September 25, 2025

To,	To,
BSE Limited,	The National Stock Exchange of India Limited,
Department of Corporate Services,	The Listing Department,
Phiroze Jeejeebhoy Towers,	Bandra Kurla Complex,
Dalal Street,	Mumbai- 400 051.
Mumbai- 400001	
Scrip Code**- 532749**	Scrip Symbol- **ALLCARGO**

Subject: Investor Presentation

Dear Sir/Madam,

With reference to our letter dated September 10, 2025 and pursuant to Regulation 30(6) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), read with Clause 15 of Part A of Schedule III of the Listing Regulations, we are enclosing herewith the Investors Presentation of Analyst day 2025.

The above information will also be available on the website of the Company on https://www.allcargologistics.com

Request you to kindly take the same on record.

Thanking you,
Yours faithfully,

For Allcargo Logistics Limited

Swati Singh
Company Secretary & Compliance Officer
Membership No.: A20388

ALLCARGO LOGISTICS LIMITED
Allcargo House, 6ᵗʰ Floor, CST Road, Kalina, Santacruz (E), Mumbai - 400 098. Maharashtra. India.
T: +91 22 6679 8110 | www.allcargologistics.com | CIN: L63010MH2004PLC073508 | GSTN:
27AACCA2894D1ZS e-mail id: investor.relations@allcargologistics.com

allcargo
Ingenuity In Motion

Allcargo Group
Analyst Day 2025

Care for Environment & Society

Environmental

Energy & Emissions

- **100% Carbon Neutral** by 2040
- **13% energy from renewables**, doubled since ESG journey
- **500+ EVs & CNG** last-mile trucks introduced

Social

Diversity, Inclusion & Equity

- **50%+ women** in International Supply Chain business
- **35%+ women** across the group

Community Development

- **50,000+ people benefited** in FY25
- **1.1M+** trees planted till date

Labour Practices & Human Rights

- Zero child/forced labour
- Zero human rights violations

Occupational Health & Safety

- **Best in industry standards**

Governance

Corporate Governance

- **Zero non-compliance** with regulations year-on-year

Cybersecurity

- Best in industry ratings
  - Cybersecurity Posture Score – **790 (Advanced)**
  - Cybersecurity Exposure Score - **250 (Low Risk)**

Sustainable Supply Chain

- **100% suppliers** ESG-screened by 2040
- **Tier-1 suppliers** under assessment

Group Strategy

Past 5 years

Exited non-core businesses

Simplified structure – independent management

Investment in technology and **best-in-class cyber security**

Growth initiatives - New markets, new products, new business offerings (new CFS, Nordic, Latin America, CL diversification)

Next 5 years

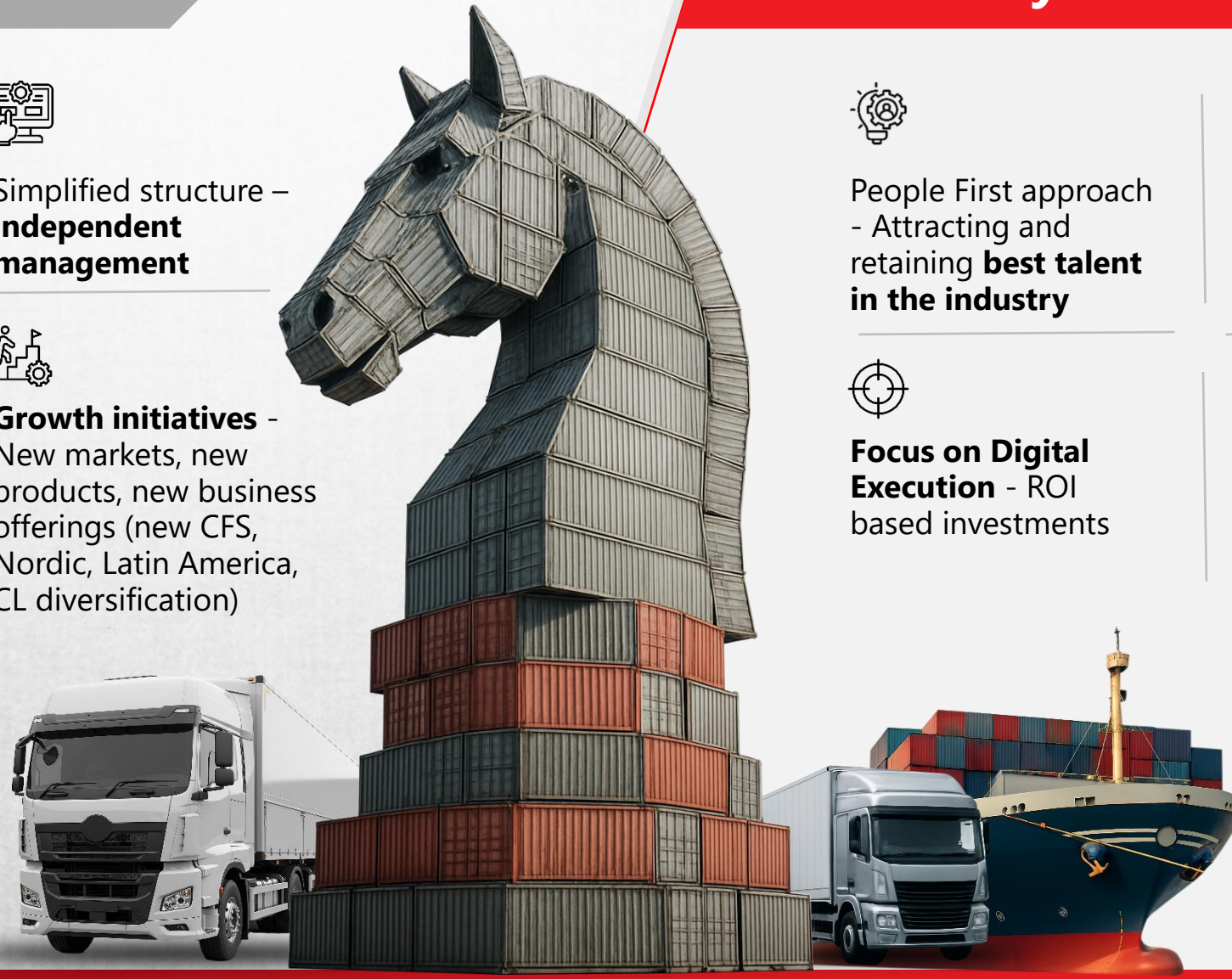People First approach - Attracting and retaining **best talent in the industry**

Value accretive growth - asset right, **capital efficient growth** to drive operating leverage

Focus on Digital Execution - ROI based investments

Leverage India's growth in our core businesses

International Supply Chain

Global Presence in International Supply Chain Business

ECU WORLDWIDE | allcargo LOGISTICS

	AMERICAS	EUROPE	ISC & MEA	APAC
Countries	50	37	68	25
Offices	134	52	122	67
Direct Trade Lanes	~250	~500	~250	~1400

Worlds #1 LCL Consolidator
(14% market share)

Global Neutral FCL

Air Freight

D2D services

35+
Years of Expertise

2400+
Direct Trade Lanes

4000+
Employees

650k*
FCL Volume (TEU)

9M*
LCL Volume (Cbm)

30k*
Air Volume (Tons)

*Export and import handling combined

Value Proposition

Unmatched Single Brand Global Network

Digital First Approach

End to End Logistics

Local Hands on the Deck

Growth Initiatives

New Markets & Products

- Deeper hinterland penetration in China
- Expansion in Africa
- Strategic presence through alliances in eastern Europe
- Aiming for higher market share in LATAM

- Expansion of retail business into additional international markets
- Expanding FCL footprint
- Creation of a global CFS product
- Cross border E-commerce

- E-comm return logistics
- Focused services for household goods in US, EU & Oceania
- Expanding Air product through new markets & strategic partnerships
- Scale door-to-door offering

Strategic Initiatives

- Focus on more profitable long haul trade lanes
- Launching 20+ new trade lanes in the US & LATAM
- 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
- Global FCL growth to be driven by ECU360's new digital procurement & sales platform, enabling wider participation in FCL sales

Cost Initiatives

Shared Services

- New global shared service center (SSC) structure with strategic hubs and partners
- Consolidating front and back-office functions into SSC for scale and efficiency

Processes & Systems

- A new Business Process Management Structure has been created globally
- 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

- Organization Excellence team driving automation of repetitive processes
- AI and RPA automation for improved overall experience
- Strategic AI partnerships
- Strong pipeline of AI projects across Sales, Operations, and Finance

Procurement

New global FCL product management will

- Improve yield by optimized procurement
- Long standing carrier relations guarantee capacity access

Digital & AI Initiatives Deployment phase

AQUA – Email-to-Quote AI

Live across **4** countries and has delivered significant efficiency gain – reducing time by ~60%

Operation Assistant (ELMA)

Guides teams with up-to-date **SOP document** for compliance and faster execution

Customer Retention/ SARA – AI for Sales

Customer Retention – Deployed AI/ML-driven retention across **25+ countries**. Early pilots achieved **lower attrition** among contacted customers

Future AI Roadmap for
SCALABLE IMPACT

Sales & Pricing

Glympse AI for Consultative Selling
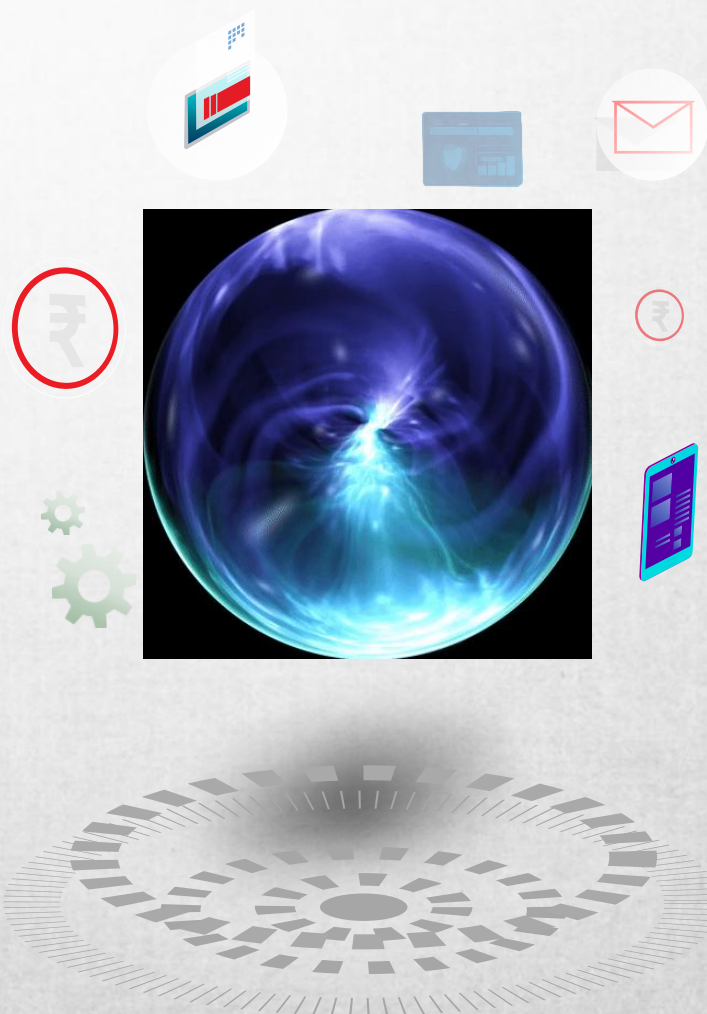Quick customer research & profiling, empowering sales teams with smarter, faster conversations

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

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

Operations & Finance

Eera – 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

ECU360: Acclaimed best in class digital platform

Seamlessly offers 2400+ trade lanes from any corner of the world to any corner of the world

Key Features

Quick quotes

Instant booking

Dynamic dashboard

Track and trace

Going forward it will **leverage** data science, predictive visibility, and process automation to deliver smarter, faster, & more personalized **customer experiences**.

>60% quotes digital

>50% booking digital

Upcoming Products & Features

Domestic trucking

FCL

Direct to fulfilment centres

Air Freight

Sustainability & **CO$_2$** Visibility – Carbon estimation on quotes & bookings.
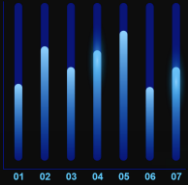
New Revenue Streams

White-Label Solution

Trade Finance Integration

New Customer Segments

Financial Initiatives

Finance transformation

Deployment of **MS D365**, a single global platform with high automation capabilities

Deployment of **Oracle Hyperion** to strengthen performance management & analytics & improve business planning

Cost optimization

Global shared service centers for AR/AP/GL – Cost arbitrage and efficiency gains

Efficient capital management

Optimize working capital & debt – Factoring / cash pooling / hedging /credit control
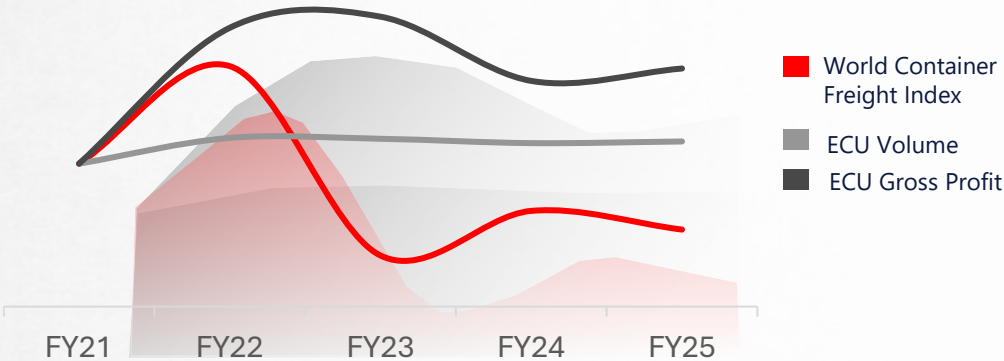
Other initiatives

Rationalizing holding structure – eliminating layers

Eliminate intercompany inefficiencies – netting platform

Focus on treasury management and business partnership
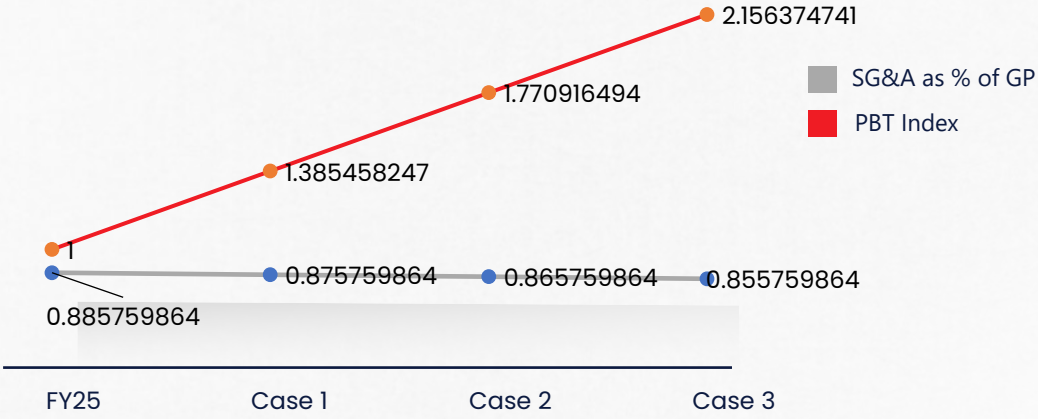
Steady performance in volatile market

Resilience and yield enhancement

Legend:
- World Container Freight Index (red)
- ECU Volume (grey)
- ECU Gross Profit (black)

X-axis: FY21, FY22, FY23, FY24, FY25

World container Index, a key indicator of freight rates, has continued to drop in the last 12 months

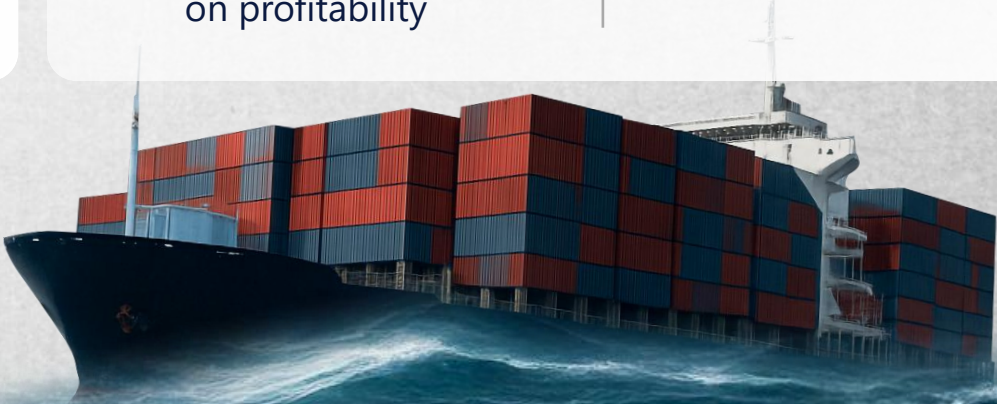During the same period, our Gross Profit has increased

Focus on Operating Leverage

Legend:
- SG&A as % of GP (grey)
- PBT Index (red)

PBT Index values: 1, 1.385458247, 1.770916494, 2.156374741

SG&A as % of GP values: 0.885759864, 0.875759864, 0.865759864, 0.855759864

X-axis: FY25, Case 1, Case 2, Case 3

Operating leverage to have a multiplier effect on profitability

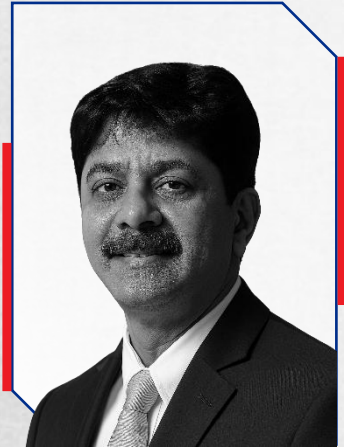Volume growth to exceed inflation in SG&A cost

*Charts indexed to 100

Aspiration

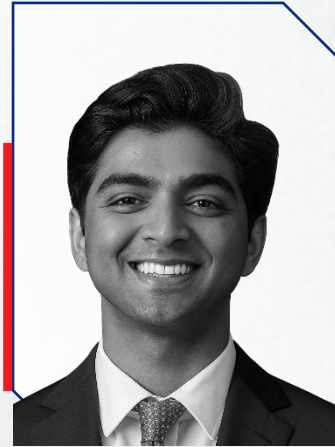| Particulars	FY25	FY26	FY27	FY30
LCL Volume (Mn Cbm)	8.9	8.6	9.1	11
FCL Volume (TEUs)	640k	660K	720K	1000K
Air Volume (Tons)	34K	36K	40K	60K
Gross Profit (Rs. Cr)	2750	2975	3200	3900
SG&A (Rs. Cr)	2423	2600	2700	3100
EBITDA (Rs. Cr)	327	375	500	800

GROUP MANAGEMENT

Adarsh Hegde
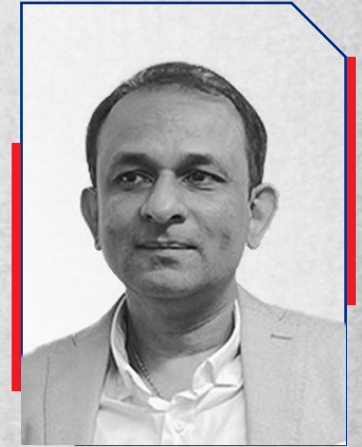Managing Director,
Allcargo Logistics

Ravi Jakhar
Director Strategy &
Group CFO

Vaishnav Shetty
Director & Group Chief
Digital Officer

INDRANI CHATTERJEE
Group Chief Human
Resource Officer

KAPIL MAHAJAN
Group Chief Information &
Technology Officer

MANAGEMENT TEAM – ECU
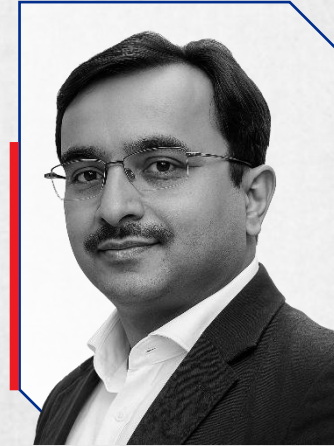

Marc Stoffelen
Global Head KAM

Simon Sachu
CCO, Global Air,
FCL & Procurement

Jan Kleine-Lastheus
Chief Operating Officer

Stephen Dunn
Global Finance Director

Rahul Rai
Chief Commercial
Officer – Global LCL

Rajneesh Garg
Chief Information
Officer

Hareram TS
RCEO – ISC & SEA

Niels Bach Nielsen
RCEO – North America

Simon Bajada
RCEO - Europe

Jayesh Tanna
RCEO - MEA

Manish Gogia
RCEO – North Asia

Sergio Rodrigues
RCEO – Latin America