

Allcargo Logistics Ltd

Investor Presentation Q1FY27

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How We Win – Express Logistics (Q1 FY27)

Service Quality	Building a Customer Service Quality Obsession – Brilliant Basics , powered by ONE TEAM- ONE GOAL team focus across value chain
Volume Growth	"**Deliver the Service, Deserve the Volume**" – Sustained volume growth through Customer Segment led thinking on service delivery – **6.7% YoY volume growth for Q1**
Yield Improvement	"**Deliver Value, Command Value**" : Service equation led pricing approach **6.4% YoY increase in yield for Q1**

How We Win – Contract Logistics (Q1 FY27)

Service Quality

>99% Service Quality adherence resulting in a 98% customer retention rate

Diverse Portfolio, Strong New Business

Expand footprint across diverse industry sectors ,
15 new business opportunities added in Q1
(3 in auto & engineering, 5 in chemical & 7 in e-com & others)

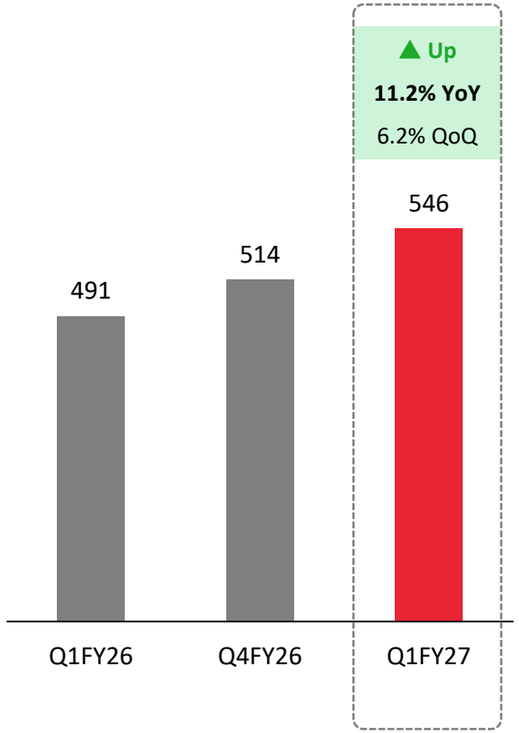
Yield Improvement

‘Deliver More from less” - Efficiency led revenue growth resulting in **3% increase in revenue per sq. ft for Q1**

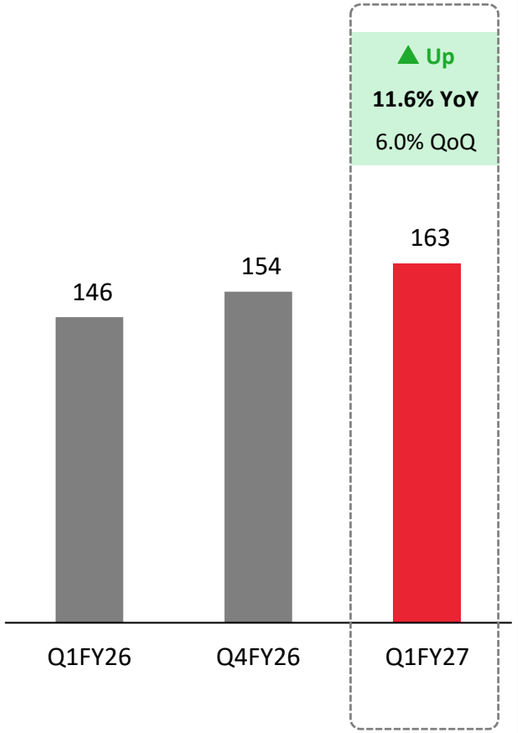
Consolidated Financial Highlights – Q1FY27

Strong Revenue and Profitability growth

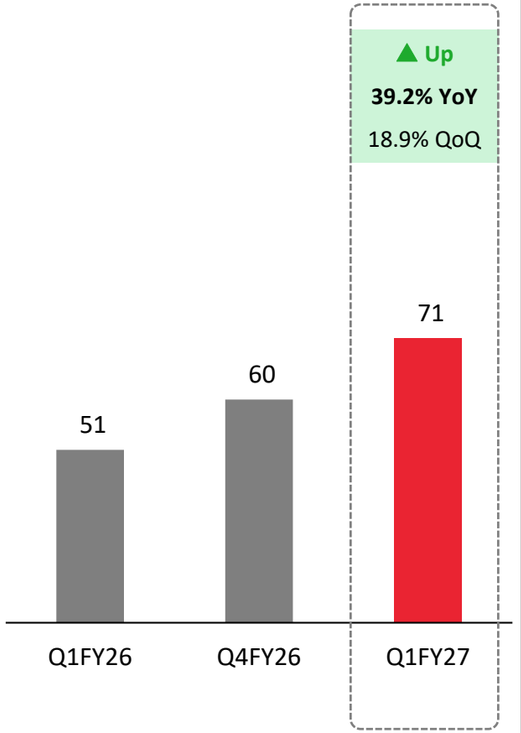
Revenue from Operations (Rs Cr)



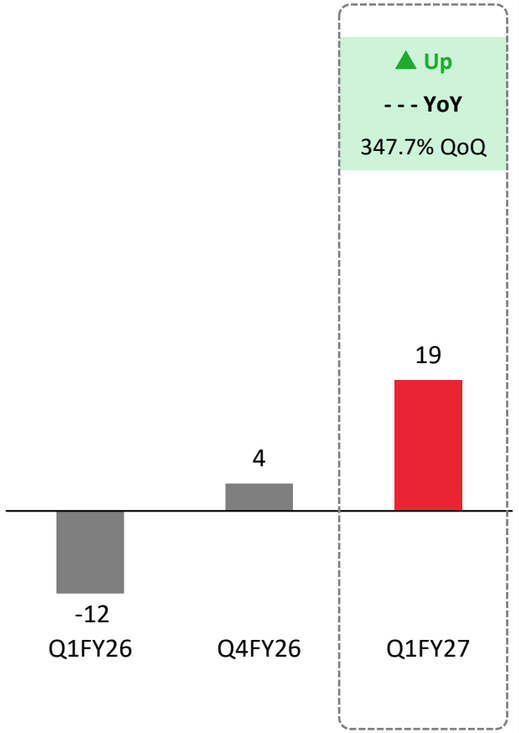
Gross Profit* (Rs Cr)



EBITDA* (Rs Cr)



PBT** (Rs Cr)

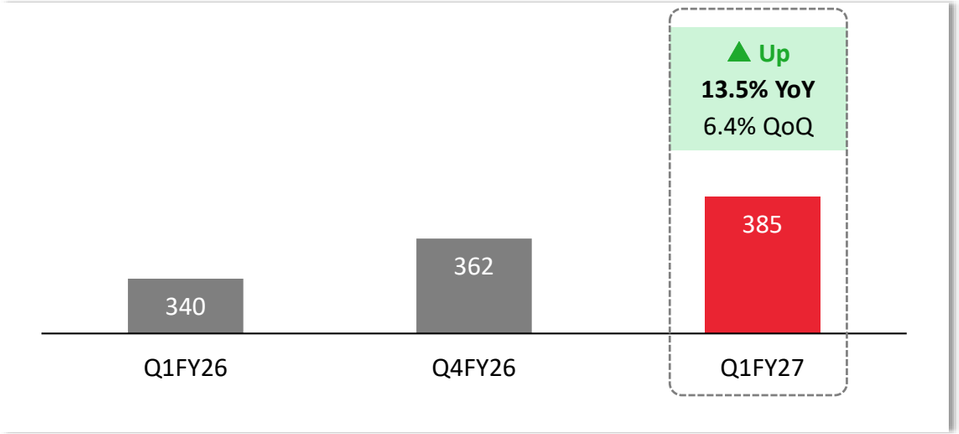


*Excluding Other Income
**Excluding Exceptional Items

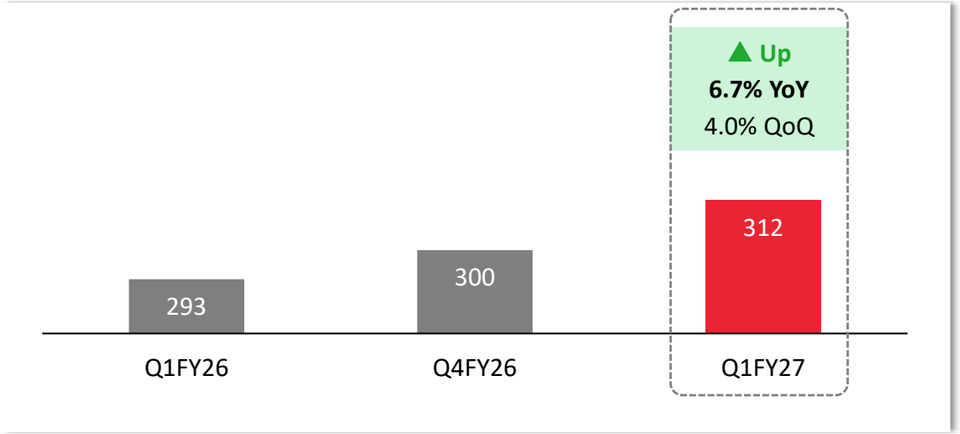
Key Performance Indicators – Q1FY27

13.5% growth in Express Driven by Volume and Yield

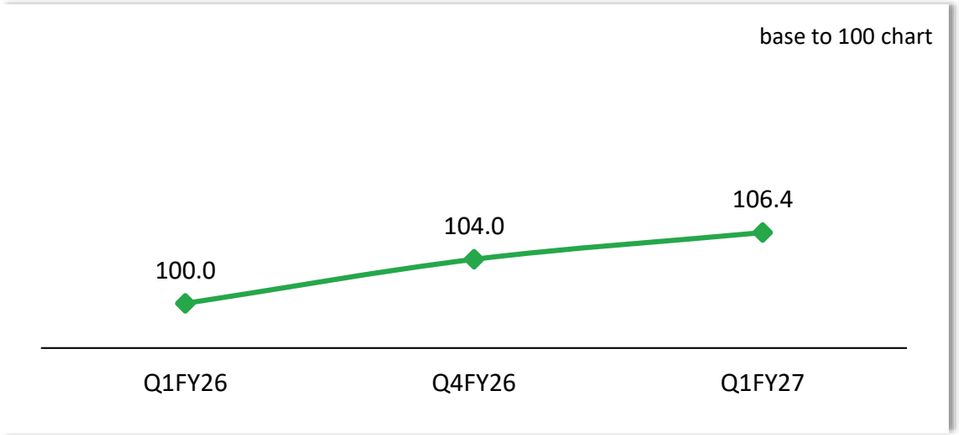
Express Revenue (Surface + Air) - Rs Cr



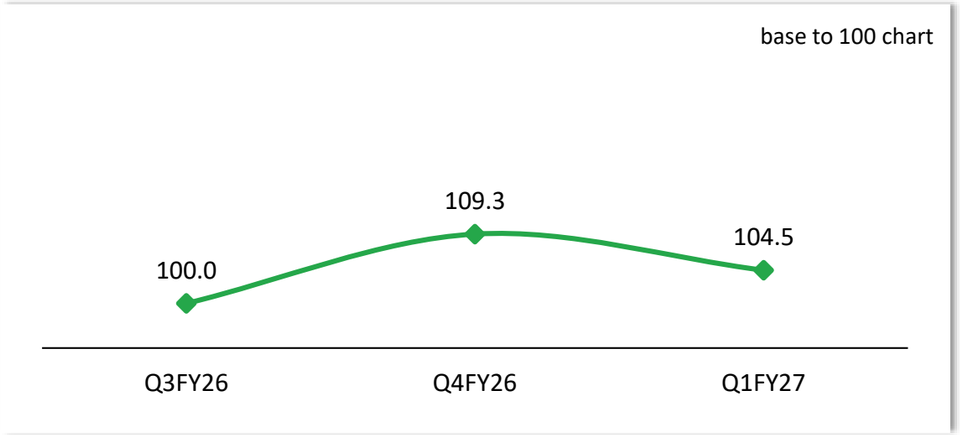
Express Volume ('000 Tons)



Realization per ton



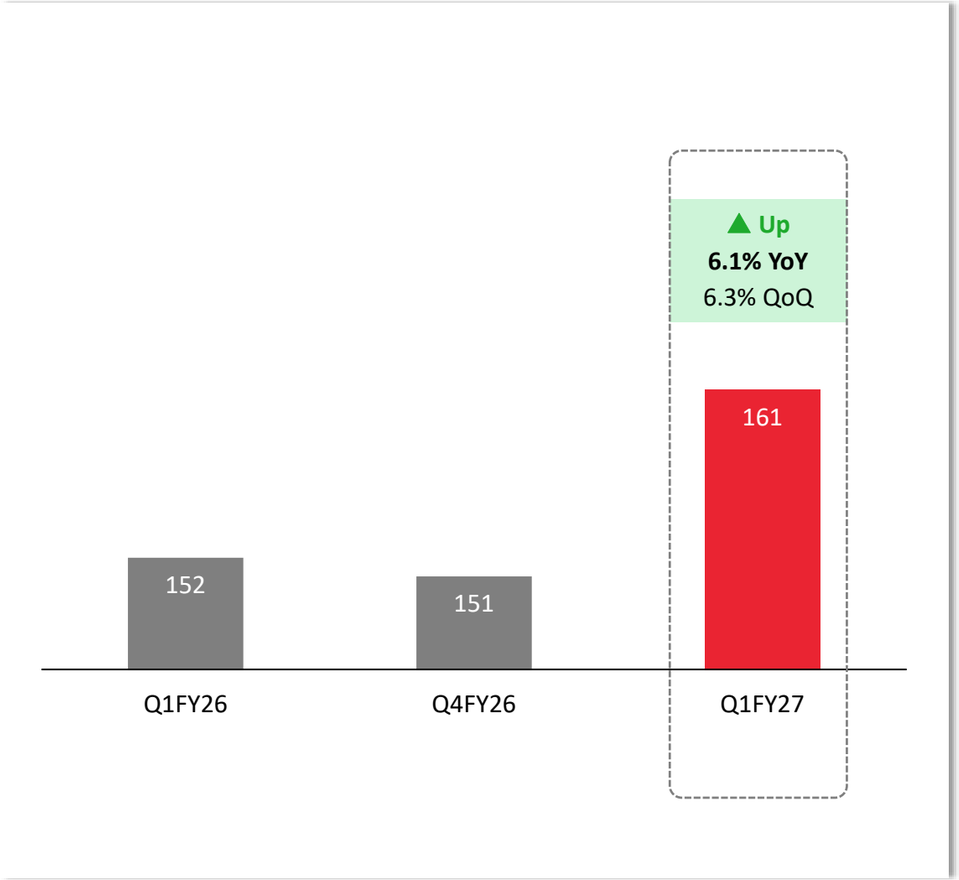
Net Service Level



Key Performance Indicators – Q1FY27

6.1% growth in CL with enhanced revenue efficiency

Consultative Logistics Revenue (Rs Cr)

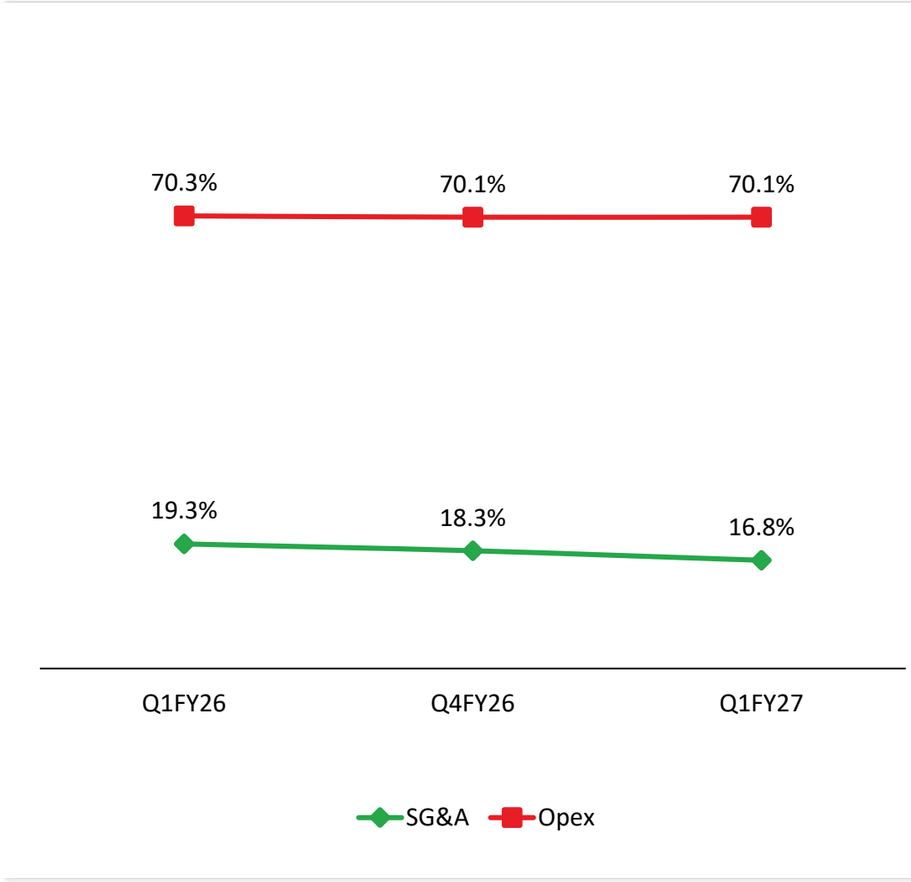


Space Under management (Mn Sq Ft)

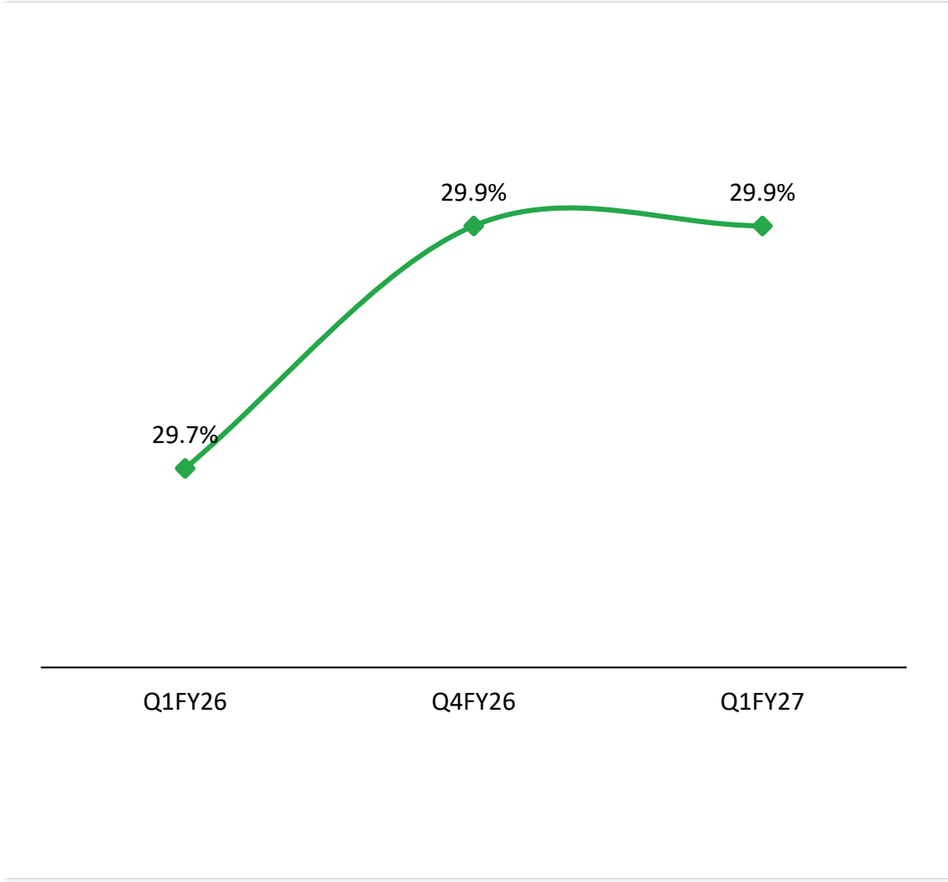


Consistent focus on Operating Leverage to Drive Margin Expansion

Consol SG&A Costs & Opex Cost (% of Sales)



Consol Gross Margin (%)



Driving Sustainable Growth & Profitability

The 4 P Approach

Paradigm

- BRILLIANT BASICS – An Obsession for Customer Service delivery

People

- Top talent Onboarded for Top Jobs
- Strong performance led reward mechanism
- Partner and Customer Loyalty reward Plan in Express Log – for our Delivery partners and key customers

Process and Technology

- End to End value Chain and process thinking embedded
- Deployment of tech across value chain - Hub Eye, Gate Scan, WMS, Control Tower (24x7) and Route Optimization initiatives
- Launch of AI enabled Booking App

Power of EDGE (Everyday Great Execution)

- Sharp Performance Management, driven by the ONE TEAM – ONE GOAL Philosophy focussed on UNIT LEVEL EDGE

Click here To view Allcargo Logistics' Next-Gen tech stack which provides full spectrum tracking enabled by AI and Analytics

Our Service Offerings

Surface Express Distribution

Customised end-to-end logistics Solutions

Multi-modal delivery to 99% of Government of India approved pin codes

Over 9,000 trucks in the fleet

State-of-the-art 24/7 **Tracking services**

Air Express Distribution

Strategic alliance with India's leading airlines offering **more than 1,500 departures a day.**

On Time
Assured delivery within
24 Hrs. at 64 cities
48 Hrs. at 576 cities
48 Hrs. to non metro cities

Direct Connectivity
Prominent presence at 24 airports across India

Consultative Logistics

Long haul transportation

Distribution Center

In-plant Logistics

Milk Run

Customised solutions for multiple industries

Just In Time (JIT) & Just In Sequence (JIS) capabilities

Special Services

Student Express
Doorstep pickup, digital payment & branded packaging

Bike Express
Door-to-door bike transport in weatherproof containers

Laabh
Surface cargo delivery up to 20 kg

Surface Lite
Cost-effective surface deliveries for packages up to 5 kgs

Strong Geographic Governance

100%

Serviceable Pin-Codes

700+

Facilities

90+

Hubs

80+

Logistics Parks

Allcargo Extended Reach (AER), an upgraded and rebranded version of its earlier Extra Serviceable Stations (ESS)

8

Air Logistics Centres

~2,800

People Strength

12M+ sq.ft

Distribution + Warehousing Space

- Wide Reach with extensive **Tier 2, 3 & 4 Penetration**
- **Fast Transit Time**
- Market Leader in **Chemical Warehousing**
- Advanced Automation & Technology
- State-of-the-Art **Grade-A Hubs**

Digital Ecosystem

Growth Acceleration

- Through Tech & Digitization

Strategic Pivots

- Mobile first
- Cloud Native
- Gen AI Enablers
- Agile
- Modular
- Secure
- Social

Partners

aws | ORACLE | salesforce | TIBCO | HAVAS PivotRoots | Intugine | IBM | Grant Thornton | Capgemini

Implementation Pivots

- Control Tower
- New Booking App
- Finance ERP Transformation
- WMS System
- Consignee App
- Customer Portal
- Hub Eye
- Gate Scan

Result

- Improvement in On-Time Pickups
- Pickup Efficiency
- Streamlined Finance Processes
- Efficient Space Utilization
- Increase in New Customers
- Customer Service Excellence
- Real-time visibility
- Accurate Mapping

Board Of Directors



Shashi Kiran Shetty*
Founder & Chairman

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.



Ketan Kulkarni
Managing Director & CEO

Over three decades of leadership experience across sectors including logistics, consumer durables, FMCG and Beverages. His tenure as the Chief Commercial Officer at Blue Dart Express (DHL Group) spanned over 17 years, during which he led sustainable and strategic growth initiatives.



Arathi 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.



Sivaraman Narayanaswami
Non- Executive, Independent Director

Seasoned business leader with close to 40 years of experience as a finance professional and business leader. His expertise lies in strategy, business planning, organization building, capital raising, mergers and acquisitions, and investor relations. His last assignment was as MD & Group CEO at ICRA Ltd



Radha Ahluwalia
Non-Executive, Independent Director

Highly regarded mentor and business leader. She was associated with IMA as Managing Director for over 15years 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



Hetal Gandhi
Non-Executive, Independent Director

Experience spanning three decades across the spectrum of financial services financial services encompassing private equity, infrastructure development / financing and investing, corporate lending, mergers and acquisitions, and capital markets He continues to serve as an Independent Director on the Board of well-known companies, both listed and private.



Dinesh Kumar Lal*
Non- Executive, Independent Director

Seasoned business leader with more than 50 years of experience in the shipping industry. Established various ventures in India & overseas. Played a pivotal role in creating mutual ground between companies and government bodies. Some of the quasi government projects were established under his guidance. Currently, an Independent Director on the Board of Raymond Limited, Raymond Lifestyle Limited

*Mr. Shashi Kiran Shetty, Founder and Chairman has ceased to be a Director and Chairman w.e.f. August 5, 2026, upon closure of business hours

**Mr. Dinesh Lal has been appointed as the Chairman w.e.f. August 5, 2026, upon closure of business hours

Management Team



Ketan Kulkarni
Managing Director & CEO

30+ years of experience in logistics, travel goods, alcoholic beverages, FMCD and FMCG



Deepak Pareek
Chief Financial Officer

20+ years of expertise in finance, strategy, and infrastructure management



Bipin Reghunathan
Chief Business Officer (Consultative Logistics)

30+ years of leadership experience in supply chain and logistics



Narayanam Sesha Srikanth
Head - Human Resources

20+ years of expertise in talent & workforce management, driving organizational transformation



Sanjay Khiyani
Chief Information Officer

25+ years in IT, specializing in technology strategy and program management



Sharmishta Majumdar
Head – Customer Experience

20+ years driving customer satisfaction and loyalty in logistics industry



Amit Chhari
Head – Operations (Express)

Deep expertise in B2B express logistics, network strategy, and large-scale operations



Samir Ahuja
Head – Sales (Express)

29+ years of experience in driving business growth and managing key customer relationships across telecom, retail, and logistics sectors



Karan Puri
Head – Sales (Consultative Logistics)

21+ years in sales, specializing in B2B logistics and e-commerce, empowering businesses



Suresh Narayanan
Head – Operations (Consultative Logistics)

28+ years of experience in in plant logistics, JIT warehousing, procurement and B2B/B2C fulfilment

Consolidated Profit & Loss

Particulars (Rs Cr)	Q1FY27	Q1FY26	YoY	Q4FY26	QoQ
Revenue from Operations	**546**	**491**	**11.2%**	**514**	**6.2%**
Direct Overheads	383	345		360	
Gross Profit	**163**	**146**	**11.6%**	**154**	**6.0%**
Gross Margin (%)	***29.9%***	***29.7%***		***29.9%***	
Employee Expenses	54	55		53	
Other Expenses	38	40		41	
EBITDA	**71**	**51**	**39.2%**	**60**	**18.9%**
EBITDA Margin (%)	***13.0%***	***10.4%***		***11.7%***	
Depreciation	51	51		52	
Right of use assets	*43*	*42*		*44*	
Property, plant and equipment	*8*	*9*		*8*	
EBIT	**20**	**0**	**- - -**	**8**	**151.5%**
Other Income	14	5		11	
Finance Cost	15	17		15	
Lease liabilities	*13*	*13*		*13*	
Other than lease liabilities	*2*	*14*		*2*	
Pre-Exceptional PBT	**19**	**-12**	**- - -**	**4**	**347.7%**
PBT (%)	***3.5%***	***-2.4%***		***0.8%***	
Exceptional Items	-	6		12	
Post Exceptional PBT	**19**	**-6**	**- - -**	**16**	**16.1%**
Tax/(Tax credit)	5	4		-4	
Profit After Tax	**14**	**-10**	**- - -**	**20**	**-33.0%**

Extensive Efforts Across Environmental, Social and Governance Aspects

Environmental Initiatives

Fleet Conversion to Alternative Fuels

- Goal to become **carbon neutral by 2040**
- Over **400 AFVs[1], including 125+ Electric Vehicles (EVs)**
- Reduced over 4 tCO2e in carbon emissions

Solar Energy Projects

- Solar panels **installed at more than 10 facilities**
- Generates 3,79,848 kWh annually, **reducing CO2 by 2.77 lakh MTs**
- Expansion plans to achieve **1.1 MW capacity**

Social Initiatives

Community Development and Education

- CSR arm Avashya Foundation supports **educational projects**
- Maintains **Gati Government School** at Banjara Hills since 1997

Gender Diversity

- **11 OUs managed by women**
- Supports **'Seva Bharathi'** and **Kishori Vikas Project** for girls' development

Governance Initiatives

Compliance and Cybersecurity

- **Zero non-compliance with regulatory requirements**
- **ISO 27001 certification** for data security
- **100% employee coverage** in information security training

Sustainable Supply Chain

- **100% critical supplier ESG screening by 2040**
- Increasing **local procurement** and **conducting ESG assessments**

Key Initiatives

Alternate Fuel (Green Fuel) Vehicles

Objective: To transform Allcrgo's mobility into a more eco-friendly, sustainable and attractive option

Methodology:

- Conduct a pilot project for 3 months to understand:
- Feasibility of EVs & CNGs on respective routes
- Impact on operations post deployment
- Profitability of EV/ CNG option from GAs perspective

Key Parameters: CPKG, Capacity utilization, Spillage load

Hub Solarization

Objective: To solarize Gati warehouses to attain environmental & financial benefits

Target: To solarize additional facilities in co-ordination with Allcargo Supply Chain. To track the installation of solar plant as per the project plan & assist U-Solar team

Thank You

Allcargo Logistics Limited

Mr. Sanjay Punjabi

sanjay.Punjabi@allcargologistics.com
investor.services@allcargologistics.com
+91 98210 80048

Stellar IR Advisors Pvt Ltd

Mr. Suyash Samant / Mr. Sharu Garg

suyash@stellar-ir.com
sharu@stellar-ir.com
+91 22 62398024

