LEAP™
A SOLUTIONS COMPANY

Date: August 31, 2026

To,
Listing Department
BSE Limited
Phirozee Jeejeeboy Towers,
Dalal Street, Fort, Mumbai – 400001.
Scrip Code: 544865

To,
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai – 400051
Symbol: LEAPIND

Dear Sir/ Ma'am,

Subject: Press Release along with the Investor Presentation for Unaudited Financial Results for the quarter ended June 30, 2026

Dear Sir/ Madam,

In terms of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith a copy of the Press Release along with the Investor Presentation for the Unaudited Financial Results for the quarter ended June 30, 2026.

We request you to take the above on record.

Thanking you.
Yours faithfully,
For LEAP India Limited

CHIRAG BHARAT BAGADIA
Digitally signed by CHIRAG BHARAT BAGADIA
Date: 2026.08.31 20:56:36 +05'30'

Chirag Bagadia
Company Secretary, Compliance Officer and Head Legal
Membership No.: A21579

LEAP India begins its listed journey with profitable growth
Earnings Outpace Revenue: Q1FY27 Revenue Rises 19%; PAT Grows Faster at 30%

Mumbai, August 31st, 2026 (NSE: LEAPIND | BSE: LEAPIND)

LEAP India Limited ("LEAP" or "the Company"), India's largest on-demand asset-pooling platform, today announced its results for the quarter ended June 30, 2026 ("Q1FY27") - its first quarter performance as a listed company. The results mark a period in which LEAP not only extended its leadership at home, but also took its first concrete steps toward becoming a multi-geography pooling platform.

The Company delivered broad-based growth across its core pallet, container and material-handling-equipment (MHE) pooling businesses, even as it continued to integrate its CHEP India acquisition and lay the groundwork for its entry into the Gulf Cooperation Council (GCC) region.

Financial Performance at a Glance - Q1FY27

TOTAL INCOME	EBITDA	CASH PAT	PROFIT AFTER TAX
Rs. 2,134 Mn	Rs. 1,141 Mn	Rs. 812 Mn	Rs. 247 Mn
▲ 19% YoY	▲ 21% YoY | 53.5% Margin	▲ 23% YoY | 38.1% Margin	▲ 30% YoY | 11.6% Margin

Strategic and Business Highlights

Landmark Public Listing

LEAP marked its debut as a listed company with a Rs. 24,800 Mn IPO on August 14th - a milestone that formalises its position as India's category leader in on-demand asset pooling. The issue included a fresh issue component of Rs. 4,800 Mn, purposefully deployed: Rs. 3,600 Mn toward debt repayment and Rs. 1,200 Mn towards general corporate purposes.

The effect is a visibly de-levered, more efficient balance sheet - freeing up future cash flow that would otherwise have serviced debt, and giving the Company materially greater headroom to fund its next phase of expansion, whether organic or inorganic, from a position of financial strength rather than constraint.

Marquee Investor Backing

Perhaps the clearest vote of confidence in LEAP's story is what didn't change at listing: KKR remains firmly invested, retaining an approximately 35% stake post-IPO. In a market where private equity sponsors typically use an IPO to trim exposure, continuity at this scale is a signal in itself - one of conviction in the platform's compounding potential, not an exit.

That anchor holding, combined with broader participation from new institutional and public investors through the offering, gives LEAP a shareholder base that is both deep and aligned - precisely the kind of ownership structure investors look for in a company entering its next growth phase as a public entity.

Expanding Asset Base

LEAP's owned and managed asset base grew 9% to reach 14.9 Mn units - pallets, containers and material-handling equipment pooled across its national network. What stands out is not the asset growth itself, but its relationship to revenue: income grew more than twice as fast, at 19%, over the same period.

That gap between asset growth and income growth is the clearest evidence of a business sweating its existing pool harder - extracting more revenue per unit deployed rather than simply buying its way to growth. It is the kind of operating leverage that compounds margins as the network scales.

Deepening Customer Network

LEAP now serves 1,000+ customers across 10,500 touchpoints nationally, a network built on long-standing relationships with blue-chip manufacturers and retailers who depend on it for mission-critical supply-chain infrastructure. Churn among this base remains below 1% - a retention profile more typical of an annuity business than a logistics-asset provider.

That stickiness matters as much as the headline customer count: it signals a revenue base that is recurring and defensible, and a runway for LEAP to deepen wallet share within existing accounts even before counting a single new customer win.

Profitable Financial Growth

The most recent quarter underscores that LEAP's growth is translating into genuine earnings quality, not just top-line expansion. Q1 FY27 income grew approximately 19% year-on-year, while Profit After Tax grew meaningfully faster, at approximately 30%.

As fixed network costs are spread across a larger, better-utilised asset base and a growing customer footprint, a greater share of every incremental rupee of revenue is flowing straight through to the bottom line - the hallmark of a scaling platform business.

Next Phase of Expansion

Having built a dominant position in wooden pallet pooling in India, LEAP is pursuing four complementary growth levers: expanding Movement Hire to monetise each asset across multiple supply-chain movements; cross-selling pallets, containers and material-handling equipment to existing customers; extending its pooling model into new industries; and building its presence in the GCC.

The GCC represents a natural extension of LEAP’s platform, given the prevalence of Movement Hire, automation-led supply chains, growing ASRS adoption and future-ready logistics infrastructure. High labour costs, business-friendly policies and attractive government incentives further strengthen the case for asset pooling and mechanised handling.

Together, these levers provide LEAP with multiple, largely independent avenues for compounding growth-diversifying its growth drivers and significantly extending the runway ahead.

Key Financial Highlights – Q1FY27 over Q1FY26

- **Total Income** of Rs. 2,134 Mn, an uptick of 19% on a YoY basis
- **EBITDA** of Rs. 1,141 Mn, a 21% YoY growth, at a margin of 53.5%.
- **Profit After Tax** of Rs. 247 Mn (up 30%); Cash PAT of Rs. 812 Mn (up 23%)
- **Utilization:** 89.2% for pallets, 80.9% for MHE and 72.9% for containers
- **Network:** ~14.9 Mn pooled assets, serving 1,000+ customers across 10,500+ touchpoints and 28 fulfilment centres, supported by blue-chip relationships and less than 1% churn.

Management Commentary

"We have entered FY27 with two significant milestones - a successful public listing and a strong first-quarter performance.

Our listing marks the beginning of a new chapter for LEAP, enabling us to welcome a wider investor community and engage with shareholders through greater transparency and accountability. We are pleased to have our investors participate in LEAP's growth journey as we build a larger, more diversified and capital-efficient asset-pooling platform.

Our Rs. 24,800 Mn IPO includes a fresh issue of Rs. 4,800 Mn, of which Rs. 3,600 Mn has been used for repayment of debt and Rs. 1,200 Mn is for general corporate purposes. This will strengthen our balance sheet and provide greater flexibility to support future expansion.

Operationally, FY27 has begun on a strong note, with earnings growing ahead of revenue and demonstrating the operating leverage in our model. On a YoY basis, Q1FY27 revenue increased by 19% year-on-year to Rs. 2,134 Mn, supported by 17% growth in asset-pooling income and 29% growth in MHE income. EBITDA grew faster at 21% to Rs.1,141 Mn, driven by scale benefits, cost optimization and integration synergies, resulting in an EBITDA margin of 53.5%. PAT increased by 30%, well ahead of revenue growth to Rs. 247 Mn, while PAT margin expanded by approximately 104 basis points to 11.6%. This performance reflects an improvement in the quality and efficiency of our earnings.

International expansion represents our next strategic growth vector, with the GCC emerging as a natural extension of our asset-pooling platform given its higher palletisation, automation and movement-hire adoption. We have established wholly owned subsidiary in the GCC in Saudi Arabia & UAE.

Going forward, we will combine deeper customer penetration, movement hire, cross-selling across pallets, containers and MHE, entry into new industries and disciplined GCC expansion to drive sustainable long-term growth."

About LEAP India Limited

LEAP India Limited is India's largest on-demand asset-pooling company, with an estimated 90% market share in the organised pallet-pooling segment. The Company enables safer, faster and more standardised handling of goods across supply chains through its pooled pallets, containers and material handling equipment (MHE). LEAP serves 1,000+ customers across diversified industries through a network of 10,500+ touchpoints and 28 fulfilment centres, and manages an asset base of approximately 14.9 Mn units. The Company listed on the National Stock Exchange of India (NSE: LEAPIND) and BSE Limited (BSE: LEAPIND) in August 2026. For more information, visit www.leapindia.net.

For Further Details, Please Contact

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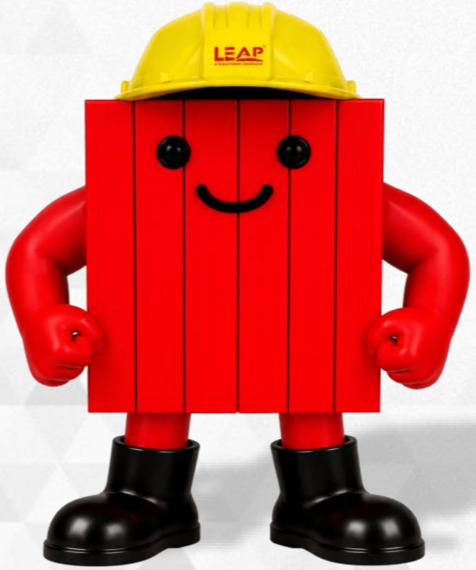
LEAP India Limited

LEAP
A SOLUTIONS COMPANY

Investor Presentation

1Q FY27

August 2026



SAFE HARBOR & DISCLAIMER

This presentation and the following discussion may contain "forward looking statements" by LEAP India Limited ("LEAP" or the company) that are not historical in nature. These forward-looking statements, which may include statements relating to future results of operations, financial condition, business prospects, plans and objectives, are based on the current beliefs, assumptions, expectations, estimates, and projections of the management of LEAP India Limited about the business, industry and markets in which LEAP operates.

These statements are not guarantees of future performance, and are subject to known and unknown risks, uncertainties, and other factors, some of which are beyond LEAP's control and difficult to predict, that could cause actual results, performance or achievements to differ materially from those in the forward-looking statements.

Such statements are not, and should not be construed, as a representation as to future performance or achievements of LEAP. It should be noted that the actual performance or achievements of LEAP may vary significantly from such statements.

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EXECUTIVE COMMENTARY

Mr. Sunu Mathew

Chairman, MD & CEO

- Part of CHEP India team since their inception in India
- Experience at L'Oreal India across front and back end
- Over 26 years of Industry Experience.
- Built and guided development of a strong and capable team at LEAP India

"We have entered FY27 with two significant milestones - a successful public listing and a strong first-quarter performance.

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International expansion represents our next strategic growth vector, with the GCC emerging as a natural extension of our asset-pooling platform given its higher palletisation, automation and movement-hire adoption. We have established wholly owned subsidiary in the GCC in Saudi Arabia & UAE.

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01.

Business Overview

LEAP™
A SOLUTIONS COMPANY

#1 ON DEMAND ASSET POOLING PROVIDER IN INDIA

Pay per use, procure as and when it is required, and hire-dehire anywhere

FINANCIAL PERFORMANCE AS OF FY26 (CONSOLIDATED)

Total Income	₹7,474 Mn	43 %	CAGR (FY23-26)
EBITDA	₹3,788 Mn	44 %	CAGR (FY23-26)
Cash PAT	₹2,667 Mn	48 %	CAGR (FY23-26)
PAT	₹623 Mn	91 %	CAGR (FY23-26)
EBITDA MARGIN	51%	177 bps	Margin increase
ROCE	19%+	409 bps	Margin increase

90%+ Market Share
Leader in Indian pallet pooling

*1,000+ Customers**
*10,500+ Touchpoints**
*28 Fulfillment Centers**
Dense pan-India network

*14.9 Mn Assets pool**
*₹16,900 Mn value of Asset Base**
Scaled pooling infrastructure

89.2% pallet utilization
High Asset Utilization*

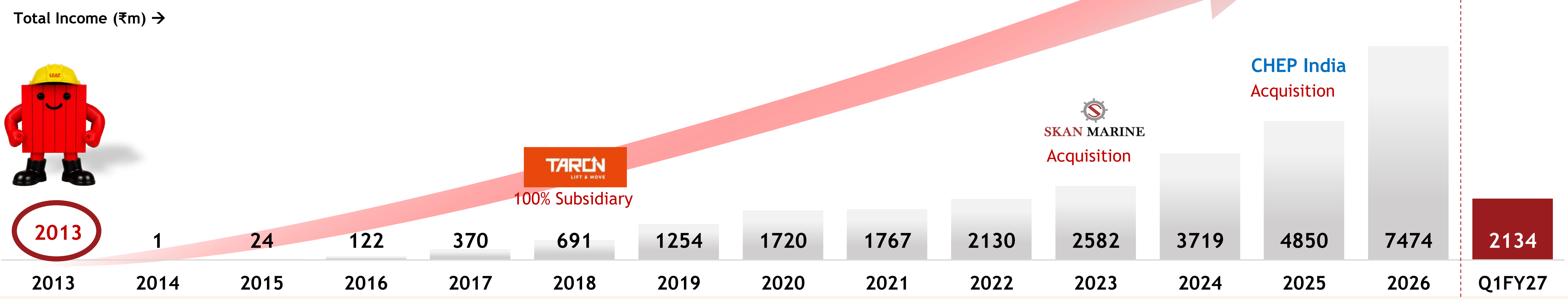
Diversified Asset Pool
Pallets | Containers | MHE

End to end Asset management, powered by technology
MyLEAP in-House Application, Tracking through RFID & IOT, Sorting-Repair-Conditioning System, Asset Audit Application, SAP HANA, Salesforce, Transport Management System

*As of Q1FY27

JOURNEY TO BECOMING A MARKET LEADER

*Accounts for **90% market share** in Indian Pallet Pooling market.*



2013
Founded LEAP with a vision to build an organized asset-pooling platform in India

2014
Launched Foldable Large Containers with 1st customer

2015
Equity Investment from Mayfield, New York

2016
Reached a pool size of 600k+ pallets and 25k+ FLCs, and 150+ customers

2017
Launched new customized solutions like Crates, Wire Mesh, Tyec sheets

2018
Incorporated TARON as a Wholly Owned Subsidiary

2019
Crossed total Income of INR 1.2 bn

2020
3 Mn+ Pallets, 560+ customers.

2021
Investment from Morgan Stanley.

2022
Crossed total Income of INR 2.1 bn

2023
KKR acquires 80.63% stake in LEAP
100% acquisition of SKAN Marine by Taron

2024
LEAP India shifted office to Westin Goregaon

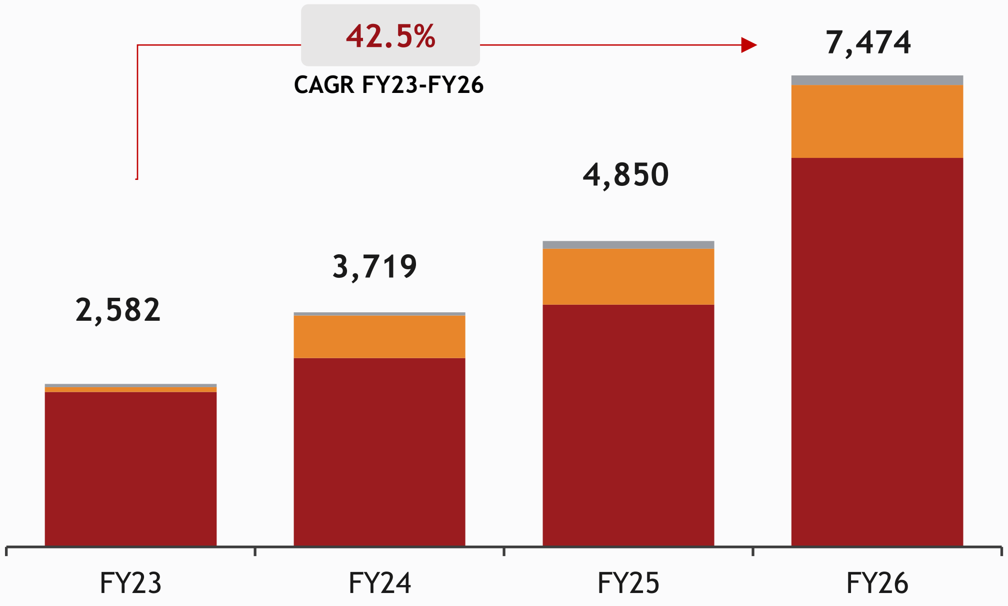
2025
Acquisition of CHEP India
Launch of LEAP in GCC

2026
IPO Listing
Mr. PALLET Launch.

SCALING WITH PROFITABILITY

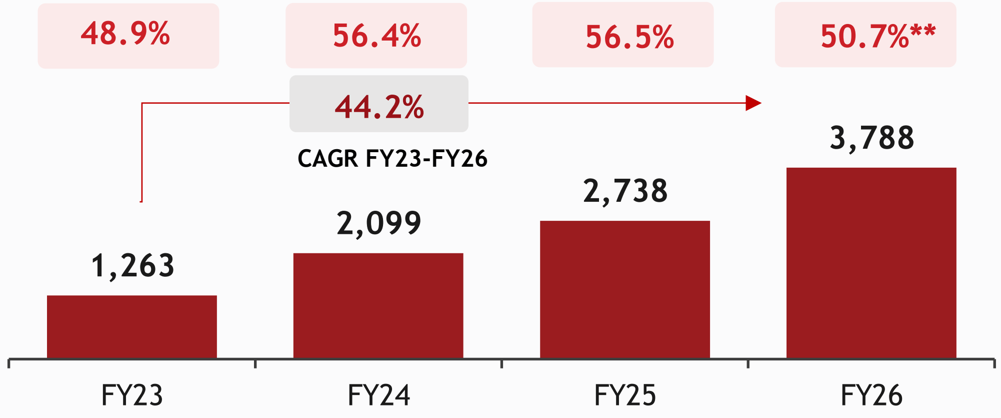
Income growth 3× since FY23, while reported PAT expanded 7× with EBITDA margins sustaining above 50%.

TOTAL INCOME (₹ Mn)

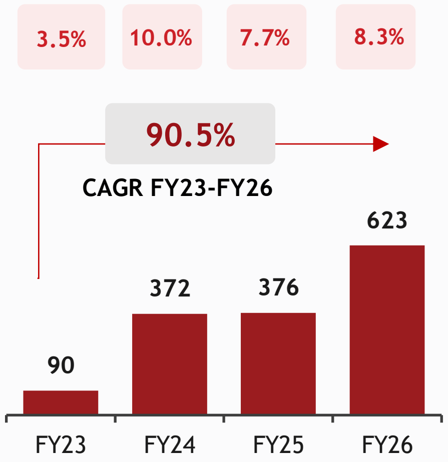


	FY23	FY24	FY25	FY26
Asset Pooling	2,458	2,993	3,842	6,169
MHE Pooling	76	676	887	1,152
Others	48	51	121	153
TOTAL INCOME	2,582	3,719	4,850	7,474

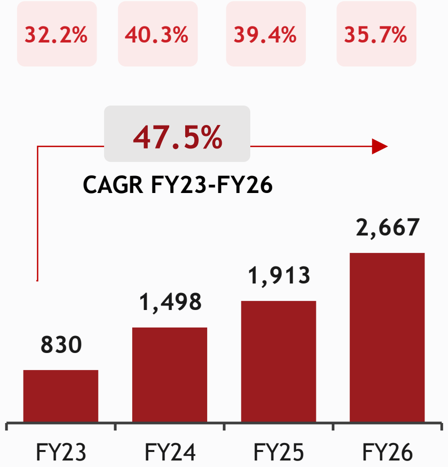
EBITDA (₹ Mn) & Margin %



PAT (₹ Mn) & Margin%



CASH PAT (₹ Mn) & Margin %

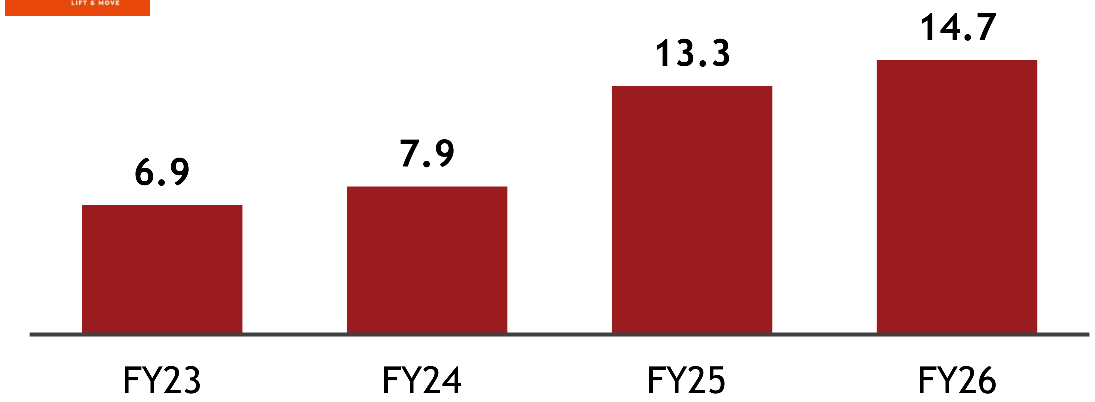


**The drop in FY26 EBITDA was on account of CHEP acquisition

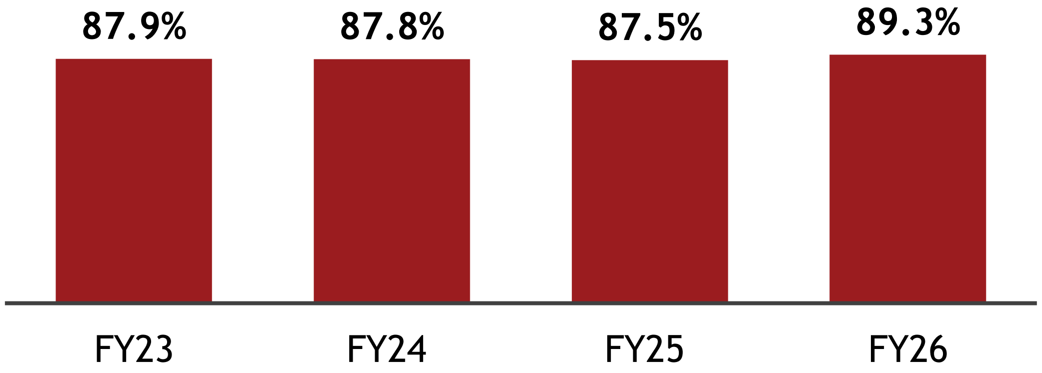
EXPANDING THE ASSET BASE, SUSTAINING EFFICIENCY

Growing Asset base with high Asset utilization

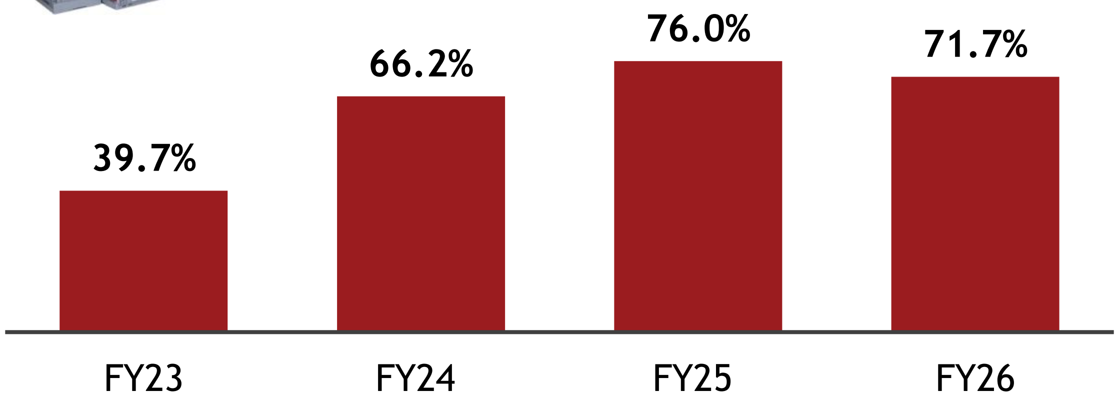
Total Assets (Qty in Mn)



Pallet Utilisation Rate %*

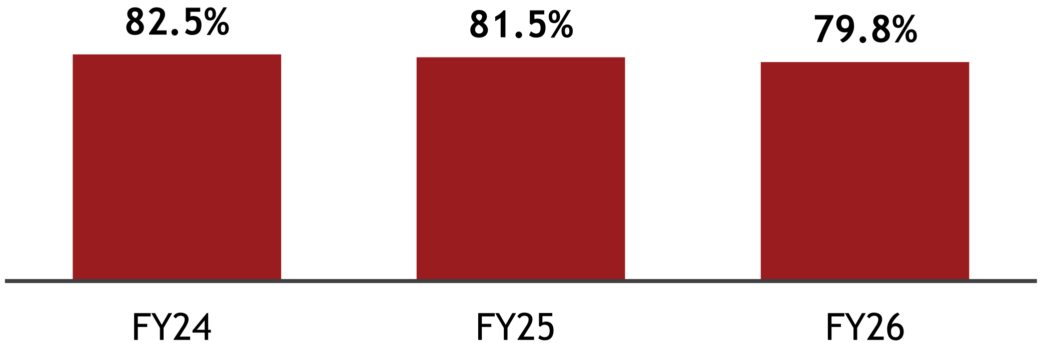


Container Utilisation Rate %



FY26 utilization lower due to CHEP acquisition

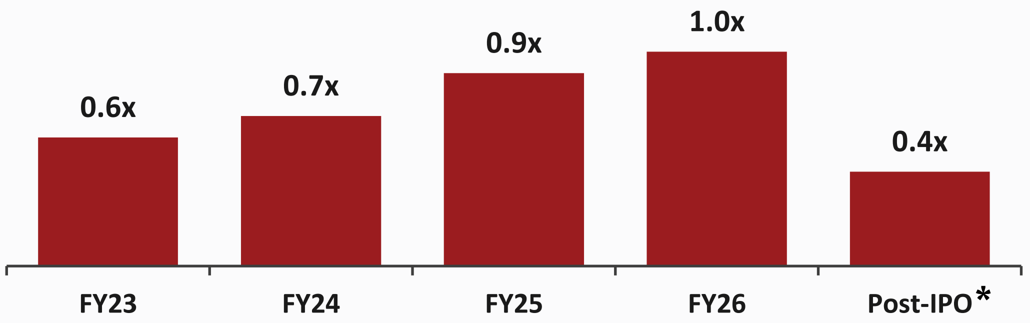
MHE Utilisation Rate %



LEVERAGING GROWTH. IMPROVING RETURNS.

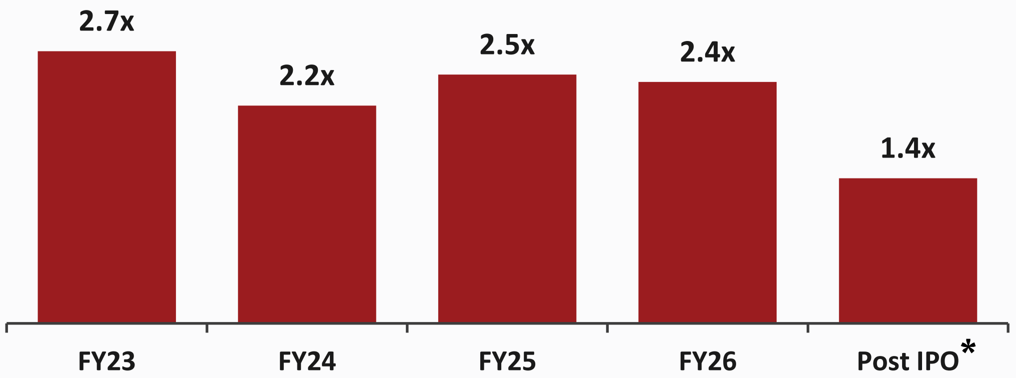
Built for sustainable long-term value creation.

DEBT TO EQUITY (x)

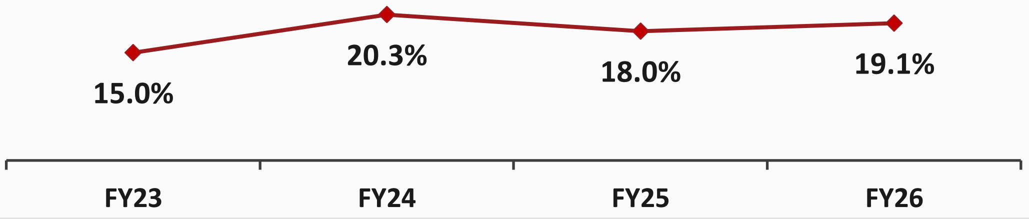


LEAP has war chest of ~INR 1,100 mn parked as investment

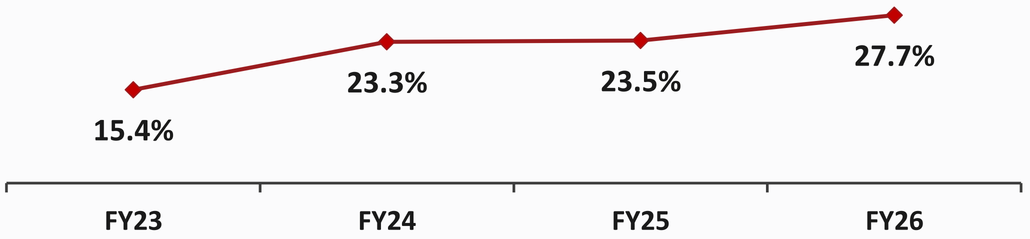
NET DEBT TO EBITDA (x)



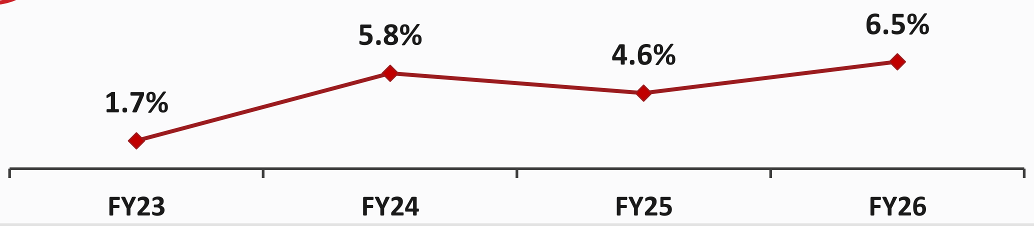
RETURN ON CAPITAL EMPLOYED (%)



CASH RETURN ON EQUITY (%)



RETURN ON EQUITY (%)



**Post-IPO calculated basis adjustment of ₹3,600 mn in FY26 Debt and ₹ 4,800 mn in Equity*

FY 25 nos. includes impact of CHEP acquisition

WHY PALLETIZATION?

Palletization turns individual pieces into a single, standardized unit - unlocking efficiency, safety and savings across operations.

01 Higher Volume and Scale

Faster truck turnaround and lower movement costs enable customers to handle more volumes in less time. Also, Pallets reduce loading & unloading time by up to **80-90%.**

02 Automation of Supply Chain

Rapid adoption of robotics, conveyor systems, automated guided vehicles (AGVs), and automated storage and retrieval systems (ASRS) raises the demand for automation-compatible pallets

03 Grade A warehousing and Vertical Stacking

Rising urban land costs are driving **vertical and Grade A warehousing**, increasing demand for **standardized, high-quality pallets** suitable for efficient racking, stacking and goods movement.

Smaller Trucks with Manual Loading

Large Trucks with Pallets

Traditional Production Line

Palletized Production Line

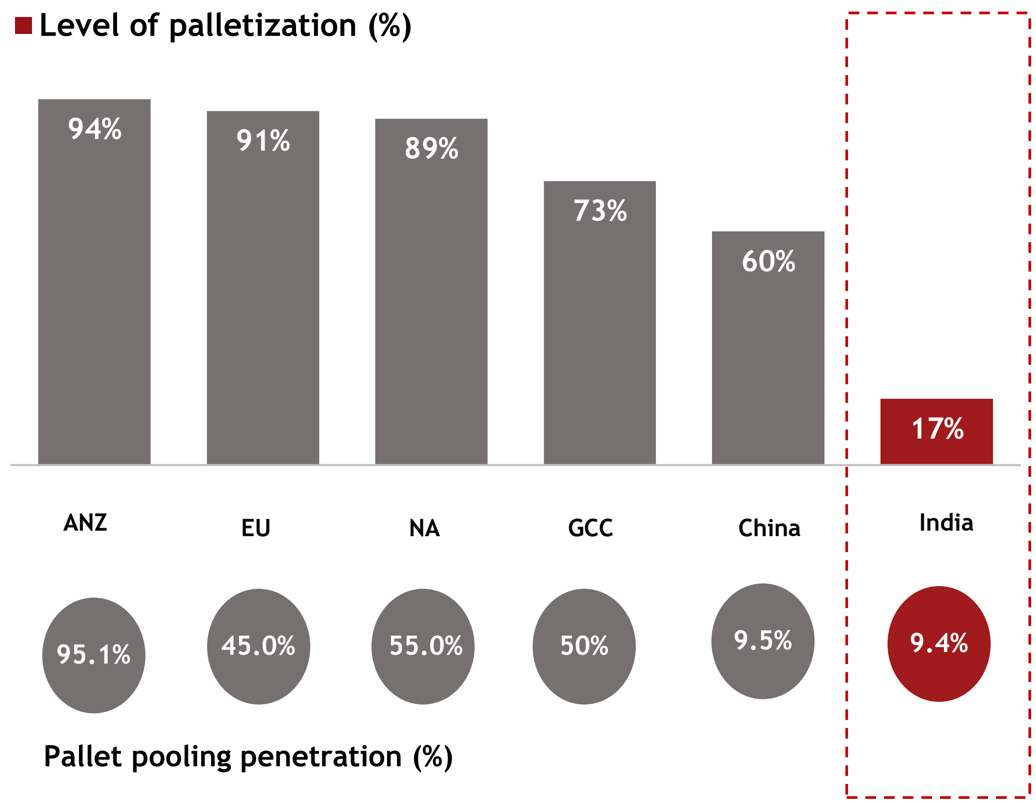
Horizontal Warehousing

Vertical Warehousing

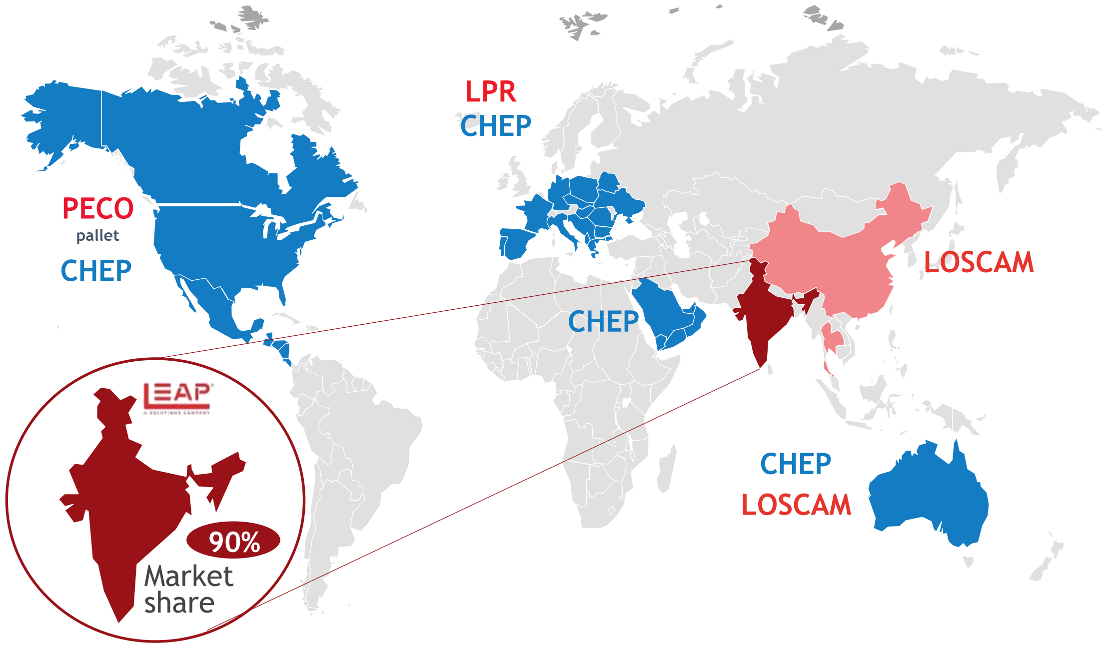
INDIA'S UNDERPENETRATED. BUT HUGE HEADROOM TO GROW.

17% palletization & 9.4% pooling penetration implies India's structural runway, LEAP's ~90% market share positions it at the forefront of organized adoption.

Palletization and pallet pooling are underpenetrated in India*



Globally, the pallet industry is either a monopoly or a duopoly*[1]



LEAP **is the market leader in India.** It has effectively **established and led** pallet pooling industry in India, being **only company to operate pallet pooling at this scale with pan-India network***

Pallet usage in developed markets like North America and European Union is near-universal, while India remains underpenetrated.
Pallet pooling market globally is highly consolidated in developed countries, with only a few dominant players*

Source: *As per Frost & Sullivan report ; Notes: Figures as of CY2025, India numbers refer to FY2026 ; 1. Within individual countries

WHILE INDIA HAS THE HEADROOM. LEAP HAS THE LEAD.

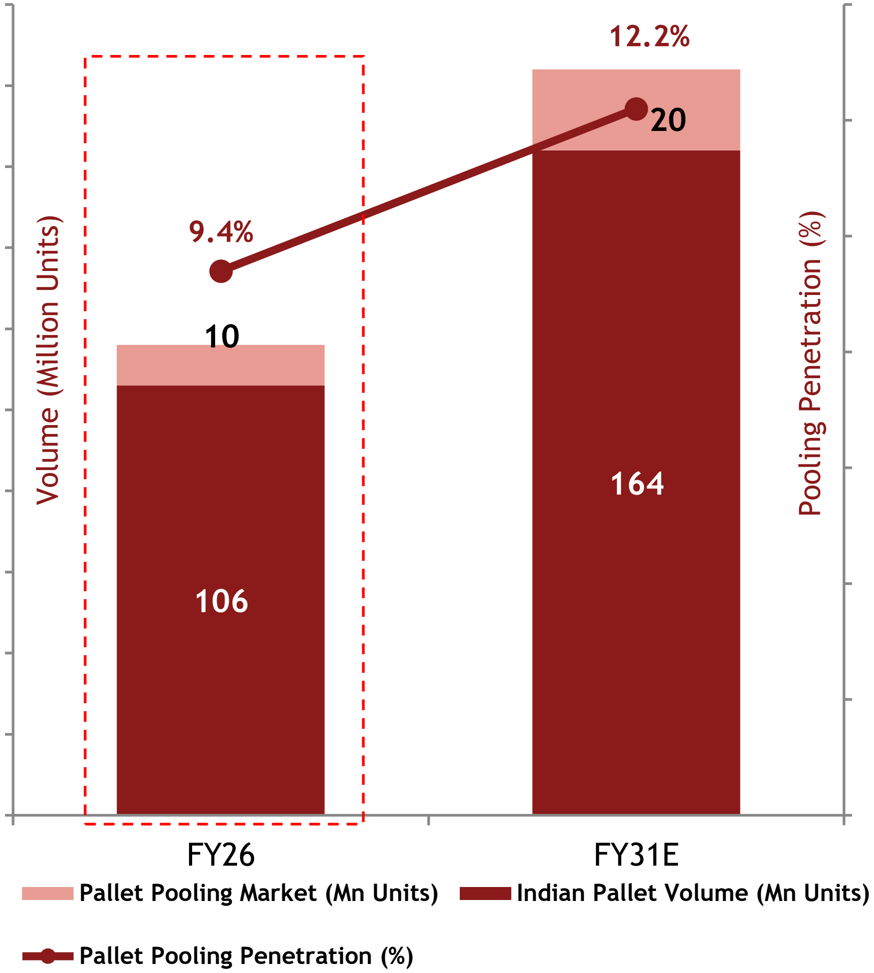
Indian pallet pooling market is at nascent stage & expected to grow ~15% CAGR FY26-31, LEAP's current market share ~90%+

106 Mn Units
Total Industry Pallets In India as of FY26

- **82 Mn**
  One way / Low quality
  (82%)
  Typically used once and not suitable for pooling
- **~18 Mn**
  Good quality
  (18%)
  High quality & durable pallets suitable for pooling
  - **~10 Mn**
    Pooled pallets
    (50%)
    - **9 Mn**
      LEAP pallets
      (90% market share)
    - **~1 Mn**
      Other pooling players
      (10%)
  - **~8 Mn**
    Non pooled pallets
    (50%)

Industries like Dairy, paint, and textiles have started pallet pooling. Due to unorganized players in market, availability of cheap labor, underdeveloped warehousing and infrastructure , palletization is at a nascent stage India's growth

FY26-FY31E CAGR for pooling pallet
14.9%
From 10 Million units to 20Million



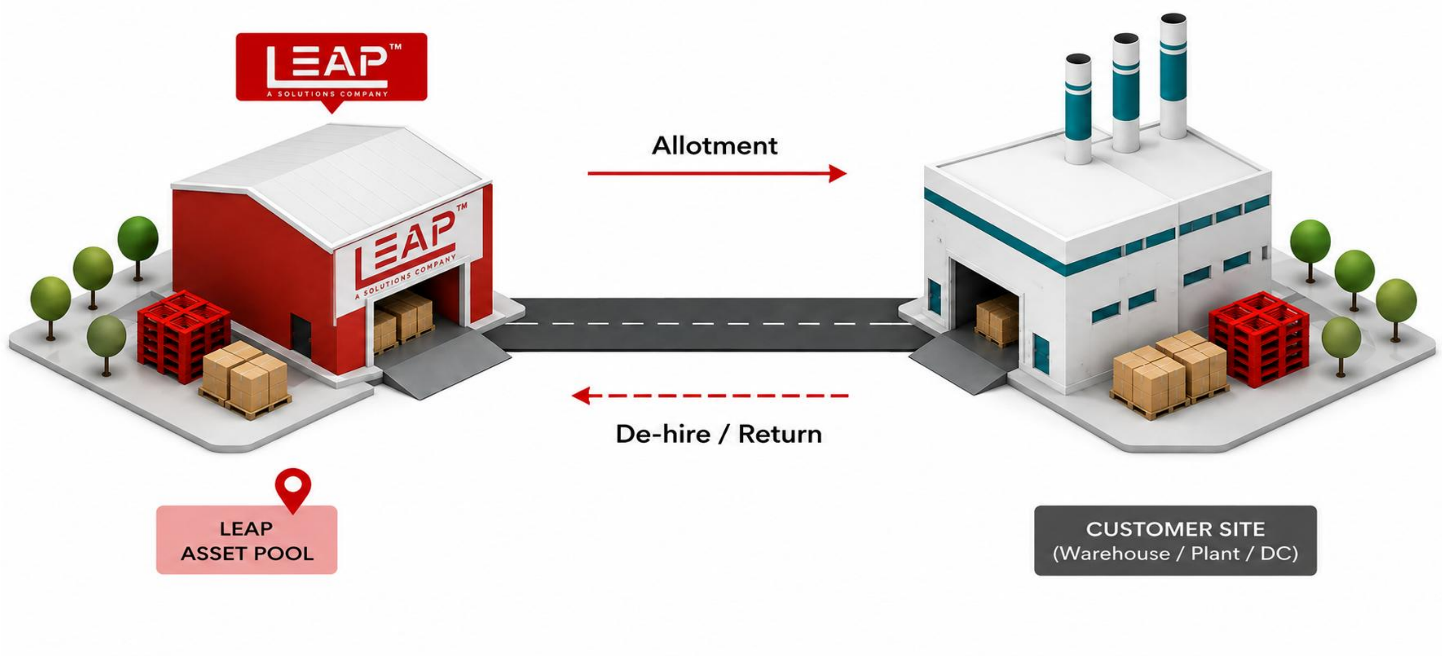
Source: *As per Frost & Sullivan report ; Notes: Figures as of CY2025, India numbers refer to FY2026 ; 1. Within individual countries

OUR SHARE & REUSE BUSINESS MODEL (1/2)

*For customers **Pay-per-Use** model. For LEAP Annuity Income.*

We offer flexible pooling solutions tailored to how our customers operate.
Both models leverage the same network, infrastructure and asset quality.

Phase I
STATIC HIRE



Next Level

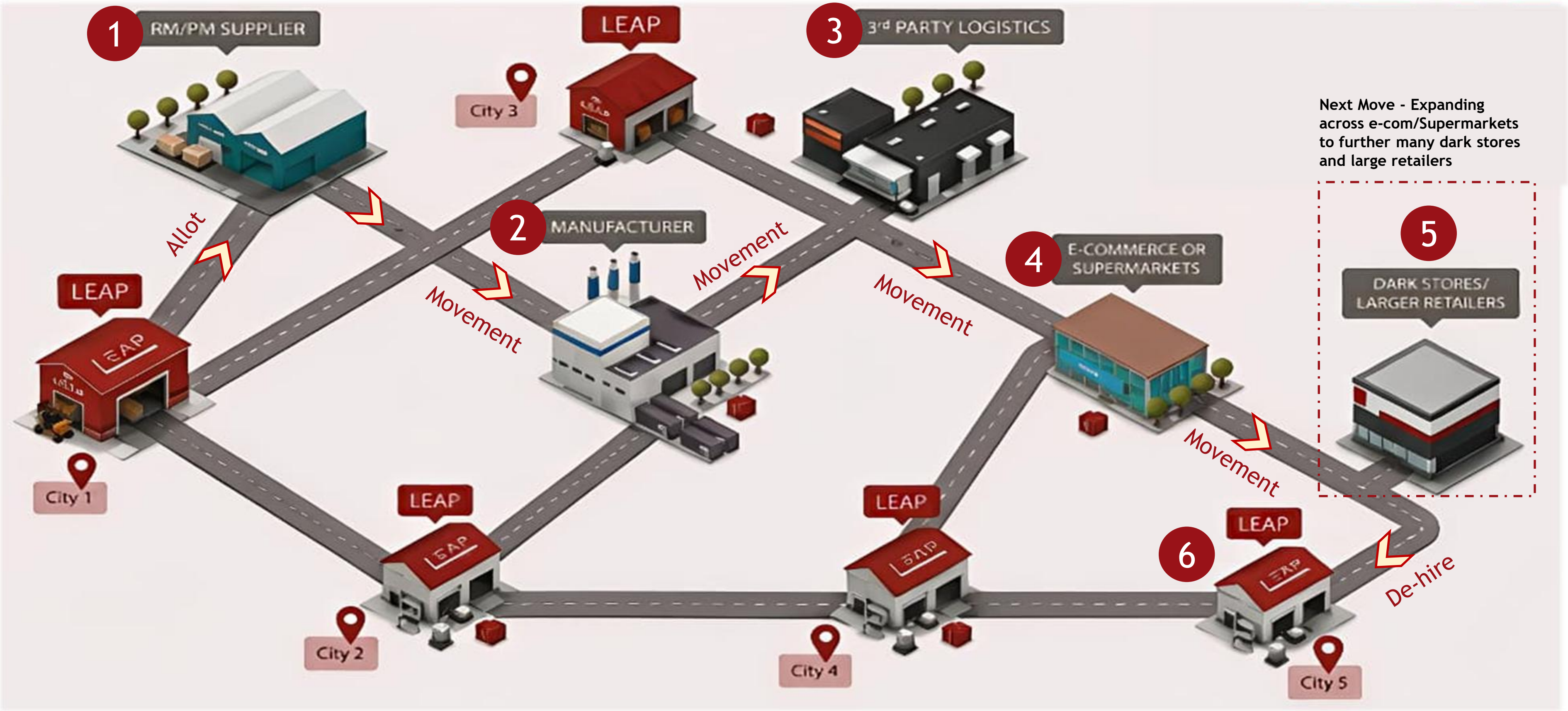
Assets remain at the customer site for a defined period		
Billing	**Typical use cases**	**Key benefit**
Allotment fee + PDR	Warehousing, in-house operations, seasonal buffer, in-plant storage	Predictable availability at one location

THE NEXT LEG OF GROWTH..(2/2)

One pallet. Multiple movements. Recurring revenue.

Next Level

Phase II
MOVEMENT HIRE



Assets circulate across multiple supply chain partners

Billing	Typical use cases	Key benefit
Charging Movement and transportation fee at each leg of the Supply Chain	End-to-end supply chains, FMCG, e-commerce, automotive, CPG, exports, cross-docking	Multiple revenue events per asset across the supply chain

WHY CUSTOMERS CHOOSE US?

One pallet catering different needs and Multiple Segments.

		FMCG	Food & Beverages	3PL	E-Com & Q-Com	Industrials & Others
Companies with high ROCE prefer to be asset light & don't own pallets	Companies with high ROCE	✓	✓	✗	✓	✗
Companies keep lean pallets inventory in stock and lease additional pallets	Seasonality	–	✓	✓	✓	–
Lower Dot (pick & drop) turnaround, Pallets are constantly in motion, subjected to render wear & tear	High Turnaround	✓	✓	–	✓	✗
High pallet pick & no-pick, pallets move within the warehouse more often, causing wear & tear	High Pallet Pick %	✓	✓	–	✗	✓
Companies perceive that TCO in pooling model is lower than capex model	High TCO Perception	✓	✓	–	✓	✗
		Frequent pallet picks, high wear and tear	High seasonal surge	Volatile demands, flexible pallet leasing	High throughput, high TCO	Frequent pallet picks with asset-heavy companies

TECH ENABLED. PROFESSIONALLY MANAGED. FULLY ACCOUNTABLE

Every asset. Every movement. Every day.

*LEAP manages the asset lifecycle after delivery — **with visibility, control and accountability.***

Input Tracking
Asset Tracking via RFID & IOT

RFID

Passive RFID-tagged containers[1]

IoT

Transport management system

Platform Tracking
Inhouse app customer portal for pallet tracking

MyLEAP
Customer Portal

Asset & Audit Application ("AAA")

Docket System

Sorting, Repair, and Conditioning ("SRC")

- Real-time asset tracking
- Visibility and efficient inventory management
- Asset retrieval and proper maintenance
- User-friendly interface
- Minimizing downtime and maximizing asset utilization
- Regular equipment hire stock audits
- Ensuring asset reliability

Integration Layer
Connected Enterprise systems

SAP S/4 HANA — SAP – for billing (in addition for accounting)

salesforce — Salesforce – CRM portal

Transport management system

Value Layer
Driving operational excellence

- Tracking forklifts at customer locations
- Better navigation, safety, and operational insights
- Higher asset utilization and improved service reliability
- Monitoring transportation of units
- Electronic data interchange with customers
- Automated invoicing and efficient data exchange with clients
- Advanced analytics and demand forecasting

OUR STRATEGIC PRIORITIES

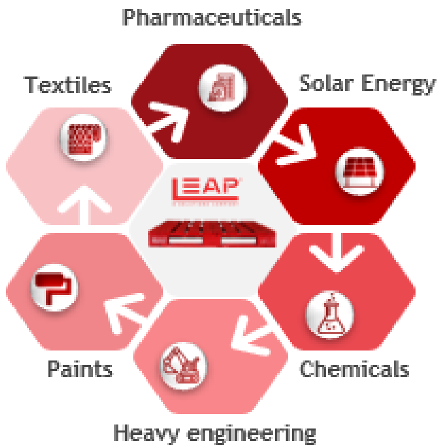
Overall, To Achieve Profitable Growth

Expansion within existing industries

Replicating success stories

Penetration in new industries

Industries adopting palletization in India



Penetration across the supply chain

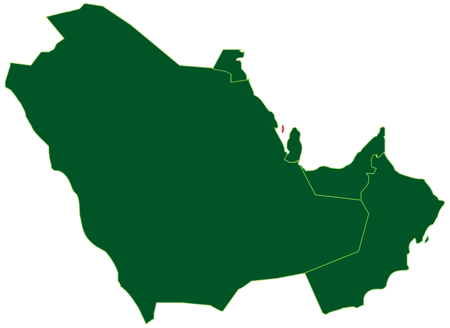
Integrating across customers value chain

Expand product offerings with existing customers

Strategic innovative products

New Market Expansion

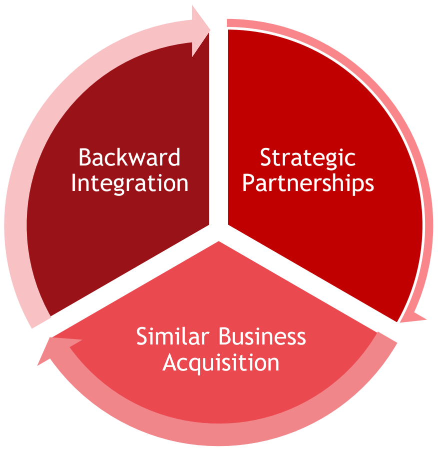
High palletization & movement hire



Middle East

Driving Value & Inorganic growth

Strategic Integration & Partnerships



ONE OF OUR SUCCESS STORIES OF A LEADING DAIRY CO-OPERATIVE

How LEAP helped them scale: 8x Pool Growth. 12x Revenue Growth. Remarkable Growth in Action.

LEAP
A SOLUTIONS COMPANY

PRE-PALLETISATION

THE CHALLENGES BEFORE EFFICIENCY

Manual Hand Balling; High dependency on labor
Time consuming process for loading and unloading operations.

High time at dock & Safety
Leading to delays and lower truck turnaround and unsafe practice

Damages to product
due to manual handling and rough operations.

Challenges to scale
Difficulty in meeting growing demand efficiently and consistently.

HIGHER COSTS. LOW EFFICIENCY. MORE RISKS.
The Limitations of Pre-Palletisation.

PALLETISED LOADING

THE SMARTER, FASTER & SAFER WAY

Automated Palletization; Faster Loading and Unloading
Enables seamless, mechanized goods handling; MHEs accelerate goods movement

Highly Scalable
Enables efficient volume expansion

Reduction in damages
Automation minimizes handling damage

Improved time at Dock
Faster turnaround, Lower dwell time

LOWER COSTS, HIGHER EFFICIENCY, SAFER OPERATIONS.
The Advantages of Palletised Loading.

Palletization Journey by LEAP

- **Nov'16** – Onboarding customer with pallets static hire
- **May'23** – Expansion to multiple plants
- **Dec'23** – Movement Hire from Plants to Depots
- **Oct'24** – Product Expansion into Stillages & MHEs
- **Aug'25** – Backward integration in customers ecosystem with other dairy players
- Replicating to other dairy players

ANOTHER SUCCESS STORY - POINEER IN TEXTILES MOVEMENT HIRE

3x Pool Growth. Sustainable packaging. Strongly adopted by other textile players

LEAP
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PRE-PALLETISATION

THE CHALLENGES BEFORE EFFICIENCY

HIGHER COSTS. LOW EFFICIENCY. MORE RISKS

Unsustainable Packaging
Single-use corrugated boxes generate recurring waste.

Product Damage
Box collapse, moisture and weak stacking can damage yarn in transit.

Labour-Intensive Handling
Manual packing slows loading and increases turnaround time.

Non-Core Operational Burden
Asset tracking, reverse logistics, repairs and maintenance consume management bandwidth.

High Capital & Asset-Loss Risk
Ownership requires upfront investment while exposing businesses to damage and asset loss.

PALLETISED LOADING

THE SMARTER, FASTER & SAFER WAY

LOWER COSTS, HIGHER EFFICIENCY, SAFER OPERATIONS

Automated Palletization
Enables seamless, mechanized goods handling; MHEs accelerate goods movement

Reduction in damages
Automation minimizes handling damage

Highly Scalable
Enables efficient volume expansion

Faster Loading & Unloading
Improved time at Dock, faster turn-around, Lower dwell time

Safety
Proper handling ensures workplace Safety

Palletization Journey by LEAP

- **May'25** – Onboarding customer with static hire
- **Oct'25** – Installed Movement Hire
- **Nov'25** – Deeper penetration in movement hire
- **Jul'26** – Replicating to other textile players

Replicating to many more Textile players

STRATEGIC AQUISITIONS

Inorganic opportunities to build capabilities, diversify portfolio and growth

Consolidated position in the asset pooling industry by acquiring CHEP

CHEP → LEAP A SOLUTIONS COMPANY

(FY25)

~90% market share captured and made **LEAP #1 market leader** after acquisition*[1]

Expanded network reach across various industries, enhanced our ability to serve a **broader customer base and increased product portfolio**

#Assets	7.92 Mn (FY24)	→	14.7 Mn (FY26)
Revenue (INR)	3,719 Mn (FY24)	→	7,474 Mn (FY26)

Expanding product offering and including diverse range of assets

SKAN MARINE (FY23) → TARON LIFT & MOVE

Revenue (INR)	75.72 Mn (FY23)	→	1,156 Mn (FY26)

LEAP is committed to selectively pursuing further investments and acquisitions that are value-accretive to the business, both within and outside India

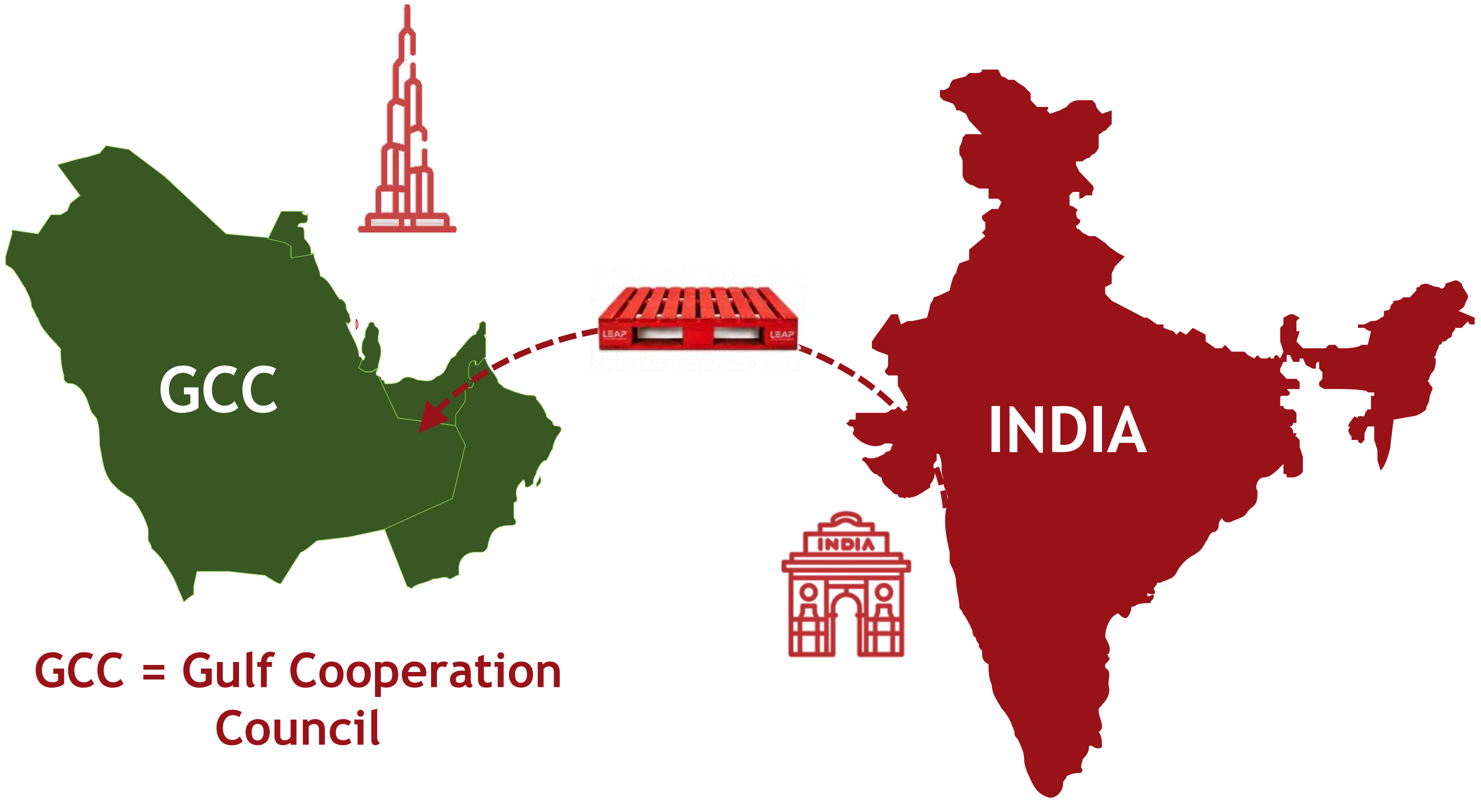
Source: *As per Frost & Sullivan report

Notes: 1. Market leader based on the number of pooled Assets and the breadth of customer touchpoints

THE NEXT GROWTH FRONTIER - EXPANSION TO GCC

MHE's flow-based model drives high asset turnover, supporting further geographic expansion.

Having built a dominant position in wooden pallet pooling in India, LEAP is evaluating the GCC as its next growth market



GCC = Gulf Cooperation Council

Why GCC?

- Movement-hire model already prevalent
- Attractive government incentives
- Business-friendly labor policies
- Automation-led supply chains
- Rising ASRS adoption
- High labor costs
- Future-ready infrastructure

SUSTAINABILITY EMBEDDED. ESG-LED GROWTH.

More efficiently LEAP circulates assets, the lower its resource consumption and carbon output

01 **ONE WAY PALLETS**

⇩

RESUSABLE PALLETS

Every pallet pooled, repaired, and reissued reduces the demand for virgin timber

02 **CORRUGATED BOXES**

⇩

RESUSABLE CONTAINERS

Every container that replaces a corrugated box eliminates single-use packaging waste

03 **NON-RENEWABLE FUEL**

⇩

LITHION-ION FORKLIFTS

Every lithium-ion forklift that replaces a diesel unit removes diesel particulates from India supply chain.

Environmental Measurements

2.13 Mn+ Trees saved	**1.20 Mn m^3** Wood saved
21.50 Mn tCo_2 CO_2 consumption saved	**2,872 Mega Ltr.** Water saved
262k tonnes Waste saved	**204** Solar Panels Installed

Note: From inception to Jun-26

EXPERIENCED MANAGEMENT

Founder Led Company with Experienced Board & Strong Management Committee

Sunu Mathew

Chairman, MD & CEO

Over 26 Years Experience
LEAP | CHEP | Loreal

Experienced Board of Directors

Hardik Bhadrik Shah
Non-Executive Director
20+ Years Experience
KKR | Macquarie | Brookfield

Vaibhav Vaidya
Non-Executive Director
13+ Years Experience
KKR | Motilal Oswal | JM Financial

Harinarayanan Nair S
Independent Director
28+ Years Experience
Signode | CPG | Wipro Pari

Sanjiv Gupta
Independent Director
40+ Years Experience
Coca-Cola | Spice Xpress

Maithilee Jamsandekar
Independent Director
18+ Years Experience
PWC | M&M | Thoughts Works Technology

Strong Management Committee

Rajesham Alle
Chief Financial Officer
22+ Years Experience
Jet Airways | Times Global | D&S

Hrishi Gandhi
Chief Growth Officer
24+ Years Experience
Yes | NewSpace | I&LFS | ICICI

Harish Rane
Chief Business Officer
21+ Years Experience
Signode | CPG | Wipro Pari

Umesh Madhyan
Chief Operating Officer
24+ Years Experience
Coca-Cola | L'Oréal | Heinz India

Srinivasan R
Chief Technology Officer
27+ Years Experience
JIO

Durgesh Sthalekar
Chief Business Officer, TARON
20+ Years Experience
L'Oréal | Fareast Mercantile

MAINTAINING HIGHEST LEVEL OF CORPORATE GOVERNANCE

Engaging with top professionals and industry leaders

STATUTORY AUDITOR

Walker Chandiok & Co LLP

Grant Thornton

INTERNAL AUDITOR

KPMG

CREDIT RATING AGENCY

India Ratings & Research

A Fitch Group Company

LEAP A SOLUTIONS COMPANY

TARAN LIFT & MOVE

Rated as **A (Stable)**

BANKING PARTNERS

HSBC

HDFC BANK

ICICI Bank

YES BANK

AXIS BANK

IDFC FIRST Bank

AWARDS AND RECOGNITION

Recognized for excellence and leadership in the industry

The Game Changer - SAP ACE Award by PwC

Times Now Impactful CEO Award

Influential Leaders of India

Brand of the Year

2022

Best innovation in material handling solutions

SCM Pro Award

Best Innovation in Services

HCCBPL

Sustainable Business of the Year 2025

ISO 27001:2022 Certification

EMPLOYEE ENGAGEMENT

Building a connected, inclusive and engaged workplace

CORPORATE SOCIAL RESPONSIBILITIES

Creating a positive impact across communities and society

LEAP™
A SOLUTIONS COMPANY

Supporting Our Communities

Empowering Women through Transport

Donation of Pink Auto to female entrepreneurs

Cleaning Drive

Beach Cleaning activity at Manori Beach

Spreading Joy during Festivals

Donated traditional dresses to children to celebrate cultural festivals

Building a Safer & Brighter Future

Support for Children

Actively supported learning centers like Dhanak School for underprivileged and POSCO affected Children

Enhancing Public Cyber Security

Collaborated with cyber cells to strengthen community safety online

Aiding Environmental & Civic Partnership

Contributed to tree plantation drives partnership with Indian Army

02.

Quarterly Financial Performance

LEAP™
A SOLUTIONS COMPANY

Q1FY27 : KEY HIGHLIGHTS

LEAP
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1. **Landmark Public Listing**
Public listing strengthens visibility, governance and balance-sheet flexibility for future growth.

2. **Marquee Investor Backing**
Continued institutional backing from KKR (retains an approximately 35% post-IPO stake) alongside broader investor participation, reinforces confidence in LEAP's platform.

3. **Expanding Asset Base**
14.9 million assets, grew by 9% while Income grew by 19%

4. **Deepening Customer Network**
1,000+ customers served across 10,500 touchpoints, supported by blue-chip relationships and less than 1% churn.

5. **Profitable Financial Growth**
Q1FY27 Income grew ~**19%**, while PAT increased faster at ~**30%**, reflecting operating leverage and improving earnings quality.

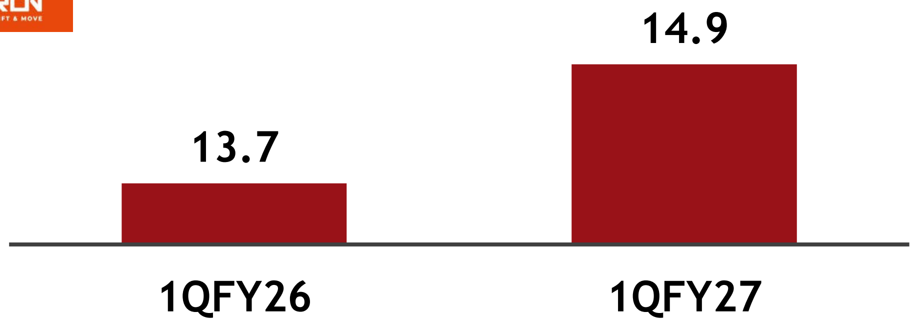
6. **Next Phase of Expansion**
Growth focused on movement hire, product cross-selling, new industries and GCC expansion

Q1FY27 PERFORMANCE ON A YOY BASIS

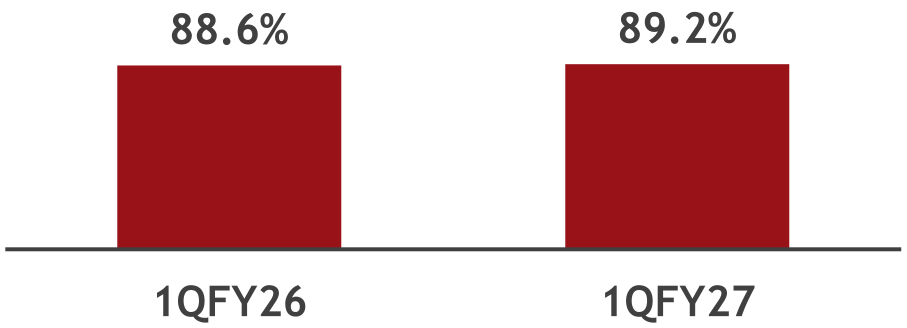
Total Income	₹2,134 Mn	19%	YoY growth
Total Assets	14.9 Mn	9%	YoY growth
EBITDA	₹1,141 Mn	21%	YoY growth
EBITDA%	~53%	108 bps	YoY Increase
Cash PAT	₹812 Mn	23%	YoY growth
Cash PAT%	~38%	146 bps	YoY increase
PAT	₹247 Mn	30%	YoY Growth
PAT%	~12%	104 bps	YoY increase

SCALING THE ASSET BASE, SUSTAINING HIGH UTILIZATION

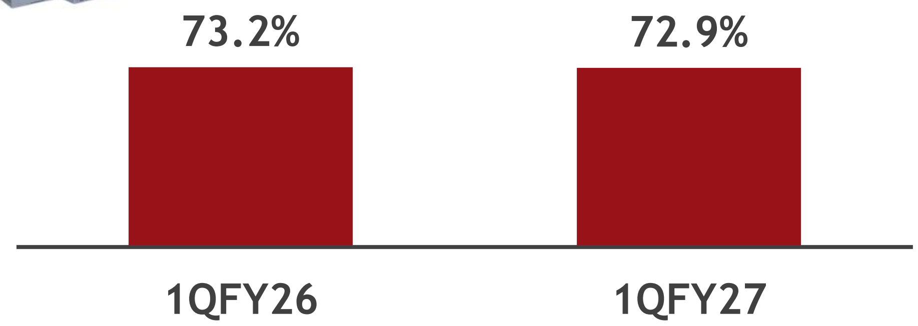
Total Assets (Qty in Mn)



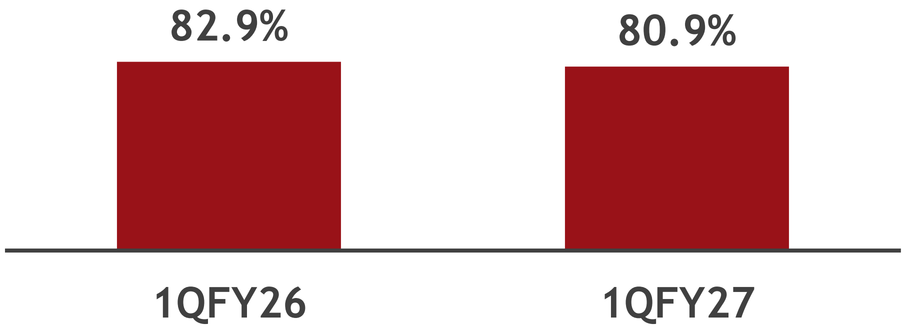
Pallet Utilisation Rate %



Container Utilisation Rate %



MHE value Utilisation Rate %

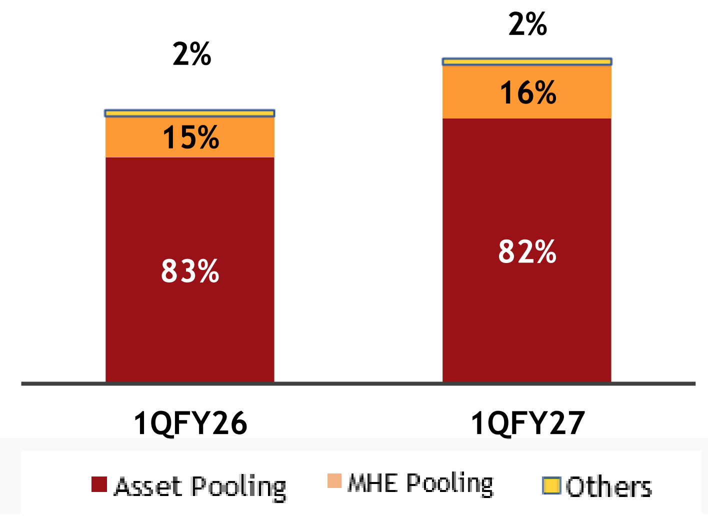


Maintaining Asset utilization levels with a variation of ~1%, despite total assets growing by ~10%, demonstrating quick deployment of the new assets.

Q1FY27 : DELIVERED STRONG FINANCIAL PERFORMANCE

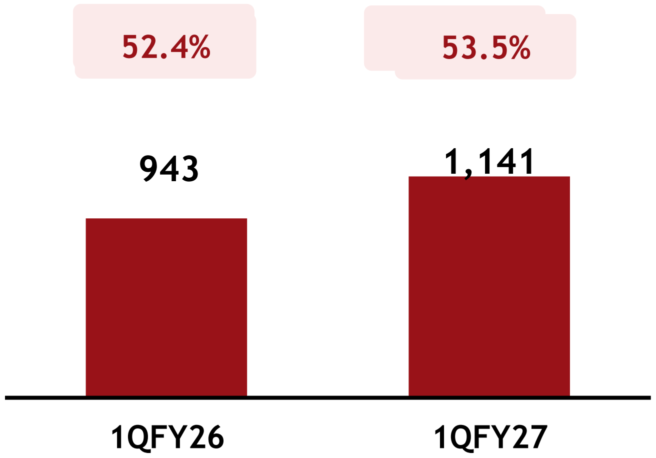
Total Income

Total Income up by ***19%***



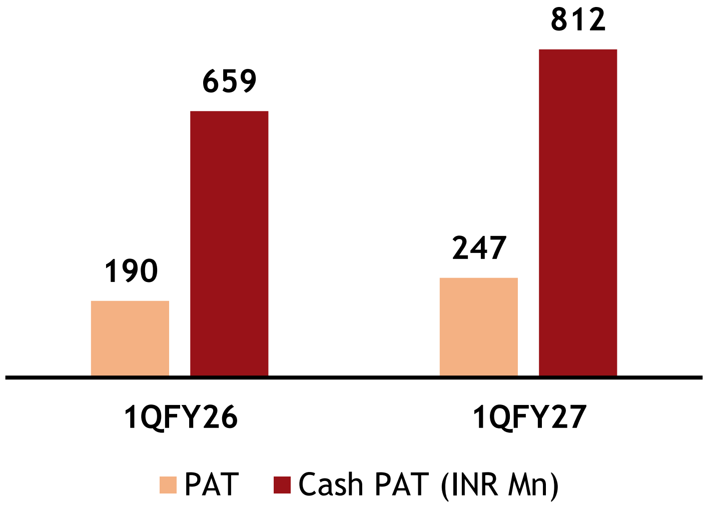
EBITDA & Margins

EBITDA up ***21%*** with Margin of ***53%***



PAT & Cash PAT

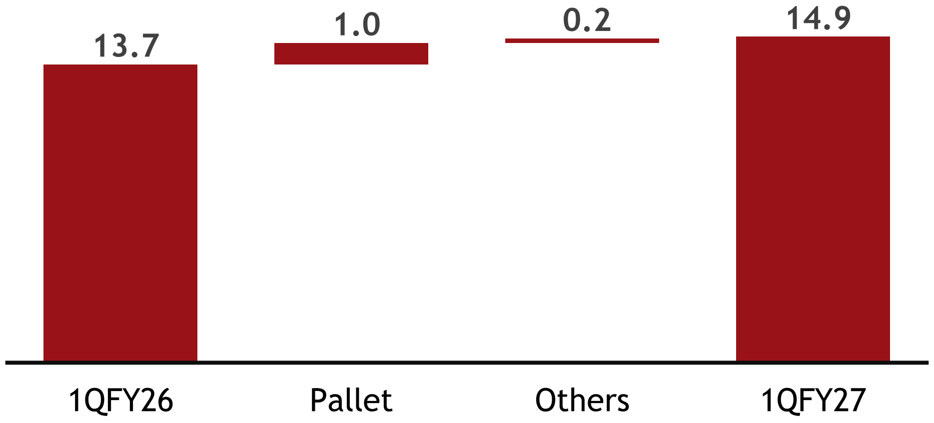
PAT up ***30%*** & Cash PAT up ***23%***



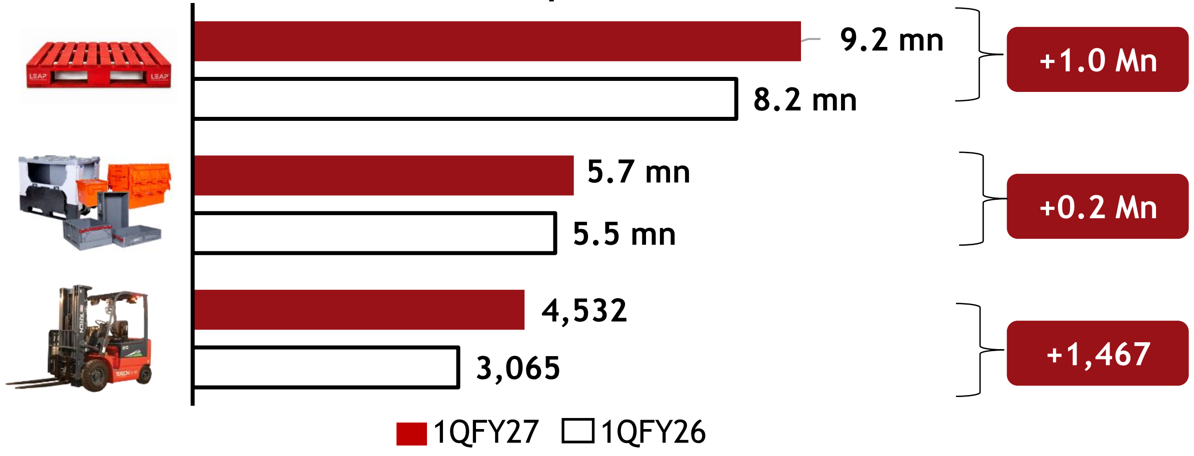
All amounts in ₹ Mn

BIGGER POOL, **WIDER REACH**

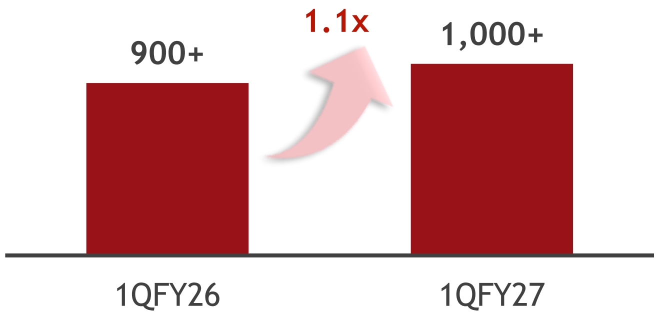
Total Assets (Qty Mn)



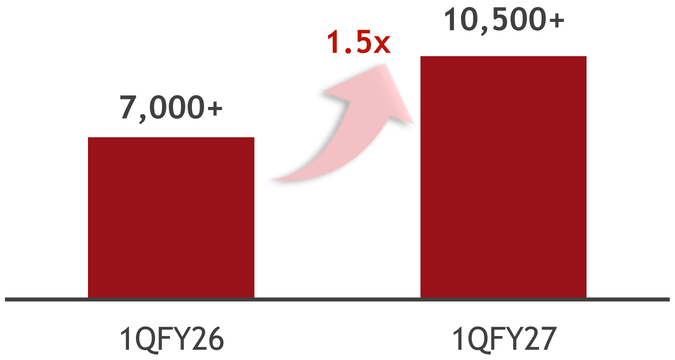
Total Asset breakup



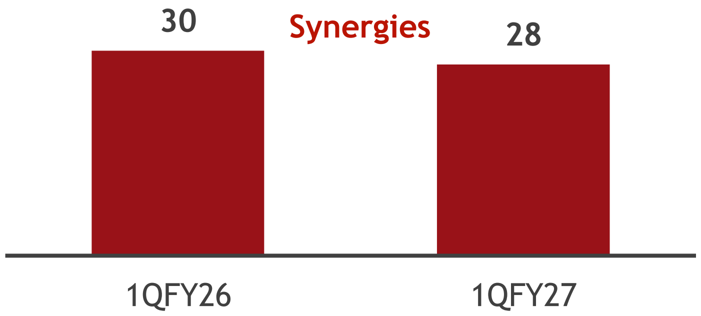
Customers



Touchpoints



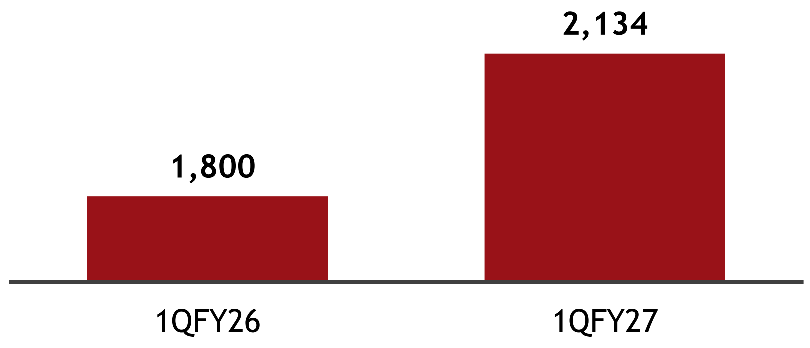
Fulfilment centers*



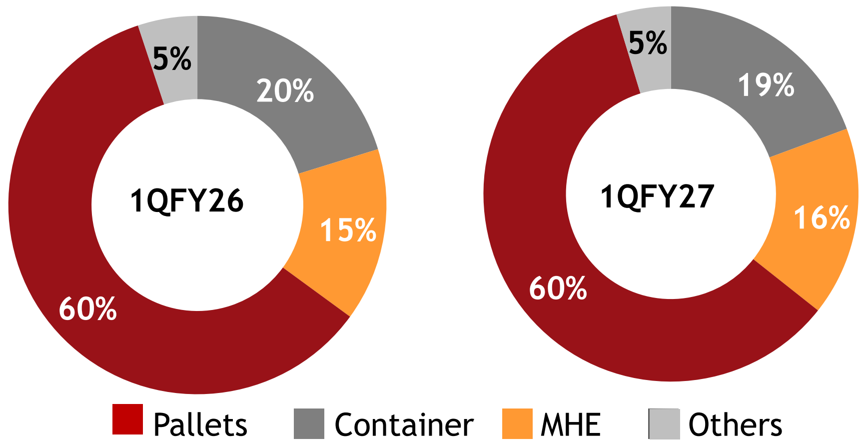
* Proximity to existing FCs enabled to close two CHEP facilities and capture network synergies.

SEGMENT WISE REVENUE SPLIT

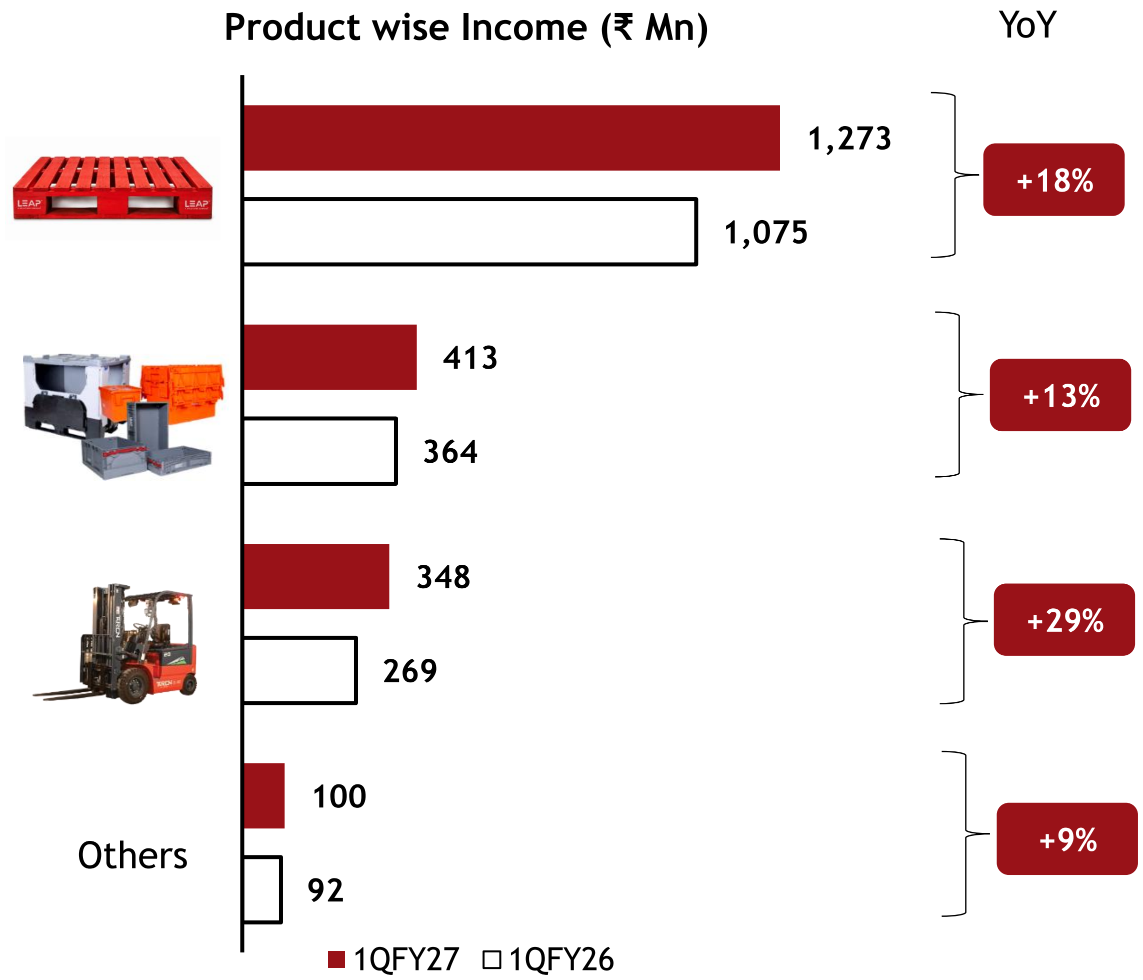
Income (₹ Mn)



Income Contribution



Product wise Income (₹ Mn)



QUARTERLY PROFIT AND LOSS STATEMENT

₹ Mn	1Q FY27	1Q FY26	Y-o-Y
Revenue from Operations	**2,034**	**1,708**	**19.1%**
Other Income	100	92	9.4%
Total Income	**2,134**	**1,800**	**18.6%**
Total expenses	993	857	15.9%
EBITDA	**1,141**	**943**	**21.0%**
EBITDA margin%	**53.5%**	**52.4%**	**+108 bps**
Depreciation, Amortisation & Impairment	565	469	20.5%
Finance Cost	247	221	11.8%
PBT	**330**	**254**	**30.1%**
Tax expenses	83	64	29.5%
PAT	**247**	**190**	**30.3%**

03.

Annual Financial Performance

LEAP™
A SOLUTIONS COMPANY

ANNUAL CONSOLIDATED INCOME STATEMENT

₹ Mn	FY23	FY24	FY25	FY26	CAGR
Revenue from Operations	**2,534**	**3,650**	**4,665**	**7,295**	**42.3%**
Other Income	48	70	186	178	
Total Income	**2,582**	**3,719**	**4,850**	**7,474**	**42.5%**
Total expenses	1,319	1,620	2,112	3,685	
EBITDA	**1,263**	**2,099**	**2,738**	**3,788**	**44.2%**
EBITDA margin%	**48.9%**	**56.4%**	**56.5%**	**50.7%**	**+1.8%**
Depreciation, Amortisation & Impairment	740	1,126	1,537	2,043	
Finance Cost	424	506	680	936	
PBT	**98**	**467**	**521**	**809**	**101.9%**
Tax expenses	8	95	145	185	
PAT	**90**	**372**	**376**	**623**	**90.5%**

ANNUAL CONSOLIDATED BALANCE SHEET

Assets (₹ Mn)	FY23	FY24	FY25	FY26
Non-current assets	**9,407**	**11,115**	**16,054**	**18,699**
Property, plant and equipment	8,058	9,750	12,293	14,807
Capital work-in-progress	1	15	2	81
Right-of-use of asset	514	559	1,157	1322
Goodwill	418	418	418	418
Intangible incl. under development	122	114	1,733	1,649
Financial assets	242	102	65	75
Non-current tax assets (net)	39	51	268	297
Other non-current assets	14	106	117	49
Current assets	**1,747**	**2,888**	**4,370**	**5,311**
Inventories	183	148	233	332
Investments	29	521	1,015	1,069
Trade receivables	853	1,436	1,992	2,623
Bank, Cash and cash equivalents	116	89	271	69
Loans & Other financial assets	9	57	45	16
Other current assets	557	636	814	1,202
Total Assets	**11,154**	**14,003**	**20,425**	**24,010**

Liabilities (₹ Mn)	FY23	FY24	FY25	FY26
Total Equity	**5,694**	**7,142**	**9,173**	**10,063**
Equity share capital	21	27	30	121
Instruments entirely equity in nature	415	1,896	3,082	3,155
Other equity	5,258	5,218	6,061	6,788
Non-current liabilities	**3,220**	**4,730**	**7,990**	**9,323**
Borrowings	2,825	4,185	6,560	8,094
Lease liabilities	327	379	761	781
Provisions	10	13	22	15
Deferred tax liabilities (net)	58	154	646	433
Current liabilities	**2,240**	**2,131**	**3,262**	**4,625**
Borrowings	721	946	1,457	2,083
Lease liabilities	204	205	423	555
Trade payables	478	474	776	862
Other current financial liabilities	785	398	593	1,090
Provisions & Other current liabilities	49	107	13	35
Current tax liability (net)	3			
Total Liabilities	**11,154**	**14,003**	**20,425**	**24,010**

ANNUAL CONSOLIDATED CASH FLOWS

₹ Mn	FY23	FY24	FY25	FY26
Profit before tax	98	467	521	809
Operating profit before working capital changes	1,297	2,080	2,577	3,760
Net cash generated from operating activities (A)	**1,530**	**1,491**	**2,550**	**2,683**
Purchase of Property plant & equipment net of sales	(1,000)	(3,026)	(2,535)	(3.619)
Purchase consideration paid towards business combination	(952)	(21)	(10,041)	
Other Investing Activity	(62)	(340)	(373)	18
Net cash used in investing activities (B)	**(2,014)**	**(3,387)**	**(12,949)**	**(3,601)**
Net cash generated from financing activities (C)	**342**	**1,889**	**10,214**	**716**
Net decrease in cash and cash equivalents (A+B+C)	**(142)**	**(7)**	**(185)**	**(203)**
Cash and cash equivalents as at the beginning of the year	234	92	85	264
Add: Acquired through business combination			364	
Cash and cash equivalents as at the end of the year	**92**	**85**	**264**	**61**

GLOSSARY

Term	Description
Pallet Utilization	Pallet utilization rate denotes the rolling 12-months average of month-end pallet stock deployed at customer locations, benchmarked against the total number of pooling pallets owned by the company over the same period.
Container Utilization	Container utilization rate denotes the rolling 12-months average of month-end standard container stock deployed at customer locations, benchmarked against the total number of standard pooling containers owned by the company over the same period. Standard container includes FLC, crates and utility boxes
MHE Utilization	Material Handling Equipment (MHE) utilization rate denotes the rolling 12-months average of the month-end book value of Material Handling Equipment (MHE) assets deployed at customer locations, expressed as a percentage of the total MHE stock value owned by the company over the same period. MHE includes forklifts, Battery Operated Pallet Trucks ("BOPTs"), Hand Operated Pallet Trucks ("HOPTs"), and other similar handling equipment
EBITDA	EBITDA as per the Consolidated Financial Information is calculated as profit before tax plus finance costs plus depreciation, amortisation and impairment expenses as per the Consolidated Financial Information
EBITDA margin	EBITDA Margin as per the Consolidated Financial Information is calculated as EBITDA as per the Consolidated Financial Information as a percentage of total income as per the Consolidated Financial Information
Cash PAT	Cash PAT as per the Consolidated Financial Information is the net profit for the year plus depreciation, amortisation and impairment expenses as per the Consolidated Financial Information
Cash PAT margin	Cash PAT Margin as per the Consolidated Financial Information is calculated as Cash PAT as per the Pro Forma Consolidated Financial Information as a percentage of total income as per the Consolidated Financial Information
Cash Return on Equity	Cash Return on Equity as per the Consolidated Financial Information is defined as Cash PAT as per the Consolidated Financial Information divided by Average Total Equity. In this context, average total equity is the average of opening and closing Total Equity as disclosed in the Restated Consolidated Financial Information
Net Debt to EBITDA	Net borrowing after reducing Cash & Cash Equivalent from Consolidated borrowing and divided with EBITDA
ROCE	Return on Capital Employed (by EBITDA) as per the Consolidated Financial Information is calculated as EBITDA as per the Consolidated Financial Information divided by average capital employed. Average Capital Employed is the average of opening and closing Capital Employed. Capital Employed is calculated as tangible net worth plus total debt plus deferred tax liabilities. In this context, tangible net worth, total debt and deferred tax liabilities are as per the Restated Consolidated Financial Information

Thank You

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