

May 14, 2026

BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai – 400001
BSE Scrip Code: 532749

National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex,
Bandra (E), Mumbai - 400 051
NSE Symbol: ALLCARGO

Dear Sir/Madam,

Sub: Investor Presentation

Pursuant to Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "SEBI Listing Regulations"), read with Part A of Schedule III of the SEBI Listing Regulations, we are enclosing herewith the Investors Presentation on financial performance of the Company for the fourth quarter and financial year ended March 31, 2026, to be discussed at Earnings Conference Call which has been scheduled on **Friday, May 15, 2026 at 03:30 PM (IST)**

The above information will be made available on the website of the Company i.e., www.allcargologistics.com

We request you to take the above on record.

Thanking you,
Yours faithfully,
For Allcargo Logistics Limited

Shekhar R Singh
Company Secretary
Membership No. F12881

Encl: a/a

ALLCARGO LOGISTICS LIMITED

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T: +91 22 6679 8110 | www.allcargologistics.com | CIN: L63010MH2004PLC073508 | GSTN: 27AACCA2894D1ZS
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Allcargo Logistics Ltd

Investor Presentation Q4 & FY26

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Company Overview





“The financial year 2026 has been a steady and disciplined year for Allcargo Logistics. This year was marked by the merger of consultative logistics business with the express business. Our strategy has resulted in visible improvements, including better yields and effective cost rationalization at both operating and SG&A levels, reinforcing overall business efficiency.”

At Allcargo Logistics we continue to focus on customer centricity, backed by technology-led solutions, route optimization, and nationwide reach. Our growth in the quick commerce and e-commerce and focus on solidifying our presence in key clusters are few of the initiatives that will propel growth.

Going ahead, our emphasis will remain on scaling the business sustainably through stronger customer partnerships and deeper market penetration”



Surface Express Distribution



Air Express Distribution



Consultative Logistics



Special Services



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**



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



Long haul transportation

Distribution Center

In-plant Logistics

Milk Run

Customised solutions for multiple industries

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



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



Wide Reach with extensive Tier 2, 3 & 4 Penetration



Fast Transit Time



Market Leader in Chemical Warehousing

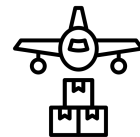


Advanced Automation & Technology



State-of-the-Art Grade-A Hubs

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



8

Air Logistics Centres



~2,650+

People Strength



12M+ sq.ft

Distribution + Warehousing Space

Growth Acceleration

Through Tech & Digitization

Strategic Pivots

<p>Mobile first</p>	<p>Cloud Native</p>	<p>Gen AI Enablers</p>	<p>Agile</p>	<p>Modular</p>	<p>Secure</p>	<p>Social</p>
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Partners

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Implementation Pivots

<p>Control Tower</p>	<p>New Booking App</p>	<p>Finance ERP Transformation</p>	<p>WMS System</p>	<p>Consignee App</p>	<p>Customer Portal</p>	<p>Hub Eye</p>	<p>Gate Scan</p>
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Result

<p>Improvement in On-Time Pickups</p>	<p>Pickup Efficiency</p>	<p>Streamlined Finance Processes</p>	<p>Efficient Space Utilization</p>	<p>Increase in New Customers</p>	<p>Customer Service Excellence</p>	<p>Real-time visibility</p>	<p>Accurate Mapping</p>
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Merger of Express and Consultative Logistics will enable the company to provide integrated end-to-end fulfillment logistics solutions to its clients

1 Potential for cross-selling

- B2B express enables access to **wider** customer base
- **Dedicated** key account team to serve express and supply chain clients
- Focus on top 200–250 KEAs to drive **cross-selling** opportunities

2 Significant expansion of addressable customer spend

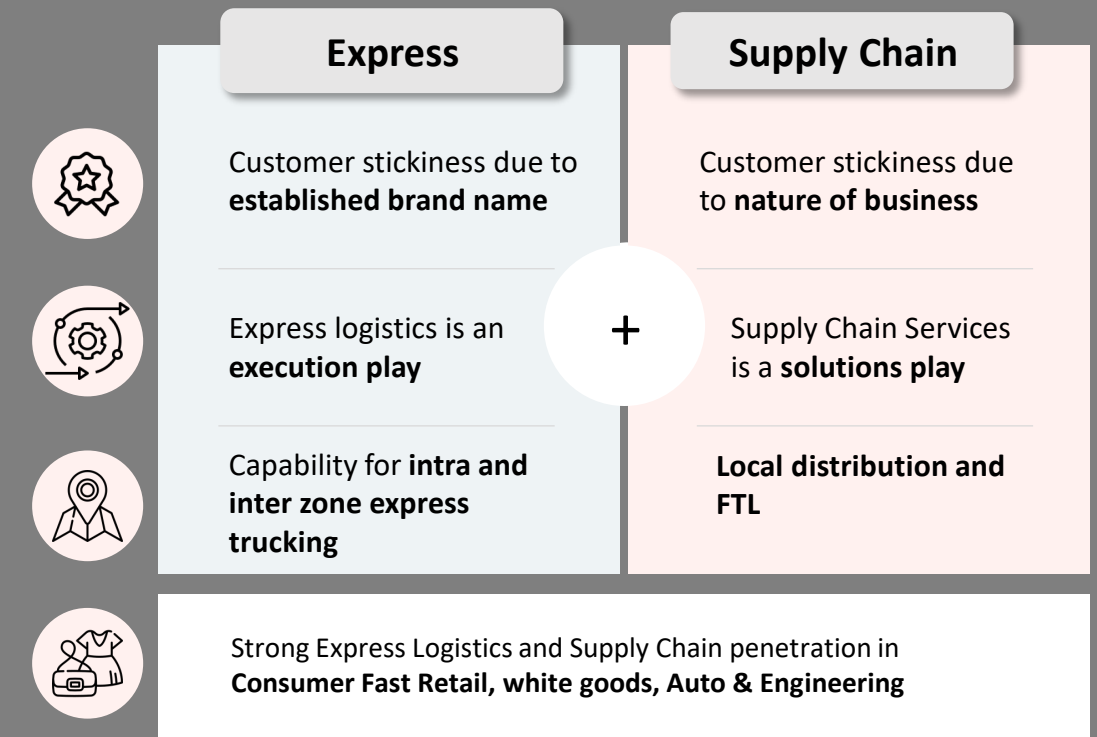
- Addressable spend (top 250 express customers)

B2B Express		Supply Chain
INR 8.0-9.5 Bn	4x to 6x expansion	INR 45.0-50.0 Bn
- Cross-selling in select segments offers access to **high customer spend**; strong synergy seen in **Auto & Engineering and Consumer Fast Retail** segments with express services.

3 Integrated contracts enable wallet share expansion for B2B express

- B2B express wallet share currently at **20–30%**; contract logistics can drive higher share through enhanced service offerings
- Independent and integrated contracts offer **competitive edge, cost benefits**, and potential to capture up to 100% wallet share

Significant potential for unlocking cross-synergies

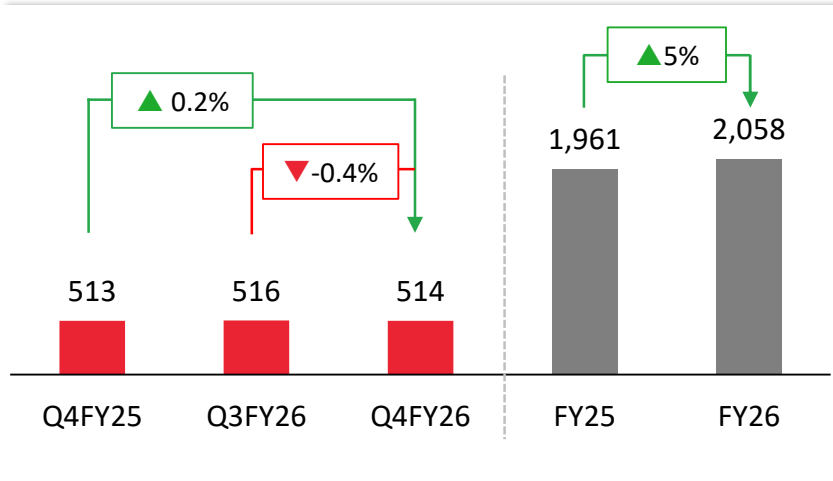


Focused on maximizing wallet share through cross-selling and driving new business via end-to-end solutions and strong execution.

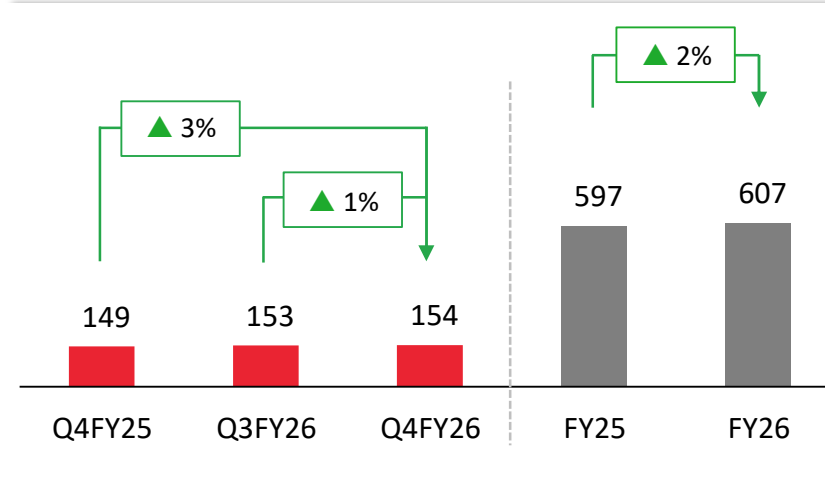
Financial Updates



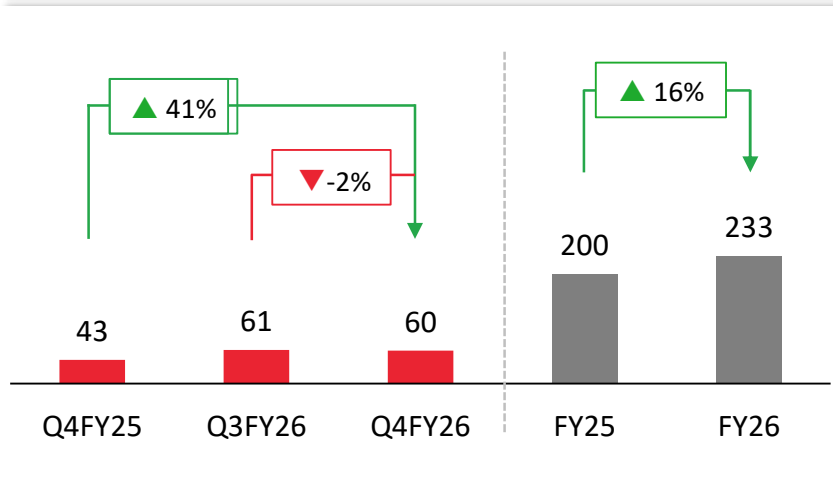
Revenue from Operations (Rs Cr)



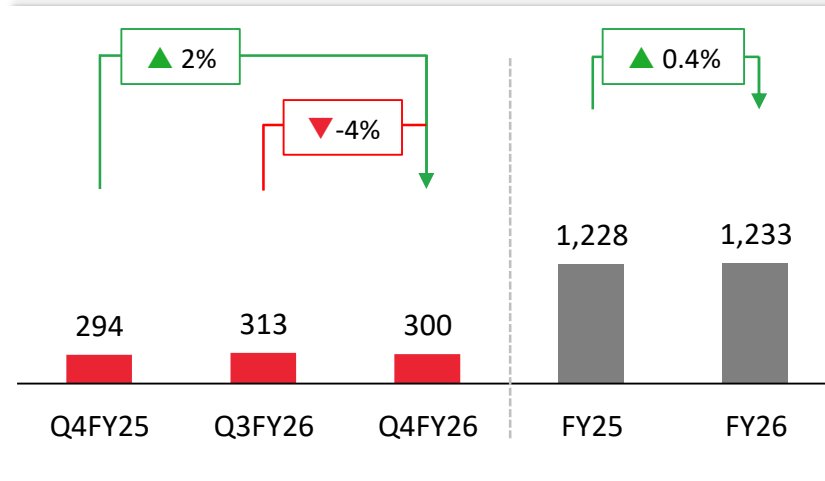
Gross Profit (Exc. Other Income) (Rs Cr)



EBITDA (Exc. Other Income) (Rs Cr)



Express Volume ('000 Tons)



Realization per ton (Q4FY26)

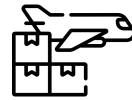
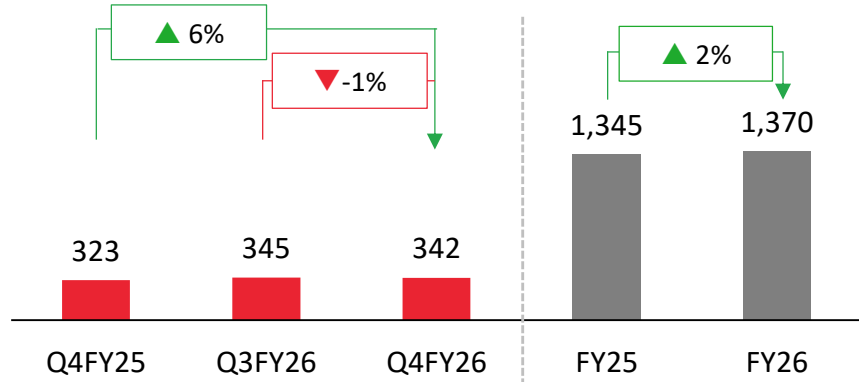
Rs. 12,037

Up 3% YoY and 4% QoQ



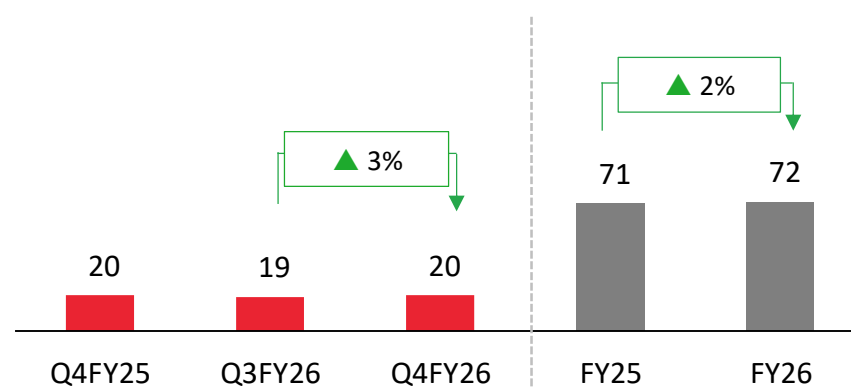
Surface Express

Revenue (Rs Cr)



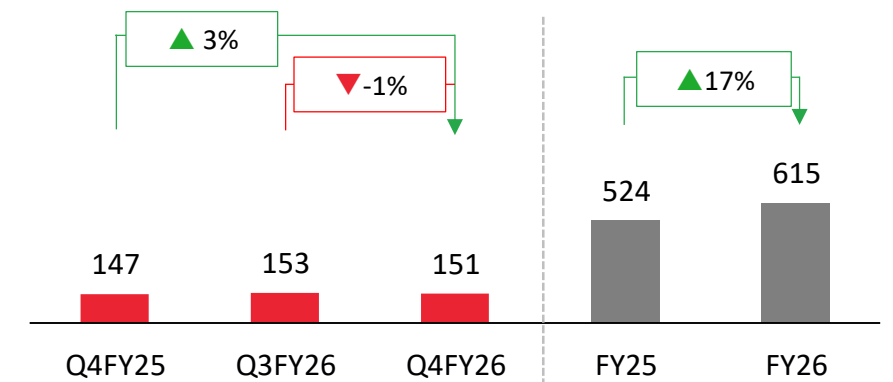
Air Express

Revenue (Rs Cr)

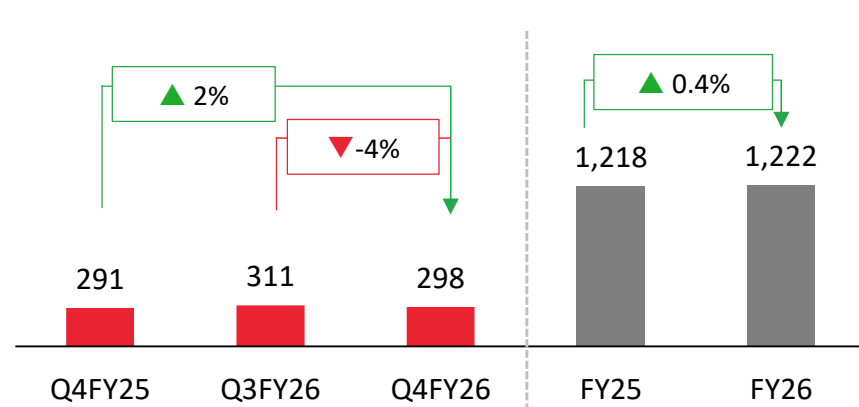


Consultative Logistics

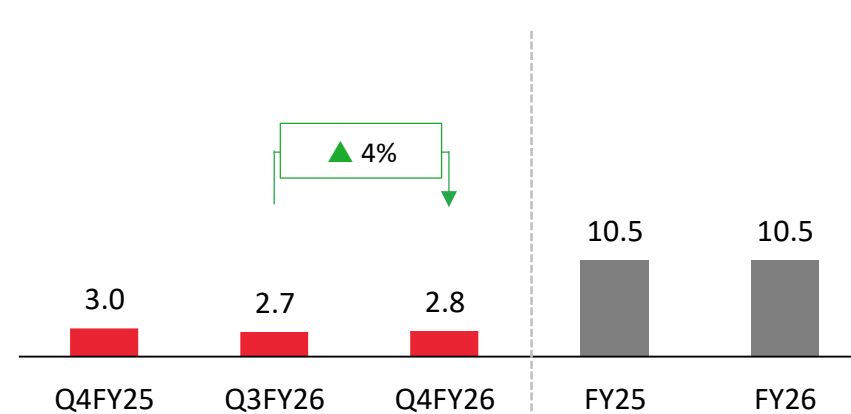
Revenue (Rs Cr)



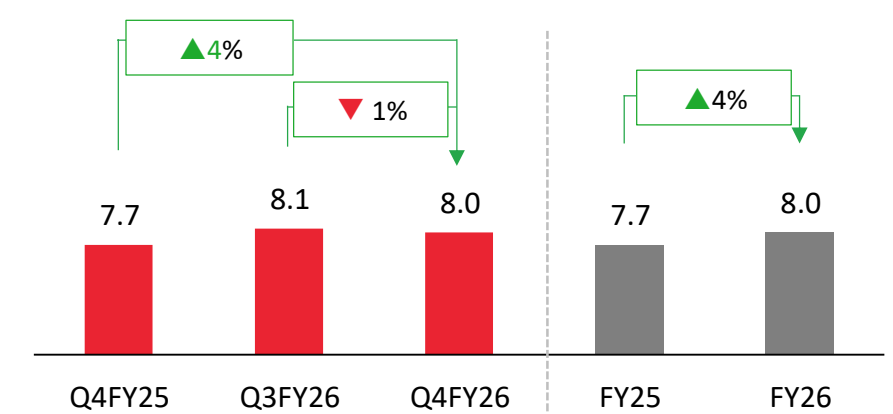
Volume ('000 Tons)

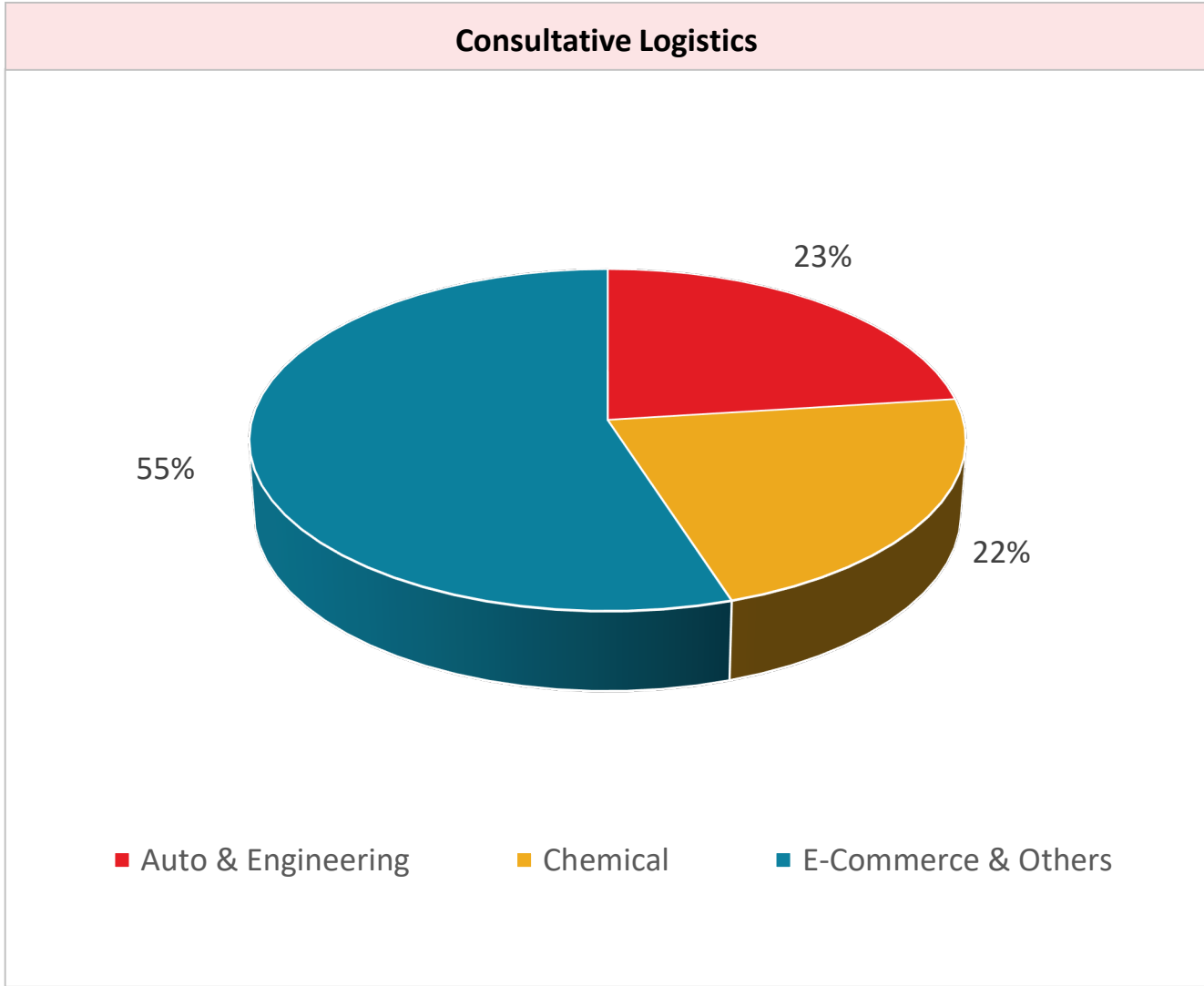
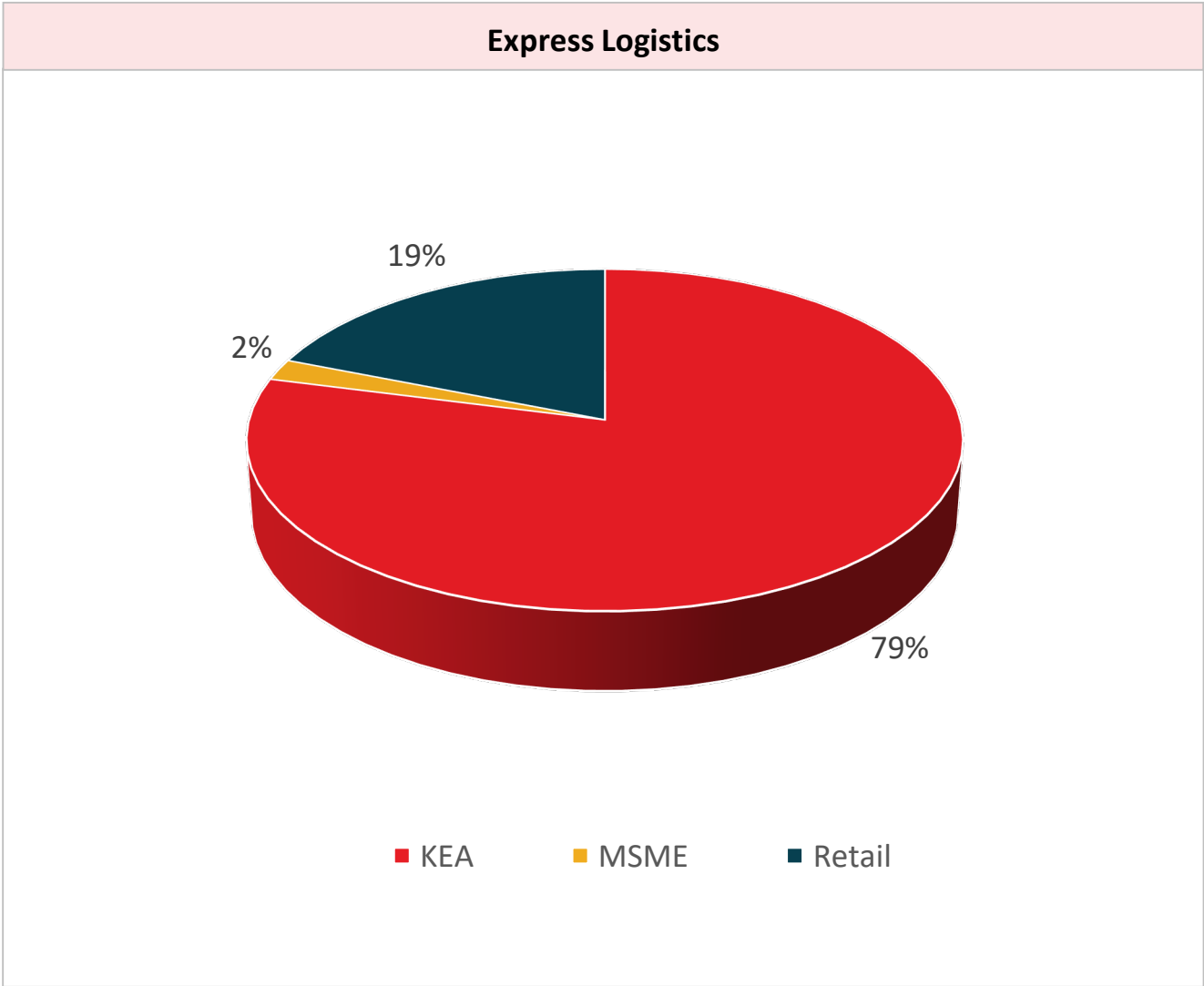


Volume ('000 Tons)



Space Under Management (Mn Sq.ft)

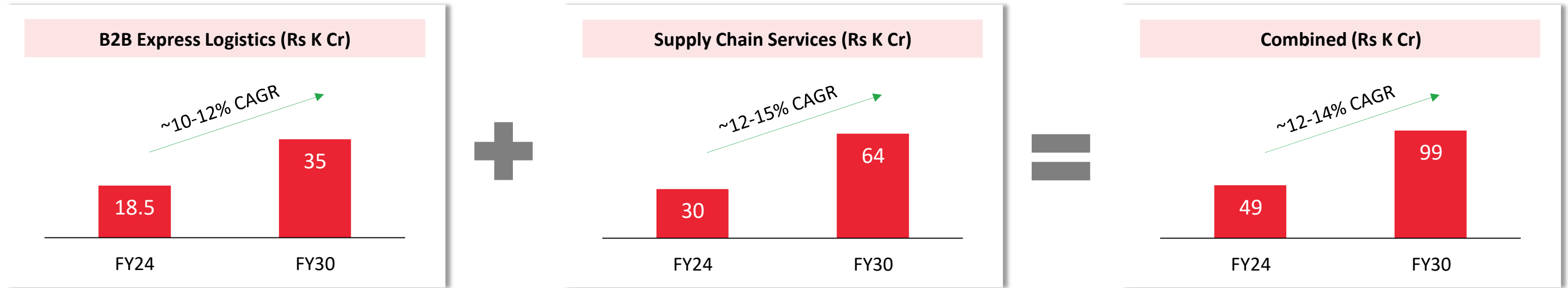




Industry & Growth Accelerators



Growth Accelerators: Growing Stronger With Deep Focus



Macro-economic Growth Enablers

Make in India / PLI Scheme To boost logistics spend (especially Express)	Growth of SME / MSME Sector leading to better growth of organized Exp. mkt	Growth in E-commerce Sector Sector to grow at 18% CAGR from 2023-28
Technology Adoption Service users prefer partners having better UI	Regulatory changes GST & E-way bill leading to improved transit time	Govt. focus (NLP/ GCT/ ULIP/LEEP) To push mobilisation of organised logistics
Increasing Customer Expectation leading to increased industrial client expectation	Logistics Infrastructure Growth Bharatmala / DFC to improve transit time	

Micro-focused Growth Accelerators

E-commerce/Quick Commerce Expand nationally & enhance offering to our current & new entrants. We work with the top 5 players in each.	Consumer Durables/Electronics Pre-configure solutions with increased convenience for end consumer and returns management
Auto & Engineering Specialize in growing requirements of VOR/ engines/ high value parts	Chemical As the market leader we have strong regulatory and compliance adherence and focus on advanced inventory management (Sampling/ Kitting/ Repackaging, etc.)
Life Science & Healthcare Specialize in pharma transportation through packaging solution/multi temperature storage/multi-temp last mile delivery/value added services	MSME & Retail <i>Pricing</i> strategy and value driven commercial approach to maximize growth and Profitability

*Market size for key sub-segments in which ASCPL operates



Stronger

- More long term contracts
- Well equipped to adapt to changed market conditions
- Value chain creation
- Continuous quality improvement
- Yield management



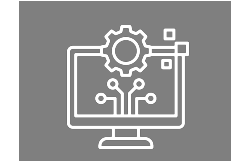
Leaner

- Defocused from low margin contracts
- Stay asset light
- Self financed transformation
- Well diversified margin business
- Network adaptation



Innovative

- Company to benefit from tailwinds
- Sector specific solutions
- Topline growth acceleration
 - ✓ Auto
 - ✓ Consumer durables
 - ✓ Consumer electricals
 - ✓ Life science and healthcare
 - ✓ E-commerce

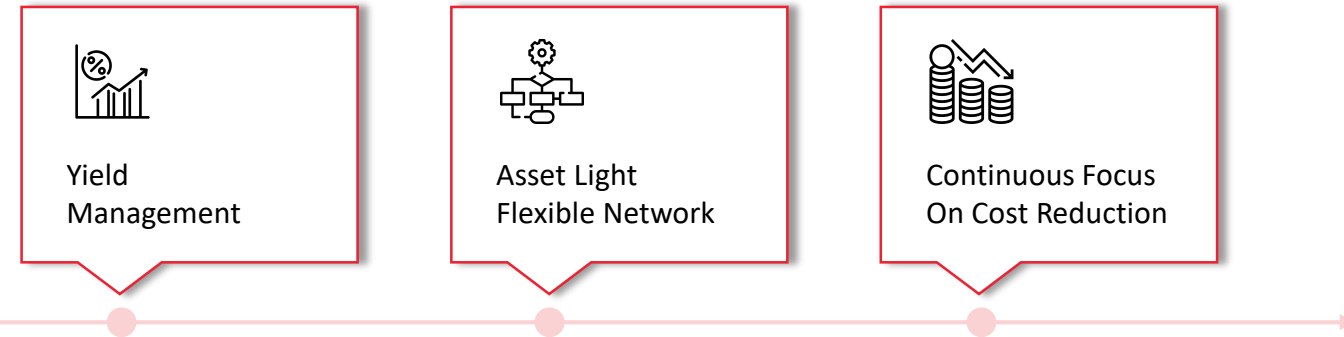


Tech Driven

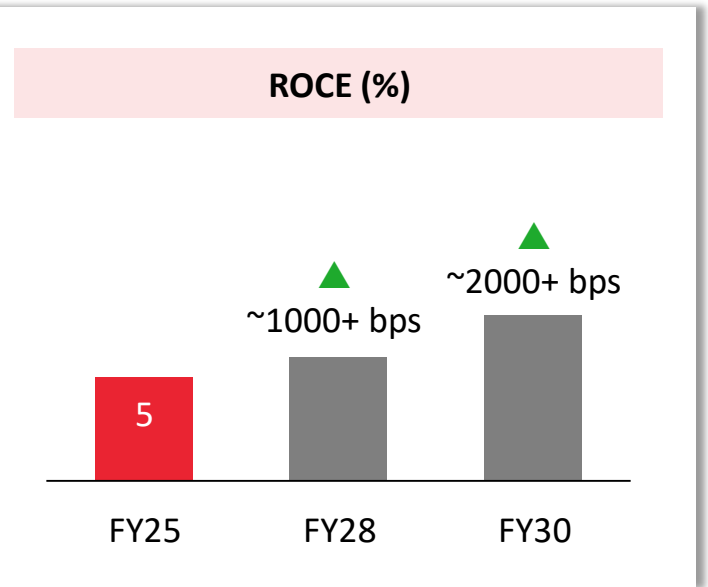
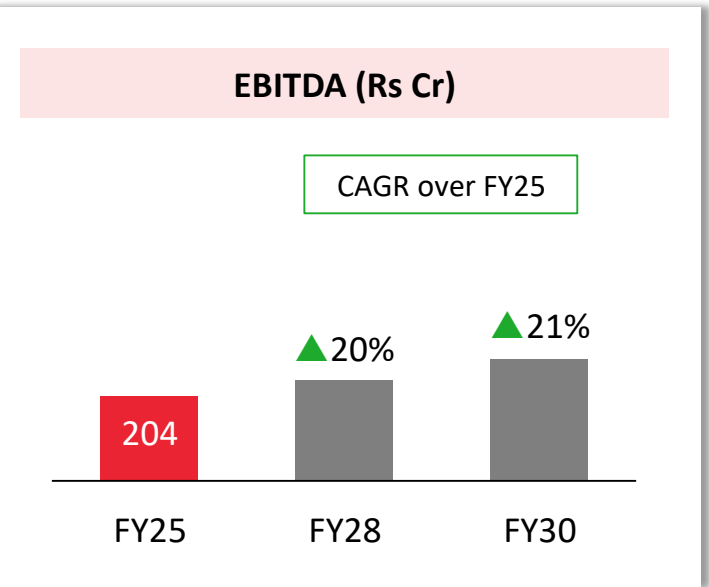
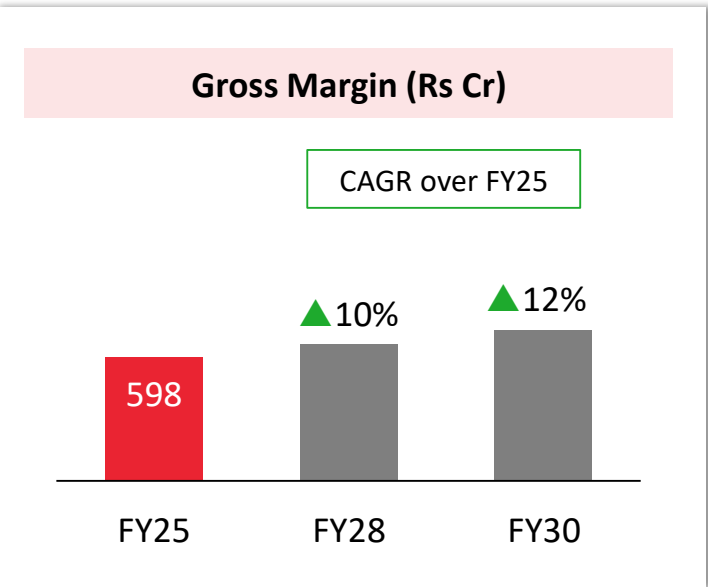
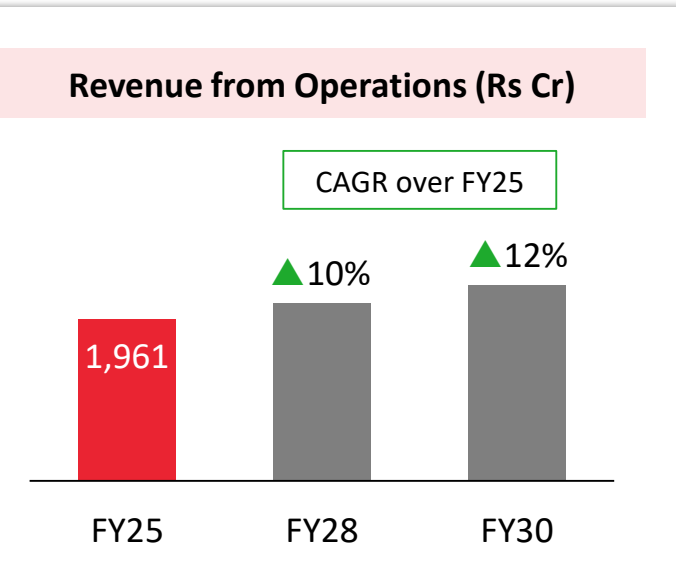
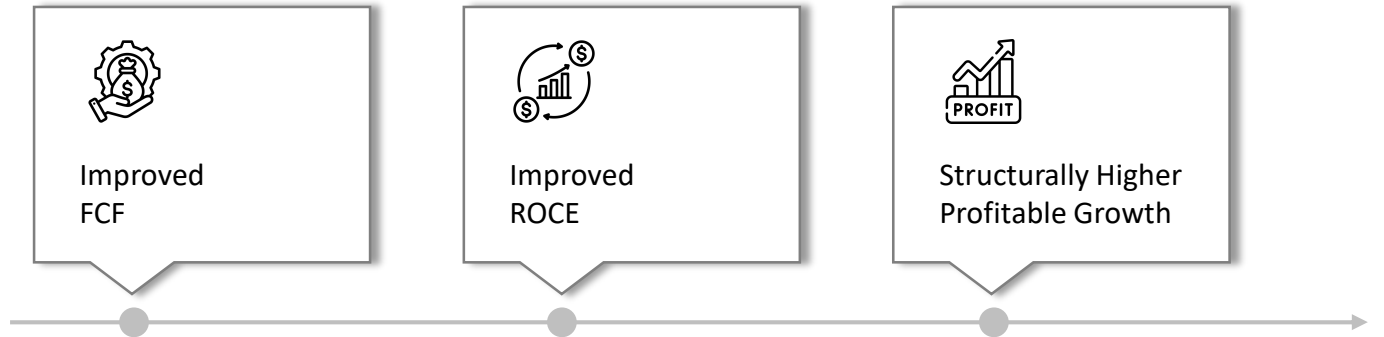
- Data science and AI tools
 - ✓ Customer service
 - ✓ HR
 - ✓ Sales
 - ✓ Operations
 - ✓ SME onboarding
- Stronger cyber security
- Delightful customer applications



Accelerated Focus



Resultant Value



Note: : Merged financials of Allcargo Gati Ltd (excluding discontinued operations) & Allcargo Supply Chain Pvt Ltd (Subsidiary of Allcargo Logistics Ltd)

Board Of Directors & Management Team





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 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 and Allcargo Gati Limited.

Management Team



Ketan Kulkarni
Managing Director & CEO

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



Sharmishta Majumdar
Head – Customer Experience

20+ years driving customer satisfaction and loyalty in logistics industry



Deepak Pareek
Chief Financial Officer

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



Amit Chhari
Head – Operations (Express)

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



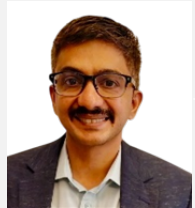
Sushil Rathi
Director (Consultative Logistics)

30+ years of leadership experience in logistics, operations, and strategic planning



Samir Ahuja
Head – Sales (Express)

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



Narayanam Sesa Srikanth
Head - Human Resources

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



Karan Puri
Head – Sales (Consultative Logistics)

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



Sanjay Khiyani
Chief Information Officer

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



Suresh Narayanan
Head – Operations (Consultative Logistics)

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

Financials



Consolidated Profit & Loss

Particulars (Rs Cr)	Q4FY26	Q4FY25	YoY	Q3FY26	QoQ	FY26	FY25	YoY
Revenue from Operations	514	513	0.2%	516	-0.4%	2,058	1,961	5%
Direct Overheads	360	363		363		1,451	1,363	
Gross Profit	154	149	3%	153	1%	607	597	2%
Gross Margin (%)	30%	29%		30%		30%	30%	
Employee Expenses	53	56		52		213	222	
Other Expenses	41	51		40		161	175	
EBITDA	60	43	41%	61	-2%	233	200	16%
EBITDA Margin (%)	12%	8%		12%		11%	10%	
Depreciation	52	48		51		204	182	
<i>Right to use assets</i>	44	39		42		170	151	
<i>Property, plant and equipment</i>	8	8		8		33	30	
<i>Amortization of intangible assets</i>	0	1		1		1	1	
EBIT	8	-5	NA	10	-20%	29	18	60%
Other Income	11	19		3		32	42	
Finance Cost	15	18		16		62	75	
<i>Lease liabilities</i>	14	12		12		52	47	
<i>Other than lease liabilities</i>	1	4		6		10	29	
Pre-Exceptional PBT	4	-4	NA	-3	NA	-1	-15	96%
Exceptional Items	12	3		0		3	27	
Post Exceptional PBT	16	-1	NA	-3	NA	2	13	-82%
Tax/(Tax credit)	-4	-26		-4		-4	-50	
Profit After Tax	20	25	-20%	0	NA	6	63	-90%

EBITDA Bridge

Particulars (Rs Cr)	Q4FY26	Q4FY25	Q3FY26	FY26	FY25
Revenue from Operations	514	513	516	2,058	1,961
Less: Direct Overheads	360	363	363	1,451	1,363
Less: Employee Expenses	53	56	52	213	222
Less: Other Expenses	41	51	40	161	175
EBITDA	60	43	61	233	200
<i>EBITDA (%)</i>	<i>12%</i>	<i>8%</i>	<i>12%</i>	<i>11%</i>	<i>10%</i>
Less: Lease Rent Expenses (Ind AS 116)	53	46	56	205	177
EBITDA (Post Lease Expenses)	7	-3	5	28	23
<i>EBITDA (post Lease Expenses)(%)</i>	<i>1.5%</i>	<i>-0.7%</i>	<i>1.1%</i>	<i>1.4%</i>	<i>1.2%</i>

Consolidated Balance Sheet

Assets (Rs Cr)	Mar-26	Mar-25
Non-current Asset	1,032	1,033
Property, Plant And Equipment	132	145
Capital work-in-progress	1	-
Right To Use	519	486
Goodwill	125	125
Intangible Assets	7	3
Intangible Assets Under Development	2	3
Financial Assets		
(i) Other	56	51
Deferred Tax Assets(net)	69	64
Non -Current Tax Assets (Net)	118	146
Other Non-current Assets	3	10
Current Assets	704	708
Financial Assets		
(i) Investments	-	3
(ii) Trade Receivables	429	375
(iii) Cash And Cash Equivalentents	73	76
(iv) Bank Balances Other Than (iii)	58	81
(v) Loans	-	1
(vi) Other Financial Assets	38	77
Other Current Assets	88	67
Assets Held For Sale	18	28
Total	1,736	1,741

Equity And Liabilities (Rs Cr)	Mar-26	Mar-25
Equity	574	562
Equity Share Capital	300	300
Equity attributable to equity holders of the Parent	274	262
Non-current Liabilities	498	473
Financial Liabilities		
(i) Borrowings	18	33
(ii) Lease Liability	445	406
(iii) Other Financial Liability	6	6
Provisions	27	26
Other non-current liabilities	2	2
Current Liabilities	664	706
Financial Liabilities		
(i) Borrowings	84	201
(ii) Lease Liability	146	141
(iii) Trade Payables	198	162
(iv) Other Financial Liabilities	203	165
Other Current Liabilities	22	25
Provisions	11	12
Total	1,736	1,741

Consolidated Cash Flow Statement

Cash Flow Statement for the period ended (Rs Cr)	Mar-26	Mar-25
PBT	4	15
Adjustments	224	207
Operating Profit Before Working Capital Changes	228	222
Changes In Working Capital	56	84
Cash Generated From Operations	284	306
Direct Taxes Paid (Net Of Refund)	31	-31
Net Cash From Operating Activities	315	275
Net Cash From Investing Activities	56	146
Net Cash From Financing Activities	-373	-435
Net Change In Cash And Cash Equivalents	-3	-14
Opening Cash Balance	76	90
Closing Cash Balance	73	76

Note: Cash and Cash Equivalents from Discontinuing operations is ₹2 Cr

ESG Initiatives





Environmental Initiatives



Fleet Conversion to Alternative Fuels

- Goal to become **carbon neutral by 2040**
- Over **400 AFVs¹, 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 Gati'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

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