November 3, 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 second quarter ended September 30, 2026, to be discussed at Earnings Conference Call which has been scheduled on **Wednesday, November 4, 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: 2026.11.03 21:38:57 +05'30'

Shekhar R Singh
Company Secretary
Membership No. F12881

Encl: a/a



Allcargo Logistics Ltd

Investor Presentation Q2 & H1FY27

Safe Harbor

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How We Win – Express Logistics (Q2 FY27)

Service Quality

Building a Customer Service Quality Obsession – **Brilliant Basics**, powered by **ONE TEAM – ONE GOAL** focus across the value chain

Volume Growth

"Deliver the Service, Deserve the Volume" – volume growth through Customer Segment led thinking on service delivery

Yield Improvement

"Deliver Value, Command Value" – Service equation led pricing approach

Network Depth

Pan-India surface express network reaching deep into **Tier 2–4 towns**, connecting MSMEs to national markets

Time-Definite Speed

Premium time-definite products, including **24-hour air express** across metro cities

Digital Visibility

Unified **GEMS, Oracle Fusion** platforms and digital tools for real-time shipment tracking and faster billing-to-cash

Core pillars Additional growth levers

How We Win – Contract Logistics (Q2 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**

Yield Improvement

"Deliver More from Less" – Efficiency led revenue growth

Technology & Automation

WMS-driven, automation-enabled warehouses lifting **inventory accuracy, throughput and productivity**

Integrated Platform

Contract logistics + express distribution under one roof – **warehouse-to-doorstep** solutions

Scalable Capacity

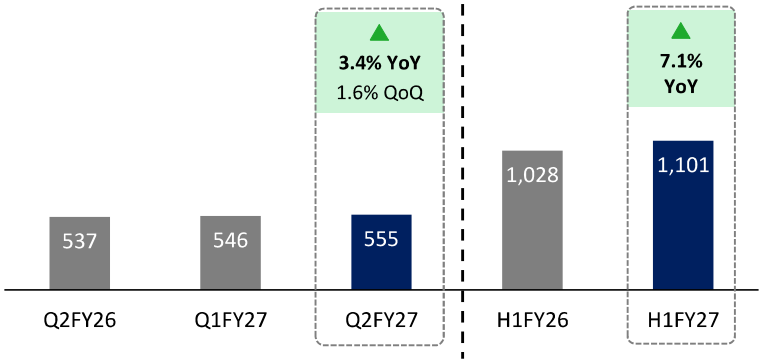
Flexible multi-user and built-to-suit warehousing in **key consumption hubs**, ready for peak and festive demand

Core pillars Additional growth levers

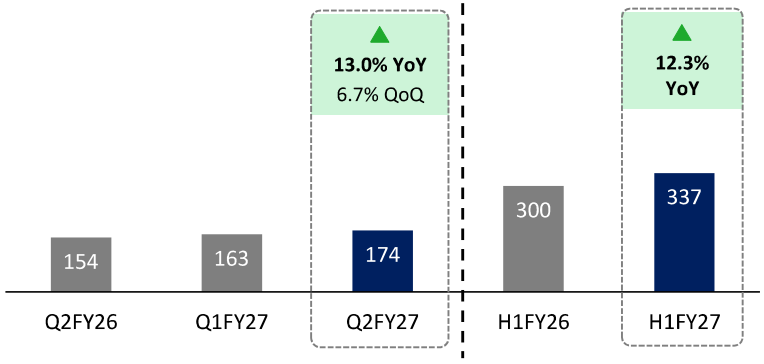
Consolidated Financial Highlights – Q2 & H1FY27

Strong Revenue and Profitability growth

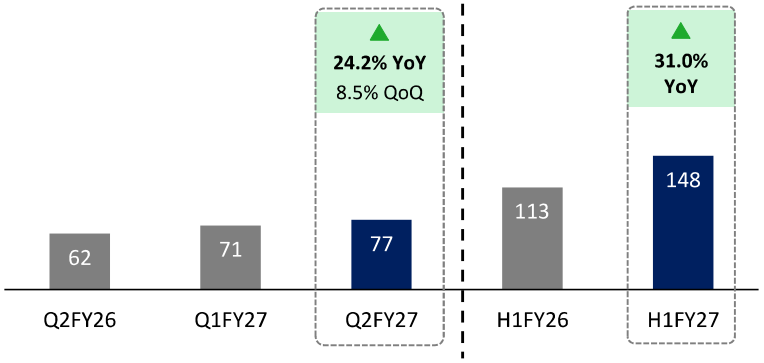
Revenue from Operations (Rs Cr)



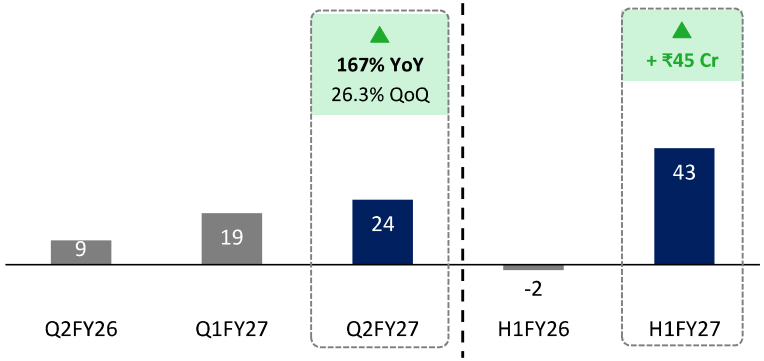
Gross Profit* (Rs Cr)



EBITDA* (Rs Cr)



PBT** (Rs Cr)

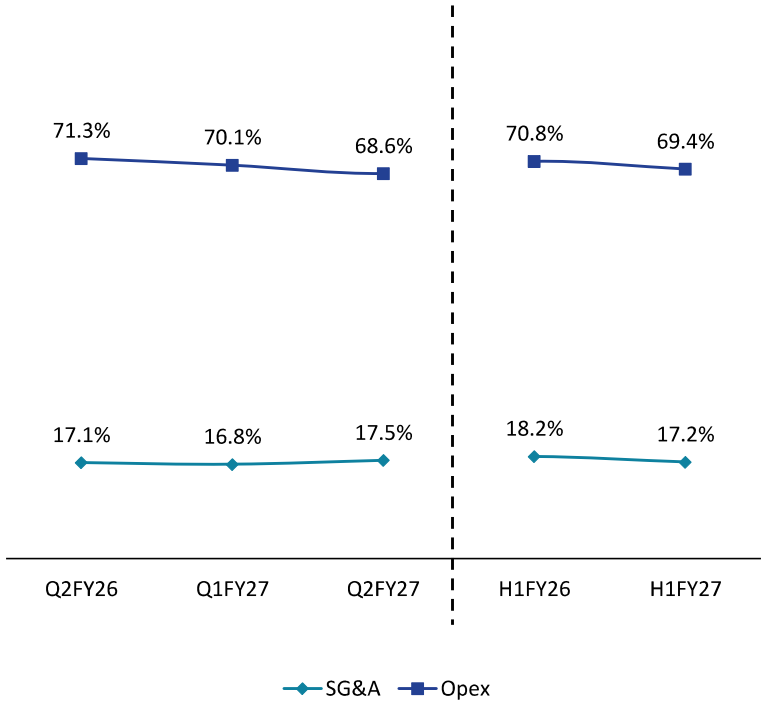


*Excluding Other Income

**Excluding Exceptional Items

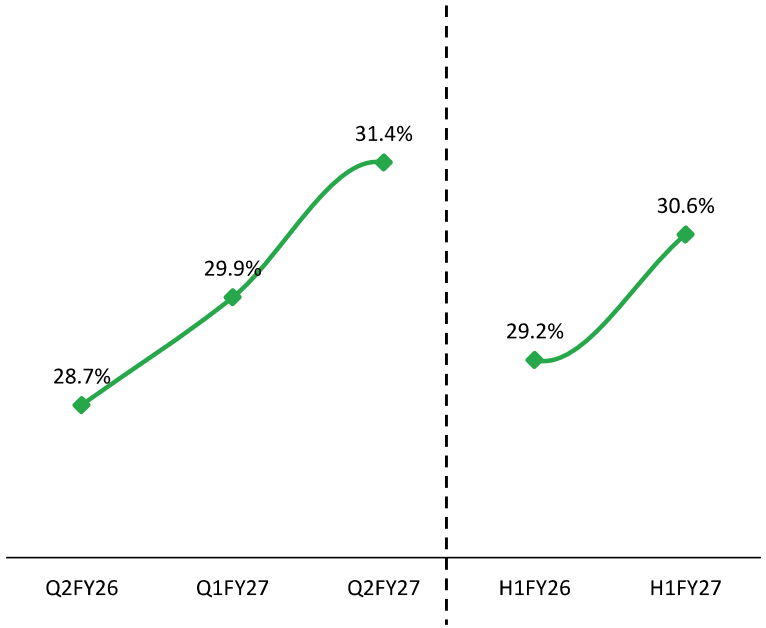
Consistent focus on Operating Leverage to Drive Margin Expansion

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



SG&A costs as % of revenue lower compared to last year on account of continued cost saving initiatives

Consol Gross Margin (%)

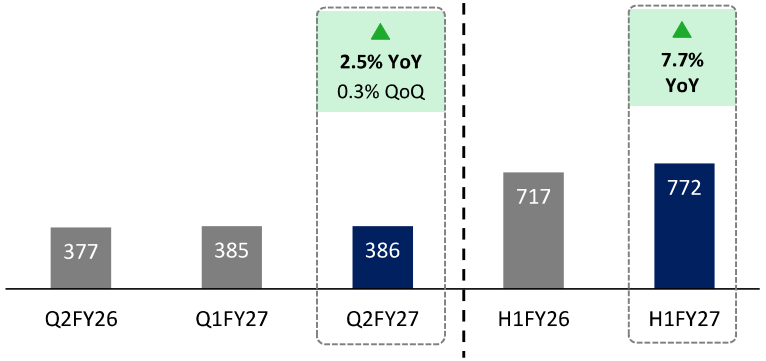


Gross Margin improvement in Express Business due to pass through of Fuel Price Hike, in Consultative Logistics, due to Portfolio & Warehouse optimization

Key Performance Indicators – Q2 & H1FY27

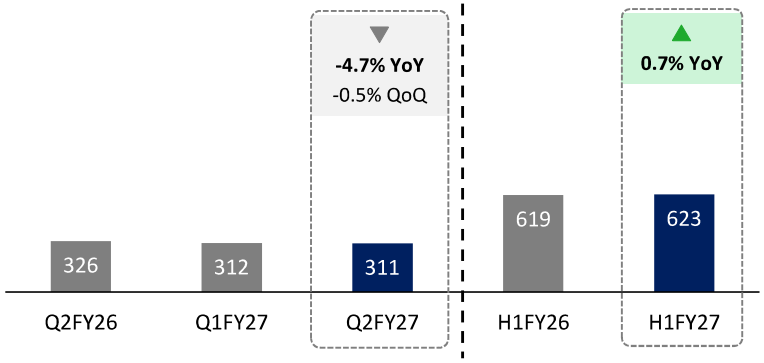
7.7% growth in Express Driven by Volume and Yield

Express Revenue (Surface + Air) - Rs Cr



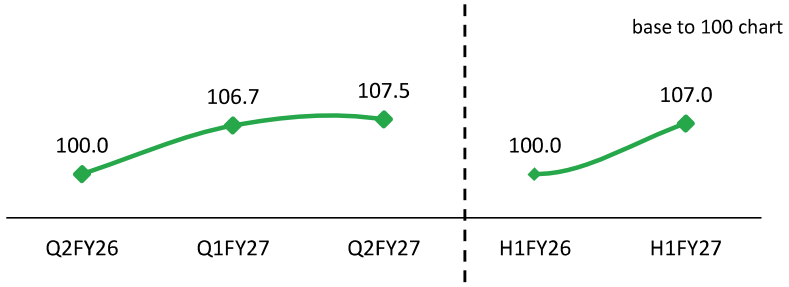
Growth in Revenue with higher Volumes & Realization/per ton

Express Volume ('000 Tons)

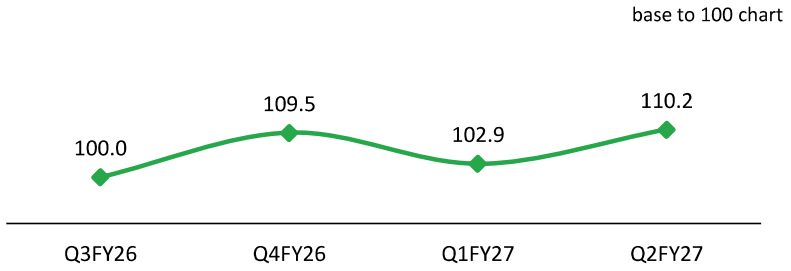


Volume up with Improved service quality Levels

Realization per ton



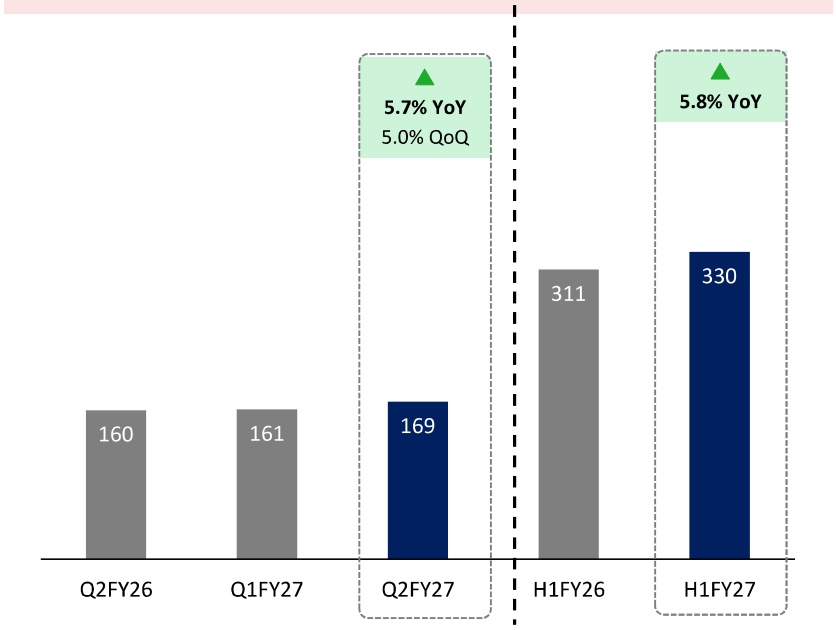
Net Service Level



Key Performance Indicators – Q2 & H1FY27

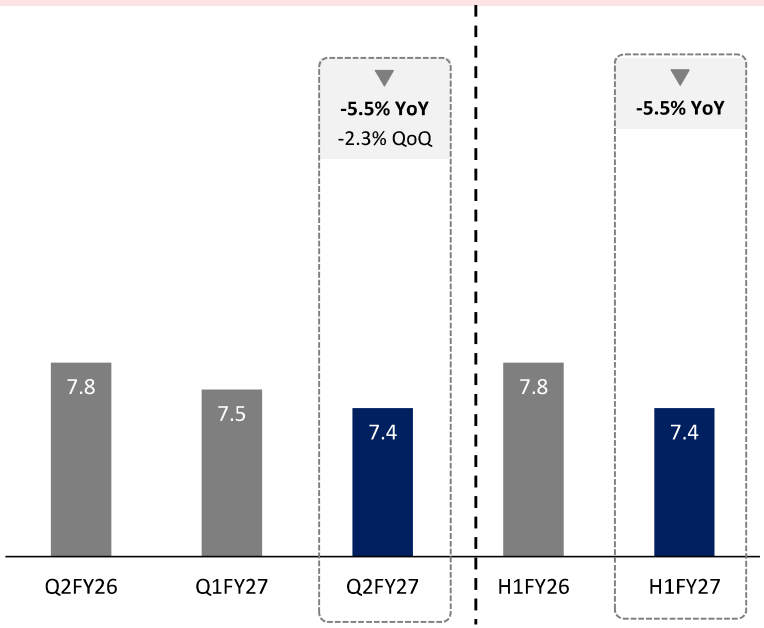
5.9% growth in CL with enhanced revenue efficiency

Consultative Logistics Revenue (Rs Cr)



Chemical segment continues to be a key area of strength with focus on offering towards the e-commerce segment

Space Under management (Mn Sq Ft)



Continuous review and optimise the customer and warehouse portfolio

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 100% serviceable 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

Air 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



Dinesh Kumar Lal
Chairman

Senior professional with extensive experience in the logistics and supply chain industry and has been associated with the Company/Group for several years. He has held senior leadership positions and possesses significant experience in business strategy, operations, management and corporate governance.



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.



Vijay Nehra
Additional Director (Chief Transformation Officer & MD Designate)

27+ years of leadership experience across supply chain, logistics, operations, finance, transformation and strategy. He has held senior leadership positions at Ozone Pharmaceuticals, Indiabulls Group and Hindustan Unilever, with expertise in business restructuring, operational excellence, logistics, finance and strategy



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



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.



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



Russell Parera
Non-Executive, Independent Director

Fellow Chartered Accountant with over 40 years of experience spanning audit, assurance, corporate governance, strategy and risk management. He has held senior leadership positions at PwC, including Partner & Assurance Leader and served as CEO of KPMG India from 2006 to 2012, besides being a member of KPMG's International and EMA Regional Boards.

Management Team



Ketan Kulkarni*
Managing Director & CEO

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



Vijay Nehra**
Chief Transformation Officer & Managing Director Designate

27+ years of leadership experience across supply chain, logistics, operations, finance, transformation and strategy



Deepak Pareek
Chief Financial Officer

25+ 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

* Mr. Ketan Kulkarni will assume the role of Chief Growth Officer, Allcargo Group, effective January 1, 2027
** Mr. Vijay Nehra will assume the role of MD & CEO of Allcargo Logistics from 1 January 2027

Consolidated Profit & Loss

Particulars (Rs Cr)	Q2FY27	Q2FY26	YoY	Q1FY27	QoQ	H1FY27	H1FY26	YoY
Revenue from Operations	**555**	**537**	**3.4%**	**546**	**1.6%**	**1,101**	**1,028**	**7.1%**
Direct Overheads	381	383		383		764	728	
Gross Profit	**174**	**154**	**13.0%**	**163**	**6.7%**	**337**	**300**	**12.3%**
Gross Margin (%)	***31.4%***	***28.7%***		***29.9%***		***30.6%***	***29.2%***	
Employee Expenses	56	53		54		110	108	
Other Expenses	41	39		38		79	79	
EBITDA	**77**	**62**	**24.2%**	**71**	**8.5%**	**148**	**113**	**30.1%**
EBITDA Margin (%)	***13.9%***	***11.5%***		***13.0%***		***13.4%***	***11.0%***	
Depreciation	48	51		51		99	102	
Right of use assets	*41*	*43*		*44*		*85*	*86*	
Property, plant and equipment	*7*	*8*		*7*		*14*	*16*	
EBIT	**29**	**11**	**163.6%**	**20**	**45.0%**	**49**	**11**	**345.5%**
Other Income	10	13		14		24	18	
Finance Cost	15	15		15		30	31	
Lease liabilities	*13*	*13*		*13*		*26*	*26*	
Other than lease liabilities	*2*	*2*		*2*		*4*	*5*	
Pre-Exceptional PBT	**24**	**9**	**166.7%**	**19**	**26.3%**	**43**	**-2**	**-**
PBT (%)	***4.5%***	***1.7%***		***3.5%***		***3.9%***	***-0.2%***	
Share of Profit from JV	1	-		-		1	-	
Exceptional Items	-	-15		-		-	-9	
Post Exceptional PBT	**25**	**-6**	**-**	**19**	**31.6%**	**44**	**-11**	**-**
Tax/(Tax credit)	6	-1		5		11	4	
Profit After Tax	**19**	**-5**	**-**	**14**	**35.0%**	**33**	**-15**	**-**

Consolidated Balance Sheet

Assets (Rs Cr)	Sep-26	Mar-26
Non-current Asset	**983**	**1,032**
Property, Plant And Equipment	121	132
Capital work-in-progress	-	1
Right To Use	541	519
Goodwill	125	125
Intangible Assets	6	7
Intangible Assets Under Development	3	2
Financial Assets		
- Investments in associates	2	-
- Other	54	56
Deferred Tax Assets(net)	68	69
Non Current Tax Assets (Net)	60	118
Other Non-current Assets	3	3
Current Assets	**775**	**704**
Financial Assets		
(i) Investments*	109	-
(ii) Trade Receivables	454	429
(iii) Cash And Cash Equivalents	25	73
(iv) Bank Balances Other Than (iii)	17	58
(v) Loans	45	-
(vi) Other Financial Assets	31	38
(vii) Other Current Assets	83	88
(viii) Assets Held For Sale	11	18
Total	**1,758**	**1,736**

Equity And Liabilities (Rs Cr)	Sep-26	Mar-26
Equity	**606**	**574**
Equity Share Capital	300	300
Equity attributable to equity holders of the Parent	306	274
Non-current Liabilities	**502**	**498**
Financial Liabilities		
(i) Borrowings	14	18
(ii) Lease Liability	454	445
(iii) Other Financial Liability	3	6
Provisions	30	27
Other non-current liabilities	1	2
Current Liabilities	**650**	**664**
Financial Liabilities		
(i) Borrowings	82	84
(ii) Lease Liability	151	146
(iii) Trade Payables	210	198
(iv) Other Financial Liabilities	180	203
Other Current Liabilities	16	22
Provisions	11	11
Total	**1,758**	**1,736**

*Current Investments represents investment in liquid mutual funds

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

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