

Investor Presentation

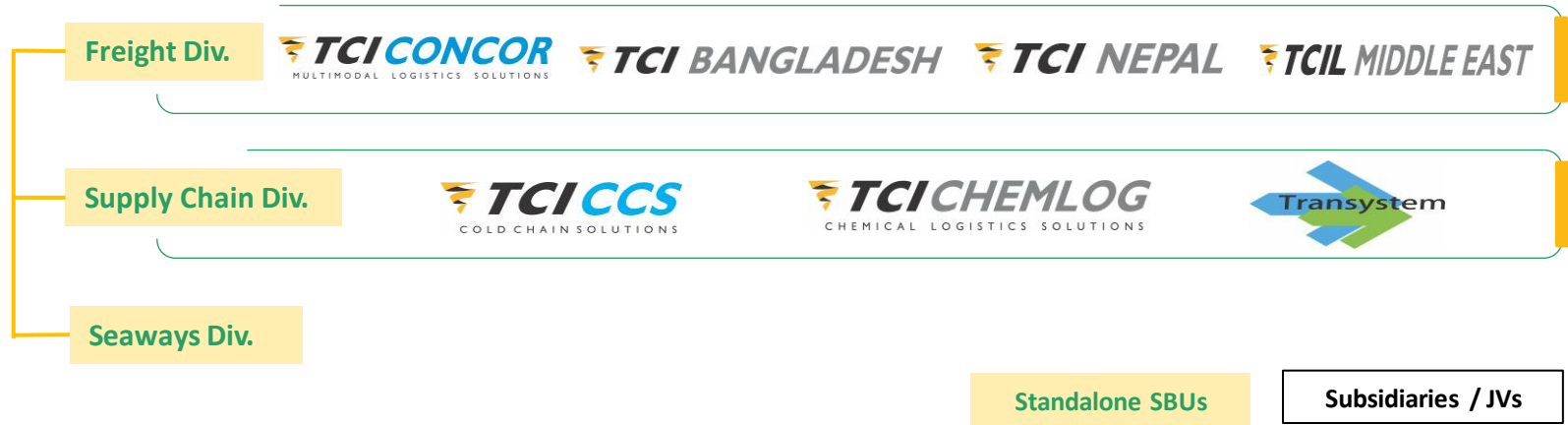
12M FY2026

27th May 2026



Everything
Logistics®

TCI: Consolidated Corporate Overview



Integrated Strengths



68 Years
of industry leadership



\$650+Mn
Consolidated Business



3
AFTO Trains



06
Domestic Coastal Ships



10K
Trucks in Operations



16.5 Mn Sq.ft.
Managed Warehouse Space



2800+
Train movement



80000+
Clean Fuel Trips



22K+
Cold Pallets positions



250+
Reefer Vehicles



750+
ISO Containers



8.5K+
GP Containers



4K+
Employees Strength



1K+
IT Enabled Own Offices



2%
Moving India's GDP by Value

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



Growth Drivers to Logistics Industry



Govt. & Policy Enablers

- ⊕ Policy push via the National Logistics Policy (NLP)
- ⊕ Sustained budget support for ports, DFCs, roads, and multi-modal infrastructure
- ⊕ Digitization of logistics data via ULIP and allied portals
- ⊕ GOI initiatives for green logistics and coastal shipping



Customer Demand & Market Growth

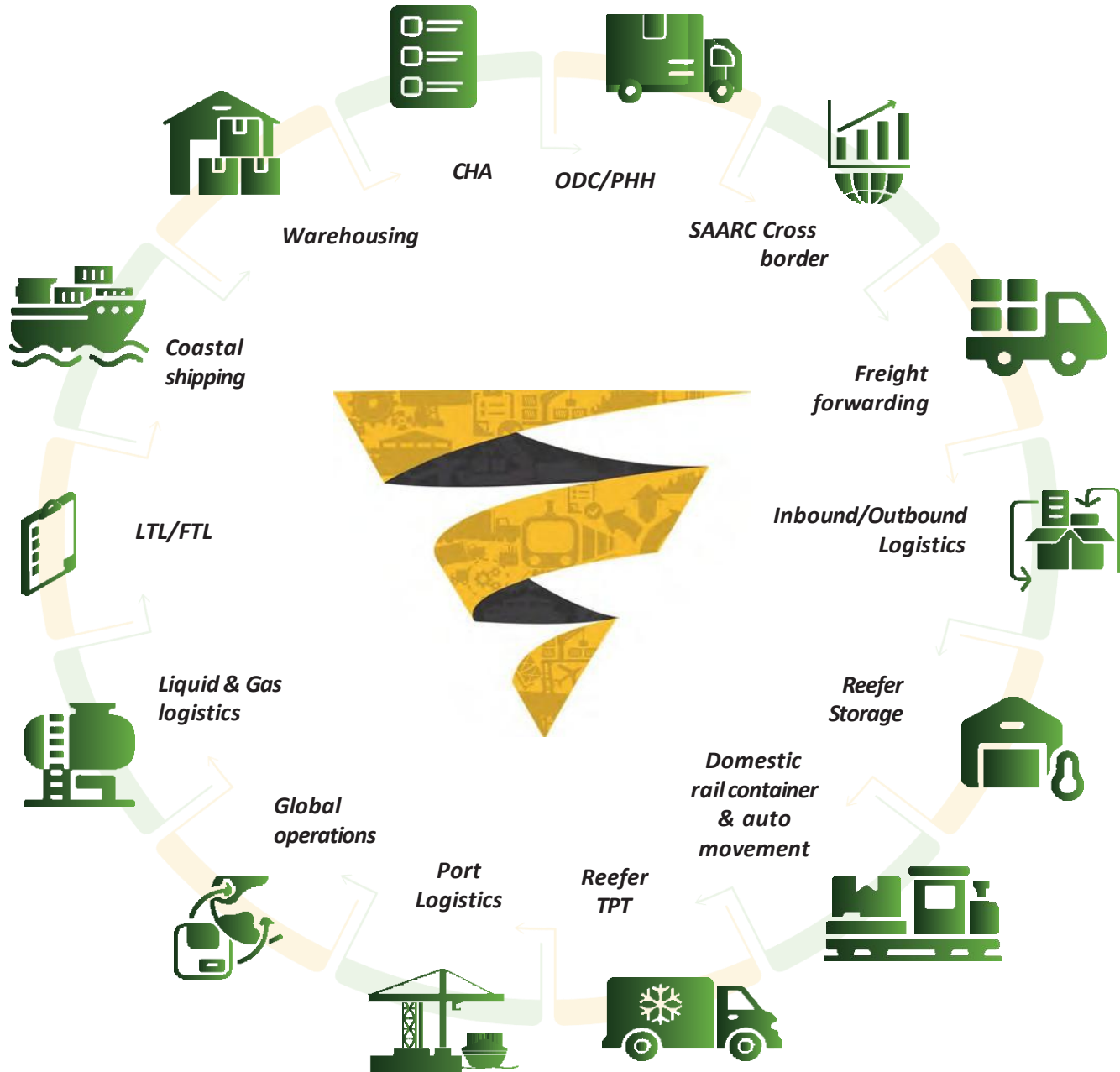
- ⊕ Rapid quick-commerce and omni-channel adoption among digital-native consumers
- ⊕ Rising demand for specialized, differentiated logistics services
- ⊕ Adoption of digital control towers, IoT, and automation
- ⊕ Rising appetite for specialized, value-added 3PL and contract logistics



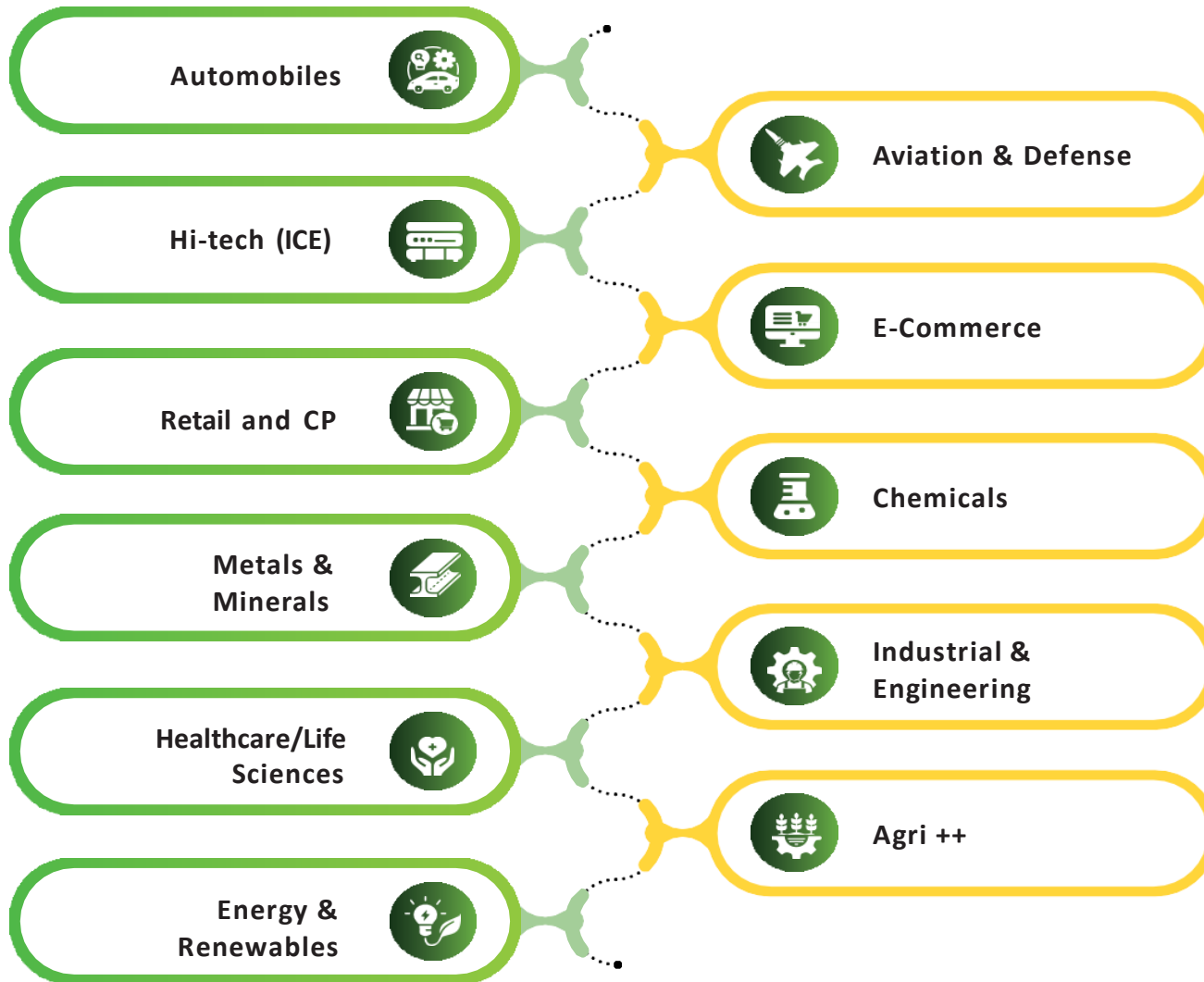
Industry & Investments

- ⊕ Green logistics push: EV fleets, alternative fuels, and ESG-led supply chain redesign
- ⊕ High-value, critical-tech manufacturing growth under PLI
- ⊕ Sharper export focus driving deeper integration with global supply chains

Wide range of Services under **Single Window**

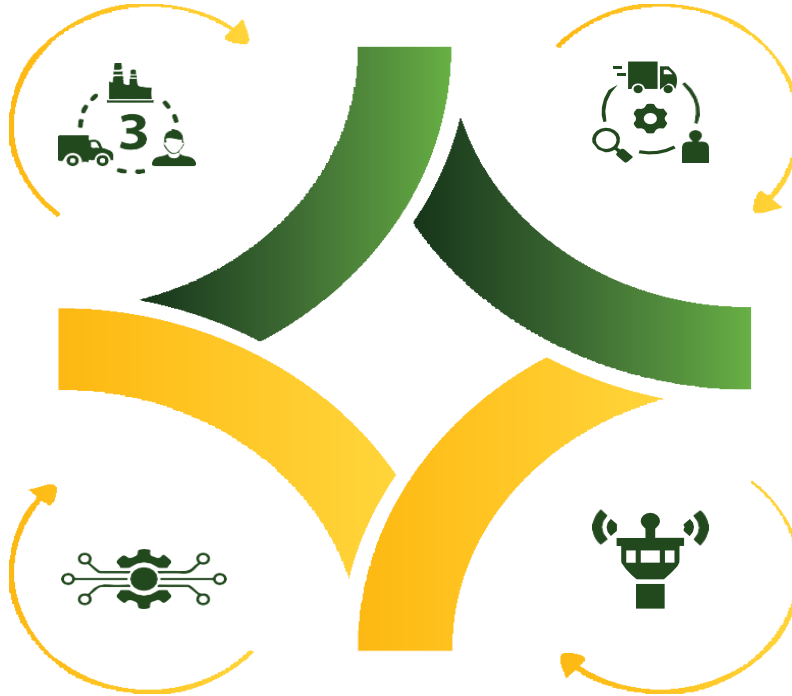


Customized Solutions for Diverse Industries



Digitally Advanced Sustainable Solutions

3PL/4PL



End-to-End
Supply Chain
Solutions

Bespoke Niche Services

Integrated
Multimodal
Logistics

Control Tower
and
Consultancy

Single Window
Solutions

Trusted Delivery &
Fulfillment

The TCI Advantage



Operational Cost
Efficiencies

Economies of
Scale

Strong Multimodal Network and Capabilities

Rail



- High end CBU logistics
 - Container movement
 - Cross border movement
 - Chemicals Logistics
- Rake Movement **2826 12MFY26**
vs 2350 12MFY25

Own Trains : **3 AFTO**

Coastal



Ship Deployed : **6**

DWT : **77,957**

GP containers : **8,500+**

Container Management



Intl/Exim Baffle/ISO Marine

TEUs Handled: **165K 12M FY26**
vs 154K 12M FY25

CBUs Handled: **391K 12M FY26**
vs 304K 12M FY25

Yards & Terminals



No. of Yards & Terminals managed

Yards : **67**

Terminals : **70**

We saved **190K** Tonnes of e-CO2 in terms of GHG emissions in **FY26 (150K FY25)**

Integration Platforms

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

01

Strong Tech Team

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

03

IOT Devices

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

05

Central Monitoring System

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

02

Digital Transformation

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

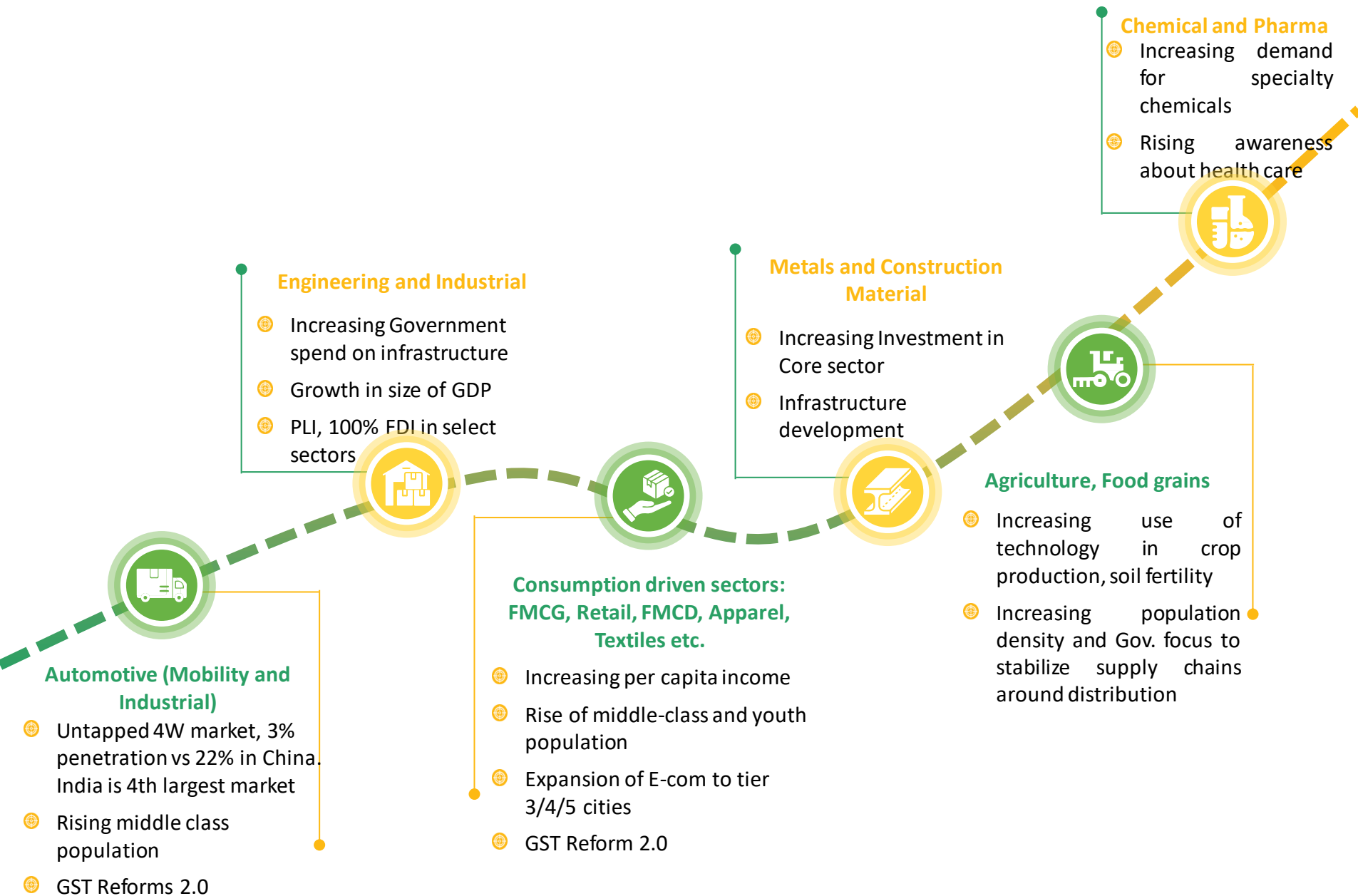
04

Customers & Suppliers

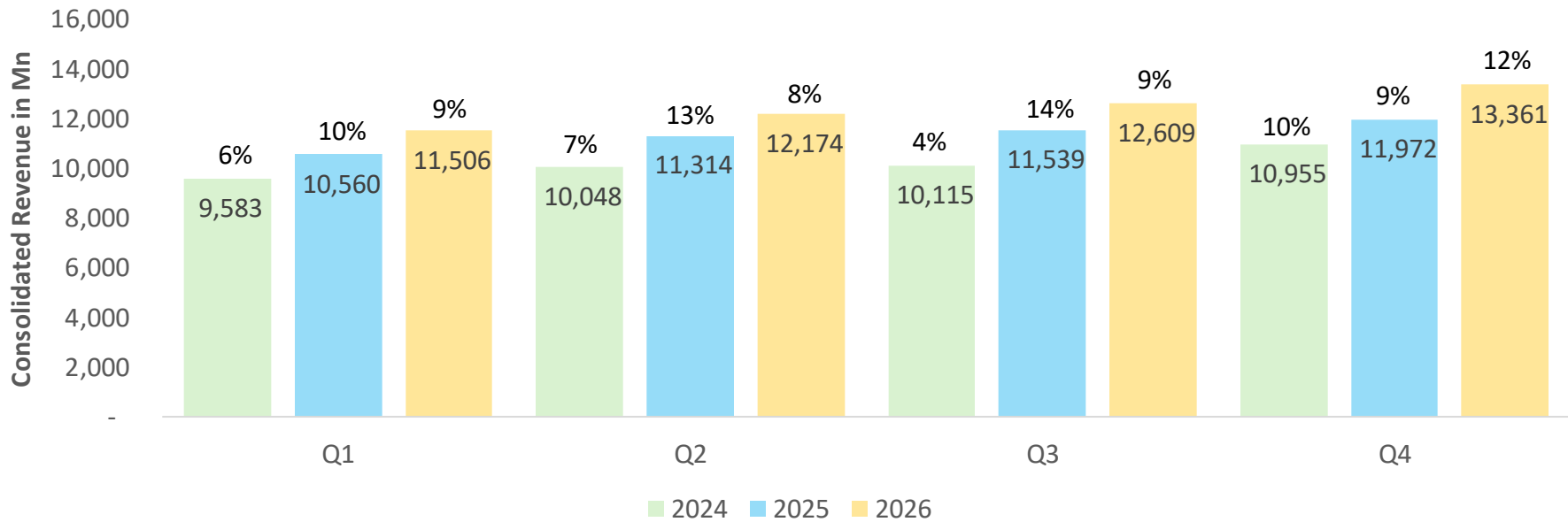
- CRM
- Customer Portal & App
- Control tower
- SRM & app
- Supplier Performance Management

06

Present Across High Growth Industry Sectors



Key Highlights



- 📍 Growth momentum continued :23rd consecutive quarter of growth, impact in March due to Gulf crisis
- 📍 Supply Chain became the largest business
- 📍 Continued Investments in strategic asset classes 2700 Mn (2400 Mn internal accruals)
- 📍 Strong Liquidity with surplus cash surplus of 2500 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



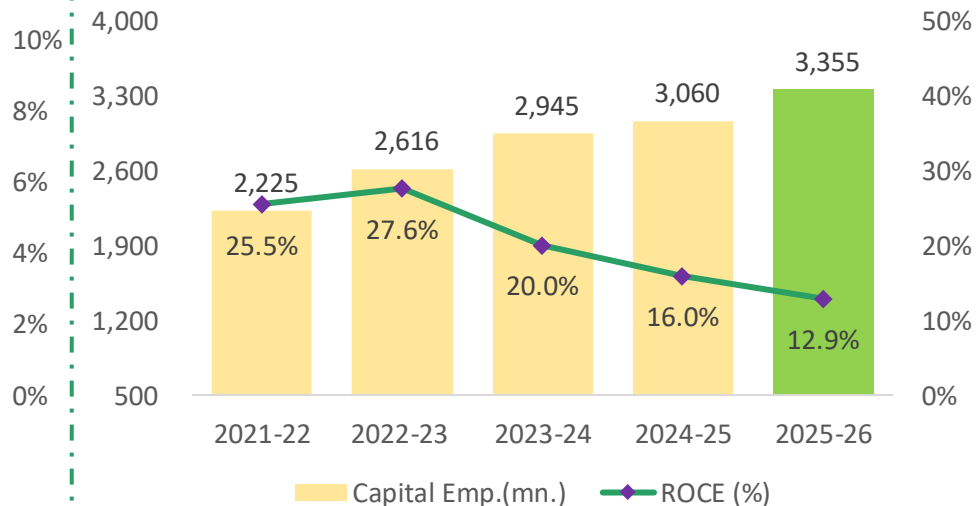
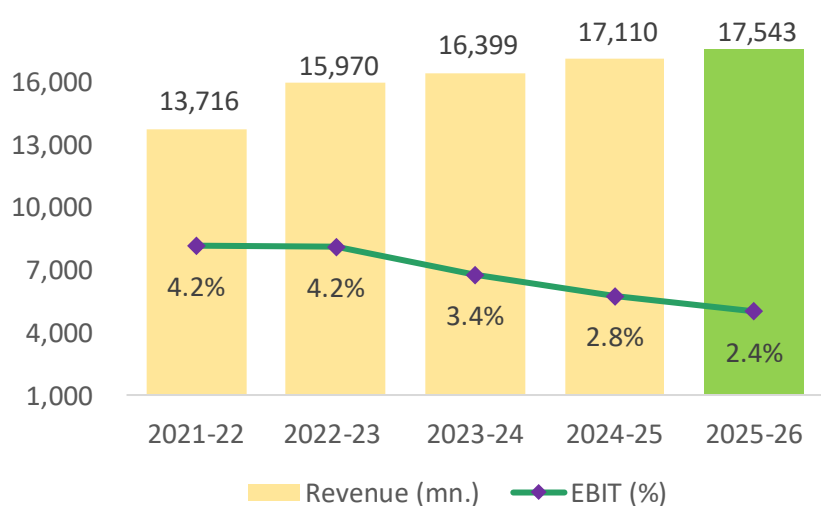
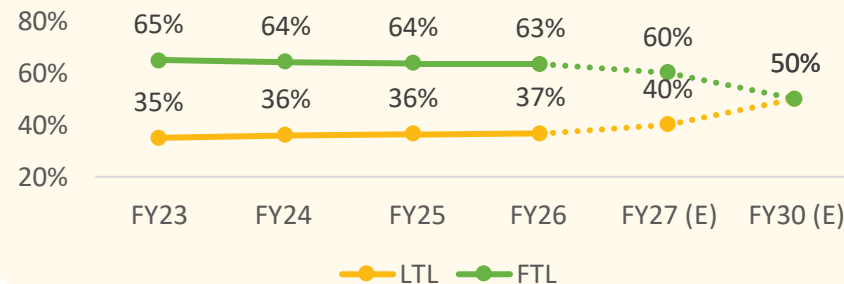
Value Added Services

TCI Freight Division: Key Operational Highlights

Fig in Mn

Particulars	Q4 FY26	Q4 FY25	Gr%	FY26	FY25	Gr%
Revenue	4,868	4,323	13%	17,543	17,110	3%
EBDITA	113	128	-11%	477	533	-11%
% to Revenue	2.3%	3.0%		2.7%	3.1%	
EBIT	97	114	-16%	413	479	-14%
% to Revenue	2.0%	2.6%		2.4%	2.8%	

- ☺ Strong growth quarter with ~13% leading to 2.5% growth
- ☺ Impact of slump sale of chemical business in annual growth of 2.5%
- ☺ 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



4,500+
Vehicles under Operation
Owned:1350+



1,250+ Mn
Production Logistics Parts
Handled



16+ Mn Sq. ft.
Warehousing Space
Managed



67
Yards Managed



180+
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

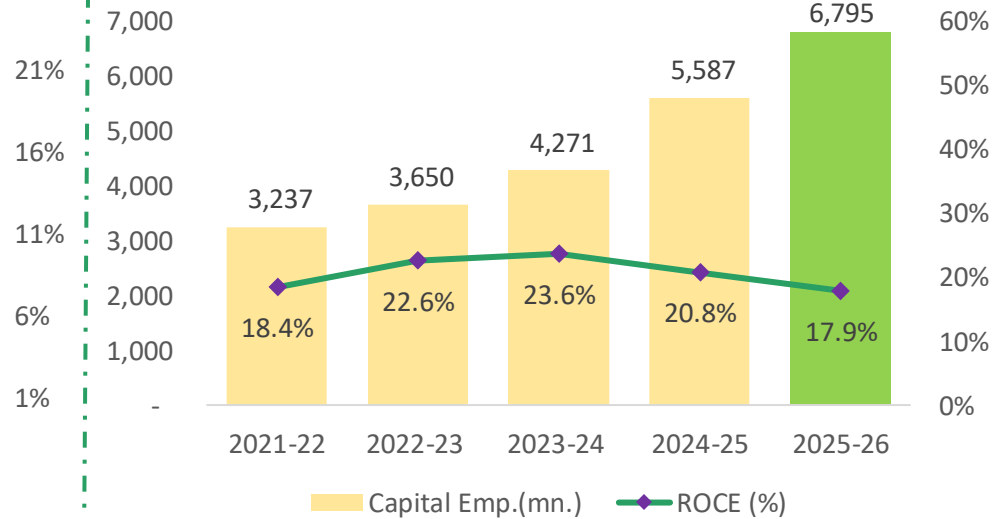
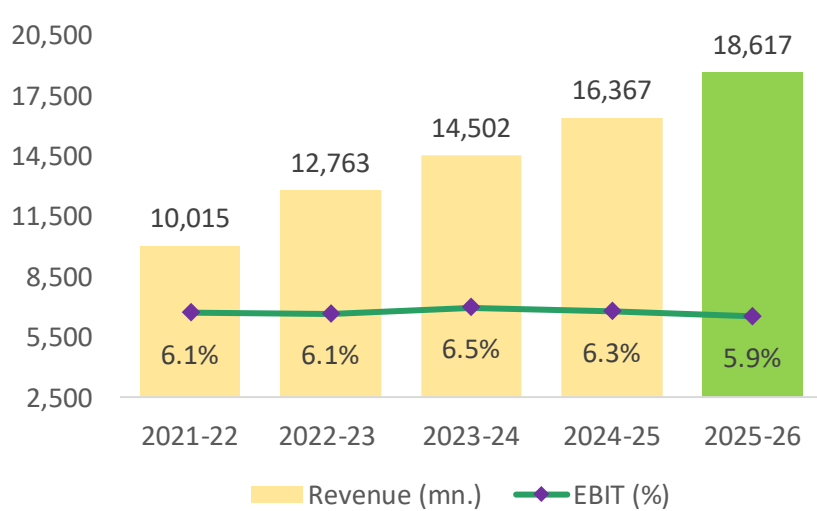
Alignment with International Quality Standard

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

TCI Supply Chain Division: Key Operational Highlights

Particulars	Q4 FY26	Q4 FY25	Gr%	FY26	FY25	Gr%
Revenue	4,694	4,224	11%	18,617	16,367	14%
EBDITA	477	416	15%	1,785	1,569	14%
% to Revenue	10.2%	9.9%		9.6%	9.6%	
EBIT	278	270	3%	1,105	1,024	8%
% to Revenue	5.9%	6.4%		5.9%	6.3%	

- Strong momentum amid retention & expansion and roll out of several new contracts
- Strong underlying demand sustained in Retail, Consumer and E-commerce/Quick Commerce segments.
- Good traction for multimodal logistics and warehousing services
- Margin profile remained steady amid capacity enhancement and operating leverage to come





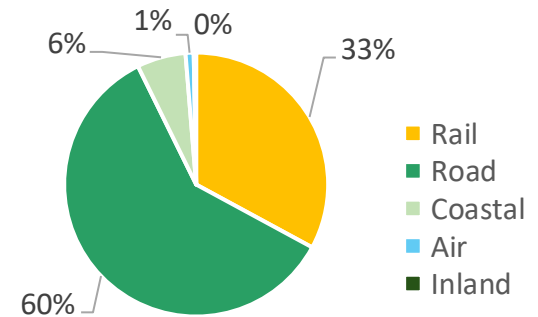
Cargo movement on inland waterways has risen sharply from about 18 MMT in 2013–14 to a record 145+ MMT in 2024–25, and is targeted to exceed 200 MMT by 2030

National Waterways have 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 higher budgetary outlay. Maritime fund of 25000 Cr shall further push coastal shipping sector

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

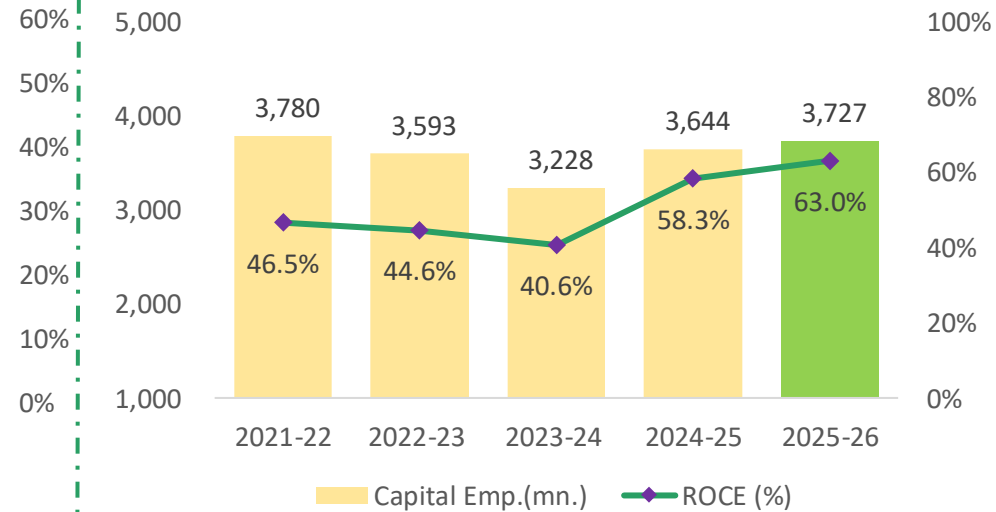
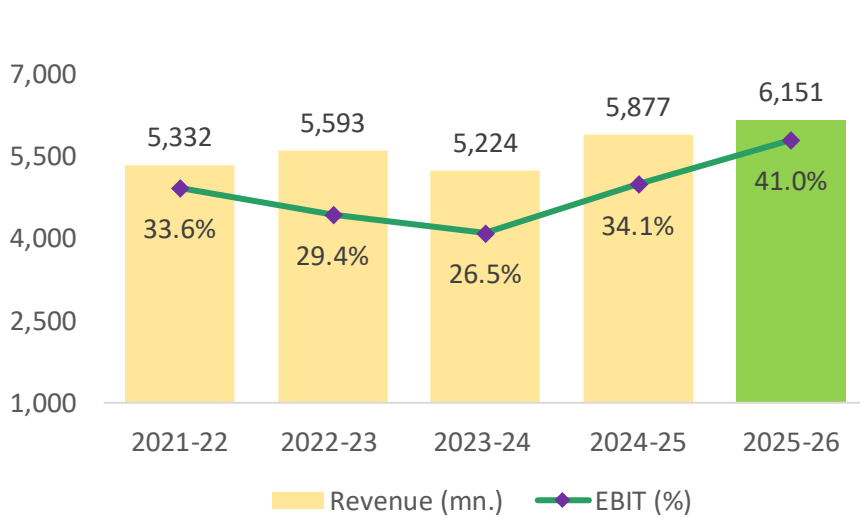
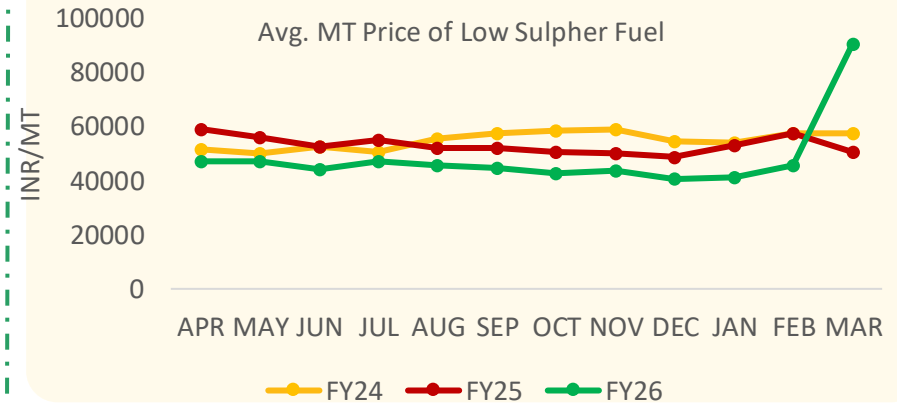


TCI Seaways Division: Key Operational Highlights

Fig in Mn

Particulars	Q4 FY26	Q4 FY25	Gr%	FY26	FY25	Gr%
Revenue	1,730	1,513	14%	6,151	5,877	5%
EBDITA	818	677	21%	2,885	2,459	17%
% to Revenue	47.3%	44.8%		46.9%	41.8%	
EBIT	724	583	24%	2,522	2,004	26%
% to Revenue	41.8%	38.5%		41.0%	34.1%	

- ☉ Strong quarter amid higher no. of voyages
- ☉ Bunker prices remained in a range before surging in March
- ☉ 3 ships dry-docked during the period , and 2 scheduled in FY27



FY26 (FY25)
(fig in Mn)

TCI CONCOR
Multimodal Logistics Solutions

TCI COLD CHAIN SOLUTIONS

Transystem

Revenue	5,503 (4,556)	1,095 (941)	13,176 (11,837)
Y-o-Y Growth	21% (32%)	16% (16%)	11% (17%)
Capital Employed	744 (592)	1,132 (937)	3,376 (3,470)
Strategic Partner Share	49%	20%	51%



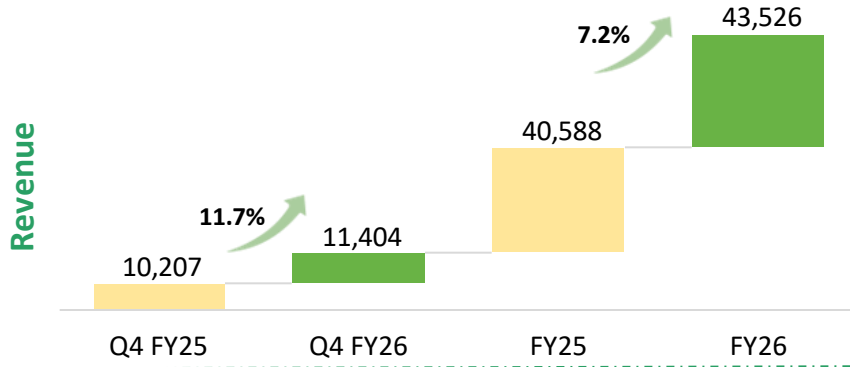
TCI Concor - Operates on asset-light model building upon its capabilities of integrated multimodal logistics solutions Chemicals, Food Grains, Metals etc.

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

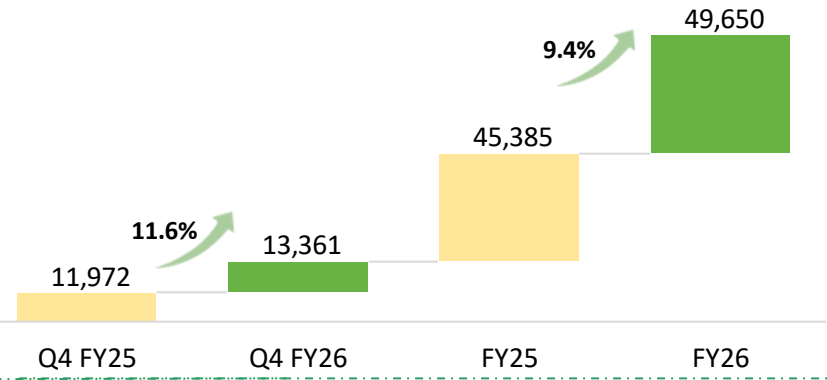
Transystem - Focused on automotive logistics of Japanese clients

Financial Highlights

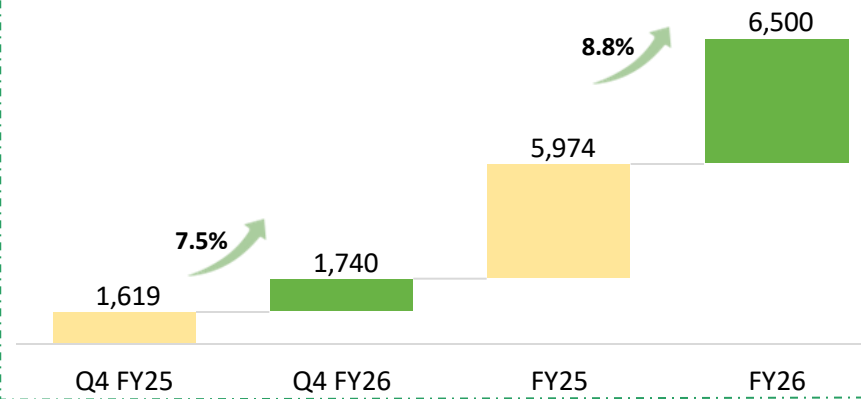
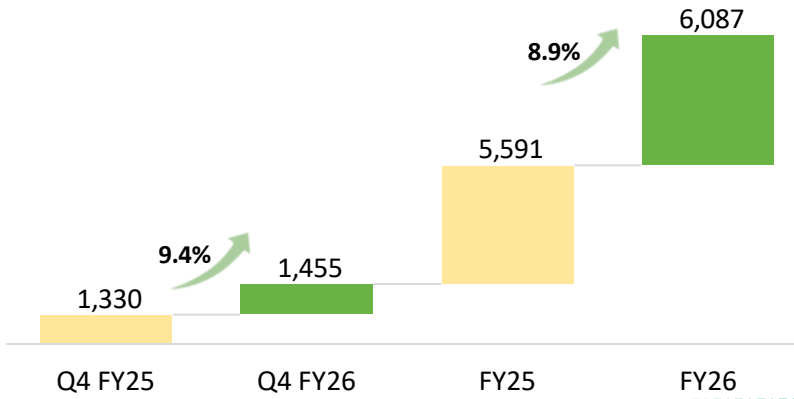
Standalone



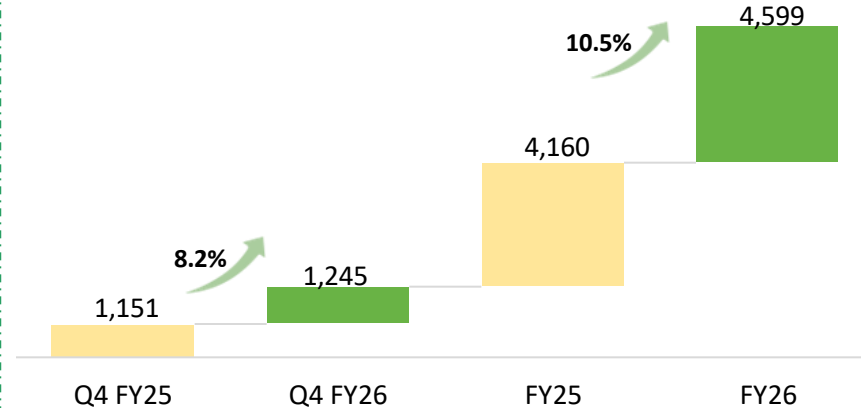
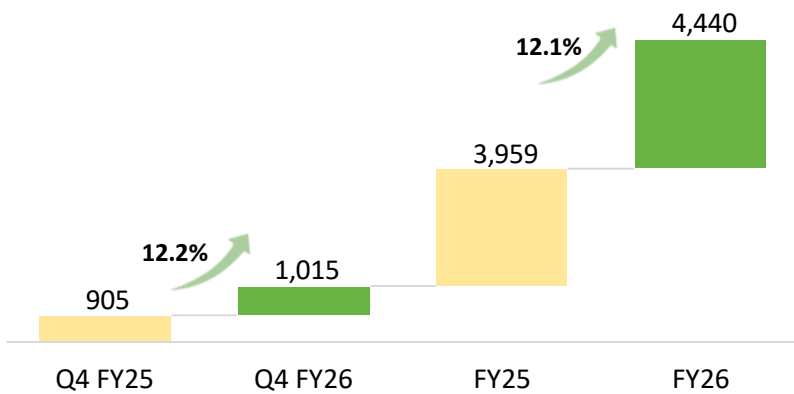
Consolidated



EBDITA



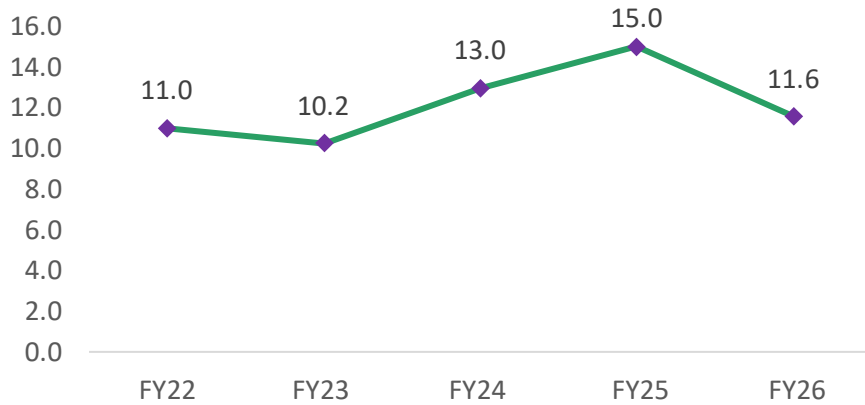
PAT



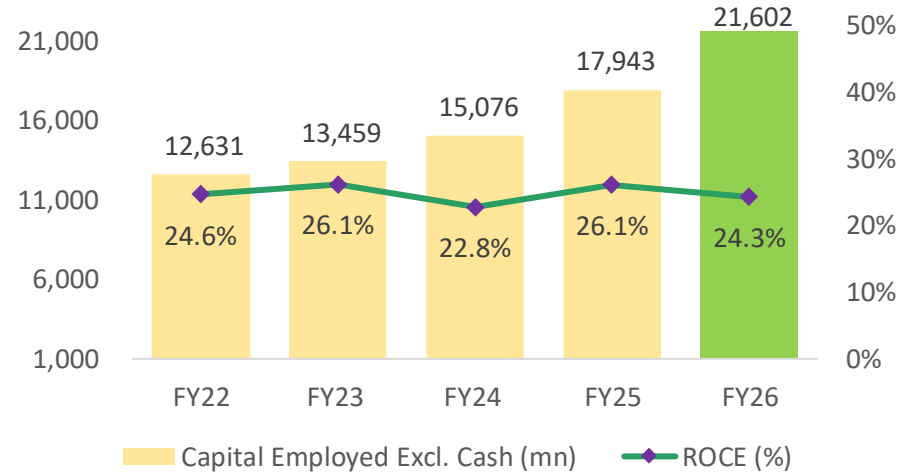
*Console EBDITA includes TLI's share of profit minus Exceptional Items.

Consistent performance: Key financial Indicators

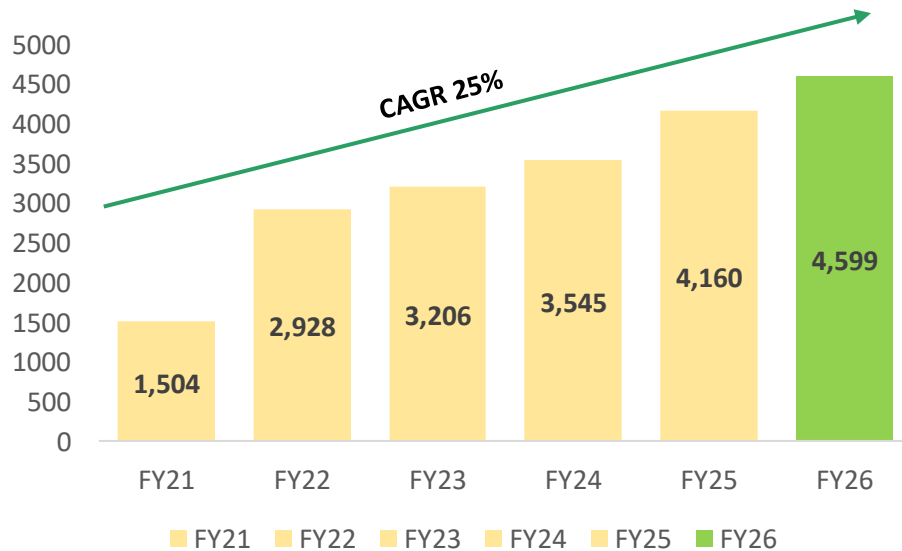
EV/EBIDTA



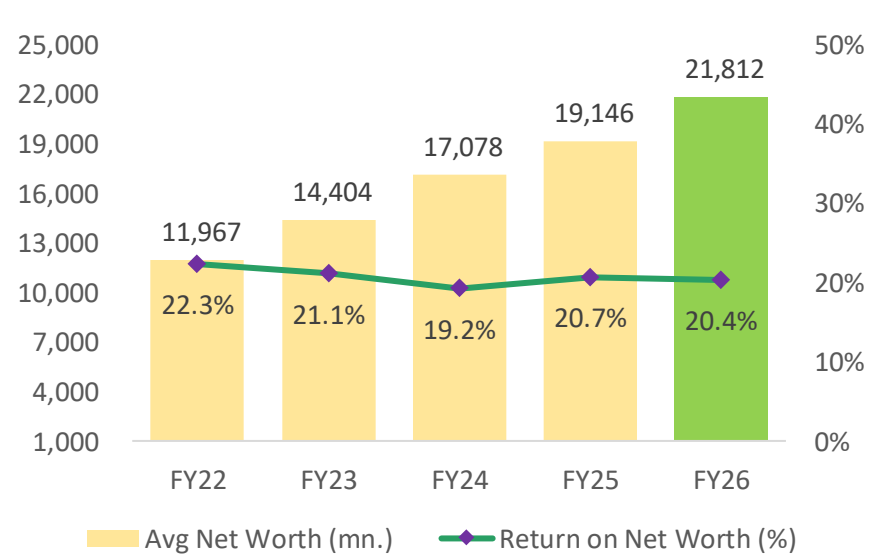
Return on Capital Employed



Consolidated Profit After Tax



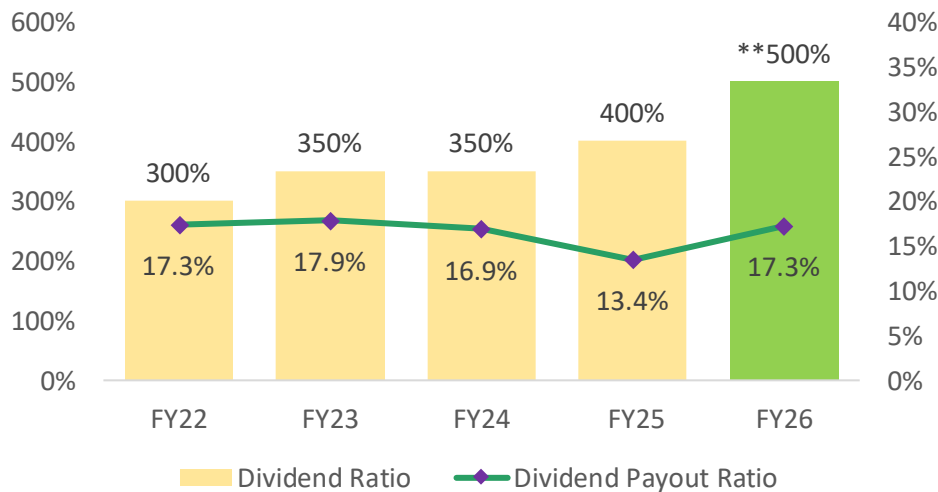
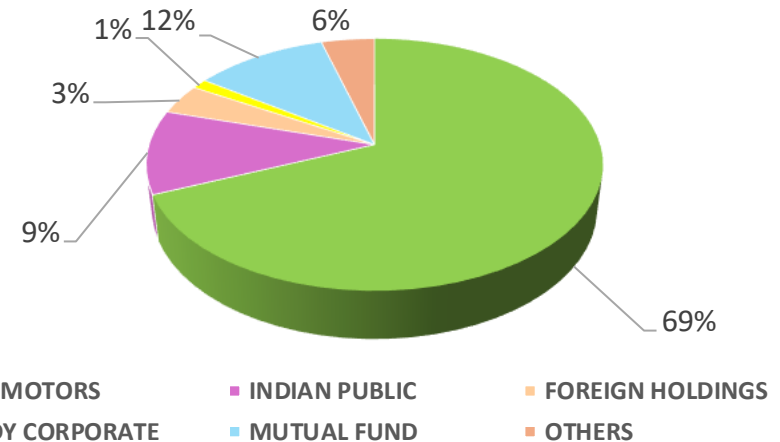
Return on Net Worth



Consistent performance: Key financial Indicators

Particulars	UOM	31 st Mar'26
Market Cap	Rs Mn.	70,835
Debt Incl. Leases	Rs Mn.	2,518
Cash equivalents	Rs Mn.	(2,961)
Enterprise Value	Rs Mn.	70,391
P/E	Nos	15.9
EV/EBITDA	Nos	11.6
52 Week High	Rs/share	1289
52 Week Low	Rs/share	881

Shareholding Pattern as on 31st Mar'2026



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

** Including Final dividend of 1/- per equity share

Nurturing Sustainable Stewardship



Environmental

Nurturing Environment for a Healthier Planet

- 2800+ train movement (LY 2500+) . 190K ton of eCo2 emission saves (LY 160K eCo2 Ton)
- Produced 15.2 Mn renewal green energy units.(LY 14.6 Mn) .
- Under Green Trucking 80+ Trips completed
- 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 10 states engaging 60K+ drivers
- Health initiatives across 18 states administering 15+ Lakh Vaccinations & other Health services to 22 Lakh people.
- Artificial limb center has empowered 2500 beneficiaries to stand on their feet again.
- Urmila Sports Academy trained players for National & International sports events, winning 53 Medals.

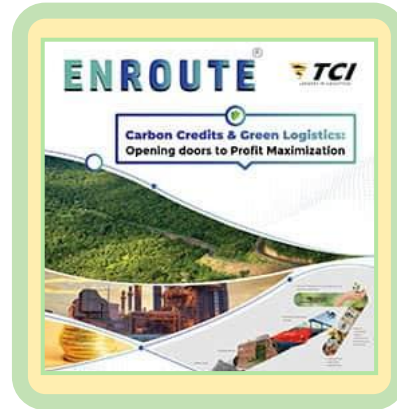
Governance

Trust, Dependability & Resilience

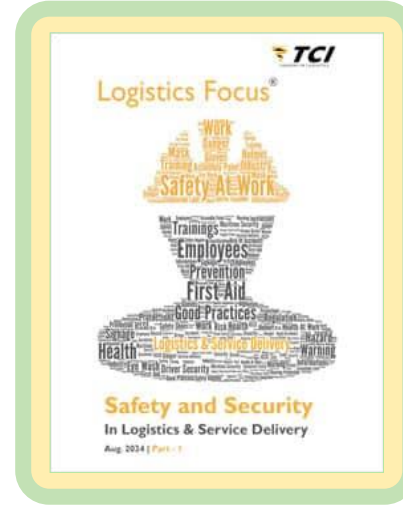
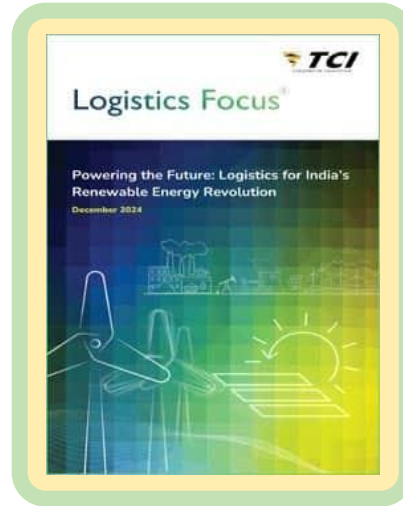
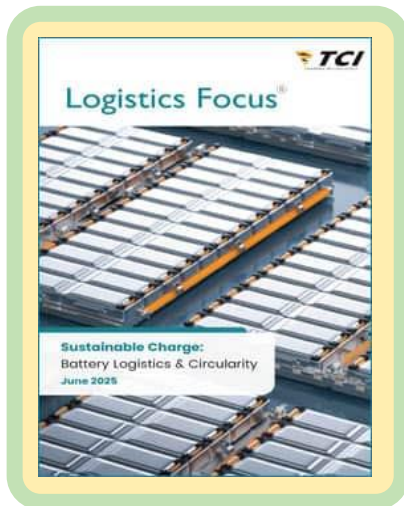
- Strong and diverse Board
- Started BRSR in FY'22 voluntarily
- Long term performance-linked robust remuneration system
- Configuration & Integration for data security
- Comprehensive Enterprise risk management and Business continuity plan.

Thought leadership: Case Studies & Industry Knowhow

Case Study Compilations



Industry Knowhow Articles



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- ⓘ Economic outlook has clouds of fuel prices increase , inflationary pressure , uncertainty around Middle East crisis, suboptimal Monsoon forecast and consequent impact on rural demand
- ⓘ Business growth expected to remain steady though challenging and rangebound supported by diversified exposure across the sectors
- ⓘ Revenue and Profit growth outlook remain at 10-12%



Fig in Mn	Actual (FY07 to FY25)	FY26 Budget	FY26 Actual	FY27 Budget
Hub Centre & Small WH	7,444	1,320	713	920
Ship	3,989	1,350	691	2,370
Container	1,704	120	175	410
Trucks & Rakes	6,474	1,280	1,194	1,220
Others (W/H Equip, IT)	2,142	430	916	1,080
Total	21,752	4,500	3,690	6,000

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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**

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