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To, Manager-Department of Corporate Services **BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai – 400 001 **BSE Scrip Code: 532749**	To, Manager - Listing Department **National Stock Exchange of India Limited** Exchange Plaza, C-1, Block G Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 **NSE Symbol: ALLCARGO**

Sub: Revised Investor Presentation - Financial Overview – Fourth Quarter of FY 2022 and FY2022

Dear Sir/Madam,

This has a reference to our intimation letter dated May 28, 2022, wherein the Company has submitted Investor Presentation, inter-alia, to the Stock Exchanges, pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In this connection, please find enclosed herewith revised Investor presentation, for the purpose of revision carried out in the following slides:

Slide No.	Particulars	Old Disclosure	Revised Disclosure
4	Key Management Commentary	LCL volumes grew by 12% YoY and FCL volumes grew by 10% YoY	LCL volumes grew by 18% YoY and FCL volumes grew by 21% YoY
18	FY21 LCL Volumes ('cbms)	8,118	7,701
	FY21 FCL Volumes ('00 TEU's)	5,398	4,889

The Investor's Presentation will be available on Company's website

(https://www.allcargologistics.com/investors/presentationsandtranscripts/investorpresentations)

Kindly take the same on the record and inform all your constituents accordingly.

Thanking you,
Yours faithfully,
For Allcargo Logistics Limited

ALLCARGO LOGISTICS LTD.

Devanand Mojidra
Company Secretary & Compliance Officer

POWER
OF ONE

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INVESTOR PRESENTATION

MAY 2022

ECU WORLDWIDE
GATI KWE Ingenuity in Motion
AVVASHYACCI Supply Chain Simplified

SAFE HARBOR

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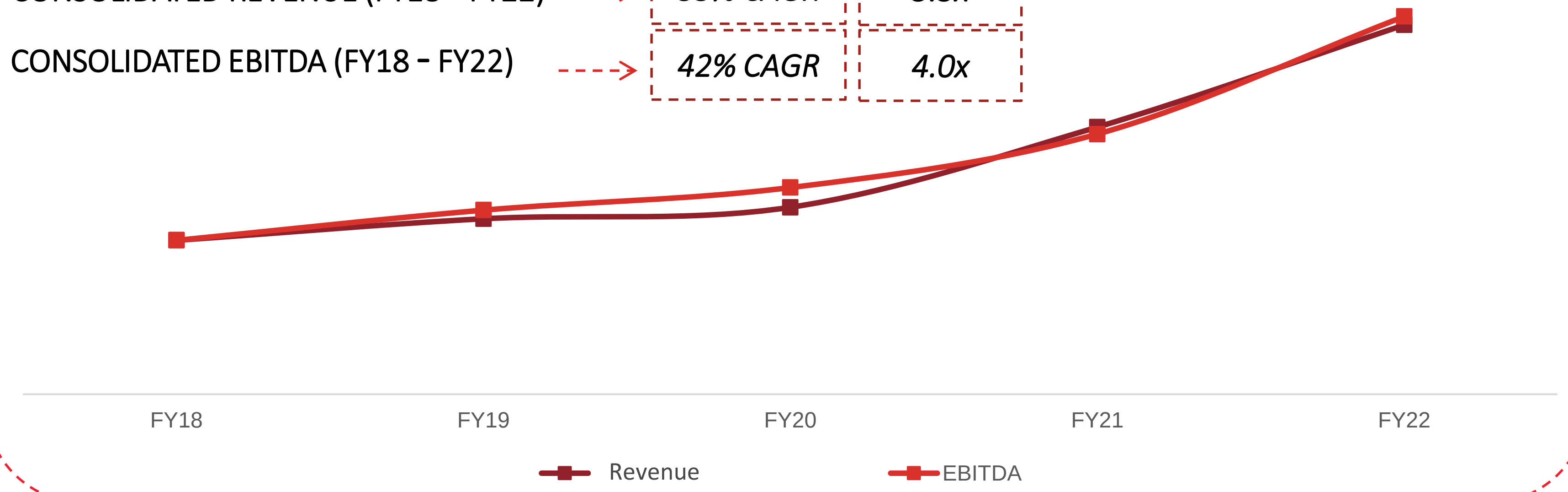
Certain matters discussed in this Presentation may contain statements regarding the Company's market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known 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.

ROBUST BUSINESS GROWTH

CONSOLIDATED REVENUE (FY18 – FY22) → 35% CAGR | 3.3x

CONSOLIDATED EBITDA (FY18 – FY22) → 42% CAGR | 4.0x



Global leader in complex
LCL Market
Operating 2400 direct trade lanes

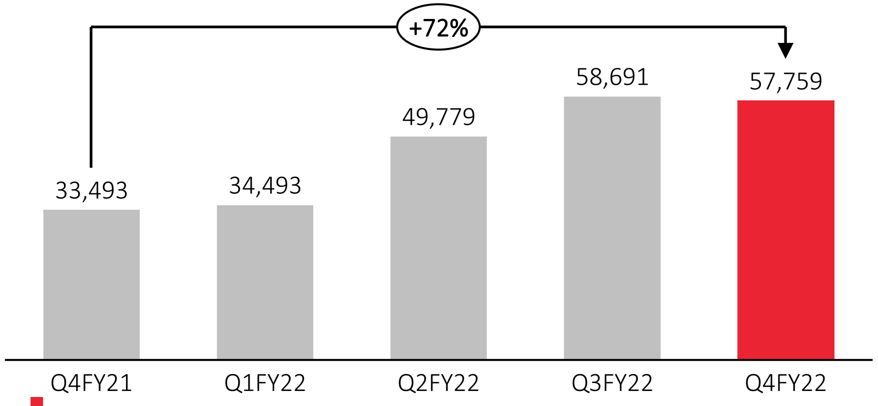
Widest and Largest
Container Freight Station
Operator in India

Pioneers in India's
Express Logistics
Dominant position in B2B surface express

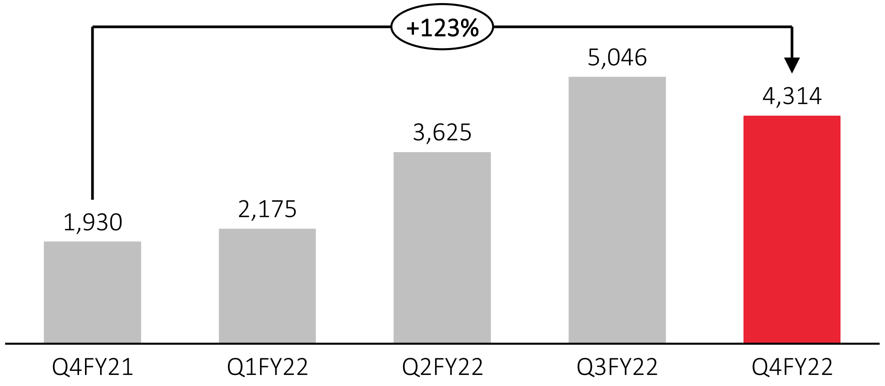
Industry leading growth
Contract Logistics
managing over ~5 mn sq. ft Grade "A" warehouses

STRONG MOMENTUM DRIVEN BY TRANSFORMATION

Revenue^ (₹ mn)



EBITDA^ (₹ mn)



^ excludes other income and ACCI

KEY HIGHLIGHTS

Q4 Revenue^ ₹ 57,759 mn

FY22 Revenue^ ₹ 200,721 mn

72% Q4 YoY

91% FY22 YoY

Q4 EBITDA^ ₹ 4,314 mn

FY22 EBITDA^ ₹ 15,156 mn

123% Q4 YoY

139% FY22 YoY

Q4 PAT* ₹ 2,405 mn

FY22 PAT* ₹ 9,646 mn

41x Q4 YoY

10x FY22 YoY

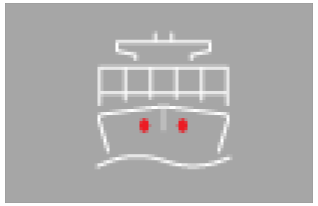
KEY MANAGEMENT COMMENTARY:

- Transformation initiatives have come to full play in FY22 with strong momentum across all the business segments. The company continues to drive robust growth with sharp focus on asset light, digitally enabled businesses and achieving new milestones through inorganic growth. Allcargo reported its highest ever business performance for the year with consolidated revenues crossing ₹ 200 billion and EBITDA higher by 139% YoY at ₹ 15.2 bn;
- International supply chain business (MTO) operating under ”ECU Worldwide” witnessed robust volume growth driven by expansion in market share in favourable market conditions. LCL volumes grew by 18% YoY and FCL volumes grew by 21% YoY. JV in Scandinavian region has grown significantly post acquisition & ECU Worldwide is now consolidating its market leadership with nearly 40% market share in Sweden, Norway, Finland and Denmark. JV in South Korea has also performed exceedingly well alongside key regions of India, China, Europe and Americas, all exhibiting best-ever business performance;
- CFS-ICD business was bolstered with acquisition of Speedy Multimodes and the company is now market leader in CFS business in India. Volume handled for the year stood at 450,549 TEUs as against 282,595 TEUs handled last year;
- Express logistics business under Gati’s subsidiary GKEPL reported its highest ever volume and revenue. The company is building quality infrastructure to drive next phase of growth. Contract Logistics business is housed under ACCI which has exhibited growth of 49% in revenue, and EBITDA increased 42% to ₹ 1,468 mn. Equipment business has been rationalized reducing capital employed and utilization is currently at a record 90% level;
- Digital remains one of the key focus areas with sustained increase in revenues coming through digital platform ECU360, which now accounts for nearly 60% of export booking across all key markets. ECU360 is now a mature digital platform with front end deployed on cloud. Gati is focused on enhancing the customer’s experience on the front-end and having seamless operations on the back end;
- The demerger process remains on track under which each business would be separately listed by allocating one share each in Allcargo Terminals (CFS/ICD segment) and TransIndia Realty (Logistics Parks, Equipment and other asset-based annuity businesses). The demerger is expected to concluded over the next 10-12 months.

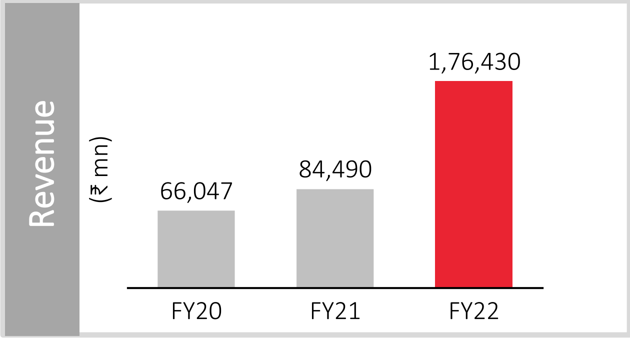
^ excludes other income & ACCI *reported PAT

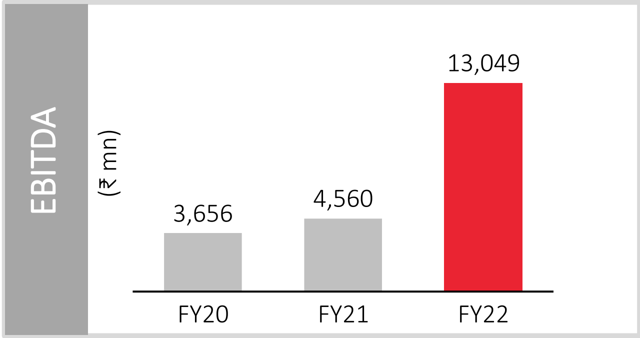
KEY BUSINESS SEGMENTS - YEARLY PERFORMANCE TRENDS

ALLCARGO LOGISTICS (ACL)



International Supply Chain (MTO)





Capital Employed

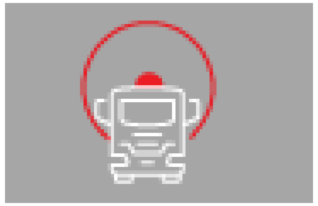
22,031

(₹ mn)

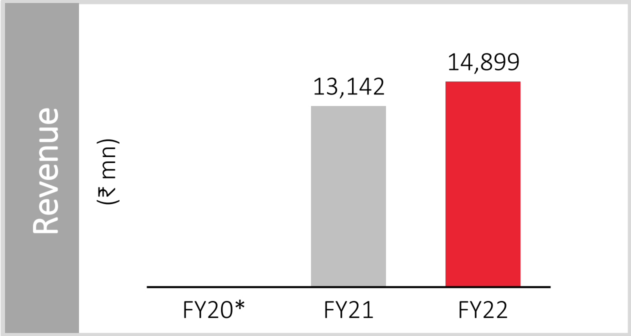
FY22

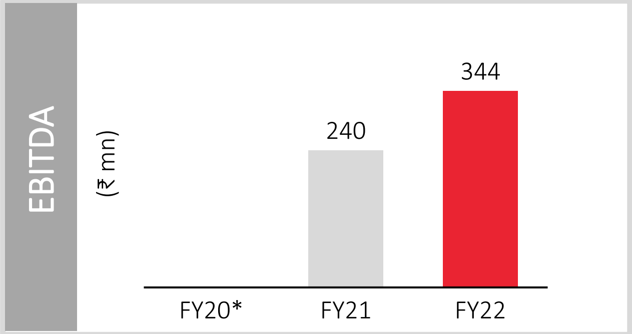
ROCE

52.1%



Express & Ecommerce Logistics





Capital Employed

7,108

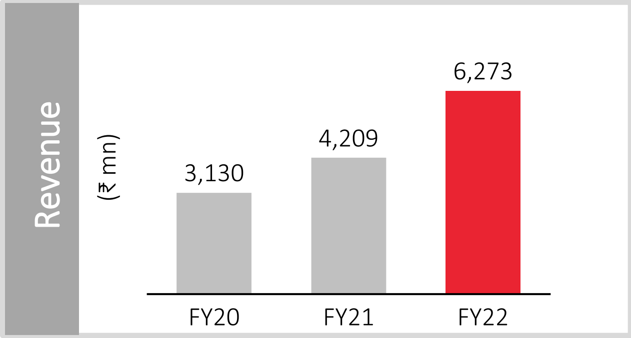
(₹ mn)

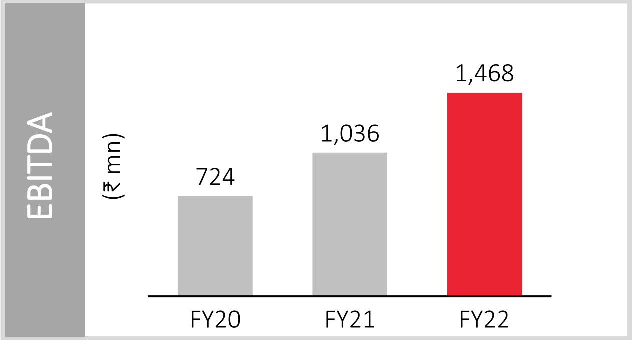
FY22

ROCE

-

ACCI^





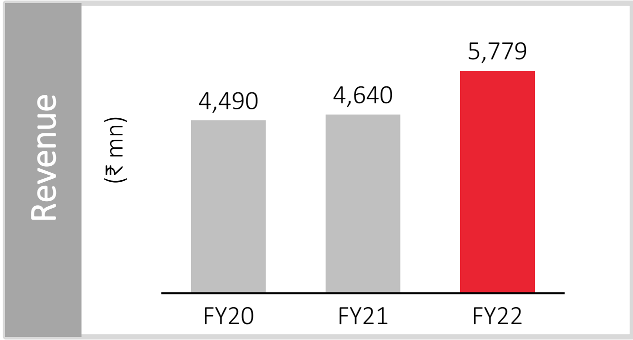
^ACCI Revenue & EBITDA is not included in consolidated and is reported under JV & Associates, *Not Applicable as GATI was consolidated FY21 onwards

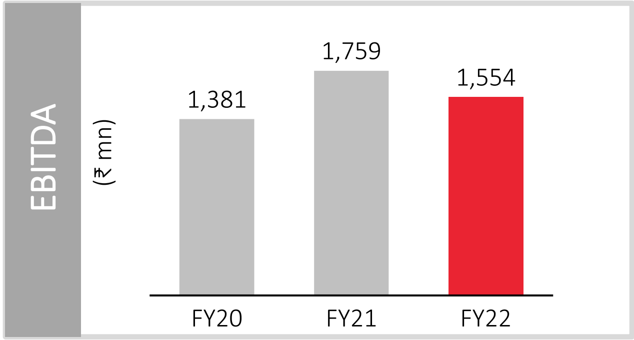
Illustrative bifurcation based demerged entities. Actuals could vary post demerger

KEY BUSINESS SEGMENTS – YEARLY PERFORMANCE TRENDS

ALLCARGO TERMINALS (ATL)

CFS / ICD





Capital Employed

4,748

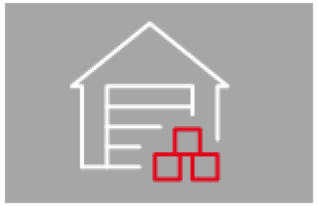
(₹ mn)

FY22

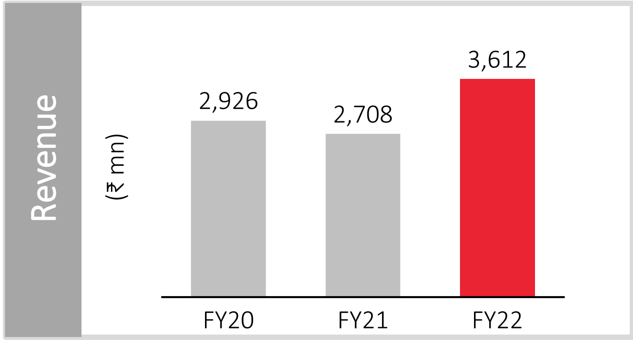
ROCE

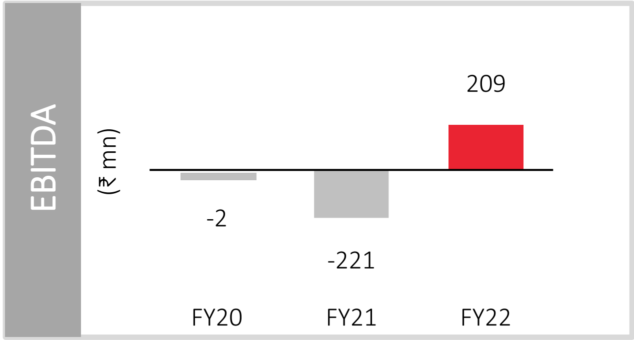
27.5%

TRANSINDIA REALTY (TRLPL)#



Rental & Others#





Capital Employed

19,935

(₹ mn)

FY22

ROCE

0.8%

Includes corporate & unallocable assets

Illustrative bifurcation based demerged entities. Actuals could vary post demerger

DEMERGER UPDATE

SCALABLE BUSINESS OPPORTUINITIES

DEMERGER^ TO CREATE STRATEGIC BUSINESS UNDERTAKINGS

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ALLCARGO LOGISTICS (ACL)			ALLCARGO TERMINALS (ATL)	TRANSINDIA REALTY & LP's (TRL)
International Supply Chain (MTO)	Express & Ecommerce Logistics	Contract Logistics	Container Freight Stations & ICDs	Rental & Other annuity Businesses
Asset Light Global Play	Pioneer in express logistics	Strong Pan India Footprint	Leading Pan India Player	Diversified Presence
Market Leadership in LCL through complex hub and spoke network	Solutions for time bound, door to door, high value, critical shipments	Offers 3PL - Logistics, Warehousing and other value added services	CFS at JNPT, Chennai, Mundra and Kolkata & 1 ICD at Dadri*	Logistics Parks providing customized sector specific Grade A warehouses
Operates 4,000 port pairs and 2,400 direct trade lanes	Pan-India coverage, 99% of the GoI approved Pincodes	Area under management ~5 mn sq.ft. across 45 locations	Speedy Multimodes - Best in class, closest facilities to India's largest ports	Annuity rentals from CFS land at JNPT & Chennai and corporate parks
Unlocking next stage of growth through - FCL, Air and Door-to-Door	Customised Supply Chain solutions to consumer industries	Indian and International clients in chemicals, pharma, auto, e-com etc.	Total handling capacity of over 1 Mn TEUs (asset light facilities)	Own & operate cranes and container handling equipments etc.

*JV with CONCOR, ^further information on demerger is in the annexures

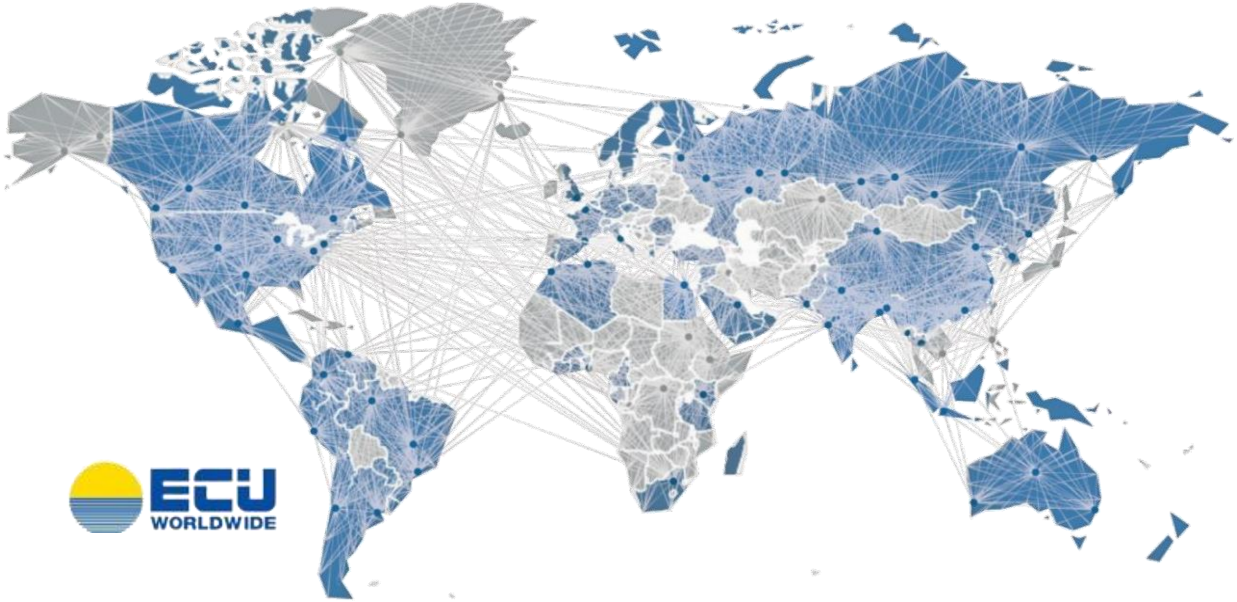
INTERNATIONAL SUPPLY CHAIN (MTO)

GLOBAL LEADER IN INTERNATIONAL SUPPLY CHAIN SEGMENT

Global #1 in LCL consolidation operating the largest global LCL network

Global LCL Market Share of 14%

2,400 direct trade lanes



Distinct value proposition to small and medium sized forwarders who benefit from our scale & carrier relationships

Global network leads to more port pairings, a keyvalue driver for both small & large freight forwarders

Large volumes lead to high utilization / load factors, increasing container profitability

Market Leadership in LCL Provides a Strong Base for Rapid Expansion in FCL and Air Business

Market	Digital	Consolidation	Operations	Financials
Supply chain industry digitizing ECU poised to win	Digitally enabled mid-sized company with breadth of services	M&A engine with a track-record of successful integration	Proven ability to run a complex LCL consolidation network	Robust financial growth led by professional drive and operational initiatives

UNIQUELY POSITIONED WITH UNMATCHED DIGITAL & OPERATIONAL CAPABILITIES

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CONVENTIONAL PLAYERS HAVE OPERATING NETWORK BUT LACK DIGITAL CAPABILITIES

LCL
FCL
Air

- Global network of **over 180 countries**
- Over 2,400 direct trade-lanes and 4,000 port pairings
- Broad client portfolio of small, medium, and large freight-forwarders
- Multi-service platform allows ECU to reach a wide-spread customer base
- Cross-selling capabilities across services widens growth prospects

2021

LCL	FCL	AIR
7.7	505	14.5m
Mn cbm	'000 TEU's	Mn kgs

ECU WORLDWIDE
Geography Simplified

Leading operating and digital platform sets ECU at the forefront of the industry of tomorrow

DIGITAL START-UPS LACK OPERATIONAL FOOTPRINT AND SCALE

ECU360
SHIP WITH A CLICK

- Industry is converging towards an **increasing demand for digitalized services**…
- …leading to stricter **requirements for a transparent quoting mechanism**…
- …that can serve **both small / medium and large freight-forwarders** ("FFs")…
- …and provide the **best possible quote** across an **increasingly complex network**
- ECU360 **addresses all the requirements** of the industry of tomorrow, by providing a **transparent & intuitive platform for all-sized FFs**

2021

+50%	+20,000
ECU's shipments booked digitally	Forwarders using ECU360 every month

For more information scan the QR for a new way of thinking;

A BETTER WAY OF SHIPPING

ECU WORLDWIDE

DRIVING GROWTH THROUGH TECHNOLOGY

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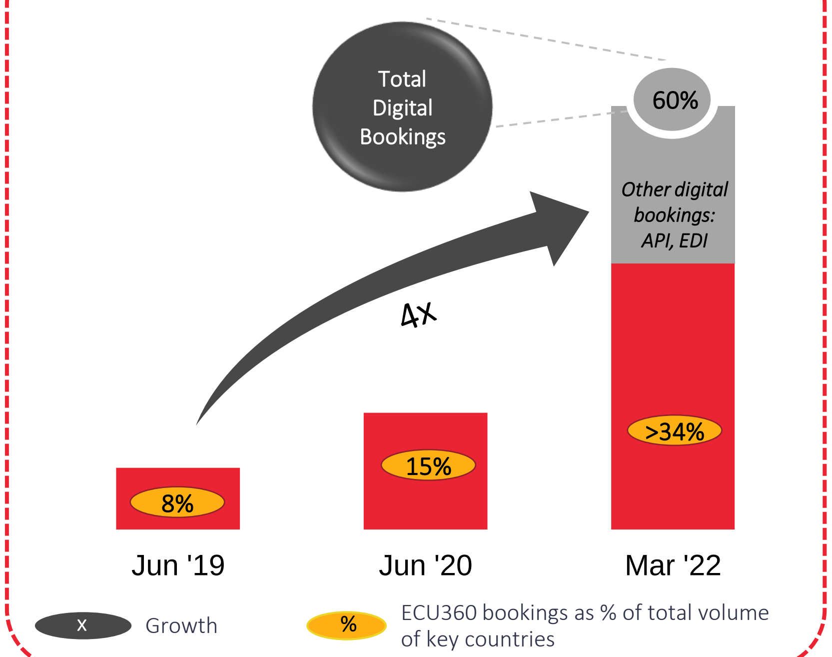
DIGITAL TRANSFORMATION (# OF DIGITAL BOOKINGS)



ECU WORLDWIDE Geography Simplified

Neutral Platform

- Increase Wallet share Existing customers
- Win New Customers
- Reduce Booking Costs

Enabled By Technology

Strong API integration leads to customer stickiness

OCR For Auto-Booking	Enables instant-booking. Reduces operational processes between ECU and customers by three steps
Data Projects (Google Analytics, Power BI)	Data Analytics on customer behaviour and requirements using Google Analytics and Power BI
ECU360 on Cloud	Anytime access, seamless connectivity and timely information by front-end deployed on cloud
ECU App	Identical user interface for online and mobile access - User and CRM
Chat Features (QQ)	WhatsApp and FB Messenger integration enhancing customer touch points
Customer-Specific Dashboard	Dedicated customised dashboard to customers for constant monitoring of their orders
ECU EDI	Book service on INTTRA, Cargo Wise and Direct. Also generate auto replies for cargo track-and-trace queries
ECU Click	Real-time track-n-trace capabilities. Application developed to monitor cargo conditions in ECU's warehouses and allows customers to receive pictures

ECU WORLDWIDE

DIGITIZING EVERY CUSTOMER TOUCH-POINT WITH ECU360

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Registration
Customer REGISTERS AND PORTALS

Quotation / Pricing
FETCH QUOTES for desired lane

Booking
BOOK SHIPMENT and enter necessary details

Shipping Instruction & BL
Enter further shipment details to CREATE BILL OF LADING

Invoice
Download and view INVOICE

Track and Trace
TRACK AND TRACE shipment's Estimated time of delivery / Estimated time of Arrival

Value-Added Services
SHIPMENT OVERVIEW chat function

Dashboard and Analytics
TRACKING of a wide-range of KPIs to improve customer service

ECU WORLDWIDE

AUTOMATING END-TO-END PROCESSES

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01 QUOTE

- TARIFF
- ENQUIRY
- QUOTE

02 BOOK

- SCHEDULE *SPACE MANAGEMENT*
- BOOK *PICKUP, PLANNING*
- DOCUMENTATION (SI,AN) *CUSTOM CLEARANCE*
- PROVISIONING / INVOICING *IPI, DELIVERY CARGO RELEASE*

03 TRACK

- CUSTOMER SERVICE COMMUNICATION
- AUTO NOTIFICATION
- SHIPMENT TRACKING

04 ANALYZE

- FILE AUDIT
- CLOSURE
- JOB PROFIT REVIEW
- TRADE-LANE / CUSTOMER PROFITABILITY
- MIS

DIGITAL OUTSOURCED MANUAL

ECU WORLDWIDE

Efficient, Lean, Agile and Digitally Enabled Leader in the Logistics Industry

Pricing

- Fact based End-to-End analysis of the network
- Awareness and ready to take action to sustain and improve yield
- Control variables to drive profitability

Yield Management

- Informed pricing decisions by using network data, such as yield and network performance
- Consideration of network development and organizational needs
- Creation of impact model

Network Management

- Building the future network based on customer needs, anticipated trends and white spots
- Network Management as a continuous effort
- Creation of new product offerings

Rightsizing Operations

- Identification of appropriate transformational areas per office
- Post identification of the same, execution of initiatives (i.e., automation, increased outsourcing) to optimize office cost structure

Streamline Finance Functions

- Centralize select financial functions across global offices and execute those from a low-cost region
- Outsource the financial functions performed by operations team to centralized location

CONSISTENTLY DRIVING GROWTH

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Inorganic growth: Strong Track Record

nordicon — **July 2021**
Leading neutral consolidator in the Nordic region with offices in Sweden, Norway, Finland, and Denmark

ULS uni logistics system co., ltd. — **January 2021**
JV with former South Korean agent-partner. The two entities will now operate together as ECU Worldwide Korea

PK DA Logistics — **November 2019**
Hong Kong-based logistics services provider

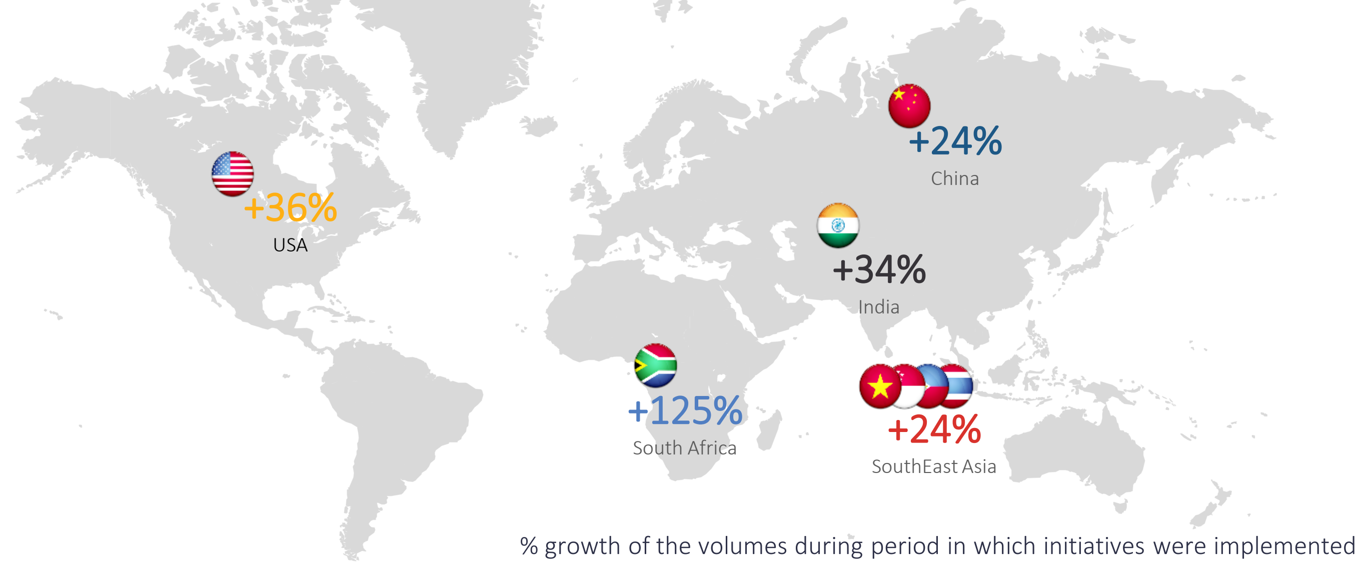
Spechem Supply Chain — **November 2019**
Singapore-based logistics services provider

FCL MARINE AGENCIES — **December 2013**
Netherlands-based non-vessel-owning common carrier

ECONOCARIBE — **September 2013**
US-based Logistics company offering freight consolidation, LCL, and FCL services

Two NVOCC's — **December 2010**
Two Hong Kong-based NVOCC's

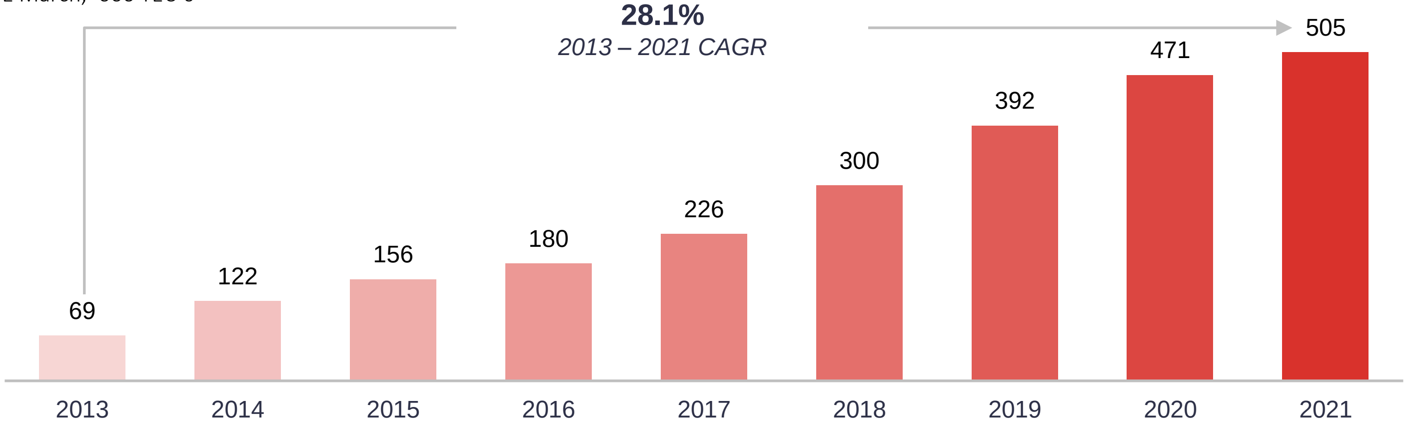
Organic growth: Sales acceleration initiatives outcome



% growth of the volumes during period in which initiatives were implemented

New Product: FCL Volume Evolution over the Years

FYE March, '000 TEU's



ECU WORLDWIDE

UNLOCKING NEW OPPORTUNITIES THROUGH INNOVATION

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Door to Door Service

Offering

- Offered in 52 countries globally, resulting in convenience for customers and higher margins for ECU
- About 30% of ECU's business has a D2D component, mostly in Europe and the US
- Fully 3rd party outsourced

Competitive Advantage

- Network relationship to move freight more cost efficiently
- Technology-driven platform
- Specialized service offering on a range of trade lanes vs. competition (i.e. U.S to Caribbean, Europe to Africa and Intra-Asian Far East)

Increase Market Share

- Focus on where volume flows, e.g. India, Europe, Americas
- Convert existing business to D2D
- Push it to new customers

Geographic Expansion

- Offer D2D where volumes and costs justify (i.e. North America and Europe)
- Aspiration to serve ~60% port pairs

Local Trucking Network

- ECU Trucking, founded in 2017, is a growing division focused on inland cargo movement in the US
- Strong relationships with local/regional players

Unique Sea-Air combo services

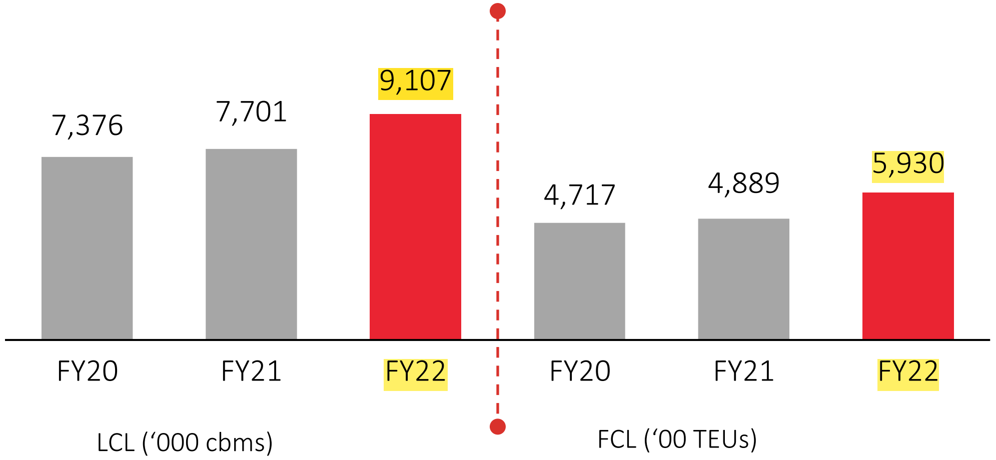
CHINA TO US AND EUROPE

CHINA TO LATIN AMERICA AND CARIBBEAN

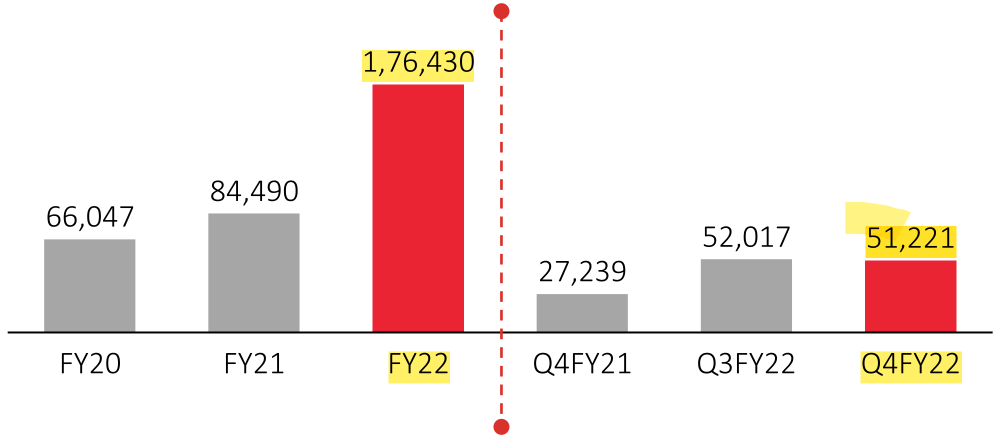
ECU WORLDWIDE

INTERNATIONAL SUPPLY CHAIN (MTO) - KEY FINANCIAL TRENDS

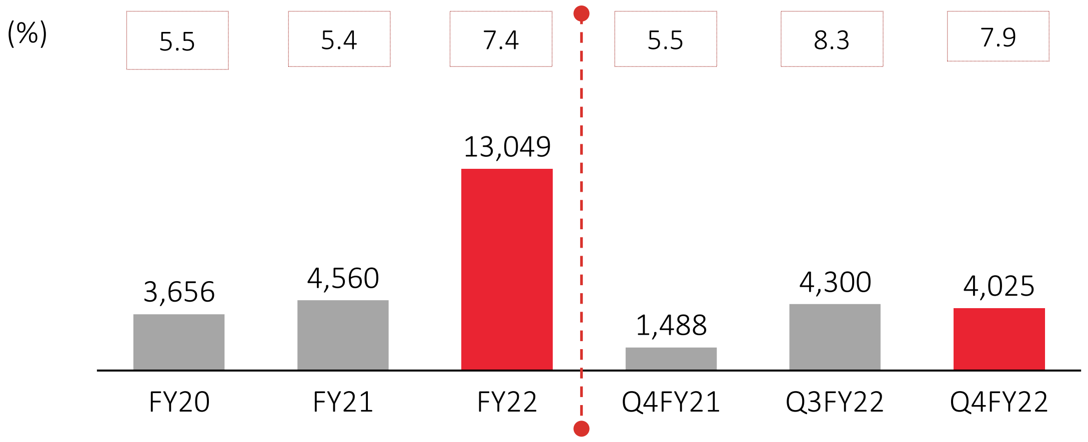
Volumes



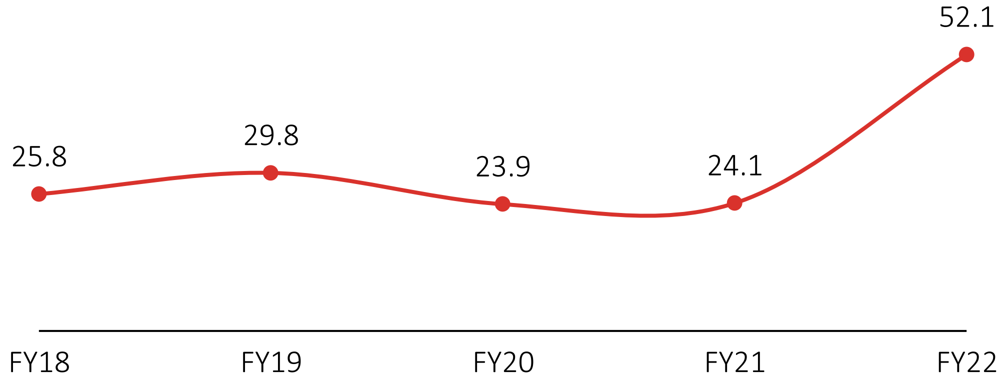
Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



ROCE (%)



EXPRESS & ECOMMERCE LOGISTICS / CONTRACT LOGISTICS

INDIA'S PIONEER IN EXPRESS LOGISTICS

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Network
Leader in Logistics

Pan India
668
offices across India

735
out of 739
Indian Districts Covered

Group Offices across more than
180
Countries

99%
GOI approved
Pin-codes coverage

Reach
Widest in Industry

4.1 Mn sq. ft. Warehousing space across multiple Locations	Area Coverage
31 Hubs^ ^ 9 Air Transit Hubs	Total Hubs^
300 Group and Franchisee network in 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

UNIQUE INTEGRATED NETWORK

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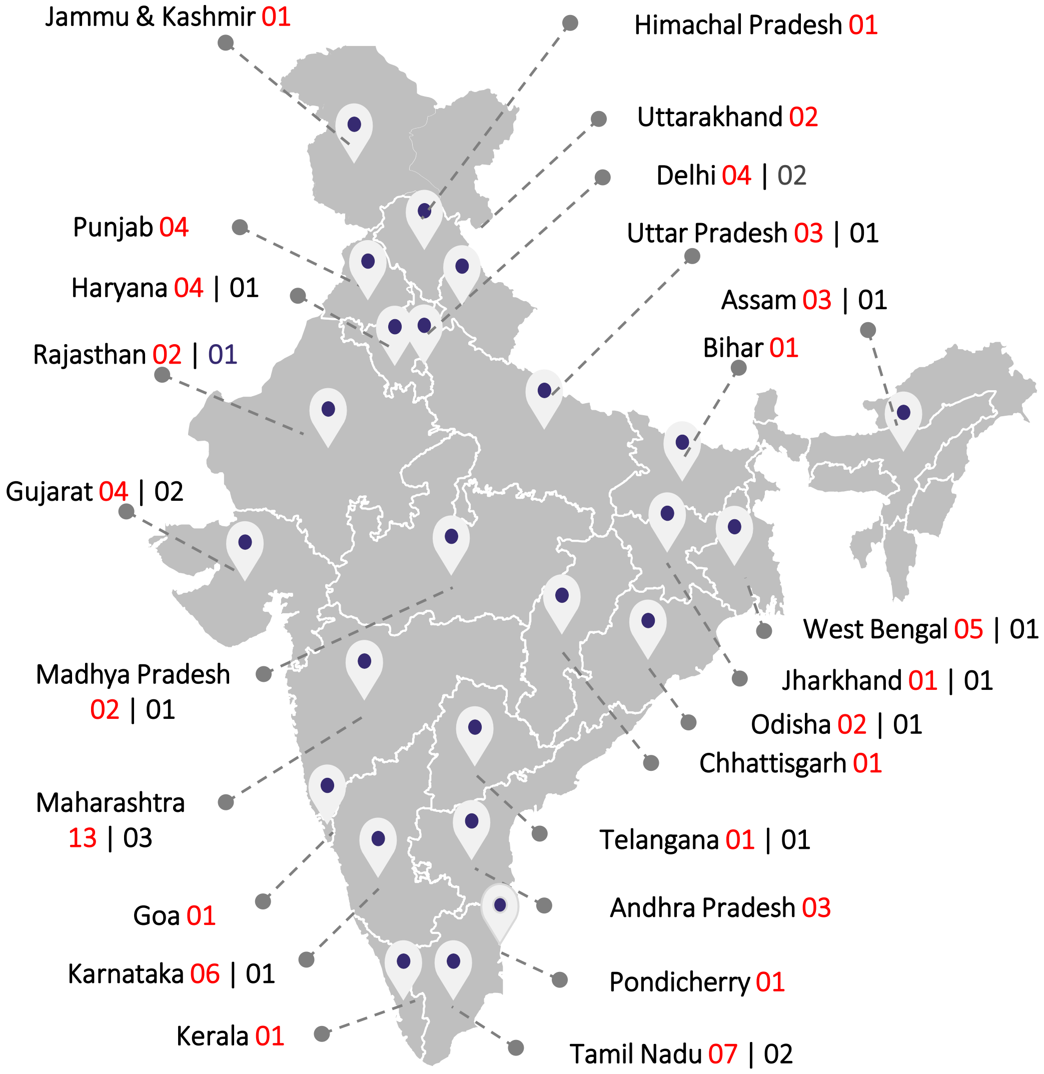

GDW – 84 | EDC – 19

Managing one of the Industry's widest integrated supply chain network

Line Haul

- 19 Express distribution centers
- 22 Surface Transshipment Centers
- 84 Gati Distribution Warehouses

First-Last mile

- 144 Own customer convenient center
- 399 Franchisee convenient center
- 99% Pin codes serviced

Widest Reach

- Improved serviceability through ESS*
- Asset light approach to service additional locations
- Cluster based approach with MSME at focus

Strong Partners

- Vendor network of +5000 trucks
- GA's* further enhancing capacities
- Franchisee based approach

ESS: extra service locations, GA: Gati Associate

EXPRESS LOGISTICS - INDUSTRY WITH LIMITLESS OPPORTUNITIES

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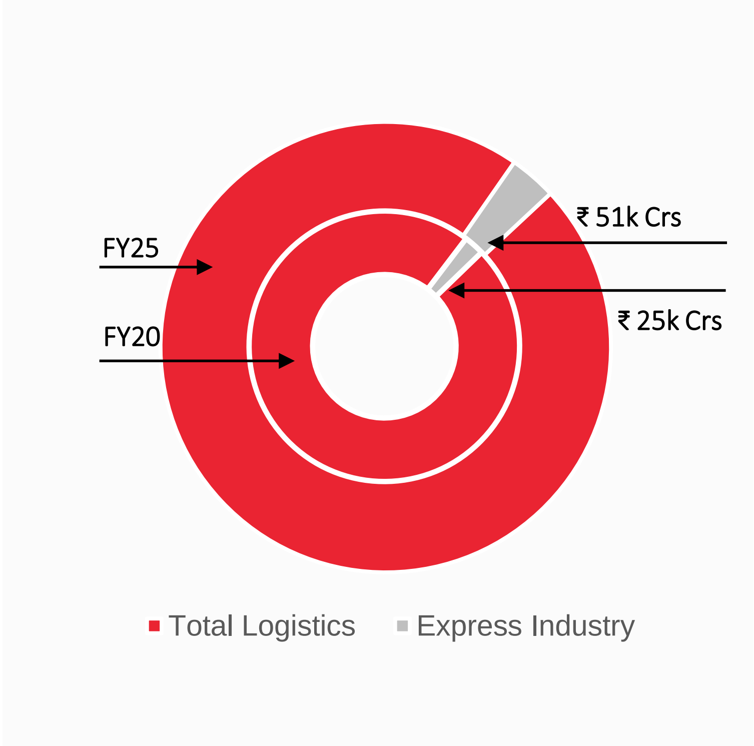
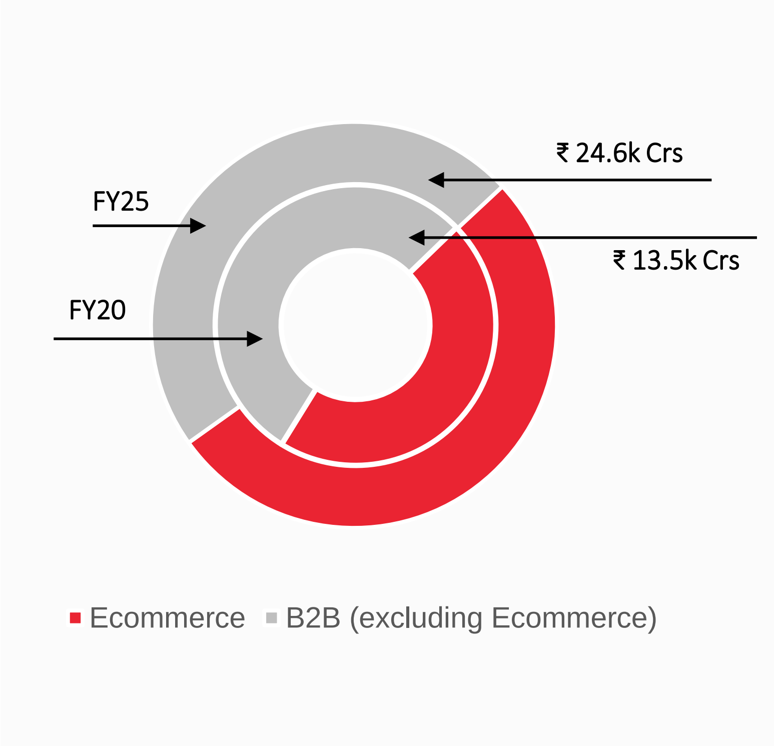
Surface + Air + Ecommerce + Contract Logistics

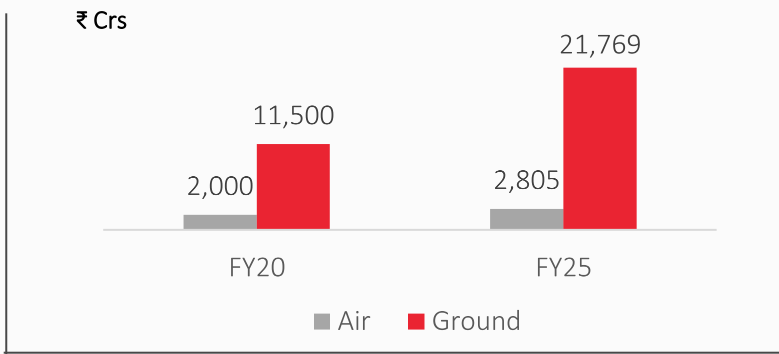
Total Available Market is ~Rs 52,500 crs

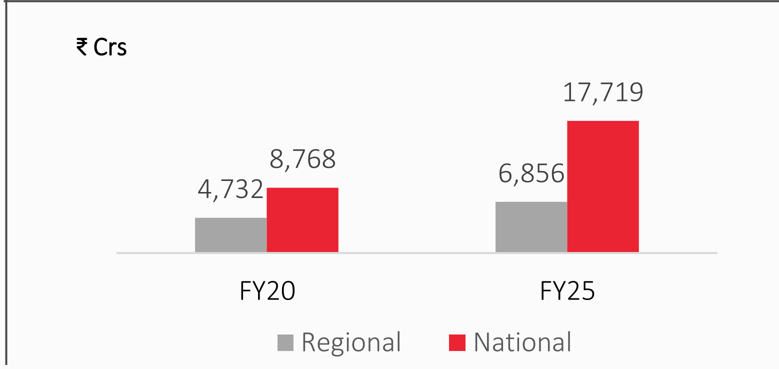
Niche Contribution in Logistics Industry



Accelerated growth Opportunities







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

GATI KWE
Ingenuity in Motion

POISED FOR GROWTH THROUGH TRANSFORMATION

DIGITIZATION

Key Focus Areas: Enhance customer experience and operational excellence on front-end. Seamless integration across various business verticals on the back-end

Target: Offer differentiated value-added services to customer. Adapt to technology-based decision making

SALES ACCELERATION

Key Focus Areas: Realignment of sales team structure and targeted approach towards Key Account Management, MSME and Retail.

Target: To increase market share & ensure highest standards of customer service

INFRASTRUCTURE

Key Focus Areas: Accelerating capacity creation to manage higher loads in most efficient manner. Hub modernization and higher automation

Target: Industry leading turnaround times and improved service levels

OPERATIONS

Key Focus Areas: Streamlining and assessing each line item of P&L. Focused improvement in line-haul and delivery costs through transformation

Target: Aim to reduce CPK (cost per kg) and profit maximization. Attain industry level margins

TALENT

Key Focus Areas: Strengthen 2nd level to mid-level capabilities through lateral hiring. Attracting best talent locally and globally across all domains

Target: Decentralized decision making. Foster entrepreneurial spirits across the entity

DIGITIZATION

Back-end

Pick Up & Delivery automation

- *Pickup Registration, Validation, Visibility & Monitoring*
- *Handheld printers for real time printing of labels*
- *OCR based invoice reading - digital docket creation*
- *Volumetric weight calculation – Digital Tapes / Mobile*

Hub Automation

- *Dock, Infra & Workforce Management*
- *Load building, Bin Mapping, Space Management*
- *Prioritize the load – Route wise / vehicle wise*
- *Truck Load Visualization / Plan / Prioritization*

Network Decision Support

- *Centralized Control Centre*
- *Bay Management*
- *Real time Hub/Network Performance*
- *Notification of Anomalies*
- *Real-time Load Analytics*
- *Demand Driven Dispatch*
- *Notification of Anomalies*

GEMS* 2.0

- *Activate advanced modules in over 18-24 months*
- *Integrate with CRM, Finance and other data management tools*
- *One-click view for performance analysis*
- *Integrate BI tools for auto report generation and decision*

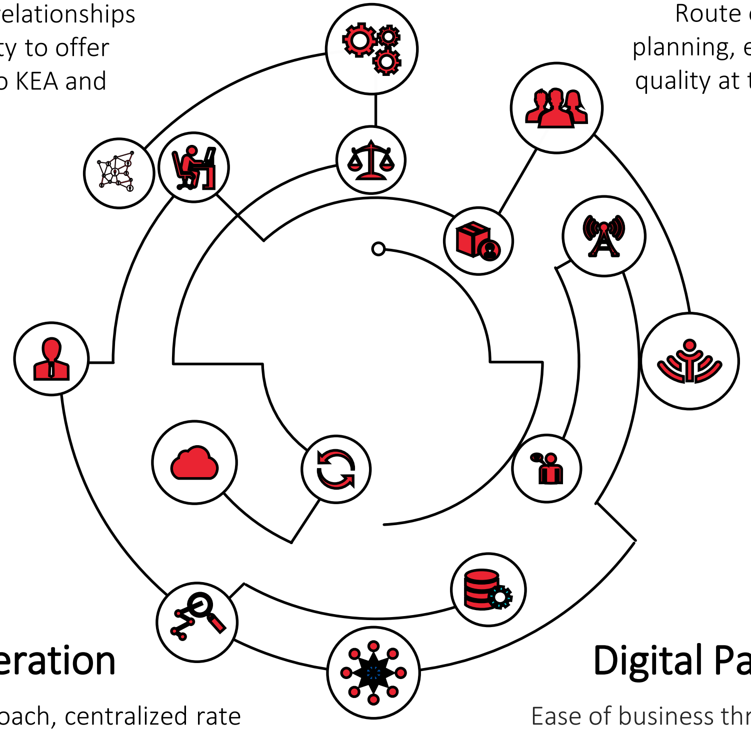
Front-end

CRM system

Managing customer relationships and enhances ability to offer range of services to KEA and MSME

Data Science

Route optimization, Load planning, enabling better service quality at the best possible cost.



Sales Acceleration

Cluster based approach, centralized rate card for decisions on discounts & dynamic pricing. Central war room managing peak periods. Customer experience enhancement through dedicated portal and chat bot

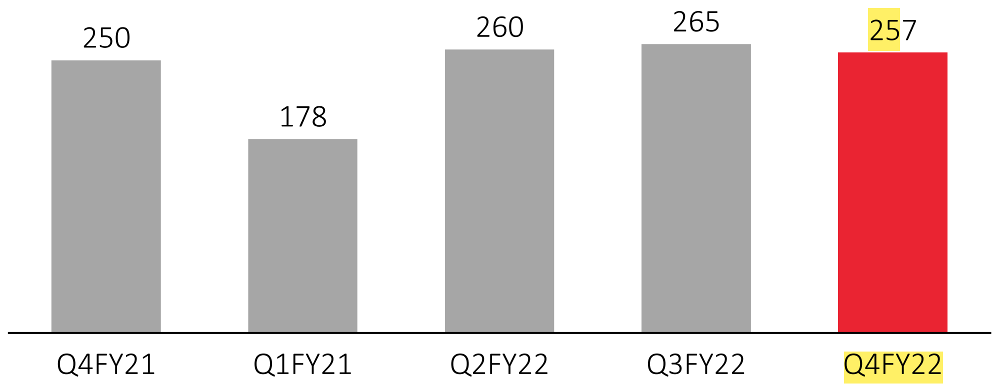
Digital Payments

Ease of business through digital payment solutions through net-banking, credit cards, debit cards, UPI and digital wallets.

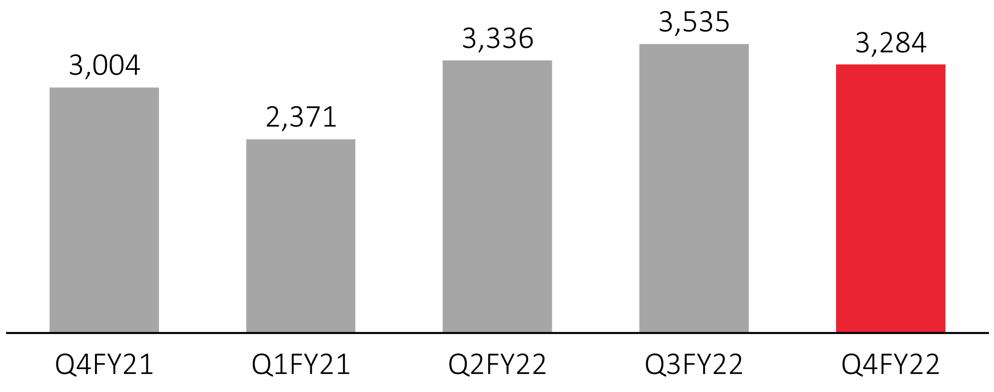
* GATI Enterprise Management System

EXPRESS & ECOMMERCE - KEY FINANCIAL TRENDS

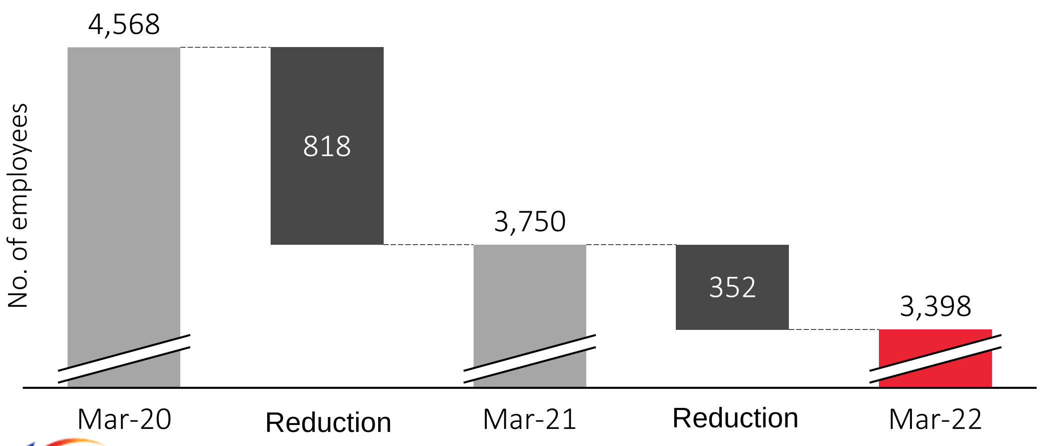
GKEPL - Surface Volumes ('000 MT)



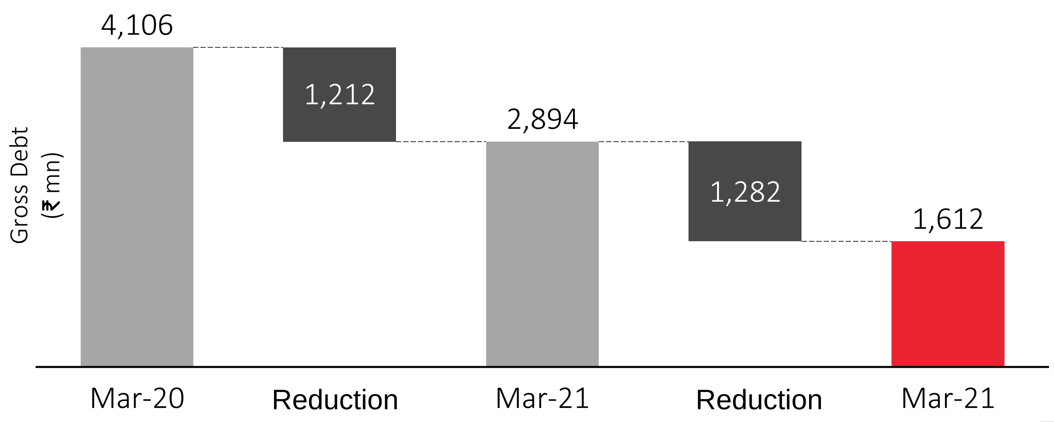
GKEPL - Revenue (₹ mn)



No. of Employees (Gati, Consolidated)



Accelerated Deleveraging (Debt - Gati, Consolidated)



CONTRACT LOGISTICS - KEY TRENDS & UPDATES

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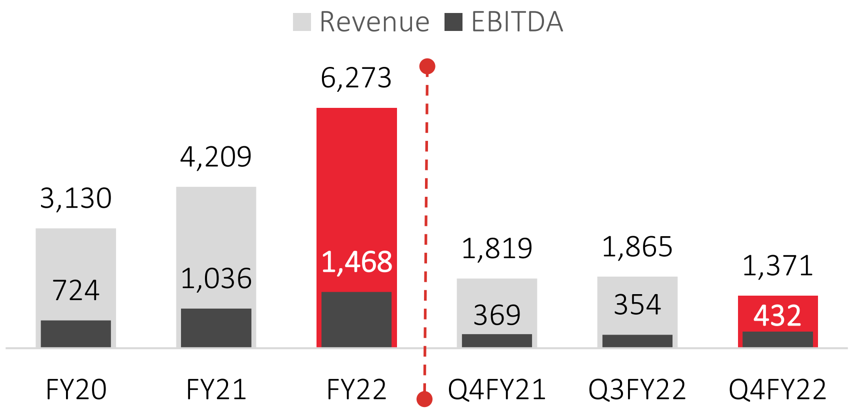
Key Update:

- Board of directors has approved the scheme of demerger whereby contract logistics business will get transferred to Avvashya Supply Chain Private Limited (currently wholly owned subsidiary of Allcargo), on going concern basis with mirror shareholding.
- Post demerger, the remaining part in the business would be customs clearance and forwarding.

ACCI* - Revenue & EBITDA (₹ mn)



*ACCI Revenue & EBITDA is not included in consolidated and is reported under JV & Associates

CORE CAPABILITIES

50
WAREHOUSES ACROSS INDIA

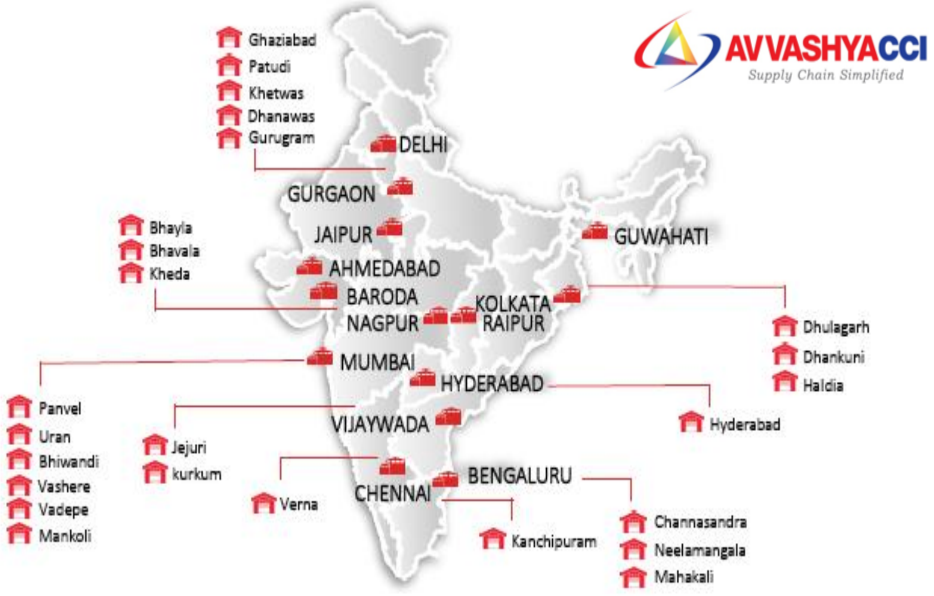
~5 Mn
WAREHOUSE SPACE UNDER MANAGEMENT (SQ. FT)

~95%
CURRENT WAREHOUSE UTILIZATION

45
WAREHOUSE LOCATIONS ACROSS INDIA

100+
CUSTOMERS ACROSS FOCUSED INDUSTRY SECTORS

Pan India Presence



Key Financials (₹ mn – FY22)

Contract Logistics	CCFF
Revenue ₹ 3,443	Revenue ₹ 2,830
EBITDA ₹ 1,355	EBITDA ₹ 113

CFS / ICD
ALLCARGO TERMINALS LIMITED (ATL)

LEADING PAN INDIA PLAYER WITH UNMATCHED NETWORK

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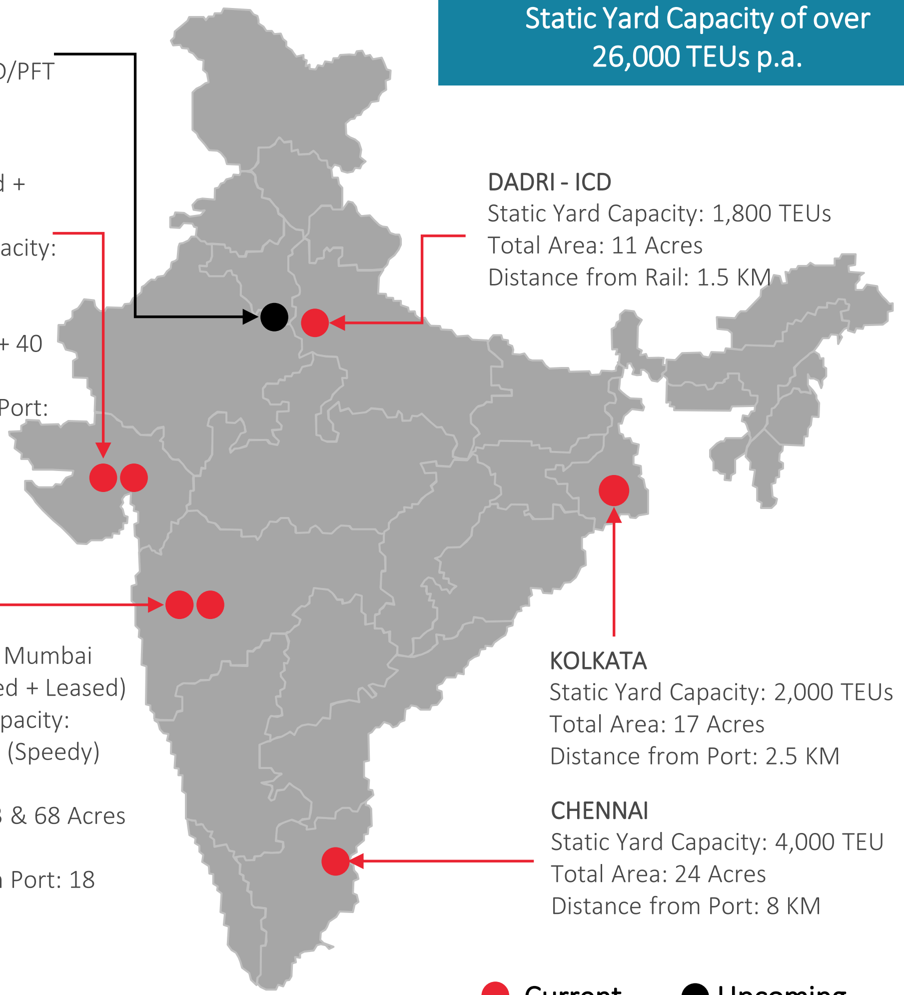
Strategically Located Assets with Robust Operational Capabilities

Static Yard Capacity of over 26,000 TEUs p.a.



JHAJJAR
Upcoming ICD/PFT

MUNDRA
2 CFS's (Owned + Leased)
Static Yard Capacity: 3,000 + 6,500 (Speedy) TEUs
Total Area: 17 + 40 Acres
Distance from Port: 8 KM

DADRI - ICD
Static Yard Capacity: 1,800 TEUs
Total Area: 11 Acres
Distance from Rail: 1.5 KM

MUMBAI
Nhava Sheva, Mumbai
2 CFS's (Owned + Leased)
Static Yard Capacity: 4,000 + 5,000 (Speedy) TEUs
Total Area: 43 & 68 Acres each
Distance from Port: 18 KM & 6 KM

KOLKATA
Static Yard Capacity: 2,000 TEUs
Total Area: 17 Acres
Distance from Port: 2.5 KM

CHENNAI
Static Yard Capacity: 4,000 TEU
Total Area: 24 Acres
Distance from Port: 8 KM

● Current ● Upcoming

Strategic Location of all the Assets

- Widest pan India presence along with multi-city consolidation network
- Presence on 4 ports which drives >80% of India's container traffic
- Best placed to capture the DFC driven ICD opportunity

Robust Operational Capabilities

- Expertise in handling & monitoring ODC, Reefer Containers and Hazardous Cargo movements
- Market leader in JNPT and Mundra, amongst the top 3 CFS operators in Kolkata and Chennai

Operational Support

- DPD Management
- Empty Storage & Management
- Equipment Repairs and Maintenance
- Customised Reports
- Last Mile Delivery

OVERVIEW OF CFS/ICD MARKET

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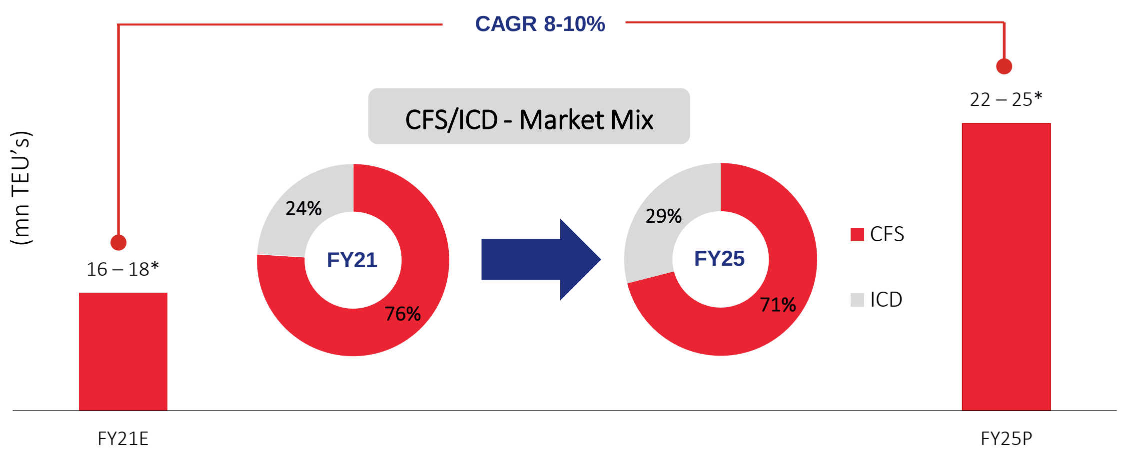
CFS/ICD - Proxy to Indian EXIM growth



* All India container port volumes

All the Growth Levers in Place for Future

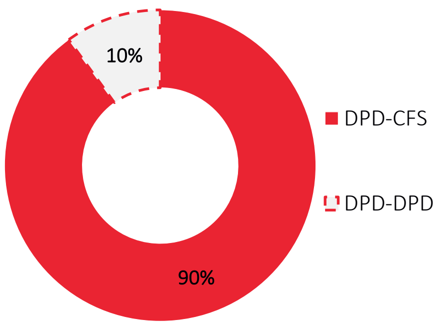
- Potential reforms to increase the scope of activities and expand the role of CFS's. CFSs also gaining importance due to increased number of LCL shipments
- In addition to the steady growth in EXIM cargo, improved containerization is expected to increase the share of container traffic in Indian seaborne trade
- Higher capacity additions expected by FY25 from Sagarmala Program on the back of cluster development aiding robust port connectivity in India
- Once operational, the western DFC would aid ICD operational advantage. Also it plays a important role in Government's plan of developing of industrial clusters.

Recent regulatory initiatives: CFS an integral part of efficient port evacuation

States low on CFS/ICD infrastructure are HP, Bihar, Jharkhand, WB, Sikkim, AP, Nagaland, MN, MZ, TR, Telangana and J&K

Proposal accepted only for specific trade locations: Uttarakhand, UP, Chhattisgarh, Odisha, AP, Goa, Karnataka, Kerala and other

States and UT not listed in Green & Blue zones (Mumbai, Gujarat, Chennai) closed for any new CFS development indefinitely.

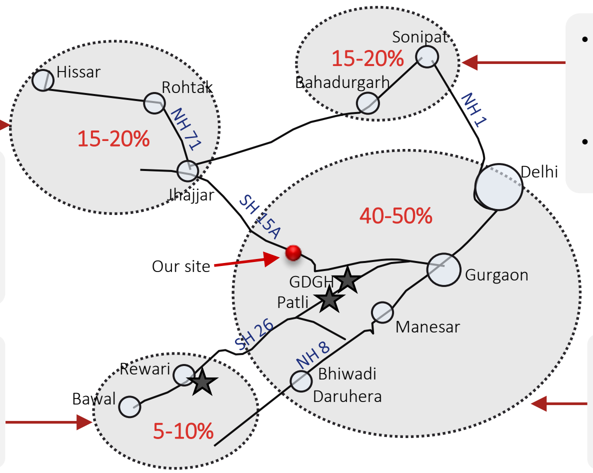


Advantage Jhajjar: Hinterland container traffic in NCR region

Allcargo ICD
Current ICDs

- Major commodities for exports are metal alloys, electronic goods
- Imports are scrap, metal alloys and electrical goods

- Major commodities for exports are rice and auto components
- Imports are glass and metal alloys



- Major commodities for exports are Rice, agro-products, footwear products, machine spares
- Imports are metal alloys, scrap, paper

- Major commodities for exports are automobiles, tyres
- Imports are paper, alloys, electrical goods, chemicals

CFS/ICD - KEY FINANCIAL TRENDS

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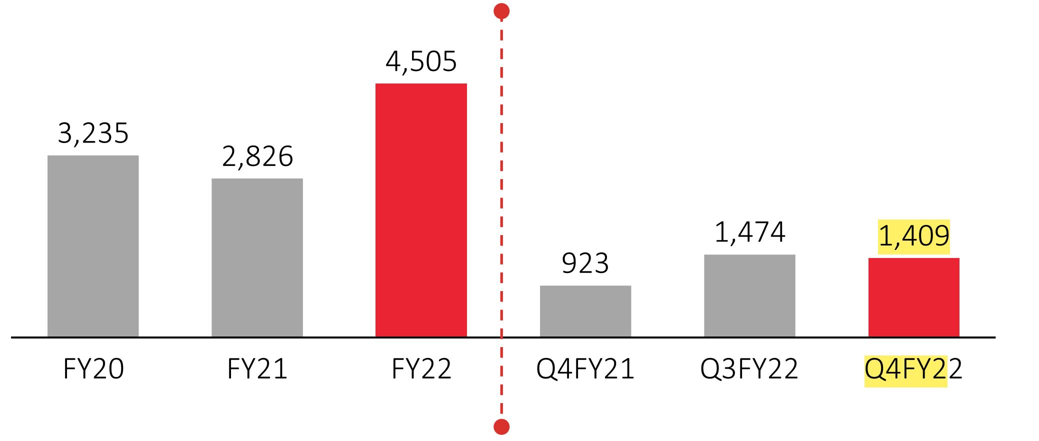
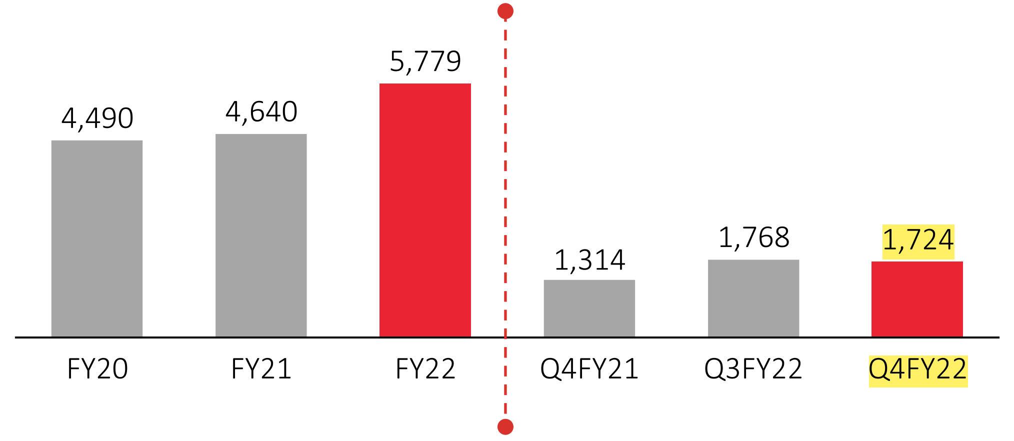
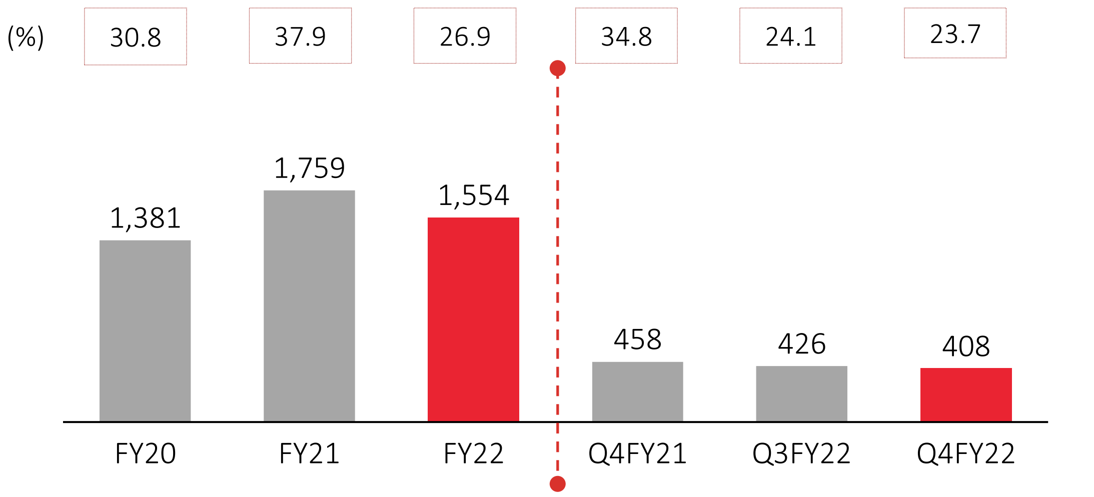
Volumes^ ('00 TEUs)



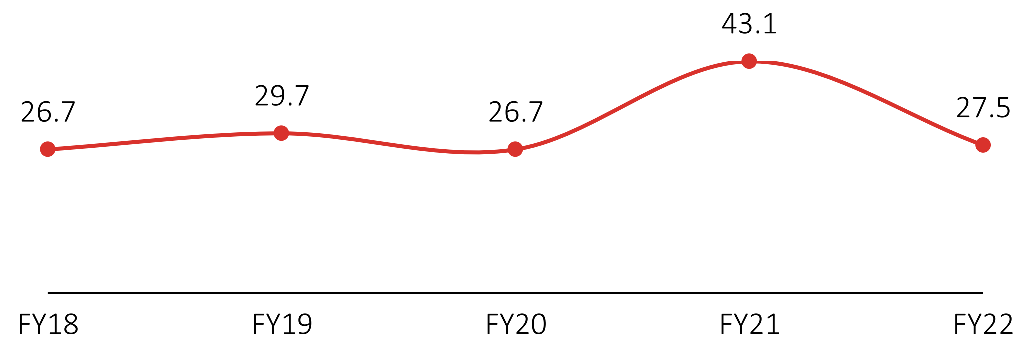
Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



ROCE (%)



^ only CFS volumes, excludes Dadri volumes

P&E, LOGITICS PARKS AND OTHERS
TRANSINDIA REALTY & LOGISTICS PARKS LIMITED (TRLPL)

➢ Allcargo has built best in class Grade-A warehousing infrastructure across key locations in India. A nationwide warehousing footprint of 6 million sq. ft. remains under development, through strong connectivity to industrial hubs and transport routes.

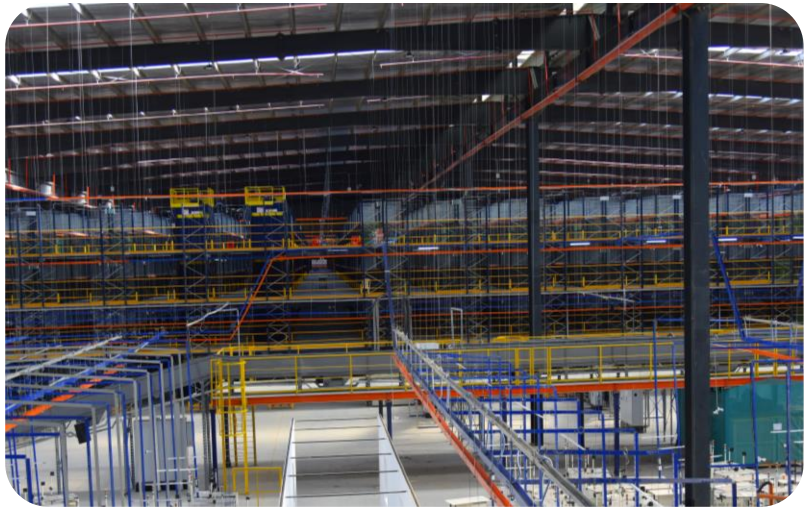
➢ The company has already leased near 5 million sq. ft. with Indian multinational and other international customers (including our contract logistics arm and Gati) which generates quarterly run-rate revenues of >Rs 250 mn.

➢ The lease contracts are long term with periodic escalations. The investments are typically backed by self servicing lease rent discounting finance (LRD).

"Grade A" fulfilment centres

"State of the Art" infrastructure

"Built to Suit" customisation



PROJECT & ENGINEERING SOLUTIONS

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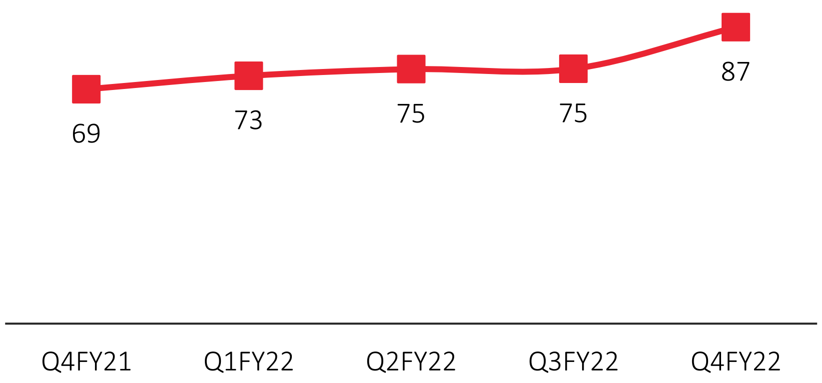
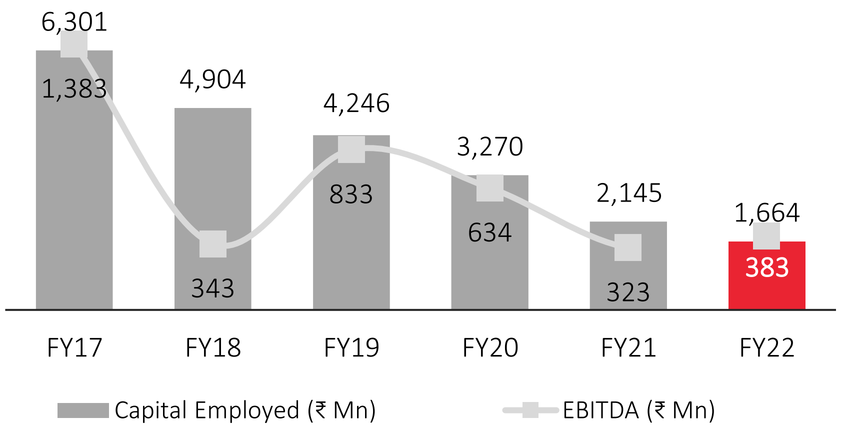
Cranes: Capacity Utilisation (%)



P&E Segment: Capital Employed (Rs mn)



- P&E segment includes Crane and container handling equipment rental and Project transportation services.
- Multi-sectors serviced: Power (thermal, solar, wind and transmission lines), Oil & Gas, Refineries, Cement, Steel, Ports and Infrastructure.
- Moving to asset light approach by providing quality services to customers through a combination of owned & leased assets.

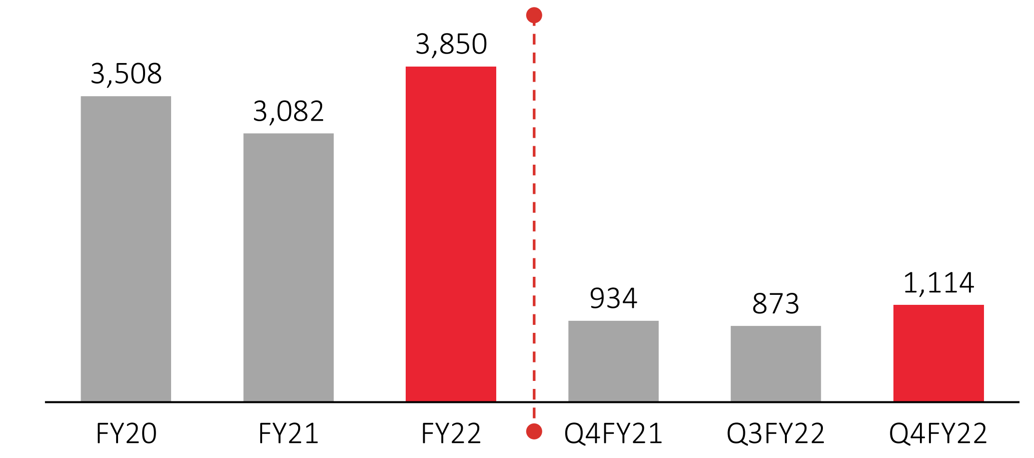
Divestment Update

The company has completed sale of its Project Transport Business in FY22, in-line with strategy to divest non-core assets and businesses.

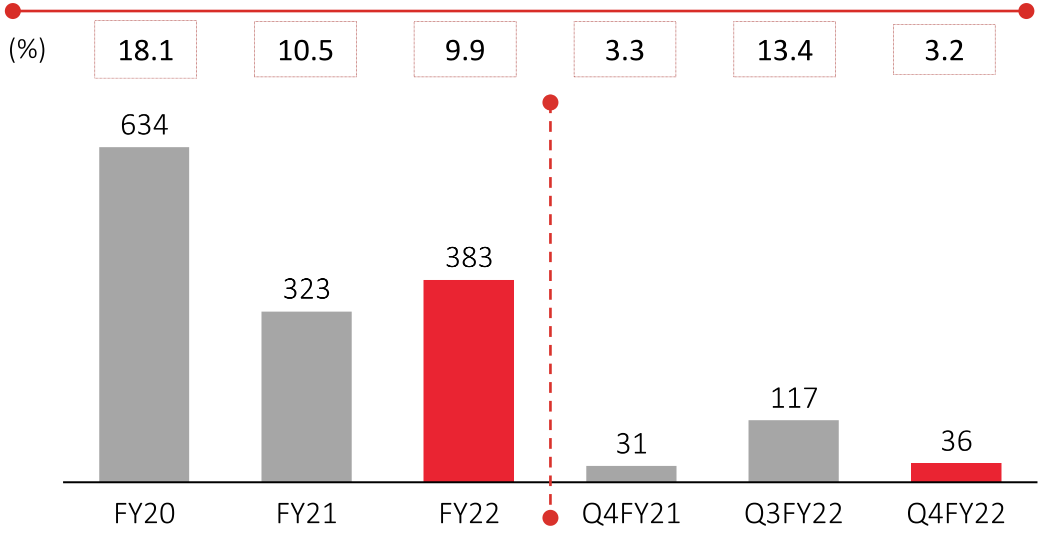
RENTAL AND OTHERS - KEY FINANCIAL TRENDS

ENGINEERING SOLUTIONS

Revenue (₹ mn)

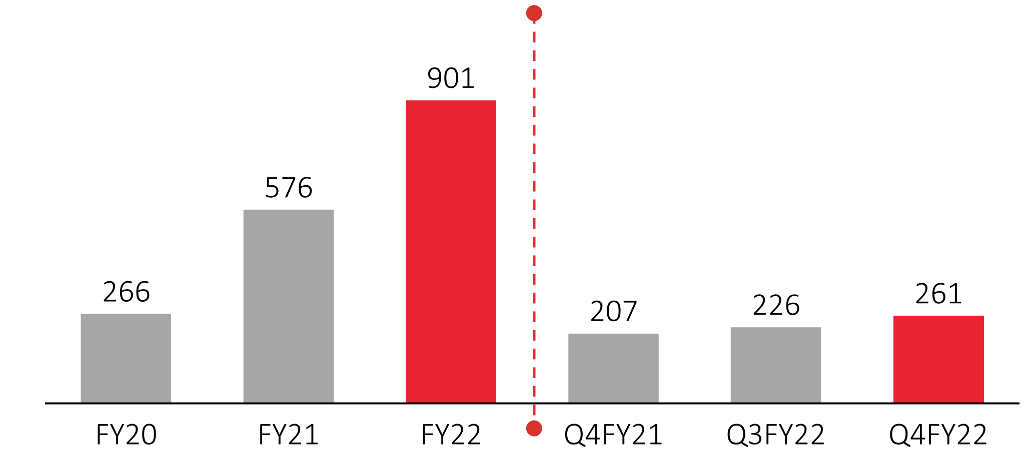


EBITDA (₹ mn) & EBITDA Margins (%)

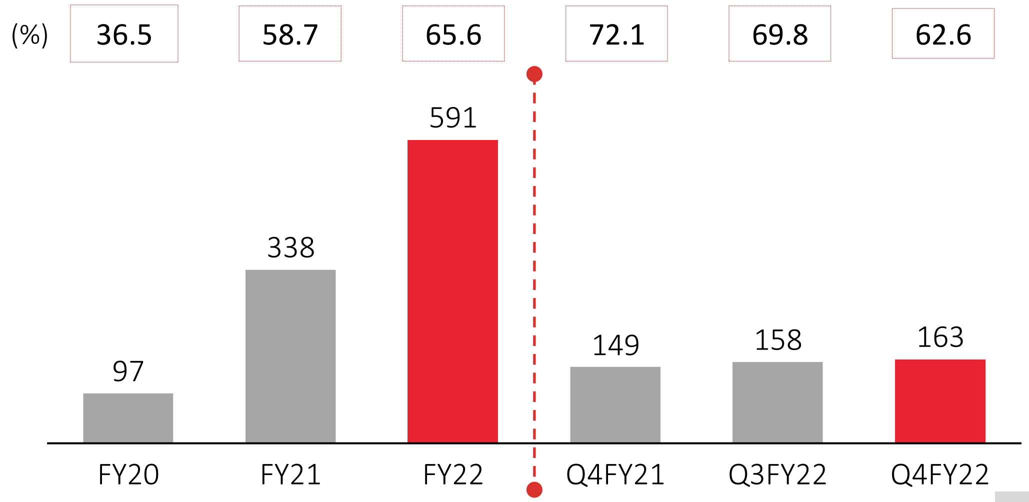


LOGISTIC PARKS

Revenue (₹ mn)



EBITDA (₹ mn) & EBITDA Margins (%)



EXPERIENCED MANAGEMENT TEAM

BOARD OF DIRECTORS

SHASHI KIRAN SHETTY

Chairman & Managing Director

A pioneer in logistics industry and a visionary, first generation entrepreneur. He is the founder of Allcargo and led its global expansion. Besides several awards for his contributions to the industry, he has also been conferred with highest civilian honor as 'Distinction of Commander of the Order of Leopold II' by H.M. King Philippe of Belgium.

ADARSH HEGDE

Joint Managing Director

Associated with Allcargo Logistics since inception and highly acclaimed for his industry knowledge. He set up CFS business for the company & drives growth through his exemplary contributions to international supply chain business and new ventures.

PARTHASARATHY V S

Vice Chairman & Non-Executive, Director

A much-awarded professional, thought leader, and votary of transformational changes with over 35 years of rich experience. He has served as the Group CFO & Group CIO at Mahindra Group earlier. He is a Chartered Accountant and an alumnus of Harvard Business School's AMP (2011).

AARTHI SHETTY

Non-Executive, Director

A leader with strong focus on sustainability and highly regarded for contributions beyond business. Her focus on education of underprivileged students, support to sports, covid relief and several other social causes have given hope and life to many people.

KAIWAN KALYANIWALLA

Non- Executive, Director

A senior counsel with sharp focus on governance. He is a Solicitor and Advocate of the Bombay High Court & Senior Partner in a prestigious law firm. He is on the investment committee of a SEBI registered real estate fund and NBFC and serves on other reputed boards.

MOHINDER PAL BANSAL

Non- Executive, Independent Director

A CA with 25+ years of experience in M&A, Strategic Advisory, Capital Markets and Company Portfolio Integration. Highly accomplished for his business acumen and serves on board of Blacksoil Realty Investment Advisors LLP & Navneet Learning LLP.

MARTIN MÜLLER

Non-Executive, Independent Director

Well-informed business leader and consultant, who has worked with McKinsey and various logistics companies around the world. He has done Post-graduation from St. Gallen University one of the finest schools in Europe.

CYNTHIA DSOUZA

Non- Executive, Independent Director

An accomplished professional with four decades of experience in general management, sales & marketing and HR functions. She has held leadership positions in Coca Cola, Eureka Forbes, P&G and TCS amongst others, prior to her own venture. She is a graduate in Psychology and Masters from TISS.

RADHA AHLUWALIA

Non-Executive, Independent Director

Highly regarded mentor and business leader. She was associated with IMA as Managing Director for over 15 years and has worked at Lufthansa and World Bank. She has created leadership networks and is highly committed to the development of startup ecosystem, employment generation etc

MAHENDRA KUMAR CHOUHAN

Non-executive, Independent Director

Professor, Author and board advisor on corporate governance, sustainability and integrated reporting. He was the Chairman of Fino Payment Bank and advises boards across diverse domains including financial services, education, online marketplaces, pharma, logistics and manufacturing.

MANAGEMENT TEAM - ALLCARGO LOGISTICS

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SURESH KUMAR R
CEO (India)
A seasoned industry leader with nearly 30 years experience in building and growing businesses across logistics, telecom, consumer, and media industries. A champion of change management and digital transformation, he is a mechanical engineer with an MBA from IIM Bangalore.

RAVI JAKHAR
Group Chief Strategy Officer
A thought leader with a unique blend of entrepreneurial, management and advisory experience across diverse sectors including logistics, electronics, deep tech, sports and organic food. He earned his B. Tech from IIT BHU and attended a course on entrepreneurship at Harvard Business School.

DEEPAL SHAH
Deputy Group Chief Financial Officer
A proven leader with over 20 years experience in diverse fields such as Forwarding, Brokerage, Global Logistics Networks, Finance, Legal, Taxation etc. He has worked with DHL and ITC previously. He is a Chartered Accountant with a management degree from Bajaj and AMP from ISB & Kellogg.

JATIN CHOKSHI
Chief Investment Officer
An industry veteran with over 25 years experience. He joined Allcargo in 2001 and has worked as CFO and CEO of a business vertical, besides being the Group CFO, before taking over the role of Chief Investment Officer. He is a Chartered Accountant and Company Secretary by qualification.

CAPT. SANDEEP ANAND
CMO (India)
A business leader with focus on integrated sales. He has served in several leadership positions at Allcargo including being CEO for P&E business. Prior to that he spent 22 years in sea service including 8 years of command experience.

INDRANI CHATTERJEE
Group Chief People Officer
Highly accomplished HR professional with over 20 years of experience with large global companies such as PWC, Vodafone and PepsiCo. She also has international exposure handling clients in a cross-cultural environment from across the Globe. She holds PGCHRM from XLRI.

MUKUNDAN K. V
Chief Assurance & Risk Executive
He has more than 3 decades of versatile experience in Manufacturing, Consulting and Service Industries. He is a Chartered Accountant (Rank Holder), Certified Public Accountant (USA), Certified Information System Auditor and a Certified Internal Auditor.

G.S. RAVI KUMAR
Chief Information Officer
Business oriented IT leader with over 30 years of demonstrated experience in strategizing, planning, developing and implementing cutting edge IT solutions. He has successfully developed GATI's highly rated ERP GEMS.

MANAGEMENT TEAM - ECU WORLDWIDE

TIM TUDOR

CEO

An industry veteran with three decades of experience in shipping and logistics industry. Joined ECU as Regional CEO and led many initiatives driving growth. Prior to joining ECU Worldwide, he served as the COO at Vanguard Logistics and has completed his education at University of Colorado at Boulder.

DMITRIY IOFFE

CCO LCL

Highly recognised commercial leader with rich experience in ocean transportation, freight forwarding, air freight, and transportation management. He excels in building sales organization focused on business and sales acceleration with customer-centricity and focus on leveraging digital tools and technology.

SIMON SACHU

CCO, Global Air, FCL & Procurement

An industry veteran with 20+ years experience, he has made significant contribution to ECU Worldwide's growth. He served as Regional CEO of Asia Pacific and prior to that was responsible for ocean freight portfolio growth. Prior to joining ECU, he has worked with Agility, DB Schenker and Toll.

UDAY SHETTY

COO

An all-round professional with great success in finance and operations. He has spearheaded the transformation of global operations for ECU Worldwide. He joined ECU in 2001 and served as Regional CEO before becoming COO in 2019. He is a Chartered Accountant by education.

VAISHNAV SHETTY

CDO

A leader with digital first mindset, he leads digitalization and technology initiatives through integration of diverse tools and initiatives across group companies. He was instrumental in launching ECU360 and driving its global adoption. He earned his bachelors degree from the prestigious Emory University.

CLAS THORELL

Global Head - LCL Product & Yield Management

Business leader with over two decades of experience in the shipping industry. Before joining ECU, he has spent over 9 years with Panalpina as Global Head of Ocean Freight LCL. He has also worked with DHL Global Forwarding in multiple functions and managed their LCL product in the Asia Pacific region.

SALEEM NAZIR

CFO

An astute finance professional who has worked on transforming finance function at ECU across multiple aspects which includes designing finance services, cost optimisation, increased value-addition and ensuring sustainable growth. He served in different region roles at ECU across Middle East, Kenya, South Africa and UK.

PHILIP BLUMENTHAL, PHD

CTO

A seasoned executive with a demonstrated history of digitization, efficient operations and scaling revenue in the industry. He has diverse work experience across start-ups such as Freightos and corporates like DB Schenker. He is an MBA from Mannheim University and doctorate in Ocean Freight from University of Bremen.

MARC MEIER

Regional Head –
Germany/ Central Eastern Europe

An experienced senior Logistics executive whose general management expertise has been evidenced in a series of successful multi-country roles encompassing key change initiatives. In his career spanning 25 years, he has been in leadership roles at DHL and Hellman, prior to joining ECU.

MARC STOFFELEN

Global Head KAM

An industry veteran who has been with the organization since inception and contributed significantly to growth. He has spearheaded centralizing of product and service offerings, tariffs and strategic solutions for ECU Worldwide's global key accounts.

ASHISH MATHUR

CIO

He is a well-regarded IT leader and has played strategic roles at Fidelity (FIS), Aon Hewitt, Barclays bank and WNS and Maersk, where he was instrumental in setting up robotics practice. He is an expert across infrastructure, applications and security.

MANAGEMENT TEAM - GATI

ADARSH HEGDE
Managing Director, Gati-KWE
Seasoned Logistics professional acclaimed for leading teams in achieving exponential business growth and enhancing customer experience

PIROJSHAW (PHIL) SARKAR
Chief Executive Officer
CA by profession with decades of leadership experience along with immense business and Industry knowledge. Known for his instrumental role in setting up UPS and achieved unprecedented growth in Mahindra Logistics

HUAFREED NASARWANJI
Chief Commercial Officer
Rich industry experience across integrated express, retail, aviation, international forwarding, logistics and supply chains with DHL Worldwide Express, The UPS Store, Deccan Cargo and Mahindra Logistics

ANISH MATTHEW
Chief Financial Officer
Strategic leader with 19+ years of experience in leadership & advisory role across financial & business initiatives, organization transformation and cost reduction

MUKUNDAN K V
Chief Risk Officer
Three decades of versatile experience in Manufacturing, Consulting and Service Industries. He is a CA (Rank Holder), CPA (USA), Certified Information System Auditor and a Certified Internal Auditor

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

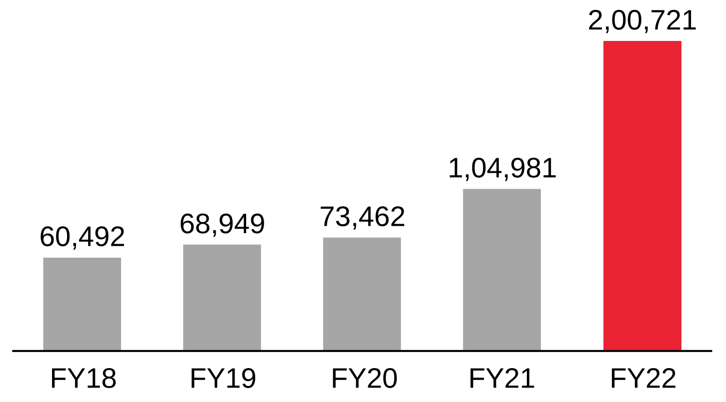
MEHERNOSH N. MEHTA
Chief HR Officer
Rich and diversified experience of 19+ years across Consumer, Pharmaceuticals, Logistics and Engineering sectors with top brands like Asian Paints, Sanofi, Tata Group, Mahindra Logistics and Welspun

CHARLES DEVLIN D'COSTA
Chief Supply Chain Officer
Well rounded logistics professional with extensive experience in operations, Network management, Business partner management, Ex-Regional Director at DHL SmarTrucking

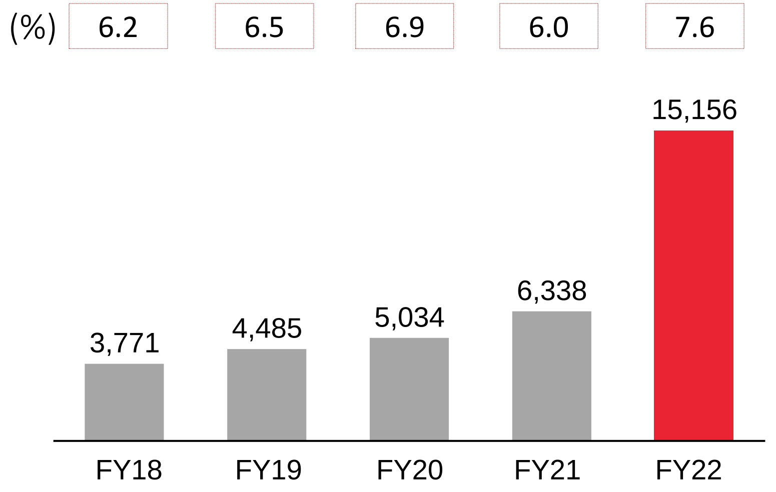
CONSOLIDATED FINANCIAL OVERVIEW

KEY FINANCIAL HIGHLIGHTS - CONSOLIDATED

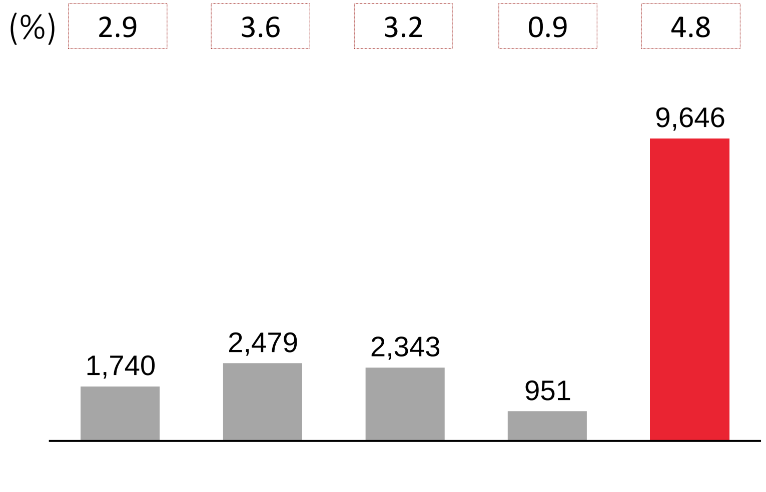
Total Operational Revenue^ (₹ mn)



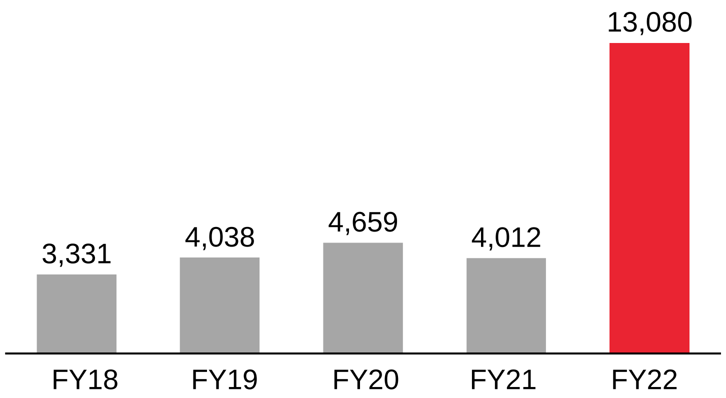
EBITDA^ (₹ mn) & EBITDA^ Margins (%)



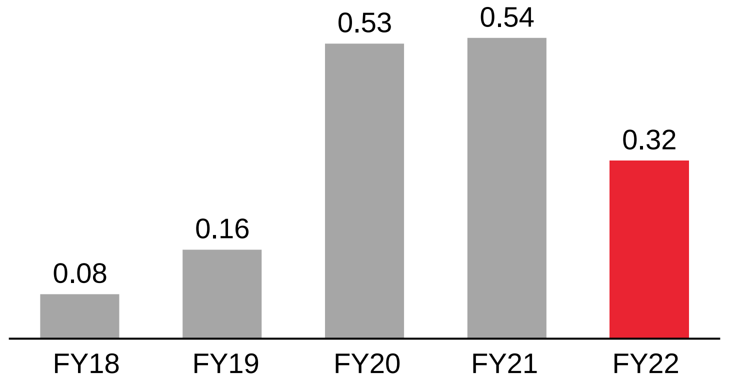
PAT* (₹ mn) & PAT* Margins (%)



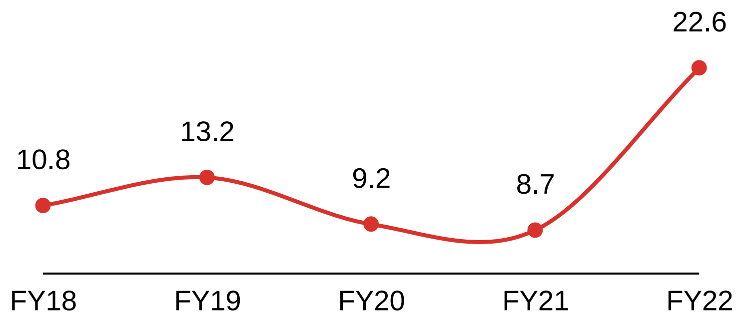
Cash Profits (₹ mn)



Net Debt to Equity (x)



Return on Capital Employed# (%)



^ excludes other income & ACCI , *reported PAT, # adjusted for unallocable expenditure

CONSOLIDATED INCOME STATEMENT - QUARTERLY

Particulars (₹ Mn)	Q4FY22	Q4FY21	Y-0-Y	Q3FY22	Q-0-Q	FY22	FY21	Y-o-Y
Revenue from Operations	**57,759**	**33,493**	**72.5%**	**58,691**	**-1.6%**	**2,00,721**	**1,04,981**	**91.2%**
Expenses	53,445	31,563		53,645		1,85,564	98,643	
EBITDA	**4,314**	**1,930**	**123.5%**	**5,046**	**-14.5%**	**15,156**	**6,338**	**139.1%**
EBITDA Margin (%)	**7.5%**	**5.7%**		**8.6%**		**7.6%**	**6.0%**	
Other Income	107	108		165		423	554	
Finance cost	302	320		248		1,100	1,356	
Depreciation and amortisation expenses	935	855		875		3,434	3,061	
PBT before associates, joint ventures	**3,185**	**863**		**4,087**		**11,046**	**2,474**	
Share of profit from associates and joint ventures	181	104		301		812	170	
Exceptional Items	(231)	(812)		0		644	-1,053	
Profit before tax	**3,135**	**155**	*NA*	**4,388**	**-28.6%**	**12,502**	**1,591**	**685.9%**
Tax expense	730	96		839		2,856	640	
PAT	**2,405**	**59**	*NA*	**3,549**	**-32.2%**	**9,646**	**951**	**914.2%**
PAT Margin (%)	**4.2%**	**0.2%**		**6.0%**		**4.8%**	**0.9%**	
Other Comprehensive income	139	(154)		(5)		165	36	
Total Comprehensive income	**2,544**	**(95)**	*NA*	**3,543**	**-28.2%**	**9,811**	**987**	**894.3%**
Basic EPS (INR)	10.05	2.19		13.58		37.68	7.04	

CONSOLIDATED INCOME STATEMENT - ANNUAL

allcargo logistics ltd.
Ingenuity In Motion

Particulars (₹ Mn)	FY22	FY21	FY20	FY19
Revenue from Operations	**2,00,721**	**1,04,981**	**73,462**	**68,949**
Expenses	1,85,564	98,643	68,428	64,464
EBITDA	**15,156**	**6,338**	**5,034**	**4,485**
EBITDA Margin (%)	*7.55%*	*6.04%*	*6.85%*	*6.50%*
Other Income	423	553	413	338
Finance cost	1,100	1,356	685	295
Depreciation and amortisation expenses	3,434	3,061	2,316	1,559
PBT before associates, joint ventures	**11,046**	**2,474**	**2,446**	**2,969**
Share of profit from associates and joint ventures	812	170	61	52
Exceptional Items	644	(1,053)	547	-
Profit before tax	**12,502**	**1,591**	**3,054**	**3,021**
Tax expense	2,856	640	711	542
PAT	**9,646**	**951**	**2,343**	**2,479**
PAT Margin (%)	*4.81%*	*0.91%*	*3.19%*	*3.60%*
Other Comprehensive income	165	36	353	(127)
Total Comprehensive income	**9,811**	**987**	**2,696**	**2,352**
Diluted EPS (INR)	**37.68**	**7.04**	**9.08**	**9.85**

CONSOLIDATED BALANCE SHEET

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Equity and Liabilities (₹ Mn)	Mar-22	Mar-21	Mar-20	Mar-19
Equity				
Equity share capital	491	491	491	491
Other equity	31,126	22,344	20,966	19,497
Equity attributable to holders of the parent	**31,617**	**22,835**	**21,457**	**19,988**
Non-controlling interest	3,837	3,314	266	207
Total Equity	**35,454**	**26,149**	**21,723**	**20,195**
Non-current liabilities				
Financial liabilities				
Lease Liability	3,688	2,514	1,437	-
Borrowings	9,802	7,167	7,967	3,781
Other financial liabilities	238	320	249	258
Long term provisions	25	25	25	23
Net employment defined benefit liabilities	206	123	7	7
Deferred tax liability (net)	1,683	1,471	128	15
Other non-current liabilities	123	90	70	72
Total Non-current liabilities	**15,765**	**11,710**	**9,883**	**4,156**
Current Liabilities				
Financial liabilities				
Lease Liability	1,006	603	617	-
Borrowings	8,677	10,370	4,395	1,189
Trade payables	19,205	13,889	8,527	6,990
Other payables	1,530	1,420	654	925
Other financial liabilities	3,585	2,636	2,185	1,027
Contact Liabilities	9,228	4,471	-	-
Net employment defined benefit liabilities	672	534	432	414
Other current liabilities	1,309	1,860	4,526	4,096
Income tax liabilities (net)	1,269	961	195	166
Total Current liabilities	**46,481**	**36,743**	**21,531**	**14,807**
Total equity and liabilities	**97,701**	**74,602**	**53,137**	**39,158**

Assets (₹ Mn)	Mar-22	Mar-21	Mar-20	Mar-19
Non Current Assets				
Plant, Property & Equipment (net)	7,236	8,977	12,099	11,368
Right use of assets	4,575	3,059	2,026	-
Capital Work in Progress	20	24	2,690	1,645
Investment Property (net)	7,879	6,817	326	444
Investment property under development	2,153	1,756	-	-
Goodwill on Consolidation	6,865	5,664	3,365	2,850
Intangible assets (net)	6210	5,334	1,864	1,305
Intangible Assets under Development	9	3	3	6
Investments in JV & associates	3,674	2,534	4,134	2,137
Investments	533	395	893	6
Loans	1270	986	492	324
Other financial assets	659	165	118	121
Deferred tax assets (net)	1,794	1,921	1,220	1,097
Income tax assets (net)	1,319	1,053	187	236
Other non-current assets	703	720	847	890
Total Non-Current Assets	**44,898**	**39,447**	**30,264**	**22,429**
Current Assets				
Inventories	57	97	78	89
Investments	1,460	311	70	251
Other Financial asset	281	144	-	-
Loans	737	668	570	420
Trade receivables	31,687	21,757	11,501	9,421
Cash and cash equivalents	5,751	3,068	2,493	1,895
Other bank balances	692	744	587	511
Contract assets	7,210	4,231	2,798	665
Income tax assets (net)	109	128	130	120
Other current assets	3,493	2,332	4,646	3,219
Assets classified as held for sale	1,327	1,675	-	138
Total Current Assets	**52,803**	**35,155**	**22,873**	**16,729**
Total Assets	**97,701**	**74,602**	**53,137**	**39,158**

CONSOLIDATED CASH FLOW

Particulars (₹ Mn)	Mar-22	Mar-21	Mar -20	Mar-19
Profit before Tax	**11,689**	**1,421**	**2,994**	**2,969**
Adjustment for Non-Operating Items	5,217	5,531	2,797	1,579
Operating Profit before Working Capital Changes	**16,906**	**6,951**	**5,791**	**4,548**
Changes in Working Capital	(5,565)	(2,671)	(1,775)	(688)
Cash Generated from Operations	**11,341**	**4,281**	**4,016**	**3,860**
Less: Direct Taxes paid	(2,838)	(983)	(822)	(616)
Net Cash from Operating Activities	**8,504**	**3,298**	**3,195**	**3,244**
Cash Flow from Investing Activities	(5,914)	16	(8,862)	(2,891)
Cash Flow from Financing Activities	(188)	(3,161)	7,383	(746)
Net increase/ (decrease) in Cash & Cash equivalent	**2,402**	**152**	**1,716**	**(393)**
Cash and cash equivalents at the beginning of the period	3,068	2,493	1,895	2,342
Effect of exchange rate fluctuations on cash held	(114)	87	102	(54)
Add / Less: Cash and cash equivalents on account of business Disposal/acquisition	395	337	(1,220)	0
Cash and cash equivalents at the end of the period	**5,751**	**3,068**	**2,493**	**1,895**

ANNEXURES

SIMPLIFIED SCHEME OF ARRANGEMENT

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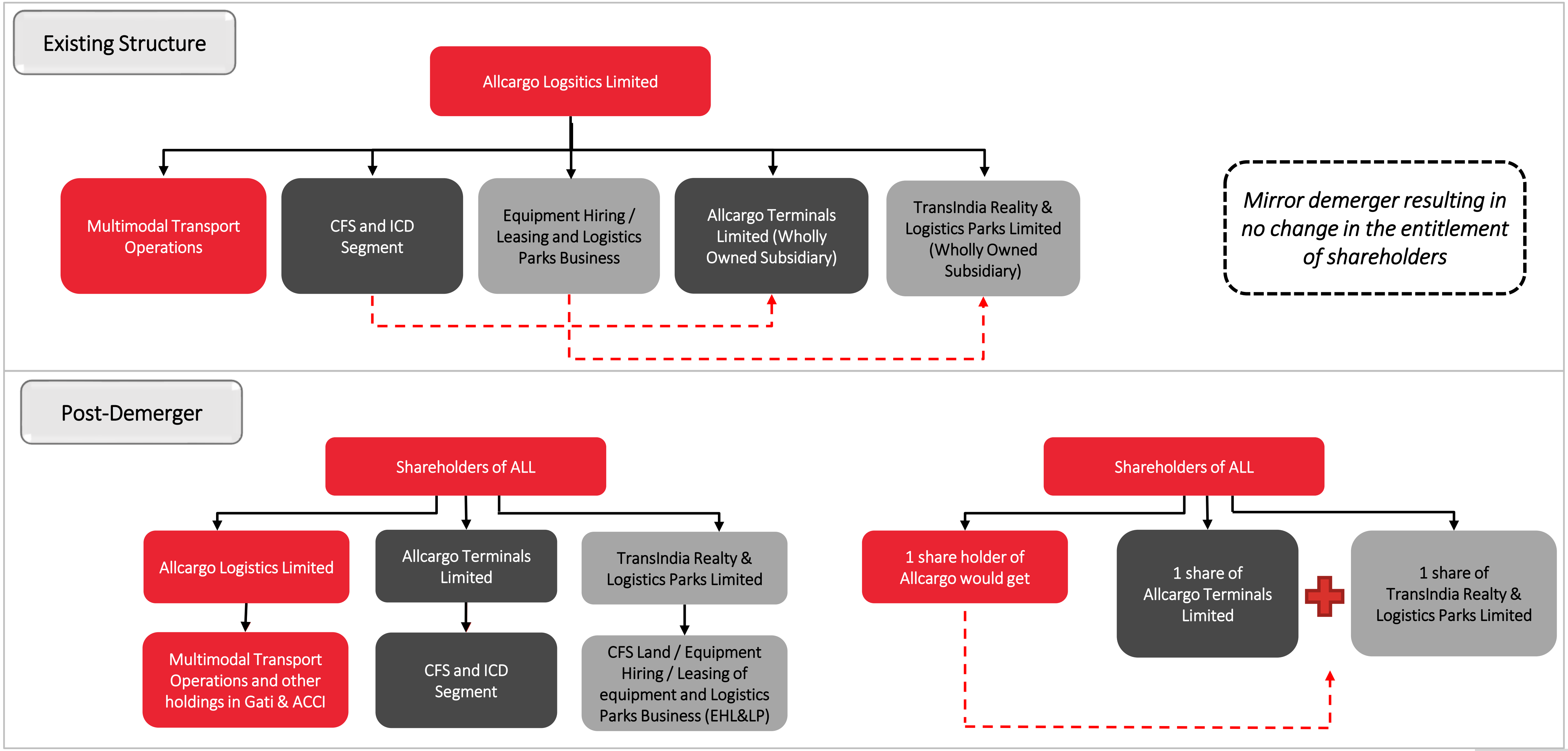

RATIONALE FOR DEMERGER

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STRATEGIC INDEPENDENCE AND OPERATIONAL & FINANCIAL FLEXIBILITY TO DRIVE GROWTH

Rationale

Independent Business Undertakings

- Simplified structure with independent listed companies with sharp management focus
  - ❖ **ACL:** International Supply Chain(MTO) & Express /Contract Logistics
  - ❖ **ATL:** CFS/ICD Business
  - ❖ **TRL:** Equipment Rental, Logistics Parks & other Realty Businesses

Distinct Growth Opportunities

- Divestment of non core businesses to free up the capital and reduce debt
- Enhanced financial flexibility for each businesses
- Provide funding impetus to the long-term growth strategies of each business
- Build strategic partnerships suitable for different set of businesses

Sharp Management Focus

- Dedicated management bandwidth to drive growth initiatives
- Better access to resources for driving digital initiatives in asset light businesses
- Ability to evaluate distinct strategic opportunities in the Realty Business

Unlock Shareholder Value

- Direct ownership of business with shareholders eliminating inefficiencies
- Attract dedicated pools of investor with specific strategic interest
- Separately listed businesses will reflect full value in each individual business

SCHEME HIGHLIGHTS

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Proposed Transaction	*Allcargo Logistics (ACL) to demerge its CFS/ICD division and its asset heavy Equipment, Logistics Parks business into separately listed entities.* The demerger would create three focused entities targeting distinct set of growth opportunities. ACL would now focus on its International Supply Chain (MTO) business and organic and inorganic opportunities thereon. The company would continue maintaining its controlling stake in Gati and ACCI. *Allcargo Terminals (ATL) would include operations related to CFS and ICD businesses* across locations at JNPT, Mundra, Chennai and Kolkata. JV with CONCOR and planned ICD at Jhajjar under Allcargo Inland Terminal would also be a part ATL. The land bank pertaining to usage for this business would be transferred to TRL and this entity would continue to be managed as asset-light entity. *TransIndia Realty & Logistics Parks (TRL) would build an portfolio of high yielding rental assets.* Some entity assets required for running related party businesses will be leased out to the group (land bank at JNPT and Chennai, corporate office, etc.). Also certain asset classes which could be leased/constructed with other JV partners (Logistics Parks, etc.) would also be a part of TRL.
Appointed Date	1st Day of April, 2022
Approvals Required	• SEBI and Stock Exchanges • Equity Shareholders and Creditors • Regulatory Authorities and Income Tax Authority • NCLT - Mumbai
Share Entitlement Ratio	*Proposed demerger of Allcargo Terminals:* Ratio of 1 equity share of ₹ 2 each fully paid up of *ALLCARGO TERMINALS (ATL)* for every 1 equity share of ₹ 2 each fully paid up held in *ALLCARGO LOGISTICS*. *Proposed demerger of TransIndia Realty & Logistics Parks:* Ratio of 1 equity share of ₹ 2 each fully paid up of *TRANSINDIA REALTY & LOGISTICS PARKS (TRL)* for every 1 equity share of ₹ 2 each fully paid up held in *ALLCARGO LOGISTICS*.

KEY MILESTONES, INDICATIVE TIMELINES & APPROVALS REQUIRED

allcargo logistics ltd. Ingenuity In Motion

Board Approval	Regulatory Filings & Approvals	NCLT Filings & Approvals	ROC Filing
	Upto ~3 months	Upto ~8-10 months	~2-4 months
• Approval of the transaction and other documents including Scheme of Arrangement, valuation report	• SEBI, Stock exchanges: BSE & NSE, Lender NOC's • Receipt of observations/comments from SEBI and exchanges	• Filing of Scheme • NCLT approval, shareholders approval, creditors approval, other approvals	• ROC Filing • Allotment of shares • Listing of ATL & TRL entities

Announcement: [23rd December 2021]

Completion of Demerger Process: Expected by April / May 2023

Thank You

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