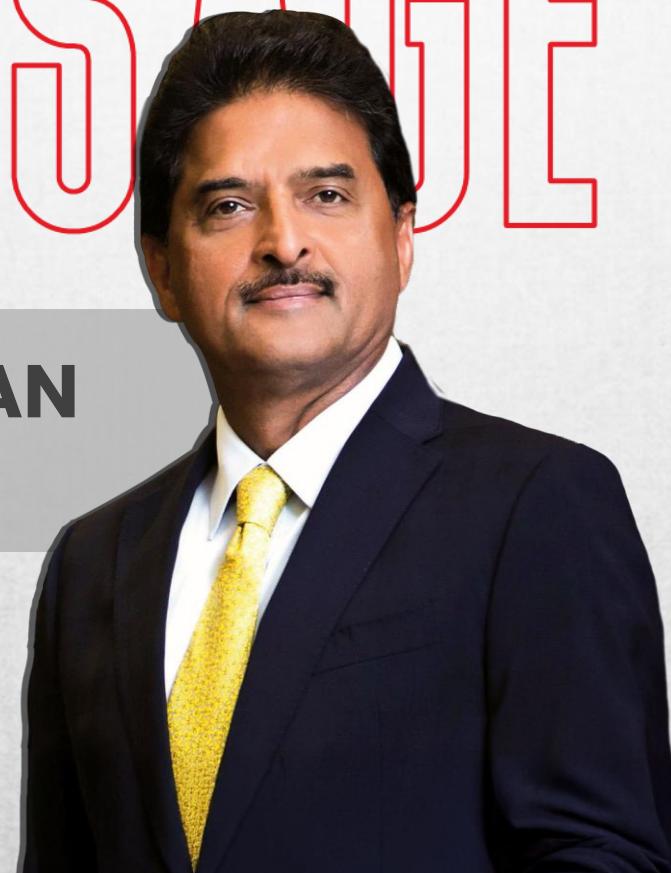




# Allcargo Group Analyst Day 2025

# 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



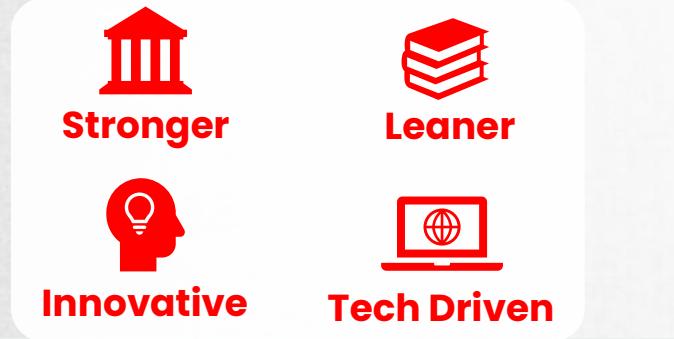
**Leverage India's growth** in our core businesses



# AllcargoGATI



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



- ▶ 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



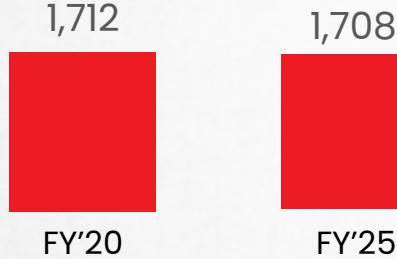
Recovered  
income tax  
refunds ₹150+ Cr

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



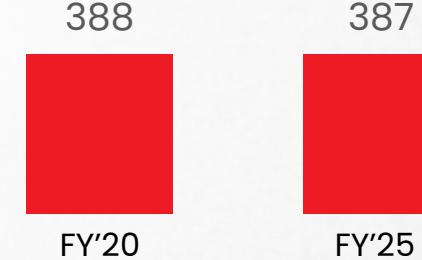
# Retrospective Revenue and Margin Show a Flat Performance

Revenue from Operations (In ₹ Cr)



→  
CAGR - flat

Gross Margin (In ₹ Cr)



→  
CAGR - flat

Infrastructure

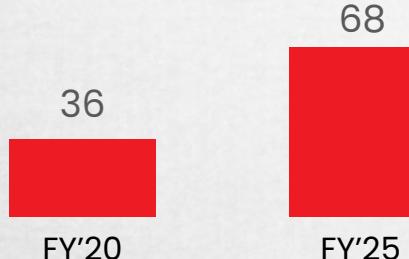
People

Process

Technology

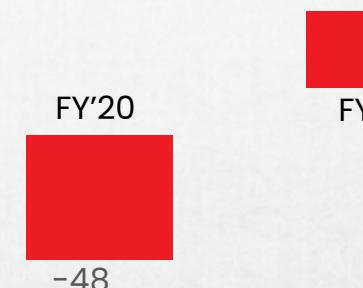
## Despite Above We Have Delivered

EBITDA (In ₹ Cr)



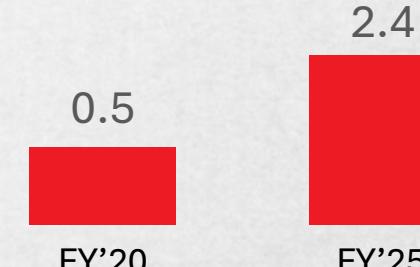
↑  
CAGR 14%

PBT (In ₹ Cr)



↑  
CAGR 165%

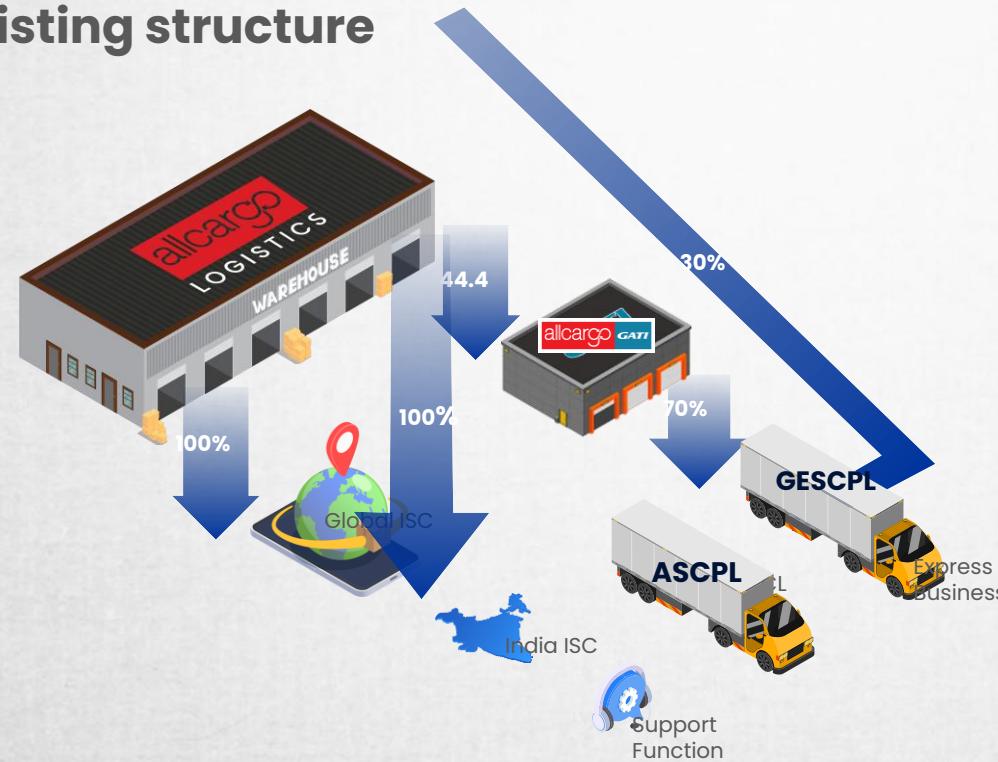
ROCE (In %)



↑  
~200+ bps

# Poised to Become A Domestic Logistics Leader

## Existing structure



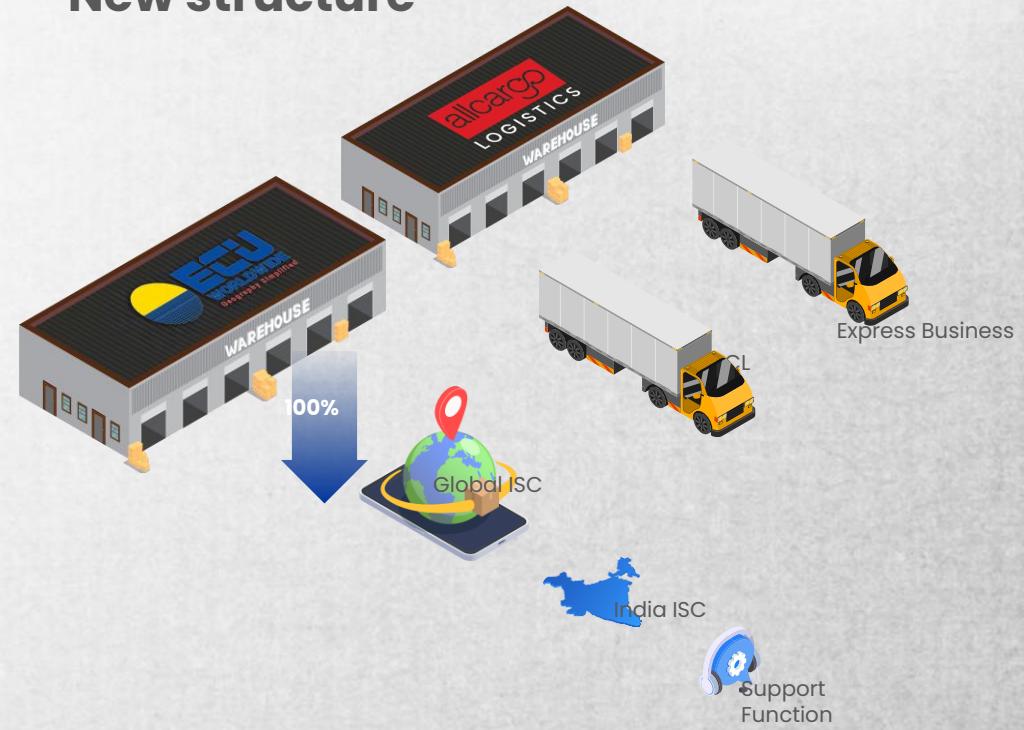
### Scheme



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

(post demerger of existing ocean freight business)

## New structure



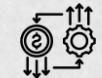
### Rationale



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**

## 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**



## AIR EXPRESS DISTRIBUTION

Strategic alliance with India's leading airlines

**Multi-modal delivery**

**On Time**  
Assured delivery

**Direct Connectivity**  
Over 150+ flights daily

## 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

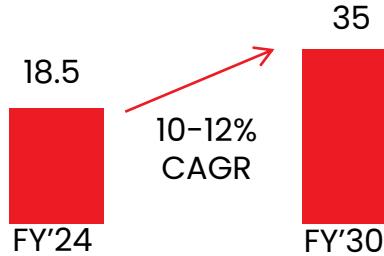


## Tech Driven

- 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)



## 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

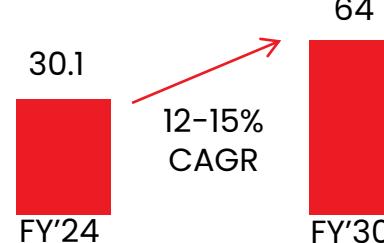
### Regulatory Changes

GST & E-way bill leading to improved efficiency

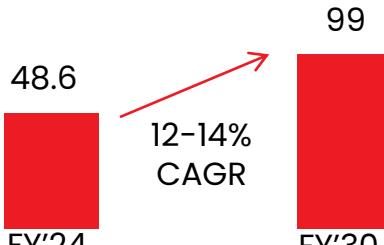
### Govt. Focus (NLP / Gati Shakti / ULIP / LEADS)

To push mobilization of organized logistics

## Supply Chain Services (INR K Cr)



## Combined (INR K Cr)



## 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



## 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

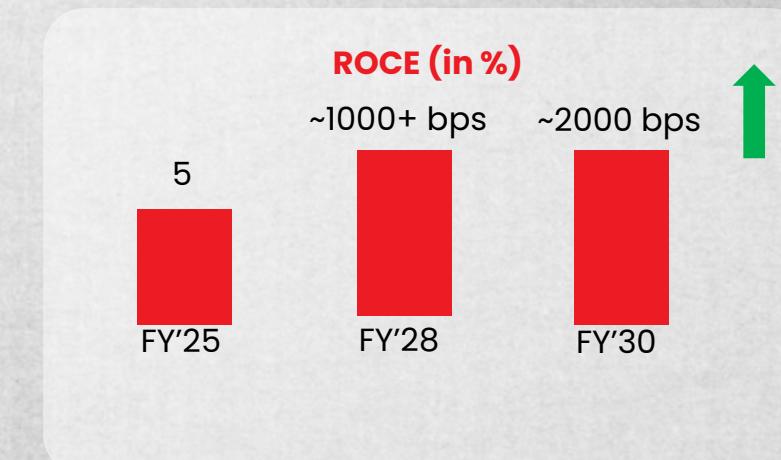
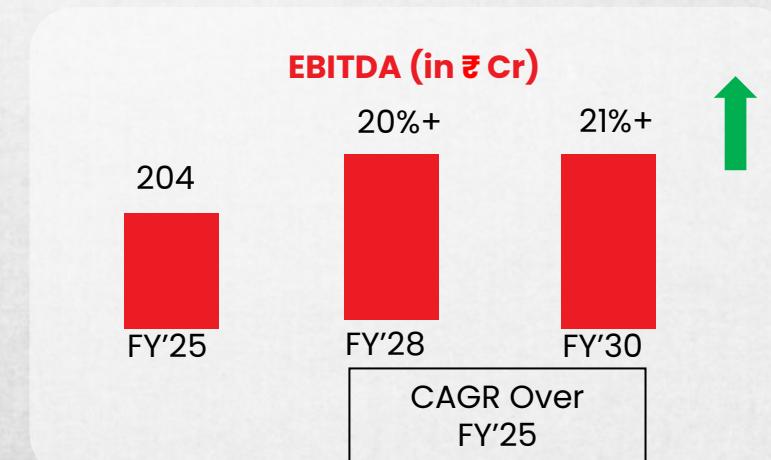
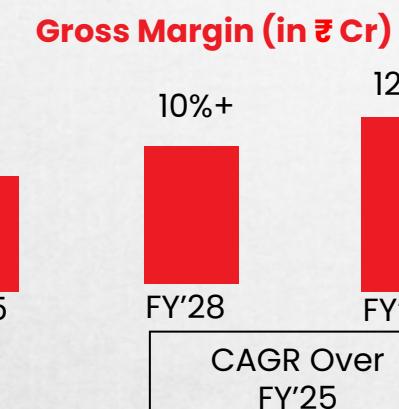
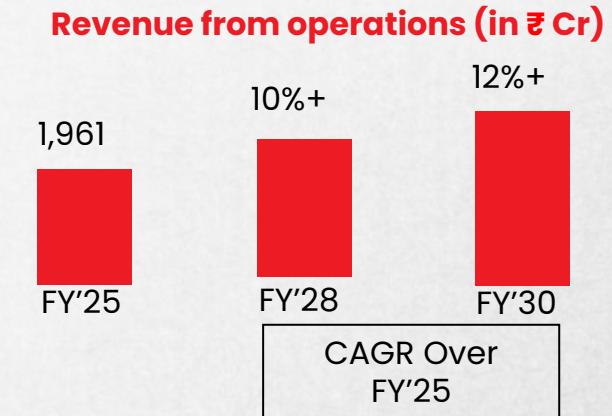
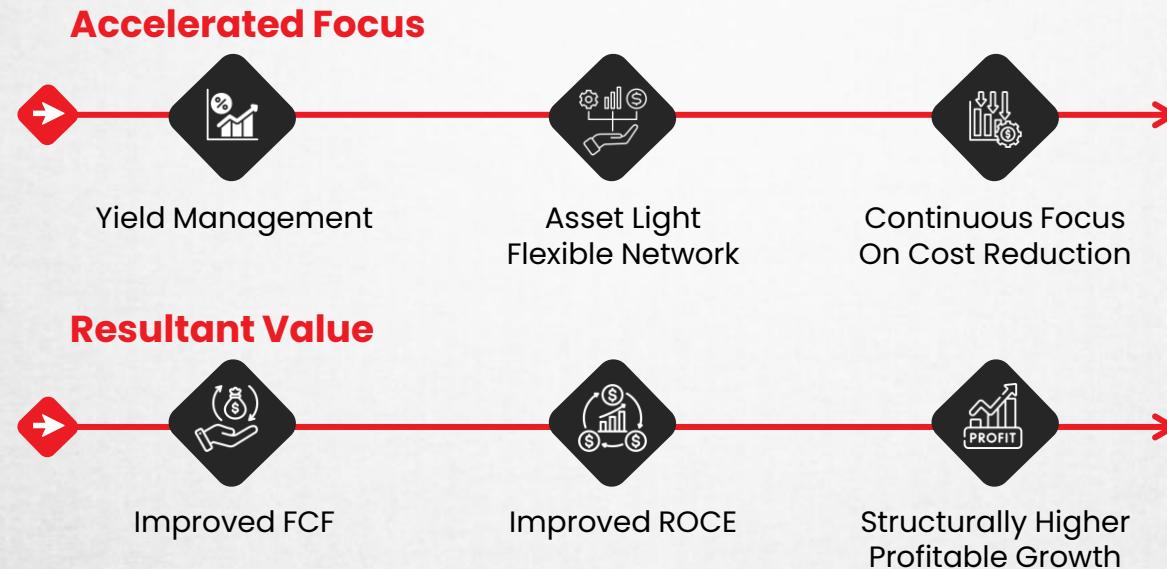


Real-time visibility



Accurate Mapping

# Strategy 2030



# Becoming A Company Of Choice Across Parameters

Development of profitability, customer satisfaction and employee engagement

## Infrastructure

**Stronger**

## People

**Leaner**

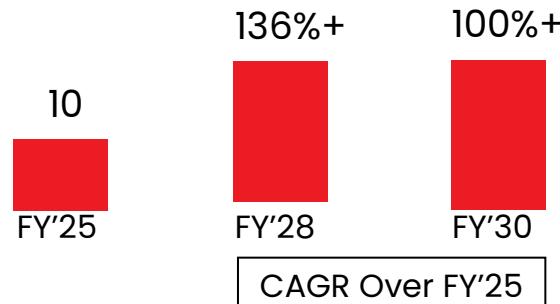
## Process

**Innovative**

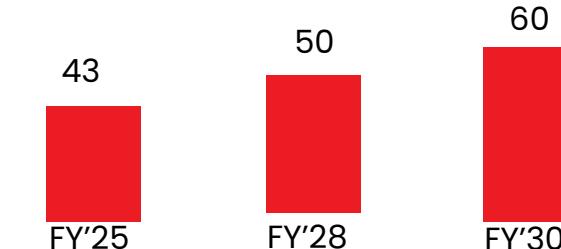
## Technology

**Driven**

### Higher Profitability: PBT (in ₹ Cr)

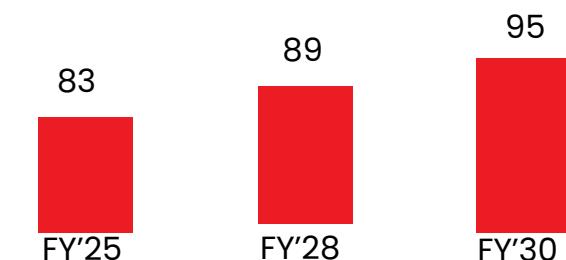


### Higher Customer Satisfaction: NPS



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



**Narayanan Sesha Srikant**  
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

ON BOARD

**THANK  
YOU**

