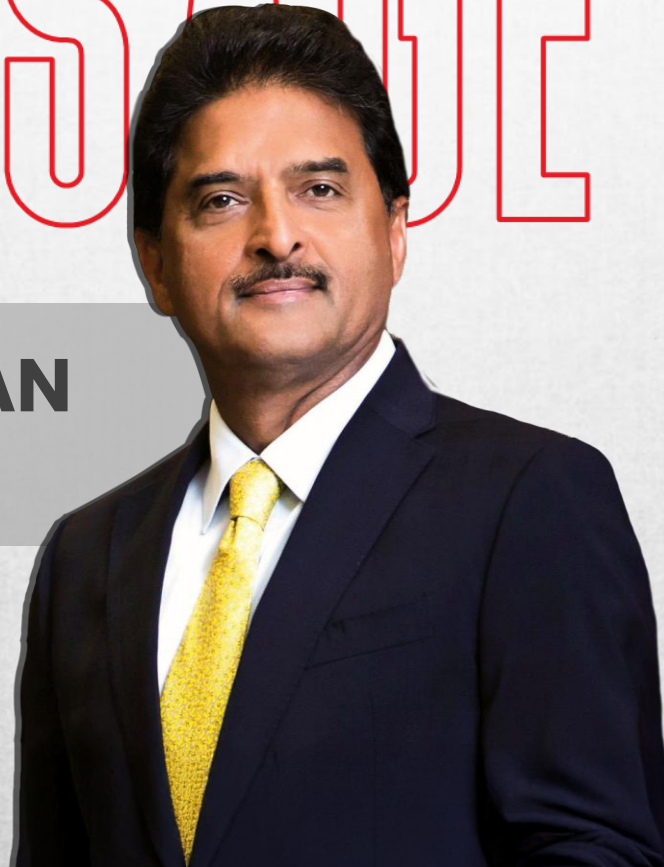




Allcargo Group **Analyst Day 2025**

FOUNDER'S MESSAGE

SHASHI KIRAN
SHETTY



Institution Building

Strategic Direction

Independent boards & chair
for demerged companies

Robust systems
& processes

Focus on
governance, policy
& compliance



Innovation & Execution

AI enabled
digital platform

RPA to drive
efficiency

Customer centric
digital tools



Value Creation through culture of entrepreneurship

Focus on ROCE
& debt control

Driving profitability
through owner's
mindset

Severe Cost
management



Market Leadership

Innovate with
new products

Expand into
new markets

Invest
in talent

Elevate
customer service

Care for Environment & Society

Environmental



Energy & Emissions

- **100% Carbon Neutral** by 2040
- **13% energy from renewables**, doubled since ESG journey
- **500+ EVs & CNG** last-mile trucks introduced

Social



Diversity, Inclusion & Equity

- **50%+ women** in International Supply Chain business
- **35%+ women** across the group

Community Development

- **50,000+ people benefited** in FY25
- **1.1M+ trees** planted till date

Labour Practices & Human Rights

- Zero child/forced labour
- Zero human rights violations

Occupational Health & Safety

- **Best in industry standards**

Governance



Corporate Governance

- **Zero non-compliance** with regulations year-on-year

Cybersecurity

- Best in industry ratings
 - Cybersecurity Posture Score – **790 (Advanced)**
 - Cybersecurity Exposure Score – **250 (Low Risk)**

Sustainable Supply Chain

- **100% suppliers** ESG-screened by 2040
- **Tier-1 suppliers** under assessment

Group Strategy

Past 5 years



Exited **non-core businesses**



Investment in technology and **best-in-class cyber security**



Simplified structure – **independent management**



Growth initiatives -
New markets, new products, new business offerings (new CFS, Nordic, Latin America, CL diversification)

Next 5 years



People First approach - Attracting and retaining **best talent in the industry**



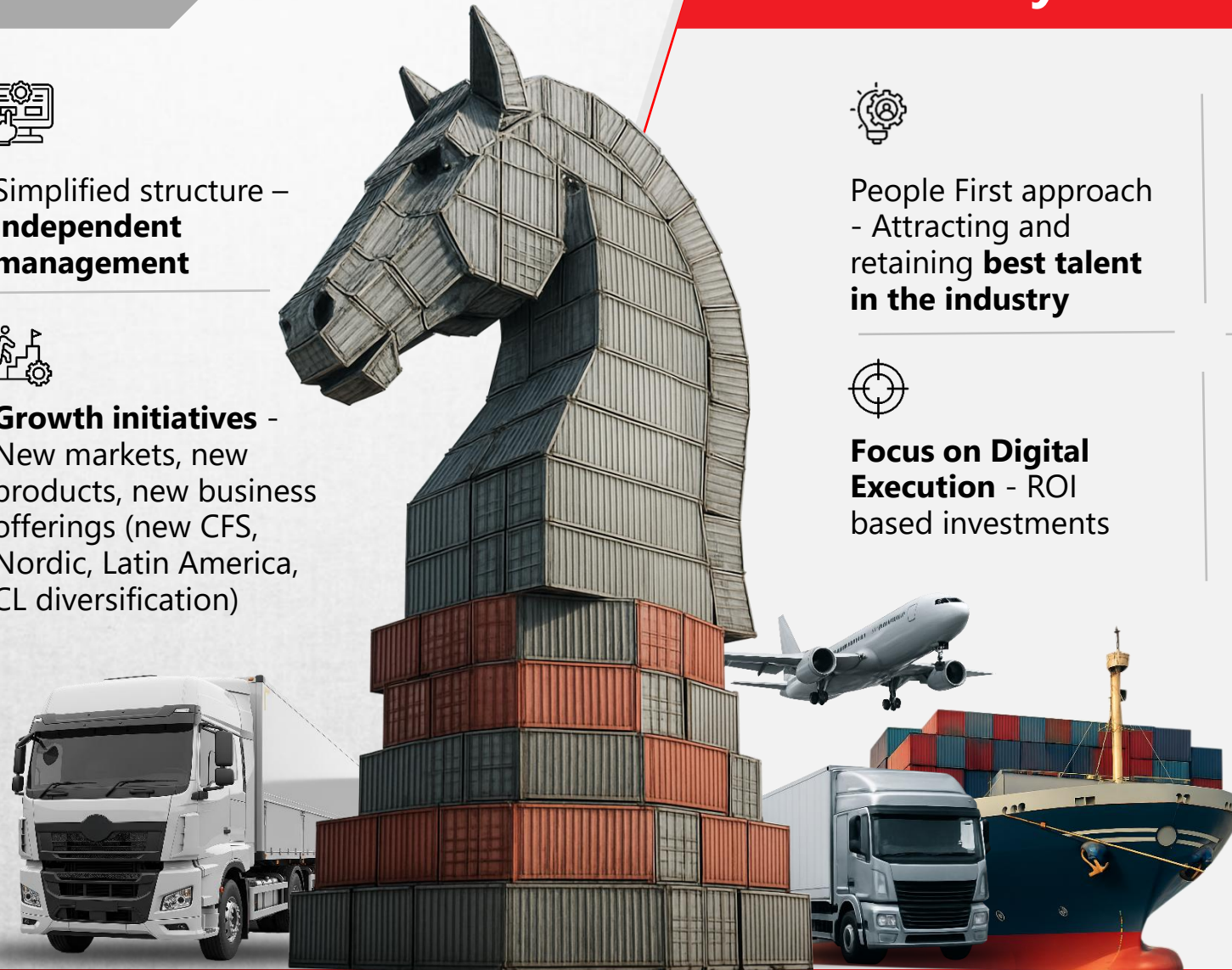
Focus on Digital Execution - ROI based investments



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



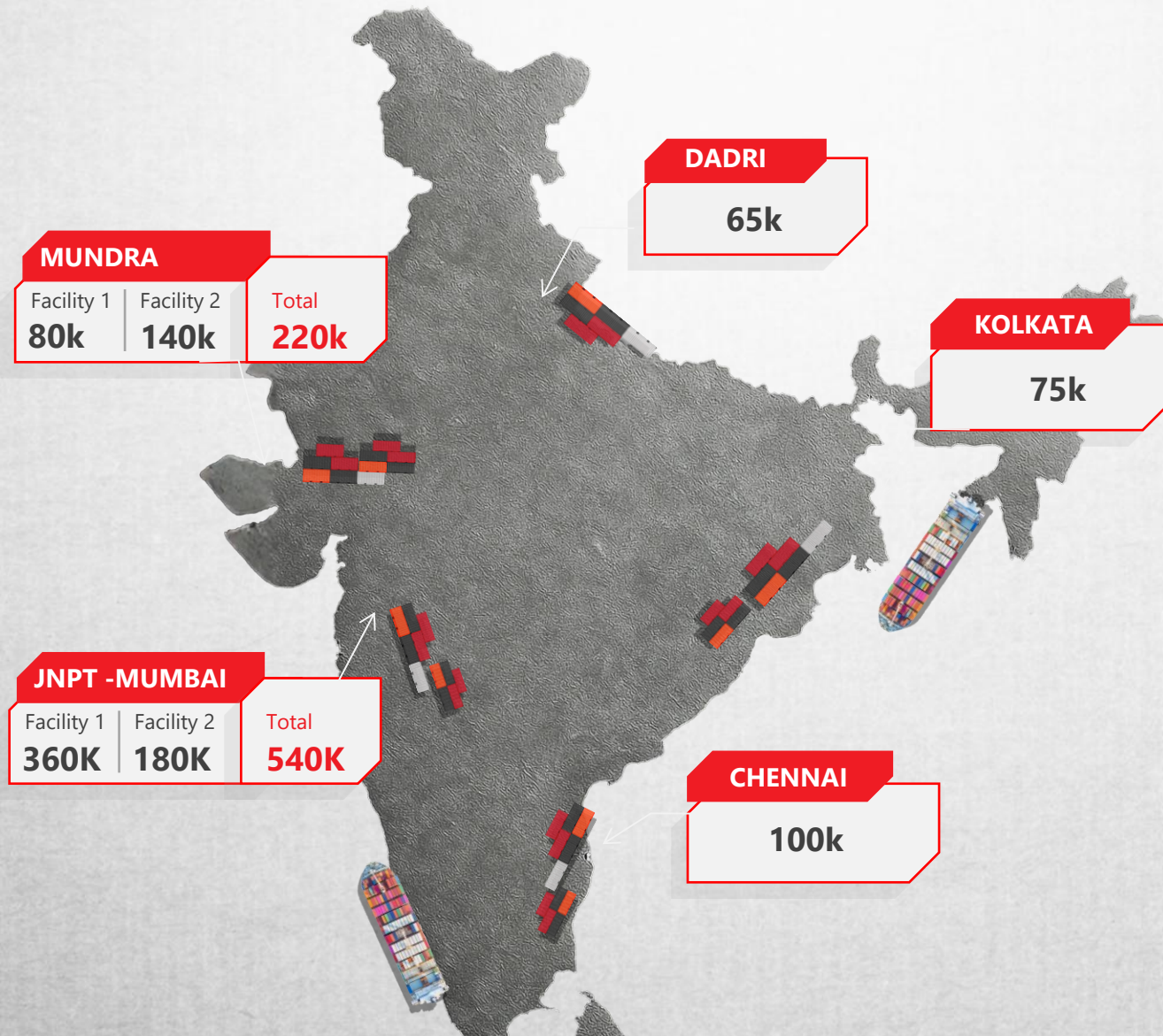
Leverage India's growth in our core businesses



Allcargo Terminals



Allcargo Terminals (ATL)



Capacity of facilities in TEUs

Leading CFS
Player with

07

CFS/ICD
across India

Present in ports
that manage

80%

of India's
EXIM trade

679k
TEUs
in FY2025

EXIM Services

- 1 Stuffing & De-stuffing : Both LCL and FCL
- 2 Cargo Consolidation (LCL)
- 3 Warehousing & Storage
- 4 Customs Related Services
- 5 Reefer Services / ODC / Hazardous / Project Cargo handling
- 6 First and last mile Transport
- 7 Multimodal Connectivity
- 8 Bonding Facilities
- 9 Cargo Tracking
- 10 Security & Safety Compliance

We are valued for...



Our Pan India presence



Synergies with
Allcargo group & major shipping lines



Adept with **different operating models**



Focus on
Sustainability & ESG



Pioneers:
RTG Enabled
Digital Approach



Experienced team



Operations Excellence
ISO Certifications
Strong vendor contracts



Strong customer equity with > **65% Net promoter score**

Financial discipline

Strong balance sheet with minimal debt

Efficient working capital management

In the last three years...



Steady market share of **~13%**



Consistent **EBITDA/TEU** growth



Transitioned to asset right model



Investment in HORCL for strategic **rail connectivity in Farukhnagar (NCR)**



Speedy Multimodes, becomes a wholly owned subsidiary



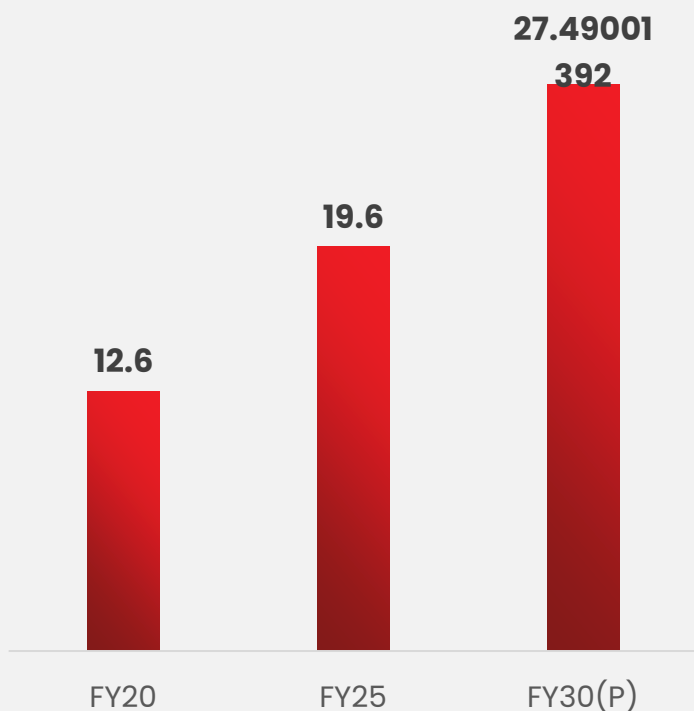
Renewed CWC Mundra contract & enhanced capacity in JNPT

Strong capacity utilization & Ready to scale-up



Opportunity

Port Volume (Mn TEUs)*



*Includes port volume of JNPA, Mundra, Chennai & Kolkata



Port Infrastructure & New Terminals

Port / Terminal	Capacity addition (TEUs/year)	Commencement
2nd phase of BMCT in JNPT	2.4 mn	Sep-25 (commenced)
Upgradation of NSFT in JNPT	1.2 mn	2025-26
New terminal at Tuna-Tekra (Kandla)	2.2 mn	2027
Vadhavan port	23.2 mn	2030



India's EXIM Trade Growth

Free Trade Agreements with major world economies

Robust demand driven by e-commerce expansion

Boost in manufacturing by Make In India & PLI schemes



Consolidation

Early signs of market consolidation – advantage for bigger players to expand and enable better pricing

CFS is a vital cog of India's port ecosystem

ATL well poised to remain market leader by far

In the next three years...

PROJECT 1

JNPT- Expansion

Additional **1,70,000 TEUs**

August 2025

Largest gateway
port in India

From **370k** to **540k
TEUs**

Aim to increase market
share from **12%** to **15%**

PROJECT 2

Mundra -New CFS

Capacity **2,50,000 TEUs**

FY27

60-acre facility
to be developed
in 2 phases:
Phase I – Q1 FY27
Phase II – Q2 FY30

Will be the
biggest CFS
facility in Mundra

Volume
consolidation
leading to Savings
in rental & scale
efficiency

PROJECT 3

Chennai –Proposed New Facility

Capacity **1,70,000 TEUs**

FY28

Proposed
30-acre
facility

Close to Kattupalli
& Ennore ports, with
highway connectivity

Chennai – a key
manufacturing hub

PROJECT 4

Farukhnagar- ICD

Capacity **1,20,000 TEUs**

FY28

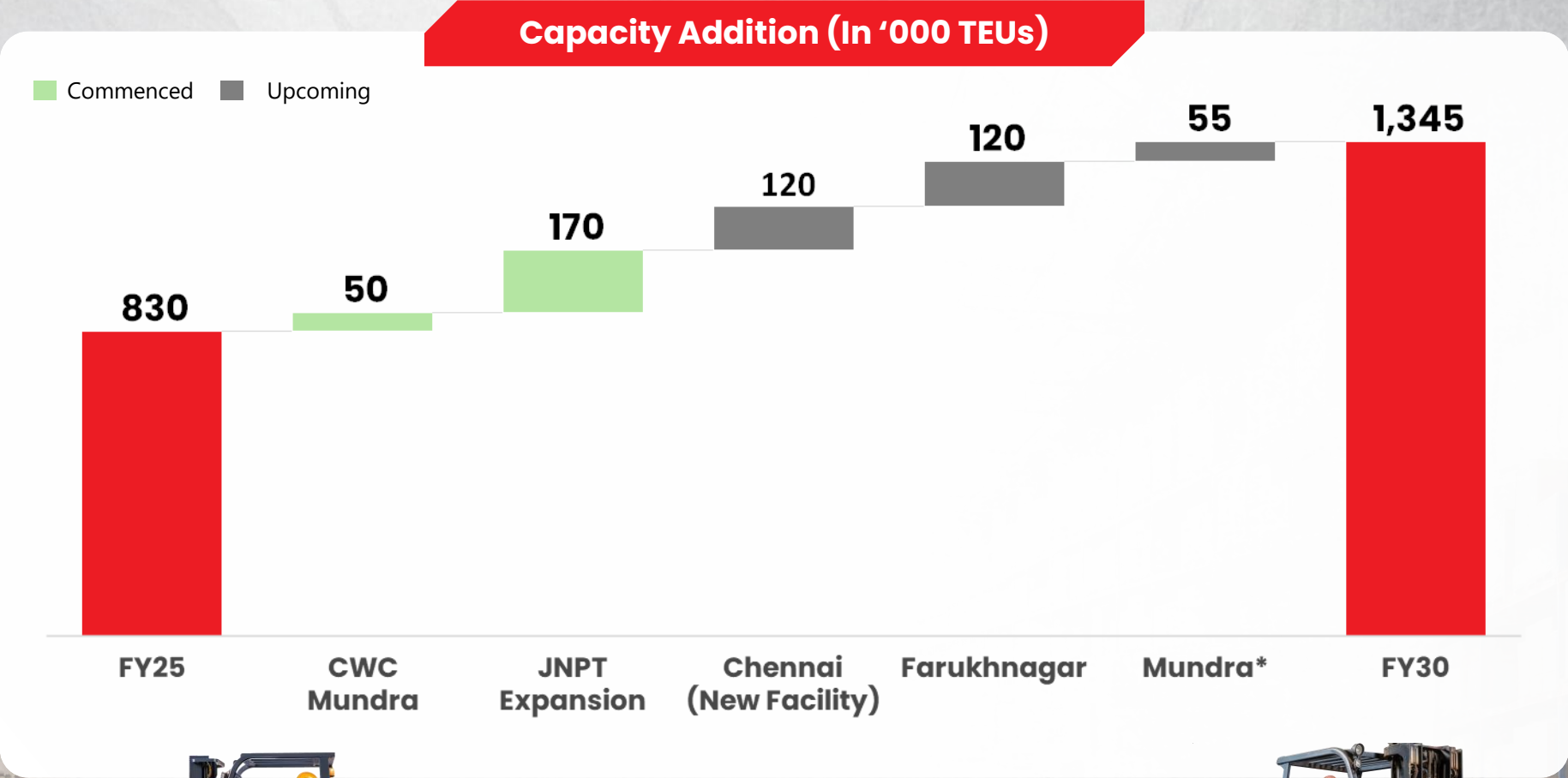
Already Invested
₹115 cr for stake
acquisition in HORCL

Key industrial areas
covering METL,
Manesar, Gurugram
& Bahadurgarh

In-house rail
haulage capability

Cumulative CAPEX of ₹400+ crores

Capacity Addition



Asset Right Strategy facilitates unrestricted expansion

*Net capacity post consolidation

ICD Opportunity in NCR Market

NCR ICD Market & Our Facility

Market size
~12,63,000
TEUs/year

Addressable
market **~2.6 lakh**
TEUs/year

Throughput
capacity of
1,20,000 TEUs

Targeted
utilization of
70% by FY30

Key Industries

Auto & Auto parts

Metal

Tyre

Electronics

Pharma

Garments & Footwear

Plastic

Chemical

Ceramics

Existing Operators

ICD Garhi | ICD Patli

DFC connectivity

ATL has made a strategic investment in HORCL to leverage WDFC connectivity

**15% savings in
transit time**

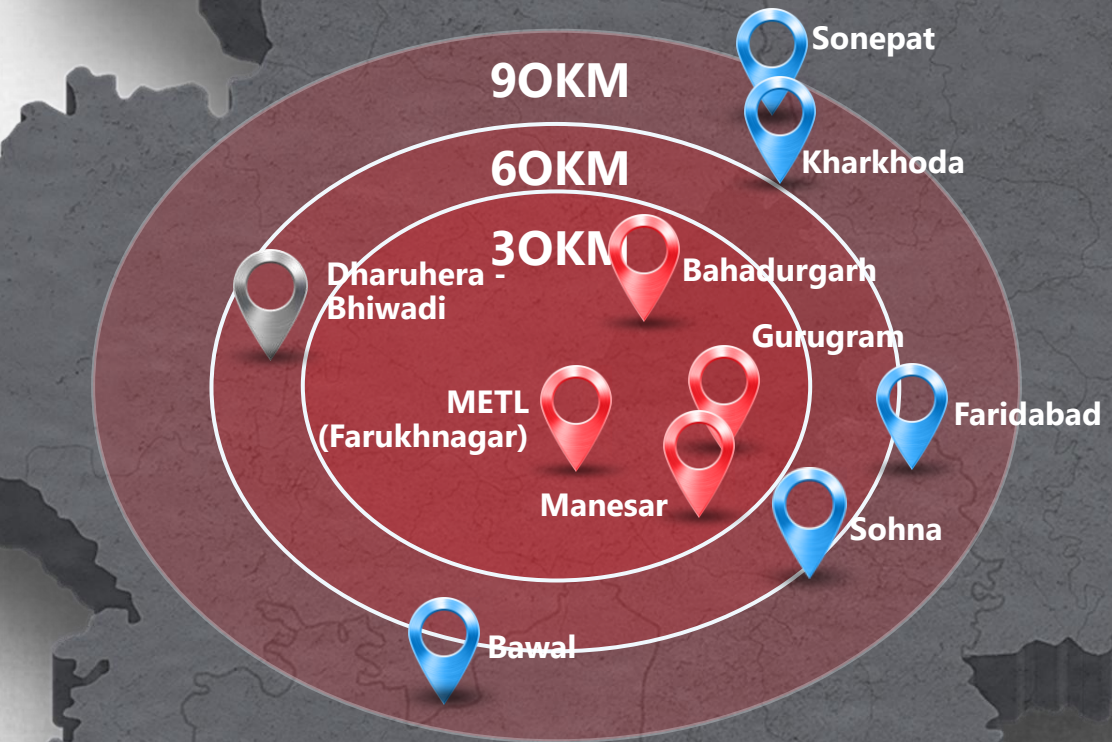
**Proximity to
KMP expressway
and NH 352**

**Exclusive
logistics hub
for METL**

DFC – Dedicated Freight Corridor

KMP – Kundli Manesar Palwal (Expressway)

Catchment area



30km radius (primary market)

60km radius

90km radius

ASPIRATION 2030

FY25**FY30**

Volume - TEUs

6.8L**1Mn**

Revenue (Cr)

₹ 758**₹ 1,400**

EBITDA (Cr)

₹ 128**₹ 275**

Powered by



Asset Right Approach

Strategic capacity addition in JNPA, Mundra and Chennai



Geographic Expansion

Strengthening the presence in northern India



Rail Linked ICD

Leverage DFCC with strategically located ICD in Farukhnagar



Commercial Excellence

Sales intensity, digital enablement, yield management



Operations Excellence

Industry leading C-SAT. Aligned with Group ESG goals

Management Team



Suresh Kumar Ramiah
Managing Director



Capt. Ashish Chandna
Chief Executive Officer



Pritam Vartak
Chief Financial Officer



Sumita Bannerji
Head - Marketing



Nitin Behl
ICD Dadri & Regional
Business Head - FS Kolkata



Rahul Acharekar
Operations Head - Pan India



Sourav Dasgupta
Chief Information Officer



Capt. Sunny Willams
Cluster Head - West Zone



Debashis Sethi
Business Head - South India



Richa Rathore
Head Human Resources

THANK YOU

