



May 27, 2021

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001. Tel: 022 - 2272 1233 / 34 Fax: 022 - 2272 2131 / 1072/ 2037 / 2061 / 41 Scrip Code: 532345 ISIN No.: INE152B01027 Re.: Gati Limited	National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai - 400 051 Tel: 022 - 2659 8235 / 36 / 452 Fax: 022 - 2659 8237/ 38 Symbol : GATI ISIN No.: INE152B01027 Re.: Gati Limited
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Dear Sir/Ma'am,

Sub: Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015 (the "Listing Regulations"), we are enclosing herewith a copy of Investor Presentation on financial results of the Company for the quarter and year ended March 31, 2021.

The aforesaid Investor Presentation will also be uploaded on the website of the Company i.e. www.gati.com.

Kindly take the above on your record.

Thanking you,

Yours faithfully,
For **Gati Limited**

T.S. Maharani
Company Secretary & Compliance Officer
M. No.: F8069

Corporate & Regd. Office: Gati Limited

Plot No.20, Survey No.12, Kothaguda, Kondapur, Hyderabad - 500 084, Telangana, India. Tel.: (040) 71204284, Fax: (040) 23112318

investor.services@gati.com | CIN: L6301ITGI995PLC020121 | Toll Free No.:1860 123 4284 | www.gati.com



India's Premier Express Logistics Company

Investor Presentation - May 2021

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Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

India's Pioneer in Express Logistics

In a nutshell

Network

Leader in Logistics

Pan India

668

offices across India

Global Offices across more than

160

Countries

735 out of 739

Indian Districts Covered

98%

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 offices in more than 180 countries

Global Access

Deeper

Customer engagements

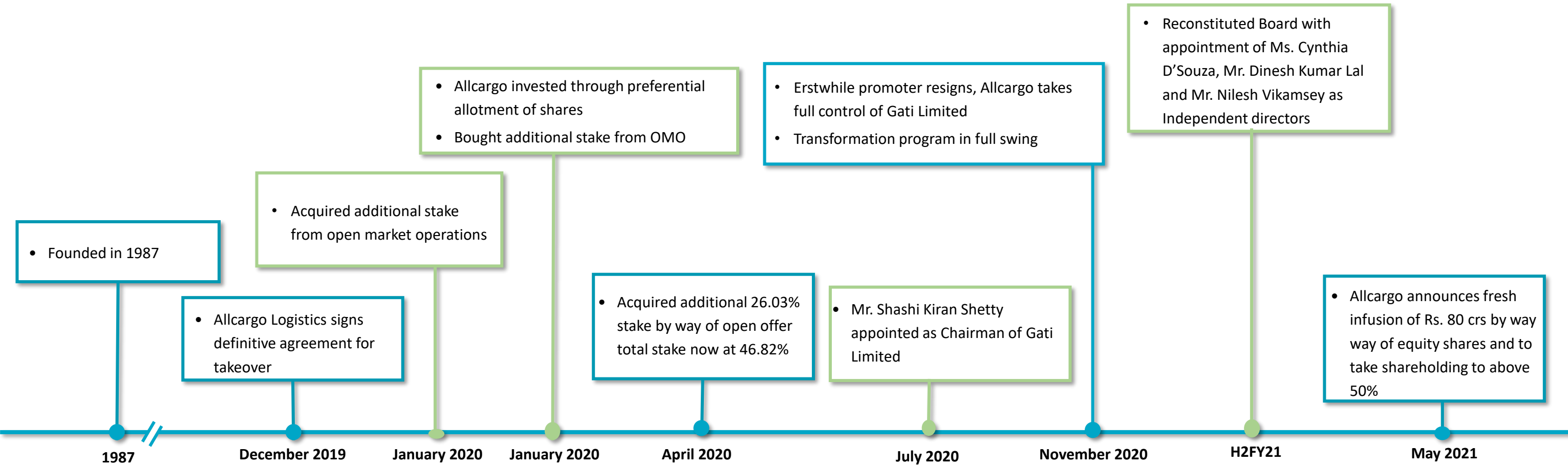
8 out of Top 10
Auto Companies

8 out of Top 10
Pharma Companies

7 out of Top 10
Retail/Textile Companies

Major
E-Com Companies

Gati joins Avvashya Group

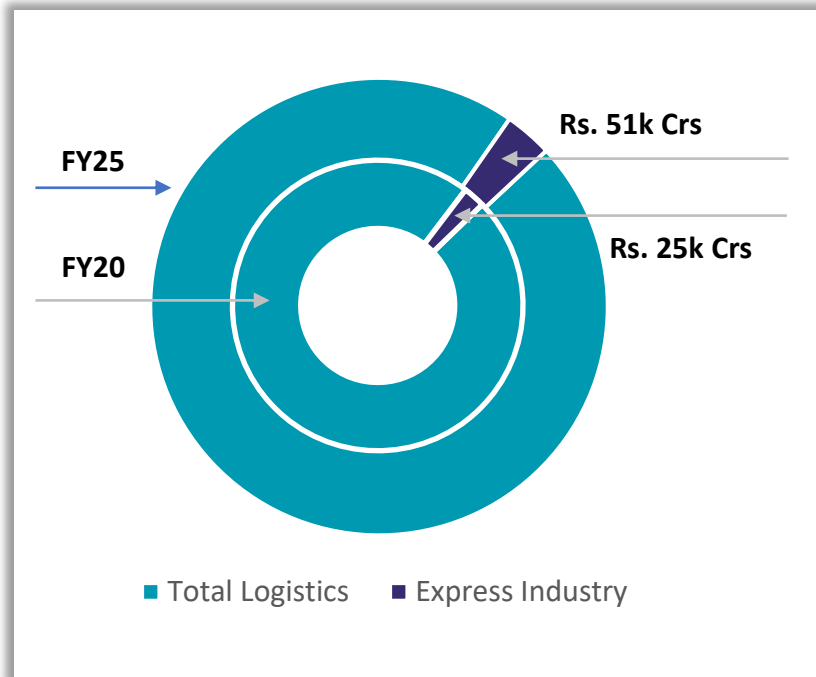


Industry with limitless opportunities

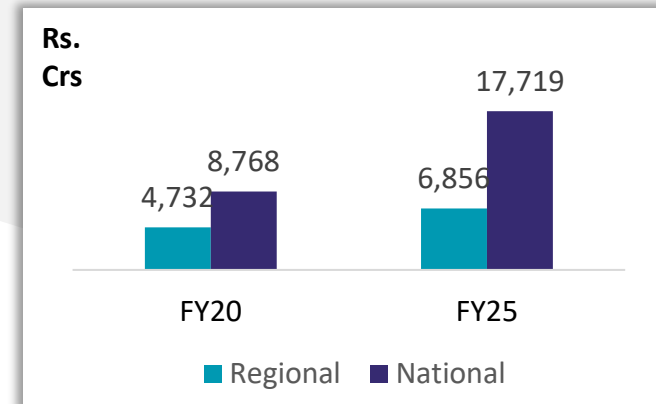
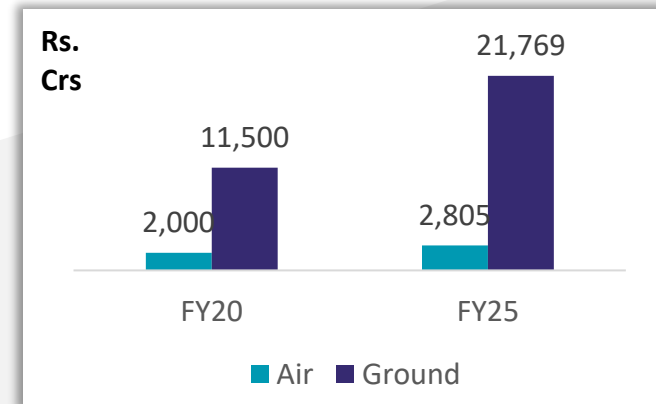
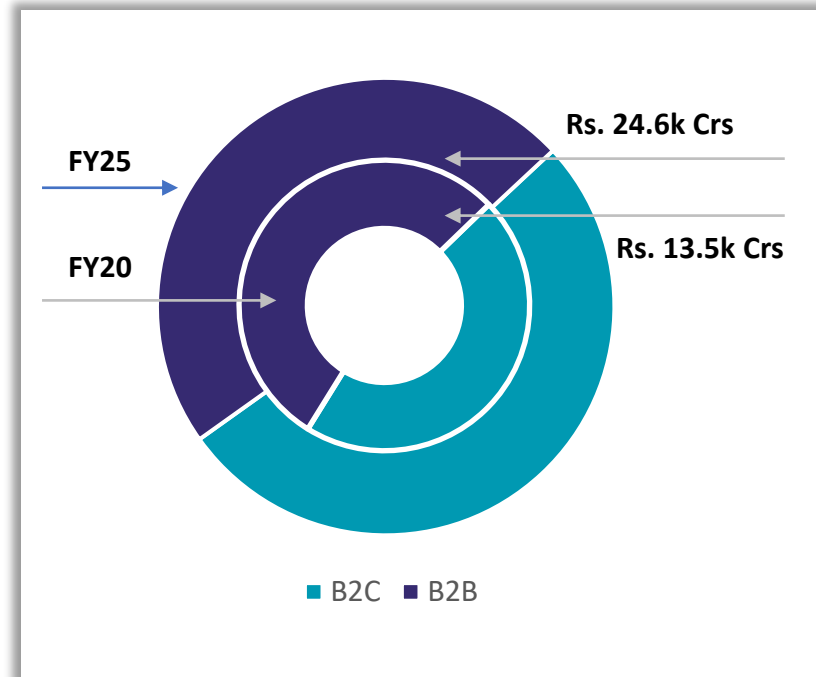
fastest growing segment in the industry

Surface + Air + Ecommerce + Contract Logistics
Total Available Market is ~Rs 52,500 crs

Niche Contribution in Logistics Industry



Accelerated growth Opportunities



Short Term
ACHIEVED

Maintained market share in FY21

Medium Term
Launchpad FY21

Grow > Market + Industry margins

Long Term

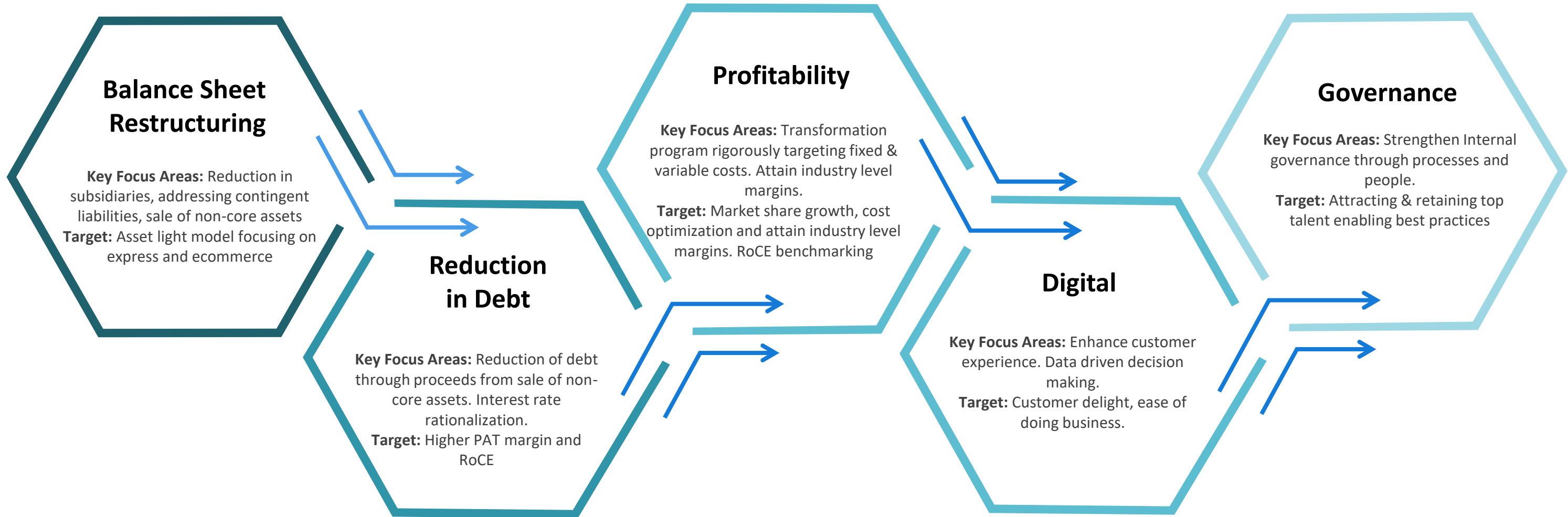
Attain Market Leadership

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

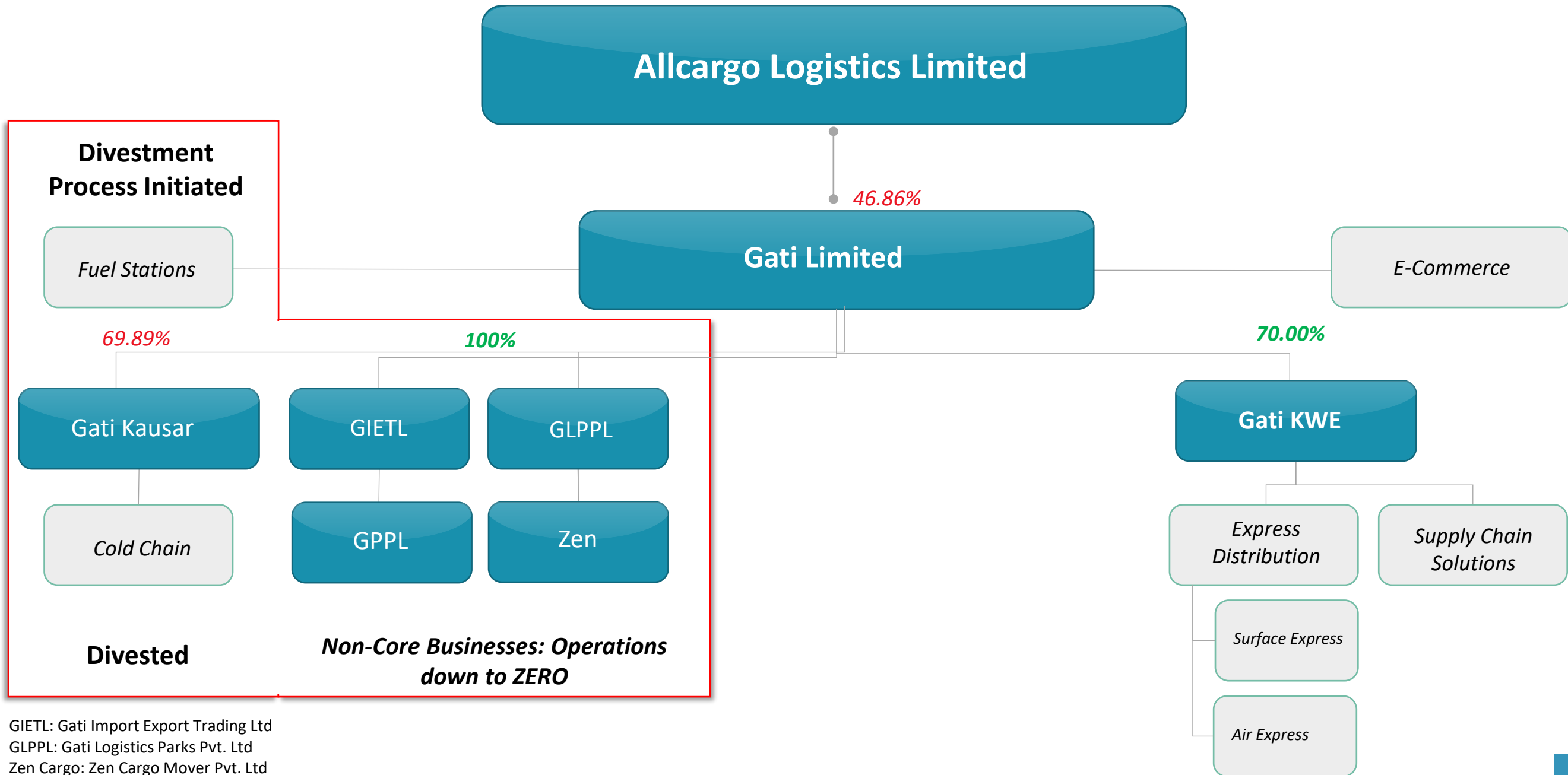
Market share gains in growing industry: National players would grow at a faster pace of ~20% CAGR compared to regional players. Exciting growth in B2C segment however profitable growth remain would remain key focus

Poised for Growth through Transformation

foundation for sustainable growth

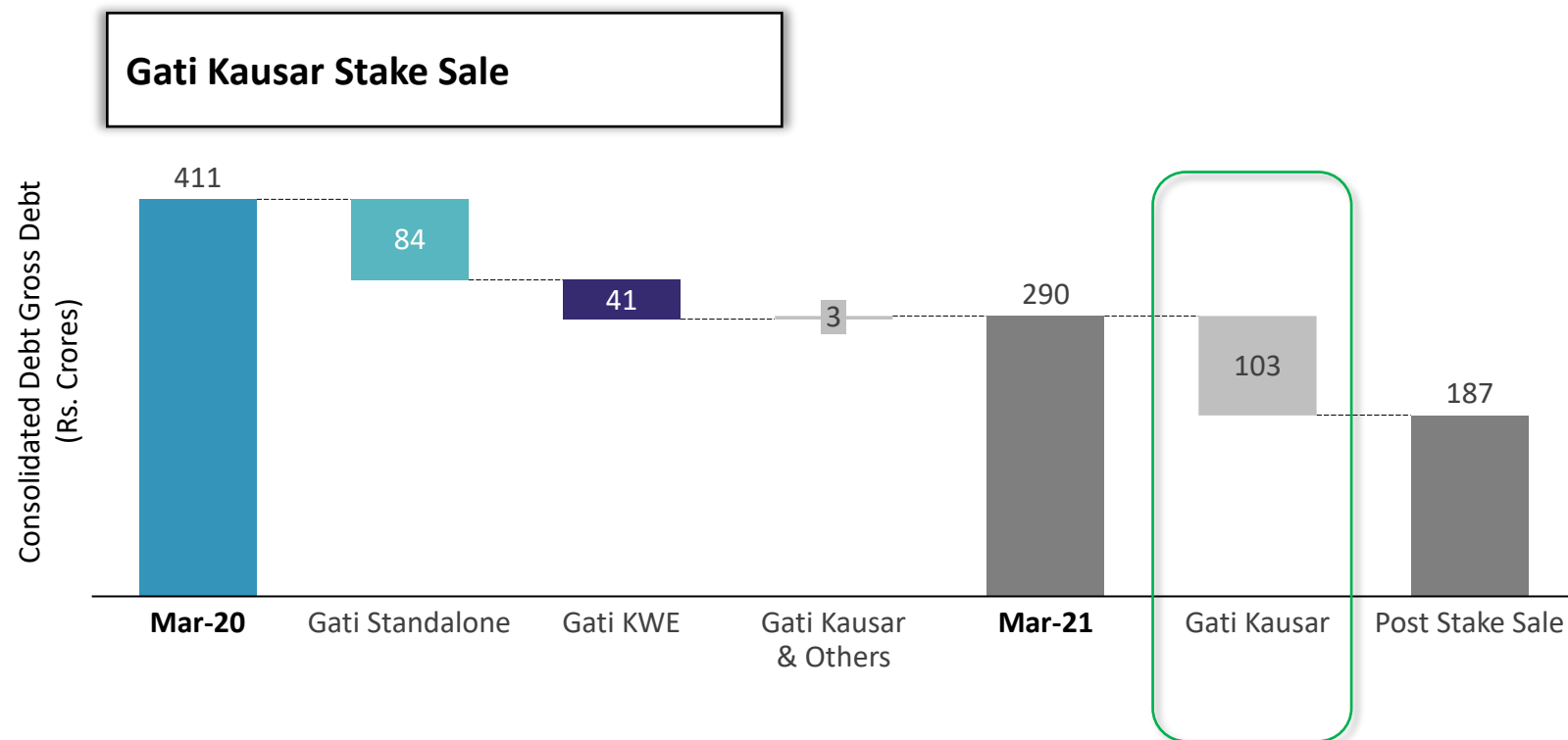


Re-alignment of Corporate Structure



GIETL: Gati Import Export Trading Ltd
 GLPPL: Gati Logistics Parks Pvt. Ltd
 Zen Cargo: Zen Cargo Mover Pvt. Ltd
 GPPL: Gati Projects Pvt. Ltd.

Balance Sheet Restructuring



Sale of Non-core assets

- Amount Received***
Rs. 57 crores
- Amount Yet to be received***
Rs. 14 crores
- Additional Assets Identified for sale**
Rs. 170 crores

Divestment of Fuel Stations

Term Sheet Initiated

- Expected to complete in FY22

Divestment of Brown Tape

Rs. 1.1 crores[^]

- Divested entire stake

Reduction in Contingent Liability

Rs. 122 crores

- Reduction in tax liability. Net payment of Rs 16 crs in FY21 and additional payment of Rs 22.5 crs in Q1FY22 VsV scheme

Focus on Asset Light Strategy

Rs. 16.3 crores[^]

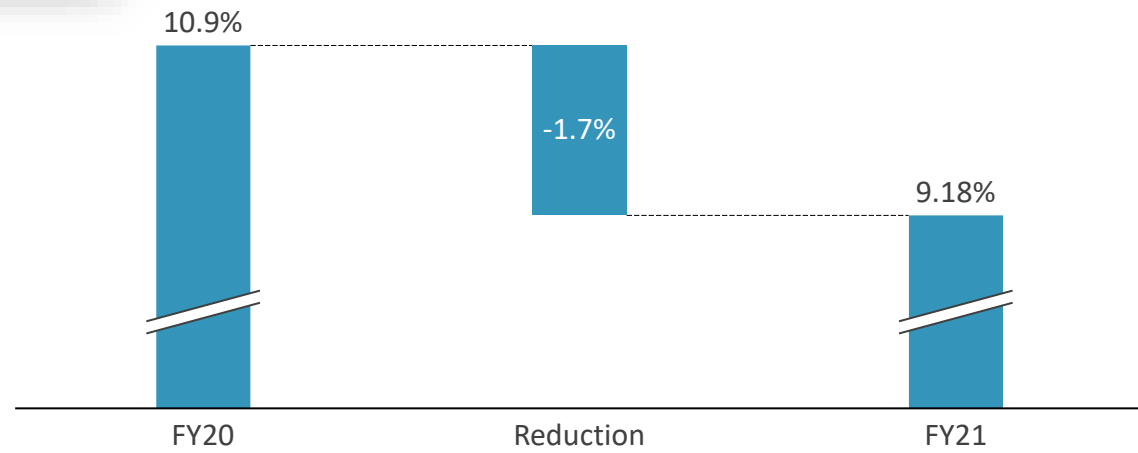
- Disposed 242 Commercial Vehicles for one-time book loss of Rs 6.9 crs*

* As on 31st March, 2021
[^] Realized till date is Rs. 12.2 crores

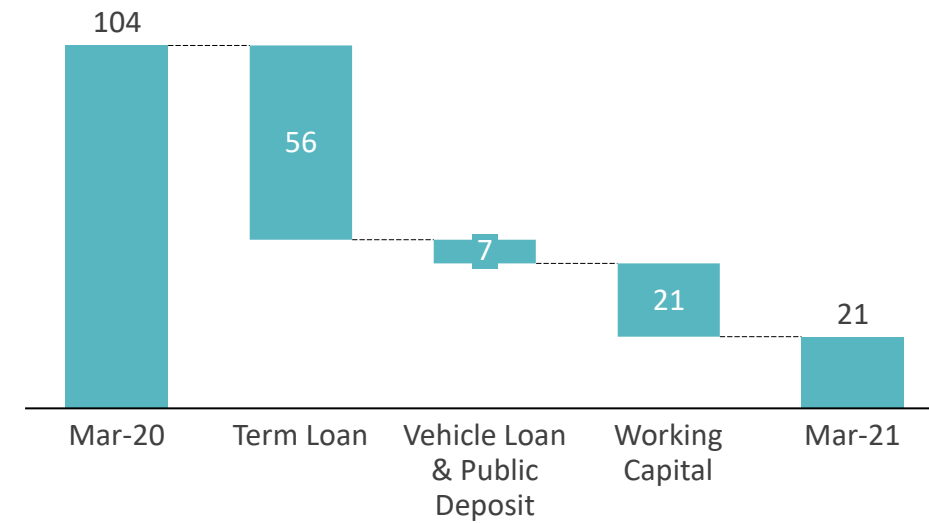
Debt Focused



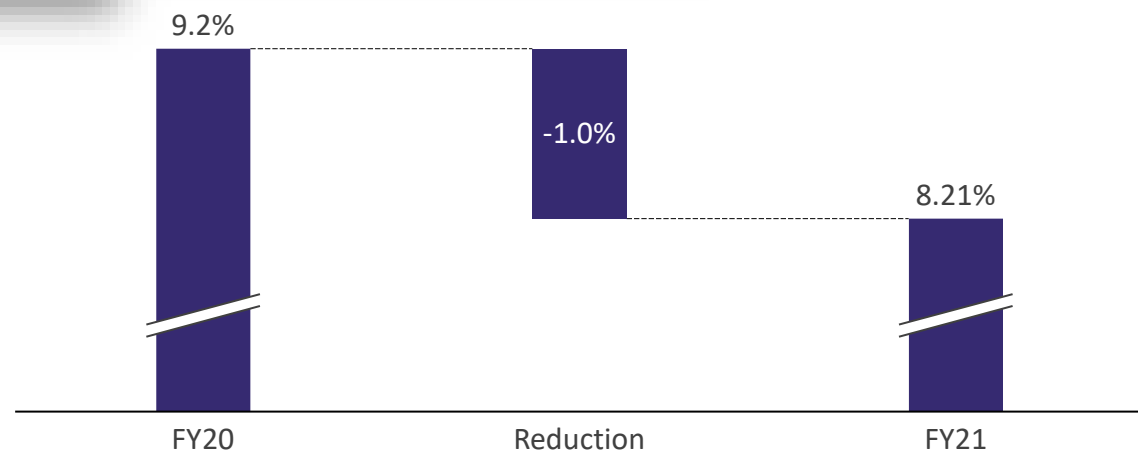
Average Cost of Funds



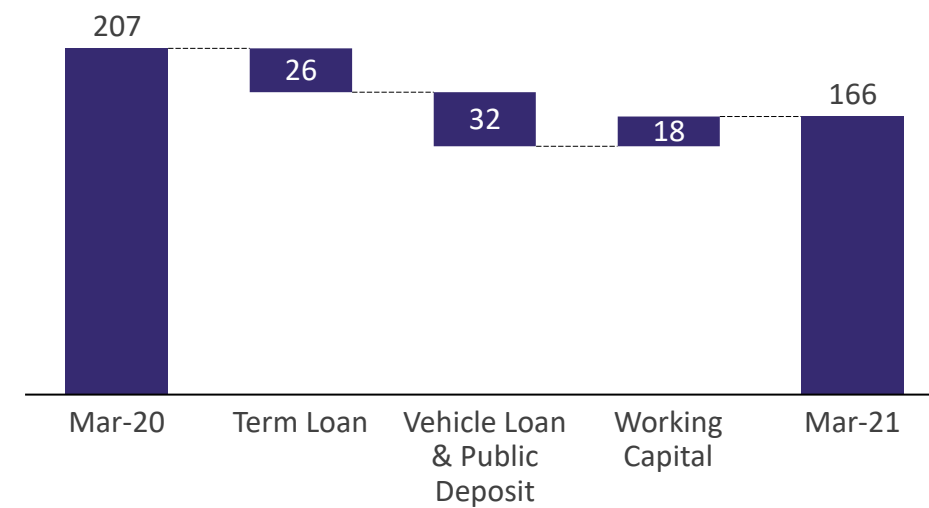
Debt Repayment



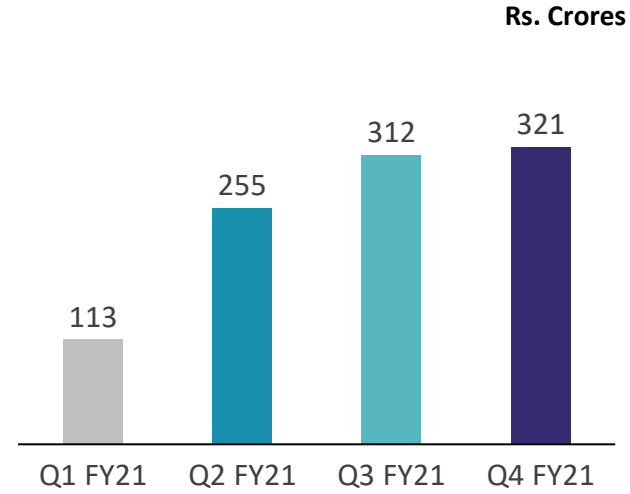
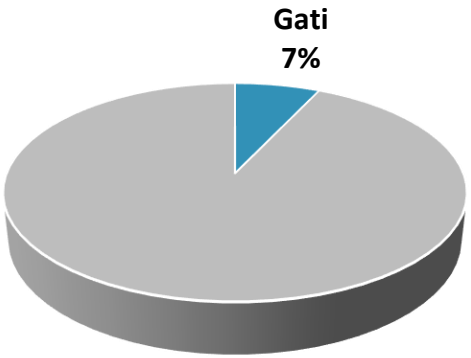
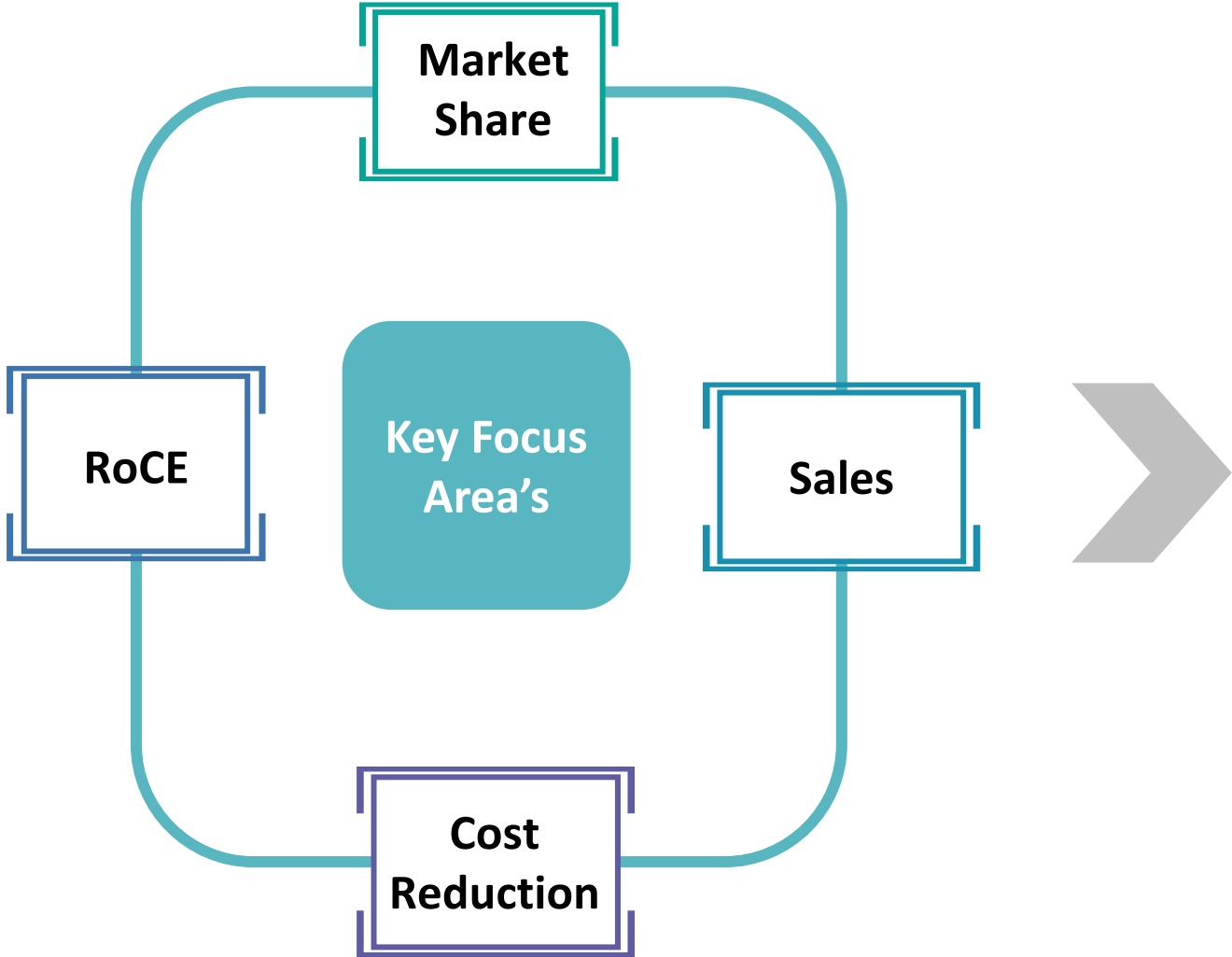
Average Cost of Funds



Debt Repayment

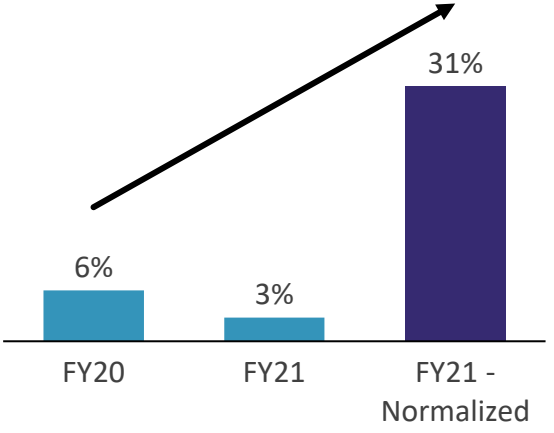


Express – Driving Force of Business



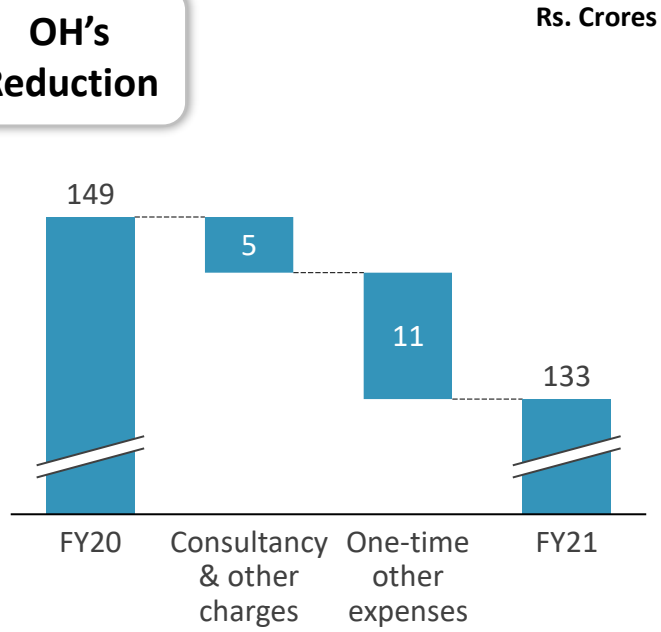
Market share*

Sales



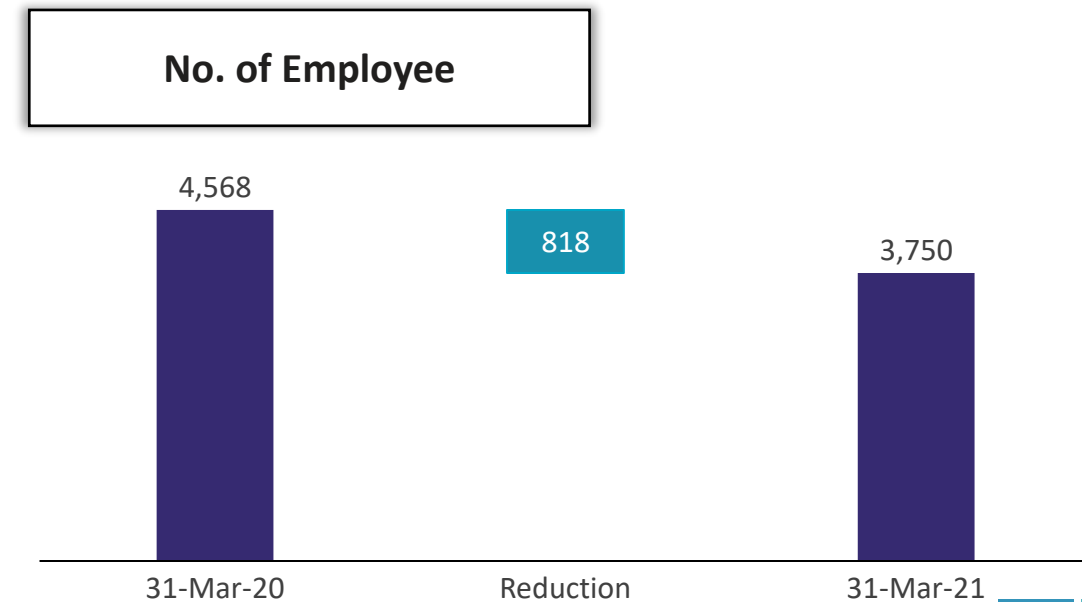
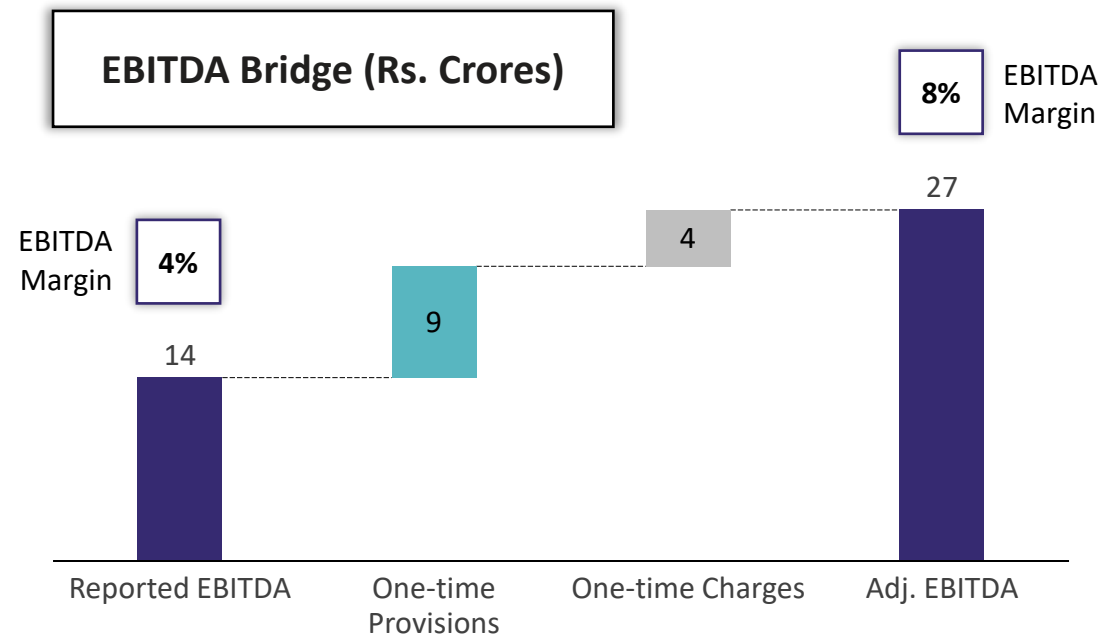
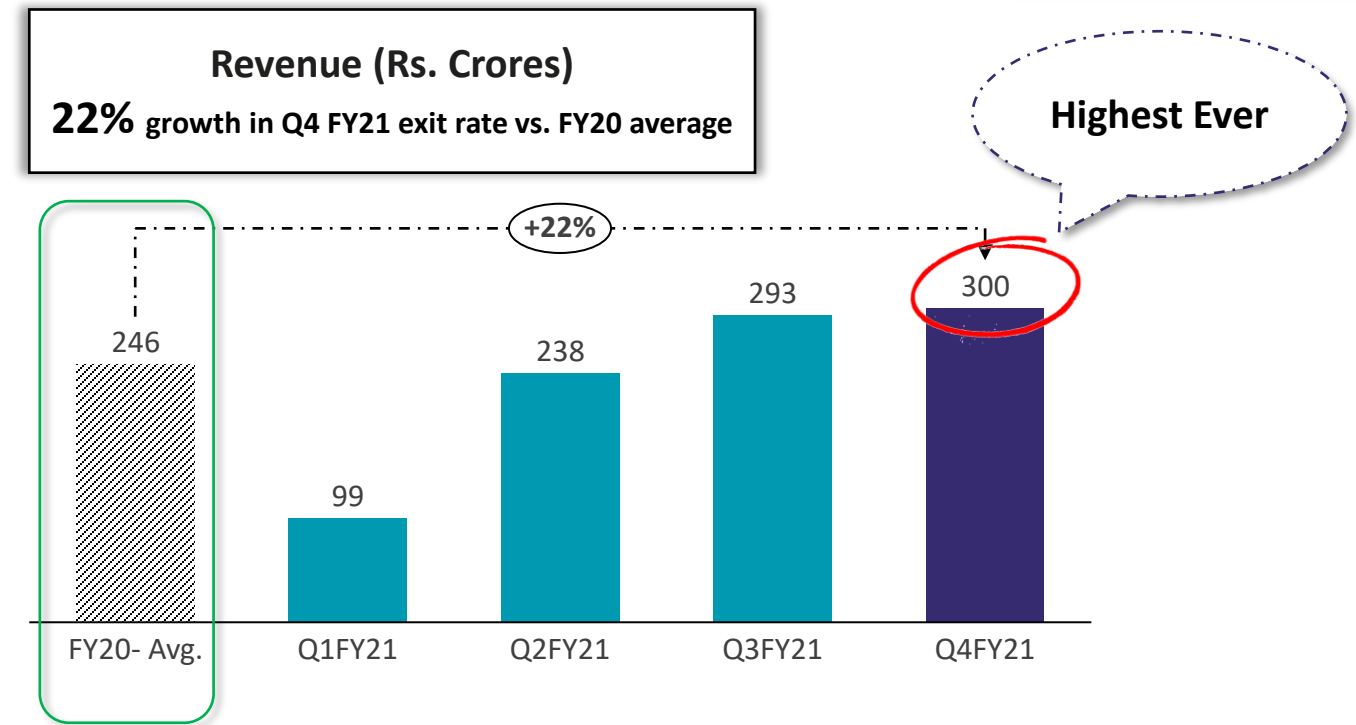
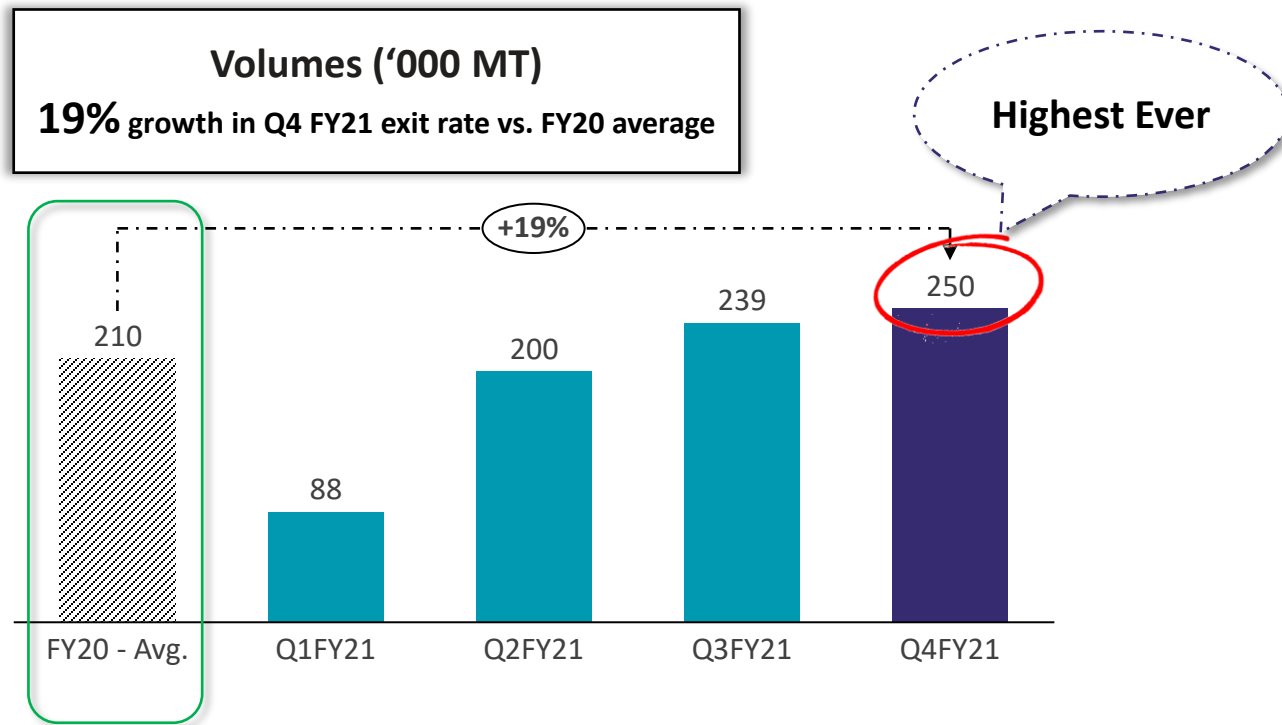
RoCE

OH's Reduction



* Internal Estimates

Milestone Q4 for Surface Express



Journey, not a destination



Digitize Call Centre

Launched in October 2020 to offer omni-channel customer service and improve customer experience. It has capabilities of shipment tracking through whatsapp and has been integrated with live chat, website, customer app and offers all services such as pick up request, complaint registration, claim management etc.



Digital Payment Solution

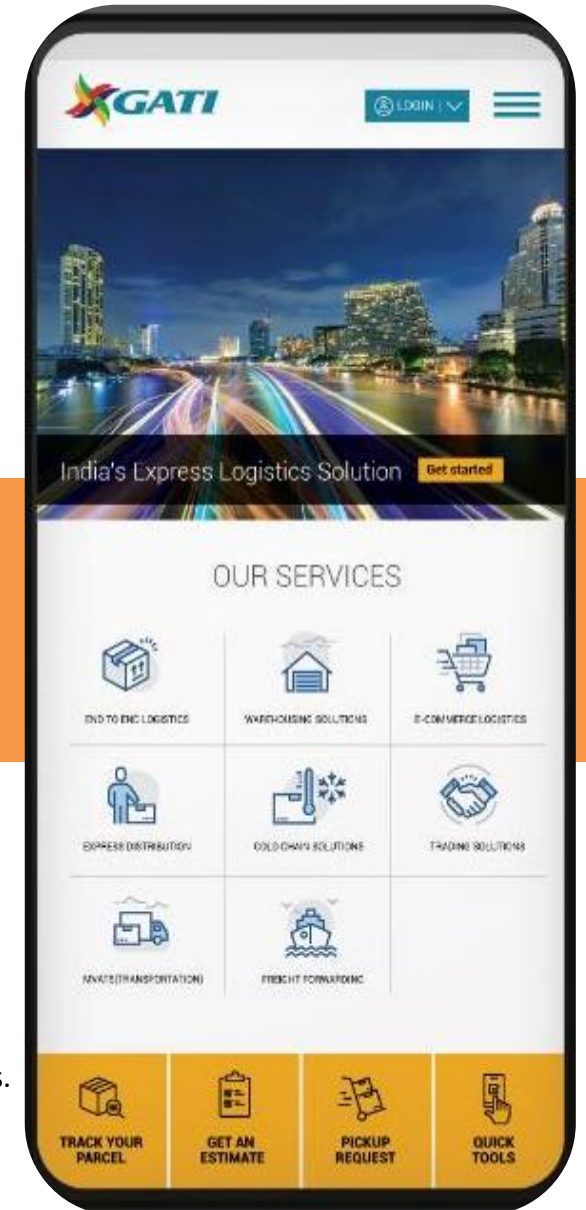
Partnered with Paytm to be our payment gateway partners for providing digital payment solution for all our customers. This would enable customers pay real time via net-banking, credit cards, debit cards, UPI and digital wallets.

Data Analytics

Leveraging data analytics, AI and ML tools to enhance customer experience, reduce TAT and bring about cost efficiencies in different areas of business including Finance, Operations, Sales and HR.

Customer Portal

Revamped portal launched to enhance customer experience which gives access to plethora of information and access to a bouquet of functionalities such as dashboards & reports, raise pick up requests among others.



Spearheading

Risk Governance & Internal Audit Strengthening

Tax Governance

Focus on Systems & Processes



Mr. Shashi Kiran Shetty
Chairman

A first generation entrepreneur , visionary leader and turnaround specialist leading Allcargo to next generation of growth



Mr. Adarsh Hegde
Managing Director

Logistics veteran. Acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



Mr. Yasuhiro Kaneda

Nominee Director
Managing Director of KWE South & South East Asia with extensive experience in the logistics industry



Mr. P N Shukla

Independent Director
Railway Logistics Subject matter expert



Mr. Kok Seng Tan

Nominee Director
Regional Director of KWE South & South East Asia
More than 30 years of experience in logistics.



Mr. Bala Aghoramurthy

Deputy Managing Director
Seasoned Logistics expert with extensive experience in Sales, Operations, Quality and Business management. Ex-Unilever



Mr. Nilesh Vikamsey

Independent Director
Ex-President of ICAI (2017-18) & ex-Chairman of Federal Bank



Mr. Kaiwan Kalyaniwalla

Non-Executive Director
Legal doyen with extensive experience in Corporate, Commercial & Tax law



Mr. Sheela Bhide

Independent Director
IAS officer acclaimed for heading & executing several critical GoI projects



Mr. Kazuhisa Kawamura

Nominee Director
Managing Director and Regional Director of KWE South East Asia Operations.



Ms. Cythia D'Souza

Independent Director
Acclaimed Business Strategy and HR & OB transformation expert



Mr. Dinesh Kumar Lal

Independent Director
Logistics & Shipping industry veteran and Director at AP Moeller - Maersk and Gujarat Pipavav Port Ltd.



Mr. Nilesh Vikamsey

Independent Director
Ex-President of ICAI (2017-18) & ex-Chairman of Federal Bank



Mr. Mr. Ramachandran

Independent Director
Ex-Chairman of Andhra Bank (2010 -2012) and Ex-Whole time Director of Syndicate Bank (Dec'08 to Sept'10)

Leadership Team

Driving unified goals



Mr. Adarsh Hegde

Managing Director, Gati-KWE

Logistics veteran. Acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



Mr. Bala Aghoramurthy

Deputy Managing Director, Gati-KWE

Seasoned Logistics expert with extensive experience in Sales, Operations, Quality and Business management, Ex-Unilever



Mr. Rohan Mittal

Chief Financial Officer & Chief Transformation Officer

Turnaround Transformation and M&A expert adept at Financial & Business Transformation, Ex- PWC



Mr. Mandar Babre

Chief Business Development Officer

Ex-Owens Corning, Head of Quality, TPM & Continuous improvement Asia Pacific



Mr. Patram Choudhary

Chief Supply Chain Officer

Three decades of operations & Supply Chain experience. Proficient with 25+ years of experience in operations to achieve cost efficiencies.



Mr. Pavel Chopra

Chief HR Officer

20+ years of experience in People, Performance and Culture transformation, Ex-Sony



Mr. G. S. Ravi Kumar

Chief Information Officer

IT expert with 20+ years of experience in building and scaling platforms, credited for Developing & implementing a customized ERP solution at GATI



Mr. Mukundan

Chief Audit & Risk Executive

Rank holder CA. Seasoned Risk & Internal Audit professional with over 30+ years of experience in driving Governance, Risk and Compliance



Mr. Charles Devlin D'Costa

National Network & Franchisee Head

Well rounded logistics professional with extensive experience in operations, Network management, Business partner management. Ex-Regional Director at DHL SmarTrucking



Mr. Manish Jain

National SME Sales Head

Highly regarded Sales & Marketing logistics professional with expertise in driving sales teams achieving exponential growth. Ex- TCI Express

Limitless possibilities of Supply Chain

Power of One

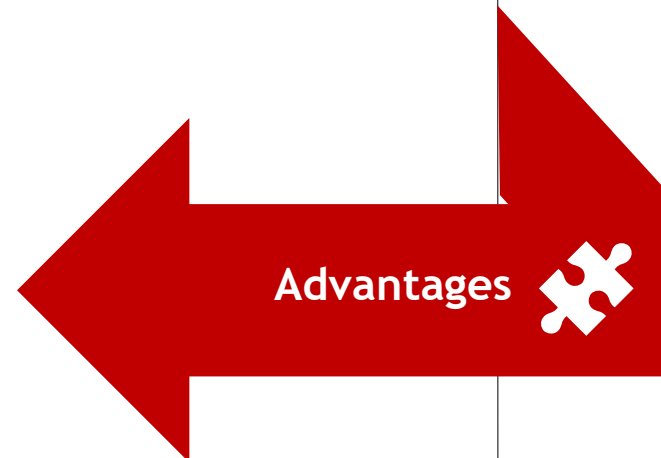
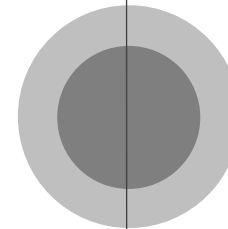


Allcargo is the **World's No. 1 LCL** consolidator with a global network that covers more than 180 countries and over 2,400 tradelines, reducing the transit time and improved cargo security

- ❖ **Largest global LCL network**
- ❖ Largest pool of experienced specialists globally
- ❖ Local expertise to handle customs and compliance
- ❖ **HUBS at all major locations** across the globe for faster connectivity
- ❖ Large volumes leading to preferential freight rates with shipping lines
- ❖ **Global network** leveraged to serve tradelines that reduce trans shipment cost and time



- ❖ **31 Express distribution Centers** and **84 distribution Warehouses**
- ❖ **More than 5000 vehicles** across the country
- ❖ Wide network and an optimized route planning system enables disciplined delivery
- ❖ **24/7/365 service** level monitoring system that ensures safety, security and on time delivery.
- ❖ Online tracking, SMS and e-mail updates of your shipment in transit.



Gati offers the flexibility to choose and customize from a range of services, based on the needs and convenience; eventually driving **cost-effective and time-sensitive services for parcels, freights and special cargo movement**

Integrated service offerings

Unified end-to-end solutions



Global Presence
Local Network Leadership



Integrated Solutions

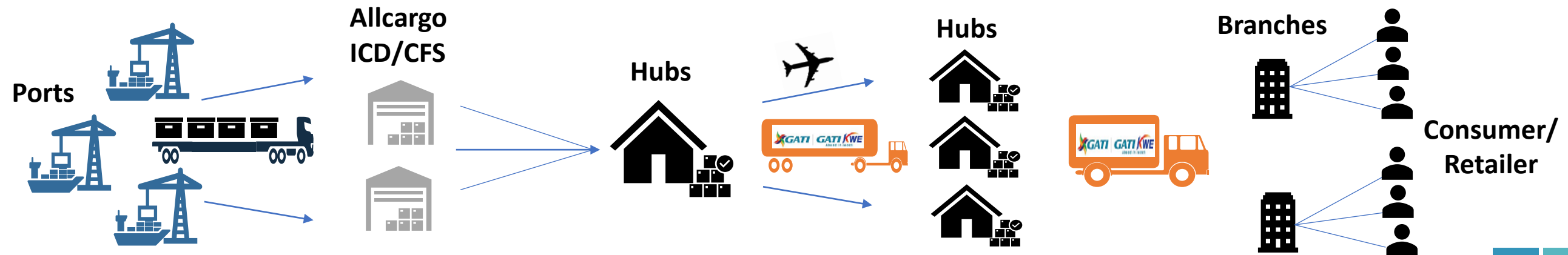
Basket of Offerings

Increased Reach

Cost Side benefits



Now **GATI** with **Allcargo** can offer end to end value chain services in a single rate/contract



Integrated logistics solutions



Initial Success
Customer engagements

LCL
Customer Proposals received

CL Business Proposals
NVOCC
Business Proposals under consideration

P&E
Leads Received

Express
Leads Received

Service Offerings

Diversified & Integrated

Service 01

Surface Express

Complete Range of Surface Express services

Service 02

Air Express

Complete Range of Air Express services

Service 03

E-Comm Logistics

India's first integrated e-Commerce logistics solutions provider

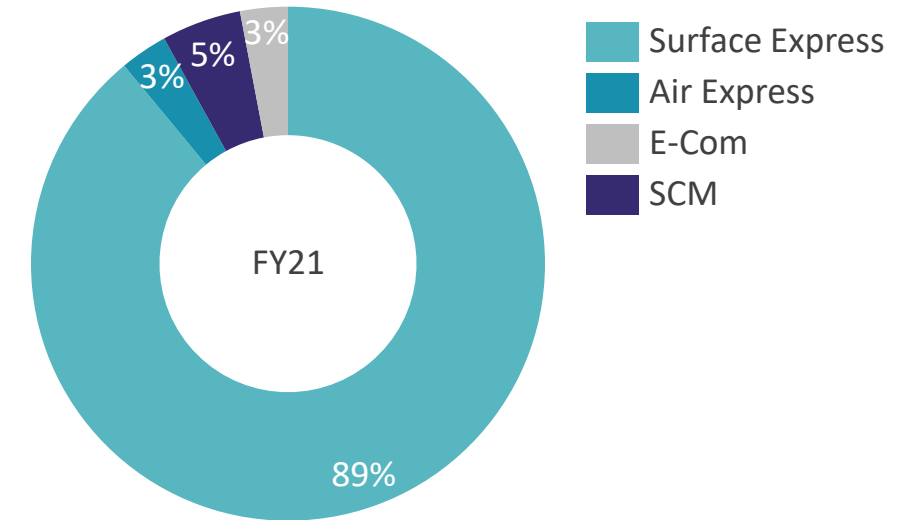
Service 04

SCM Solutions

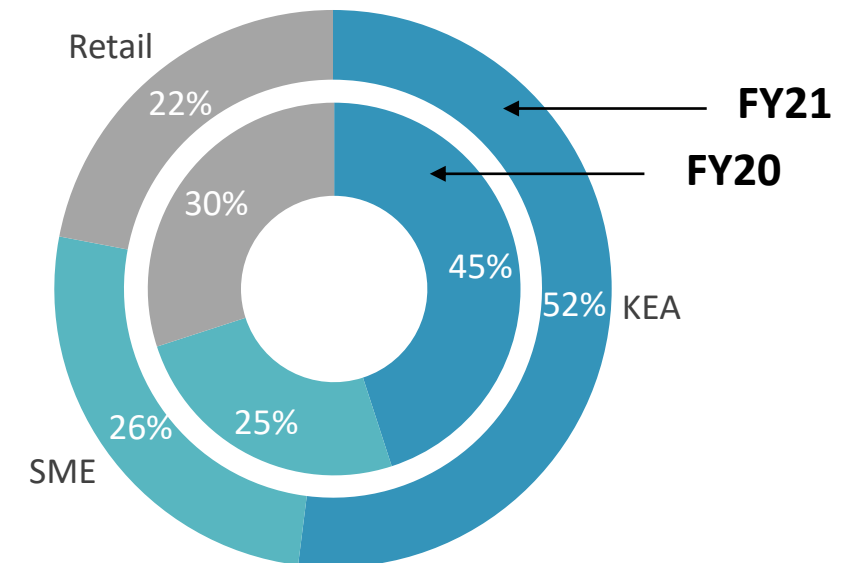
Supply chain management solutions



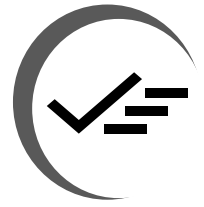
Revenue Contribution



Client-wise Share



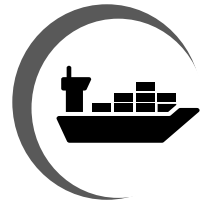
Surface Express Distribution



Complete range of Express Distribution Services



Multi-modal delivery to 99% of the country's districts



Provision to move *time-sensitive parcels, freight or special cargo*



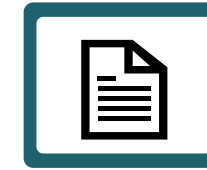
Customised end-to-end logistics solutions



Unparalleled reach to over 99% of India's districts



State-of-the-art tracking services



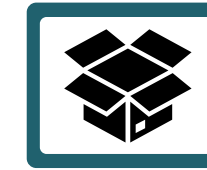
Quick and trusted claim process



Over 5,000 trucks and rail services



Over 600 offices

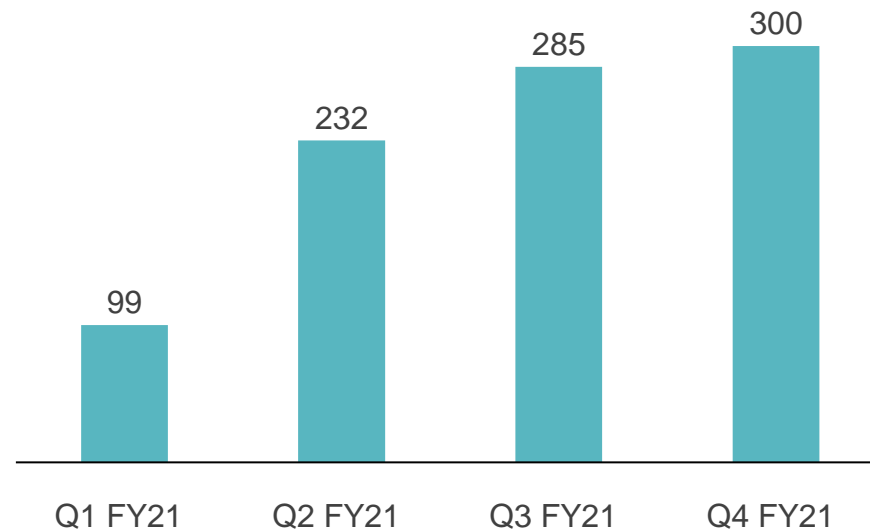


Reverse logistics expertise

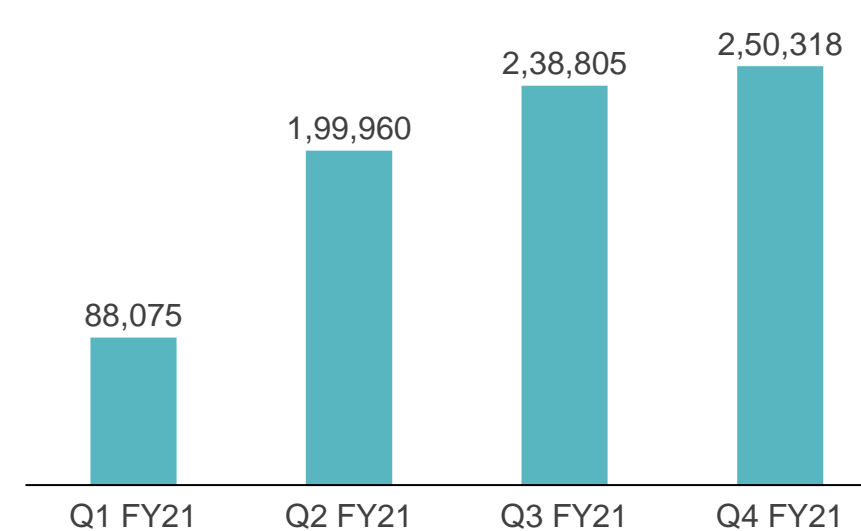


Guaranteed on-time deliveries

Revenue (Rs. Crores)



Tonnage handled (MT)





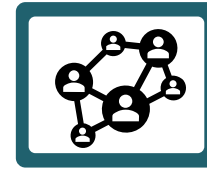
Customized Air Freight solutions and Guaranteed air deliveries 24 to 48 hours across the country in Tier 1 and 2 cities



Direct connection to 34 commercial airports across the country ensuring deliveries within 24 to 48 hours



Truly end-to-end Air freight solutions



Direct connectivity to India's major commercial airports



Customized solutions for customer's requirement



Unmatched convenience – multiple cut-offs, late pickups. Next Day delivery

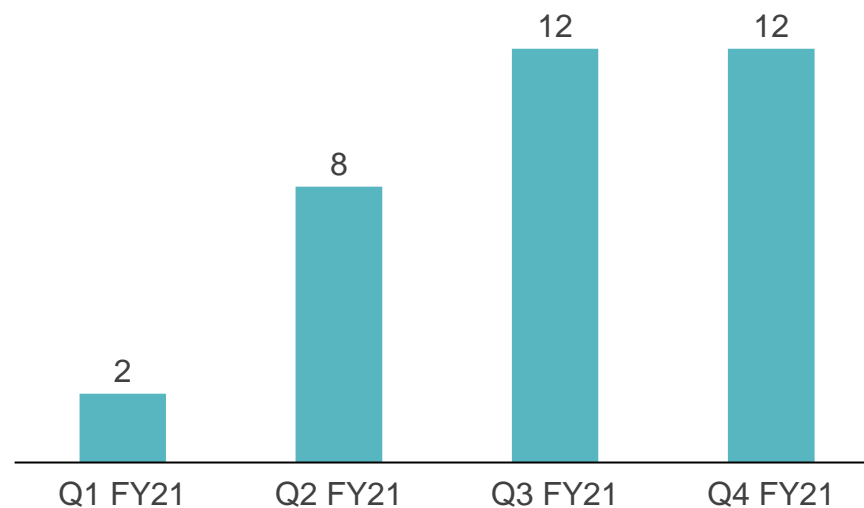


Trained staff for Dangerous Goods

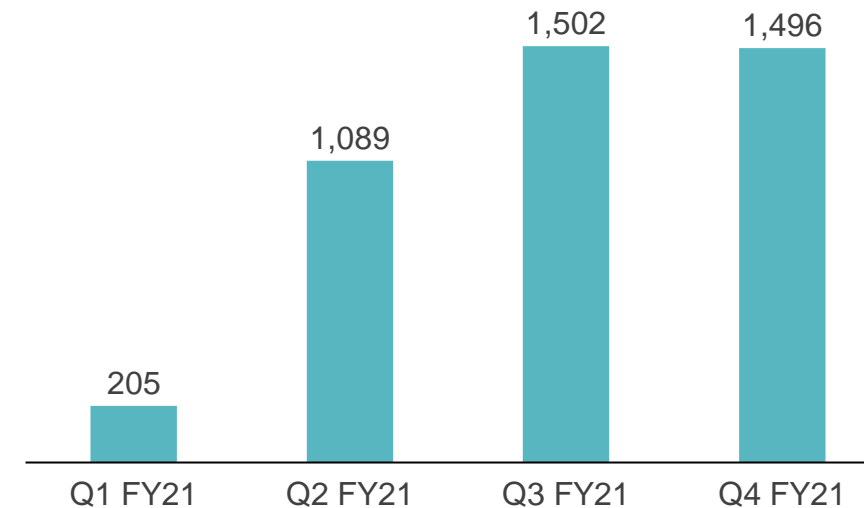


Tie-up with India's Leading commercial airline

Revenue (Rs. Crores)



Tonnage handled (MT)

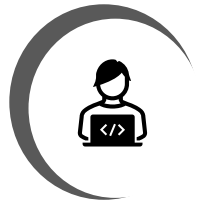




India's first **integrated e-Commerce logistics solutions provider**



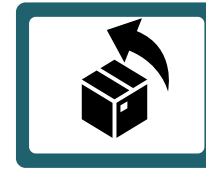
Expertise in **last-mile deliveries**



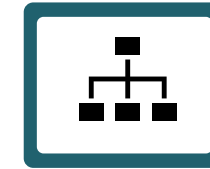
Services to cover the needs of both, **individuals and enterprises**



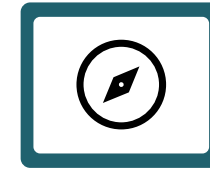
Value-added service like COD, Card Payments and more



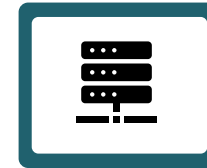
Return to origin and Return to vendor services



Order consolidation and one-ship services



API-enabled - Real-time tracking and update



Fulfilment centers - Shared and dedicated

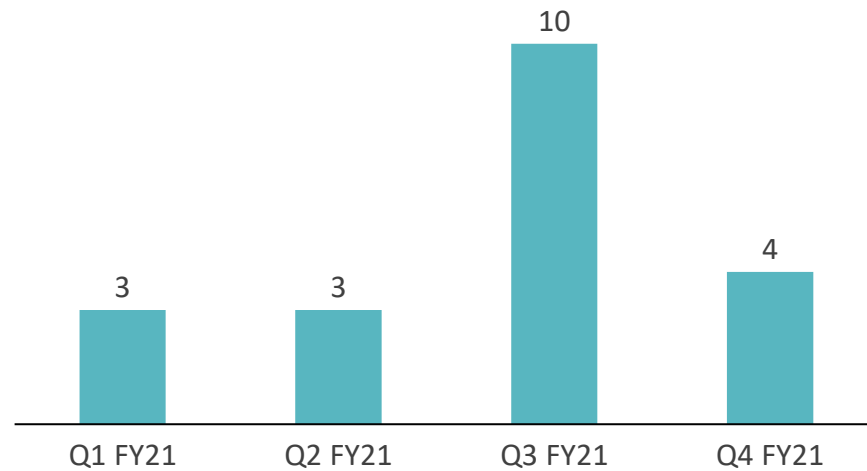


Unparalleled reach to over 19,800 pin-codes

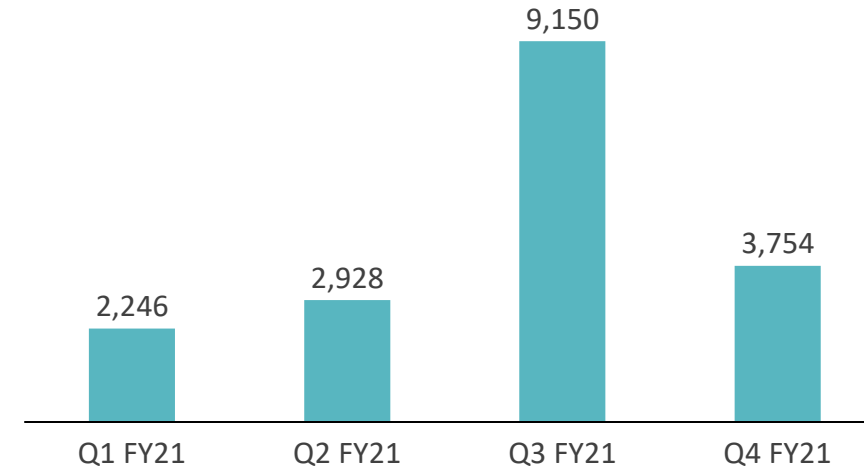


24x7 support

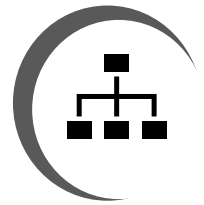
Revenue (Rs. Crores)



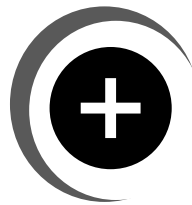
Tonnage handled (MT)



Supply Chain Management Solutions




Seamless management of the customers' entire supply chain




Value-added Services for greater convenience for the customer




*Strong infrastructure with support that offers: **Shop Floor automation, Material Handling, tech enabled warehousing and Ranking & conveyor belts***




Best-in-class Warehouse Management System




Integrated Warehousing and Distribution



Option of order and inventory-based models



Inventory and purchase order management

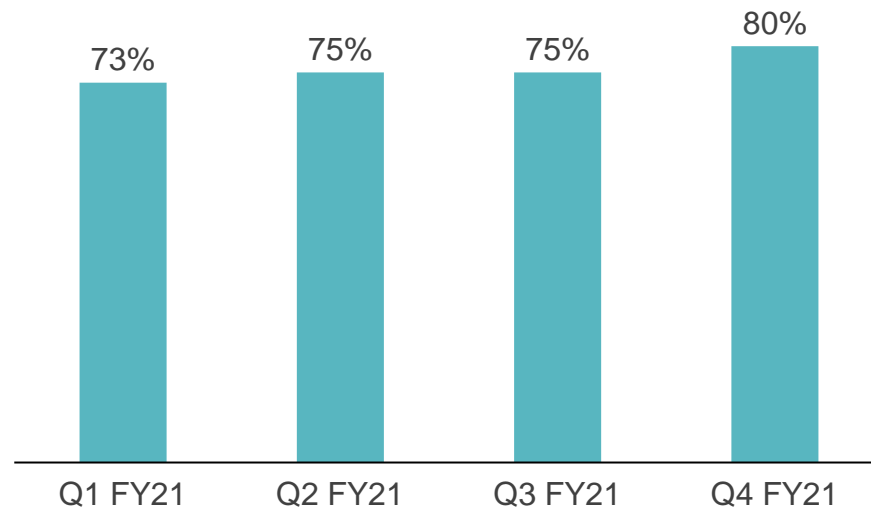


Customized solutions for multiple industries

Revenue (Rs. Crores)

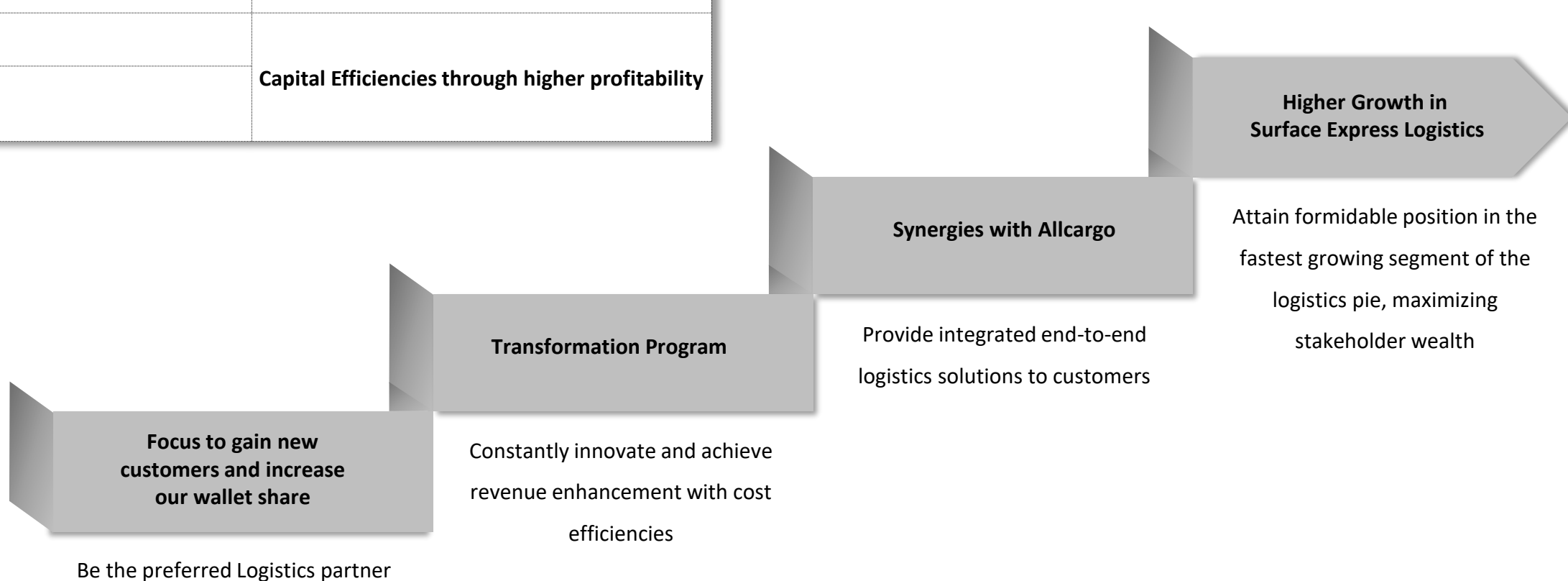
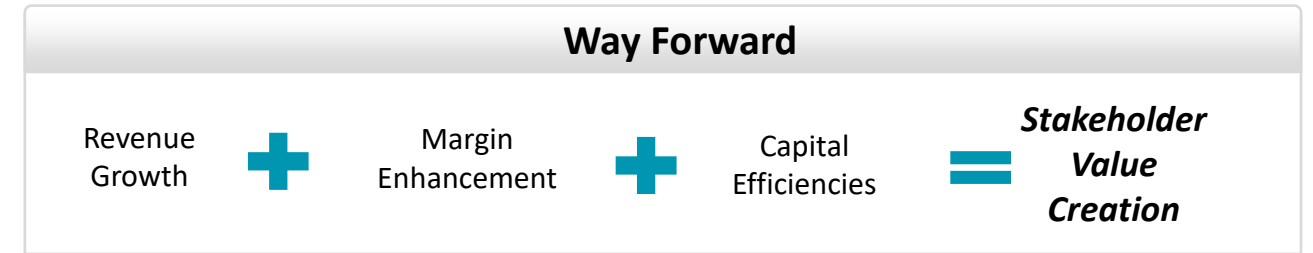


Utilization Levels



Growth Aspirations & Targets

Particulars	FY22-FY24
Revenue CAGR	Outperform Industry
Gross Margin	Enhance margins through increased productivity
EBIDTA CAGR	Drive Cost Optimization
EBIDTA Margin	
PAT CAGR	Asset light, low debt strategy would lead to higher EBITDA to PAT conversion
PAT Margin	
ROCE (%)	Capital Efficiencies through higher profitability
ROE (%)	



The growth stage is typically characterized by a strong growth in sales and profits, and restructuring of Balance sheet will benefit the company at large and reap fruits of market share gain

Key Highlights for Q4 FY21

Super Hubs

01

Commenced work on the state of the art Super hub in Delhi, with evaluations underway for 4 other locations. Mumbai & Bangalore to be commenced in Q4FY22

Warehouse Capacity

02

During the year warehouse capacity has been rationalized with significant investment in upgrading infrastructure across key warehouses to efficiently meet the increase in demand of Consumption led business

E-commerce

03

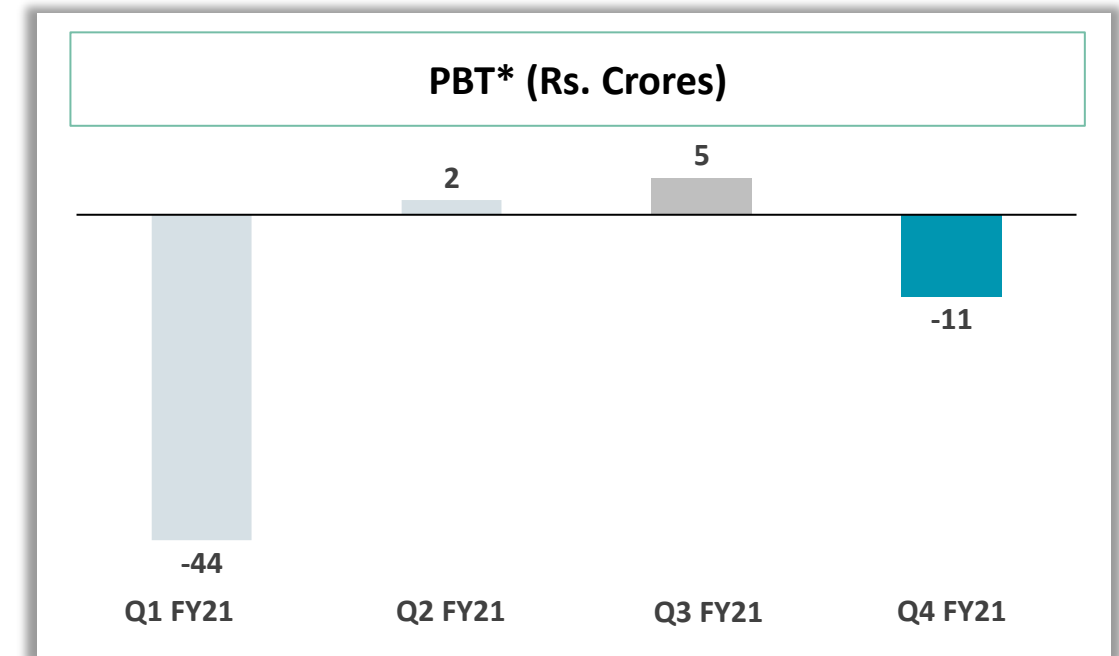
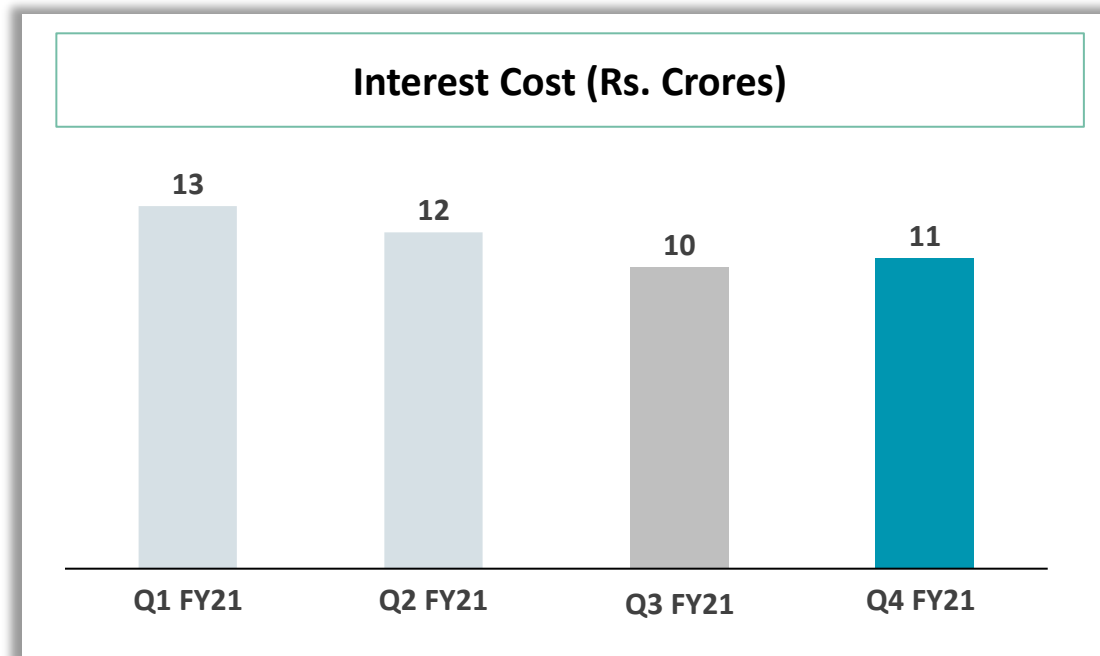
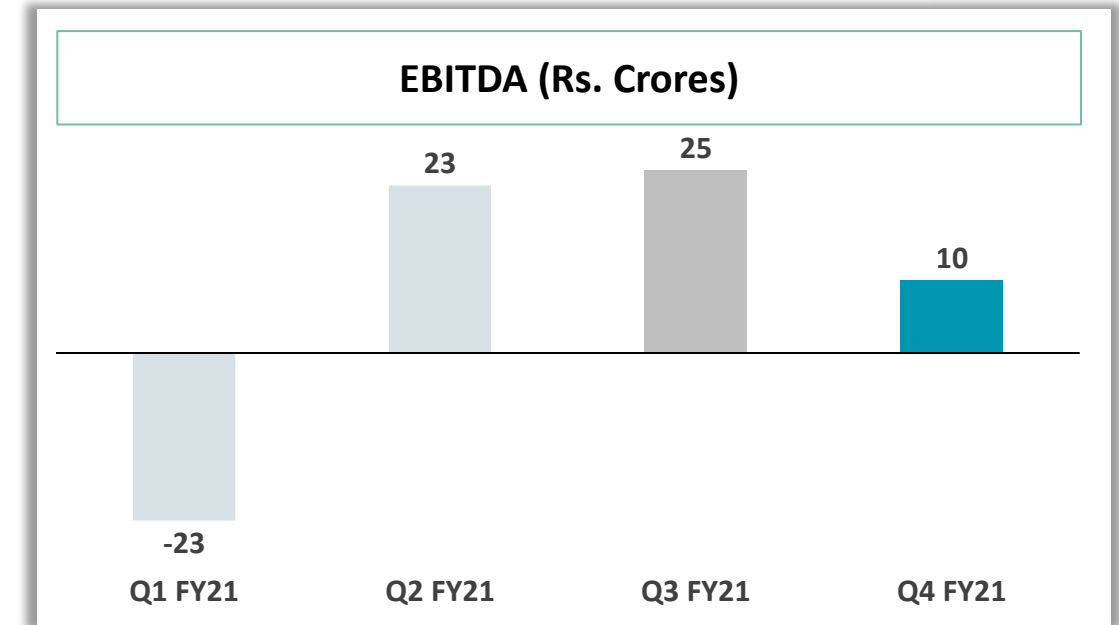
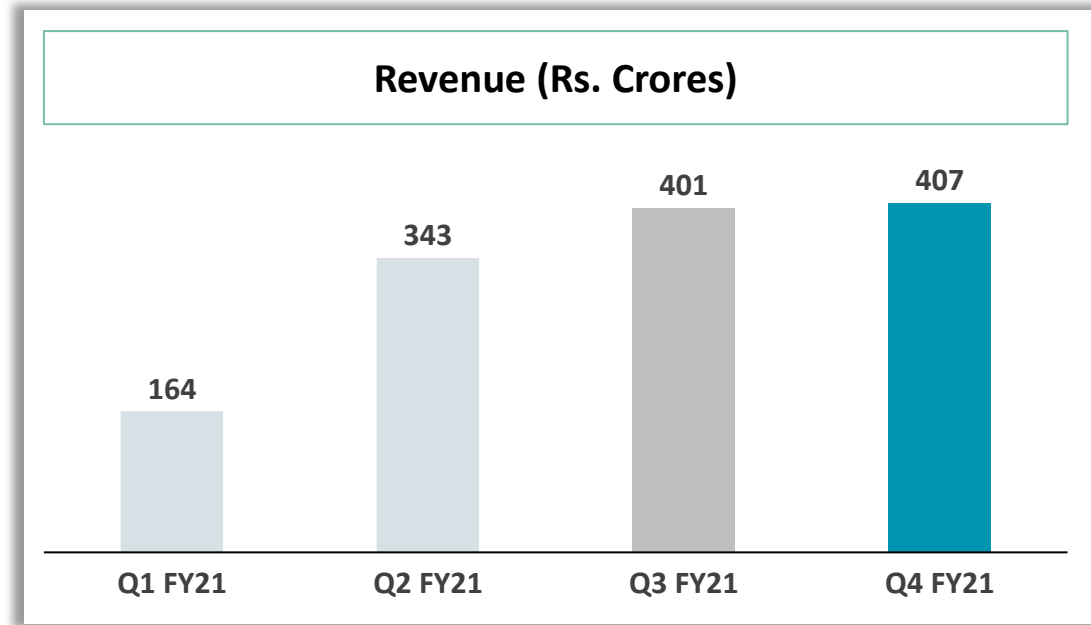
On the E-Com front have witnessed tailwinds which led to increase in volumes driven by new customers such as PayTM, Snapdeal, Ship rocket etc.

Business Development

04

Signed 3,600+ new customers across KEA and SME in FY21
Synergies from Allcargo started to flow – During the year received 28 leads on the Express business side

Consolidated Performance



*Pre-exceptional Items

Consolidated Profit & Loss

Particulars (Rs. Crores)	Q4FY21	Q4FY20	Y-o-Y	Q3FY21	Q-o-Q	FY21	FY20	Y-o-Y
Revenue from Operations	407	370		401		1,314	1,712	
Other Income	2	5		0		10	13	
Total Revenue	409	375	8.8%	401	1.8%	1,325	1,725	-23.2%
Operating Expenses	236	206		234		747	950	
Purchase of Stock In Trade	69	86		68		239	371	
Change in Inventories	0	0		0		3	2	
Total Overheads	305	293		302		989	1323	
Gross Margin	104	83	25.2%	100	3.9%	335	402	-16.6%
Gross Margin (%)	25.3%	22.0%		24.8%		25.3%	23.3%	
Employee Expenses	49	44		44		163	188	
Other Expenses	44	52		31		135	164	
EBITDA	10	-13	NM	25	-59.4%	38	50	-24.9%
EBITDA Margin (%)	2.5%	-3.5%		6.2%		2.8%	2.9%	
Depreciation	10	12		10		40	44	
EBIT	0	-26	NM	15	NM	-3	6	NM
EBIT Margin (%)	-0.1%	-6.8%		3.8%		-0.2%	0.3%	
Finance Cost	11	14		10		45	54	
Pre-Exceptional PBT	-11	-39		5		-48	-48	
Pre-Exceptional PBT%	-2.7%	-10.7%		1.2%		-3.6%	NM	
Exceptional Items	173	0		21		205	0	
Post Exceptional PBT	-184	-39	NM	-16	NM	-253	-48	NM
Post Exceptional PBT%	-45.0%	-10.5%		-3.9%		-19.1%	-2.8%	
Tax	-10	31		11		-7	36	
Profit After Tax	-173	-71	NM	-26	NM	-246	-84	NM
PAT Margin (%)	-42.4%	-18.8%		-6.6%		-18.6%	-4.9%	
EPS	-13.48	-5.66		-2.10		-18.69	-7.04	

Consolidated Balance Sheet

ASSETS (Rs. Crores)	FY21	FY20
Non-current assets	764	1,149
Property, Plant and Equipment	144	523
Capital work-in-progress	0	0
Right to Use	73	85
Intangible Assets	6	4
Intangible Assets Under Development	0	2
Goodwill	426	426
Financial Assets		
(i) Investments	0	0
(ii) Loans	5	6
Deferred Tax Assets(net)	24	6
Non Current tax assets (net)	83	96
Other non-current assets	3	3
Current assets	473	444
Inventories	4	10
Financial Assets		
(i) Investments	0	78
(ii) Trade receivables	195	205
(iii) Cash and cash equivalents	42	34
(iv) Bank balances other than (iii)	14	15
(v) Loans	20	21
(vi) Other Financial Assets	2	29
Other Current Assets	35	23
Assets held for sale	160	30
TOTAL	1,237	1,594

EQUITY AND LIABILITIES (Rs. Crores)	FY21	FY20
EQUITY	610	847
Equity Share Capital	24	24
Other Equity	585	822
Non-Current Liabilities	98	175
Financial Liabilities		
(i) Borrowings	26	97
(ii) Other Financial Liabilities	0	1
(iii) Lease Liability	60	69
Provisions	11	8
Current liabilities	530	572
Financial Liabilities		
(i) Borrowings	145	154
(ii) Trade Payables	89	116
(iii) Lease Liability	11	10
(iv) Other Financial Liabilities	206	222
Other Current Liabilities	51	32
Provisions	4	2
Current tax liabilities (net)	23	36
TOTAL	1,237	1,594

Consolidated Cash Flow Statement

Cash Flow Statement for the year ended (Rs. Crores)	Mar-21	Mar-20
PBT	-253	-48
Adjustments	298	108
Operating profit before working capital changes	45	59
Changes in working capital	12	-4
Cash generated from operations	57	55
Direct taxes paid (net of refund)	-8	-27
Net Cash from Operating Activities	49	28
Net Cash from Investing Activities	135	-83
Net Cash from Financing Activities	-173	71
Net Change in cash and cash equivalents	10	16
Opening Cash Balance	34	17
Closing Cash Balance	44	34

Project Avvashya – Redefining Gati

Pillars of Transformation

Process

Result till date

Sales Acceleration

Accelerating Sales growth, especially in retail and KEA



- Established result oriented sales organization structure – aligned to meet demand of enterprises, SME and Retail customers
- Achievement of zero >30 days complaints (non-claims); below 150 <15 days complaints achieved
- Target to reduce deduction by ~20-25% in Q1FY22; clearance of 1,100+ OBNs to avoid potential deductions worth ~INR 1.9 Cr

Operational Excellence

Building Capacity and becoming asset light



- Deployment for flexi-vendors to effectively substitute company vehicles while managing direct costs
- New franchise policy drafted and ~20 new franchise onboarded under the new policy
- STC interventions identified to process and efficiency improvement

Technology & Processes

Setting digital strategy roadmap and critical decision on CRM



- Salesforce implementation kicked off, targeted for Q2FY22 launch
- Customer portal redesign project in progress – in discussion with key service providers
- WhatsApp bot Phase 2 launched – customer daily usage jumped 3x from January to April 2021

Talent and Organization

Revised organization sizing, new structure, for key functions and talent infusion



- Organization resizing target achieved within targeted period
- Selection and implementation of new HRMS – DarwinBox – for improved processes and efficiency in HR function

Overhead & Finance

Optimizing Fixed costs, budgeting processes and improved order-to-cash cycle control



- Launch of new credit control policy and risk platform – for NBDs and existing customer control
- Launch of Model GDW program – with potential for reducing annual rent by INR 4-5 Cr. targeted for execution in FY22

Our CSR Vision

GATI to be a socially responsible corporate by fulfilling responsibilities as a member of the society and community, thereby creating a positive impact to the stakeholders with a concern towards environment.

CSR completed, ongoing & future projects

- Battle against Covid -19
- Two Gati Govt. Schools (Hyderabad & Nagore)
- Drushti eye camp project – LV Prasad Eye Institute for Cataract disease
- Jeevan coping Cancer Project - LVPEI for Cataract surgery
- Run for girl child – 2021

Scope of Activities

Programs

Activities

Education

Adopt Government Schools, School Infra Development, Sports activity Development, School Events Celebration, Student meritorious Award

Community

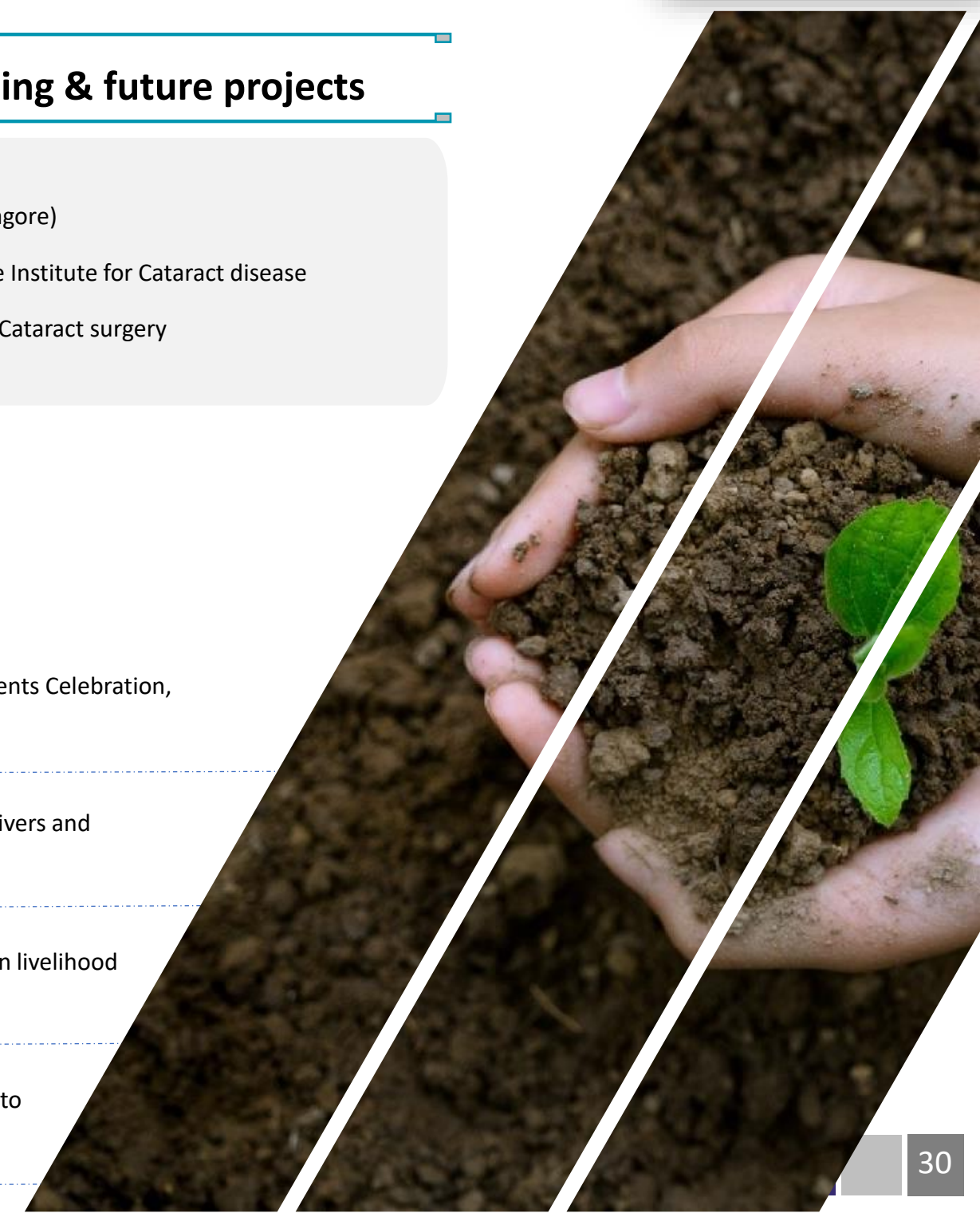
Managing Orphanages and conducting inmate's health check up, regular health check up for Drivers and Handlers, Blood Donation Camps

Environment Sustainability

Solid Waste management, Energy and water conservation, Tree plantation wildlife, Conservation livelihood

Rural Development Project & Others

Multipurpose community Centre, Relief and rehabilitation during natural calamities, Donations to medical research projects



Awards and Accolades



<p>Company of the year</p> <p>World Leadership Congress & Awards 2021</p>	<p>Best Transporter</p> <p>Honda</p>	<p>Continuous Improvement</p> <p>Asia Manufacturing Supply Chain Summit</p>	<p>Most Inspiring Entrepreneur</p> <p>NITIE</p>
<p>Supply Chain Personality of the Year</p> <p>Mr Shashi Kiran Shetty awarded at ILSC - 2021</p>	<p>CIO Power List</p> <p>Centre of Recognition & Excellence</p>	<p>5S Excellence Award Supply Chain Excellence Best 3PL Services</p> <p>Confederation on Indian Industry Awards</p>	<p>Customer Centric</p> <p>Business Partner Abbott</p>
<p>Excellence in Logistics & Supply Chain</p> <p>CCI Scale</p>	<p>Company of the Year Innovator of the Year Best Road Service</p> <p>ELSC Awards</p>	<p>Road Transportation</p> <p>Indian Chamber Of Commerce</p>	<p>Power Brand</p> <p>Planman Media</p>

Thank You



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