



# **Allcargo Group** **Analyst Day 2025**

# FOUNDER'S MESSAGE

SHASHI KIRAN  
SHETTY



## **Institution Building**

### **Strategic Direction**

Independent boards & chair  
for demerged companies

Robust systems  
& processes

Focus on  
governance, policy  
& compliance



## **Innovation & Execution**

AI enabled  
digital platform

RPA to drive  
efficiency

**Customer centric**  
digital tools



## **Value Creation through culture of entrepreneurship**

Focus on ROCE  
& debt control

Driving profitability  
through owner's  
mindset

Severe Cost  
management



## **Market Leadership**

Innovate with  
new products

Expand into  
new markets

Invest  
in talent

Elevate  
customer service



# Care for Environment & Society

## Environmental



### Energy & Emissions

- **100% Carbon Neutral** by 2040
- **13% energy from renewables**, doubled since ESG journey
- **500+ EVs & CNG** last-mile trucks introduced

## Social



### Diversity, Inclusion & Equity

- **50%+ women** in International Supply Chain business
- **35%+ women** across the group

### Community Development

- **50,000+ people benefited** in FY25
- **1.1M+ trees** planted till date

### Labour Practices & Human Rights

- Zero child/forced labour
- Zero human rights violations

### Occupational Health & Safety

- **Best in industry standards**

## Governance



### Corporate Governance

- **Zero non-compliance** with regulations year-on-year

### Cybersecurity

- Best in industry ratings
  - Cybersecurity Posture Score – **790 (Advanced)**
  - Cybersecurity Exposure Score – **250 (Low Risk)**

### Sustainable Supply Chain

- **100% suppliers** ESG-screened by 2040
- **Tier-1 suppliers** under assessment

# Group Strategy

## Past 5 years



Exited **non-core businesses**



Investment in technology and **best-in-class cyber security**



Simplified structure – **independent management**



**Growth initiatives** –  
New markets, new products, new business offerings (new CFS, Nordic, Latin America, CL diversification)

## Next 5 years



People First approach – Attracting and retaining **best talent in the industry**



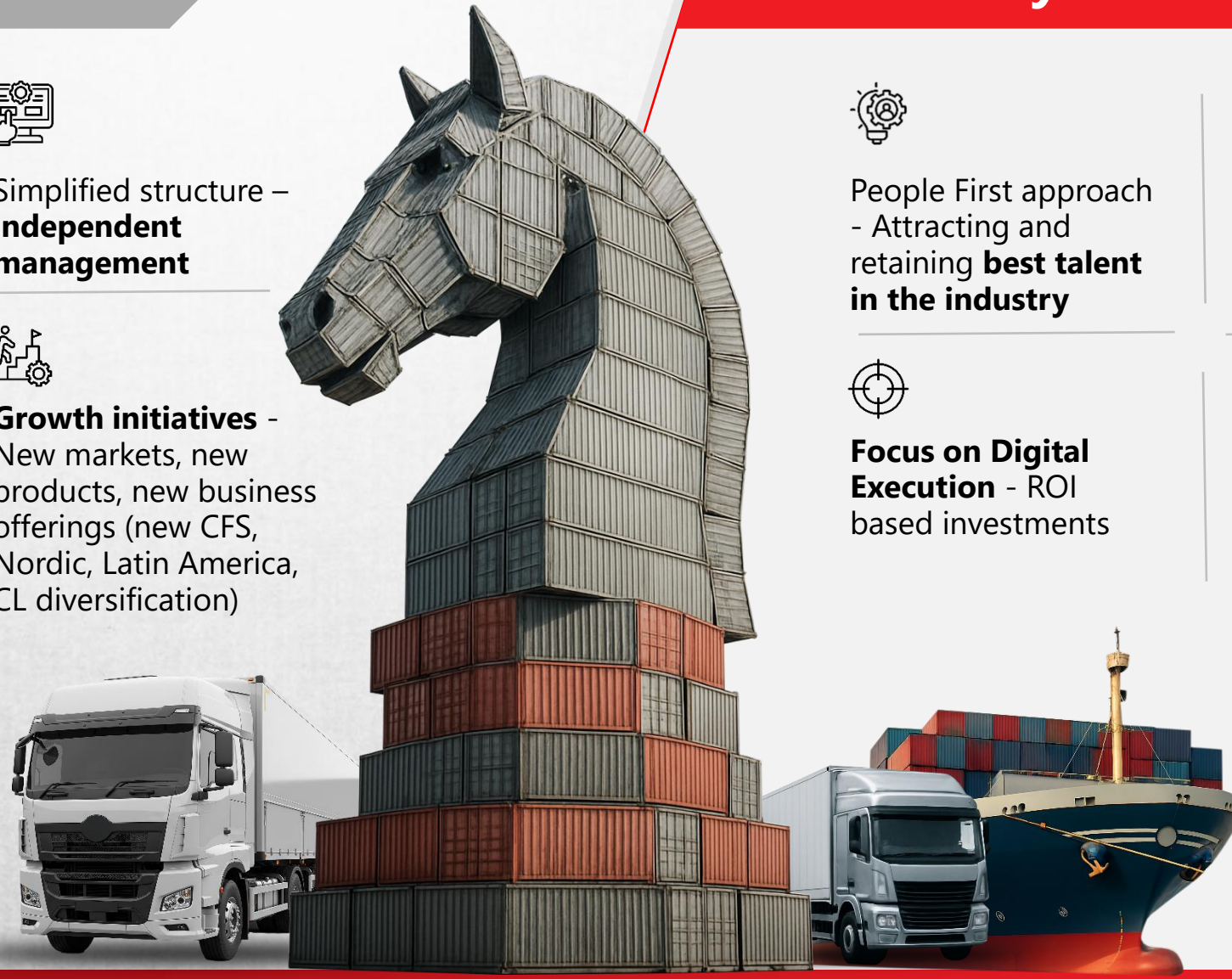
**Focus on Digital Execution** – ROI based investments



Value accretive growth – asset right, **capital efficient growth** to drive operating leverage



**Leverage India's growth** in our core businesses





# International Supply Chain



# Global Presence in International Supply Chain Business

	AMERICAS	EUROPE	ISC & MEA	APAC
Countries	50	37	68	25
Offices	134	52	122	67
Direct Trade Lanes	~250	~500	~250	~1400



35+

Years of Expertise



650k\*

FCL Volume (TEU)



2400+

Direct Trade Lanes



9M\*

LCL Volume (Cbm)



4000+

Employees



30k\*

Air Volume (Tons)



Worlds  
#1 LCL  
Consolidator  
(14% market share)

Global Neutral FCL  
Air Freight  
D2D services

\*Export and import handling combined



# Value Proposition



**Unmatched Single  
Brand Global  
Network**



**Digital First  
Approach**



**End to End  
Logistics**



**Local Hands  
on the Deck**

# Growth Initiatives

## New Markets & Products



Deeper hinterland penetration in China



Expansion in Africa



Strategic presence through alliances in eastern Europe



Aiming for higher market share in LATAM



Expansion of retail business into additional international markets



Expanding FCL footprint



Creation of a global CFS product



Cross border E-commerce



E-comm return logistics



Focused services for household goods in US, EU & Oceania



Expanding Air product through new markets & strategic partnerships



Scale door-to-door offering

## Strategic Initiatives

Focus on more profitable long haul trade lanes

Launching 20+ new trade lanes in the US & LATAM

Technology led inside sales to capture long-tail customers in China, LATAM, & other markets

Sales Acceleration initiatives deeply integrated with CRM

Growth opportunities with regional & local accounts

Global FCL growth to be driven by ECU360's new digital procurement & sales platform, enabling wider participation in FCL sales



# Cost Initiatives

## Shared Services



New global shared service center (SSC) structure with strategic hubs and partners



Consolidating front and back-office functions into SSC for scale and efficiency

## Processes & Systems



A new Business Process Management Structure has been created globally



Process optimization is elevating quality, productivity, utilization, and standards while reducing complexity



iTopaz, is being re-architected to a cloud native & AI enabled platform

## AI & Automation



Organization Excellence team driving automation of repetitive processes



AI and RPA automation for improved overall experience



Strategic AI partnerships



Strong pipeline of AI projects across Sales, Operations, and Finance

## Procurement



**New global FCL product management will**

Improve yield by optimized procurement



Long standing carrier relations guarantee capacity access



# Digital & AI Initiatives Deployment phase



## AQUA – Email-to-Quote AI

Live across **4** countries and has delivered significant efficiency gain – reducing time by ~60%

## Operation Assistant (ELMA)

Guides teams with up-to-date **SOP document** for compliance and faster execution

## Customer Retention/ SARA – AI for Sales

**Customer Retention** – Deployed AI/ML-driven retention across **25+ countries**. Early pilots achieved **lower attrition** among contacted customers



# Future AI Roadmap for **SCALABLE IMPACT**

## Sales & Pricing



### **Glympse AI for Consultative Selling**

Quick customer research & profiling, empowering sales teams with smarter, faster conversations



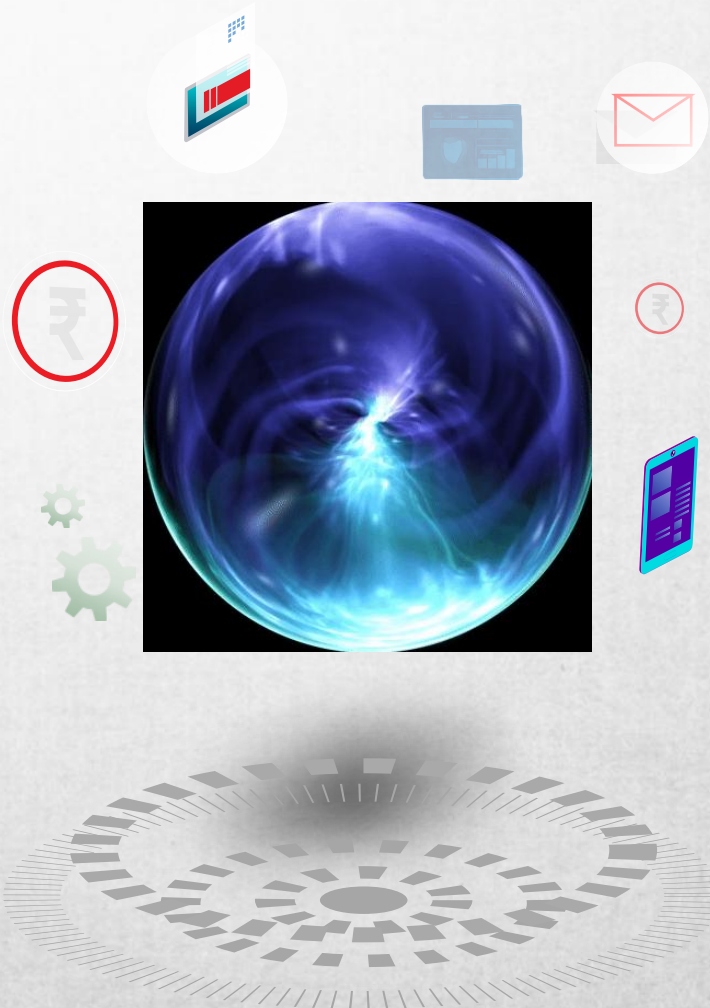
### **Marketing Automation**

AI ensures accurate customer data, sharp targeting, and timely campaigns, driving higher engagement



### **Pricing Intelligence**

Smart pricing with AI/ML, multi-factor recommendations at trade-lane level



## Operations & Finance



### **Eera – Enquiry Email AI**

captures enquiry emails, drafts responses, and routes for review ensuring speed, accuracy & control



### **Booking AI**

seamlessly converts booking emails with layered human validation ensuring speed, accuracy & reliability



### **Document AI**

Transforms unstructured documents into structured data, validated and updated into Topaz with human-in-the-loop



### **Invoice Intelligence**

Transforms invoices & documents into structured data, automating processing for faster approvals & payments



### **Finance AI (FACT)**

AI-powered financial insights enable proactive decisions with deviation analysis, real-time alerts & faster actions

# ECU360: Acclaimed best in class digital platform

Seamlessly offers 2400+ trade lanes from any corner of the world to any corner of the world

## Key Features



Quick quotes



Instant booking



Dynamic dashboard



Track and trace

**Going forward** it will **leverage** data science, predictive visibility, and process automation to deliver smarter, faster, & more personalized **customer experiences**.



**>60%**

quotes digital

**>50%**

booking digital

## Upcoming Products & Features

**Domestic trucking**

**FCL**

**Direct to fulfilment centres**

**Air Freight**

**Sustainability & CO<sub>2</sub> Visibility** –  
Carbon estimation on quotes  
& bookings.

**New  
Revenue  
Streams**

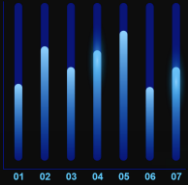
**White-Label  
Solution**

**Trade Finance  
Integration**

**New Customer  
Segments**



# Financial Initiatives



## Finance transformation

Deployment of **MS D365**, a single global platform with high automation capabilities

Deployment of **Oracle Hyperion** to strengthen performance management & analytics & improve business planning



## Cost optimization

Global shared service centers for AR/AP/GL – Cost arbitrage and efficiency gains



## Efficient capital management

Optimize working capital & debt – Factoring / cash pooling / hedging / credit control



## Other initiatives

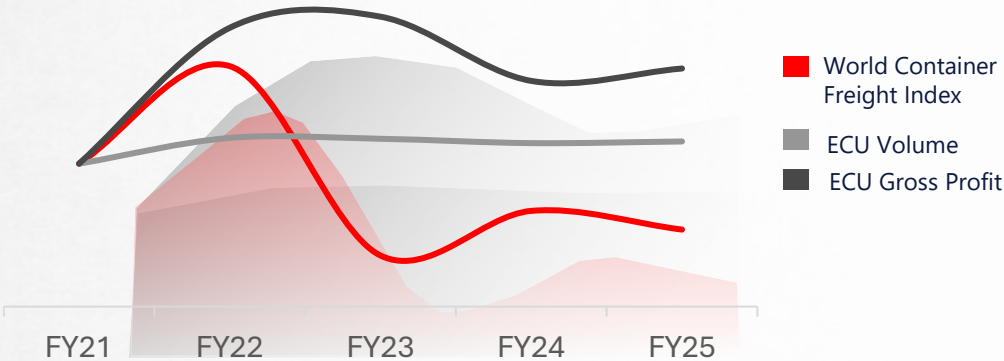
Rationalizing holding structure – eliminating layers

Eliminate intercompany inefficiencies – netting platform

Focus on treasury management and business partnership

# Steady performance in volatile market

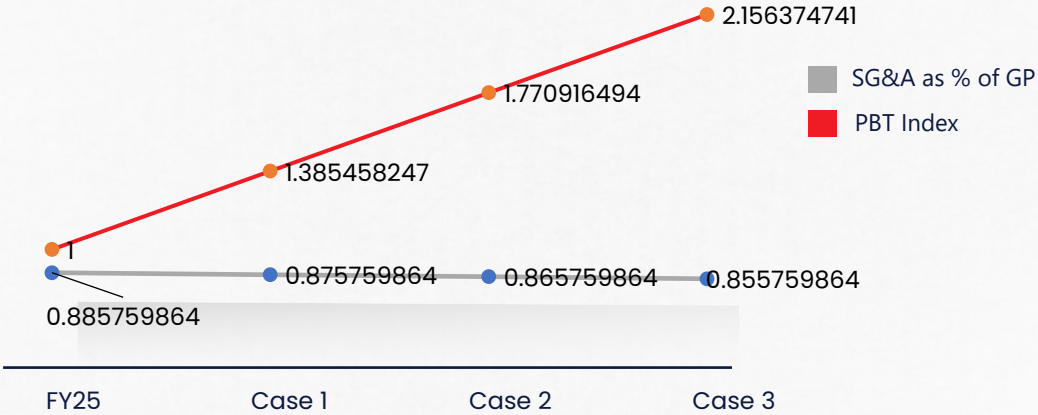
## Resilience and yield enhancement



World container Index, a key indicator of freight rates, has continued to drop in the last 12 months

During the same period, our Gross Profit has increased

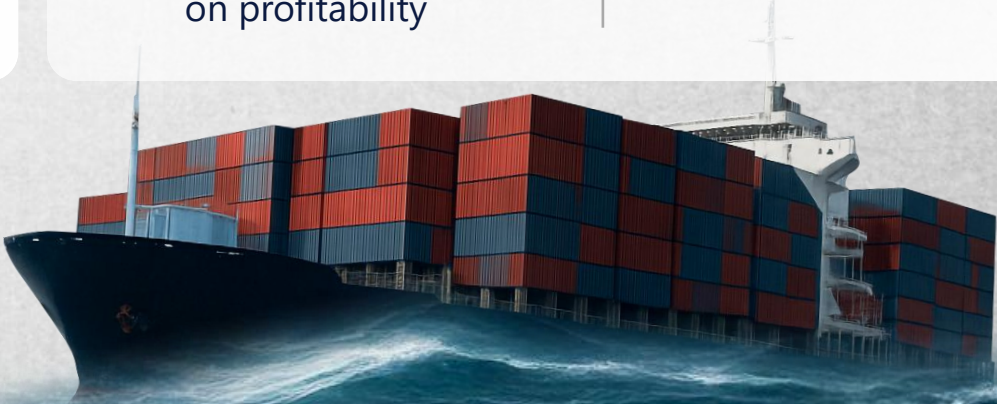
## Focus on Operating Leverage



Operating leverage to have a multiplier effect on profitability

Volume growth to exceed inflation in SG&A cost

\*Charts indexed to 100





# Aspiration

Particulars	FY25	FY26	FY27	FY30
LCL Volume (Mn Cbm)	8.9	8.6	9.1	11
FCL Volume (TEUs)	640k	660K	720K	1000K
Air Volume (Tons)	34K	36K	40K	60K
Gross Profit (Rs. Cr)	2750	2975	3200	3900
SG&A (Rs. Cr)	2423	2600	2700	3100
EBITDA (Rs. Cr)	327	375	500	800

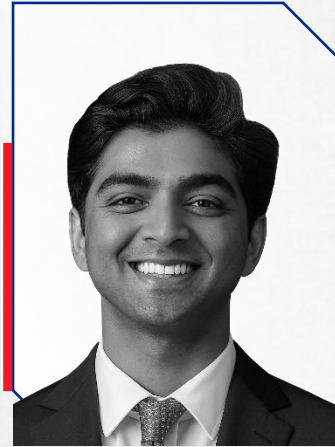
# GROUP MANAGEMENT



**Adarsh Hegde**  
Managing Director,  
Allcargo Logistics



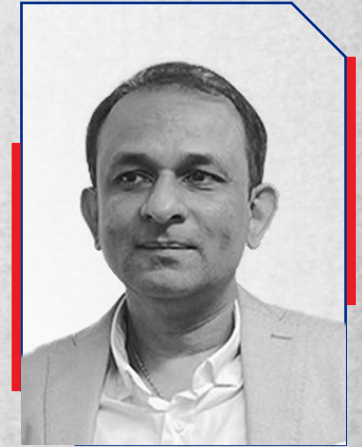
**Ravi Jakhar**  
Director Strategy &  
Group CFO



**Vaishnav Shetty**  
Director & Group Chief  
Digital Officer



**INDRANI CHATTERJEE**  
Group Chief Human  
Resource Officer



**KAPIL MAHAJAN**  
Group Chief Information &  
Technology Officer



# MANAGEMENT TEAM – ECU



**Marc Stoffelen**  
Global Head KAM



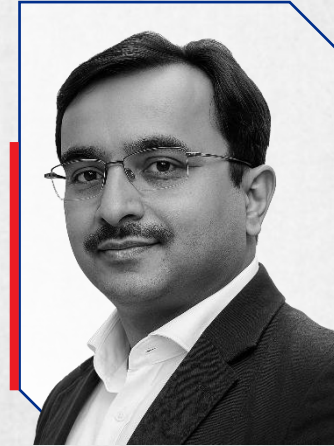
**Simon Sachu**  
CCO, Global Air,  
FCL & Procurement



**Jan Kleine-Lastheus**  
Chief Operating Officer



**Stephen Dunn**  
Global Finance Director



**Rahul Rai**  
Chief Commercial  
Officer – Global LCL



**Rajneesh Garg**  
Chief Information  
Officer



**Hareram TS**  
RCEO – ISC & SEA



**Niels Bach Nielsen**  
RCEO – North America



**Simon Bajada**  
RCEO – Europe



**Jayesh Tanna**  
RCEO – MEA



**Manish Gogia**  
RCEO – North Asia



**Sergio Rodriguez**  
RCEO – Latin America



# THANK YOU

