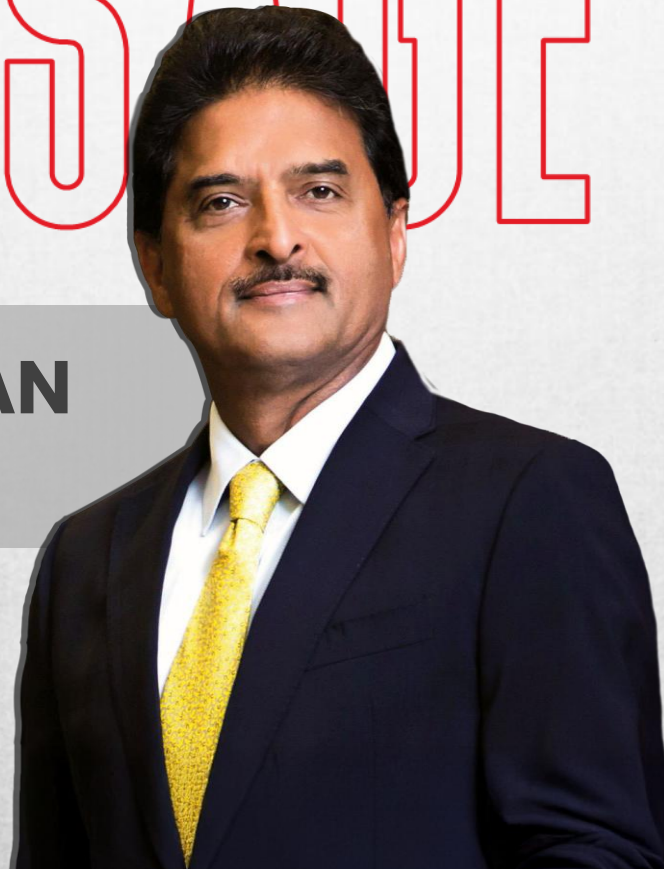




**Allcargo Group**  
**Analyst Day 2025**

# 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



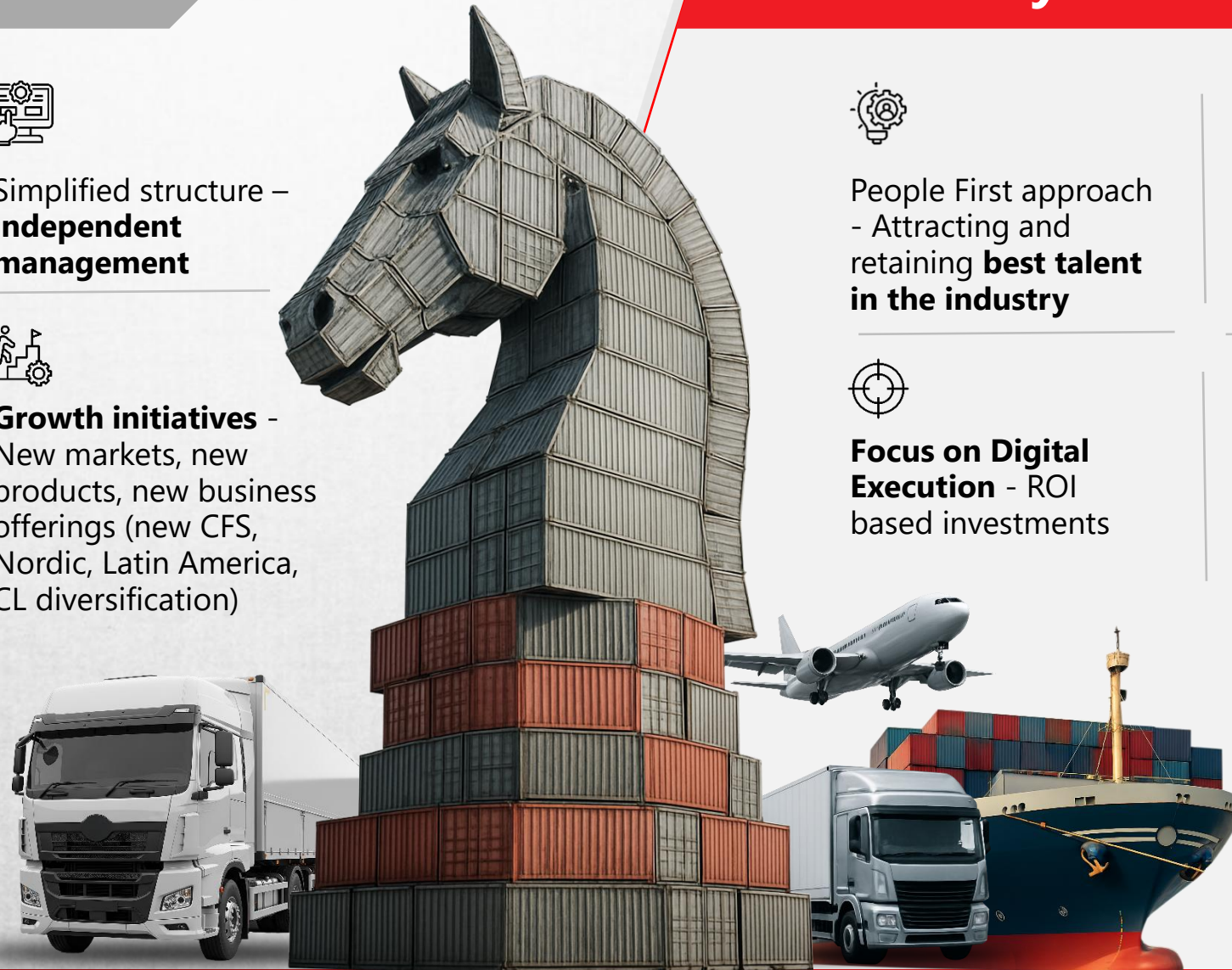
**Focus on Digital Execution** - ROI based investments



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

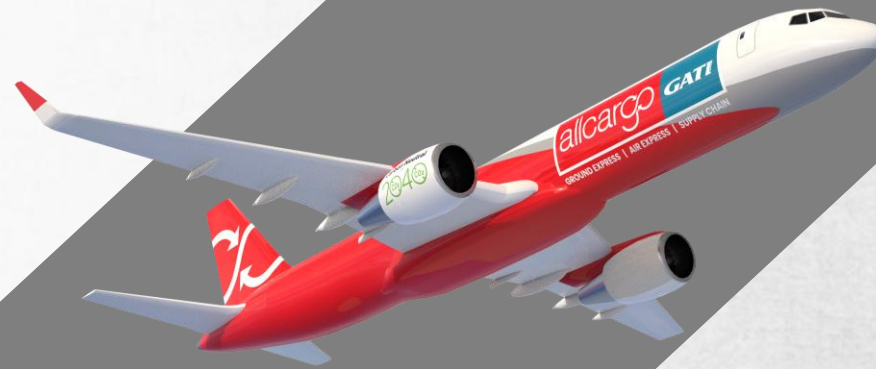


**Leverage India's growth** in our core businesses





# AllcargoGATI



# What The Results Will Be... The How & Why ?



**Stronger**



**Leaner**



**Innovative**



**Tech Driven**



- Logistics offers **attractive growth opportunities**, and we are committed to realizing the company's potential for future growth and expansion
- Our strategy focuses on delivering results **above market growth** and increasing market share by targeting both macro indicators and high-performance micro indicators
- **Profitability improvement** that is sustainable by focusing on financial health through revenue growth and margin enhancement
- Strong commitment to **deliver increased ROCE** and attractive shareholder returns
- The team with a **proven track record & exemplary execution** capabilities is poised to deliver value for our stakeholders



# Stronger | Leaner | Innovative | Tech Driven

## Key Initiatives by Allcargo (2020-2025)



**Allcargo invested  
₹900+ Cr**



**Available Funds  
₹300 Cr**



**Improved DSO by  
12% over FY20  
resulting in faster  
collection**



**Repaid  
~₹250 Cr debt**



**Raised  
~₹169 Cr via QIP**



**Reduced  
employee cost by  
9% over FY20**



**Recovered  
income tax  
refunds ₹150+ Cr**

“Together, these measures have transformed AllcargoGATI into a financially resilient company with a lean balance sheet and net cash position.”



# Retrospective Revenue and Margin

## Show a Flat Performance

Revenue from  
Operations (In ₹ Cr)

1,712



FY'20

1,708



FY'25

  
**CAGR - flat**

Gross Margin (In ₹ Cr)

388



FY'20

387



FY'25

  
**CAGR - flat**

Infrastructure

People

Process

Technology

## Despite Above We Have Delivered

EBITDA (In ₹ Cr)

36



FY'20

68



FY'25

  
**CAGR 14%**

PBT (In ₹ Cr)

5



FY'25

FY'20



-48

  
**CAGR 165%**

ROCE (In %)

0.5



FY'20

2.4



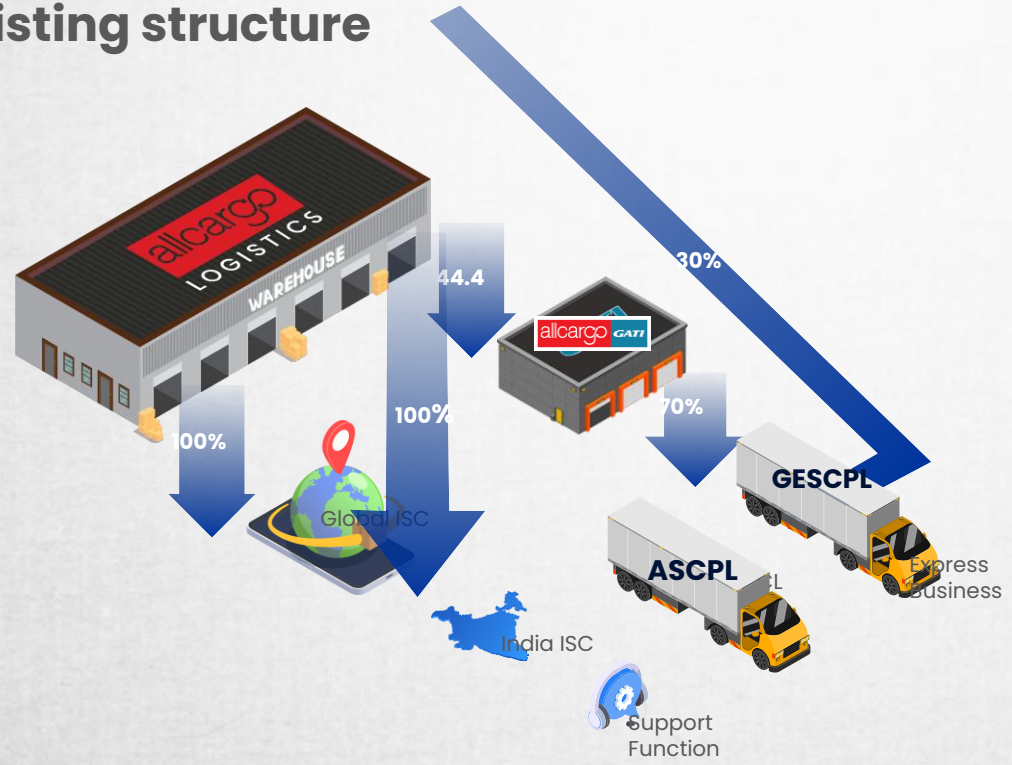
FY'25

  
**~200+ bps**

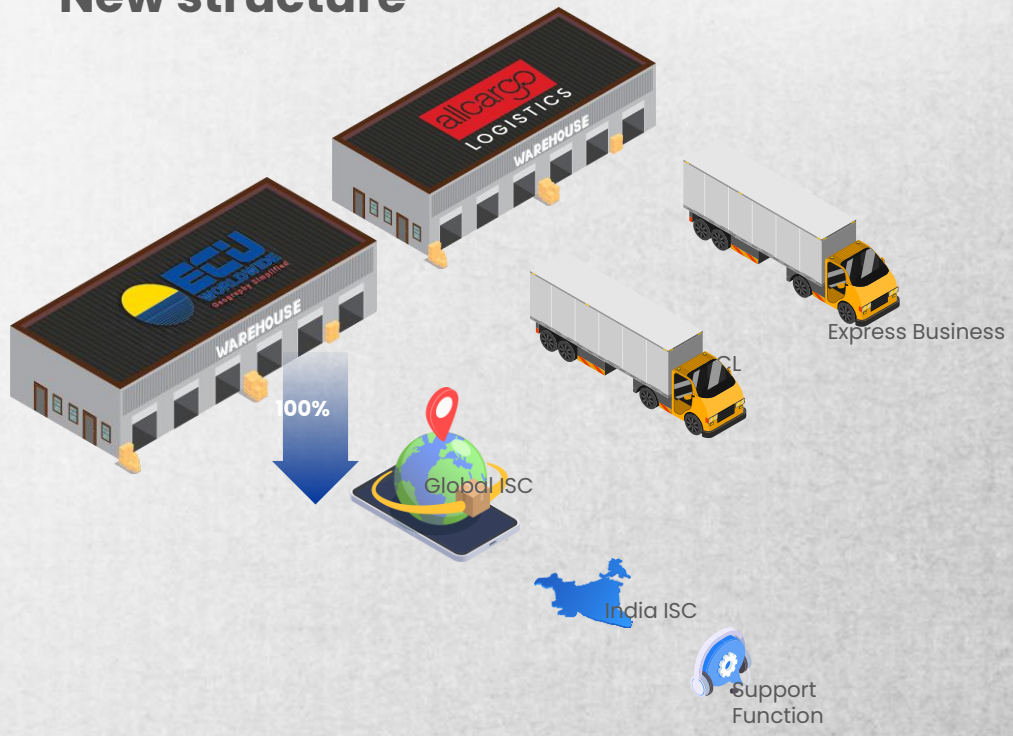


# Poised to Become A Domestic Logistics Leader

Existing structure



New structure



## Scheme



Merge express business & consultative business into  
**Allcargo Logistics**

(post demerger of existing ocean freight business)

## Rationale



Bring synergistic businesses together and create a domestic logistics leader



Simplifying corporate structure



Synergies in consolidating infrastructure footprint across both businesses to drive cost efficiency



# Growth Enablers & Volume Developers

For revenue and profit improvement



## **SURFACE EXPRESS DISTRIBUTION**

**Standardised** end-to-end logistics Solutions

**Multi-modal delivery**

**Over 9,000 trucks**

**24/7  
Tracking services**



## **AIR EXPRESS DISTRIBUTION**

Strategic alliance with India's leading airlines

**Multi-modal delivery**

**On Time**  
Assured delivery

**Direct Connectivity**  
Over 150+ flights daily

## **CONSULTATIVE LOGISTICS\***

Long haul transportation

Distribution Center

Milk Run

In-plant Logistics

Value-added service

**Customised solutions**  
for multiple industries

**Just In Time (JIT) & Just In  
Sequence (JIS) capabilities**

## **SPECIAL PRODUCTS**

### **Student Express**

Seamless movement between hostel and home

### **Bike Express**

Hassle free door-to-door bike transport

### **Laabh**

Surface cargo delivery up to **20 kg**

### **Surface Lite**

Cost-effective surface deliveries for packages up to **5 kgs**



# Delivered Through Strong Geographic Governance

Which will be strengthened further

**100%**

Serviceable  
Pin-Codes

**700+**

Facilities

**90+**

Hubs

**80+**

Logistics Parks

**8**

Air Logistics Centres

**~2800**

People Strength

**12M+ sq.ft**

Distribution +  
Warehousing Space



Fast Transit  
Time



Expansive  
Reach Across  
India



Advanced  
Automation &  
Technology



State-of-the-Art  
Grade-A Hubs



Extensive  
Tier 2, 3 & 4  
Penetration

# Growth Accelerators



## Stronger

- More long term contracts
- Well equipped to adapt to changed market conditions
- Value chain creation
- Continuous quality improvement
- Yield management



## Leaner

- Defocused from low margin contracts
- Stay asset light
- Self financed transformation
- Well diversified margin business
- Network adaptation



## Innovative

- Company to benefit from tailwinds
- Sector specific solutions
- Topline growth acceleration
  - ✓ Auto
  - ✓ Consumer durables
  - ✓ Consumer electricals
  - ✓ Life science and healthcare
  - ✓ E-commerce



## Tech Driven

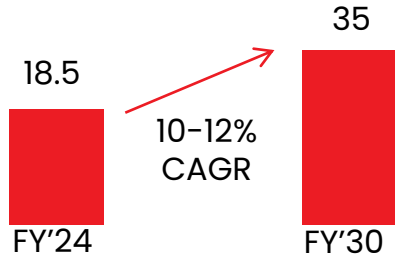
- Data science and AI tools
  - ✓ Customer service
  - ✓ HR
  - ✓ Sales
  - ✓ Operations
  - ✓ SME onboarding
- Stronger cyber security
- Delightful customer applications



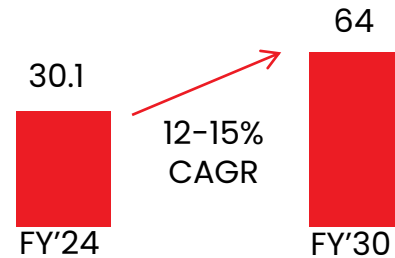
# Growth Accelerators:

## AllcargoGATI To Grow Stronger With Deep Focus

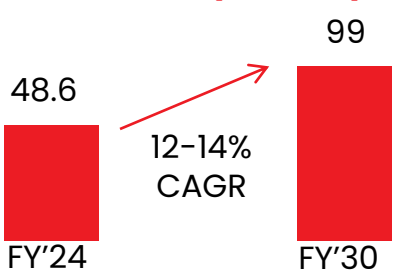
### B2B Express Logistics (INR K Cr)



### Supply Chain Services (INR K Cr)



### Combined (INR K Cr)



### Macro-economic Growth Enablers

#### Make in India / PLI Scheme

To boost logistics spend

#### Growth of SME / MSME Sector

leading to better growth of organized operators

#### Growth in E-comm Sector

Sector to grow at 18% CAGR from 2026-30

#### Technology Adoption

Customers prefer partners having better digital & tech interface

#### Regulatory Changes

GST & E-way bill leading to improved efficiency

#### Govt. Focus (NLP / Gati Shakti / ULIP / LEADS)

To push mobilization of organized logistics

#### Increasing Customer Expectation

Accelerating adoption of organized players

#### Logistics Infrastructure Growth

Bharatmala/ DFC etc.

### Micro-focussed Growth Accelerators

#### E-commerce/Quick Commerce

Expand nationally & enhance offering to our current & new entrants. We work with the top 5 players in each.

#### Consumer Durables/Electronics

Pre-configure solutions with increased convenience for end consumer and returns management

#### Auto & Engineering

Specialize in growing requirements of VOR/ engines/ high value parts

#### Chemical

As the market leader we have strong regulatory and compliance adherence and focus on advanced inventory management (Sampling/ Kitting/ Repackaging, etc.)

#### Life Science & Healthcare

Specialize in pharma transportation through packaging solution/multi temperature storage/multi-temp last mile delivery/value added services

#### MSME & Retail

Pricing strategy and value driven commercial approach to maximize growth and Profitability



**Cross Sell Opportunities**



**Multiple Product Offering**



**Strong Balance Sheet**

# Tech Driven

## Growth Acceleration

## Strategic Pivots



Through Tech  
& Digitization



Mobile first



Cloud Native



Gen AI Enablers



Agile



Modular



Secure



Social

## Partners



ORACLE®



TIBCO™

HAVAS  
PivotRoots  
A Havas company



Intugine



Grant Thornton

Capgemini

## Implementation Pivots



Control  
Tower



New Booking  
App



Finance ERP  
Transformation



WMS  
System



Consignee  
App



Customer  
Portal



Hub Eye



Gate Scan

## Result



Improvement  
in On-Time  
Pickups



Pickup  
Efficiency



Streamlined  
Finance  
Processes



Efficient  
Space  
Utilization



Increase  
in New  
Customers



Customer  
Service  
Excellence



Real-time  
visibility



Accurate  
Mapping



# Strategy 2030



**Stronger**



**Leaner**



**Innovative**



**Tech Driven**

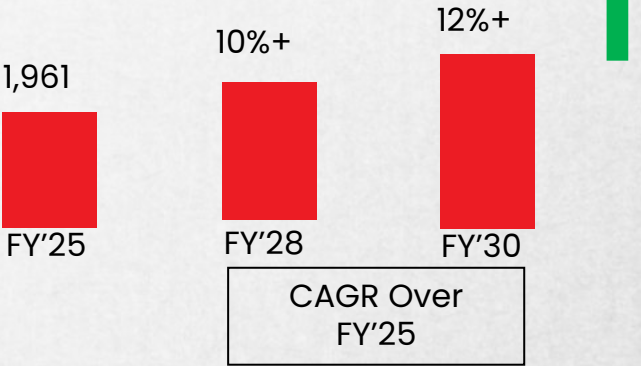
## Accelerated Focus



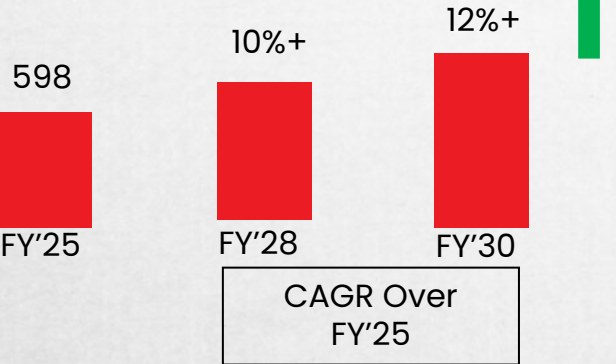
## Resultant Value



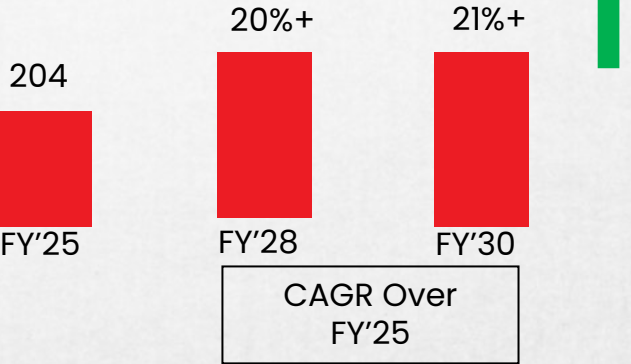
## Revenue from operations (in ₹ Cr)



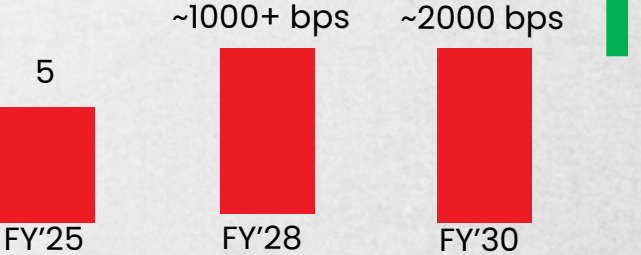
## Gross Margin (in ₹ Cr)



## EBITDA (in ₹ Cr)



## ROCE (in %)



# Becoming A Company Of Choice Across Parameters

Development of profitability, customer satisfaction and employee engagement

Infrastructure

Stronger

People

Leaner

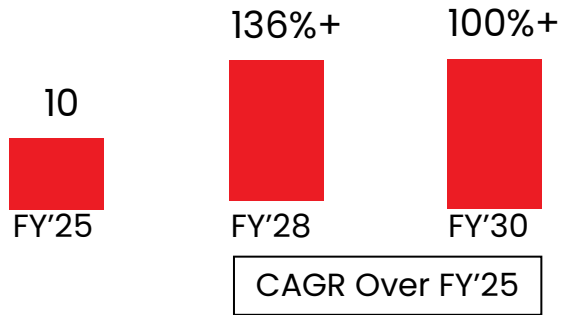
Process

Innovative

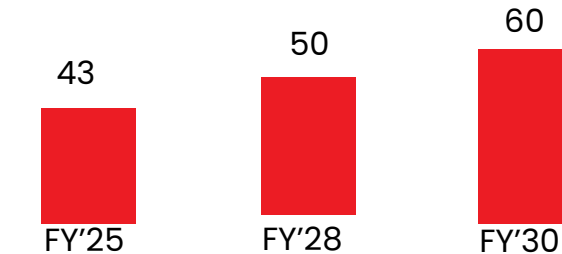
Technology

Driven

## Higher Profitability: PBT (in ₹ Cr)

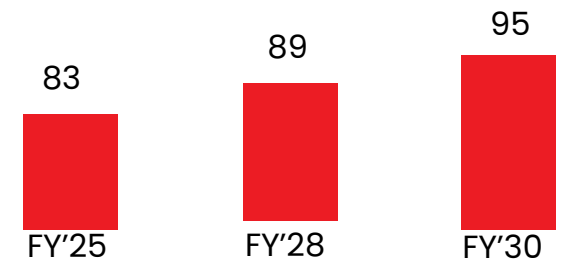


## Higher Customer Satisfaction: NPS



Net Promoter Score

## Higher Employee Engagement: EOS (in %)



Employee Opinion Survey



# Management Team



**Ketan Kulkarni**  
Managing Director & CEO

30+ years of experience in logistics, travel goods, alcoholic beverages, FMCD and FMCG



**Deepak Pareek**  
Chief Financial Officer

20+ years of expertise in finance, strategy, and infrastructure management



**Sushil Rathi**  
Director  
(Consultative Logistics)  
30+ years of leadership experience in logistics, operations, and strategic planning



**Narayanam Sesa Srikanth**  
Head - Human Resources

20+ years of expertise in talent & workforce management, driving organizational transformation



**Sanjay Khiyani**  
Chief Information Officer

25+ years in IT, specializing in technology strategy and program management



**Sharmishta Majumdar**  
Head - Customer Experience

20+ years driving customer satisfaction and loyalty in logistics industry



**Avinash Singh**  
Head - Operations  
(Express)

12+ years of expertise in supply chain, P&L management, and operational transformation



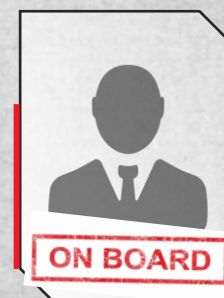
**Mayank Dwivedi**  
Head - Sales & Marketing  
(Express)

20+ years in logistics, driving revenue growth and high-performance sales



**Karan Puri**  
Head - Sales  
(Consultative Logistics)

21+ years in sales, specializing in B2B logistics and e-commerce, empowering businesses



Head - Operations  
(Consultative Logistics)

To be onboarded on 20<sup>th</sup> Oct  
20+ years in express, consultative logistics and e-commerce

# THANK YOU

