

June 30, 2021

BSE Limited

Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.

Tel: 022 - 2272 1233 / 34

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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

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 the updated Investor Presentation of the Company.

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.

Smahaaran

Thanking you,

Yours faithfully, For **Gati Limited**

T.S. Maharani

Company Secretary & Compliance Officer

M. No.: F8069

Encl.: as above



an allcargo company

India's Pioneer in Express Logistics

Investor Presentation

June 2021





Safe Harbor

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Pioneer in Express Logistics

735

out of 739

Indian Districts Covered

98%

GOI approved

Pin-codes coverage

In a nutshell



Network **Leader in Logistics**

Pan India

668

offices across India

Global Offices across more than

160

Countries

Reach Widest in Industry



4.1 Mn sq. ft.

multiple Locations

Warehousing space across Coverage



31 Hubs

Total Hubs

Area



300

Group offices in more than 180 countries

Global Access

Deeper Customer engagements



8 out of Top 10



8 out of Top 10 Pharma Companies



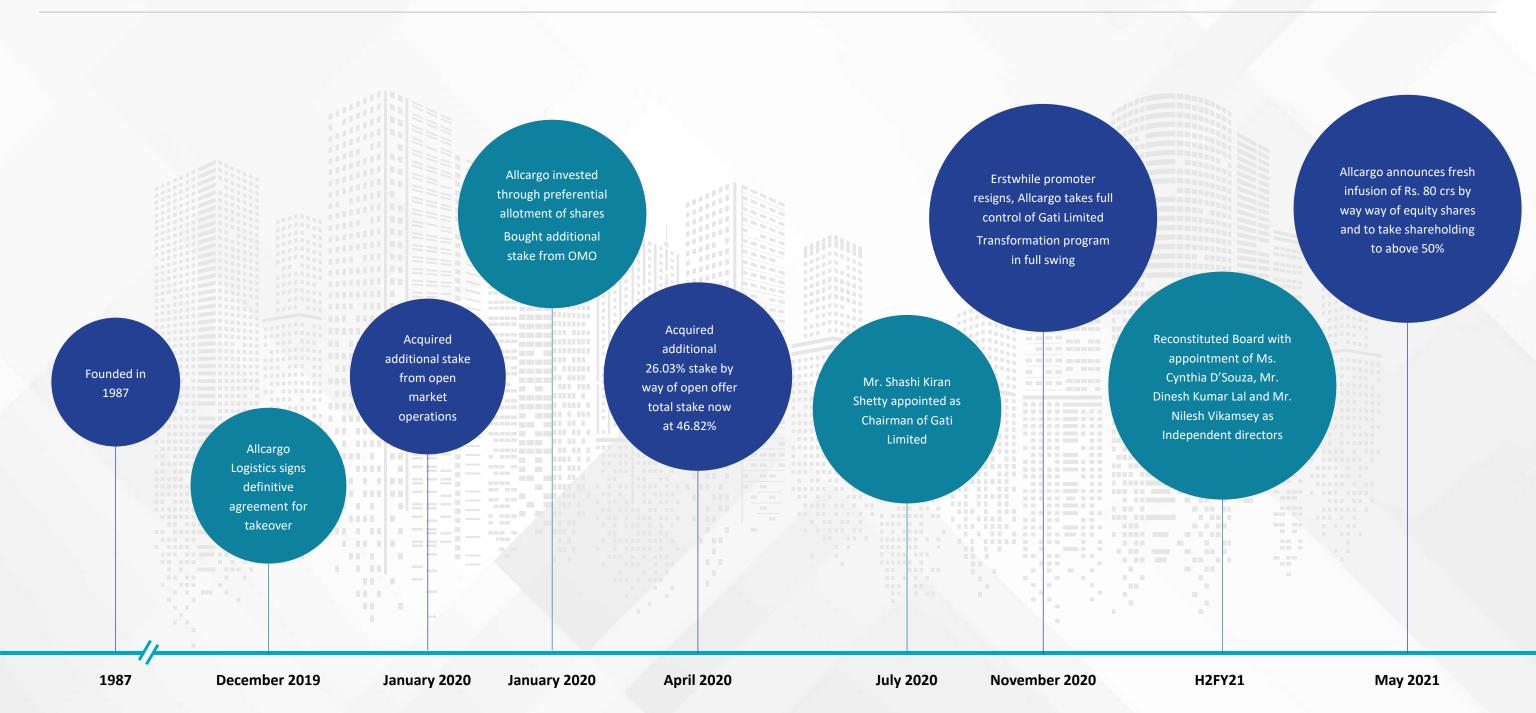
7 out of Top 10 Retail/Textile Companies



Major **E-Com Companies**

Gati joins Avvashya Group



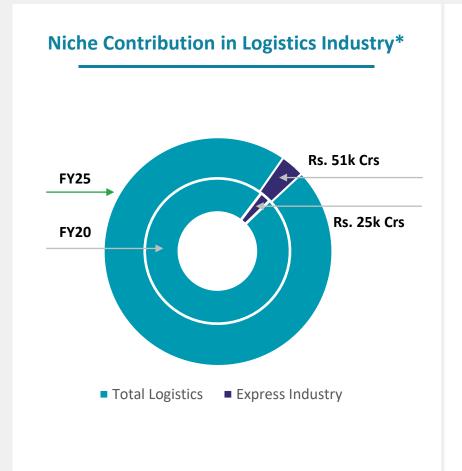


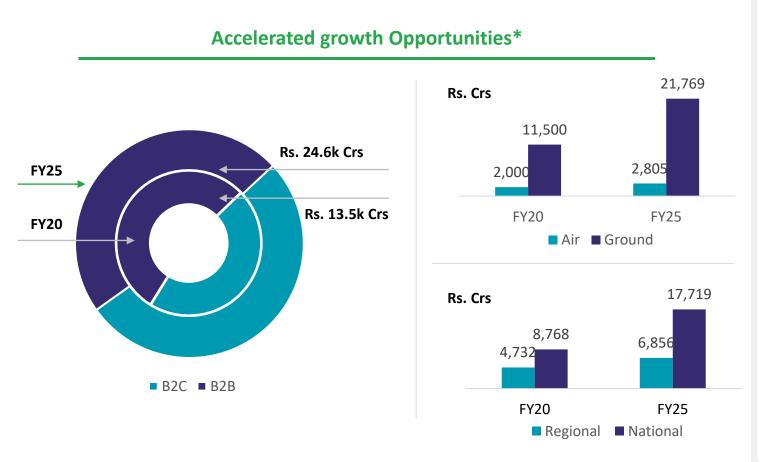
Industry with limitless opportunities

fastest growing segment in the industry



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





Short Term ACHIEVED

Medium Term Launchpad



FY21

Long Term



Grow > Market

+ Improve margins based on

Q4FY21

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



Balance Sheet Restructuring

Key Focus Areas: Reduction in subsidiaries, addressing contingent liabilities, sale of non-core assets

Target: Asset light model focusing on express and ecommerce

$\stackrel{\searrow}{\longrightarrow}$

Reduction in Debt

Key Focus Areas: Reduction of debt through proceeds from sale of noncore assets. Interest rate rationalization.

Target: Interest savings resulting higher PAT margin and improved RoCE

Profitability

Key Focus Areas: Transformation program rigorously targeting fixed & variable costs. Attain industry level margins.

Target: Market share growth, cost optimization and attain industry level margins. RoCE benchmarking



Digital

Key Focus Areas: Enhance customer experience. Data driven decision making.

Target: Customer delight, ease of doing business.

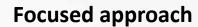
Governance

Key Focus Areas: Strengthen Internal governance through processes and people.

Target: Attracting & retaining top talent enabling best practices



Re-alignment of Corporate Structure





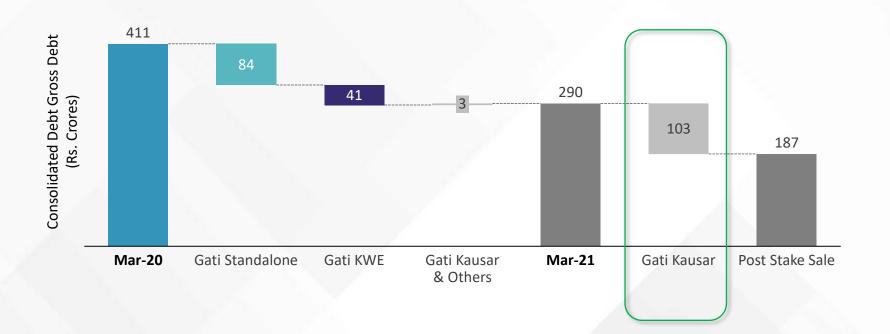


Balance Sheet Restructuring

Getting future ready



Gati Kausar Stake Sale



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

Deleveraging drive

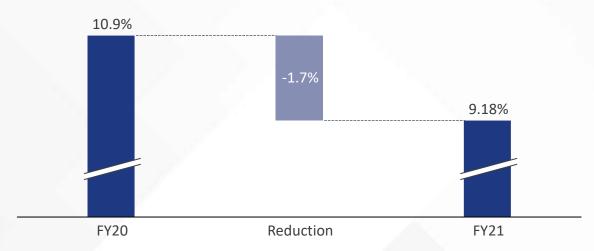




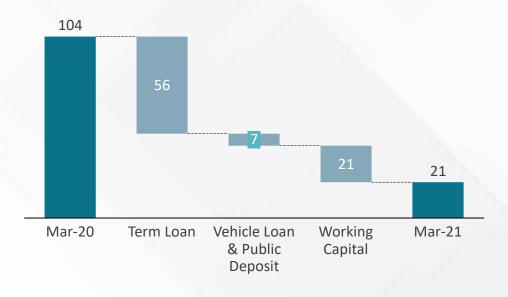
GATI KWE

Ingenuity in Motion

Average Cost of Funds



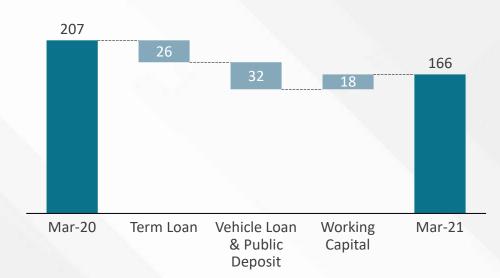
Debt Repayment



Average Cost of Funds



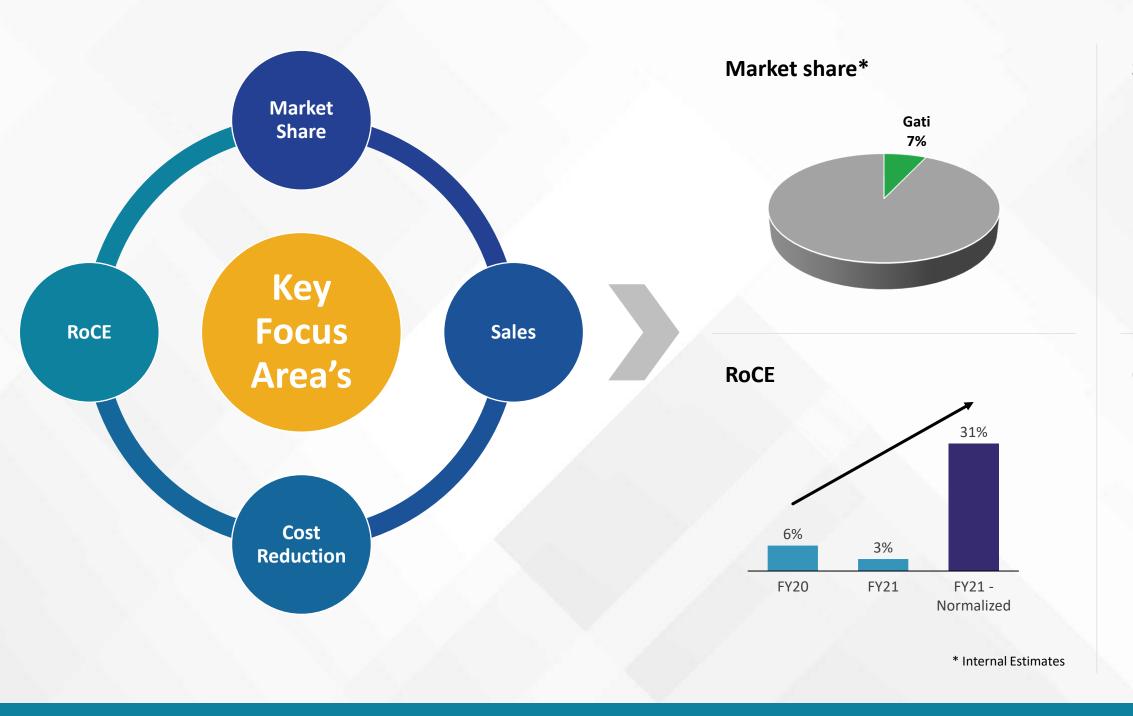
Debt Repayment



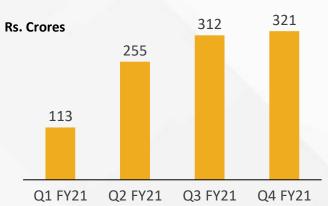
Express – Driving Force of Business



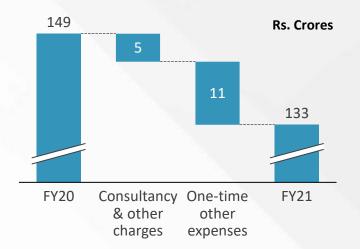




Sales



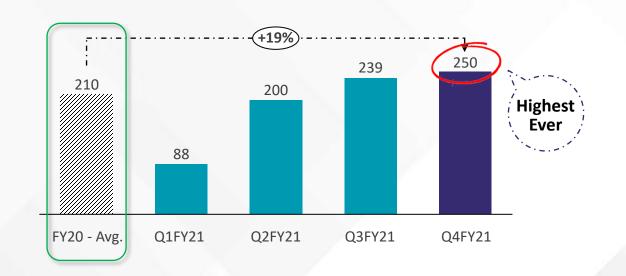
OH's Reduction



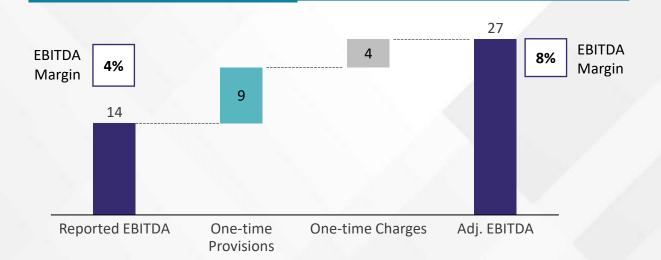
Milestone Q4 for Surface Express



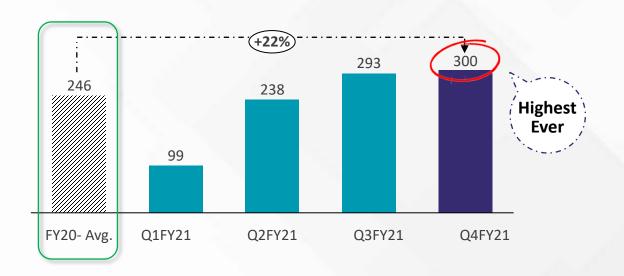
Volumes ('000 MT) 19% growth in Q4 FY21 exit rate vs. FY20 average



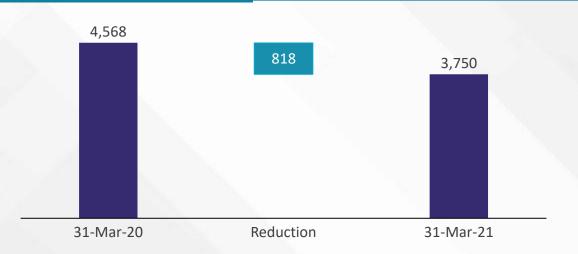
EBITDA



Revenue (Rs. Crores) 22% growth in Q4 FY21 exit rate vs. FY20 average



No. of Employee



Digital Transformation

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.

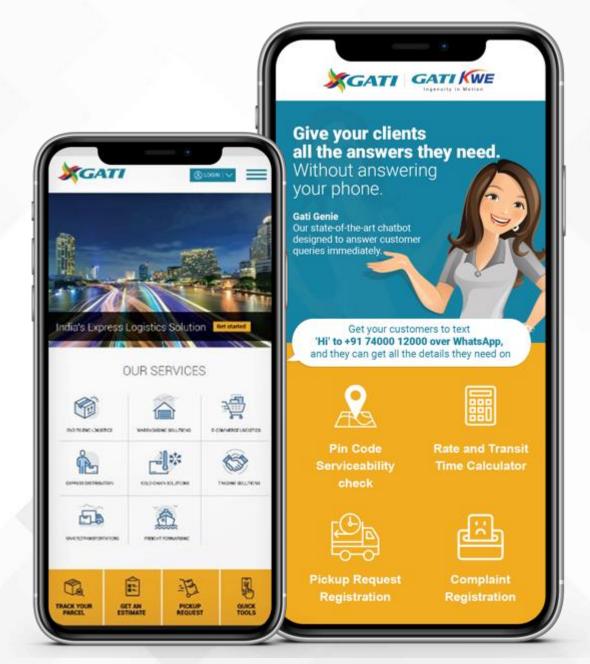
Digital Payment Solution

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.







Board Members





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
Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience





Mr. Yasuhiro Kaneda
Nominee Director
Managing Director of KWE South &
Southeast Asia with extensive
experience in the logistics industry



Mr. P N Shukla Independent Director Railway Logistics Subject matter expert



Mr. Masaru Kobayashi Nominee Director, Considerable experience in warehousing and distribution management



Mr. Bala Aghoramurthy
Deputy Managing Director,
Logistics expert with extensive
experience in Operations &
Quality management



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 Gol projects



Mr. Vibhu Prakash Annaswamy Nominee Director Accomplished Supply Chain Management professional with experience across the world



Ms. Cynthia D'Souza
Independent Director
Acclaimed Business Strategy and HR
& OB transformation expert



Mr. Dinesh Kumar Lal
Independent Director
Shipping industry veteran and
Director at AP Moeller - Maersk
and Gujarat Pipavav Port Ltd.



Mr. Nilesh Vikamsey
Independent Director
Ex-President of ICAI (201718) & ex-Chairman of
Federal Bank



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

Spearheading

Risk Governance & Internal Audit Strengthening

Tax Governance

Focus on Systems & Processes

Leadership Team

Driving unified goals





Mr. Adarsh HegdeManaging Director,
Gati-KWE

Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience



Mr. Bala AghoramurthyDeputy Managing Director,
Gati-KWE

Seasoned Logistics expert with extensive experience in Operations & Quality management, Ex-Unilever



Mr. Rohan Mittal
Chief Financial Officer &
Chief Transformation Officer

Turnaround and Transformation expert adept at Financial & Operations Transformation, Ex-PWC



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. Patram Choudhary
Chief Supply Chain Officer

Seasoned Operations & Supply Chain professional with 25+ years of experience in operations transformation to achieve cost efficiencies.



Mr. Mandar BabreChief Business Development
Officer

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



Mr. Pavel ChopraChief HR Officer

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



Mr. Mukundan
Chief Risk Executive

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



Mr. Manish Jain
National SME Sales Head

Highly regarded Sales &
Marketing logistics professional
with acclaimed for driving teams
in achieving exponential growth.
Ex-TCI Xpress



Mr. Charles Devlin D'Costa National Operations Head

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

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 tradelanes, 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



Advantages



- 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

Providing integrated **Solutions** across Entire Value Chain

Basket of Offerings

Provide Basket of offerings to existing clients thus increase our wallet share

Increased Reach

Expand our reach/network in domestic as well internationally with the help of established network of Allcargo

Cost Side benefits

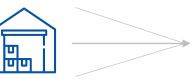
Merging departments across Allcargo and Gati enables cost saving synergies

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





















Consumer/ Retailer

Allcargo ICD/CFS **Ports**

Hubs

Hubs

Branches

Customized logistics solutions

Solutions for varied sectors















































Customer Proposals received



Initial Success

Customer engagements

CLBusiness Proposals

under discussion

FMCG















Express
Leads
Received



































P&E Leads Received















Service Offerings

Diversified & Integrated



Services

India's leading Express Logistics and Supply Chain Solutions partner & With End-to-End services to meet customer needs



Service 01

Surface Express

Complete Range of Surface Express services





Air Express

Complete Range of Air Express services



rvice 03

E-Comm Logistics

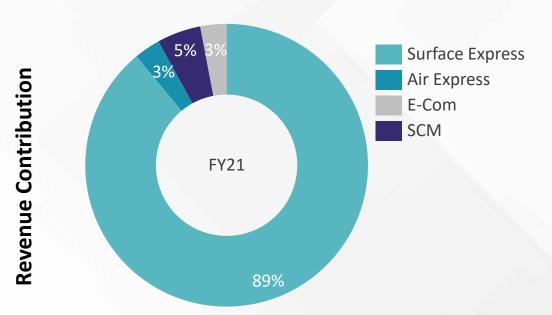
India's first integrated e-Commerce logistics solutions provider



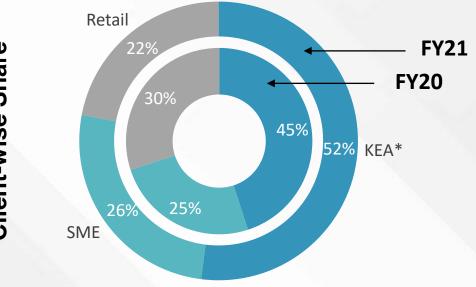


SCM Solutions

Supply chain management solutions







Surface Express Distribution





Complete range of Express Distribution Services



Multi-modal delivery to **99%** of Government of India approved pincodes



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

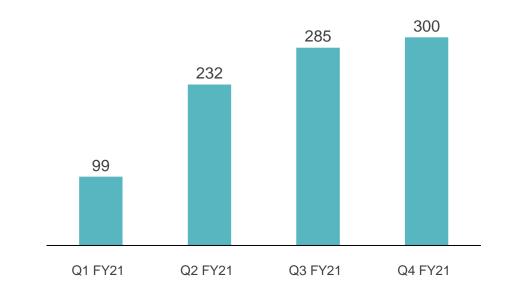


Reverse logistics expertise

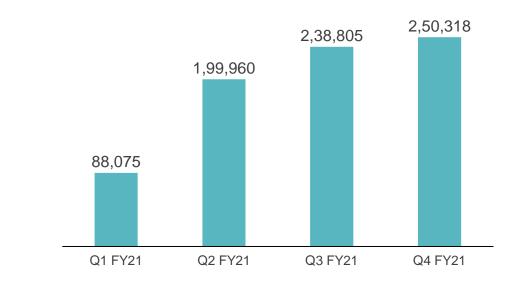


Guaranteed on-time deliveries

Revenue (Rs. Crores)







Air Express





Customized Air Freight solutions and **Guaranteed air deliveries** 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

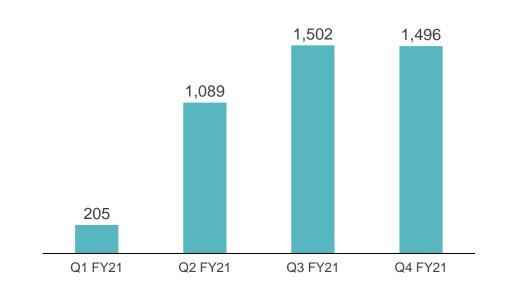


Trained staff for Dangerous Goods



Tie-up with India's Leading commercial airline





E-Commerce Logistics





One of the 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 pincodes

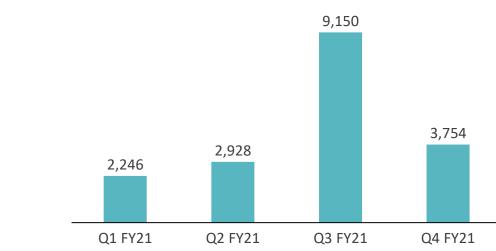


24x7 support

Revenue (Rs. Crores)







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





Opportunities & Aspirations



Particulars	Opportunities		
Revenue CAGR	Higher Revenue CAGR through various initiatives		
Gross Margin	Enhance margins through increased productivity		
EBIDTA CAGR			
EBIDTA Margin	Drive Cost Optimization		
PAT CAGR	Asset light, low debt strategy would lead to higher EBITDA to PAT conversion		
PAT Margin			
ROCE (%)	Capital Efficiencies through higher profitability		
ROE (%)			



Focus to gain new customers and increase our wallet share

Be the preferred Logistics partner

Transformation Program

constantly innovate and achieve revenue enhancement with cost efficiencies

Synergies with Allcargo

Provide integrated end-to-end logistics solutions to customers

Higher Growth in Surface Express Logistics

Attain formidable position in the fastest growing segment of the logistics pie, maximizing stakeholder wealth



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

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

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

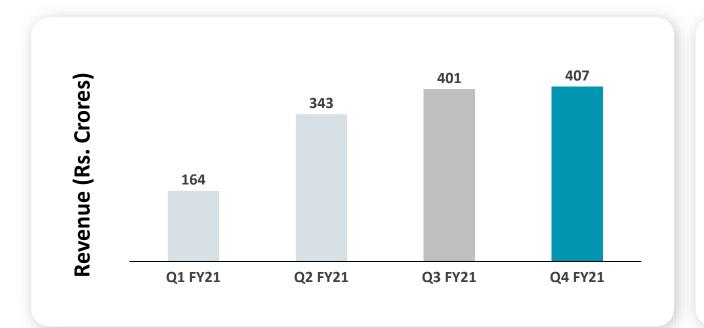
On the E-Com front have witnessed tailwinds which led to increase in volumes driven by new customers such as PayTM, Snapdeal, Ship rocket etc.

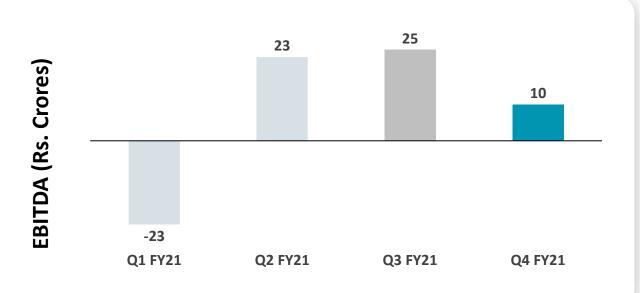
Business Development

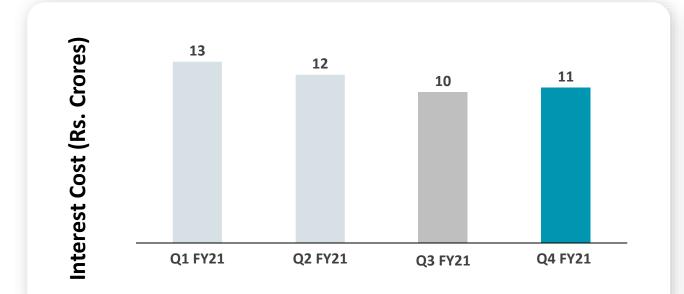
- Signed 3,600+ new customers across KEA and SME in FY21
- Synergies from Allcargo started to flow – During the year received 28 leads on the Express business side

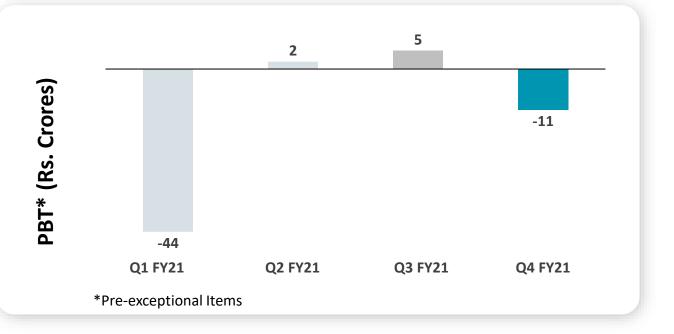
Consolidated Performance











Consolidated Profit & Loss



Particulars (Rs. Crores)	Q4FY21	Q4FY20	Y-o-Y	Q3FY21	Q-o-Q	FY21	FY20	FY19
Revenue from Operations	407	370		401		1,314	1,712	1,863
Other Income	2	5		0		10	13	16
Total Revenue	409	375	8.8%	401	1.8%	1,325	1,725	1,879
Direct Overheads	305	293		302		989	1323	1,427
Gross Margin	104	83	25.2%	100	3.9%	335	402	452
Gross Margin (%)	25.3%	22.0%		24.8%		25.3%	23.3%	24.1%
Employee Expenses	49	44		44		163	188	186
Other Expenses	44	52		31		135	164	156
EBITDA	10	-13	NM	25	-59.4%	38	50	110
EBITDA Margin (%)	2.5%	-3.5%		6.2%		2.8%	2.9%	5.9%
Depreciation	10	12		10		40	44	30
ЕВІТ	0	-26	NM	15	NM	-3	6	80
Finance Cost	11	14		10		45	54	45
Pre-Exceptional PBT	-11	-39		5		-48	-48	35
Exceptional Items	173	0		21		205	0	0
Post Exceptional PBT	-184	-39	NM	-16	NM	-253	-48	35
Tax	-10	31		11		-7	36	12
Profit After Tax	-173	-71	NM	-26	NM	-246	-84	23

Consolidated Balance Sheet



ASSETS (Rs. Crores)	FY21	FY20	FY19
Non-current assets	764	1,149	1,112
Property, Plant and Equipment	144	523	567
Capital work-in-progress	0	0	5
Right to Use	73	85	0
Intangible Assets	6	4	3
Intangible Assets Under Development	0	2	0
Goodwill	426	426	426
Financial Assets			
(i) Investments	0	0	2
(ii) Loans	5	6	12
Deferred Tax Assets(net)	24	6	4
Non Current tax assets (net)	83	96	71
Other non-current assets	3	3	22
Current assets	473	444	377
Inventories	4	10	12
Financial Assets			
(i) Investments	0	78	0
(ii) Trade receivables	195	205	239
(iii) Cash and cash equivalents	42	34	17
(iv) Bank balances other than (iii)	14	15	30
(v) Loans	20	21	12
(vi) Other Financial Assets	2	29	33
Other Current Assets	35	23	32
Assets held for sale	160	30	2
TOTAL	1,237	1,594	1,490

EQUITY AND LIABILITIES (Rs. Crores)	FY21	FY20	FY19
EQUITY	610	847	846
Equity Share Capital	24	24	22
Other Equity	585	822	825
Non-Current Liabilities	98	175	184
Financial Liabilities			
(i) Borrowings	26	97	169
(ii) Other Financial Liabilities	0	1	7
(iii) Lease Liability	60	69	0
Provisions	11	8	8
Current liabilities	530	572	459
Financial Liabilities			
(i) Borrowings	145	154	114
(ii) Trade Payables	89	116	149
(iii) Lease Liability	11	10	0
(iv) Other Financial Liabilities	206	222	160
Other Current Liabilities	51	32	35
Provisions	4	2	2
Current tax liabilities (net)	23	36	0
TOTAL	1,237	1,594	1,490

Consolidated Cash Flow Statement



Cash Flow Statement for the year ended (Rs. Crores)	Mar-21	Mar-20	FY19
РВТ	-253	-48	35
Adjustments	298	108	67
Operating profit before working capital changes	45	59	103
Changes in working capital	12	-4	20
Cash generated from operations	57	55	122
Direct taxes paid (net of refund)	-8	-27	-24
Net Cash from Operating Activities	49	28	99
Net Cash from Investing Activities	135	-83	-42
Net Cash from Financing Activities	-173	71	-58
Net Change in cash and cash equivalents	10	16	-2
Opening Cash Balance	34	17	19
Closing Cash Balance	44	34	17

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

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
- Incremental efforts to reduce annual rental costs through launch of GDW program

GATI's CSR



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



Winner Of Excellence	

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

Thank You







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