Indian logistics sector.

- Ms. Chatterjee has over 20 years of experience and possesses a strong background in leading human resources for large global companies. She has previously worked with PWC, Vodafone and PepsiCo.
- She also has international exposure of handling challenging international assignments and clients in a cross cultural environment from across the Globe. She holds PGCHRM from XLRI.

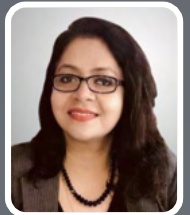
- Mr. Mukundan has more than 3 decades of versatile experience in Manufacturing, Consulting and Service Industries. His current responsibilities include overseeing the assurance, risk and legal function for the Avvshya Group operations, joint ventures and subsidiaries.
- He is a Chartered Accountant (Rank Holder), Certified Public Accountant (USA), Certified Information System Auditor and a Certified Internal Auditor.

- Mr. Kumar is an IT leader with over 30 years of demonstrated experience in strategizing, planning, developing and implementing cutting edge information technology solutions to address business opportunities.
- He has been associated with Gati Limited as Chief Information Officer for over 19 years. He has successfully developed and implemented Gati's highly rated custom ERP product "GEMS".



Chief Marketing Officer (India)

Capt. Sandeep Anand



Group Chief People Officer

Indrani Chatterjee



Chief Assurance & Risk Executive

Mukundan K. V



Chief Information Officer

G.S. Ravi Kumar

ECU WORLDWIDE MANAGEMENT TEAM



Tim Tudor - CEO



Uday Shetty - COO



Saleem Nazir - CFO



Marc Stoffelen – Global Head KAM



Dmitriy Ioffe – CCO LCL

- Mr. Tudor has been with the organization for over a decade now. Starting off as Regional CEO, his journey in ECU Worldwide has seen him achieve several business milestones and successes. He has over 29 years of experience in shipping and logistics industry.
- Prior to joining ECU Worldwide, he served as the COO at Vanguard Logistics and has completed his education at University of Colorado at Boulder.
- Mr. Shetty leads the global operations for ECU Worldwide. He is driving transformation to optimize operations, enhance efficiencies, accelerate sales and new business development by providing a strong platform.
- He started his career with ECU in 2001 in the finance and accounts department, before moving to APAC regional CEO in 2013 and ultimately COO in 2019. He is a Chartered Accountant by education.
- Mr. Nazir, has been responsible for transforming finance function at ECU across multiple aspects which includes designing finance services, cost optimisation, increased value-addition and ensuring sustainable growth.
- He held various leadership roles in Finance within the ECU Worldwide network including a stint in Kenya, South Africa and UK. Before taking over the CFO role, he was Regional Financial controller for Europe, Middle East and Africa.
- Mr. Stoffelen spearheaded centralizing of product and service offerings, tariffs and strategic solutions for ECU Worldwide’s global key accounts. He is involved in building collaborative partnerships and expanding business.
- He has been with the organization since its inception and seen it through several milestones and global expansion, contributing to several functions over the years.
- Mr. Ioffe, has 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.
- He has previously worked in senior roles at companies like Vanguard Logistics and Shipco Transport.



Vaishnav Shetty - CDO



Philip Blumenthal, PhD - CTO



Ashish Mathur - CIO

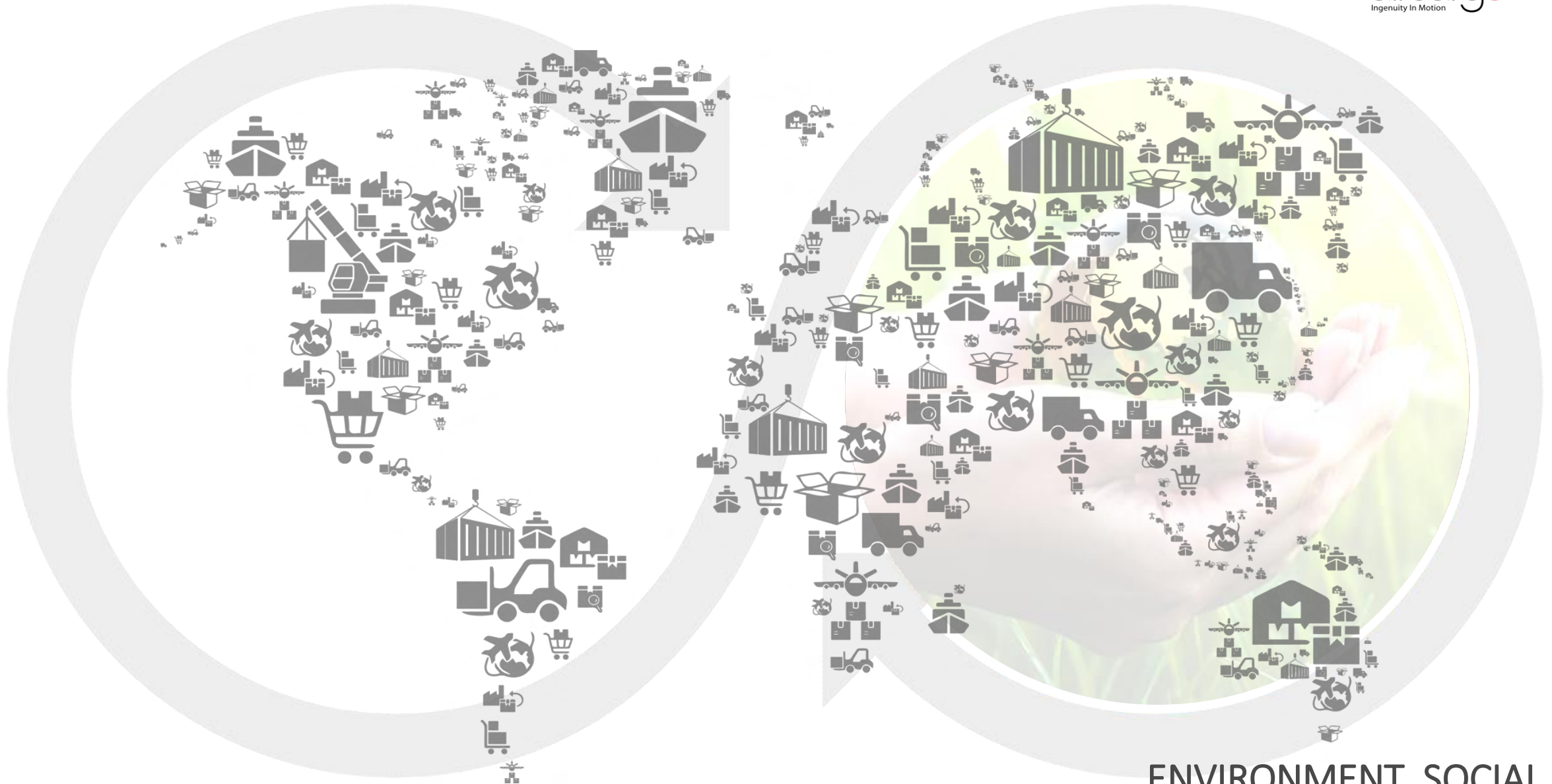


Simon Sachu – CCO, FCL & Air



Clas Thorell – Global Head LCL

- Mr. Shetty leads digitalization and technology initiatives through integration of diverse digital tools and initiatives across group companies. He was instrumental in launching ECU360 and driving its global adoption.
- His on-ground work experience has internships at OOCL, Dacheng Law & Stamford Law as well as with Blackstone Group. He earned his bachelors degree from the prestigious Emory University.
- Mr. Blumenthal, is a seasoned executive with a demonstrated history of digitization, efficient operations and scaling revenue in the industry. He works on proprietary digital tools and ECU360.
- He has diverse work experience across start-ups such as Freightos and corporates like DB Schenker. He is an MBA from Mannheim University and earned his doctorate in Ocean Freight from University of Bremen.
- Mr. Mathur has been instrumental in managing entire gamut of IT services including global infrastructure support, application and ERP development, business continuity and information security.
- He has played strategic roles in organizations such as Fidelity (FIS), Aon Hewitt, Barclays bank and WNS. At Maersk, he was instrumental in setting up robotics practice.
- Mr. Sachu, has made significant contribution to ECU Worldwide growth. He served as Regional CEO of Asia Pacific and prior to that was responsible for ocean freight portfolio growth.
- In a career spanning over two decades, he has worked with some of the leading companies in the industry like Agility, DB Schenker and Toll Global Forwarding.
- Mr. Thorell has over two decade of work experience in the shipping industry. He is responsible for Global LCL product development, pricing and yield management at ECU.
- Before joining ECU, he has spent over 9 years with Panalpina as Global Head of Ocean Freight LCL. Previously he worked with DHL Global Forwarding in multiple functions and managed their LCL product in the Asia Pacific region.



ENVIRONMENT, SOCIAL
& GOVERNANCE (ESG)



- **Carbon footprint reduction:** While constructing warehouses or CFS facilities, landscaping of land is carried out by using grass and planting trees. Polycarbonate panels (skylight panels) that help utilize natural light during the daytime are used on building roofs wherever possible. At warehousing and CFS facilities, we use solar panels and LED lights across most locations including streets, parking lots and within the premises. At our Head Office and other offices wherever possible we have implemented motion sensor-based lighting to save power.
- **Resource conservation:** Sustainable construction, rainwater harvesting, waste-water management, waste management are some ways in which we conserve resources and reduce wastage. Our warehouses and facilities have rain-water harvesting and waste-water management systems in place. Recycling is one of the key ways in which we manage waste. Whether it is packaging material at our warehouses or paper and print-outs within the organization, no resources are discarded until their usability is completely exhausted. Using Sewage Treatment Plants (STP), sewage from the logistics parks facilities is collected, treated and the treated water is then used for purposes like flushing, gardening, etc.
- **Sustainability:** In our network of 180 countries, bit-by-bit we take steps to add a little bit of green to our surroundings. We have discouraged the use of plastics and replaced it with reusable alternative. With similar initiatives – namely ECU Greens, Allcargo Greens and Gati Greens at different stages of implementation at their respective group companies, we encourage sustainable steps. We believe in doing our bit to give back to nature in our own small ways, because it is after all, our responsibility to take care of our environment and society and encapsulated in one of our core values – Care for Environment and Society.

Key Highlights:

- *Maitree project helped mitigate farmer migration by planting close to 6.5 lakh fruit bearing trees and benefitting 14,000 farmers.*
- *At one of Gati-KWE's Surface Transit Centres in Ambala we have partnered towards developing one of the biggest solar plants of 150 kW in our state-of-the-art facility.*
- *Our teams have participated in cleanliness drives at beaches and other locations.*

Allcargo Logistics has been touching the lives of thousands of underprivileged members of society through Avashya Foundation's inclusive initiatives across six focus areas - Education, Environment, Health, Women Empowerment, Disaster Relief and Sports, which are aligned to the United Nations' Sustainable Development Goals and Indian initiatives like Swachh Bharat, Digital India, Skill India, etc.

- **Inclusion and Diversity:** Diversity is our strength. **Globally, 42% of our workforce comprises women** across different levels. We are committed to understand and address the needs of the changing demographics of our markets. We provide opportunities to our global women workforce and encourage them to take up senior positions. Many of our global offices are headed by women.
- **Health, Safety And Well-being:** We have implemented Standard Operating Procedures (SOPs) that include sanitization of the entire building, provision of non-contact temperature measurement devices for checking of each person entering the premises, mandatory face masks, hand-washing and sanitizing facilities for incoming vehicles and methods for handling medical emergencies related to COVID-19. We have a host of regular safety processes, including fire and safety drills, safety awareness campaigns, exhaustive checking and certification of equipment, and timely Occupational Health and Safety Assessment Series and fire and safety audits.
- **Community Engagement & Skill Development:** Our Multi-Skill Development Centre, Pradhan Mantri Kaushal Kendra (PMKK) in Bokadveera, Uran near JNPT, Maharashtra was inaugurated in March 2019, and within one year of its operations it was accredited with the 5-star category by the National Skill Development Corporation (NSDC). It is state-of-the-art Centre which imparts skill-based training to needy youth and improves their job prospects; it also offers 100% placement to students. Most of the graduate trainees get placed in multinational companies through campus placements.



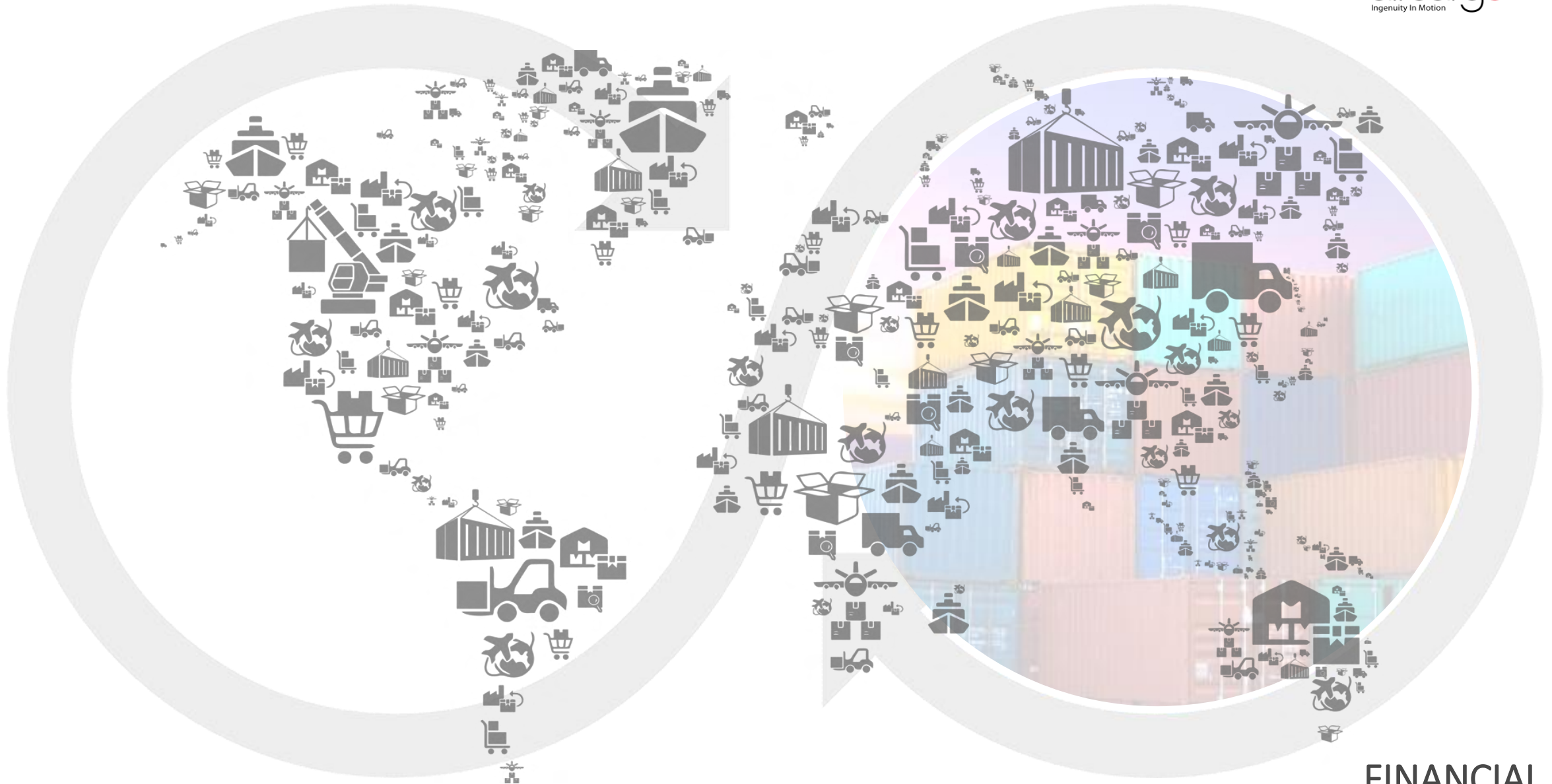
Key Highlights:

- *Certified as Great Place to Work (GPTW) company with a score of 77. The number of full time employees are 1312 (India) and 3022 (International).*
- *Total ~22,000 beneficiaries in FY21.*
- *In May 2020, as an initiative of JNPT, our skill development center was also converted into a COVID care center with 120 beds and an ambulance service.*
- *Collaborated with a charitable trust to mobilize meals for daily wage earners and migrant labourers during COVID-19 lockdown and also helped ensure food security in tribal hamlets impacted due to COVID-19.*

- **Effectiveness & Independence of Board:** Board of Directors is a balanced Board, comprising Executive and Non-Executive Directors with professional expertise and experience in finance, legal, commercial, strategy & planning, business administration, corporate sustainability and other related fields and constantly monitors material and business risks for Allcargo within India and overseas.
- **Risk Management & Financial control:** Allcargo is committed to a strict programme of compliance and applicable laws and regulations to prevent misuse of its properties, products and services and has laid out a detailed policy and standard operating procedures which include risk-based approach to conducting customer due diligence, ongoing monitoring of suspicious activity and record keeping. Under the guidance of the Board, the Chief Assurance and Risk Executive facilitates dedicated risk workshops for each business vertical and key support functions wherein risks are identified, assessed, analysed and accepted/mitigated to an acceptable level within the risk appetite of the organization.
- **Cyber security & Data Protection:** We ensure that data security standards of our business partners are reviewed by third parties, and we responsibly handle personal information of customers, employees and business partners. Through a comprehensive data protection policy, we protect the interests of our customers and employees worldwide.
- **Transparency & Disclosures:** The Company promptly reports all material information as required under the Securities and Exchange Board of India including press releases, schedule of analyst or institutional investor meet, Investor Presentations, Quarterly Earnings Presentations, Quarterly Financial Results, Shareholding Patterns, Annual Reports etc. to all Stock Exchanges on which the shares of the Company are listed and also under a separate 'Investors' section on the Company's website.

Key Highlights:

- *The board is well diversified. It comprises 25% women directors and 50% Independent Directors.*
- *A cybersecurity booklet which encapsulates all the important information that includes safe browsing, ensuring security of online and physical data, two-factor authentication, social media dos and don'ts, awareness on phishing and scam emails, password policy and more has been published and made available to all employees.*



FINANCIAL OVERVIEW



CONSOLIDATED INCOME STATEMENT

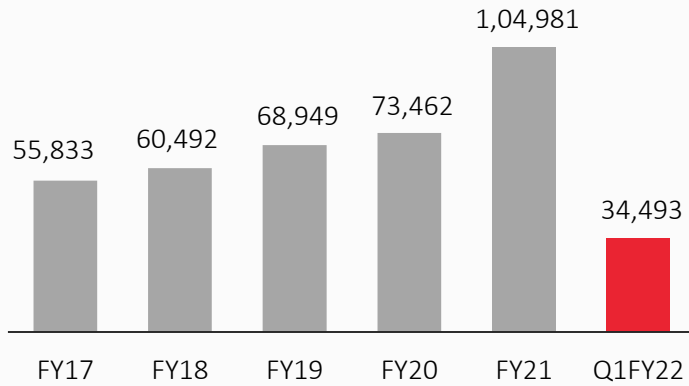
Particulars (₹ Mn)	FY19	FY20	FY21	Q1-FY22
Revenue from Operations	68,949	73,462	1,04,981	34,493
Expenses	64,464	68,428	98,643	32,318
EBITDA	4,485	5,034	6,338	2,175
<i>EBITDA Margin (%)</i>	6.50%	6.85%	6.04%	6.31%
Other Income	338	413	553	99
Finance cost	295	685	1,356	281
Depreciation and amortisation expenses	1,559	2,316	3,061	741
PBT before associates, joint ventures	2,969	2,446	2,474	1,252
Share of profit from associates and joint ventures	52	61	170	88
Exceptional Items	-	547	(1,053)	448
Profit before tax	3,021	3,054	1,591	1,788
Tax expense	542	711	640	730
PAT	2,479	2,343	951	1,058
<i>PAT Margin (%)</i>	3.60%	3.19%	0.91%	3.07%
Other Comprehensive income	(127)	353	36	171
Total Comprehensive income	2,352	2,696	987	1,229
Diluted EPS (INR)	9.85	9.08	7.04	4.77

CONSOLIDATED BALANCE SHEET

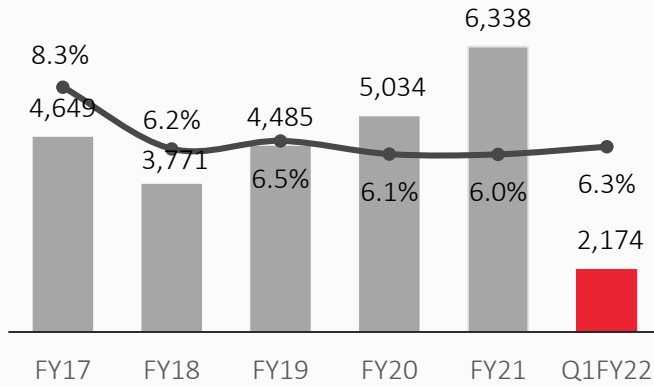
Equity and Liabilities (₹ Mn)	FY19	FY20	FY21	Assets (₹ Mn)	FY19	FY20	FY21
Equity				Non Current Assets			
Equity share capital	491	491	491	Plant, Property & Equipment (net)	11,368	12,099	15,614
Other equity	19,497	20,966	22,344	Right use of assets	-	2,026	3,059
Equity attributable to equity holders of the parent	19,988	21,457	22,835	Capital Work in Progress	1,645	2,690	1,679
Non-controlling interest	207	266	3,314	Investment Property (net)	444	326	320
Total Equity	20,195	21,723	26,149	Goodwill on Consolidation	2,850	3,365	5,664
Non-current liabilities				Total Intangible assets (net)	1,305	1,864	5,334
Financial liabilities				Intangible Assets under Development	6	3	3
Lease Liability	-	1,437	2,514	Investments in joint ventures and associates	2,137	4,134	2,534
Borrowings	3,781	7,967	7,167	Investments	6	893	395
Other financial liabilities	258	249	320	Loans	324	492	986
Long term provisions	23	25	25	Other financial assets	121	118	165
Net employment defined benefit liabilities	7	7	123	Deferred tax assets (net)	1,097	1,220	1,921
Deferred tax liability (net)	15	128	1,471	Income tax assets (net)	236	187	1,053
Other non-current liabilities	72	70	90	Other non-current assets	890	847	720
Total Non-current liabilities	4,156	9,883	11,710	Total Non-Current Assets	22,429	30,264	39,447
Current Liabilities				Current Assets			
Financial liabilities				Inventories	89	78	97
Lease Liability	-	617	603	Investments	251	70	311
Borrowings	1,189	4,395	6,912	Loans	420	570	668
Trade payables	6,990	8,527	13,889	Trade receivables	9,421	11,501	21,757
Other payables	925	654	1,420	Cash and cash equivalents	1,895	2,493	3,068
Other financial liabilities	1,027	2,185	9,446	Other bank balances	511	587	744
Net employment defined benefit liabilities	414	432	534	Other financial assets	665	2,798	4,231
Other current liabilities	4,096	4,526	2,978	Income tax assets (net)	120	130	128
Income tax liabilities (net)	166	195	961	Other current assets	3,219	4,646	2,476
Total Current liabilities	14,807	21,531	36,743	Assets classified as held for sale	138	-	1,675
Total equity and liabilities	39,158	53,137	74,602	Total Current Assets	16,729	22,873	35,155
				Total Assets	39,158	53,137	74,602

CONSOLIDATED FINANCIAL HIGHLIGHTS

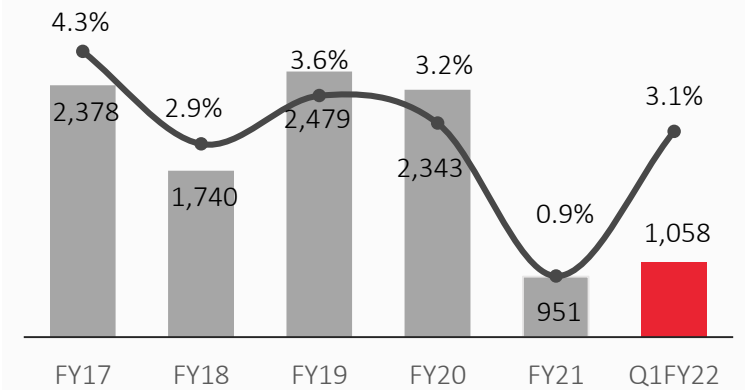
Total Operational Revenue (₹ mn)



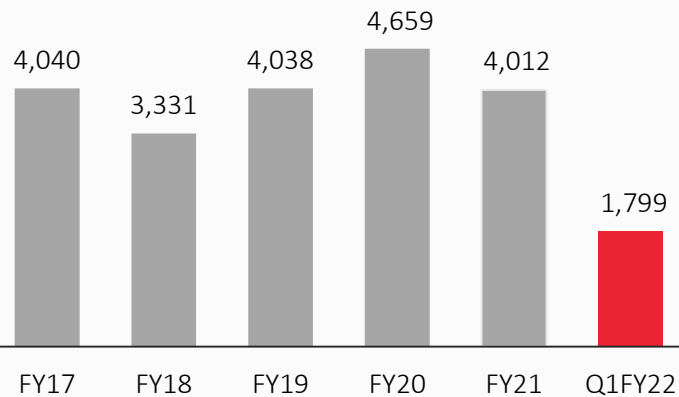
EBITDA (₹ Mn) and EBITDA Margins (%)



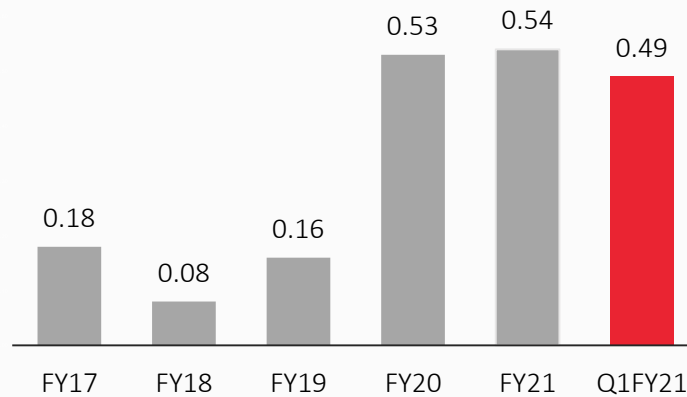
PAT (₹ Mn) and PAT Margins (%)



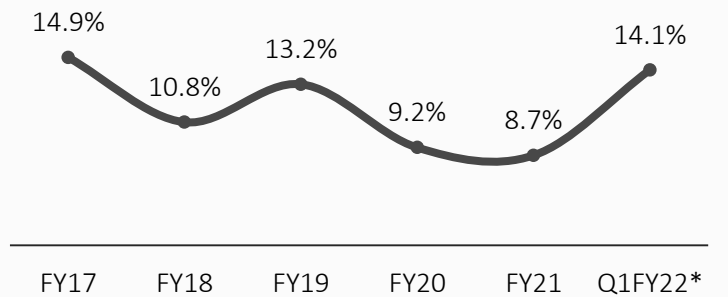
Cash Profit (₹ Mn)



Net Debt to Equity (x)



Return on Capital Employed (%)



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