AXIS CAPITAL

LEAP
A SOLUTIONS COMPANY

LEAP INDIA LIMITED

IPO NOTE

August 2026

ISSUE HIGHLIGHTS

- Incorporated in July, 2013, **LEAP India Ltd** utilizes a **share and reuse pooling model** and is recognized as the largest on-demand asset pooling provider in India's supply chain management sector. As of March 31, 2026, the company managed **1.47 crore pooled assets** and maintained a pan-India network of over **10,100 customer touch points** and **29 fulfilment centres**.
- As of March 31, 2026, LEAP had more than **1,000 customers.** The company's service offerings encompass **technology-enabled supply chain solutions** designed to suit customer requirements across industries.
- **Pallet pooling** is a system where companies use pallets from a shared pool instead of purchasing their own. Under this model, ownership and management are outsourced to third-party providers, effectively treating pallets as a service.
- LEAP consolidated its position in the **asset pooling industry** by acquiring **CHEP India** in January 2025. CHEP India was a leading provider of pallet and container pooling services, recognized as the market leader in the container segment in Fiscal 2024. Their subsidiary **TARON** is recognized as the leading **forklift pooling player** and a pioneer in the lithium-ion segment of MHEs, being the first to introduce these solutions in India. In Fiscal 2026, TARON ranked as the second largest forklift pooling provider in terms of volume
- Product quality is central to LEAP's value proposition. The company uses **FSC-certified SPF wood** and runs repair and maintenance programs to extend asset lifespan while maintaining environmental responsibility. Internal quality certifications are provided for pallets deployed to customers.
- Technology is leveraged through the in-house **MyLEAP platform**, offering order tracking, management tools, damaged asset swap options, and support services.
- The customer base includes reputable businesses such as **Hindustan Coca-Cola Beverages**, **Marico**, **Toll (India) Logistics**, **Daikin Airconditioning India**, **Panasonic Life Solutions India**, **Haier Appliances India**, **Daimler India Commercial Vehicles**, **Autoliv India**, and **Sanathan Textiles**.
- The company's Strategic growth is supported by investors, including the corporate promoter affiliated with funds managed or advised by **KKR**.

BRIEF FINANCIAL DETAILS*

(₹ In Cr)

Particular	As at Mar' 31, 2026	2025	2024
Equity Share Capital	12.07	3.02	2.73
Instruments entirely equity in nature	315.48	308.24	189.61
Reserves	678.78	606.09	521.84
Net Worth	1,006.33	917.35	714.18
Total Borrowings	1,017.73	801.66	513.07
Revenue from operations	729.53	466.47	364.97
Revenue Growth (%)	56.39%	34.44%	-
EBITDA	378.83	273.80	209.92
EBITDA Margin (%)	50.69%	56.45%	56.44%
Net Profit for the Year	62.34	37.56	37.17
Net Profit Margin (%) stated	8.34%	7.74%	9.99%
EPS – Basic (₹)	1.52	1.00	1.04
ROE (%)	6.48%	4.60%	5.79%
NAV - (₹)	24.52	24.35	20.03
Cash flow from operating activities	268.27	255.02	149.11
Cash flow from investing activities	(360.12)	(1,294.88)	(338.74)
Cash flow from financing activities	71.60	1,021.36	188.92

*Source: RHP, *Restated Consolidated*

Issue Details

Fresh Issue of Equity Shares aggregating up to ₹480 Cr and Offer for Sale of Equity Shares aggregating up to ₹2,000 Cr

Issue size: ₹ 2,480 Cr
Face value: ₹ 1/-
Employee Reservation: Equity shares aggregating up to ₹1.25 Cr

Price band: ₹ 151 – 159
Bid Lot: 94 Shares and in multiples

Post Issue Implied Market Cap:
₹ 6,676 Cr – 7,005 Cr

BRLMs: JM Financial, Avendus Capital, IIFL Capital and UBS Securities

Registrar: MUFG Intime India Pvt Ltd

Issue opens on: Friday, 7th August,2026
Issue closes on: Tuesday, 11th August,2026

Indicative Timetable

Activity	On or about
Finalisation of Basis of Allotment	12-08-2026
Refunds/Unblocking ASBA Fund	13-08-2026
Credit of equity shares to DP A/c	13-08-2026
Trading commences	14-08-2026

Issue Break-up

	No. of Shares @Lower	@Upper	₹ In Cr	% of Issue
QIB	8,20,77,813	7,79,48,111	1,239.38	**50%**
NIB	2,46,23,345	2,33,84,434	371.81	**15%**
-NIB2	*1,64,15,564*	*1,55,89,623*	*247.87*	-
-NIB1	*82,07,781*	*77,94,811*	*123.94*	-
RET	5,74,54,471	5,45,63,679	867.56	**35%**
EMP	82,781	78,616	1.25	-
Total	**16,42,38,410**	**15,59,74,840**	**2,480.00**	**100%**

NIB-2 =NII Bid Above ₹ 10 Lakhs
NIB-1=NII Bid between ₹ 2 to 10 Lakhs

Category	Retail Category	NII-Bid between ₹ 2 - 10 Lakhs	NII - Bid Above ₹ 10 Lakhs
Minimum Bid Lot (Shares)	94 Shares	1,316 Shares	6,298 Shares
Minimum Bid Lot Amount (₹)	₹ 14,946^	₹ 2,09,244^	₹10,01,382^
Appl for 1x	5,80,465 Applications	5,923 Applications	11,846 Applications

Listing: BSE & NSE

Shareholding (No. of Shares)

Pre-issue	Post-issue~	Post-issue^
41,03,47,780	44,21,35,859	44,05,36,458

~@Lower price Band ^@ Upper Price Band

Shareholding (%)

	Pre-Issue	Post-Issue
Promoters	95.17%	60.11%
Promoter Group	0.55%	0.50%
Public – Other	4.27%	39.39%
Total	**100.00%**	**100.00%**

BACKGROUND

The company was incorporated as 'LEAP India Private Limited' on July 3, 2013, The Promoters of the company are Sunu Mathew and Vertical Holdings II Pte. Ltd. Currently the promoters hold 39,05,04,396 equity shares of face value of ₹1 each constitutes 94.85% of the pre-Offer issued, subscribed and paid-up equity share capital of the company on a fully diluted basis.

Brief Biographies of Directors and Senior Management Personnel

Sunu Mathew is the promoter, Chairman, Managing Director, and Chief Executive Officer of the company. He has been associated with the organization since February 14, 2014. He has over 27 years of professional experience and was previously associated with CHEP India Pvt Ltd and L'Oréal India Pvt Ltd.

Hardik Bhadrik Shah is a Non-Executive Director on the Board of the company and has been associated since September 14, 2023. He is currently a partner in the Asia-Pacific Infrastructure team at KKR India Advisors Pvt Ltd. He has over 20 years of work experience.

Vaibhav Vaidya is a Non-Executive Director on the Board of the company and has been associated since June 4, 2024. He was previously employed with KKR India Asset Finance Ltd from May 7, 2018 to March 31, 2023, following which he transitioned to KKR India Advisors Pvt Ltd on April 1, 2023, where he is currently designated as Director in India. He has also worked with Motilal Oswal Investment Advisors Pvt Ltd and JM Financial Credit Solutions Ltd. He has over 13 years of work experience.

Harinarayan Nair Sreedharan is an Independent Director on the Board of the company and has been associated since April 16, 2025. He has ~28 years of work experience.

Sanjiv Gupta is an Independent Director on the Board of the company and has been associated since July 17, 2025. He has previously served at Bharat Sanchar Nigam Ltd, and Spice Xpress and Logistics Pvt Ltd.

Maithilee Jamsandekar is an Independent Director on the Board of the company and has been associated since August 14, 2025. She has more than 18 years of work experience.

Rajesham Buchirajam Alle is the Chief Finance Officer of the company, and has been associated since November 1, 2019. He has more than 22 years of work experience.

Chirag Bagadia is the Company Secretary and Compliance Officer of the company since November 19, 2024. He has ~17.5 years of work experience.

OFFER DETAILS

Particulars	Amount	No. of Shares	WACA per Equity Share (₹)
Fresh Issue	(₹ 480 Cr)	Upto 3,01,88,678^ Equity Shares	-
Offer for Sale	**(₹2,000 Cr)**	**Up to 12,57,86,162^ Equity Shares**	**WACA per Equity Share (₹)**
The Promoter Selling Shareholders:			
Vertical Holdings II Pte. Ltd.	(₹1,998.623 Cr)	Upto 12,56,99,559^ Equity Shares	70.93
The Promote Group Selling Shareholders:			
KIA EBT Scheme 3 (acting through its trustee, Catalyst Trusteeship Ltd)	(₹ 13.77 Cr)	Upto 86,603^ Equity Shares	52.48

(^at upper price band); WACA=Weighted Average Cost of Acquisition

SHAREHOLDING PATTERN

Shareholders	Pre-offer#		Offer for sale Shares	Post-offer#	
	Number of Equity Shares	% of Total Equity Share Capital		Number of Equity Shares	% of Total Equity Share Capital
Promoters	*39,05,04,396*	*95.17%*	*12,56,99,559*	*26,48,04,837*	*60.11%*
Promoter Group	23,10,616	0.55%	86,603	22,24,013	0.50%
Total for Promoters and Promoter Group	**39,28,15,012**	**95.73%**	**12,57,86,162**	**26,70,28,850**	**60.61%**
Public - Others	*1,75,32,768*	*4.27%*	*3,01,88,678*	*17,35,07,608*	*39.39%*
Total for Public Shareholders	**1,75,32,768**	**4.27%**	**3,01,88,678**	**17,35,07,608**	**39.39%**
Total Equity Share Capital	**41,03,47,780**	**100.00%**		**44,05,36,458**	**100.00%**

Source: RHP; shareholding pattern based on existing number of shares.
Note: A total of 19,889,503 Equity Shares held by Sunu Mathew, one of the Promoters, and Matyas Possessiones Pvt Ltd (Matyas), a member of the Promoter Group, amounting in aggregate to 4.83% of the pre-Offer equity share capital of the company on a fully diluted basis, had been pledged in favour of Catalyst Trusteeship Ltd in relation to the unlisted non-convertible debentures bearing face value of ₹1,000,000 each, issued by Matyas.

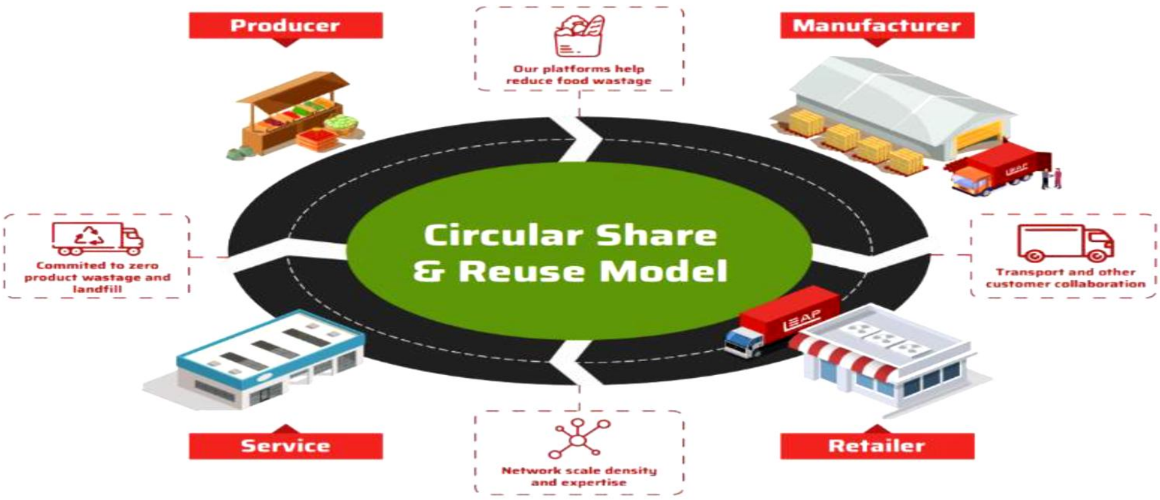
OBJECTS OF THE ISSUE

Objects	Amount (₹ Cr)
• Repayment or prepayment in full or part of all or certain outstanding borrowings availed by the company	360.00
• General Corporate Purposes	[•]
Total	[•]

BUSINESS OVERVIEW

Leap India Ltd utilizes a 'share and reuse' business model, referred to as pooling, and is recognized as the largest on-demand asset pooling provider in India's supply chain management sector (based on the number of pooled assets). As of March 31, 2026, the company managed 1.47 crore assets and maintained a pan-India network of over 10,100 customer touchpoints. This circular business model supports customers by reducing environmental impact while enhancing time efficiency, cost efficiency, and safety across supply chains in India.

Circular share and reuse model



The company Assets:

Pallets: Pallets are flat carrier structures, that support goods in a stable manner while being handled by forklifts, pallet jacks, or conveyors, which are involved in continuous production, vertical storage and in the movement of cargo, to make supply chains more efficient.	
Containers: Containers are used to store and transport a variety of goods. Containers help reduce product damage, preserve the aesthetic quality of products, and decrease the use of corrugated boxes, which contribute to greater sustainability.	
Material handling equipment ("MHE"): MHEs are complementary to pallets and include equipment used in warehouses such as hand pallet trucks, battery operated pallet trucks, forklifts, reach trucks and other equipment used in managing a warehouse. They offer MHEs ranging from lithium-ion forklifts, reach trucks and stackers.	

The company's service offerings encompass technology-enabled supply chain solutions designed to suit customer requirements across industries. These solutions help customers connect different stages of their value chain, from manufacturing to distribution of goods and finally to the point of sale (retail). Pallets are a critical element of modern supply chains, enabling companies to operate more efficiently, reduce costs, and deliver products reliably and safely.

Pallet pooling is a system where companies use pallets from a shared pool instead of purchasing their own. This system is gaining traction as a cost-effective and efficient method to integrate palletization into supply. Under this model, the ownership and management of pallets is outsourced to third-party providers, effectively treating pallets as a service.

This approach reduces the burden of procurement, maintenance, tracking, warehousing space requirements, manpower, and time, while ensuring consistent quality and availability across operations, according to the F&S Report.

The company consolidated its position in the **asset pooling industry** by acquiring **CHEP India** in January 2025. According to the F&S Report, CHEP India was a leading provider of pallet and container pooling services, recognized as the market leader in the container segment in Fiscal 2024. With this acquisition, the company expanded its network reach across industries, strengthened its customer base, and enhanced its product portfolio, particularly in the container business.

Product quality remains central to the value proposition. The company uses **FSC-certified SPF wood** and runs repair and maintenance programs to extend asset lifespan while maintaining environmental responsibility. Internal quality certifications are also provided for pallets deployed to customers.

Technology is leveraged to deliver solutions effectively. The in-house **MyLEAP platform** offers customers order tracking, management tools, damaged asset swap options, and support services. Integration with SAP S/4HANA and Salesforce enables electronic data interchange. Passive RFID technology is used for container tracking, while IoT and RFID solutions in forklifts support equipment navigation and safety. In addition, mobile and web applications such as the **RFID App**, **Asset Audit App**, **Transport Management System**, and **Proof of Delivery (POD) App** address asset verification, inventory management, and delivery confirmation. Operations are ISO 27001 certified, ensuring strong data security protocols.

The company's promoter, Sunu Mathew, serves as Chairman, Managing Director, and CEO, with over 26 years of experience, including prior associations with CHEP India and L'Oréal India. The management team brings expertise in technology, asset management, finance, procurement, and supply chain operations. Strategic growth is further supported by established investors, including the corporate promoter affiliated with funds managed or advised by **KKR**.

THE COMPANY CLIENTELE'S

Through their large asset base and pan-India network, they are able to serve a diverse customer base spanning fast-moving consumer goods (FMCG), food and beverage (F&B), third-party logistics (3PL), e-commerce and quick commerce, automotive, industrials, and other allied sectors.

As of March 31, 2026, the company had more than 1,000 customers. The nature of its solutions and the integration of these solutions into customers' operations drives customer dependence, loyalty and retention, with a majority of the top 10 customers (in terms of revenue contribution in Fiscal 2026) having been associated with the company for more than 5 years.

They serve a diverse customer base comprising reputable businesses and institutions such as **Hindustan Coca-Cola Beverages Private Ltd, Marico Ltd, Toll (India) Logistics Pvt Ltd, Daikin Airconditioning India Pvt Ltd, Panasonic Life Solutions India Pvt Ltd, Haier Appliances India Pvt Ltd, Daimler India Commercial Vehicles Pvt Ltd, Autoliv India Pvt Ltd** and **Sanathan Textiles Ltd**, among others. Their customers span across FMCG, F&B, 3PL, e-commerce and quick commerce, automotive and industrials and other industries. Their customer base has grown to over 1,000 customers in Fiscal 2026 from over 900 customers in Fiscal 2025 and over 500 customers in Fiscal 2024.

The details of revenue contribution by customer industry:

Customer Sector	Fiscal 2026	Fiscal 2025	Fiscal 2024
	(% of total revenue from operations)		
F&B	24.45%	30.06%	34.90%
E-commerce & Quick Commerce	9.57%	11.33%	12.96%

Customer Sector	Fiscal 2026	Fiscal 2025	Fiscal 2024
	(% of total revenue from operations)		
3PL	17.96%	15.80%	15.64%
Automotive	23.66%	14.31%	9.67%
FMCG	6.10%	6.94%	9.05%
Industrial & Others	18.27%	21.57%	17.79%
Total	**100.00%**	**100.00%**	**100.00%**

The revenue contribution of the top customers for the years indicated

Customer Group	Fiscal 2026		Fiscal 2025		Fiscal 2024	
	Amount (₹ Cr)	% to Total	Amount (₹ Cr)	% to Total	Amount (₹ Cr)	% to Total
Top 10 customers	194.46	26.65%	159.46	34.18%	144.13	39.49%
Top 11–50 customers	203.67	27.92%	133.47	28.61%	104.78	28.71%
Top 51–100 customers	103.62	14.20%	66.19	14.19%	53.15	14.56%
Others	227.79	31.23%	107.35	23.02%	62.91	17.24%
Total revenue	**729.53**	**100%**	**466.47**	**100%**	**364.97**	**100%**

OPERATING MODEL AND KEYT REVENUE STREAMS

The company offers pallets and containers to customers on a pooling model, while MHEs are provided under hire arrangements. Assets are rented either on a Static Hire basis, where usage is limited to a specific location, or on a Movement Hire basis, where assets move through multiple supply chain points to support broader logistics operations.

The company offers pallets and containers on a pooling model and provides MHEs under hire arrangements. Assets are rented through two distinct models:

Static Hire: Assets such as pallets and containers are hired for use at a specific location, typically within a customer's warehouse or facility, for a set period. Customers pay a per-day rental for the duration the assets remain at their site. This model ensures stable, recurring revenue and gives customers predictable access to high-quality supply chain assets without ownership burdens.

Movement Hire: Assets are used for transporting goods across multiple supply chain nodes rather than being returned to the same location after each use. Customers pay both a per-day rental and a movement fee each time assets are transferred between locations or legal entities. This model is particularly suited for industries with dynamic logistics needs, such as automotive and FMCG.

In addition, the company benefits from multiple monetization levers, including allotment fees, per-day rentals, and service charges (covering asset losses). Ancillary services such as repair and maintenance, transportation, and inventory management are billed separately, providing customers with a one-stop solution and further enhancing the company's revenue base.

REVENUE FROM OPERATIONS

(₹ Cr)

Particulars	For the year ended March 31,		
	2025	2024	2023
Sale of Products	**35.18**	**11.90**	**10.89**
- Pallets	23.06	10.85	7.74
- Material handling equipments	3.48	-	3.12
- Container	6.95	-	-
- Others	1.69	1.05	0.03
Sale of service - Rental income and other incidental services:	**681.54**	**446.55**	**349.14**
- Pallets	417.08	296.86	251.17
- Container	153.75	61.16	33.96
- Material handling equipments	110.71	88.54	64.01
Total Sale	**716.73**	**458.46**	**360.04**
Other operating revenues	**12.81**	**8.02**	**4.94**
- Sale of scrap	8.56	7.00	4.94
- Excess provision written back	4.25	1.01	-
Total Revenue from Operations	**729.53**	**466.47**	**364.97**

Select financial and operational information

Metric	Fiscal 2026	Fiscal 2025	Fiscal 2024
Total Income (₹ Cr)	747.36	485.03	371.94
Asset Pooling (excl. MHE) (₹ Cr)	616.88	384.22	299.28
MHE Pooling (₹ Cr)	115.18	88.67	67.58
Others (₹ Cr)	15.29	12.14	5.08
Net Profit (PAT) (₹ Cr)	62.34	37.56	37.17
PAT Margin (%)	8.34	7.74	9.99
EBITDA (₹ Cr)	378.83	273.80	209.92
EBITDA Margin (%)	50.69	56.45	56.44
Cash PAT (₹ Cr)	266.67	191.29	149.78
Cash PAT Margin (%)	35.68	39.44	40.27
Debt to Equity (Times)	1.01	0.87	0.72
Return on Equity (%)	6.48	4.60	5.79
Cash Return on Equity (%)	27.73	23.45	23.34
Return on Capital Employed (EBITDA basis) (%)	19.06	18.01	20.33
Total Assets (mn units)	14.70	13.30	7.92
Utilization Rate – Pallets (%)	89.34	87.46	87.75
Utilization Rate – Containers (%)	71.68	76.03	66.17
Utilization Rate – MHE (%)	79.79	81.54	82.50

Key Performance Indicators

(₹ in Cr, otherwise specified)

Indicator	Fiscal 2026	Fiscal 2025	Fiscal 2024
Total Assets – Volume (Cr)	1.47	1.33	0.79
Utilization Rate – Pallets (%)	89.34%	87.46%	87.75%
Utilization Rate – Containers (%)	71.68%	76.03%	66.17%
Utilization Rate – MHEs (%)	79.79%	81.54%	82.50%
Total Income (₹ crore)	747.36	485.03	371.94
Net Profit – PAT (₹ crore)	62.34	37.56	37.17
Income Split – Asset Pooling (excluding MHE) (₹ crore)	616.88	384.22	299.28
Income Split – MHE Pooling (₹ crore)	115.18	88.67	67.58
Income Split – Others (₹ crore)	15.29	12.14	5.08
EBITDA (₹ crore)	378.83	273.80	209.92
EBITDA Margin (%)	50.69%	56.45%	56.44%
PAT Margin (%)	8.34%	7.74%	9.99%

Indicator	Fiscal 2026	Fiscal 2025	Fiscal 2024
Cash PAT (₹ crore)	266.67	191.29	149.78
Cash PAT Margin (%)	35.68	39.44	40.27
Debt to Equity (Times)	1.01	0.87	0.72
Return on Equity (%)	6.48%	4.60%	5.79%
Cash Return on Equity (%)	27.73%	23.45%	23.34%
Return on Capital Employed – by EBITDA (%)	19.06%	18.01%	20.33%

FULFILMENT CENTERS

The company's fulfilment centers enable efficient, timely, and reliable service to a diverse customer base across India. These centers facilitate the storage, maintenance, repair, and rapid deployment of assets, ensuring smooth supply chain operations. They are equipped with dismantling machines and repair tables, which support quick asset turnaround and minimize downtime.

In addition, the centers house **SRC systems** that provide sorting, repair, and conditioning processes to maintain assets at consistent quality standards.

The details of the fulfilment centres:

Particulars	As at March 31,		
	2026	2025	2024
Fulfilment Centers	29	33	21

The fulfilment centres, as at March 31, 2026

MARKET OPPORTUNITIES

Adoption of Palletization and pallet pooling: In developed economies such as North America and the European Union, pallet usage is near-universal, supported by advanced logistics infrastructure and automation. These regions benefit from established pooling systems and standardized practices, which reduce logistics costs. In CY2025, palletization levels were 89% in North America, 91% in the EU, 94% in Australia & New Zealand, and 60% in China. Palletization helps reduce turnaround time (TAT) and supply chain costs, which are the ultimate goals of any supply chain model. The North American pallet pooling market stood at 111.40 crore units, representing 55% penetration of total pallet circulation. The EU followed with 153.00 crore pooled units, reflecting 45% penetration, supported by standardized Euro pallets and harmonized cross-border transport. In contrast, developing regions show varied adoption patterns.

Market Structure and Key Players: The global pallet pooling market in developed economies is highly consolidated, with only a few dominant players. This limited competition results in standardized practices, consistent high-quality service, and the ability to invest in automation and efficiency improvements. India's Nascent Market for Palletization with Strong Headroom for Growth: India's pallet industry is relatively young, gaining structure and momentum over the past 15 years. The logistics sector in India continues to face challenges of low productivity, driven by fragmented supply chains, manual handling, and inefficient transportation systems, which result in high costs.

These inefficiencies are prompting companies to adopt modern solutions. Supply chain automation is becoming increasingly attractive, and palletization has emerged as a strong element in this transformation, helping improve efficiency & reduce costs.

WIDESPREAD NETWORK OF COMPANY PLATFORM

Leap India is the largest on-demand **asset pooling provider** in India's supply chain management sector, based on number of pooled assets, according to the F&S Report. As of March 31, 2026, they had 1.47 crore assets, supported by a **network of 10,100 customer touch points and 29 fulfilment centres** for storage, maintenance, repair, and rapid deployment. They are the only player in India operating at considerable scale and at a national level in the pallet pooling segment.

Their subsidiary TARON is recognized as the leading forklift pooling provider and a pioneer in the lithium-ion segment of MHEs, having introduced these solutions in India. They rely on TARON for the sale of products and services relating to MHEs, strengthening their overall portfolio in the asset pooling industry.

Asset Management:

The company manage the entire lifecycle of their assets, covering procurement, deployment, maintenance, tracking, and refurbishment or replacement. Preventive maintenance and repair are central to operations, with a significant portion of assets undergoing servicing annually. This extends lifespan and improves yield. Fulfilment centres are equipped with SRC systems, while mobile repair units provide on-site support to minimize downtime.

Tracking is enabled through **passive RFID** and IoT solutions, ensuring visibility and efficient inventory management. Before the CHEP India acquisition, over 90% of containers were RFID-tagged, and tagging of acquired assets is ongoing. The in-house **MyLEAP** portal provides customers with order details, tracking, damaged asset swap options, and support services.

Asset loss rates are kept low through robust tracking and management systems. As per contractual provisions, the cost of losing a pallet is borne by the customer. The in-house Asset Audit App (AAA) enables physical audits at customer locations, with customer acknowledgement recorded on findings, strengthening accountability.

TARON (LEAP's Subsidiary):

TARON is recognized as the leading **forklift pooling player** and a pioneer in the lithium-ion segment of MHEs, being the first to introduce these solutions in India. In Fiscal 2026, TARON ranked as the second largest forklift pooling provider in terms of volume. It offers a full range of lithium-ion powered MHEs, including forklifts, reach trucks, and stackers, designed for higher energy efficiency, quick charging, and lower maintenance. These solutions are widely used in FMCG, e-commerce, and 3PL sectors, enhancing warehouse productivity and reducing operating costs. Real-time fleet tracking and nationwide service support enable sustainable, technology-driven material handling.

TARON strengthened its **MHE pooling portfolio** through the acquisition of **SKAN Marine Services Pvt. Ltd.** in February 2023. This acquisition expanded its fleet and client base across FMCG, e-commerce, automotive, and heavy industries. TARON continues to advance the adoption of lithium-ion powered forklifts and real-time fleet tracking, improving efficiency and offering scalable pooling models with pan-India service coverage. This positions TARON as a key partner for sustainable and cost-efficient material handling.

COMPETITIVE STRENGTHS

- ***Industry with multi-decadal and rapid growth story***

The company has established leadership in pallet pooling in India with a pan-India network and full-service model. Globally, palletization is near-universal in developed economies, driving efficiency and lowering logistics costs. India, however, remains underpenetrated with only 1 crore pooled pallets (9.4% of 10.6 crore total), though adoption is accelerating across FMCG, F&B, 3PL, e-commerce, automotive, and industrials. Pallet use in F&B is projected to grow from 2.64 crore in Fiscal 2026 to 3.86 crore in Fiscal 2031, while industrial pallet pooling will rise from 0.96 crore to 1.41 crore. ESG commitments, coupled with innovations like lithium-ion forklifts and IoT-driven fleet management, further strengthen their competitive edge.

- ***Largest on-demand supply chain asset pooling company, in an industry with high barriers to entry***

They are the largest on-demand asset pooling provider in India's supply chain management sector, with **1.47 crore Assets**, a network of **10,100 customer touchpoints**, and **29 fulfilment centres** as of March 31, 2026. They are the only player in India operating pallet pooling at a national scale. Their subsidiary **TARON** is recognized as the leading forklift pooling provider and pioneer in lithium-ion MHEs, being the first to introduce these solutions in India, and they depend on TARON for sales and services relating to MHEs.

The company has effectively established and led the pallet pooling industry in India. Their proven track record, combined with scale and network, strong customer relationships, consistent product quality and service excellence, powerful network effects, and advanced knowledge and technology, together create significant barriers to entry for new competitors.

- ***Trusted supply chain partner equipped to meet evolving customer needs with a focus on quality and sustainability***

They have built strength in India's supply chain management sector by offering efficient pooling solutions that reduce capital expenditure, avoid maintenance costs, and provide standardized pallets and containers compatible with automation. Their model ensures consistent asset quality, timely delivery, and flexibility to scale volumes on demand, while repairs and maintenance are centrally managed to reduce downtime.

Through a consultative approach, they deliver optimized solutions for manufacturers, transporters, and distributors, enhancing efficiency, safety, and cost savings. They pioneered pallets in India and introduced innovative products such as utility boxes, belts, wedges, and stillages, while expanding into MHEs. Their subsidiary **TARON** is a leader in lithium-ion forklifts and ranks second in forklift pooling, enabling cross-selling opportunities and a more integrated ecosystem.

Quality remains central: pallets are made from 100% SPF timber sourced sustainably, tested and certified, built to uniform specifications, and maintained regularly - ensuring durability, reliability, and lower effective costs compared to single-use pallets.

- ***Highly resilient business model with a blue-chip customer base across high growth sectors***

Their business strength is anchored in a diverse end-use customer base across resilient, high-growth sectors such as **FMCG**, **F&B**, **3PL**, **e-commerce**, automotive, and industrials, ensuring steady demand even during macroeconomic volatility. They serve marquee customers including Hindustan Coca-Cola, Marico, Daikin, Panasonic, Haier, Daimler, Autoliv, and Sanathan Textiles, with their customer base expanding from over 500 in March 2024 to more than 1,000 by March 2026.

Long-term contracts of one to five years, with auto-renewal provisions, provide predictable cash flows and strong revenue visibility. These contracts include **price escalations**, **cost pass-throughs**, and provisions for repair, breakage, and loss recovery, protecting margins and ensuring sustainability. This combination of diversified customers and inflation-protected contracts underscores the stability and resilience of their business model.

- ***Efficient asset management capabilities led by technology and a focus on customer service***

Their asset management and customer service approach is built on technology-driven processes and operational efficiency. They were the first in India to introduce **RFID-tagged containers** and are tagging CHEP assets with passive RFID for real-time tracking. Their IoT-enabled **MHE fleet** provides detailed operational insights, while platforms like **MyLEAP** and the Docket System support inventory management, asset retrieval, and maintenance.

Advanced analytics and AI forecasting balance asset inventory across the network, complemented by systems such as Asset & Audit Application (**AAA)** for asset retrieval and a Sorting, Repair, and Conditioning (**SRC)** for repairs. They train 35,000–40,000 customer employees annually to improve safety and reduce asset damage. Specialized apps — Asset App, RFID App, and POD App — automate workflows and ensure accuracy.

- ***Strong performance reflecting rapid growth and an attractive financial profile***

Their growth strategy is anchored in continuously expanding their asset base and pan-India footprint, enabling penetration into new industry verticals and deeper customer engagements. They have maintained profitability, remaining PAT positive since 2020, supported by operating leverage, economies of scale, and high asset utilization.

Their disciplined capital expenditure approach focuses on gradual asset pool expansion, value-accretive products, and efficient maintenance, with mechanisms to recover lost asset costs enhancing unit economics. A strong base of high-growth, blue-chip customers ensures timely payments, predictable cash flows, and financial resilience, driving sustainable growth and value creation for stakeholders.

- ***Founder-led company supported by an experienced professional management team and reputed investors***

Their leadership team is anchored by Sunu Mathew, Chairman, Managing Director and CEO, who has over 26 years of experience and has been a key contributor to the growth of India's pallets industry. He previously worked with CHEP India and L'Oréal India, bringing expertise across both front-end and back-end functions. The senior management team averages 27 years of industry experience, with deep involvement in supply chain and asset pooling since its early days.Their corporate culture is defined by trust, discipline, operational excellence, and technology-driven customer success. Supported by a professional team with expertise in logistics engineering, asset management, and strategic sales, their growth is further reinforced by the backing of their **Corporate Promoter affiliated with KKR**, ensuring strong strategic direction and industry credibility.

KEY BUSINESS STRATEGIES

- ***High growth potential on the back of increasing penetration of palletization and pallet pooling***

India's young population and rising consumption are driving demand for pallets, supported by higher production volumes and increasing warehouse rentals that encourage vertical storage. The growth of online shopping and rapid delivery expectations further highlight the need for supply chain modernization, where pallet pooling plays a critical role.

Their three-pronged strategy focuses on:

- **Expansion within existing industries** by replicating success stories across FMCG, F&B, 3PL, e-commerce, automotive, and industrials.
- **Penetration in new industries** such as textiles, paints, solar energy, pharmaceuticals, chemicals, and heavy engineering.
- **Integration across the supply value chain** by extending solutions from manufacturers to distributors and retailers, while broadening product offerings and complementary assets.

- ***Integrate CHEP India and selectively pursue inorganic growth opportunities***

They acquired **CHEP India** in January 2025, consolidating leadership in the container pooling segment and reinforcing their position across the broader asset pooling industry. CHEP India, recognized as the market leader in container pooling in Fiscal 2024, brought strong customer relationships, best practices, and a proven track record. The integration is expected to generate cost and revenue synergies through consolidated fulfilment centres, optimized network operations, improved rental negotiations, and new cross-selling opportunities across the combined customer base.

Their disciplined acquisition strategy is demonstrated by the successful integration of **SKAN Marine** with **TARON MHE**, driving TARON's revenue from ₹67.69 crore in Fiscal 2024 to ₹116.60 crore in Fiscal 2026. They continue to pursue value-accretive investments that broaden platform offerings, enhance technology capabilities, expand geographic reach, and strengthen penetration across customer segments. This approach focuses on streamlining group structure, rationalizing operations, and building a stronger base for future growth.

- ***Expand the product offerings to existing customers***

Their portfolio includes a diverse range of assets such as pallets, containers, and MHEs, complemented by additions like belts, wedges, stillages, and racking. This breadth of offerings eliminates the need for customers to coordinate with multiple suppliers, streamlining operations and reducing management complexity.

They are committed to building a comprehensive product ecosystem across the supply chain, with pallets and MHEs serving as complementary businesses that create strong customer synergies. By leveraging established relationships in the pallets vertical and understanding customer requirements, they are well-positioned to cross-sell MHE solutions, scaling the MHE vertical and enhancing overall customer value.

- ***International expansion***

They are expanding internationally by targeting regions with comparable infrastructure and operational standards to replicate success. For example, they plan to strategically enter the GCC market, which features high palletization, standardized logistics practices, and a well-established movement hire model. To capitalize on this, they established wholly-owned subsidiaries: **LEAP GULF Company** in Saudi Arabia (December 3, 2025) and **LEAP MENA Holdings** in the UAE (July 1, 2026).

They may also pursue **selective acquisitions** or strategic investments in the UAE to accelerate entry and strengthen positioning, gaining access to customer relationships and operational capabilities. Beyond the GCC, they continue to evaluate opportunities in other countries. Additionally, through the acquisition of CHEP India, they initiated **inter-country pallet and container movement**, which they aim to expand further.

RISK FACTORS

- ***Ability to retain and attract customers:*** Their financial condition depends on sustaining customer relationships, with revenue concentrated among large customers. Contracts are multi-year but allow termination with notice, making renewal reliant on service quality, reliability, and pricing. In Fiscal 2026, they had more than 1,000 customers, up from 900 in Fiscal 2025. Their growth strategy is to expand services to existing customers through cross-selling material handling equipment (MHE) and containers, and offering integrated, technology-driven solutions. Long-term expansion requires attracting new customers across industries, supported by investment in sales and marketing and highlighting pooling model advantages such as cost efficiency, sustainability, and flexibility.

- ***Ability to manage the pooled Assets:*** Their business model relies on effective management of reusable assets like pallets, containers, and MHE, with quality and reliability central to customer satisfaction. Asset loss or leakage poses financial risks despite controls such as RFID and IoT tracking. Maintenance is a major expense, and rising repair or material costs can pressure margins. Customer satisfaction depends on timely, reliable asset delivery, where shortcomings could harm revenues, reputation, and growth prospects.

- ***Operating Costs:*** Their operating costs are rising with business growth, driven by increasing employee benefits and contract labour expenses linked to asset scale and customer touchpoints. Repairs and maintenance costs reflect asset pool expansion and utilization, while depreciation and amortization increase with investments in property, equipment, and intangibles. They expect costs to continue rising with network expansion and investments in technology and talent. Effective monitoring of cost drivers, optimizing asset management, and pursuing efficiencies will remain critical to sustaining profitability and long-term financial health.

- ***Competition:*** The industry they operate in is marked by evolving dynamics and potential for rising competition in India. Their ability to maintain and grow market share depends on scale, technology, customer relationships, and the capital-intensive nature of the business. Currently, they face limited direct competition in Indian pallet pooling and asset management, with adoption still at a nascent stage. This provides significant growth headroom and positions them as a leader based on pooled assets and customer reach. However, the industry remains vulnerable to new entrants, including large domestic or international firms with strong financial resources. Competitors may challenge on price, innovation, or service quality, while technological advancements or alternative solutions could disrupt the market if they fail to adapt.

- ***Macroeconomic environment:*** Their growth, operational results, and financial condition are directly tied to end-consumer demand for products and services offered by their customers. This demand is shaped by macroeconomic factors such as disposable income, spending patterns, business investment, logistics costs, interest rates, fuel and energy prices, government policies, taxation, and broader political or social developments.

Restated Consolidated Summary Balance Sheet

(₹ Cr)

Particulars	As at Mar 31,		
	2026	2025	2024
ASSETS			
Non-current assets			
Property, plant and equipment	1,480.74	1,229.34	975.03
Capital work-in-progress	8.11	0.19	1.46
Right-of-use of asset	132.20	115.68	55.88
Goodwill	41.82	41.82	41.82
Other intangible assets	164.58	168.11	11.43
Intangible assets under development	0.32	5.22	–
Other financial assets	7.53	6.54	10.18
Non-current tax assets (net)	29.69	26.83	5.14
Other non-current assets	4.92	11.70	10.57
Total non-current assets	**1,869.92**	**1,605.43**	**1,111.50**
Current assets			
Inventories	33.24	23.31	14.81
Investments	106.87	101.49	52.14
Trade receivables	262.32	199.15	143.62
Cash and cash equivalents	6.14	26.39	8.51
Bank balances other than cash	0.75	0.75	0.35
Loans	0.33	0.02	0.17
Other financial assets	1.31	4.50	5.56
Other current assets	120.18	78.96	63.62
Total current assets	**531.13**	**437.03**	**288.77**
Total assets (A+B)	**2,401.05**	**2,042.46**	**1,400.28**
Equity			
Equity share capital	12.07	3.02	2.73
Instruments entirely equity in nature	315.48	308.24	189.61
Other equity	678.78	606.09	521.84
Total equity	**1,006.33**	**917.35**	**714.18**
Non-current liabilities			
Borrowings	809.40	656.01	418.48
Lease liabilities	78.06	76.10	37.90
Provisions	1.47	2.23	1.29
Deferred tax liabilities (net)	43.33	64.62	15.36
Total non-current liabilities	**932.26**	**798.95**	**473.03**

Particulars	As at Mar 31,		
	2026	2025	2024
Current liabilities			
Borrowings	208.33	145.65	94.59
Lease liabilities	55.51	42.29	20.53
Trade payables – micro & small enterprises	14.63	3.16	2.48
Trade payables – other creditors	71.71	74.48	44.96
Other financial liabilities	77.37	36.45	39.76
Other current liabilities	31.45	22.86	9.60
Provisions	3.46	1.27	1.13
Total current liabilities	462.46	326.16	213.07
Total liabilities	**1,394.72**	**1,125.11**	**686.10**
Total equity and liabilities	**2,401.05**	**2,042.46**	**1,400.28**

Source: RHP

Restated Consolidated Summary statement of profit and loss

(₹ Cr)

Particulars	For year ended Mar 31,		
	2026	2025	2024
Income			
Revenue from operations	729.53	466.47	364.97
Other income	17.82	18.56	6.97
Total income	**747.36**	**485.03**	**371.94**
Expenses			
Purchase of stock-in-trade	32.50	11.79	9.64
Changes in inventories of stock-in-trade	(2.73)	(0.24)	0.41
Employee benefits expense	128.35	89.61	62.41
Finance costs	93.65	68.01	50.60
Depreciation, amortisation and impairment	204.33	153.73	112.61
Other expenses	210.42	110.09	89.57
Total expenses	**666.50**	**432.97**	**325.24**
Profit before tax	80.86	52.06	46.71
Tax expense			
Current tax	(0.55)	0.94	0.02
Deferred tax	19.06	13.56	9.51
Total tax expense	18.51	14.50	9.53
Net profit for the year	**62.34**	**37.56**	**37.17**
Other comprehensive income	0.61	(0.57)	0.04
Total comprehensive income	**62.95**	**36.99**	**37.21**

Restated Consolidated Statement of Cash Flows

(₹ Cr)

	For the year ended March 31,		
	2026	2025	2024
Profit before tax	**80.85**	**52.06**	**46.71**
Adjustments Related to Non-Cash & Non-Operating Items	295.14	205.63	161.19
Operating Profits before Working Capital Changes	**375.99**	**257.69**	**207.90**
Adjustments for Changes in Working Capital	(101.28)	(0.81)	(57.28)
Net cash generated from operations before tax	**274.71**	**256.88**	**150.62**
Income tax (paid)/Refund, (net)	(6.44)	(1.86)	(1.51)
Net cash generated from operating activities	**268.27**	**255.02**	**149.11**
Net cash used in investing activities	**(360.12)**	**(1,294.88)**	**(338.74)**
Net cash used in financing activities	**71.60**	**1021.36**	**188.91**
Net (decrease)/ increase in cash and cash equivalents during the period	**(20.25)**	**(18.50)**	**(0.72)**
Add: Cash and cash equivalents as at the beginning of the period	26.39	8.51	9.23
Add: Acquired through business combination	-	36.38	-
Cash and cash equivalents as at the end of the period	**6.14**	**26.39**	**8.51**

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