

Investor Presentation

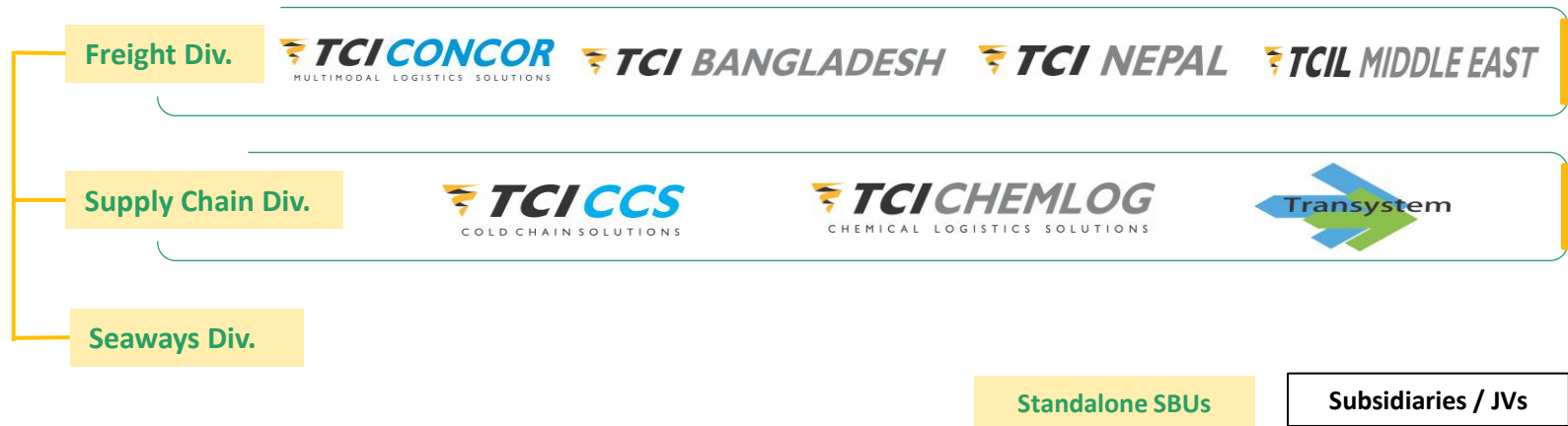
9M FY2026

05th Feb 2026



Everything
Logistics®

TCI: Consolidated Corporate Overview



Integrated Strengths



67 Years
of industry leadership



\$550+Mn
Consolidated Revenue



3
AFTO Trains



06
Domestic Coastal Ships



10K
Trucks in Operations



16+ Mn Sq.ft.
Managed Warehouse Space



2500+
Train movement



75000+
Clean Fuel Trips



22K+
Cold Pallets positions



250+
Reefer Vehicles



750+
ISO Containers



8.5K+
GP Containers



3.5K+
Employees Strength



1K+
IT Enabled Own Offices



2%
Moving India's GDP by Value

Growth Drivers to Logistics Industry



Govt. & Policy Enablers

- ⊕ Ongoing policy level intervention with National Logistics Policy
- ⊕ Continued budgetary support to modernize logistics infrastructure: ports, DFC, roads, MMMP
- ⊕ Accelerated digitization of logistics data through ULIP and associated portals



Customer Demand & Market Growth

- ⊕ Swift adoption of quick commerce/omni channel by digital native population
- ⊕ Growing Demand for specialized and differentiated logistics services
- ⊕ High demand for warehousing & value-added logistics services



Industry & Investments

- ⊕ Increasing FDI & PE/VC funding in logistics
- ⊕ Growth in high-value, critical technology manufacturing driven by GOI scheme
- ⊕ Enhanced focus on export-oriented manufacturing and deeper integration with global supply chains.

Company Strategy: **Everything Logistics**



Wide Range Of Bespoke Solutions and Services for Diverse Industries



Strong Multimodal Capabilities & Network



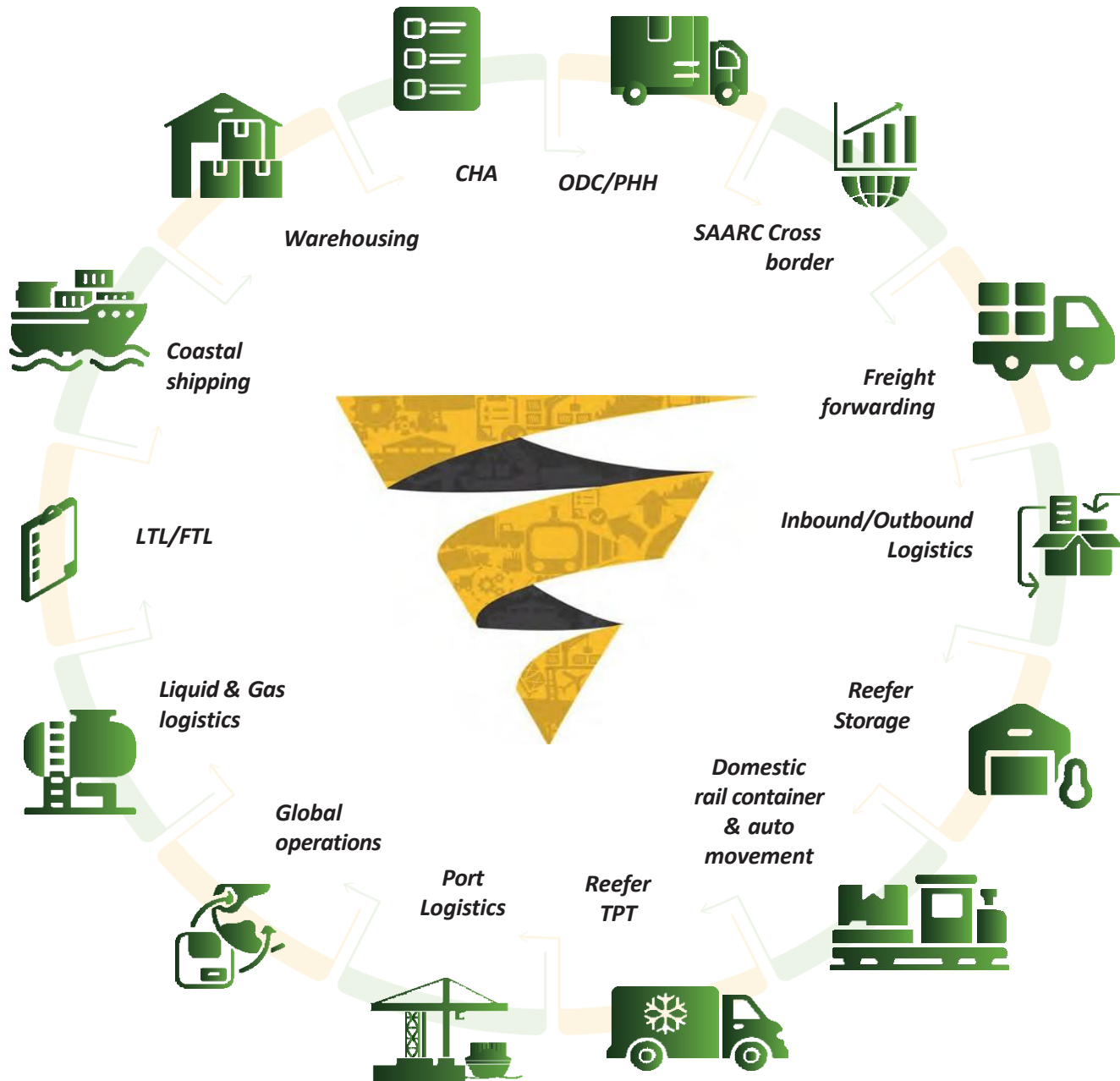
Technology & Automation Driven Operations



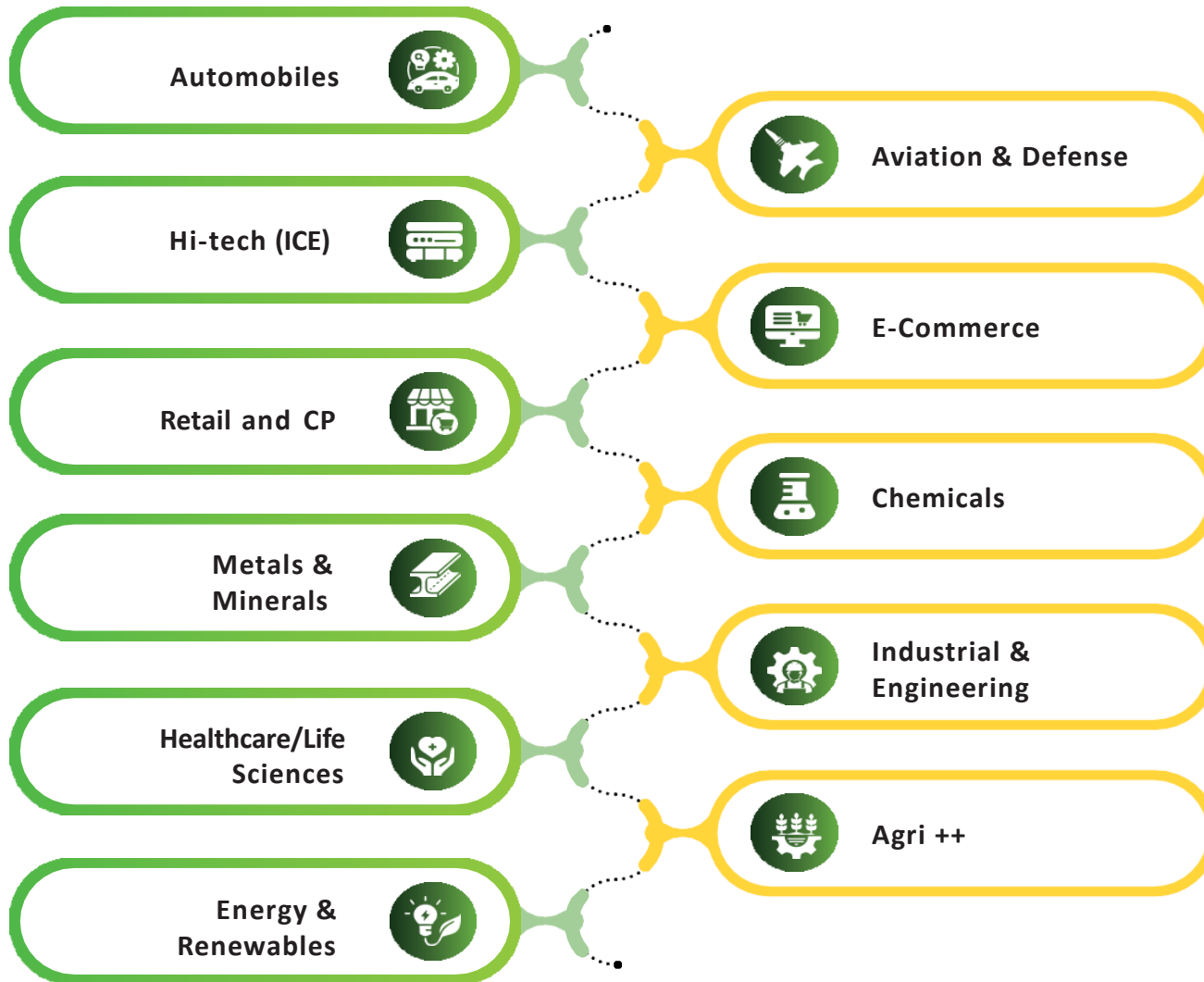
Creating Value in High Growth Industry Sectors



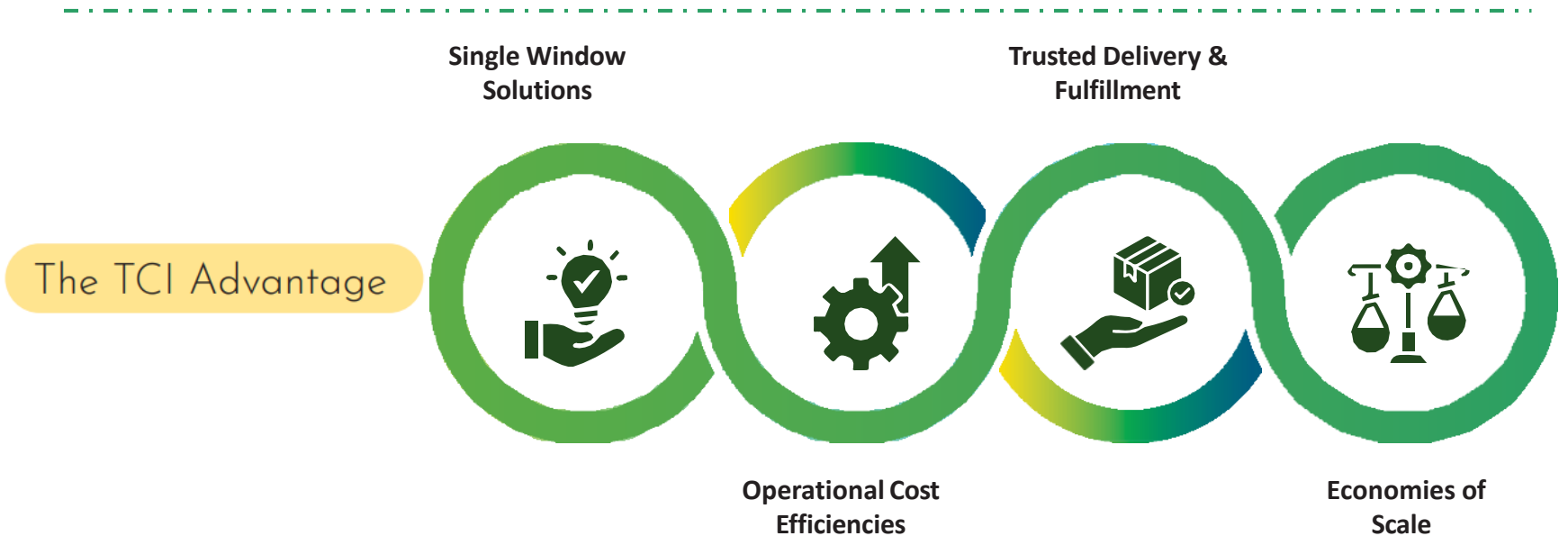
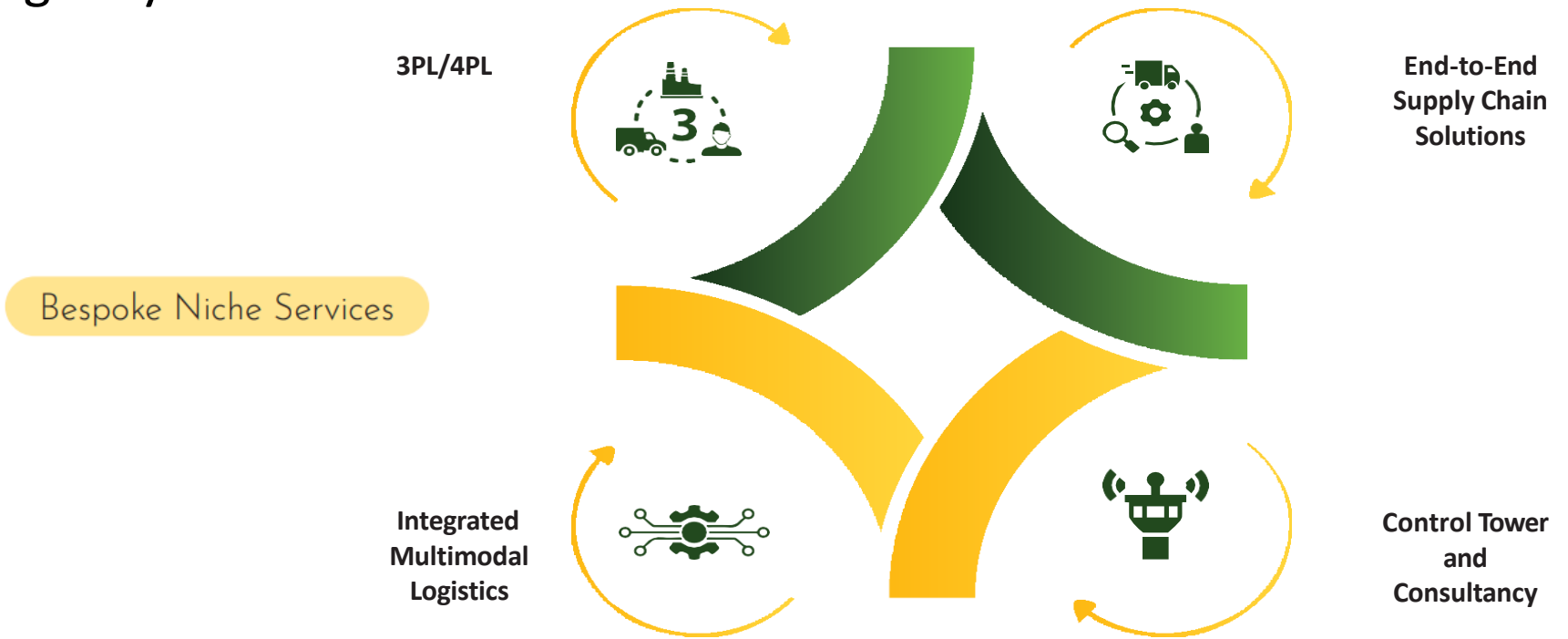
Wide range of Services under **Single Window**



Customized Solutions for Diverse Industries



Digitally Advanced Sustainable Solutions



Strong Multimodal Network and Capabilities

Rail



- High end CBU logistics
 - Container movement
 - Cross border movement
 - Chemicals Logistics
- Rake Movement **2133 9MFY26**
vs 1783 9M FY25 (2500 in FY25)
- Own Trains : **3 AFTO**

Coastal

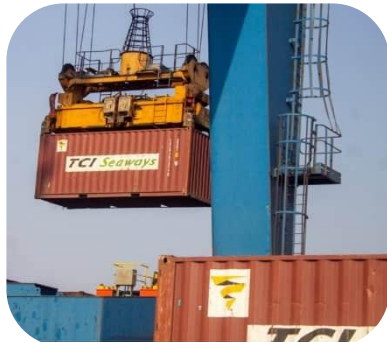


Ship Deployed : **6**

DWT : **77,957**

GP containers : **8,500+**

Container Management



Intl/Exim Baffle/ISO Marine

TEUs Handled: **121K 9M FY26**
vs 114K 9M FY25 (154K in FY25)

CBUs Handled: **300K 9M FY26**
vs 242K 9M FY25 (310K in FY25)

Yards & Terminals



No. of Yards & Terminals managed

Yards : **67**

Terminals : **70**

We saved **140K** Tonnes of e-CO2 in terms of GHG emissions in year **9MFY26 (160K FY25)**

01 Integration Platforms

- Security Operation Centre
- Workman Management System
- Freight Exchange Platform
- Geo Fencing, E-Invoice, E-Waybill, GST

01

03 Strong Tech Team

- Version Control
- Repository System
- Dev Ops lifecycle Tool
- Project Management System
- Tech enabled Infrastructure

03

05 IOT Devices

- GPS & GIS
- Temperature Sensors
- RFID's
- Barcode Scanners

05

02 Central Monitoring System

- Vehicle Tracking System
- High Availability Disaster Recovery
- Logistics Control Tower
- Fleet Management System

02

04 Digital Transformation

- Center of Excellence
- Robotics Process Automation
- Data Analytics
- Business Process Optimization
- Artificial Intelligence & ML
- Business Intelligence Tool

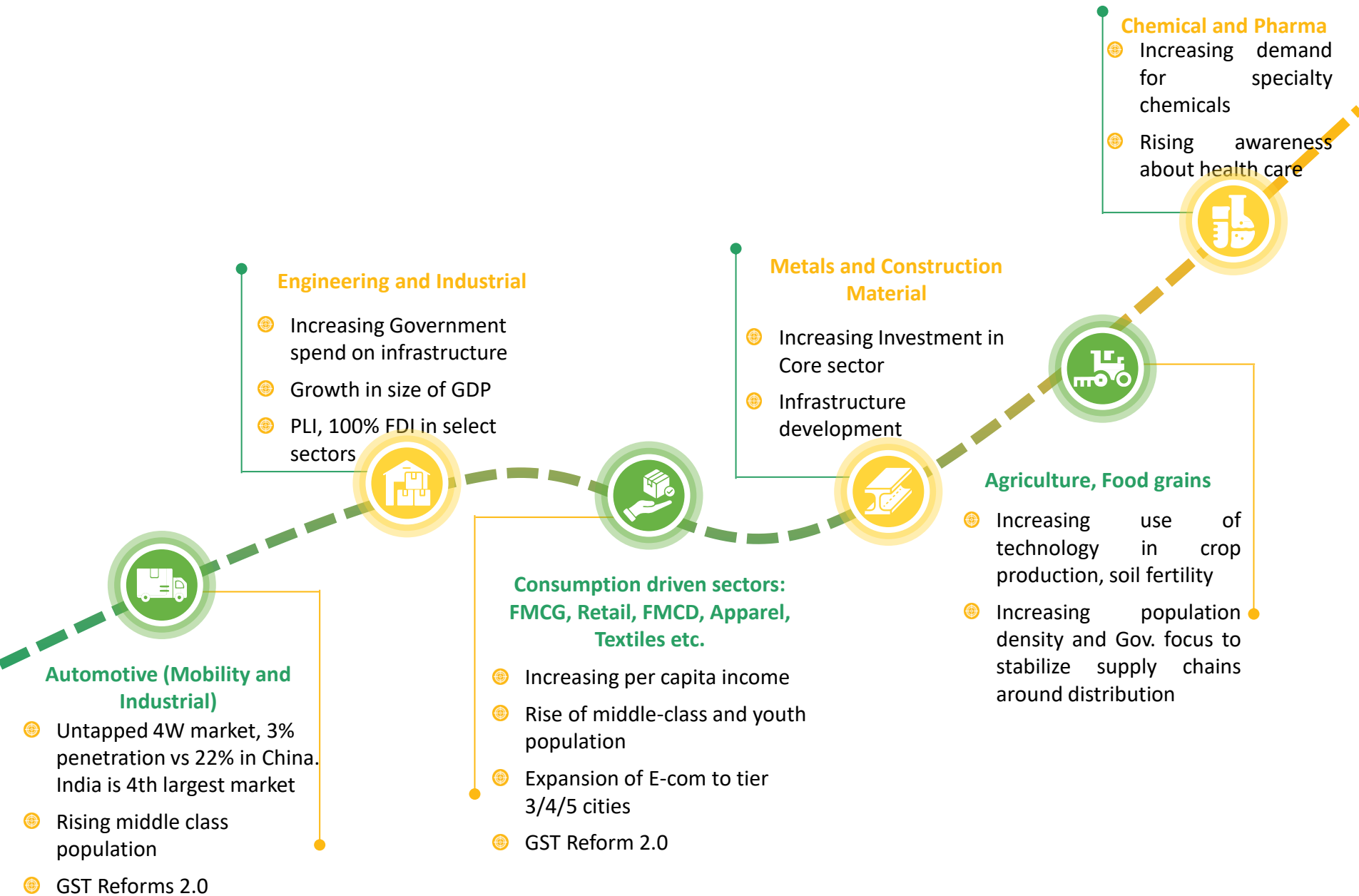
04

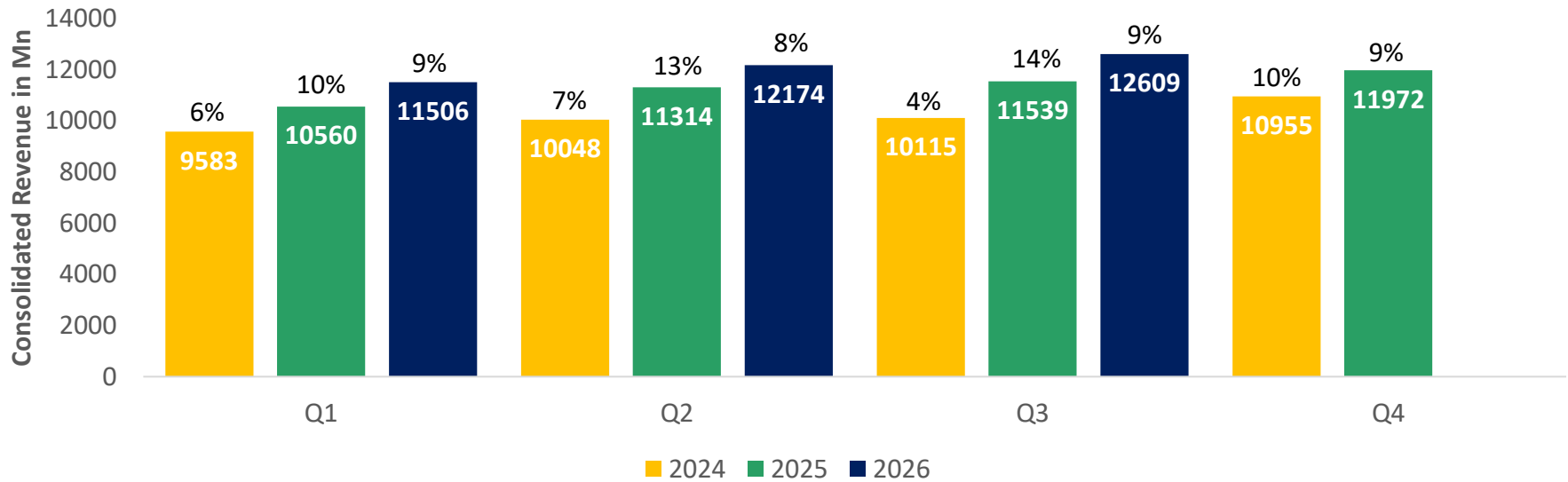
06 Customers & Suppliers

- CRM
- Customer Portal & App
- Control tower
- SRM & app
- Supplier Performance Management

06

Present Across High Growth Industry Sectors





- Maintained resilience :22nd consecutive quarter YoY revenue and profit growth
- Well-diversified service portfolio, broad sectoral presence, and extensive customer base
- Continued Investments in strategic asset classes 2700 Mn (2400 Mn internal accruals)
- Strong Liquidity with surplus cash surplus of 2550 Mn



TCI Freight Division: Industry Nature & Trends



Industry

- USD 180 B Freight Transport Market, highly fragmented and unorganized
- LTL Freight Transport Market, relatively organized with 15% share
- Increasing adoption technology like on demand trucking and real-time pricing
- Increasing awareness on sustainable logistics and demand for multimodal



Growth Drivers

- Need for FTL & LTL from a single provider
- Anywhere to anywhere model
- Control Tower enabled customized Freight solution with end-to-end visibility
- Growing need for in-transit small storage facilities
- Packaging support for high value goods, fragile items in LTL segment

25

Strategically located hubs



750+

IT Enabled Owned offices



5,000+

Truck under Operation



Control Towers

Single Window Control & Visibility



Cross Border

Deliveries across SAARC-BBIN



24X7

Customer Support



Integrated Surface Transport Solution



Hub & Spoke Model

25 strategically located hubs across India that enables TCI Freight to widen its distribution network and enhance reliability in cargo consolidation and transportation.

Our Services



Less Than Truck Load (LTL)



Full Truck Load (FTL)



Over Dimensioned Cargo



Project & Heavy Haul



Cross Border Logistics



Storage Solutions



Containerized Services



CHA Facility



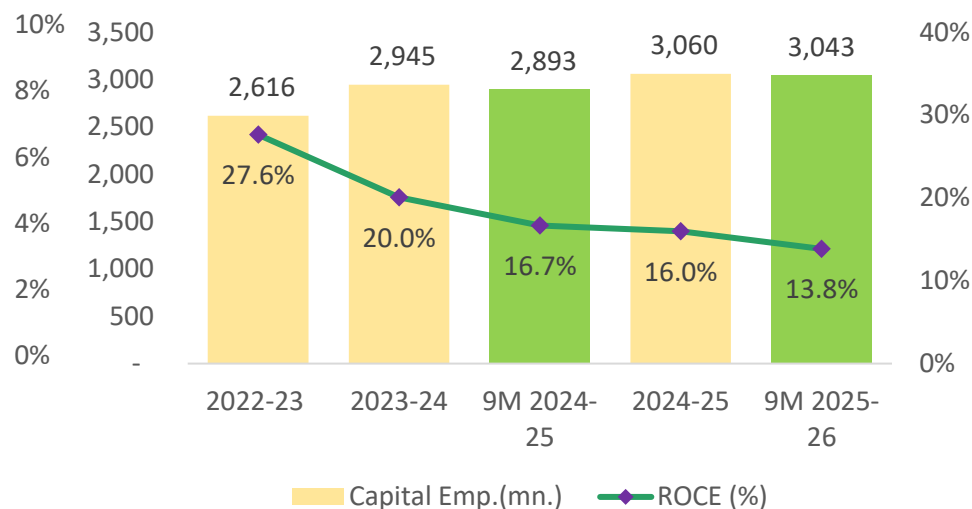
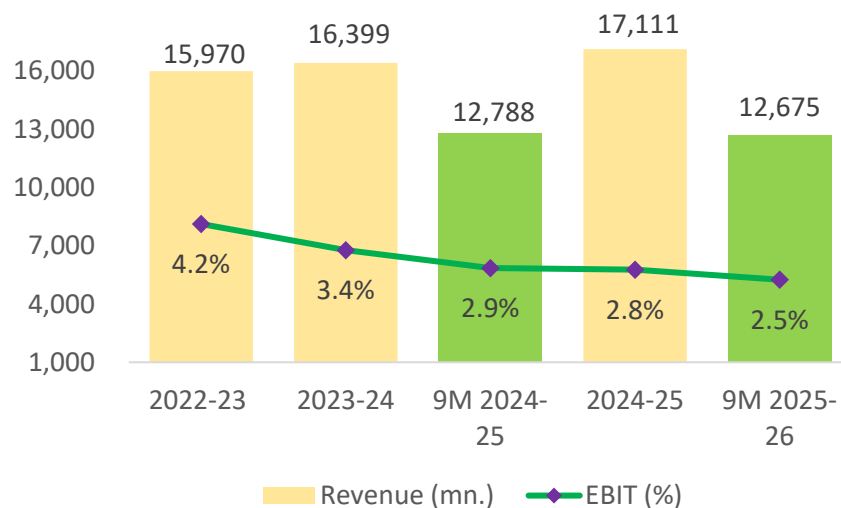
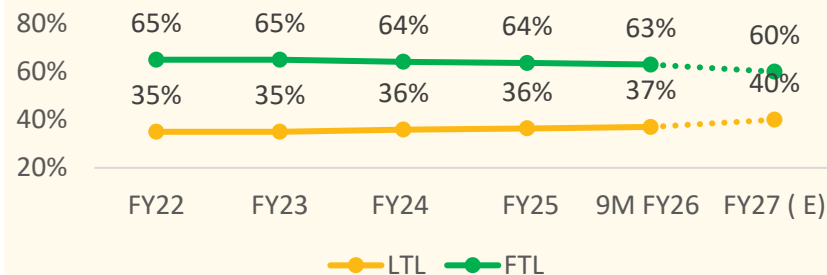
Value Added Services

TCI Freight Division: Key Operational Highlights

Fig in Mn

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
Revenue	4,311	4,349	-1%	12,675	12,788	-1%
EBDITA	110	118	-7%	363	405	-10%
% to Revenue	2.6%	2.7%		2.9%	3.2%	
EBIT	92	105	-12%	317	365	-13%
% to Revenue	2.1%	2.4%		2.5%	2.9%	

- ⊕ Flattish revenues amid softness in Infra and capital goods sectors and offset by consumer-facing business
- ⊕ Impact of slump sale of chemical business
- ⊕ Continued focus on network expansion and key industry segments to increase LTL



TCI Supply Chain Division: Industry Trends



Industry

- Market Size USD 15 Bn
- Relatively less fragmented with relatively organized market
- 3PL Growth CAGR 15%
- 60% constitute road movements
- 3PL penetration is 4.5% Vs 11% Globally



Growth Drivers

- Higher demand for integrated and customized solutions
- Supply chain network optimization especially in warehousing
- Growth of Omni channel in tier 3/4/5 cities
- Increasing demand for automation and technology driven service offerings
- EV/alt fuel impact on 3PL for automotive



4,000+
Vehicles under Operation
Owned:1250+



1,250+ Mn
Production Logistics Parts
Handled



16+ Mn Sq. ft.
Warehousing Space
Managed



67
Yards Managed



175+
Trains Operated per
Month



TCI Supply Chain Division: Our Edge



Comprehensive Multi-Industry Expertise

Integrated End-to-End Solutions

Technology-Driven, Integrated Operations

Proven Scalability and Flexibility

Commitment to Sustainability and Compliance

Connecting the Entire Value Chain

Professional Team Expertise and Experience

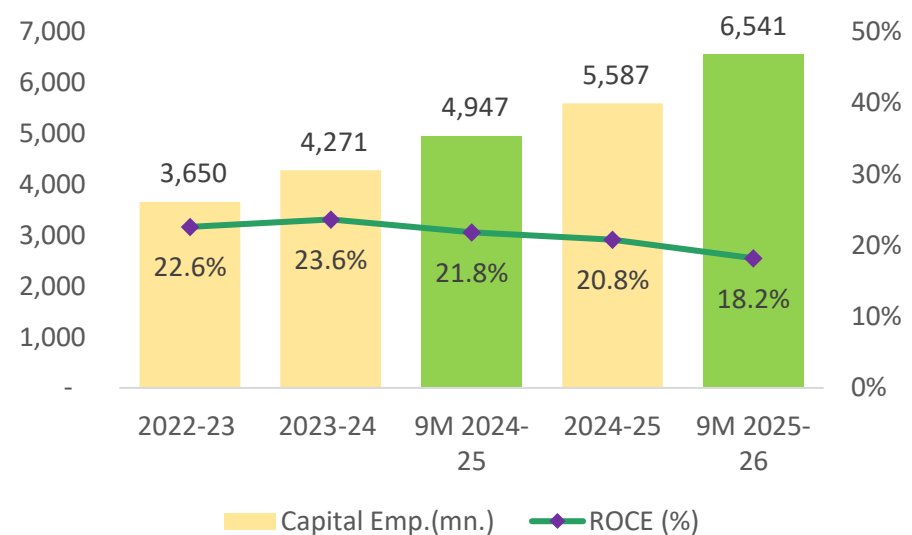
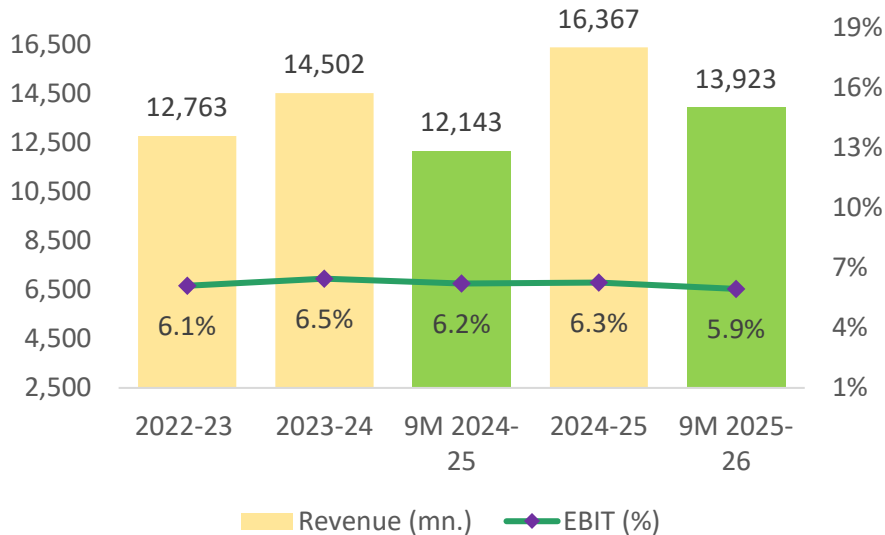
Alignment with International Quality Standard

**Capability to Drive Superior HSE Outcomes
Across Industries**

TCI Supply Chain Division: Key Operational Highlights

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
Revenue	4,744	4,115	15%	13,923	12,143	15%
EBDITA	437	410	7%	1,307	1,153	13%
% to Revenue	9.2%	10.0%		9.4%	9.5%	
EBIT	271	262	3%	828	754	10%
% to Revenue	5.7%	6.4%		5.9%	6.2%	

- ⊕ Growth momentum continued amidst addition and expansion of contracts.
- ⊕ Stable demand in PV mobility , retail, consumer durables , quick commerce and Agri – auto segments.
- ⊕ Good traction in warehousing, and multimodal services & expansion of hub & spoke network for auto
- ⊕ Continued investment in strategic capacity ramp-up in warehousing and fleet assets
- ⊕ Operating margins and return metrics remained resilient





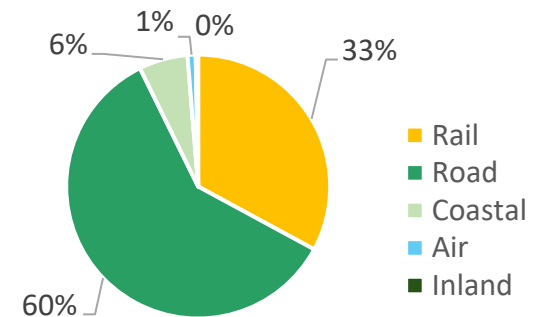
Cargo movement on inland waterways has risen sharply from about 18 MMT in 2013–14 to a record 145+ MMT in 2024–25, and is targeted to exceed 200 MMT by 2030

National Waterways has expanded from 5 to 111, with operational stretches growing 4,900 km; Budget 2026 further proposes 20 additional waterways over the next five years,

Policy engines such as Sagarmala and Maritime India Vision 2030 are now backed by a 48% higher outlay of about ₹5,165 crore in FY27

Coastal cargo traffic grew 119% in the last decade; inland/coastal shipping offers lower costs, sustainability, and road/rail decongestion.

A new Coastal Cargo Promotion Scheme announced in Budget 2026 aims to shift freight from road and rail to coastal and inland shipping, targeting an increase in their share of national cargo from about 6% to 12% by 2047,





One of the leading multimodal coastal players having presence along the Western, Eastern & Southern ports of India

Expertise in coastal shipping services, container & bulk cargo movements, and transportation services


First-mile and last-mile connectivity via rail & road

Multi-modal solutions with reduced carbon footprint (Green logistics)

06
Domestic Coastal Ships 

8,500+
Own Multipurpose Marine Containers 

77,975 DWT
Total Capacity 

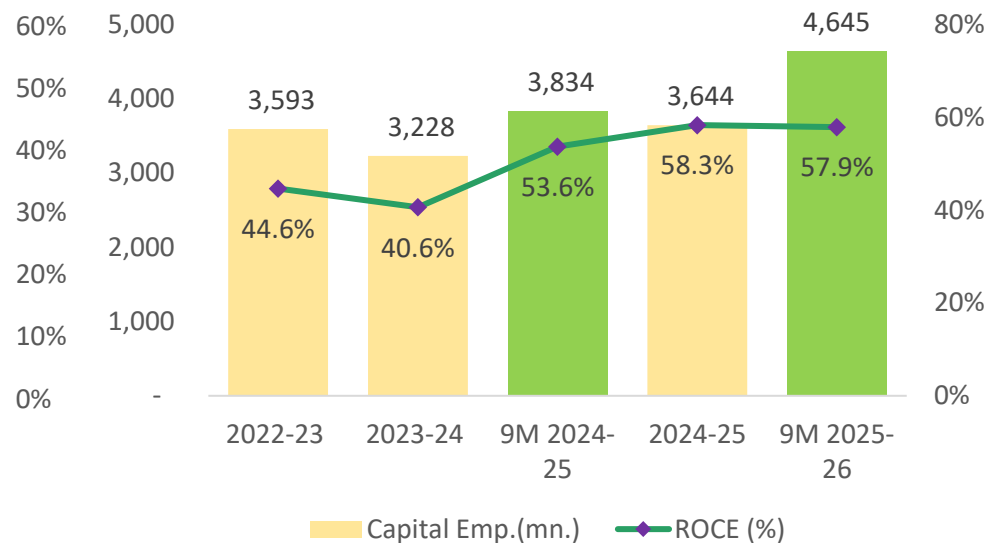
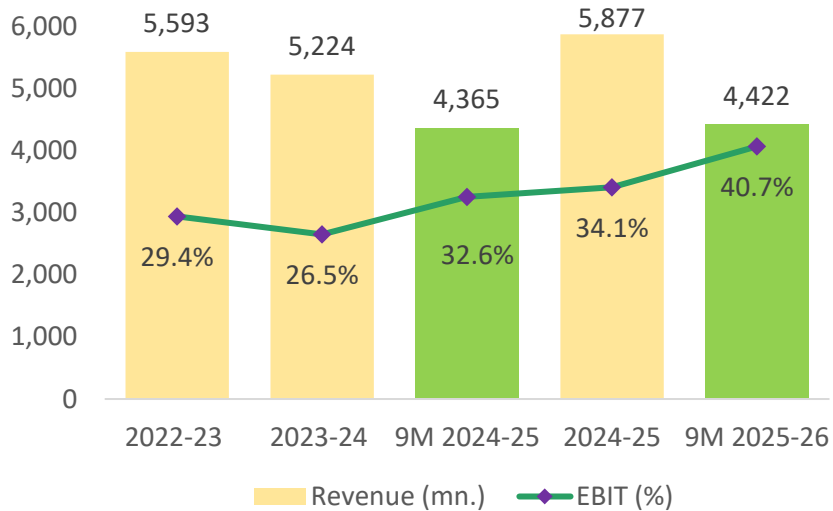
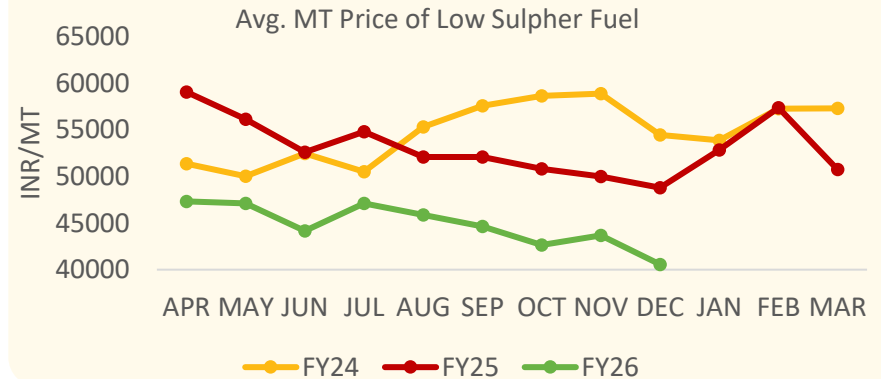
7
Out of 12 Major Ports Served 

TCI Seaways Division: Key Operational Highlights

Fig in Mn

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
Revenue	1598	1472	9%	4422	4365	1%
EBDITA	783	619	26%	2067	1782	16%
% to Revenue	49.0%	42.0%		46.7%	40.8%	
EBIT	684	508	35%	1799	1421	27%
% to Revenue	42.8%	34.5%		40.7%	32.6%	

- ☺ Favorable fuel price , freight rates remained benign
- ☺ 3 ships dry-docked during the period , and 2 scheduled in FY27



9M FY26 (FY25)
(fig in Mn)

TCI CONCOR
Multimodal Logistics Solutions

TCI COLD CHAIN SOLUTIONS

Transystem

Revenue	3,968 (4,556)	796 (941)	9,740 (11,837)
Y-o-Y Growth	21% (32%)	17% (16%)	12% (17%)
Capital Employed	760 (592)	1,034 (937)	3,292 (3,691)
Strategic Partner Share	49%	20%	51%



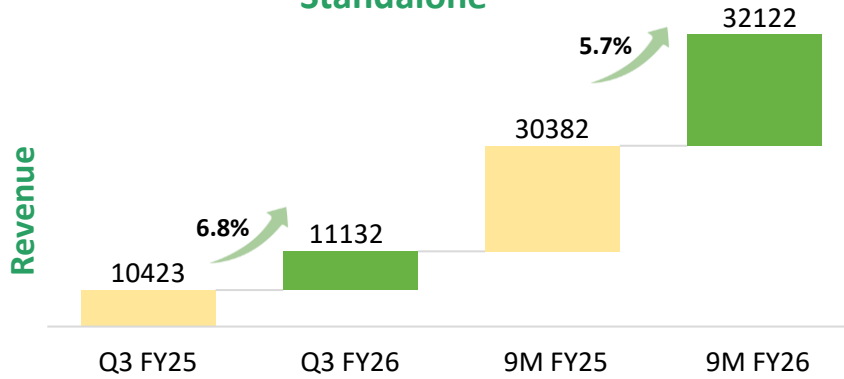
TCI Concor - Operates on asset-light model building upon its capabilities of integrated multimodal logistics solutions Chemicals, Food Grains, Metals etc.

TCI Cold chain Services - catering to temperature-controlled Warehousing along with primary & secondary distribution requirements.

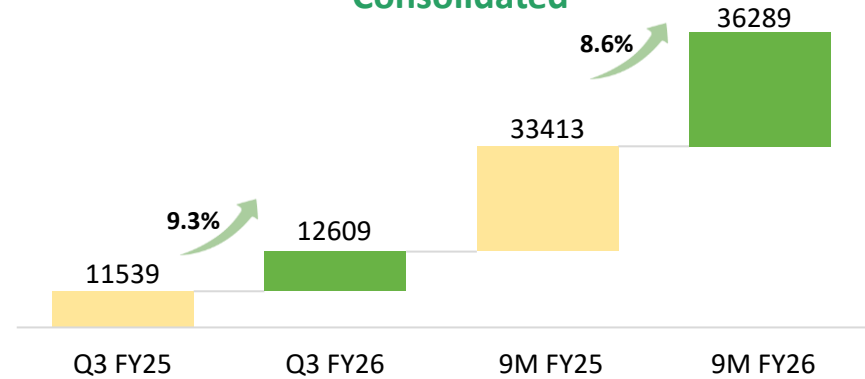
Transystem - Focused on automotive logistics of Japanese clients

Financial Highlights

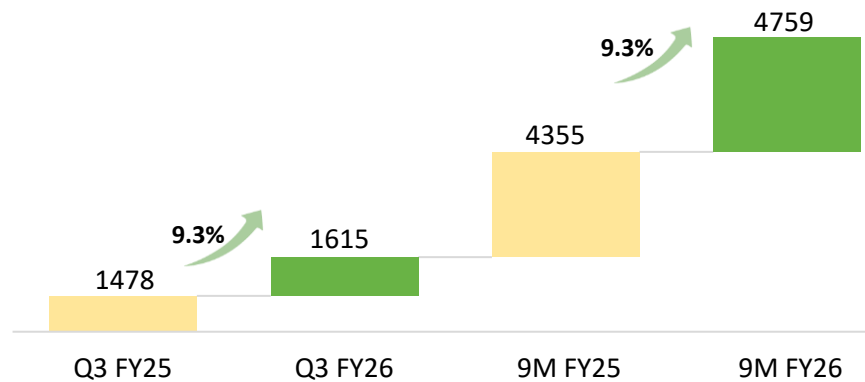
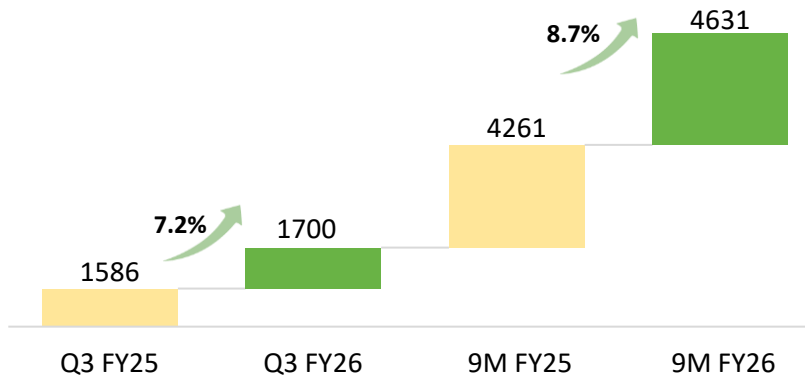
Standalone



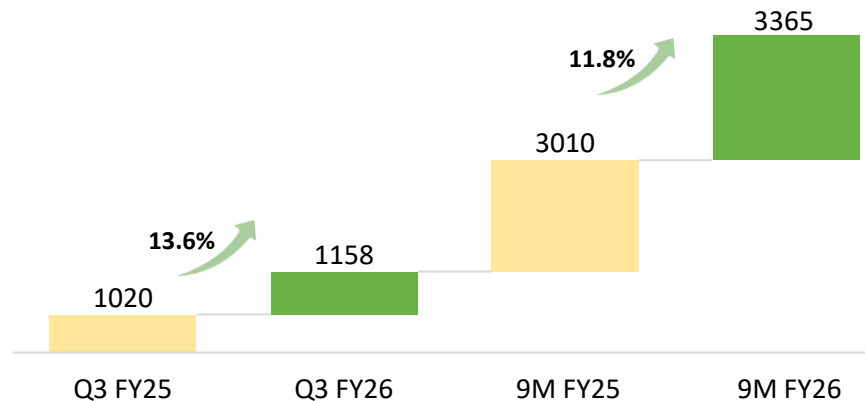
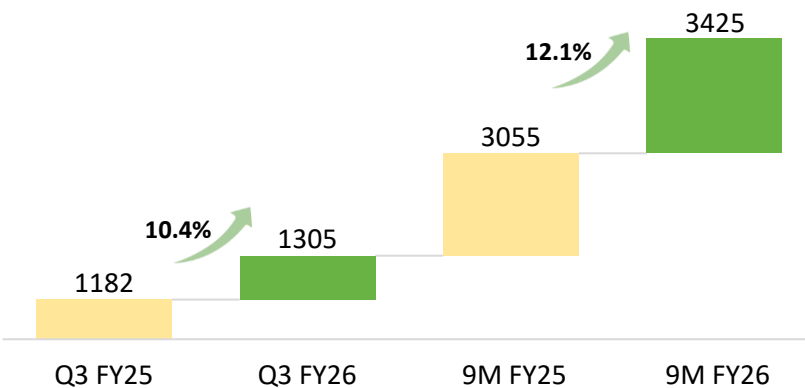
Consolidated



EBDITA



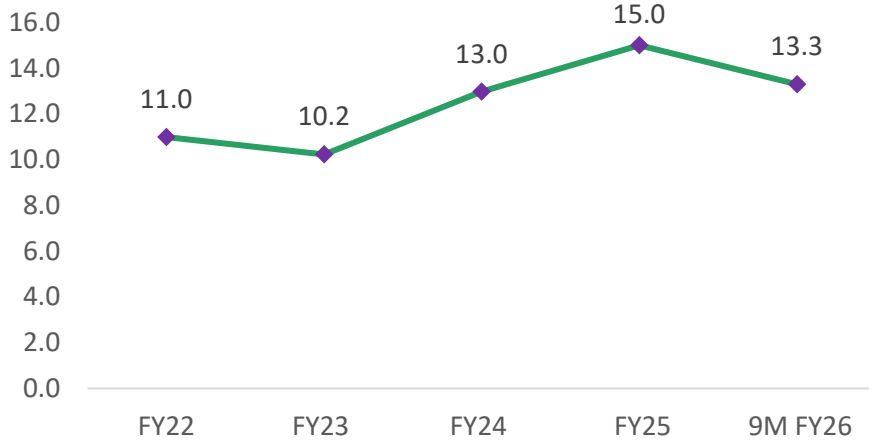
PAT



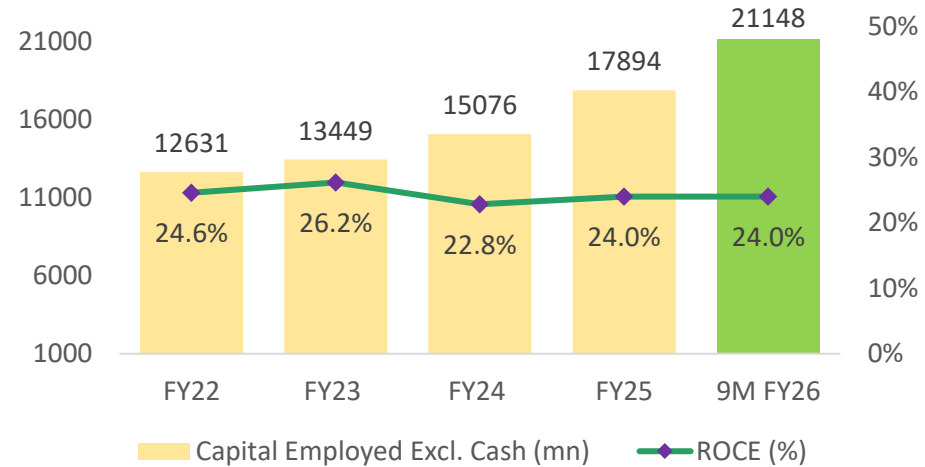
*Console EBDITA includes TLI's share of profit minus Exceptional Items.

Consistent performance: Key financial Indicators

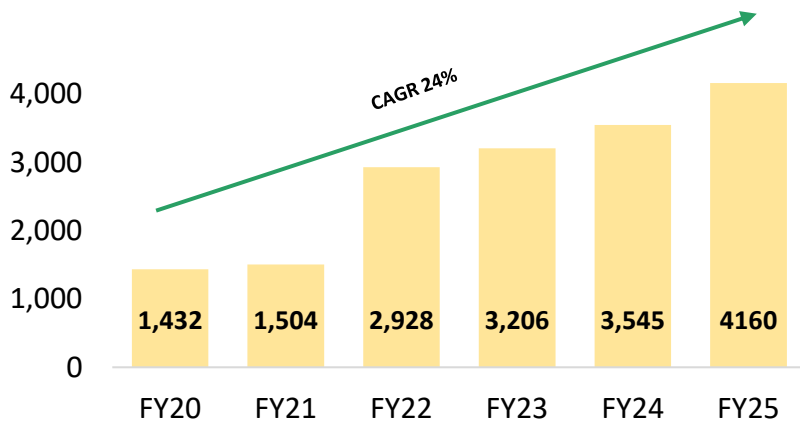
EV/EBIDTA



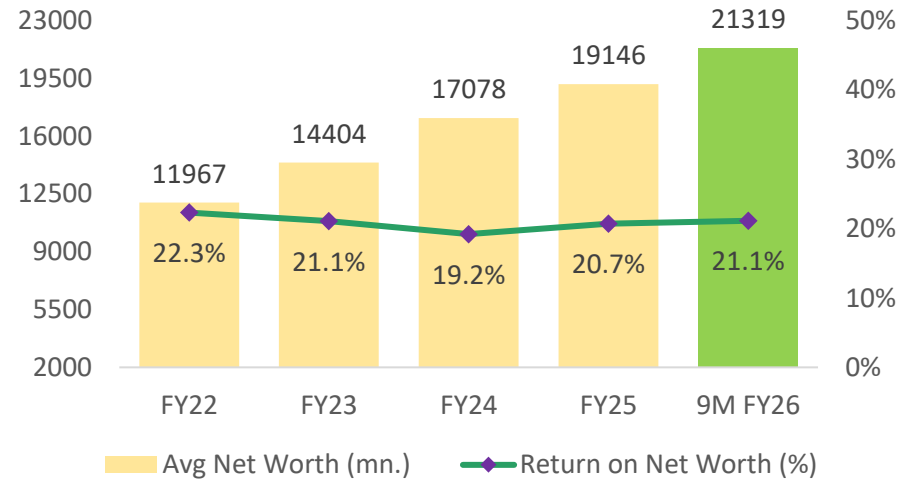
Return on Capital Employed



Consolidated Profit After Tax



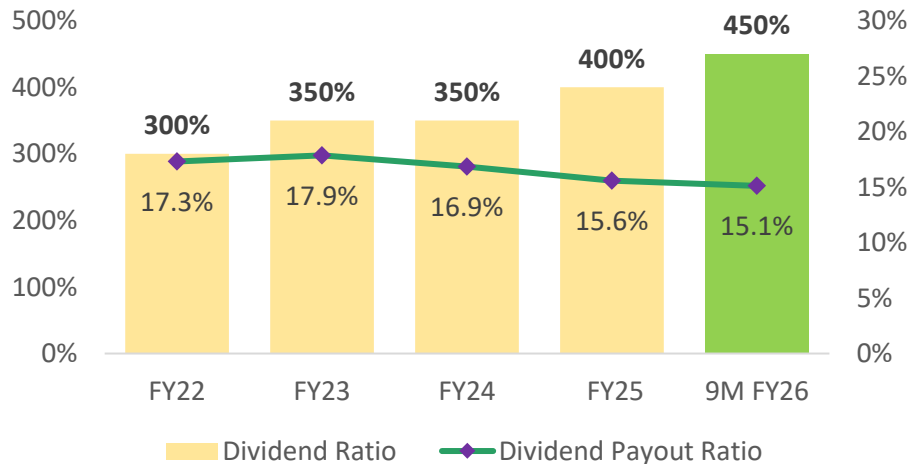
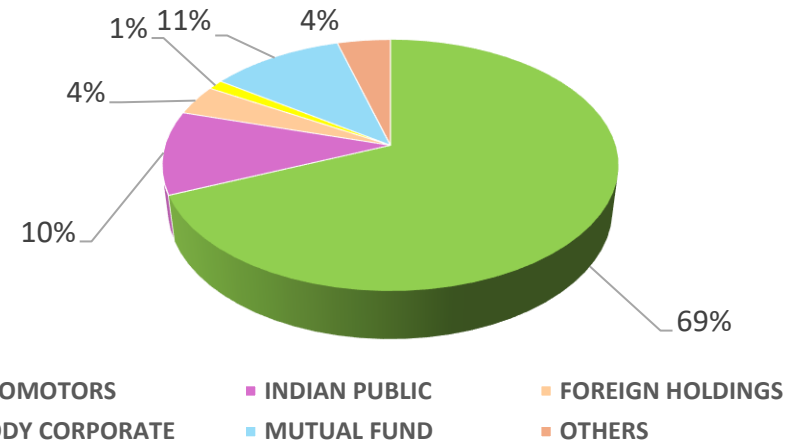
Return on Net Worth



Consistent performance: Key financial Indicators

Particulars	UOM	31 st Dec'25
Market Cap	Rs Mn.	82,712
Debt Incl. Leases	Rs Mn.	1,998
Cash equivalents	Rs Mn.	(2,625)
Enterprise Value	Rs Mn.	80,085
P/E	Nos	18.1
EV/EBITDA	Nos	13.3
52 Week High	Rs/share	1289
52 Week Low	Rs/share	876

Shareholding Pattern as on 31st Dec'2025



- CRISIL : **AA (Stable)**
- DnB Rating: **5A1**
- Stock returned CAGR of **31%** in last 25 years
- Stock coverage : **11** Buy Rating : **8**

Nurturing Sustainable Stewardship



Environmental

Nurturing Environment for a Healthier Planet

- 1400+ train movement (LY 2500+) . 90K ton of Co2 emission saves (LY 160K Cos2 Ton)
- Produced 11.5 Mn renewal green energy units.(LY 14.6 Mn) .
- Under Green Trucking , engaged 3500 CNG, 75K+ trips thru CNG vehicles
- TCI IIM-B made TEMT tool ISO:14083 certified by SGS for emission measurement and approved by DPIIT <https://dpiit.freightemissions.com/>

Social

Health Safety & Empowerment Societal Impact & Nation Building

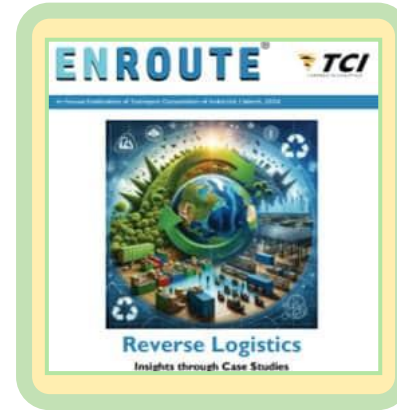
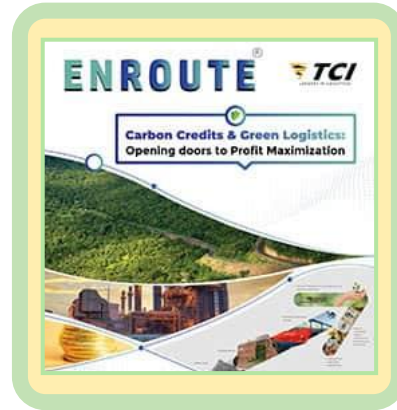
- Bharat Mobility - Road safety events under TCI Safe Safar across 9 states engaging 50K+ drivers
- Health initiatives across 18 states administering 15+ Lakh Vaccinations & other Health services to 22 Lakh people.
- Artificial limb center has empowered 2112 beneficiaries to stand on their feet again.
- Urmila Sports Academy trained players for National & International sports events, winning 53 Medals.

Governance

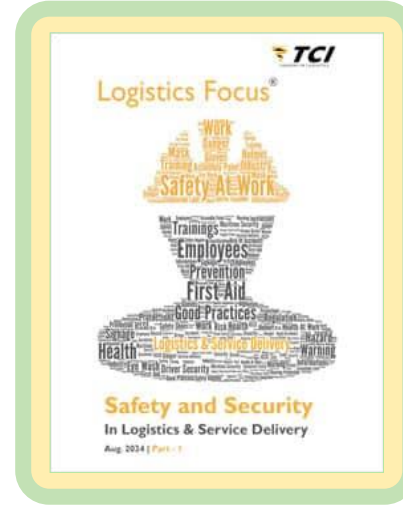
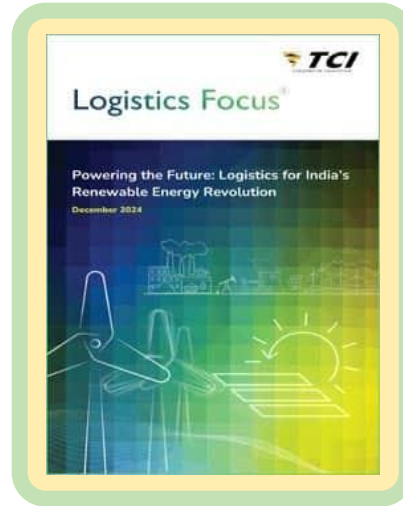
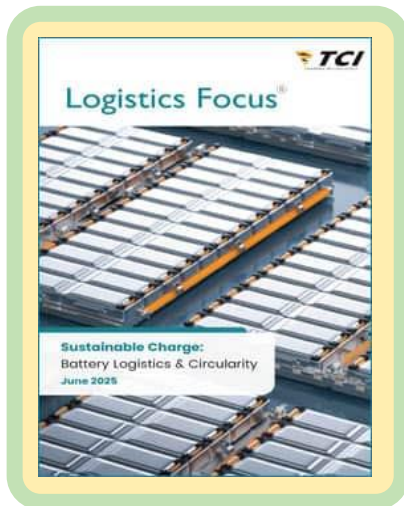
Trust, Dependability & Resilience

- Strong and diverse Board
- Started BRSR in FY'22 voluntarily
- Long term performance-linked robust remuneration system
- Configuration & Integration for data security
- Comprehensive Enterprise risk management and Business continuity plan.

Case Study Compilations



Industry Knowhow Articles



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- ⊕ Economic activities look optimistic amid policy push and initiative
- ⊕ Growth expected to remain steady and range-bound supported by diversified exposure across the sectors
- ⊕ Geo-political developments to watch out
- ⊕ Revenue and Profit growth outlook remain at 10-12%



Fig in Mn	Actual (FY07 to FY25)	FY26 Budget	9M FY26 Actual
Hub Center & Small WH	7,444	1,320	503
Ship	3,989	1,350	691
Container	1,704	120	115
Trucks & Rakes	6,474	1,280	594
Others (W/H Equip, IT)	2,142	430	758
Total	21,752	4,500	2,661

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 **TCI** Supply Chain Solutions

 **TCI Seaways**

 **TCI Chemlog**

 **TCI COLD CHAIN SOLUTIONS**

 **TCI CONCOR**
Multimodal Logistics Solutions

 **TCI BANGLADESH**

 **TCI NEPAL**

 **TCIL MIDDLE EAST**

 **TCI INSTITUTE OF LOGISTICS**

 **TCI Developers Ltd.**

