



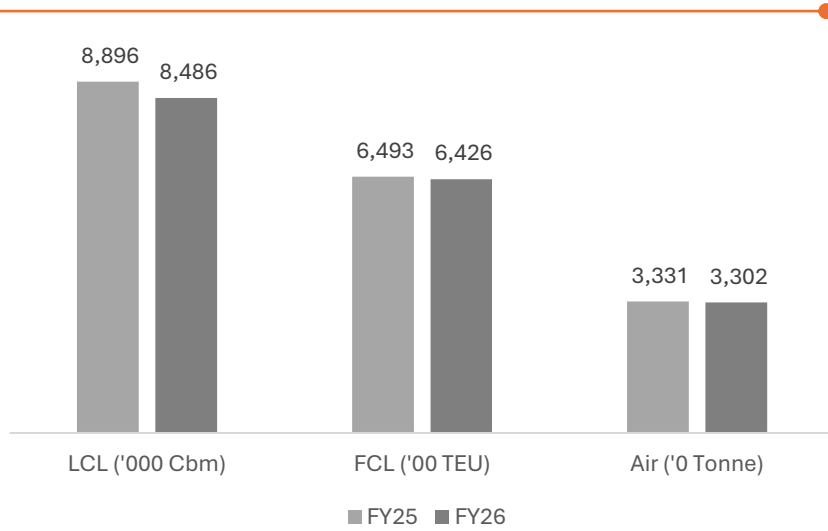
ALLCARGO GLOBAL LIMITED (AGL)
INVESTOR PRESENTATION



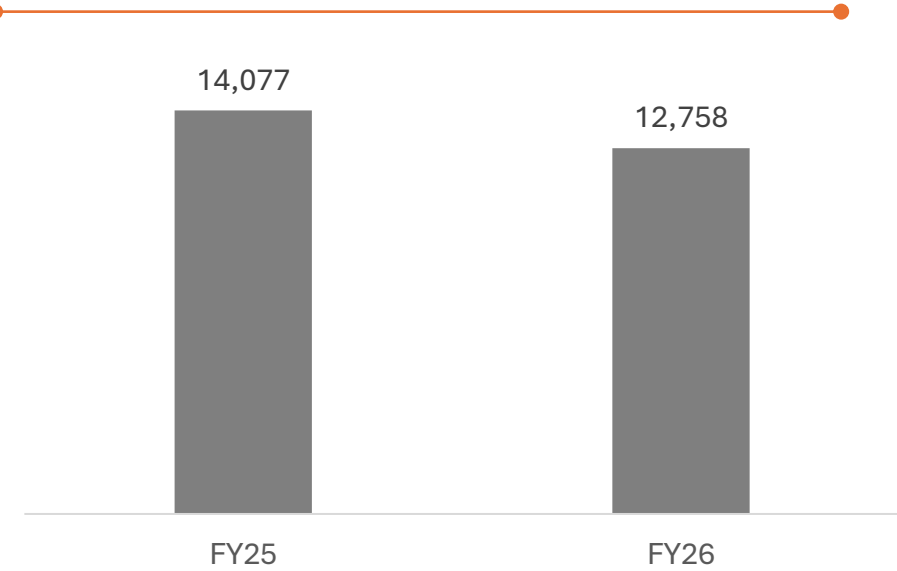
July 2026

Key Financial Highlights – FY26

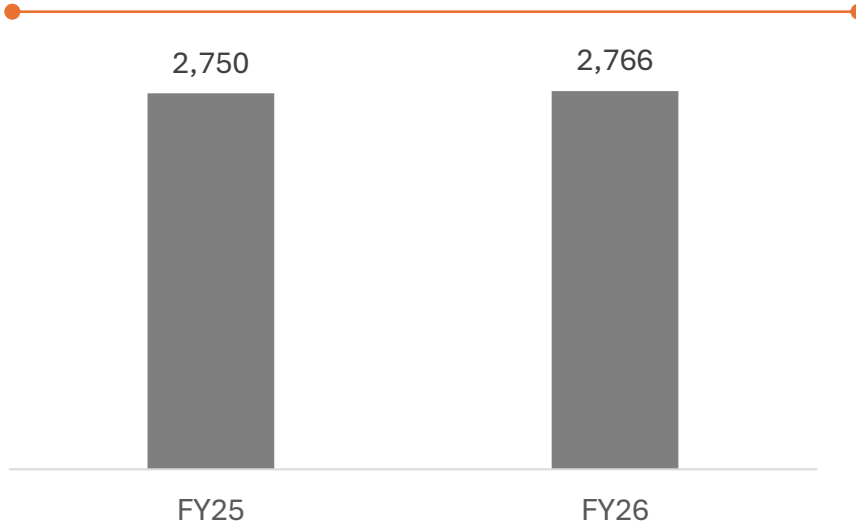
Volumes



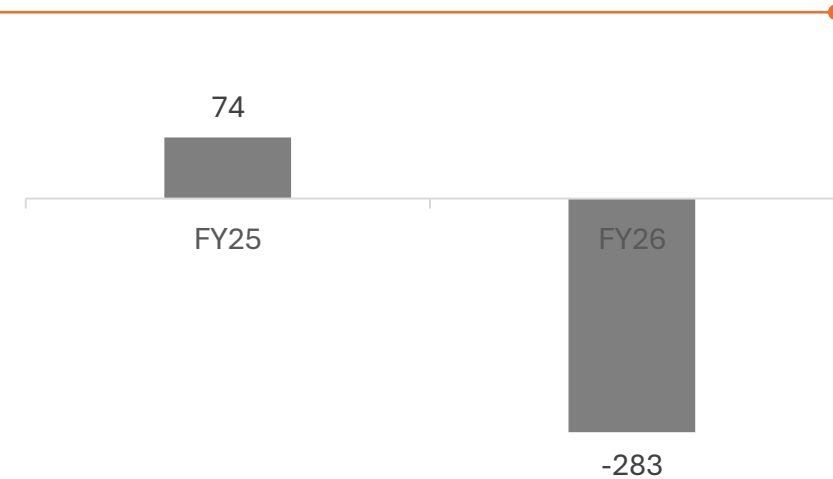
Revenue (Rs. Cr)



Gross Profit (Rs. Cr)



PBT (Rs. Cr)



Key Business Highlights – FY26

- Second half of financial year 2025-26 was marked by geopolitical issues starting with US trade tariffs followed by war in West Asia. The second and third quarter of the financial year saw reduction in volume on high value trade lanes and sluggish demand across most markets due to market uncertainty. We started witnessing recovery during the fourth quarter and we expect the market to stabilize going forward.
- Overall yields in FY26 saw impact of volatile geopolitical environment and incremental freight capacity outpacing the demand. As macro conditions improve, we are observing a yield improvement, and we expect the recovery to be sustainable going forward providing a strong foundation for continued improvement.
- During the year, one-off expenses and exceptional costs incurred in second half of FY26 impacted our profitability, many of which are non-cash and notional in nature. The real cash impact includes expenses towards staff restructuring and optimization which delivered cost savings in Q4. Some initiatives have already started delivering tangible benefits, with SG&A reducing in Q4. We expect SG&A to normalize at a lower run-rate going forward, as the organizational transformation continues to be fully realized.
- Higher cost borrowings (long term + short term) at standalone level have reduced to Rs. 314 crores as on 31st March 2026 as against Rs. 350 crores during 31st March 2025.

Impact of One-off items on FY26 Profitability

Particulars	(Rs. Cr)
Profit before tax	-283
Add back of one time costs	
Severance & other one time staff restructuring	32
Write off of past investment and associated losses	29
Professional fees towards de-merger	4
One off PDD	73
Payment related to prior period	33
Notional forex loss	47
Other non-recurring costs	18
Adjusted Profit before tax	-47

Global Presence in International Supply Chain Business

200+ own offices across 60+ countries



AMERICAS



EUROPE



ISC & MEA



APAC

**World's
#1 LCL
Consolidator**
(14% market share)#

Global Neutral FCL

Air Freight

D2D services

Value Added Services



35+

Years of Expertise



2400+

Direct Trade Lanes



3800+

Employees



643k*

FCL Volume (TEU)



8.5M*

LCL Volume (Cbm)



33k*

Air Volume (Tons)

*Export and import handling combined.

#As per internal estimates.



Core Business Strengths



**Leading Single
Brand Global
Network**



**Digital First
Approach**



**End to End
Logistics**



**Local
Expertise,
Globally**

Growth Drivers



New Markets & Products



Expansion in select hinterland geographies



Expansion in Africa



Strategic presence through alliance & partners in smaller countries



Increase presence and market share in LATAM



Expansion of retail business into international markets



Expanding FCL footprint



Creation of a global CFS product



Cross border E-commerce



Xcelerate
(Air+ Sea product)



Growth & expansion of new LCL products



Expanding Air product through new markets & strategic partnerships



Scale door-to-door offering

Strategic Focus Areas

Focus on growth of long-haul trade lanes

Launch of new trade lanes in the key identified markets

Technology led inside sales to capture long-tail customers in China, LATAM, & other markets

Sales Acceleration initiatives deeply integrated with CRM

Growth opportunities with regional & local accounts

Cost Initiatives

Staff Restructuring



Consolidating front and back-office functions into SSC for scale and efficiency



Introduction of AI to eliminate identified operational processes to optimize staff cost

Processes & Systems



Process optimization is elevating quality, productivity, utilization, and standards while reducing complexity



iTopaz, is being re-architected to a cloud native & AI enabled platform

AI & Automation



AI and RPA automation for improved overall experience



Strong pipeline of AI projects across Sales, Operations, and Finance

Procurement



Improve yield by optimized procurement



Long standing carrier relations with assured capacity access



Future AI Roadmap for **SCALABLE IMPACT**

Sales & Pricing



Pricing Intelligence

Smart pricing with AI/ML, multi-factor recommendations at trade-lane level



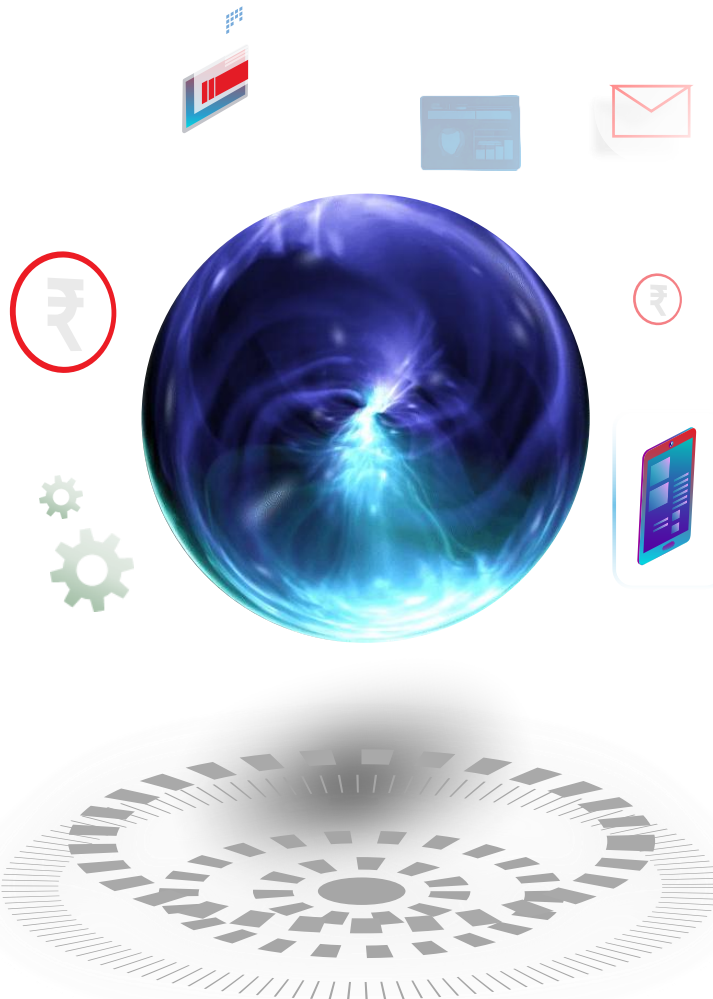
Marketing Automation

AI ensures accurate customer data, sharp targeting, and timely campaigns, driving higher engagement



AI Implemented for Consultative Selling

Quick customer research & profiling, empowering sales teams with smarter, faster conversations



Operations & Finance



Enquiry Email AI

captures enquiry emails, drafts responses, and routes for review ensuring speed, accuracy & control



Booking AI

seamlessly converts booking emails with layered human validation ensuring speed, accuracy & reliability



Document AI

Transforms unstructured documents into structured data, validated and updated into Topaz with human-in-the-loop



Invoice Intelligence

Transforms invoices & documents into structured data, automating processing for faster approvals & payments



Finance AI (FACT)

AI-powered financial insights enable proactive decisions with deviation analysis, real-time alerts & faster actions

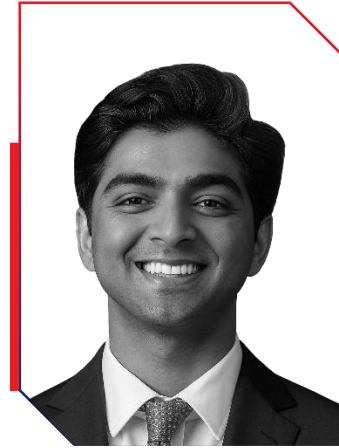
Board of Directors



Shashi Kiran Shetty
Founder & Chairman



Adarsh Hegde
Managing Director



Vaishnav Shetty
Deputy Managing
Director



Arathi Shetty
Non-Executive Director



Hetal Gandhi
Non-Executive,
Independent Director



Deepak Shetty
Non-Executive,
Independent Director



Shantanu Bhadkamkar
Non-Executive,
Independent Director



Radha Ahluwalia
Non-Executive, Independent
Director

Leadership Team



Stephen Dunn
Chief Financial Officer,
Allcargo Global



Jan Kleine-Lastheus
Chief Operating
Officer, ECU Worldwide



Marc Stoffelen
Global Head KAM,
ECU Worldwide



Rahul Rai
Chief Commercial
Officer –LCL, ECU
Worldwide



Rajneesh Garg
Chief Information
Officer, ECU
Worldwide



Hareram TS
RCEO – ISC & SEA,
ECU Worldwide



Niels Bach Nielsen
RCEO – North America,
ECU Worldwide



Simon Bajada
RCEO – Europe, ECU
Worldwide



Jayesh Tanna
RCEO – MEA, ECU
Worldwide



Manish Gogia
RCEO – North Asia,
ECU Worldwide



Sergio Rodrigues
RCEO – Latin America,
ECU Worldwide



Wang Qiang
MD – China, ECU
Worldwide

Consolidated Income Statement

Particulars (Rs Cr)	FY26	FY25	YoY
Revenue from operations	12,758	14,077	-9%
Direct Overheads	9,992	11,327	
Gross Profit	2,766	2,750	1%
Gross Margin (%)	22%	20%	200 bps
Employee Expenses	2,038	1,836	
Other Expenses	687	575	
FOREX (Loss)	47	14	
EBITDA	-6	325	-
EBITDA Margin (%)	0%	2%	-
Depreciation	190	196	
EBIT	-196	129	-
Other Income	38	29	
Finance cost	73	75	
Share of JV	3	12	
Pre-Exceptional PBT	-228	95	-
Exceptional Item	-55	-21	
Post Exceptional PBT	-283	74	-
Tax/(Tax credit)	8	31	
Profit After Tax	-290	43	-
PAT Margin (%)	-2%	0%	-

Consolidated Balance Sheet

ASSETS (Rs Cr)	Mar-26	Mar-25
Non-current asset	1,987	1,730
Property, Plant and Equipment	206	207
Capital work-in-progress	1	0
Right to Use	367	296
Goodwill	620	538
Other Intangible Assets	132	150
Investment accounted for using equity method	135	146
Intangible Assets Under Development	31	26
Financial Assets		
(i) Investments	22	19
(i) Loans	32	41
(i) Other Financial Assets	61	53
Deferred Tax Assets (Net)	306	205
Non Current Tax Assets (Net)	74	49
Other Non-Current Assets	1	2
Current assets	3,173	3,481
Contract Assets	454	159
Financial Assets		
(i) Current Investments	5	6
(ii) Trade Receivables	1,994	2,410
(iii) Cash and Cash Equivalents	374	499
(iv) Bank balances other than (iii)	22	29
(v) Loans	36	43
(vi) Other Financial Assets	10	13
Current Tax Assets	48	21
Other Current Assets	231	302
TOTAL	5,160	5,211

EQUITY AND LIABILITIES (Rs Cr)	Mar-26	Mar-25
EQUITY	1,342	1,482
Equity Share Capital	197	0
Equity Shares Issuable Pursuant to Demerger	0	197
Other Equity	1,099	1,242
Non Controlling Interest	46	44
Non-Current Liabilities	340	283
Financial Liabilities		
(i) Borrowings	20	8
(ii) Lease Liability	286	240
(iii) Other Financial Liability	0.09	0.35
Long Term Provisions	3	3
Employee benefit Obligations	5	2
Deferred Tax Liabilities (Net)	25	29
Other non-current liabilities	0.06	0.07
Current liabilities	3,479	3,446
Contract Liabilities	615	635
Financial Liabilities		
(i) Borrowings	918	929
(ii) Lease Liability	113	81
(iii) Trade Payables	1,439	1,443
(iv) Other Financial Liabilities	176	171
Employee benefit Obligations	97	80
Other Current Liabilities	95	71
Current Tax Liabilities (Net)	27	36
TOTAL	5,160	5,211

Consolidated Cash Flow

Particulars (Rs. Cr)	Mar-26	Mar-25
PBT before JV/Associates & after exceptional items	-285	62
Adjustments	329	314
Operating profit before working capital changes	42	377
Changes in working capital	184	-279
Cash generated from operations	226	98
Income Tax Paid	-139	-98
Net Cash from Operating Activities	87	-0.24
Net Cash from Investing Activities	-0.14	-35
Net Cash from Financing Activities	-278	202
Net Change in Cash and Cash Equivalents	-191	166
Opening Cash Balance	499	321
Add: Exchange difference on translation of forex Cash & Cash equivalents	65	11
Closing Cash Balance	373	499

THANK YOU



Investor Relations

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