August 05, 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 first quarter June 30, 2026, to be discussed at Earnings Conference Call which has been scheduled on **Thursday, August 6, 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 RAMJEET SINGH
Digitally signed by SHEKHAR RAMJEET SINGH
Date: 2026.08.05 21:17:31 +05'30'

**Shekhar R Singh**
**Company Secretary**
**Membership No. F12881**

**Encl: a/a**


# Allcargo Logistics Ltd

## Investor Presentation Q1FY27

## Safe Harbor

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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)

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**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)

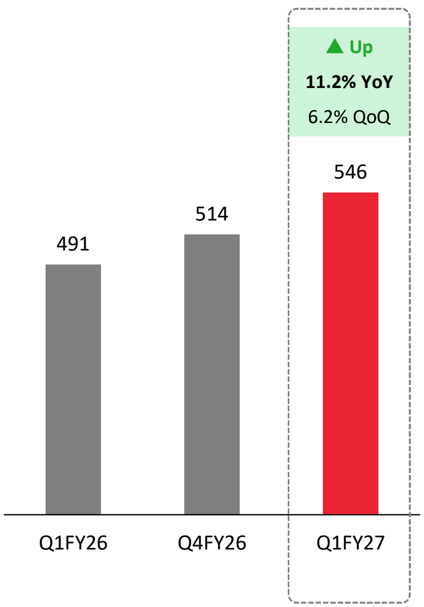
**Yield Improvement**

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

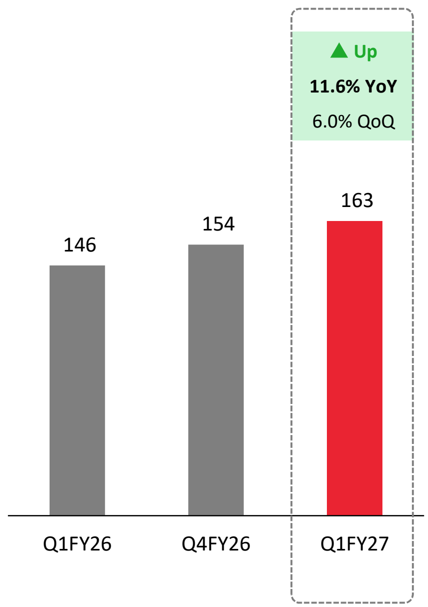
# Consolidated Financial Highlights – Q1FY27

*Strong Revenue and Profitability growth*

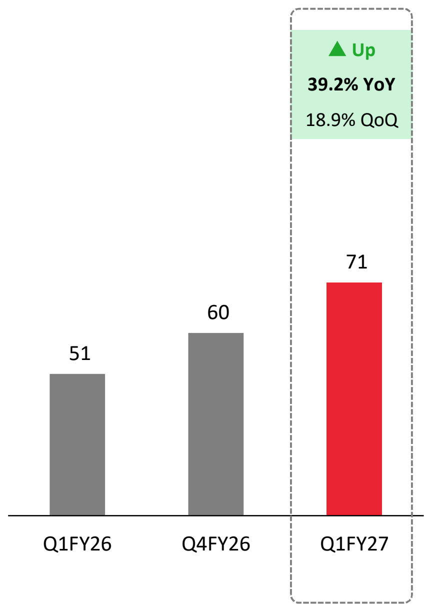
**Revenue from Operations (Rs Cr)**



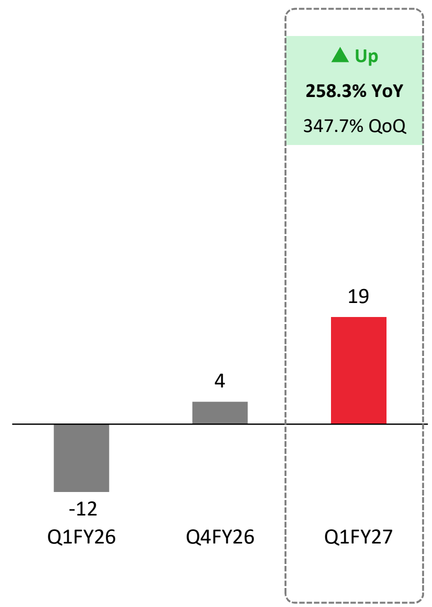

**Gross Profit* (Rs Cr)**




**EBITDA* (Rs Cr)**




**PBT** (Rs Cr)**

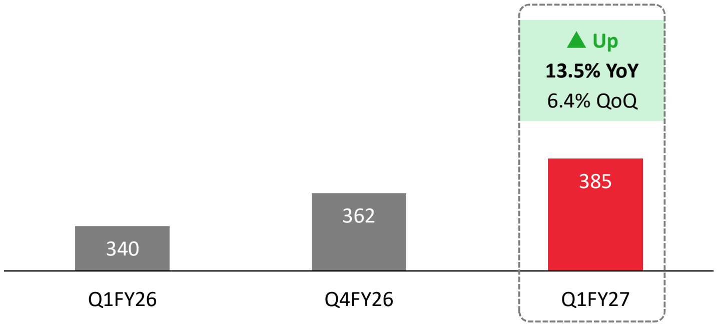



*Excluding Other Income
**Excluding Exceptional Items

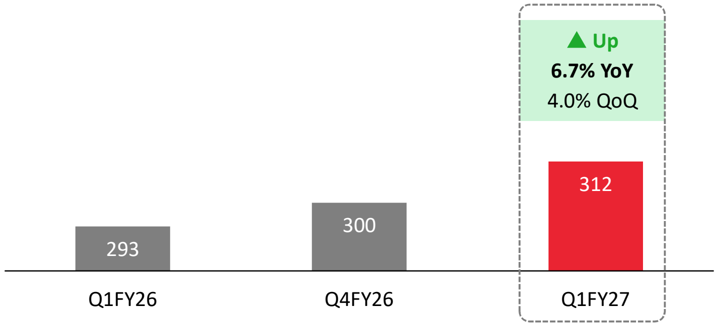
## Key Performance Indicators – Q1FY27

*13.5% growth in Express Driven by Volume and Yield*

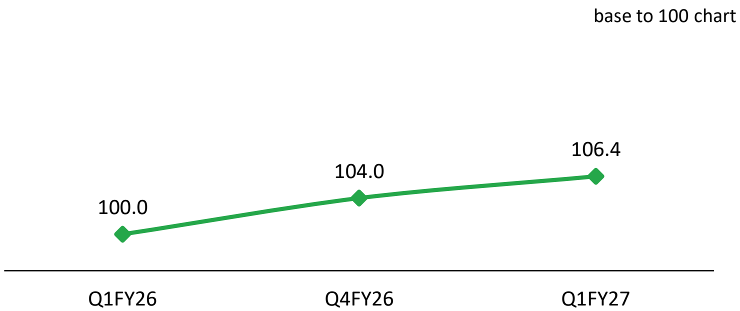
### Express Revenue (Surface + Air) - Rs Cr



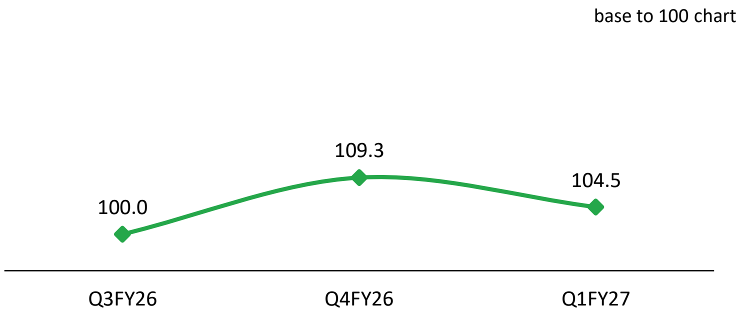

### Express Volume ('000 Tons)




### Realization per ton

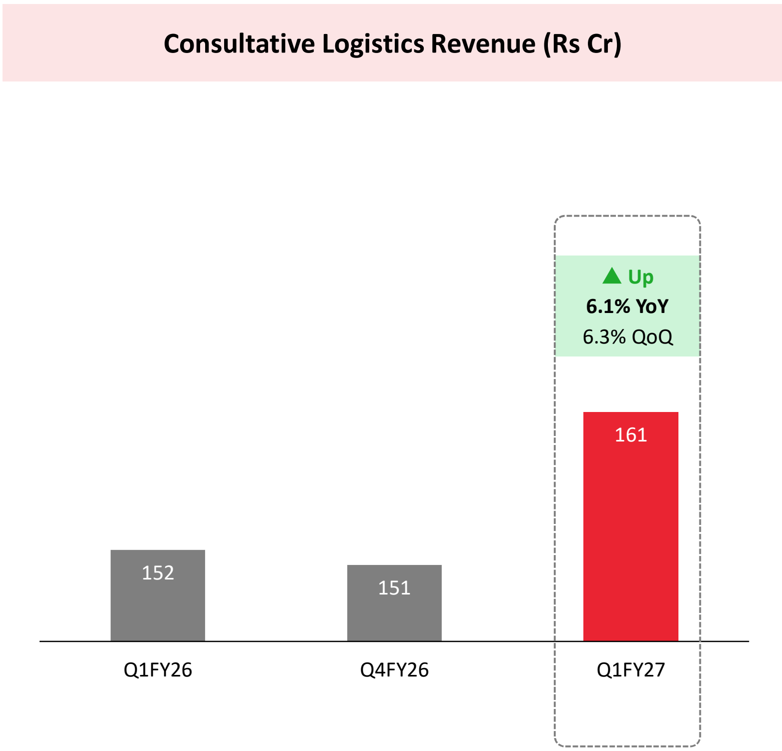


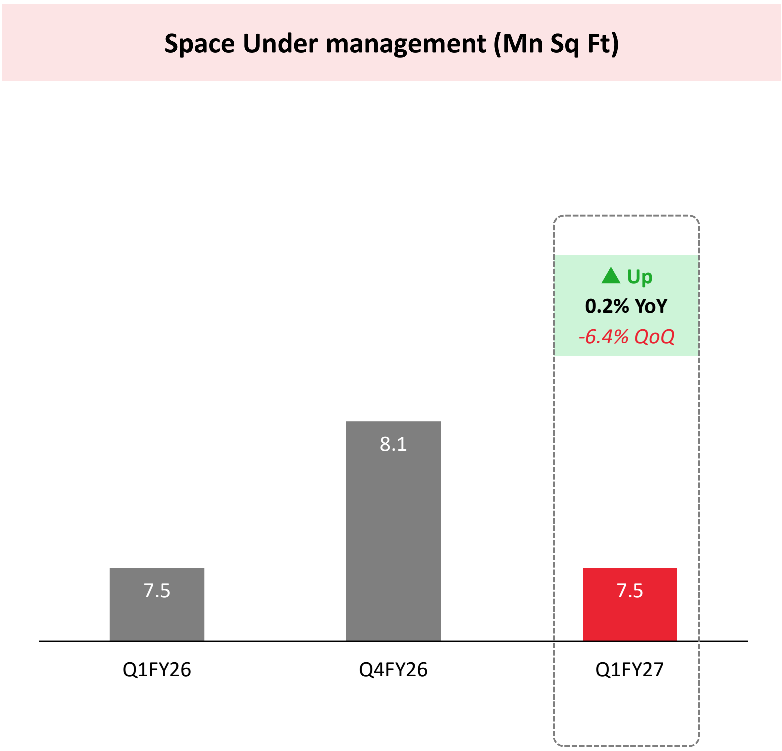

### Net Service Level



## Key Performance Indicators – Q1FY27

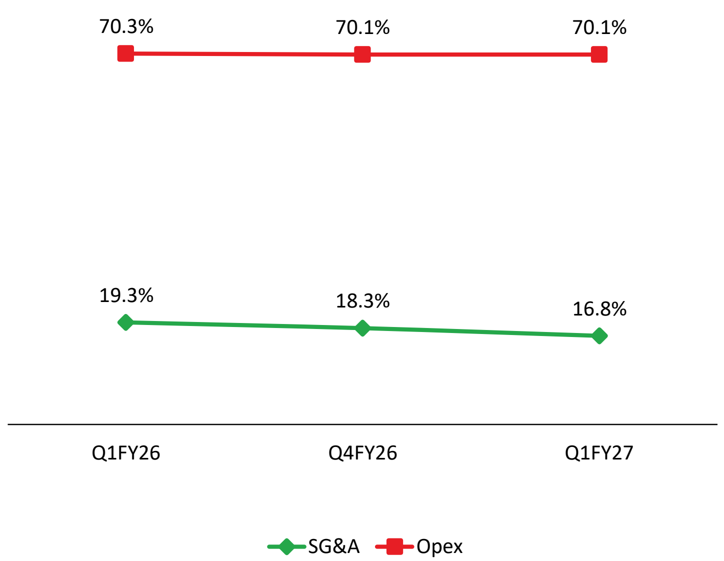
*6.1% growth in CL with enhanced revenue efficiency*



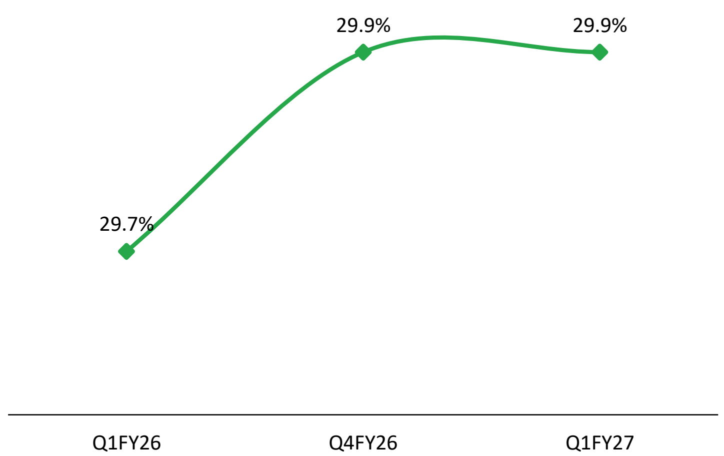



# Consistent focus on Operating Leverage to Drive Margin Expansion

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




**Consol Gross Margin (%)**



## Driving Sustainable Growth & Profitability
*The 4 P Approach*

allcargo LOGISTICS

### 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

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### 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

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## 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 A Havas company | 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

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| 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 (%)*** | ***30%*** | ***30%*** | | ***30%*** | |
| Employee Expenses | 54 | 55 | | 53 | |
| Other Expenses | 38 | 40 | | 41 | |
| **EBITDA** | **71** | **51** | **39.2%** | **60** | **18.9%** |
| ***EBITDA Margin (%)*** | ***13%*** | ***10%*** | | ***12%*** | |
| 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** | **258.3%** | **4** | **347.7%** |
| ***PBT (%)*** | ***3%*** | ***-2%*** | | ***1%*** | |
| Exceptional Items | - | 6 | | 12 | |
| **Post Exceptional PBT** | **19** | **-6** | **416.7%** | **16** | **16.1%** |
| Tax/(Tax credit) | 5 | 4 | | -4 | |
| **Profit After Tax** | **14** | **-10** | **237.1%** | **20** | **-33.0%** |

# Extensive Efforts Across Environmental, Social and Governance Aspects

allcargo LOGISTICS

## 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 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

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**Allcargo Logistics Limited**

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