



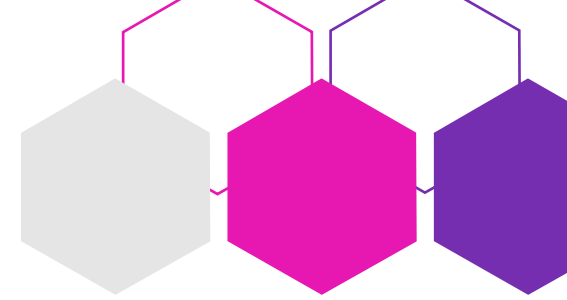
All e Technologies Ltd.

Catalysing
AI Transformations

Investor Presentation
Q4 & FY'26



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Building for Scale Through a Transitional Year

A soft operating year, on an exceptionally strong foundation

A profitable, debt-free, cash-rich business that chose to invest through a cautious demand cycle. The fundamentals that protect shareholder capital are intact and strengthening.



Profitable & cash-generative

₹26.11 Cr cash from operations; PAT margin held at a healthy 17.2%.



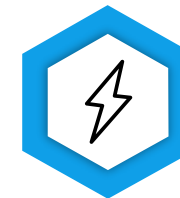
Fortress balance sheet

~ ₹163 Cr cash & investments, effectively debt-free.



Net worth compounding

Shareholders' funds up ~17% to ₹169 Cr.

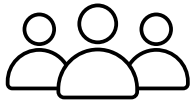


A deliberate investment year

Profit dip reflects BD, and AI capability spend — not lost demand.

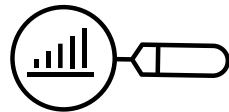
The demand environment turned cautious

FY26 was **not business-as-usual**. Shifting global trade dynamics, geopolitical conflicts, and the fastest technology shift in a generation caused customers hesitate.



Buyers took cover

Mid-market customers across several regions became cautious and deferred new commitments amid global uncertainty.



Doubt over what to buy

An unprecedented pace of technology change left customers unsure they were investing in the right solutions.



Longer decision cycles

Hesitation lengthened evaluation and approval — pushing revenue conversion further out.



Costlier pre-sales

AI interest is high, but value is still being defined — raising pre-sales and sales effort per deal.

We are a leading indicator

Because Alletec works directly with end customers, we are among the first in the chain to experience and absorb macro stress. What we experienced in FY26 reflects the market, not a loss of competitiveness.



Aligning with the Market Shift



Move up-market

Enhanced **focus** on **larger accounts** that **bring higher revenue**, last several years, and expand over time.

Strengthen Data & AI solutions

Strengthening capability for solutions customers are now actively seeking.



Proprietary IP

Differentiated, **stickier offerings** that **set us apart in larger deals**.



Diversified by geography and capability

Geographic mix

India

Steady growth — enterprise modernization & mid-market D365 adoption -----> **Steady**

Middle East & Africa

Strengthening market traction. -----> **Expanding**

Americas

Strengthening market position; critical mass of customers achieved -----> **Consolidating**

Europe & APAC

Opportunistic -----> **Measured**

Capability stack



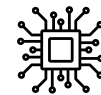
Microsoft Dynamics 365 & Power Platform

ERP | CRM | Automation — structurally attractive mid-market core



Data Engr. | Data Governance | Business Intelligence

Microsoft Fabric-based analytics modernization



AI & Agentic Automation | Enterprise Intelligence

Copilots & agentic frameworks | from Answers to Action



Azure Infra & Security

Cloud foundation & Security

Why Alletec Can Scale

Existing Foundation

300+ customers

Multi-country presence

Microsoft specialization

Strong balance sheet

High customer retention

Scaling Drivers

Larger deal sizes

IP Driven Solutions Sales

Critical mass across geographies & industries

Data & AI cross-sell







M&A



All six Microsoft Solutions Partner designations — earned

Alletec has attained every one of the six Solutions Partner designations in the Microsoft AI Cloud Partner Program — qualifying for the Solutions Partner for Microsoft Cloud recognition. Few partners hold all six; it signals validated capability across the entire Microsoft Cloud, not a single niche.



 <p>Microsoft Solutions Partner</p> <hr/> <p>Business Applications</p>	 <p>Microsoft Solutions Partner</p> <hr/> <p>Data & AI Azure</p>	 <p>Microsoft Solutions Partner</p> <hr/> <p>Infrastructure Azure</p>
 <p>Microsoft Solutions Partner</p> <hr/> <p>Digital & App Innovation Azure</p>	 <p>Microsoft Solutions Partner</p> <hr/> <p>Modern Work</p>	 <p>Microsoft Solutions Partner</p> <hr/> <p>Security</p>

Solutions Partner for Microsoft Cloud — the breadth credential behind our move up-market: enterprise buyers shortlist partners proven across the full stack.

Capital Allocation Philosophy

₹160+
Cr
Cash &
Investments



Current Priorities

Maintain strategic flexibility

Pursue value-accretive acquisitions

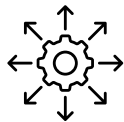
Continue capability investments

Maintain shareholder returns

Preserve balance sheet strength

Capability expansion

Data engineering & AI talent and IP to deepen the Fabric/AI layer



Geographic reach

Extend the Middle East and APAC momentum through local presence



Disciplined structuring

Earnout-led, retention-locked deals that protect downside



What We Will Not Do

Pursue acquisitions at unreasonable valuations

Deploy cash merely to demonstrate activity

Path Toward ₹500 Crore Revenue

₹500 Cr is a mid-term goal, not a guidance

Building Blocks

Core ERP / CRM growth

International expansion

Data & AI practice growth

Customer expansion

Selective acquisitions

Management View



Achievable over medium term — requires both organic and inorganic growth

Main Board Migration

Currently listed on **NSE** Emerge
Eligible for migration to the Main Board

Why Consider Migration

Larger investor universe

Improved liquidity

Increased institutional participation

Better visibility

Status



✓ Under evaluation — no formal timeline decided yet

✓ We recognize the benefits and will act appropriately



The Numbers

Company In Numbers (Consolidated)

Q4 FY'26	
Total Revenue*	INR 347.5 Mn
Total Income from Operations[#]	INR 374.3 Mn
EBITDA & Margin (%)^{\$}	INR 69.3 Mn (18.5%)
Reported Net Profit & Margin	INR 58.5 Mn (15.6%)
Adjusted Net Profit & Margin[^]	INR 59.0 Mn (15.8%)
Repeat + Recurring Revenue	85.3%
Customers Added	8

FY'26	
Total Revenue*	INR 1,378.7 Mn
Total Income from Operations[#]	INR 1,495.9 Mn
EBITDA & EBITDA Margin (%)^{\$}	INR 363.2 Mn (24.3%)
Reported Net Profit & Margin	INR 257.2 Mn (17.2%)
Adjusted Net Profit & Margin[^]	INR 271.0 Mn (18.1%)
Repeat + Recurring Revenue	90.6%
Customers Added	35
Team Size	~350

Recommended a final dividend of ₹1.5 per equity share (15% on face value of ₹10) for FY26

*Total Revenue (Exclusive of Other Income)

#Total Income from Operations (Inclusive of Other Income)

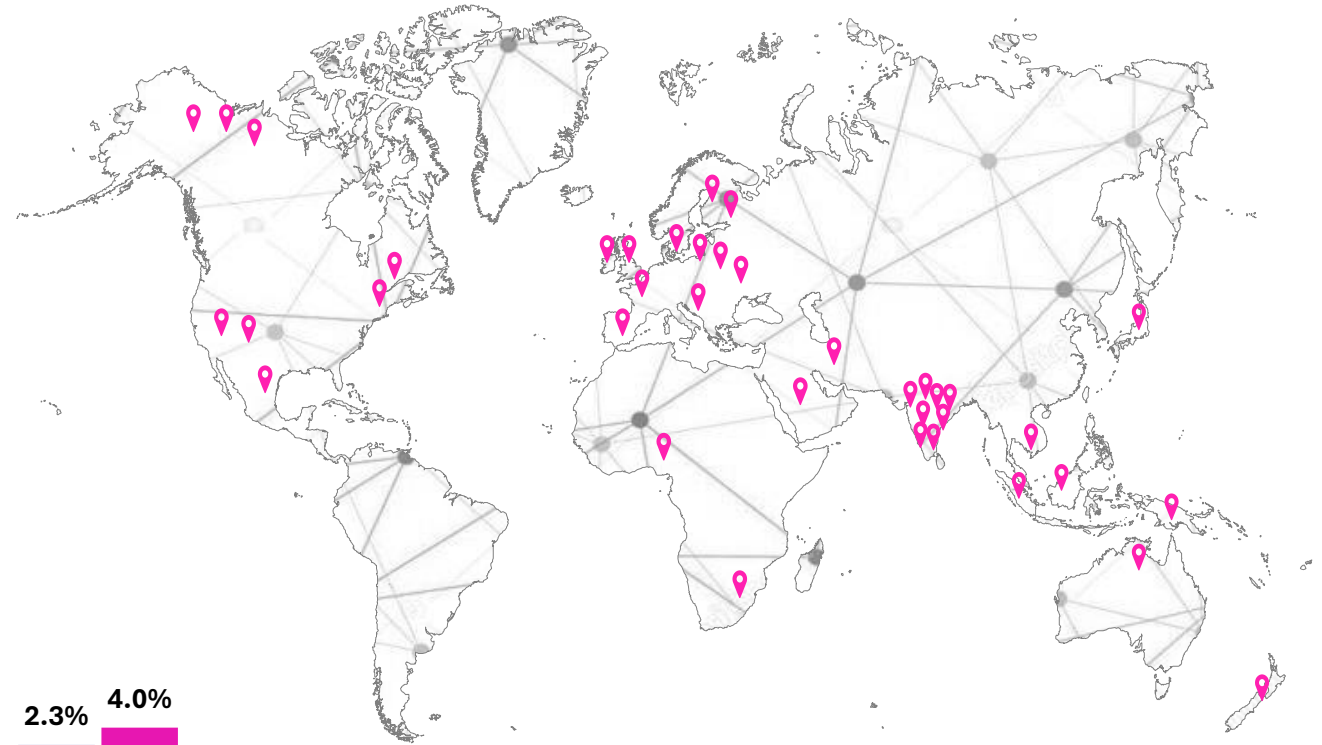
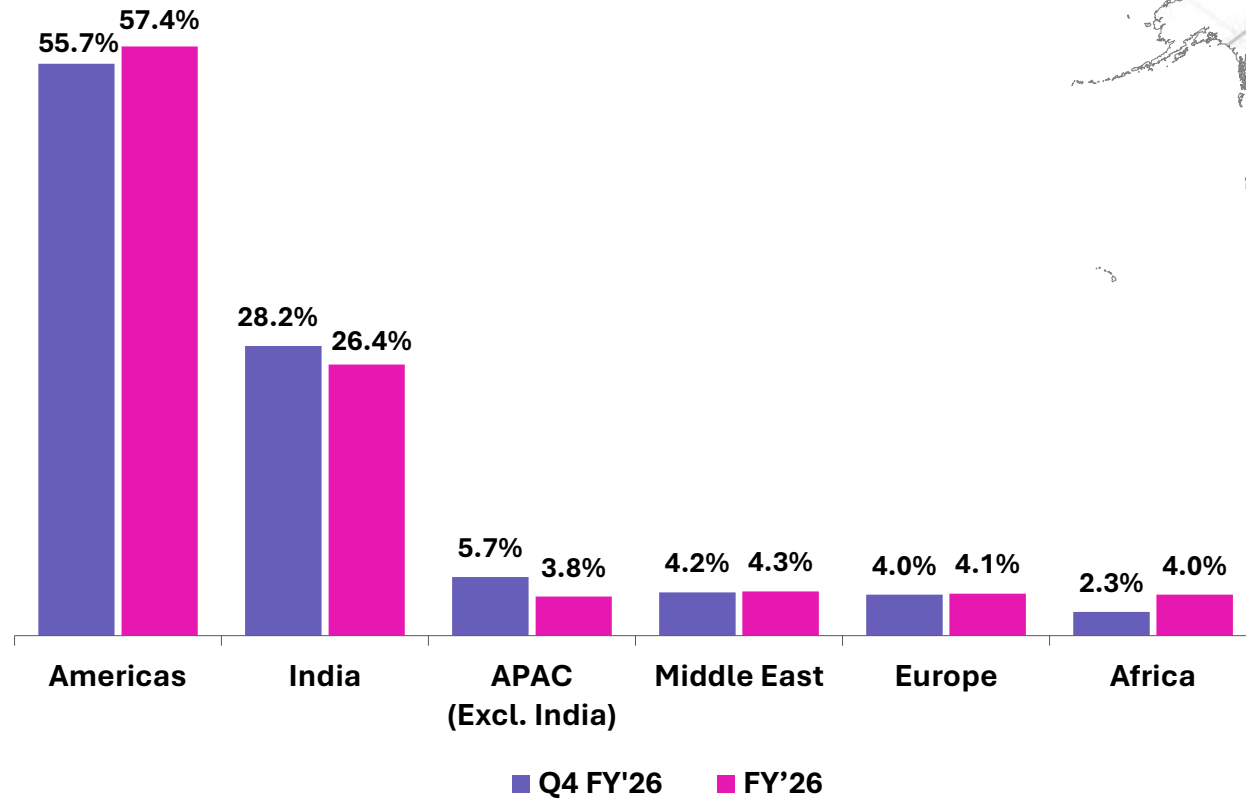
\$EBITDA (Inclusive of Other Income)

^Adjusted Net Profit & Margin (Excluding Extraordinary Items)



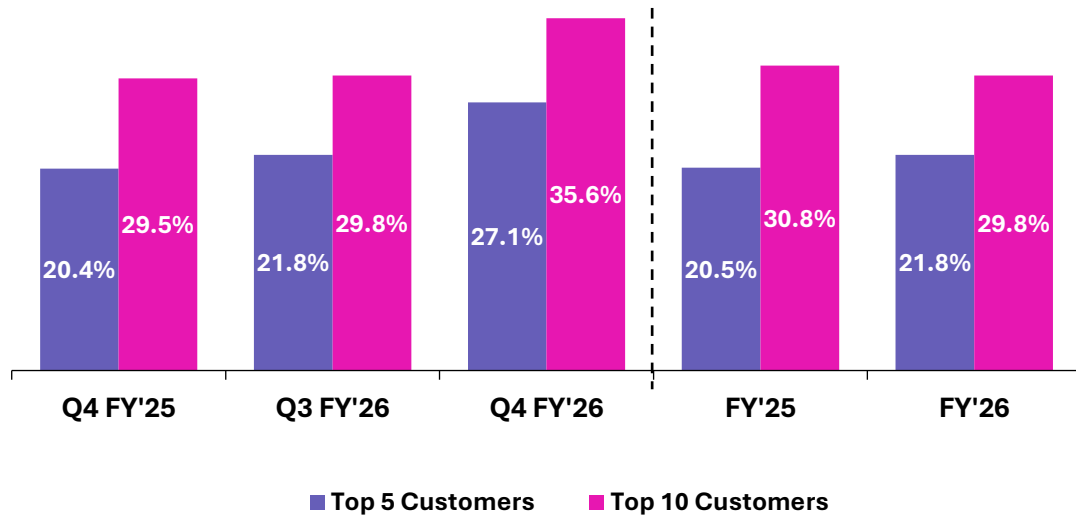
Geographic Spread

Services Revenue Breakup (%)

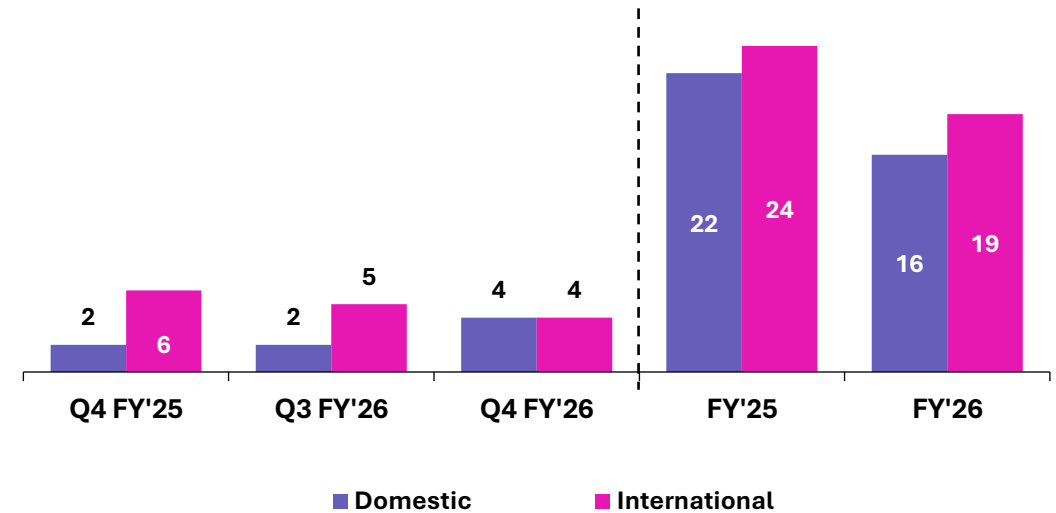


Customer Engagement

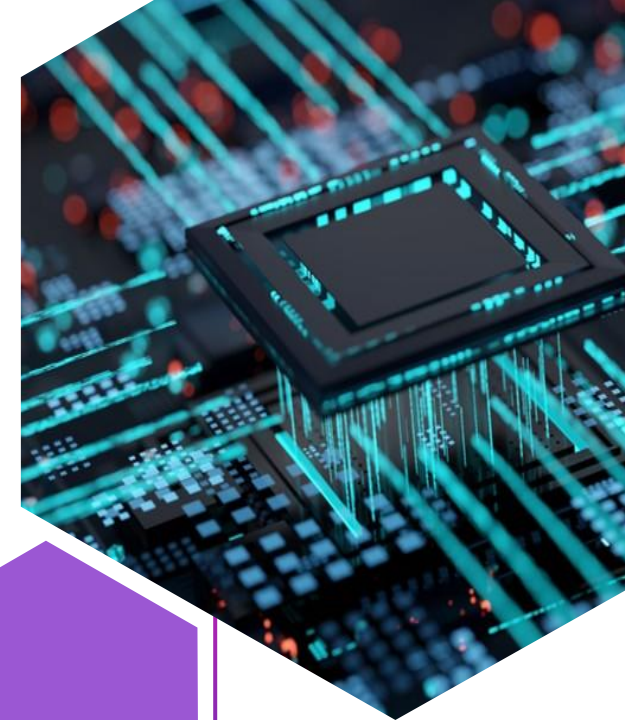
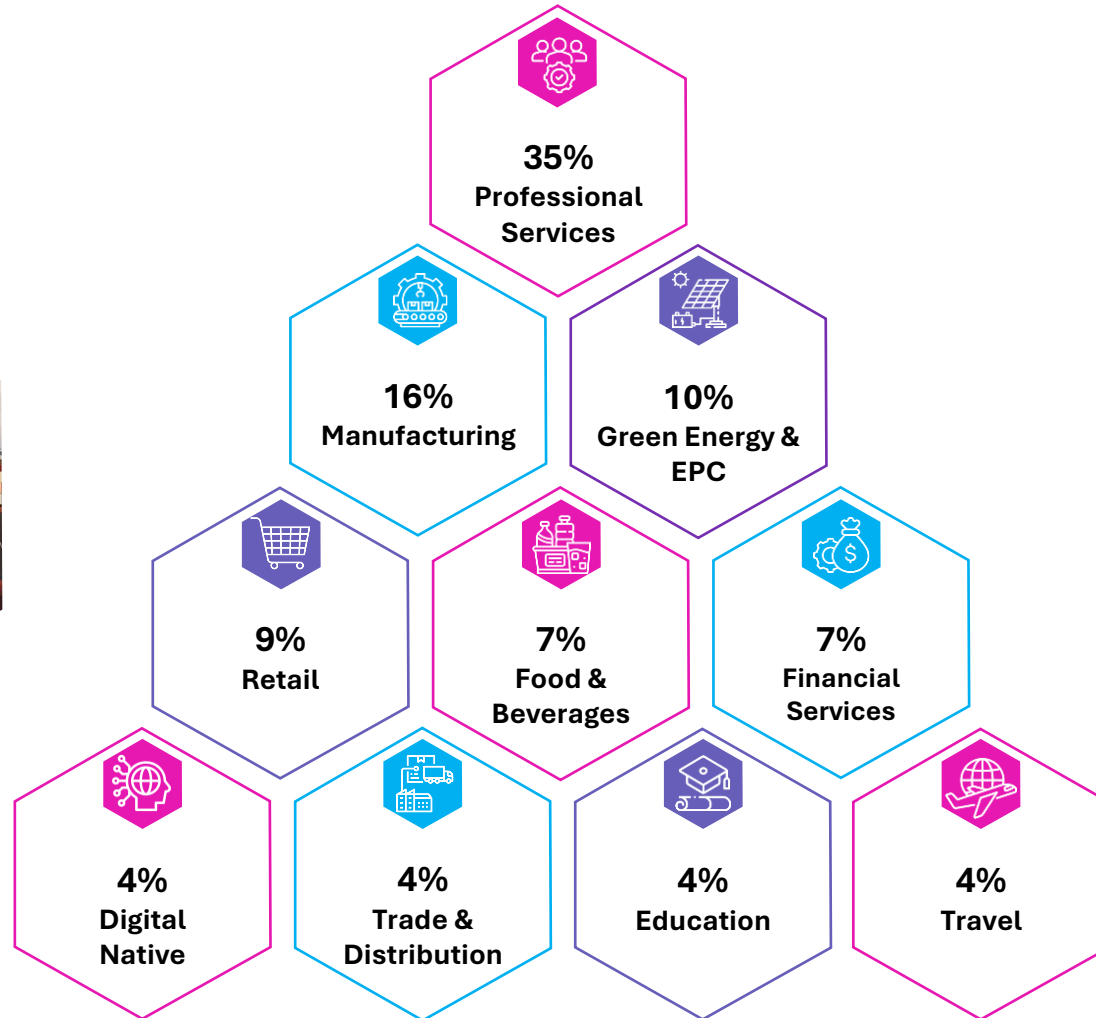
Revenue from Top Customers (%)

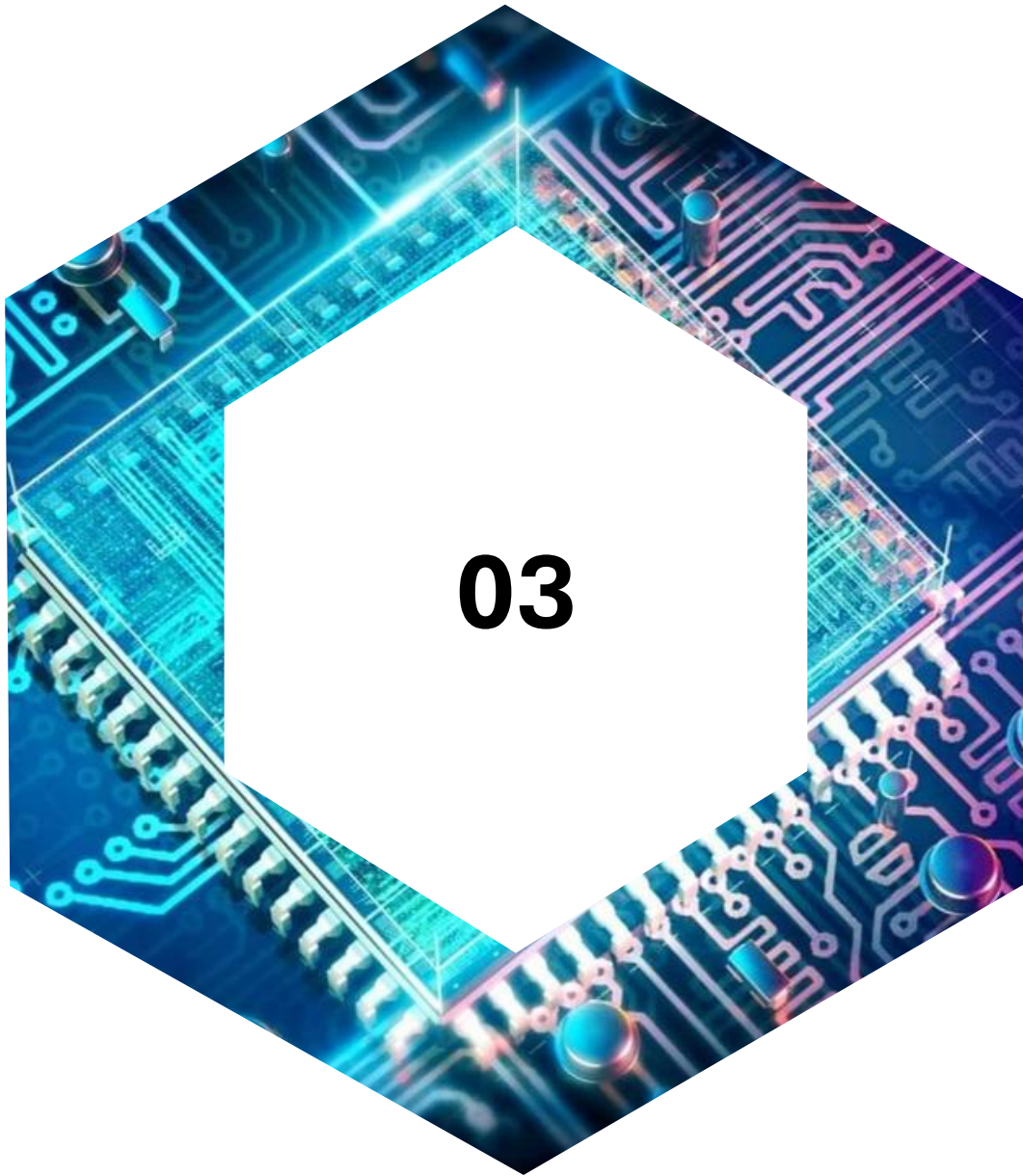


New Customers Added



Industries Served – FY'26





What's Steady

Business Applications Provider Since 2000



25

Years on Microsoft
Business Applications

07

Inner Circle Microsoft AI
Business Solutions; Gold Partner


~1100+

Successful
Projects



~350

Team Strength (30% of the
workforce is women)




 Microsoft
Solutions Partner 



Business
Applications

 Microsoft
Solutions Partner 


Data & AI
Azure

 Microsoft
Solutions Partner 

Infrastructure
Azure

 Microsoft
Solutions Partner 

Digital & App Innovation
Azure

 Microsoft
Solutions Partner 

Modern Work

 Microsoft
Solutions Partner 

Security

Enabling Enterprises Do More With Digital Transformation



Digital Core Modernization

Transform operations, customer experiences, and business models by modernizing the digital core with cloud computing, automation, applications modernization, collaboration, data engineering and AI



Enterprise Applications

ERP, CRM, HCM, and Commerce applications - Implement and customize to meet specific business needs.



Process Optimization

Optimize performance by streamlining business processes to improve efficiency and reduce costs through process assessments, bottlenecks identification, and redesigning workflows.



System Integration

Integrate disparate systems and new technologies, ensuring robust IT architecture and seamless data flow across the organization.



Data & AI

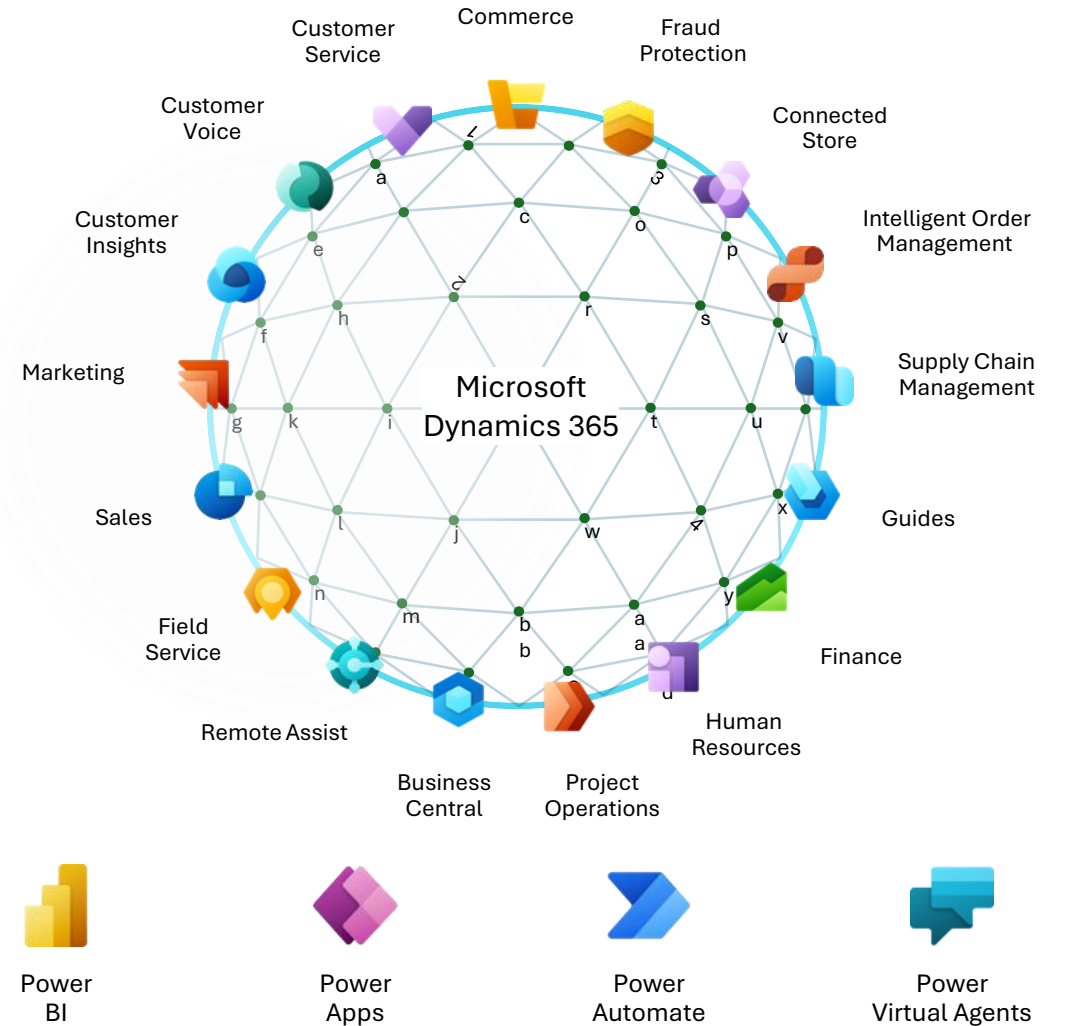
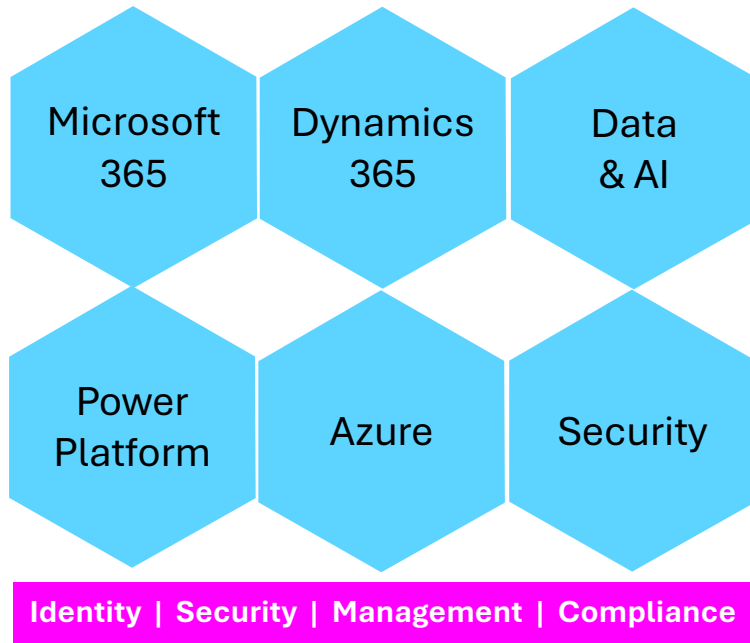
Harness the power of data and analytics to gain valuable insights, make data-driven decisions, and enable business growth with data management, advanced analytics, predictive modelling, and AI-driven insights.



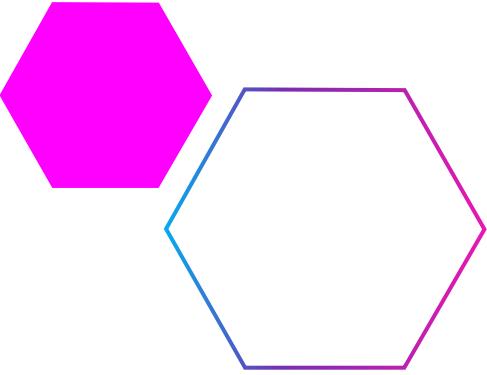
Change Management

Help manage organizational changes accompanying technology implementations - trainings, communication, and readiness assessments for smooth transitions and adoption

Leveraging Full Stack



Board of Directors



Dr. Ajay Mian
Managing Director



Mr. Rajiv Tyagi
Executive Director



Mrs. Ritu Sood
Executive Director



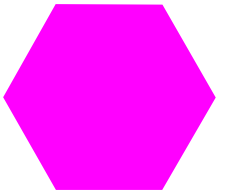
Mr. Vinod Sood
Independent Director



Mr. Sunil Gupta
Independent Director



Dr. Suman Mian
Non Executive Director



Lead Management



Dr. Ajay Mian
Managing Director



Mr. Rajiv Tyagi
Executive Director



Mrs. Ritu Sood
Executive Director



Mr. Sandeep Jain
Chief Financial Officer

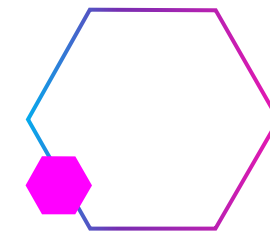


Mr. Sandeep Salman
Head - Cloud & Managed Services



Annexures

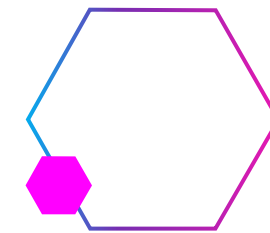
Quarterly Income Statement (Consolidated)



Particulars (INR Mn)	Q4 FY'26	Q3 FY'26	Q4 FY'25	FY'26	FY'25
Total Revenue	347.5	357.0	349.3	1,378.7	1,399.7
Other Income	26.9	30.0	33.7	117.2	95.0
Total Income from Operations	374.3	387.0	383.1	1,495.9	1,494.7
Total Expenditure	305.0	285.8	257.5	1,132.7	1,093.2
EBITDA	69.3	101.3	125.5	363.2	401.5
EBITDA Margin (%)	18.5%	26.2%	32.8%	24.3%	26.9%
Depreciation	3.7	3.9	2.8	13.8	11.4
Profit Before Interest & Tax	65.7	97.3	122.8	349.4	390.0
Interest	0.1	0.1	0.1	0.5	0.2
Profit Before Tax	65.5	97.2	122.7	348.9	389.9
Minority Share Adjusted	-	0.0	-0.0	-0.0	-0.1
Tax	-6.6	-22.1	-30.1	-77.9	-96.7
Adjusted Net Profit (excl. extra ord.)	59.0	75.1	92.6	271.0	293.1
Net Profit Margin (%) (excl. extra ord.)	15.8%	19.4%	24.2%	18.1%	19.6%
Extraordinary Items*	-0.5	-13.3	8.4	-13.8	8.4
Reported Net Profit (incl. extra ord.)	58.5	61.8	101.0	257.2	301.5
Adjusted EPS (Rs) (excl. extra ord.)	2.92	3.72	4.58	13.42	14.51
Reported EPS (Rs) (incl. extra ord.)	2.90	3.06	5.00	12.74	14.93

*An increase in gratuity and leave liability of ₹0.5 million in Q4 FY26, ₹13.3 million in Q3 FY26, and ₹13.8 million for FY26 has been recognized as “Impact of Labour Codes” under Extraordinary Items.

Annual Income Statement (Consolidated)



Particulars (INR Mn)	FY'21	FY'22	FY'23	FY'24	FY'25	FY'26
Total Revenue	612.2	700.5	876.8	1,163.3	1,399.7	1,378.7
Other Income	20.6	22.9	38.1	73.2	95.0	117.2
Total Income from Operations	632.8	723.4	915.0	1,236.5	1,494.7	1,495.9
Total Expenditure	508.8	592.5	755.4	964.5	1,093.2	1,132.7
EBITDA	124.0	130.9	159.6	272.1	401.5	363.2
EBITDA Margin (%)	19.6%	18.1%	17.4%	22.0%	26.9%	24.3%
Depreciation	4.6	6.4	6.8	10.0	11.4	13.8
Profit Before Interest & Tax	119.4	124.6	152.8	262.1	390.0	349.4
Interest	0.1	0.1	0.1	-	0.2	0.5
Profit Before Tax	119.3	124.5	152.7	262.1	389.9	348.9
Minority Share Adjusted	(10.6)	3.7	(0.1)	0.5	-0.1	-0.0
Tax	22.0	32.3	36.9	64.7	-96.7	-77.9
Adjusted Net Profit (excl. extra ord.)	86.6	95.9	115.9	196.9	293.1	271.0
Net Profit Margin (%) (excl. extra ord.)	13.7%	13.3%	12.7%	15.9%	19.6%	18.1%
Extraordinary Items	-	6.8	4.9	-	8.4	-13.8
Net Profit (incl. extra ord.)	86.6	102.7	120.8	196.9	301.5	257.2
EPS (Rs) (excl. extra ord.)	5.86	6.48	6.95	9.75	14.51	13.42
EPS (Rs) (incl. extra ord.)	5.86	6.94	7.24	9.75	14.93	12.74

19%

**TOTAL INCOME CAGR
(FY21-26)**

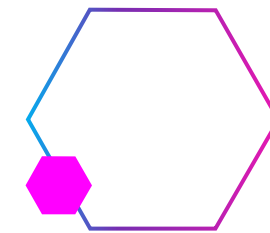
24%

**EBITDA CAGR
(FY21-26)**

26%

**ADJUSTED NET PROFIT CAGR
(FY21-26)**

Balance Sheet (Consolidated)



Particulars (INR Mn)	FY'24	FY'25	FY'26
Equity and Liabilities			
Shareholders' Fund			
Share Capital	201.9	201.9	201.9
Reserves & Surplus	987.2	1,241.2	1,485.7
Minority Interest	1.9	1.7	2.1
Total Shareholders Funds	1,191.0	1,444.9	1,689.8
Non-Current Liabilities			
Long Term Borrowings	-	5.1	4.4
Long Term Provisions	30.4	36.1	49.8
Total Non-Current Liabilities	30.4	41.2	54.2
Current Liabilities			
Short Term Borrowings	-	0.7	0.7
Trade Payables	65.9	49.6	93.7
Other Current Liabilities	119.8	171.2	251.9
Short Term Provisions	111.4	19.9	6.0
Total Current Liabilities	297.0	241.4	352.4
Total Equity and Liabilities	1,518.4	1,727.5	2,096.4

Particulars (INR Mn)	FY'24	FY'25	FY'26
Assets			
Non-Current Assets			
Fixed Assets			
(a) Property, Plant & Equipment	7.9	13.2	12.9
(b) Intangible Assets	28.3	34.4	35.8
(c) Intangible Assets under development	-	4.2	46.3
Non Current Investments	33.9	27.5	113.1
Deferred Tax Assets (Net)	1.5	2.6	14.7
Long Term Loans & Advances	1.4	0.6	-
Other Non Current Assets	36.6	18.3	2.6
Total Non-Current Assets	109.6	100.8	225.5
Current Assets			
Current Investments	-	-	33.0
Trade Receivables	146.6	174.0	220.9
Cash & Cash Equivalents	1,153.4	1,405.6	1,488.0
Short Term Loans & Advances	101.0	43.6	119.2
Other Current Assets	7.7	3.5	9.9
Total Current Assets	1,408.8	1,626.6	1,870.9
Total Assets	1,518.4	1,727.5	2,096.4

Corporate Social Responsibility

OM Foundation

OM Foundation is a Noida-based registered, secular, gender-sensitive and humanitarian public charitable trust. Founded in the year 2002 to provide education to the children of slums in Noida, OM today aims to make a significant contribution to the economically and socially disadvantaged citizens of India. Towards this, the Foundation has created, managed and supported programs aimed to bring about sustainable changes, predominantly in the field of education and employment for the underprivileged.

CR Kothari Memorial Charitable Trust

CRKMC Trust is dedicated to the upliftment of economically weaker & underprivileged sections of our society, with main focus on facilitating the education of students from this social stratum. We provide guidance and financial support to deserving but deprived students with a dream to study and grow professionally.

The Earth Saviours Foundation

In service of the underprivileged, destitute, abandoned and the old since 2008. The Earth Saviours Foundation has been dedicated to serving the underprivileged, providing a safe haven for mistreated animals, and making every possible effort to protect the environment.

Books for All Trust

Focused on bringing literacy and education to the weaker sections of the society. The Trust runs several libraries, career counselling and vocational trainings, and several sponsorships. They have recently started a literacy programme to empower women.

SightSavers India

Sightsavers have been working in India since 1966 to eliminate avoidable blindness and support people who are irreversibly blind to lead independent lives. Sightsavers' work in India has enabled thousands of people to lead lives of independence and dignity. Sightsavers have been working with government and local partners and have supported the treatment of millions of people with eye disorders.

WHEELS Global Foundation

It runs with the mission to 'Transform 20% of Rurban India by 2030 by harnessing full potential of the technology heritage & massive ecosystem of highly regarded IIT system & its well-resourced alumni community & aligned professionals.





Bridging the Gap

Between What We Knew & What's New

USA | Canada | Singapore | Kenya | India | UAE



Thank You

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