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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**

September 12, 2022

Dear Sir/Madam,

Sub: Investor 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 Analysts / Institutional Investors meet scheduled today i.e September 12, 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 PARSHOTTAM MOJIDRA
Digitally signed by DEVANAND PARSHOTTAM MOJIDRA
Date: 2022.09.12 16:00:21 +05'30'

Allcargo Logistics Limited

Devanand Mojidra
Company Secretary & Compliance Officer

Encl: a/a

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ALLCARGO LOGISTICS
TRANSFORMATIONAL GROWTH
& PATH AHEAD

ANALYST MEET | SEPTEMBER 2022

SAFE HARBOR

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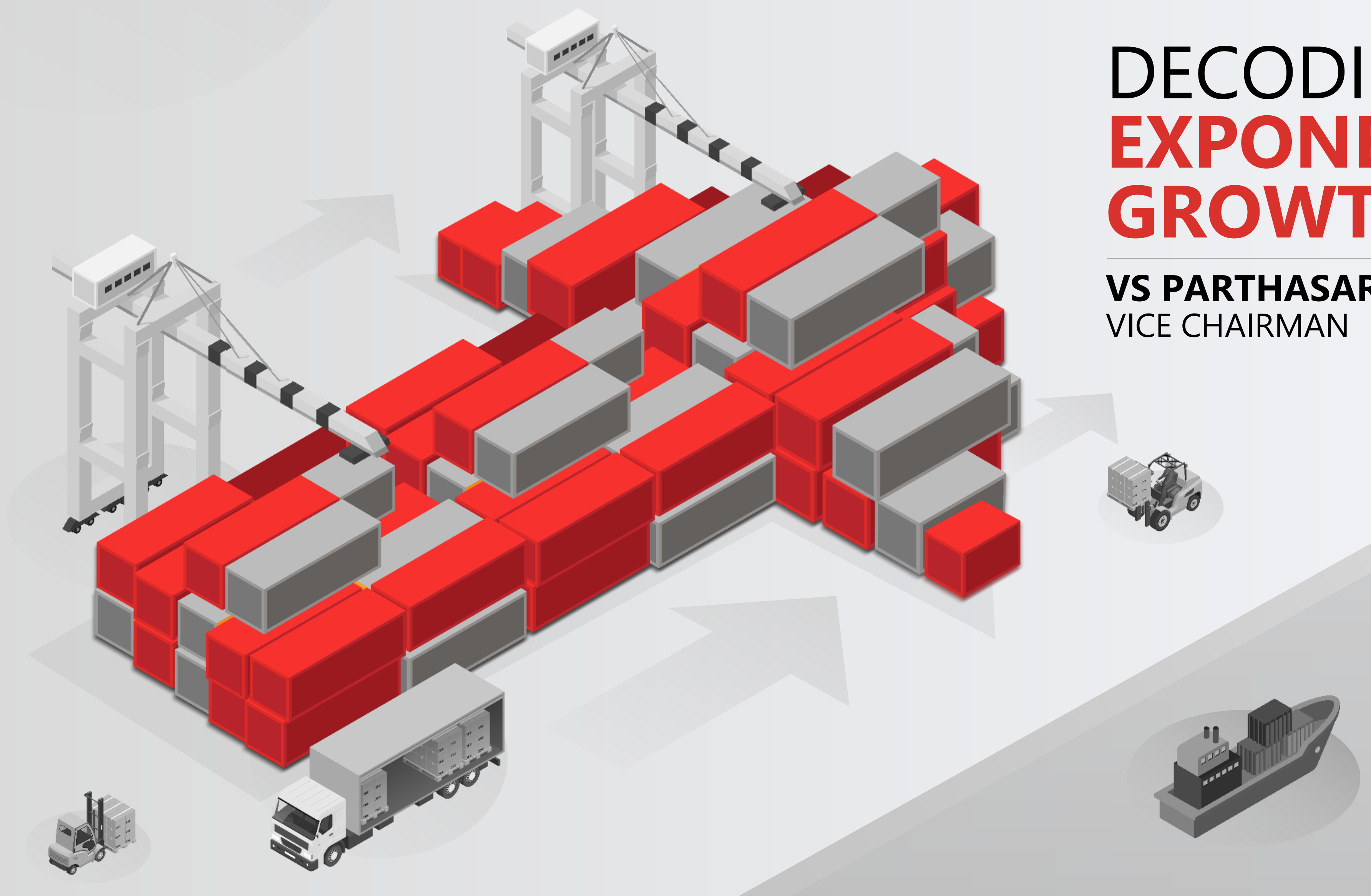
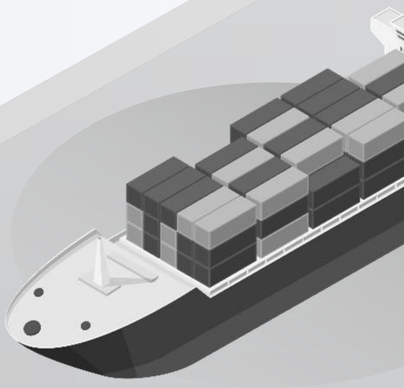
TRANSFORMATIONAL GROWTH
& PATH AHEAD

ANALYST MEET | SEPTEMBER 2022



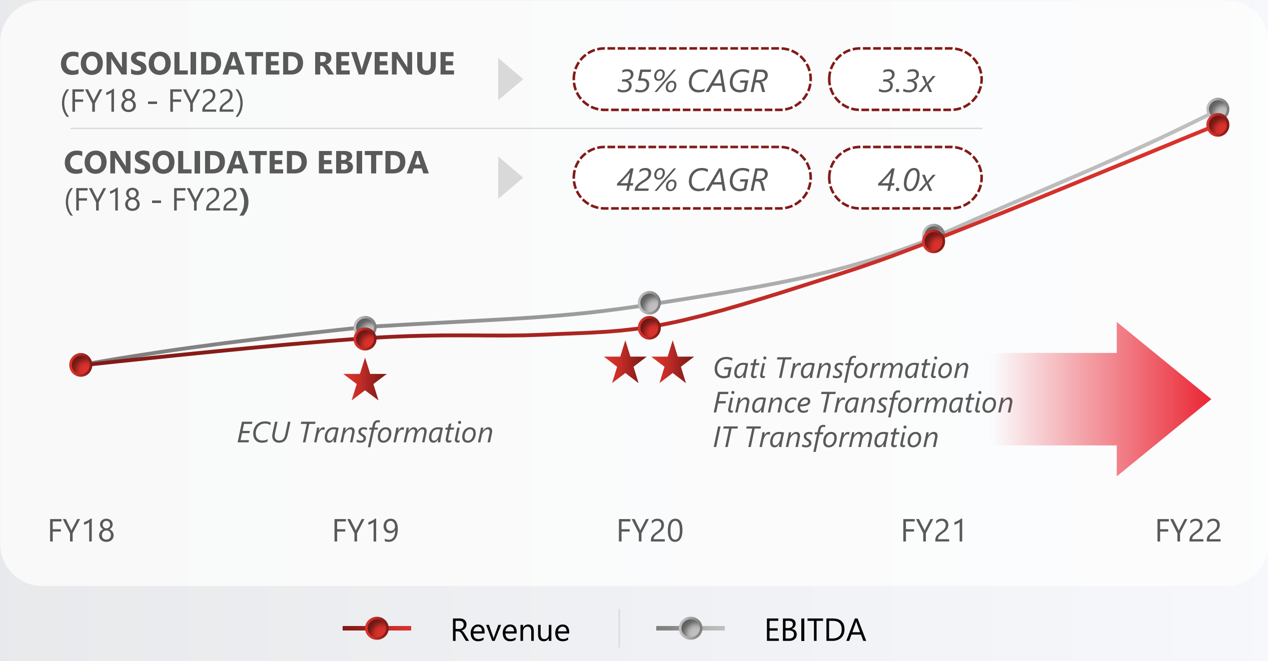
DECODING
EXPONENTIAL GROWTH

VS PARTHASARATHY
VICE CHAIRMAN



TRANSFORMATION LED

GROWTH



EBITDA (TTM)	CASH PROFIT (TTM)	ROCE* (TTM)
₹ 1,732 Cr	₹ 1,498 Cr	27%

* Q1FY23 Capital Employed

CONSISTENTLY OUTPERFORMING THE MARKET

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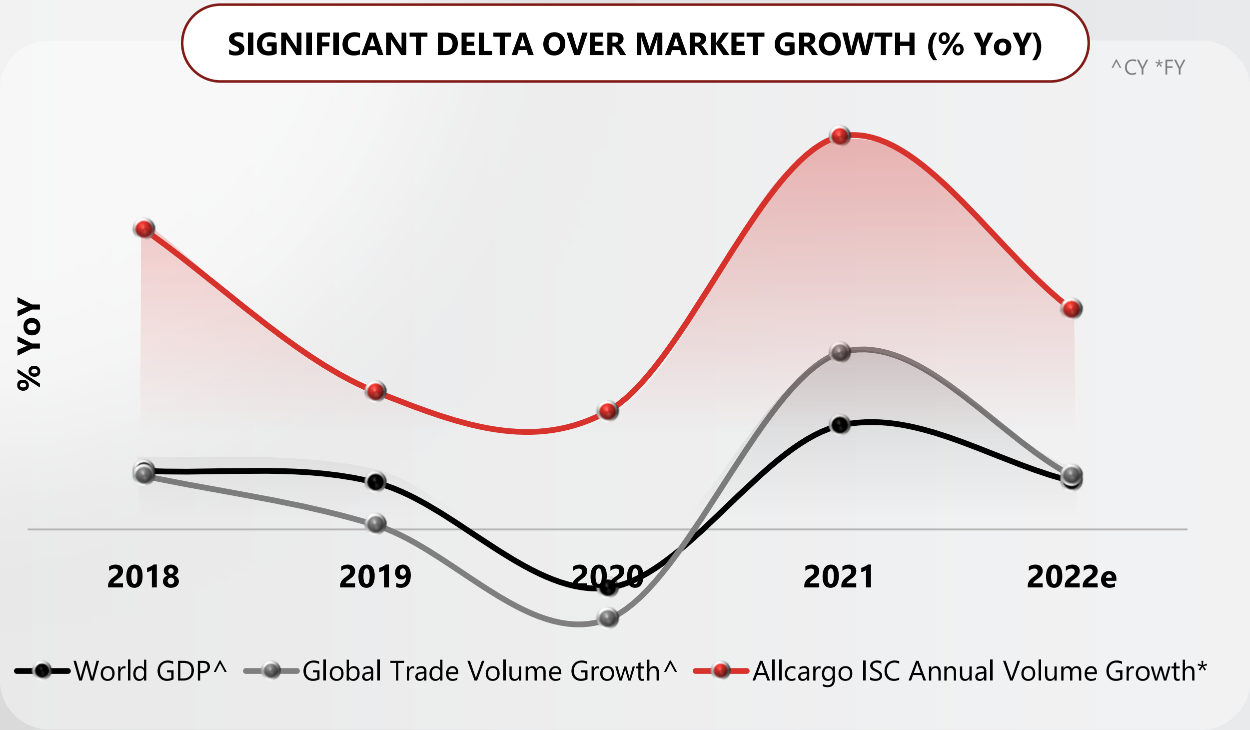

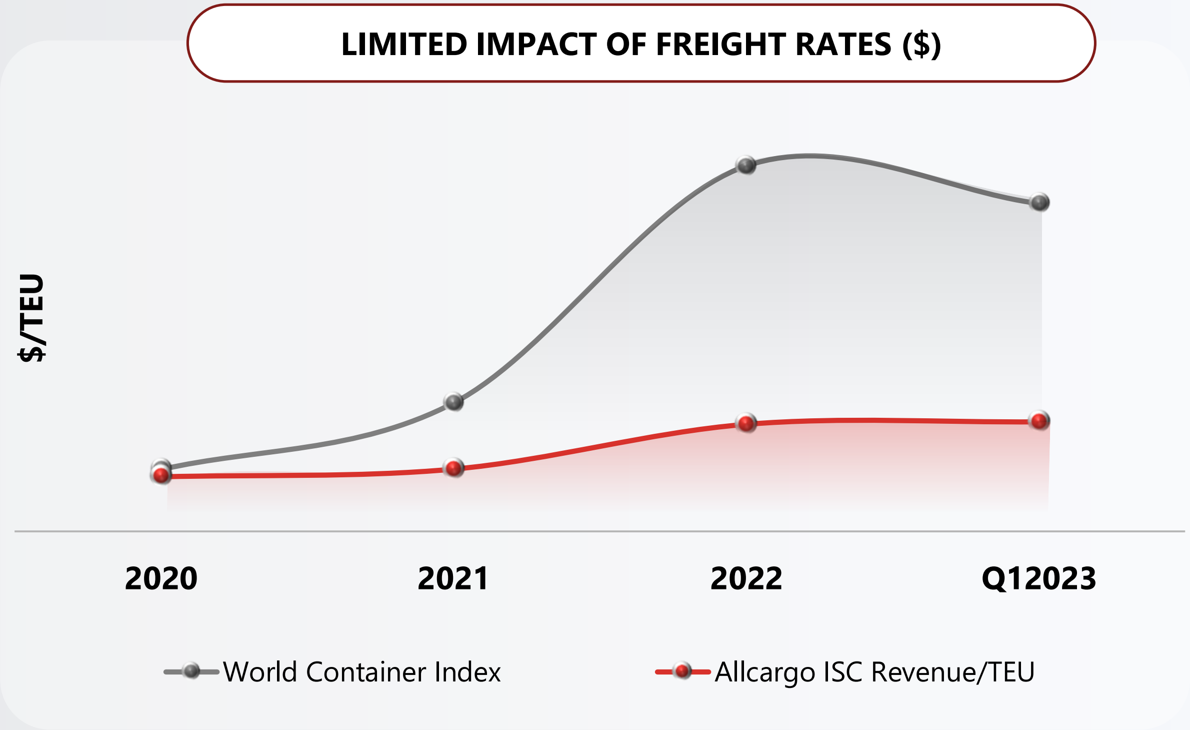

ONWARD TO
>4x GROWTH IN VALUE

MANAGEMENT ASPIRATION FOR 2026

2026 (₹ cr)	INTERNATIONAL SUPPLY CHAIN	EXPRESS + CONTRACT LOGISTICS	OTHER BUSINESSES	TOTAL
REVENUE	20,000 - 25,000	2,700 - 3,500	1,500 - 2,000	25,000 - 30,000
EBIDTA	1,700 - 2,000	400 - 500	300 - 350	2,400 - 2,700

DRIVERS OF GROWTH

MARKET LEADERSHIP BY FAR

MULTIPLE LEVERS FOR GROWTH

VALUE ACCRETIVE M&A

DIGITAL FIRST APPROACH

EXCEPTIONAL RETURN ON CAPITAL

PEOPLE FIRST APPROACH

MARKET LEADERSHIP BY FAR

ADARSH HEGDE
JOINT MANAGING DIRECTOR

GLOBAL LEADER IN INTERNATIONAL SUPPLY CHAIN

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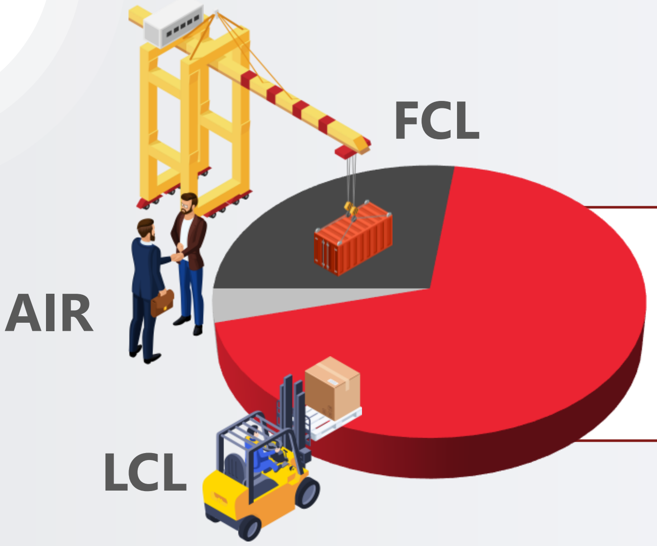
World's
#1
LCL consolidator

14%
Global LCL Market share

40,000
Port Pairs



MARKET LEADERSHIP IN LCL PROVIDES A STRONG BASE FOR RAPID EXPANSION IN FCL AND AIR VOLUMES

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NETWORK LEADER IN INDIAN SUPPLY CHAIN

UNIQUE COMBINATION OF EXPRESS + CONTRACT LOGISTICS

99% OF PINCODES^ SERVICED

150+ WAREHOUSE & DISTRIBUTION CENTERS

5000+ VENDOR NETWORK TRUCKS

~10 MN SQ.FT OF DISTRIBUTION + WAREHOUSING SPACE

^ GoI approved Pincodes

Express Hubs

Warehousing

Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

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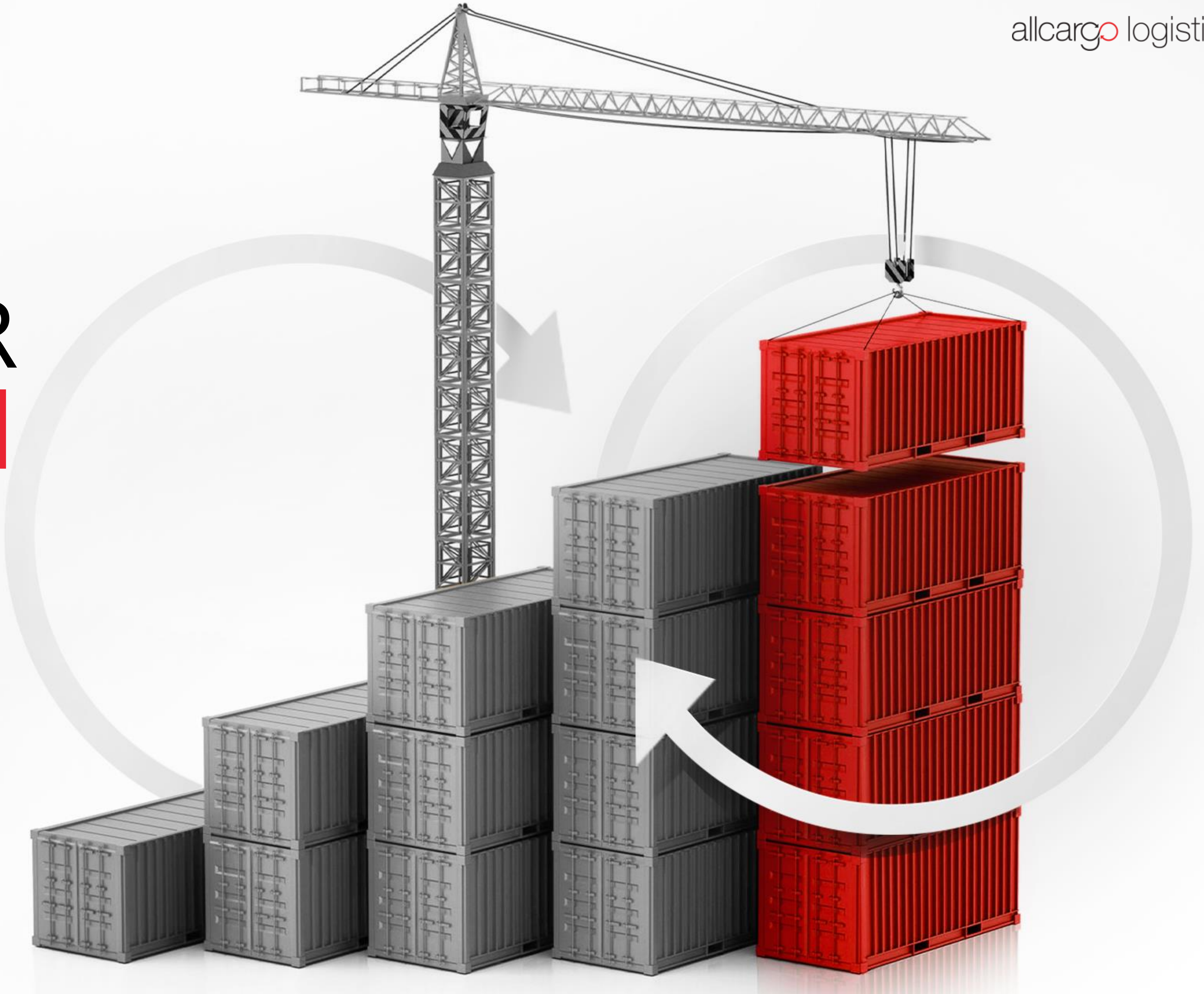
BIGGEST INDIAN
LOGISTICS COMPANY

REVENUE^ (₹ crore)

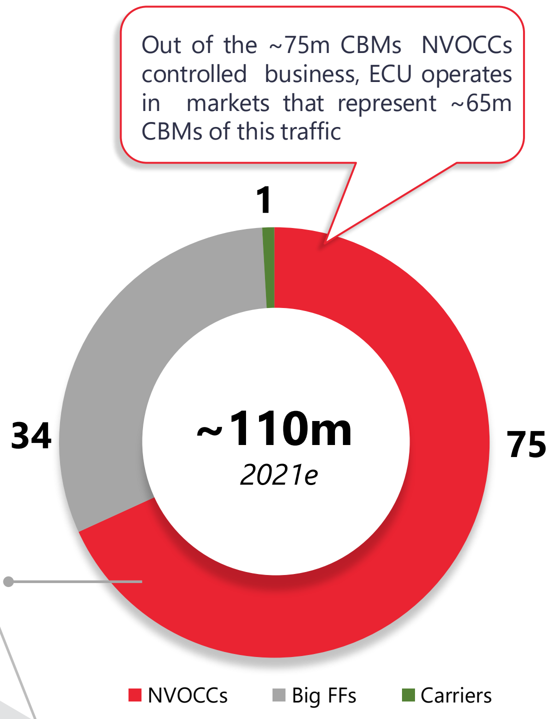
^TOP 7 INDIAN LISTED LOGISTICS COMPANY BY FY22 REVENUE

MULTIPLE LEVERS FOR GROWTH

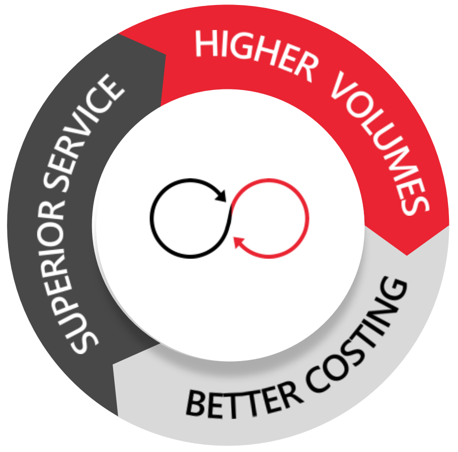
ADARSH HEGDE
JOINT MANAGING DIRECTOR



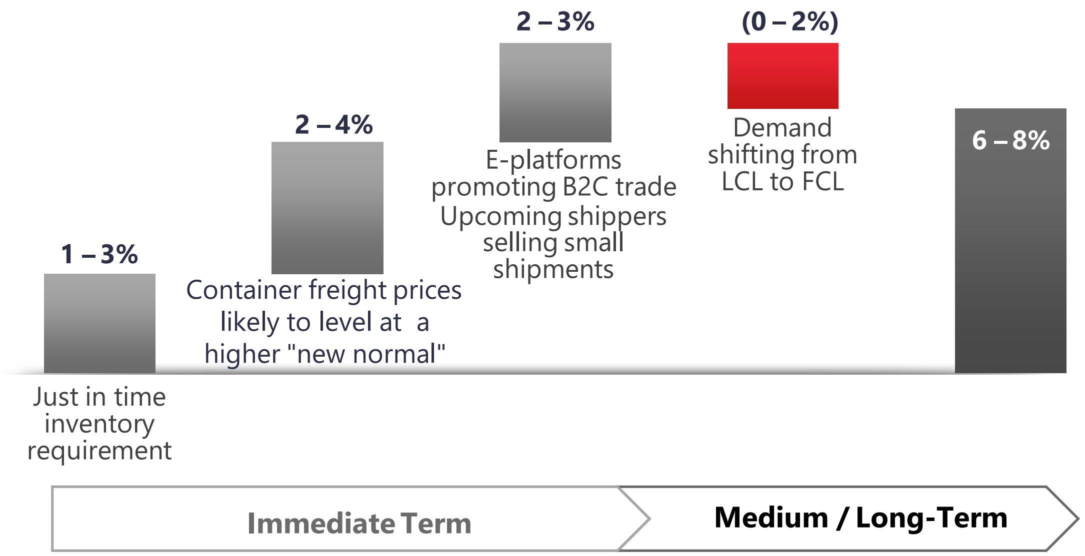
MARKET LEADER IN **FAST GROWING LCL MARKET**



SCALE CREATES FLYWHEEL OF SUCCESS

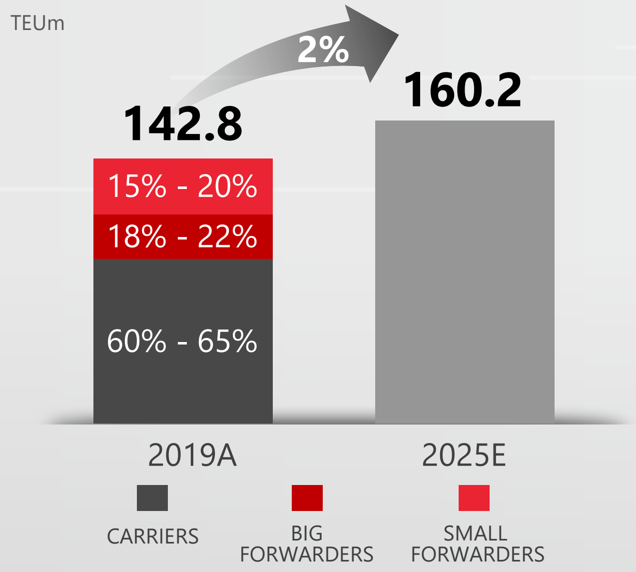


TRENDS IN LCL MARKET



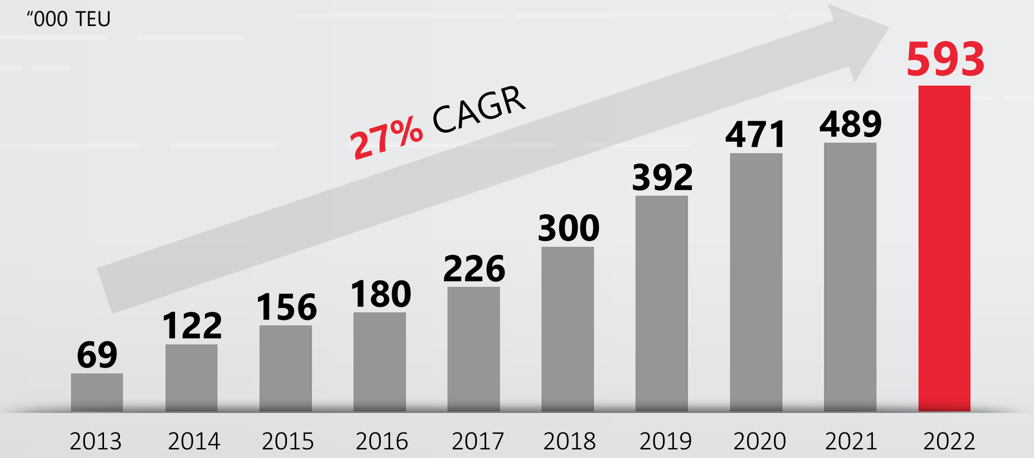
RAPID EXPANSION IN FCL MARKET SHARE

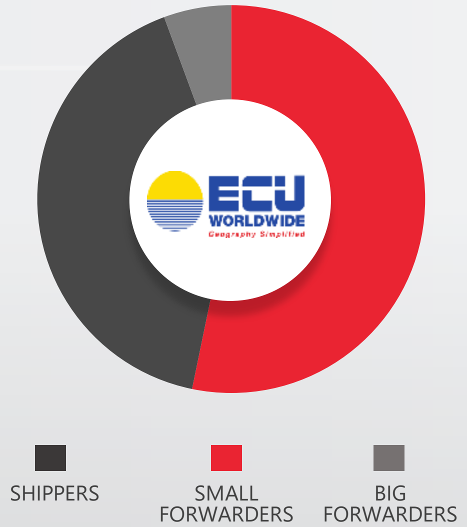
FCL Market* Size and Growth



*as per estimates from consultants

FCL Customers Breakdown





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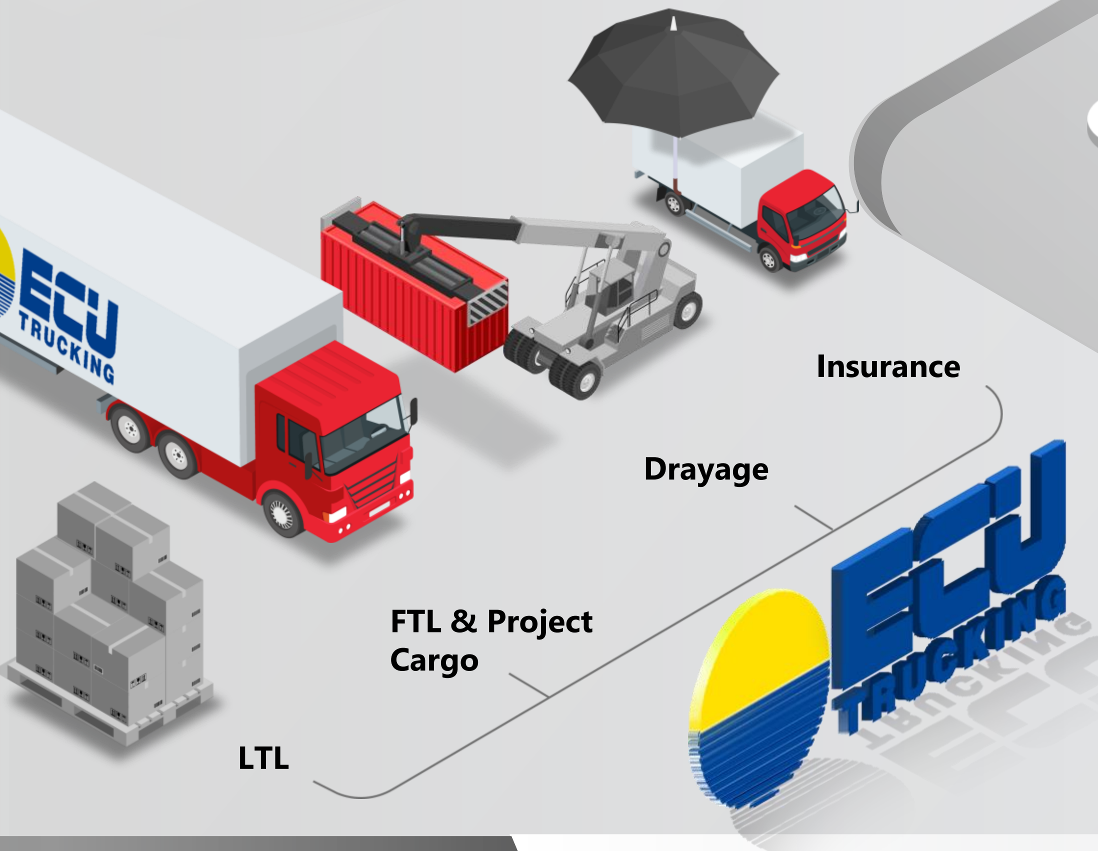
GOING FROM
PORT TO DOOR



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
- Building Ecosystem on **ECU360° Platform**

COMPETITIVE ADVANTAGE

- Network relationship to move freight more cost efficiently
- Technology-driven platform
- Specialized service offering on a range of trade lanes* vs. competition

** U.S. to Caribbean, Europe to Africa and Intra-Asia Far East)*

Neutral ground transportation management focused on providing services to Freight-Forwarders and NVOCC's

50	7,000	24*7
National, regional & local LTL carriers	Carriers within the FTL network	Availability of online quoting

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TRANSFORMATION LED GROWTH IN EXPRESS & CONTRACT LOGISTICS

OPERATIONAL EXCELLENCE

Upgrading Infrastructure and automating operations

SALES ACCELERATION

Through re-alignment of team structures and attracting best talent from industry

DIGITIZATION

Providing digital tools for ease of doing business

NEW VERTICALS IN CONTRACT LOGISTICS

Providing End-to-end Integrated Offerings

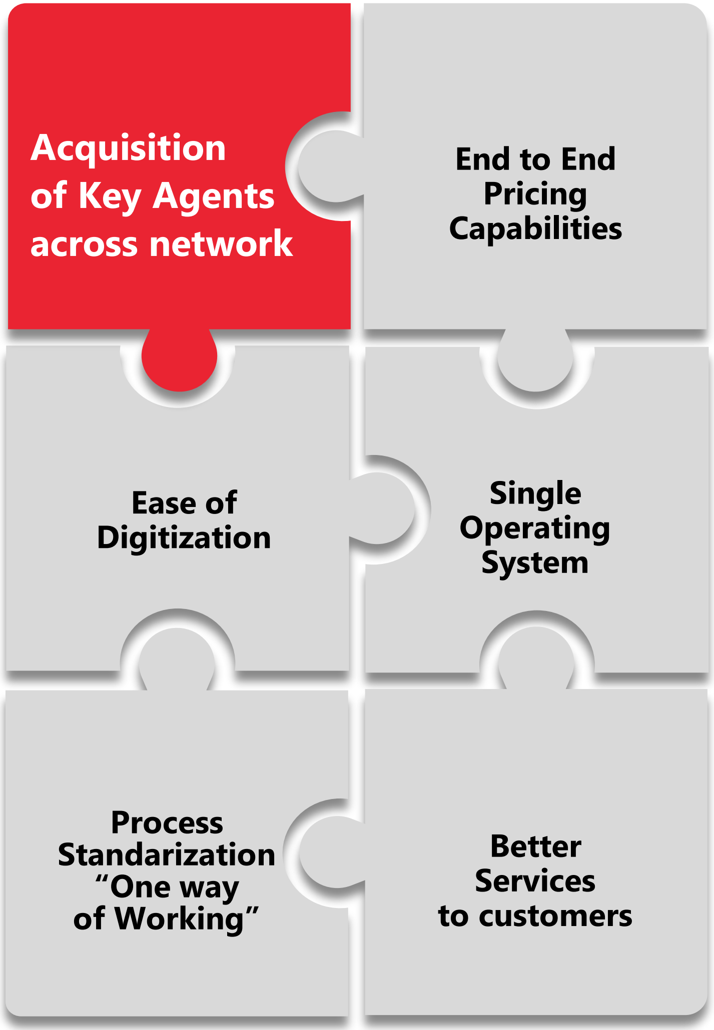
VALUE ACCRETIVE M&A

RAVI JAKHAR
GROUP CHIEF STRATEGY OFFICER

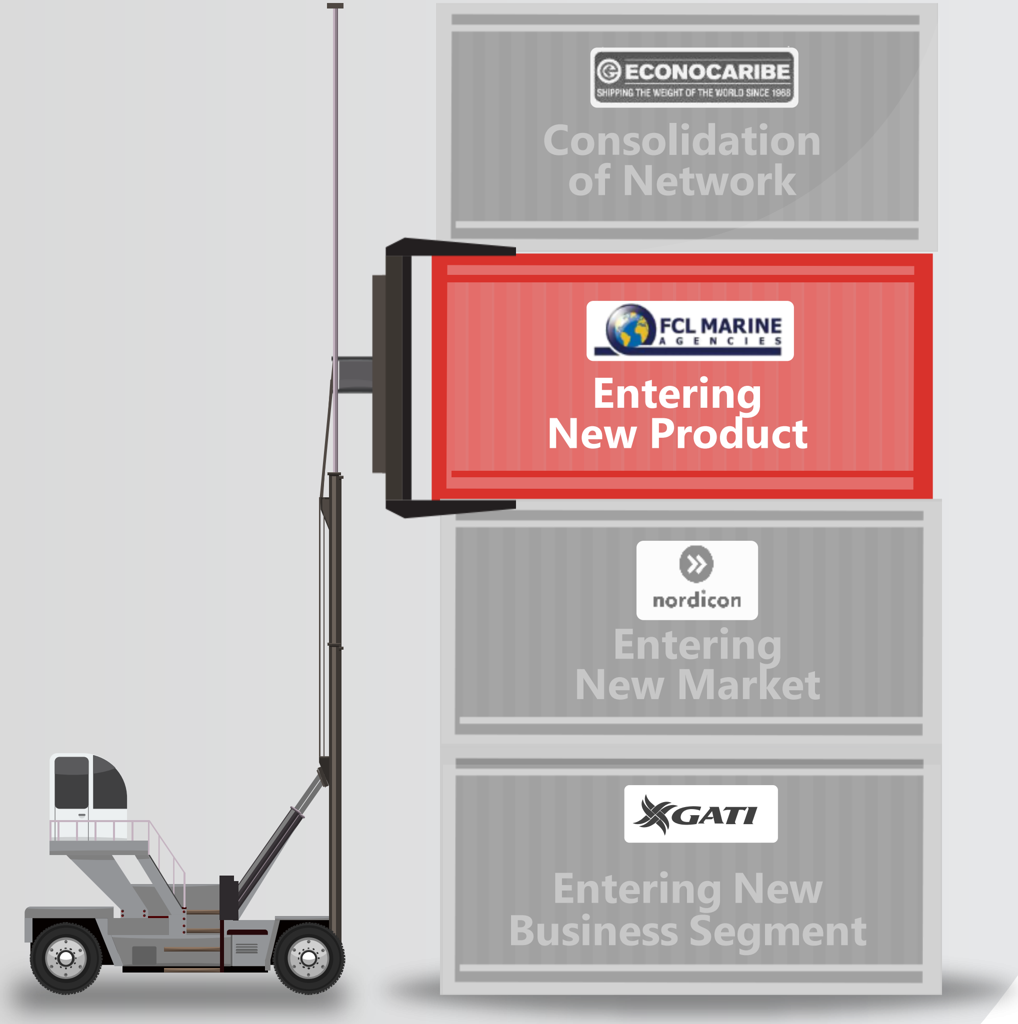
STRATEGY LED
PROACTIVE ACQUISITIONS

ECU International (Asia), South Asia Terminals, Allcargo Belgium N.V., Administradora House Line C.A., AGL N.V., Asia Line, CELM Logistics SA de … China Consolidated Comp… ompania Logisti… ucion SA., Co… Services, Conso… Line C.A, Eco… solidators, Ecu Global Services N.V. Ecu-Line Peru SA, Ecu-Line Spain S.L. ELWA Ghana, Eurocentre Milan srl. FCL Marine Agencies B.V., Flamingo Line del Ecuador SA, FMA-LINE F… ., Guldary S.A., Integrity Enterprise… ECU Worldwide Tianjin, Rotterdam … tion BV, Société Ecu-Line Tunisie S… MA-Line Hol… NE Nigeria, Jordan Gul… ght Services Agencies Co., Ports Internati… Ecu Worldwide (Germany) GmbH, Ecu… dwide (Hong Kong), PT Ecu Worldwide Indonesia, FCL Marine Agencies Belgium bvba… A Line Agencies Do Brasil, Oconca Container Line S. … GL Bangladesh Private T… Spechem Supply Chain Manag… ng, China Consolidation S… Shipping, East Total Logistics B… ico SA de CV, PAK DA (HK) Logistics., Ocean House, Centro Brasiliero de Armazenagem E Distrib… icao Ltda (Bracenter), General … FCL Marine Agencies GMHB (Hamburg), FCL … Agencies GMHB (Bremen), Fasder S.A., Ecu Worldwide Peru S.A.C., Transnepal Freight Logistics Services

CORE DRIVERS OF ACQUISITION
CONSOLIDATION OF NETWORK

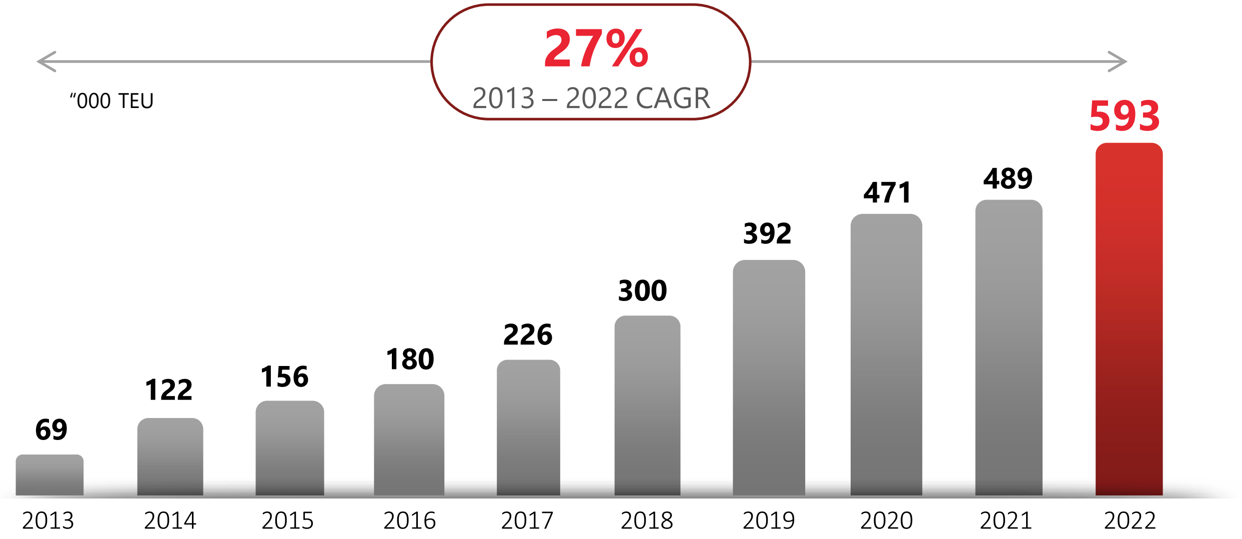


CORE DRIVERS OF ACQUISITION
ENTERING NEW PRODUCT



Added Strength to the company in FCL business

setting platform for rapid expansion



CURRENTLY IN TOP 20 PLAYERS GLOBALLY

ASPIRATION TO COME IN TOP 10 PLAYERS BY 2026

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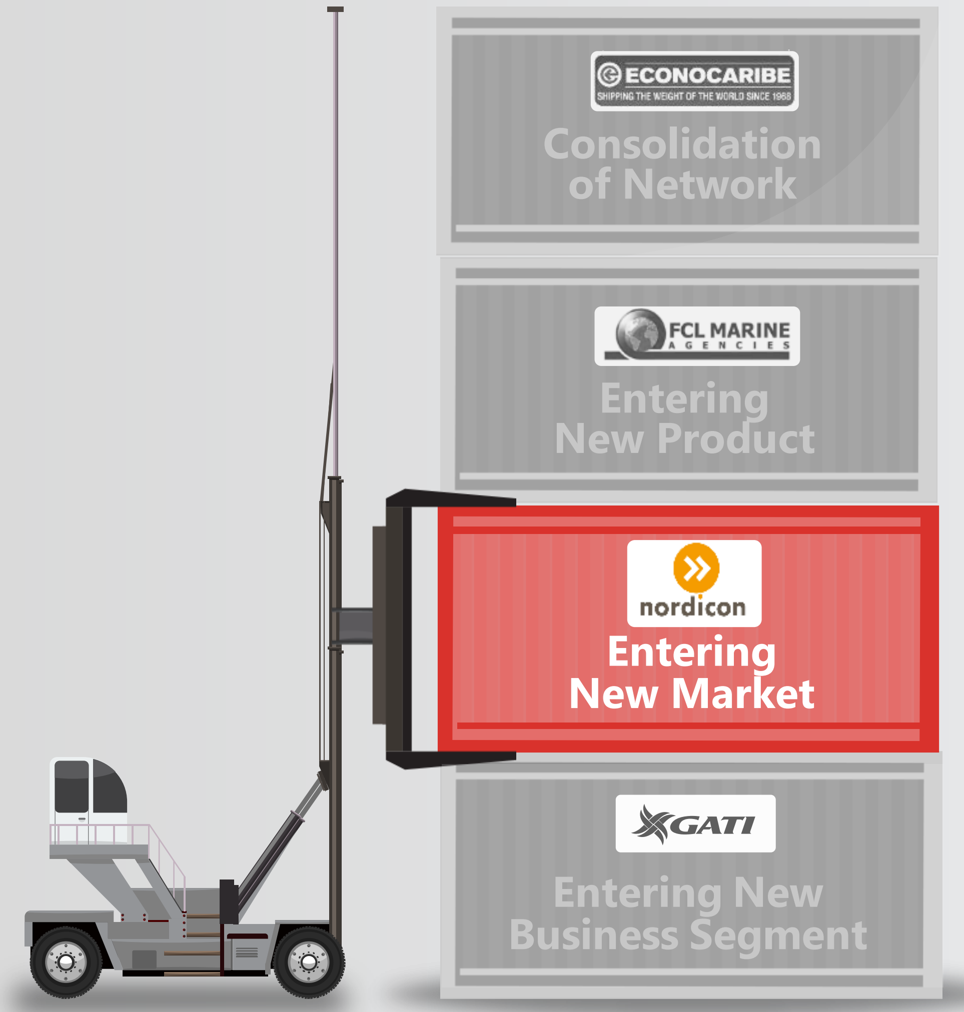
CORE DRIVERS OF ACQUISITION
ENTERING NEW MARKET



Strategic Rationale

Market Leadership in Scandinavia
Access to rail business in Europe

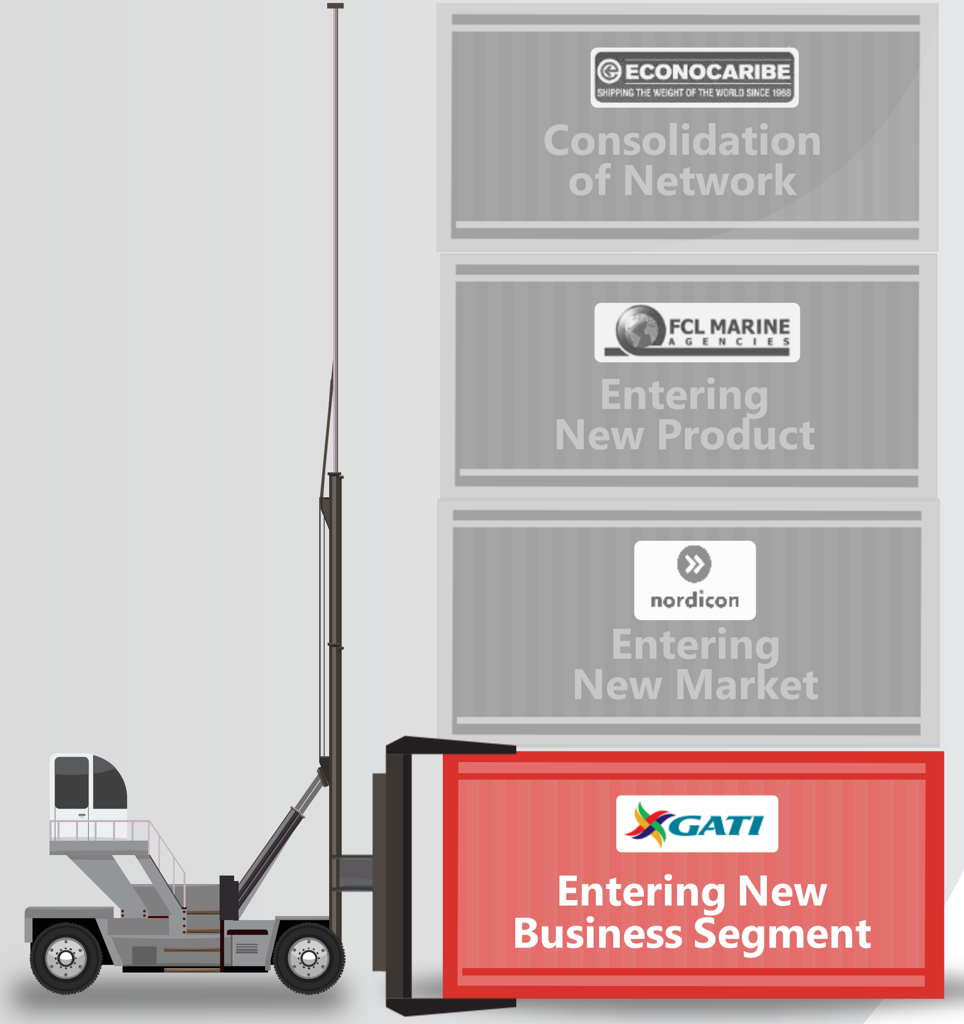
Execution and integration

Bolt-on acquisition in Denmark
Comprehensive integration plan

Value Creation

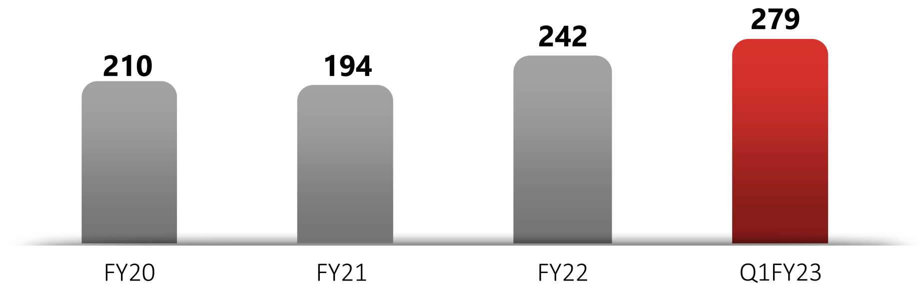
Synergies & Best practices led to over 2x growth in business since acquisition

CORE DRIVERS OF ACQUISITION
ENTERING NEW BUSINESS SEGMENT

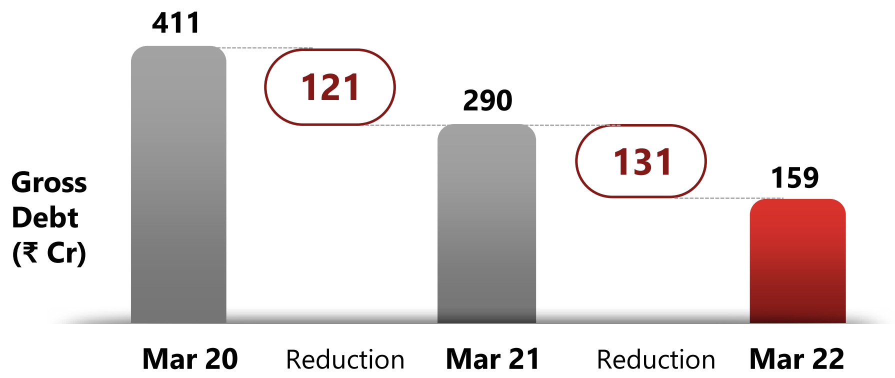


Entry into Fast growing Express Logistics Biz	On a stronger base with focus on growth	Holistic turnaround

GKEPL – Average Quarterly Surface Volumes ('000 MT)



Accelerated Deleveraging (Debt - Gati, Consolidated)



ON A STRONGER BASE WITH FOCUS ON GROWTH

DIGITAL FIRST APPROACH

VAISHNAV SHETTY
CHIEF DIGITAL OFFICER

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WHY **DIGITAL?**

To deliver utmost value to our customers, employees and partners by challenging the status quo. Building a one-of-a-kind global logistics institution from India. Today by coupling technology with our scale and entrepreneurial culture

we are

Pioneering new solutions globally

Enhancing our customer delight

Optimizing our organizational productivity

Building leaders of tomorrow through collaboration

CREATING INCREASED COMPETITIVE ADVANTAGE & LONG-TERM SHAREHOLDER VALUE

HOW ARE WE DOING THIS

ECU 360 ALWAYS MOVING FORWARD

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Features	2020 ECU360	FLEXPORT	MAERSK	twill	FREIGHTHUB	2022 ECU360
Trade Lanes						
Customer Profile						
Registration Process						
Speed of Quote Reply						
Booking						
Track and Trace – automatic						
Documentation Management						
Customized Reports & Analytics						
API						
Customs Module						
Knowledge Portal (newsletters etc.)						
Trade Finance						
Online Insurance						
Truck Driver App						
Proactive Communication						
Sailing Schedule						
Messaging						

Mature

Nascent

Does not exist

DIGITAL FRAMEWORK FOR LOGISTICS

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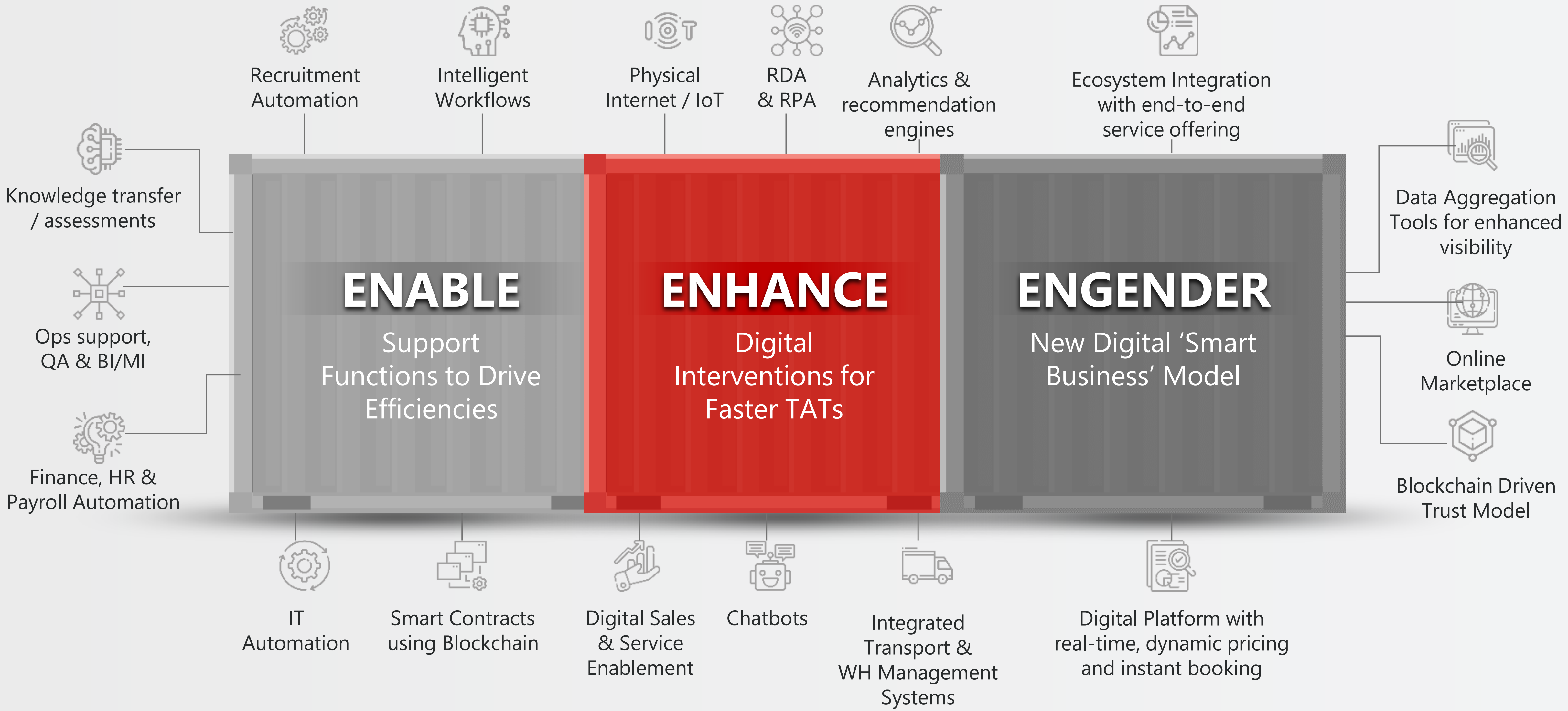


FOUNDATIONAL LAYER

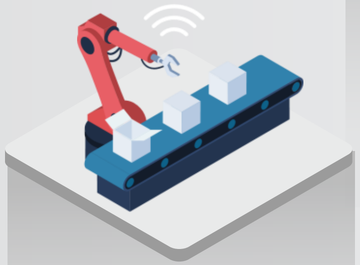
Robust Infrastructure & cloud	**Application tech stack**	**Application tech stack**	**Security**	**People skills & org structure**	**Digital first culture**

DIGITAL IS FOCUSED ON 4 THEMES TO DRIVE **ORGANISATIONAL GROWTH & EFFICIENCY**

Customer Applications

Boost customer delight

Enhance wallet share



Automation

Augment service quality

Build culture of data integrity

Optimize internal productivity

AI / ML

Empower better decision making

Optimize the existing network infrastructure

Startup Collaboration

Accelerate startups and our own processes to further our position as market leader

Give back to the industry through our unique network and help build maturity in the supply chain ecosystem through mentorship and thought leadership

UNIQUELY POSITIONED WITH **UNMATCHED DIGITAL & OPERATIONAL CAPABILITIES**

Conventional players have operating network but lack digital capabilities

FCL | LCL | Air

Global network of **180 countries**

2,400 direct trade-lanes

40,000 port pairings

Broad client portfolio of small, medium, and large freight-forwarders

Cross-selling capabilities across services widens growth prospects

Multi-service platform allows ECU to reach a wide-spread customer base

FY22

471 '000 TEU's

7.4 Mn cbm

15.4m Mn kgs

ECU WORLDWIDE
Geography Simplified

Leading operating and digital platform sets ECU at the forefront of the industry of tomorrow

Digital start-ups lack operational footprint and scale

ECU360
SHIP WITH A CLICK

Industry is converging towards an **increasing demand for digitalized services**...

...leading to stricter **requirements for real time and transparent quoting and operational mechanisms**...

...requiring world class back end operations, real time automation and exception management ...

...integrated with AI/ML to orchestrate an **increasingly complex network**

ECU360 & the digital initiative **address lot requirements** of the industry of tomorrow, by providing a **transparent & intuitive partner for all services**

>60% ECU's shipments booked digitally

20,000+ Forwarders using ECU360 every month

FY22

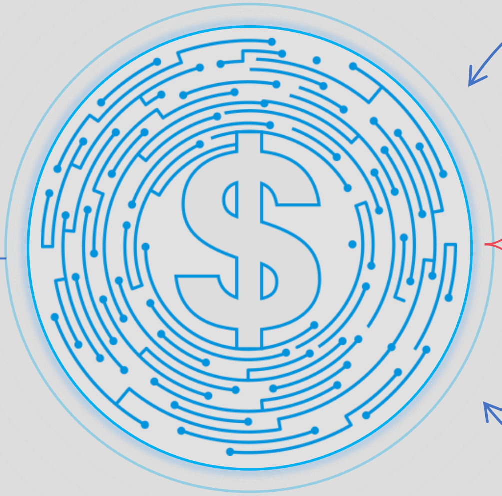
HOW AI & AUTOMATION
Are creating a unique global network and operating rhythm

ECU

Real time **prescriptive yield intelligence**

Real time **supply visibility**

Customer Centricity Framework
(Profiling & Bespoke Service)



Dynamic Pricing

Customized dynamic pricing

Sales CRM 2.0
(Optimisation & Gamification)

Customized and focused sales push

ECU360
(Growth & customer delight)

ECU

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WORLD'S FIRST & ONLY LCL CONSOLIDATOR

WITH

>60%
export shipments booked digitally

1
Global Operating System

52
countries with door-to-door serviceability

20,000+
Forwarders using ECU360 every month & growing

95%
Customer Satisfaction Score

>90%
CFS to CFS Visibility

27001
ISO Security Certification

EXPRESS - DIGITAL BACKBONE AIDING **DECISION MAKING**

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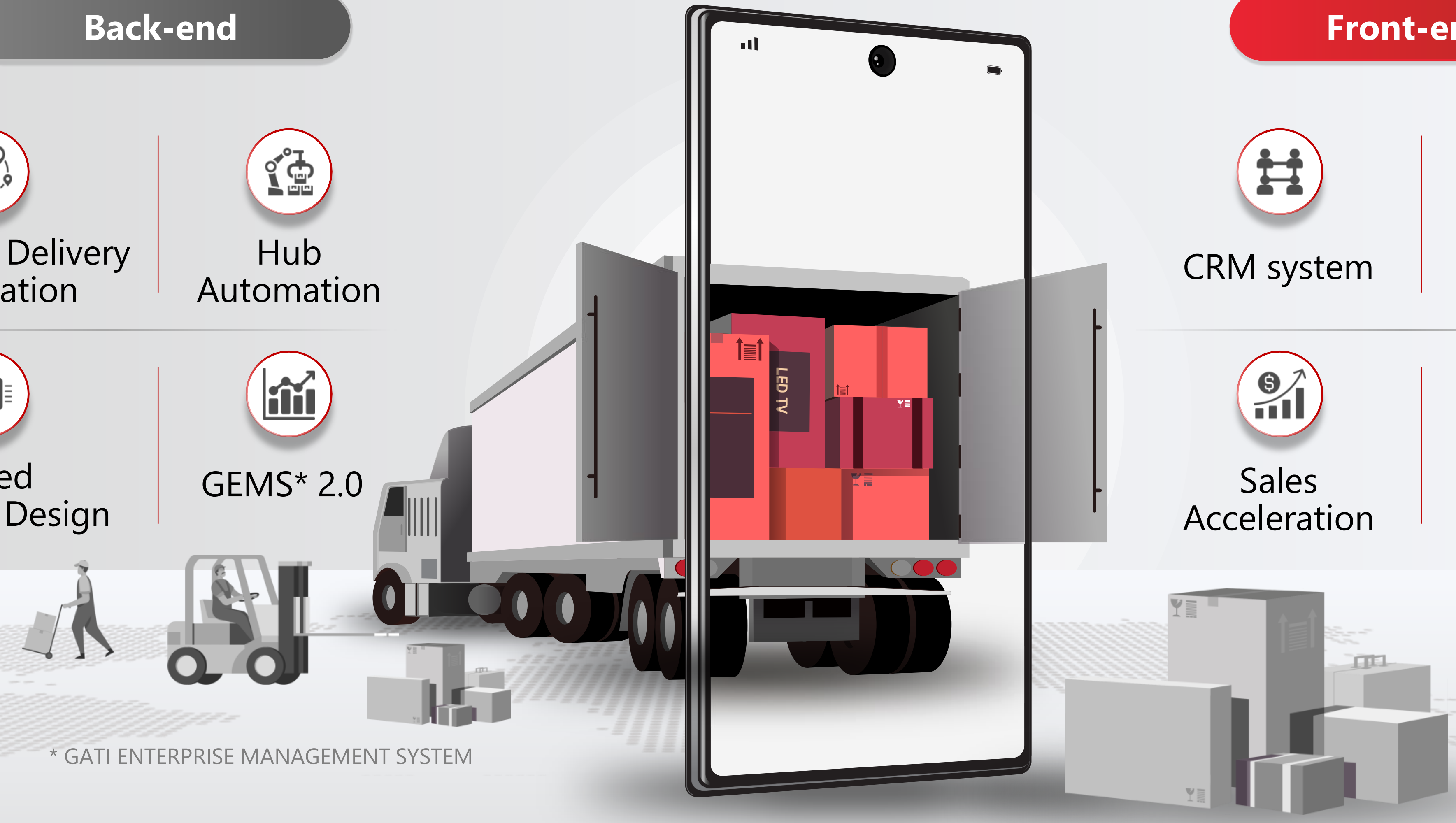
Back-end

- Pick Up & Delivery Automation
- Hub Automation
- AI-led Network Design
- GEMS* 2.0

Front-end

- CRM system
- Data Science
- Sales Acceleration
- Digital Payments



* GATI ENTERPRISE MANAGEMENT SYSTEM

EXCEPTIONAL RETURNS ON CAPITAL

DEEPAL SHAH

DEPUTY GROUP CHIEF FINANCIAL OFFICER

STRONG FUNDAMENTALS
Leading to growth

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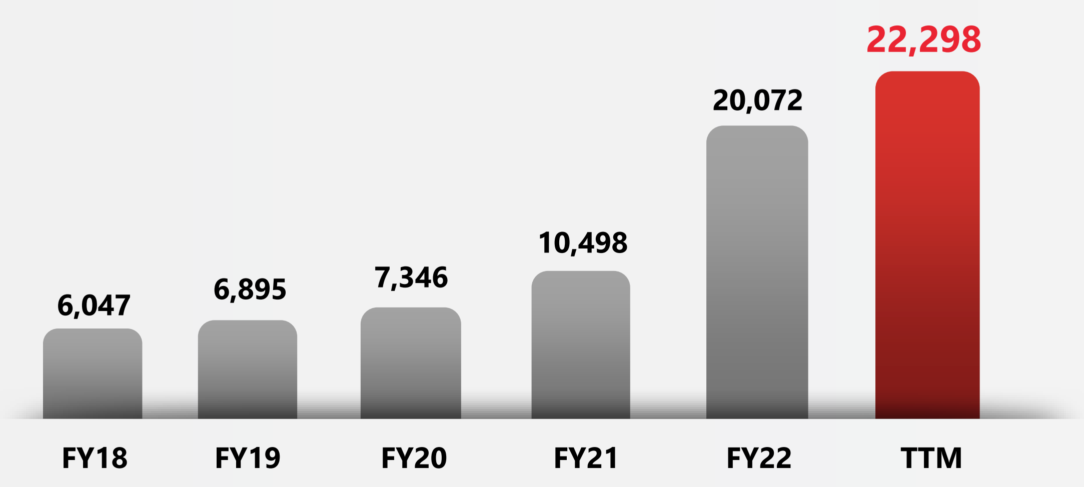
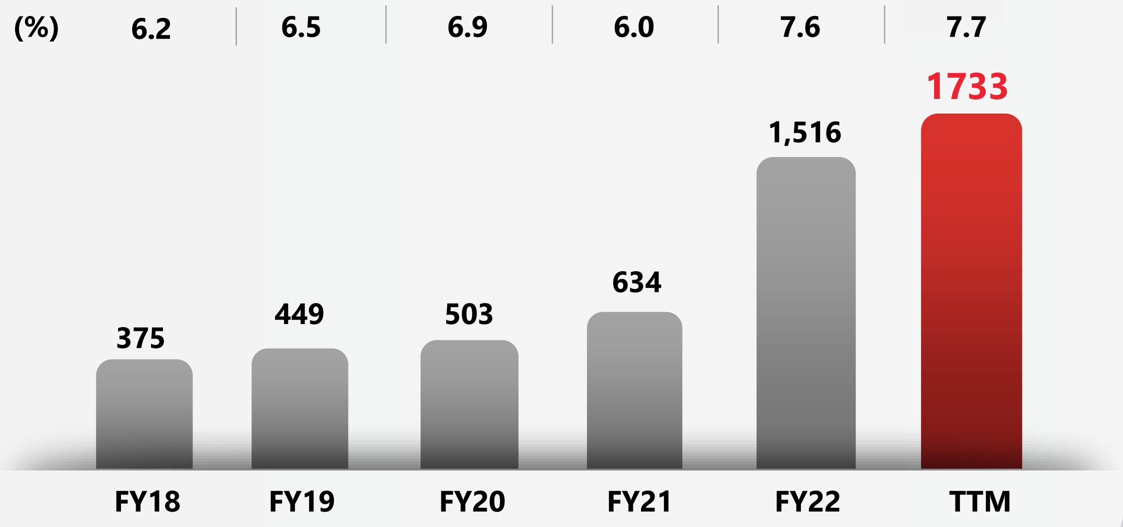
Total Operational Revenue^ (₹ Cr)



EBITDA^ (₹ Cr) & EBITDA Margins^ (%)



^ excludes other income

CASH FLOW &
CAPITAL ALLOCATION

CASH FLOW MOVEMENT (₹ Cr) - FY18 TO FY22

Opening Balance cash + treasury Investments	**252**
CFO (Pre-tax)	**2,718**
Dividend (JVs & associates)	**25**
Borrowings (Net)	**751**
Disposal of non-core assets	**303**
Source of Funds (A)	**4,049**

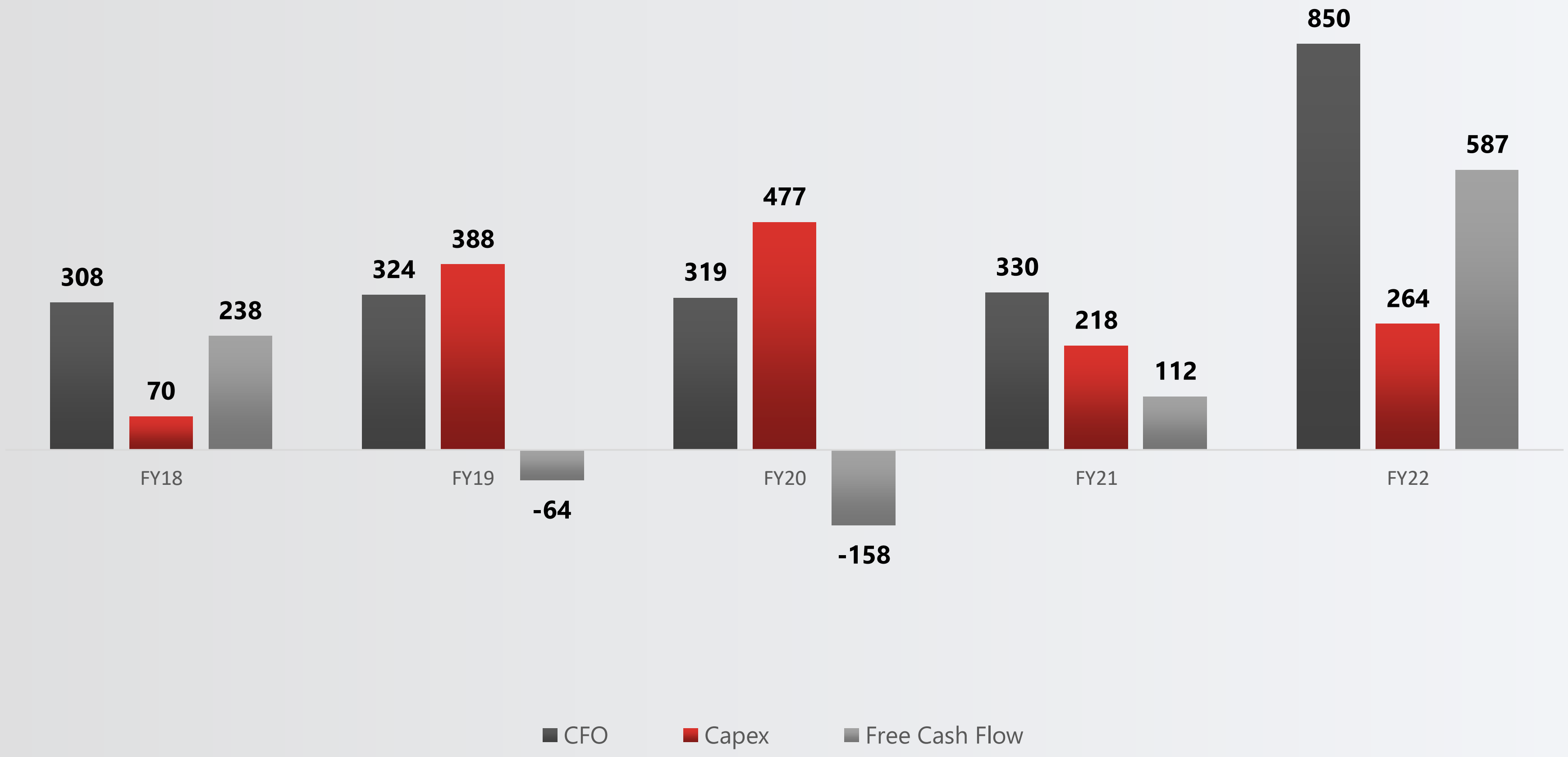
Taxes	**586**
Value Accretive M&A	**862**
Finance cost	**303**
Dividend (incl. DDT)	**429**
Capex*	**984**
Treasury & Others (net)	**163**
Utilisation of Funds (B)	**3,327**

* adjusted for release of previously held equity interest due to Blackstone

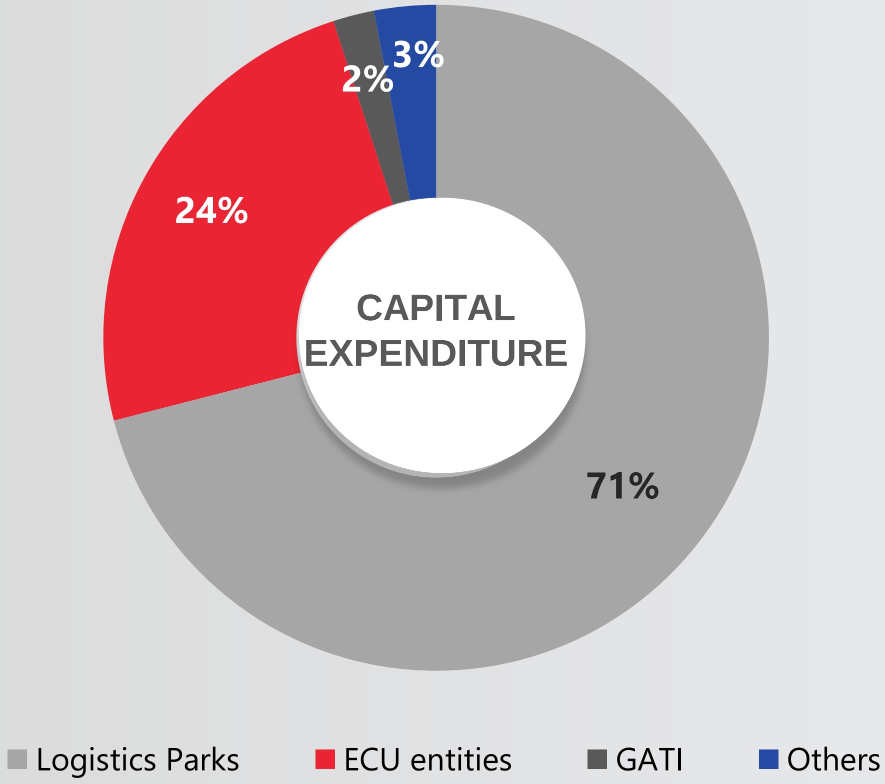
Closing cash + treasury Investments (A)+(B) **₹ 721 crore**

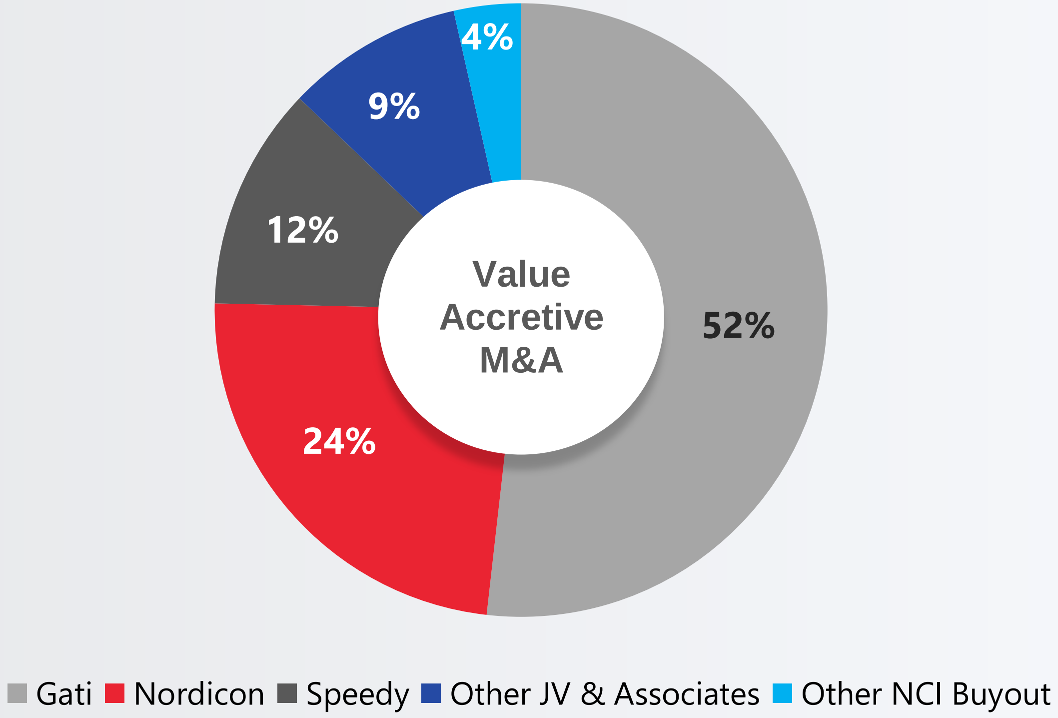
FREE CASH FLOW MOVEMENT

FREE CASH FLOW MOVEMENT (₹ Cr) - FY18 TO FY22



CAPITAL ALLOCATION & OUTCOME

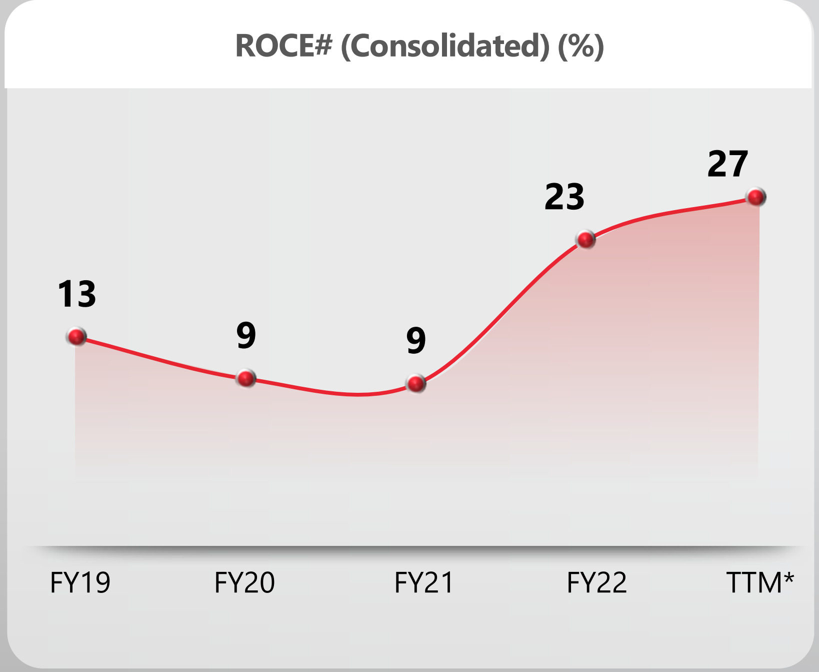


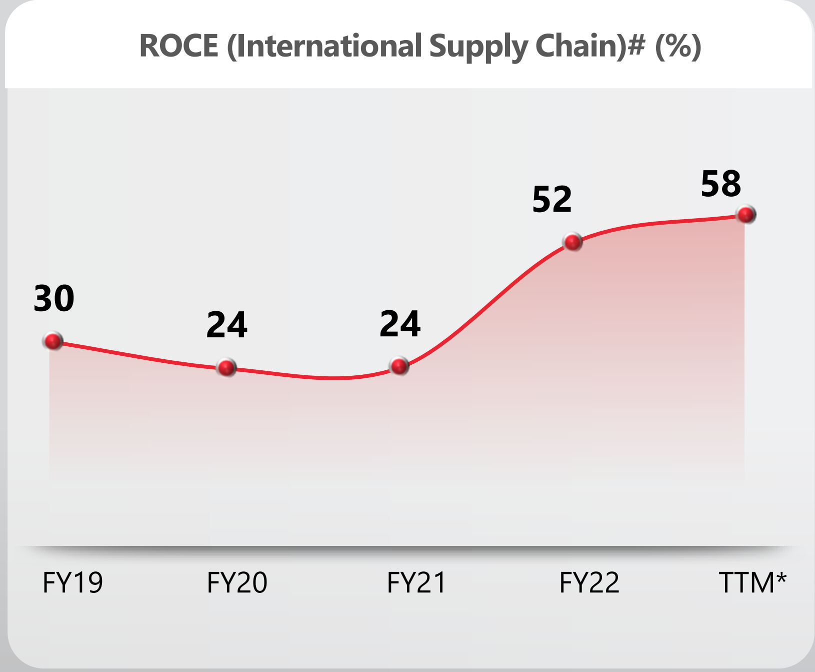


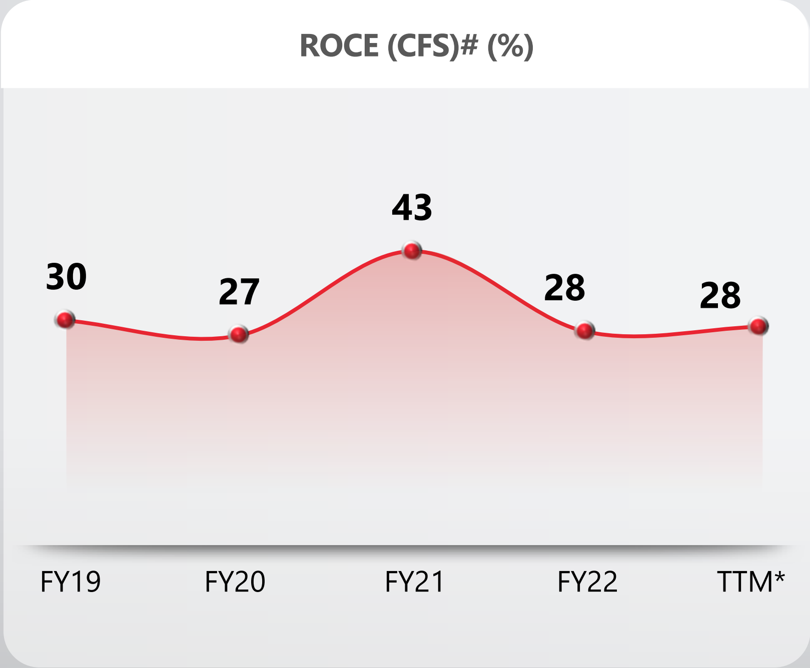
Capex* (₹ Cr)	**984**

Value Accretive M&A (₹ Cr)	**862**

RETURN ON CAPITAL EMPLOYED

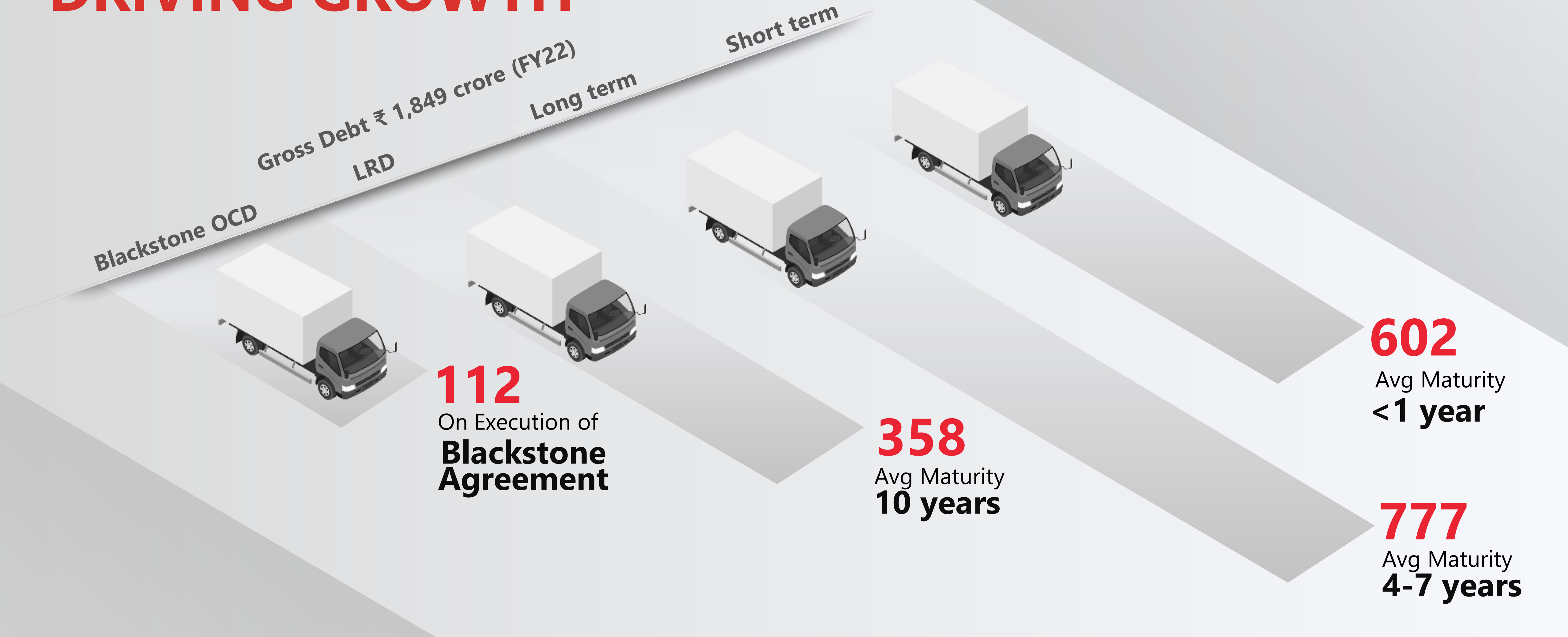






* TTM EBIT / Q1FY23 Capital Employed

OPTIMUM LEVERAGE FOR **DRIVING GROWTH**



ABRIGED VERSION* OF **DEMERGED ENTITIES**

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FY22 CONSOLIDATED FINANCIALS

	Adjusted Capital employed (₹ Cr)	Adjusted Borrowings (₹ Cr)	Business EBIDTA (₹ Cr)	ROCE (%)
Total	5,383	1,848	1,515	22%
ALLCARGO LOGISTICS^	3,581	917	1263	29%
ALLCARGO TERMINALS	390	3	131	27%
TRANSINDIA REALITY	1412	929	121	3%

*could change closer to the demerger effective date

^ includes ECU and GATI but excludes ACCI,
ACL = Allcargo Logistics, ATL = Allcargo Terminals and TRL = TransIndia Reality

ALLCARGO LOGISTICS^

Adjusted Capital employed (₹ Cr)	Adjusted Borrowings (₹ Cr)	Business EBIDTA (₹ Cr)	ROCE (%)
3,581	917	1263	29%

*could change closer to the demerger effective date

^ includes ECU and GATI but excludes ACCI,
ACL = Allcargo Logistics, ATL = Allcargo Terminals and TRL = TransIndia Reality

ALLCARGO TERMINALS

Adjusted Capital employed (₹ Cr)	Adjusted Borrowings (₹ Cr)	Business EBIDTA (₹ Cr)	ROCE (%)
390	3	131	27%

*could change closer to the demerger effective date

^ includes ECU and GATI but excludes ACCI,
ACL = Allcargo Logistics, ATL = Allcargo Terminals and TRL = TransIndia Reality

	Adjusted Capital employed (₹ Cr)	Adjusted Borrowings (₹ Cr)	Business EBIDTA (₹ Cr)	ROCE (%)
TRASINDIA REALITY	1,412	929	121	3%

*could change closer to the demerger effective date

^ includes ECU and GATI but excludes ACCI,
ACL = Allcargo Logistics, ATL = Allcargo Terminals and TRL = TransIndia Reality

BOARD & MANAGEMENT **TEAM**

BOARD OF **DIRECTORS**

SHASHI KIRAN SHETTY
Chairman & Managing Director

ADARSH HEGDE
Joint Managing Director

PARTHASARATHY V S
Vice Chairman &
Non-Executive, Director

AARTHI SHETTY
Non-Executive, Director

KAIWAN KALYANIWALLA
Non- Executive, Director

MOHINDER PAL BANSAL
Non- Executive,
Independent Director

MARTIN MÜLLER
Non-Executive,
Independent Director

NILESH VIKAMSEY
Additional Non- Executive,
Director

MAHENDRA KUMAR CHOUHAN
Non- Executive,
Independent Director

RADHA AHLUWALIA
Non-Executive,
Independent Director

MANAGEMENT TEAM – ALLCARGO LOGISTICS

SURESH KUMAR R
CEO (India)

RAVI JAKHAR
Group Chief Strategy Officer

DEEPAL SHAH
Deputy Group
Chief Financial Officer

JATIN CHOKSHI
Chief Investment Officer

KAPIL MAHAJAN
Global Chief Information &
Technology Officer

INDRANI CHATTERJEE
Group Chief People Officer

MUKUNDAN K. V
Chief Assurance & Risk Executive

G.S. RAVI KUMAR
Chief Information Officer

CAPT. SANDEEP ANAND
CMO (India)

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MANAGEMENT TEAM – ECU WORLDWIDE

TIM TUDOR
CEO

DMITRIY IOFFE
CCO LCL

SIMON SACHU
CCO, Global Air, FCL & Procurement

UDAY SHETTY
COO

VAISHNAV SHETTY
CDO

CLAS THORELL
Global Head - LCL Product & Yield Management

SALEEM NAZIR
CFO

PHILIP BLUMENTHAL, PHD
CTO

MARC MEIER
Regional Head – Germany/ Central Eastern Europe

MARC STOFFELEN
Global Head KAM

ASHISH MATHUR
CIO

NEILS BACH
Regional Head USA & Canada

ECU WORLDWIDE Geography Simplified

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MANAGEMENT TEAM – GATI

ADARSH HEGDE
Managing Director, Gati-KWE

PIROJSHAW (PHIL) SARKARI
Chief Executive Officer

HUAFREED NASARWANJI
Chief Commercial Officer

MUKUNDAN K. V
Chief Assurance & Risk Executive

G.S. RAVI KUMAR
Chief Information Officer

ANISH MATTHEW
Chief Financial Officer

MEHERNOSH N. MEHTA
Chief HR Officer

CHARLES DEVLIN D'COSTA
Chief Supply Chain Officer

GATI

ATTRACTING BEST TALENT TO DRIVE GROWTH

THANK YOU