TCI
LEADERS IN LOGISTICS

Everything Logistics®

Investor Presentation

Q1 FY27

03rd Aug 2026

TCI: Consolidated Corporate Overview

TCI
LEADERS IN LOGISTICS

Standalone Strategic Business Units

TCI FREIGHT
SURFACE TRANSPORT SOLUTIONS

TCI SCS
SUPPLY CHAIN SOLUTIONS

TCI SEAWAYS
MARITIME LOGISTICS SOLUTIONS

Subsidiaries and Joint Ventures

TCI COLDCHAIN
TEMPERATURE CONTROLLED SOLUTIONS

TCI CHEMLOG
CHEMICAL LOGISTICS SOLUTIONS

TCI CONCOR
MULTIMODAL LOGISTICS SOLUTIONS

Transystem

TCI BANGLADESH

TCI NEPAL

TCIL MIDDLE EAST

Group Entities

TCI DEVELOPERS

TCI IOL
TRAINING & UPSKILLING

TCI FOUNDATION

TCI EXPRESS
LEADER IN EXPRESS

Integrated Strengths — FY 2025-26

LEADERS IN LOGISTICS

7 Decades
of industry leadership

₹49,650 Mn
Consolidated Revenue

₹6,500 Mn
Consolidated EBITDA

10,000+
Trucks in Operation

2,800+
Rake Movements

6
Coastal Vessels

67
Yards Managed

8,500+
GP Marine Containers

1,400+
IT-enabled Own Offices

19.91%
Return on Capital Employed

17 Mn Sq.ft.
Managed Warehouse Space

2.0%
of India's GDP Moved by Value

Growth Drivers to the Logistics Industry

India's macro momentum continues to underpin structural demand for integrated logistics

Govt. & Policy Enablers

- **96% of Freight Corridors operational**, supporting the road-to-rail shift
- Logistics cost target: **≤8% of GDP by 2030**
- ULIP crossed **160 Cr+ API transactions** across 101 ICDs
- Infrastructure growth driven by **4% of GDP capex**

Customer Demand & Market Growth

- India's real GDP projected to grow **7.6% in FY26**
- GST collections at **₹17.4 lakh Cr**; e-way bills up 21%
- 3PL/4PL demand growing at **~12% CAGR**
- E-commerce logistics to reach **USD 107 Bn by 2032**

Industry & Investments

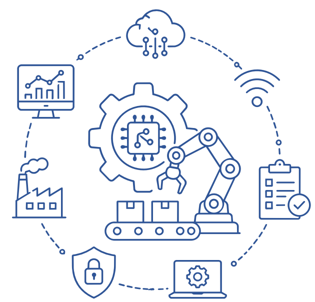
- PLI schemes attracted **₹2 lakh Cr+ investment**
- Global logistics market to reach **USD 24.36 Tn by 2035**
- Indian logistics market projected at **USD 592 Bn by 2031**
- FDI, PE/VC and new FTAs are expanding export opportunities

Company Strategy: Everything Logistics

Wide Range of Bespoke Solutions
and Services for Diverse Industries

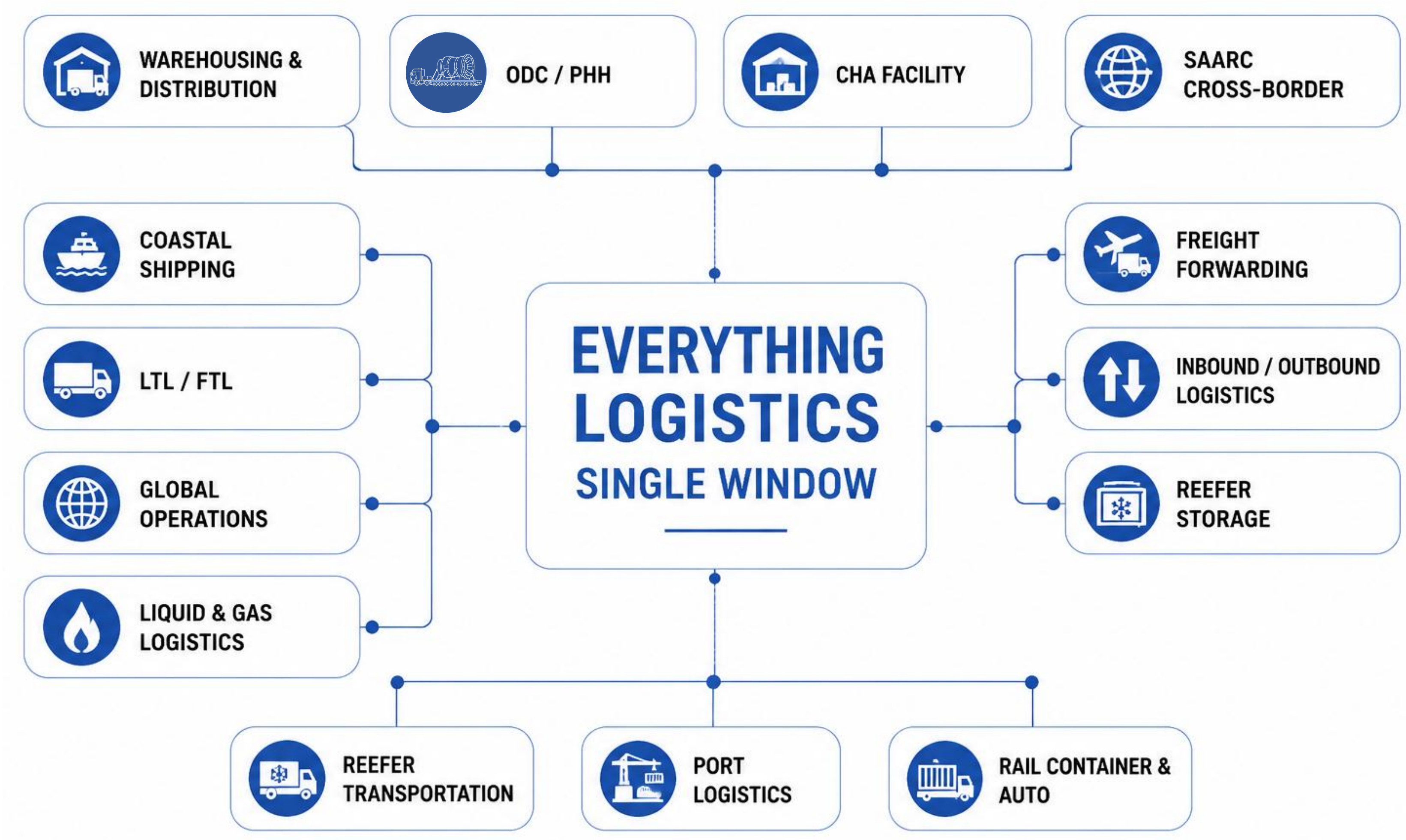
Strong Multimodal
Capabilities & Network

Creating Value
in High Growth Industry Sectors



Technology & Automation
Driven Operations

Wide Range of Services under Single Window



Case Studies

01 Case Study

Efficient Reverse Logistics: Empowering a Leading Apparel Brand

Client:
A top apparel brand managing high-volume festive returns in competitive fashion retail.

CHALLENGES

- Volume surge from end-of-season sales

- Diverse return reasons (size, expectations, preferences)

- Merchandise devaluation and bottlenecks

- Delays impacting customer loyalty

SOLUTIONS

- Predictive analytics for proactive inventory

- 37,000+ sq. ft., storage with 35,000+ bins

- 1M units/5M+items/80K+ SKUs throughput

- E-commerce integration and agile sorting

BENEFITS

- Revenue recovery via resale-ready inventory
- Reduced waste for sustainability
- Enhanced customer retention
- Scalable, cost-efficient operations

Digital & Technological Edge

Technology is the connective tissue of our integration — a three-layer digital architecture

Layer 1 — Visibility

3 division Control Towers (Freight, SCS, Seaways) delivering live GPS tracking, ETA variance and exception alerts in real time.

Layer 2 — Intelligence

MILKRUN route consolidation, a Delivery Optimisation Engine and CNS — an AI document-intelligence layer converting unstructured documents into structured data.

Layer 3 — Integration

A single shipment identity persists across road, rail and sea legs, with emissions measured end-to-end through TEMT.

Strong Multimodal Network and Capabilities

Rail

- **High-end** CBU logistics, container & cross-border movement, chemicals logistics
- Rake movement **624 Q1FY27 vs 623 Q1 FY26 (2826 in FY26)**
- Own trains: **3 AFTO**

Coastal

- **6** Indian-flagged vessels deployed
- Total DWT: **77,957**
- GP marine containers: **8,500+**

Container Management

- TEUs handled : **0.038 Mn Q1 FY27 vs 0.04 Mn Q1 FY26 (0.17Mn in FY26)**
- CBUs handled : **0.1 Mn in Q1 FY27**
- **58K+** green points earned via rail logistics

Yards & Terminals

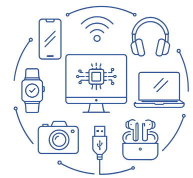
- Yards managed: **67**
- Warehousing space: **17 Mn sq.ft**.
- **1,400+** IT-enabled own offices

- We saved **0.190 Mn. Tonnes of CO_2** emissions via modal shift in FY 2025-26
- **80,000**+ clean-fuel (CNG) trips completed

Present Across High-Growth Industry Sectors

Automotive & Mobility

JV with Mitsui (Transystem); inbound parts, yard management , rail-based finished vehicle movement



Consumption-Led Sectors

Supply chain solutions for FMCG, retail, apparel, and textiles, enabling nationwide distribution and e-commerce growth across Tier 3–5 markets.

Hi-Tech & Electronics

Controlled warehousing and secure documentation for semiconductors and high-value goods

Chemicals & Pharma

TCI Chemlog and Cold Chain Solutions; hazardous material compliance, AEO-certified customs

Metals & Construction

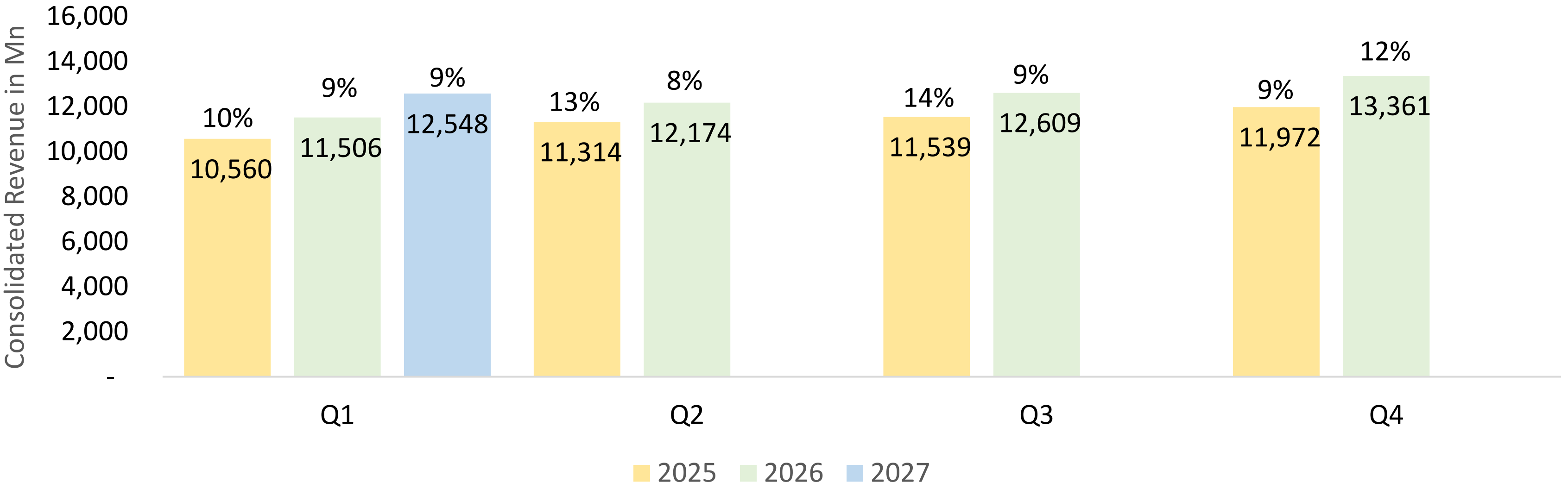
Rail and coastal bulk logistics supporting India's infrastructure growth

Energy & Renewables

Battery logistics, wind/solar components and circular supply chains for EV batteries

Eleven industry verticals in total, spanning Retail, E-commerce & Quick Commerce, Healthcare & Life Sciences, Industrial & Engineering, Agriculture & Food, and Aviation & Defence.

Key Highlights — Financial Performance



- Growth momentum continued :24th consecutive quarter of growth, impact of Middle-East crises
- Supply Chain became the largest business
- Continued Investments in strategic asset classes 1670 Mn (1320 Mn from internal accruals)
- Strong Liquidity with surplus cash surplus of 1600 Mn
- Credit Rating enhancement to AA+ from CARE resonating to strong governance and financial strength

TCI Freight : Industry Nature & Trends

Industry

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

Growth Drivers

- Need for FTL & LTL from a single provider on an anywhere-to-anywhere model
- Control-Tower-enabled, customized freight solutions with end-to-end visibility
- Growing need for in-transit small storage facilities
- Packaging support for high-value, fragile items in the LTL segment

19,000+
Pin Codes Reached

25
Strategic Hubs

750+
Branches / IT-enabled Offices

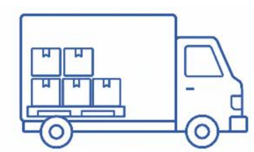
5,000+
Trucks under Operation

TCI Freight : Our Edge

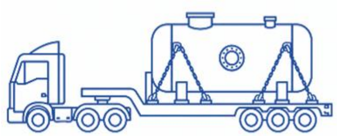
Hub & Spoke Model — Integrated Surface Transport Solution

Reaching more than 19,000 pin codes with cross-border linkages into Nepal and Bangladesh, delivering part-load, full-truckload , project-cargo movement and control tower services.

Services Offered



Less Than Truck Load (LTL)

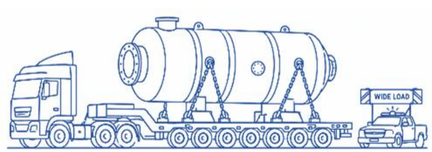


Project & Heavy Haul (PHH)

CHA Facility (AEO-certified)

Full Truck Load (FTL)

Storage Solutions



Over Dimensional Cargo (ODC)

Containerized Services

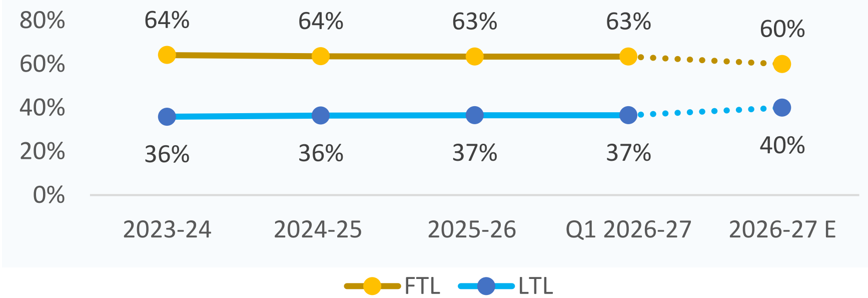
Cross-Border Logistics

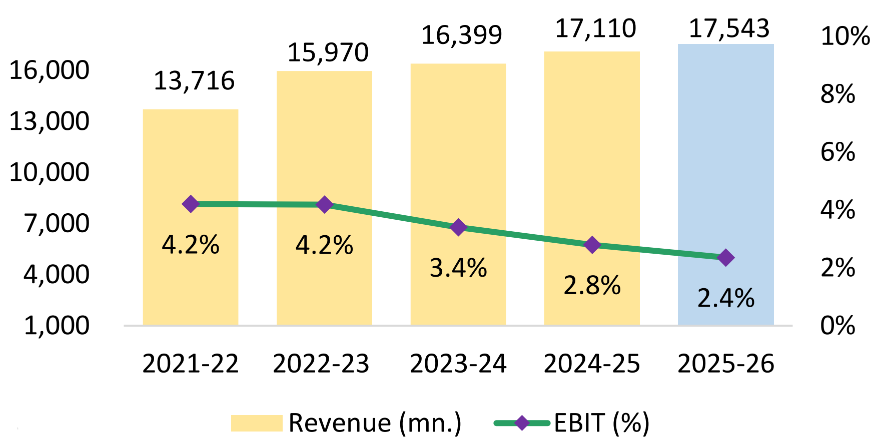
Value Added Services

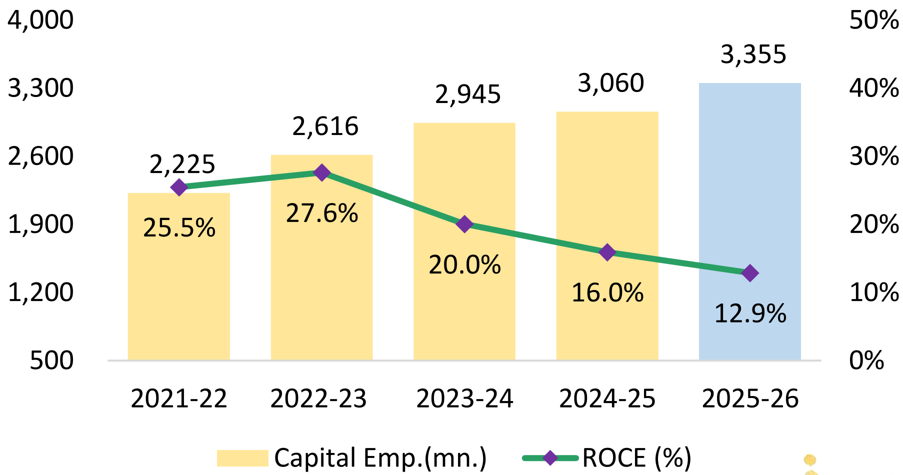
TCI Freight : Key Operational Highlights

Particulars	Q1 FY27	Q1 FY26	Gr%	FY26	FY25	Gr%
Revenue	4,567	4,112	11%	17,543	17,110	3%
EBDITA	134	125	7%	477	533	-11%
% to Revenue	2.9%	3.0%		2.7%	3.1%	
EBIT	115	111	4%	413	479	-14%
% to Revenue	2.5%	2.7%		2.4%	2.8%	

- Consecutive growth quarter amid addition of new contracts
- Network expansion continued to grow the LTL mix — supporting deeper reach . 30 new branches planned , 10 opened
- Control-tower-enabled operations and real-time alerts strengthened transparency and traceability across shipments







TCI Supply Chain: Industry Trends

TCI LEADERS IN LOGISTICS

Industry

- Market size: USD 15 Bn — relatively organized vs. Freight
- 3PL Growth CAGR of 15%; ~60% of movements are road-based
- 3PL penetration at 4.5% in India vs. 11% globally — significant headroom

Growth Drivers

- Higher demand for integrated, customized logistics solutions
- Supply chain network optimisation, especially in warehousing
- Growth of omni-channel demand into Tier 3/4/5 cities
- Increasing demand for automation and technology-driven services

18,617
Revenue FY26 (₹ Mn)

4,500+
Vehicles under Operation

17 Mn SQft.
Warehousing Space Managed

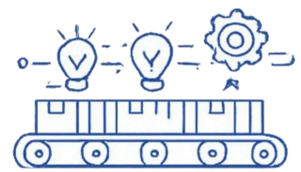
180+
Trains Operated / Month

TCI Supply Chain: Our Edge

Everything Supply Chain, Everything Agile

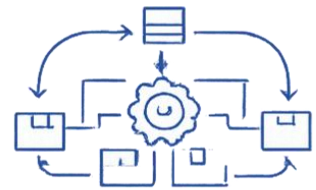
TCI SCS became TCI's largest business segment in FY26, crossing ₹1,862 crore in revenue (up 14% YoY), delivering end-to-end solutions from concept to execution as a single-window lead logistics provider.

Services Offered

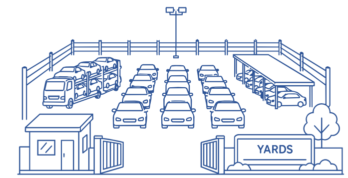


Full-Stack Solution: Concept to Execution

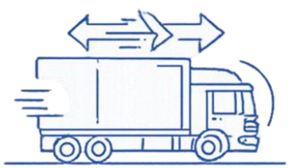
Lead Logistics Provider (LLP/3PL/4PL)



Supply Chain Design & Re-engineering

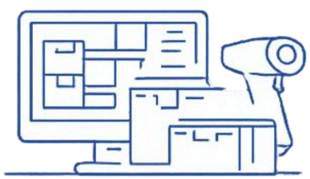


Yard Management



Inbound & Outbound Logistics

Warehouse Planning & Management



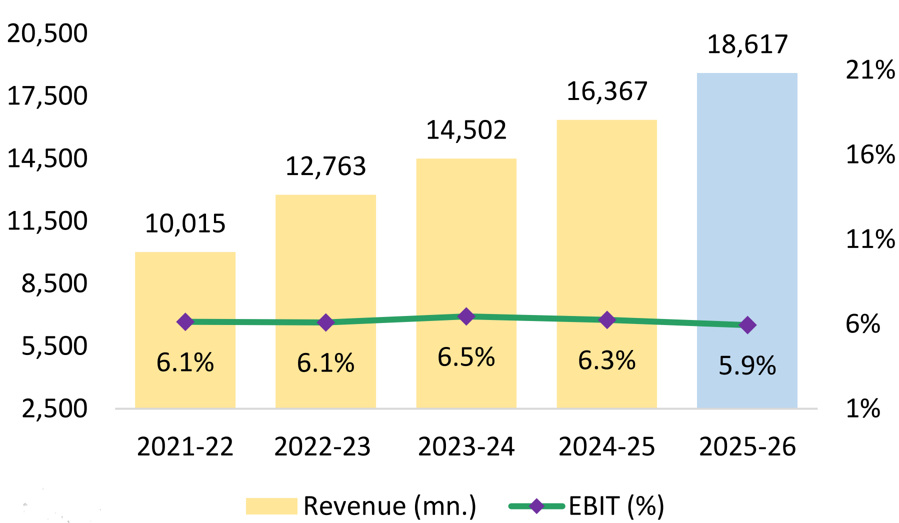
Inventory Management via WMS

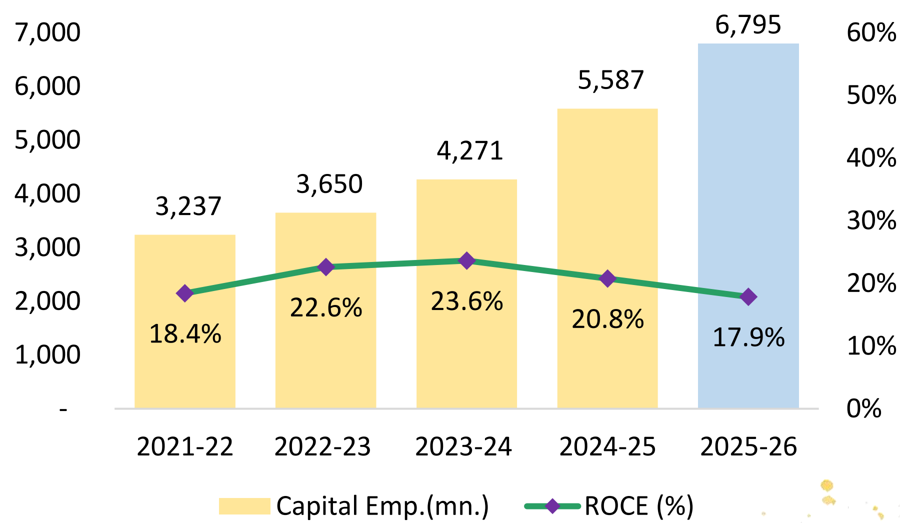
Proprietary TMS Route Optimisation

TCI Supply Chain: Key Operational Highlights

Particulars	Q1 FY27	Q1 FY26	Gr%	FY26	FY25	Gr%
Revenue	4,541	4,270	6%	18,617	16,367	14%
EBDITA	465	416	12%	1,785	1,569	14%
% to Revenue	10.2%	9.7%		9.6%	9.6%	
EBIT	271	264	3%	1,105	1,024	8%
% to Revenue	6.0%	6.2%		5.9%	6.3%	

- Moderate growth amid higher base from previous year
- Strong demand for multimodal remained 500 rakes Vs 490 during previous year
- Margins remained resilient amid near term cost pressure
- Robust pipeline to drive growth





TCI Seaways: Industry Trends

Industry

- Coastal cargo traffic up 119% over the last decade
- National Waterways expanded from 5 to 111; operational length 2,716→4,894 km
- Sagarmala / Maritime India Vision 2030 outlay ~₹5,165 crore (+48% YoY)

Growth Drivers

- Coastal Cargo Promotion Scheme targets 6%→12% modal share by 2047
- Inland waterways cargo growth from 18 to 145+ MMT; 200+ MMT target by 2030
- Policy push toward lower-cost, sustainable coastal & inland shipping

6,151
Revenue FY26 (₹ Mn)

41%
EBIT Margin FY26

6
Vessels (77,957 DWT)

8,500+
Multipurpose Containers

TCI Seaways: Our Edge

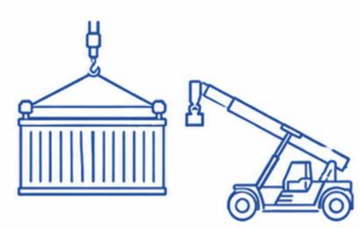
Everything Seaways, Everything Seamless

TCI Seaways operates six Indian-flagged vessels across the eastern, western and southern coasts. Two additional vessels are under construction and to be commissioned by Q3FY27

Services Offered

Coastal Shipping

Multimodal
Transport Integration



Specialized Container
Movement

Regulatory & Safety
Compliance (ISM/ISO)

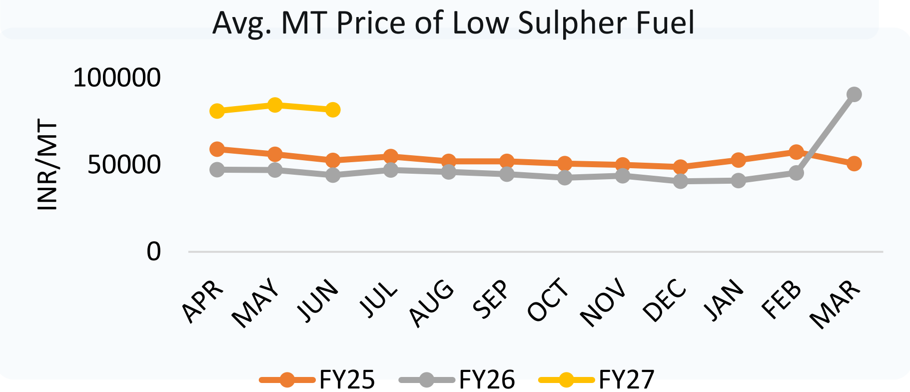
Green & Sustainable
Logistics

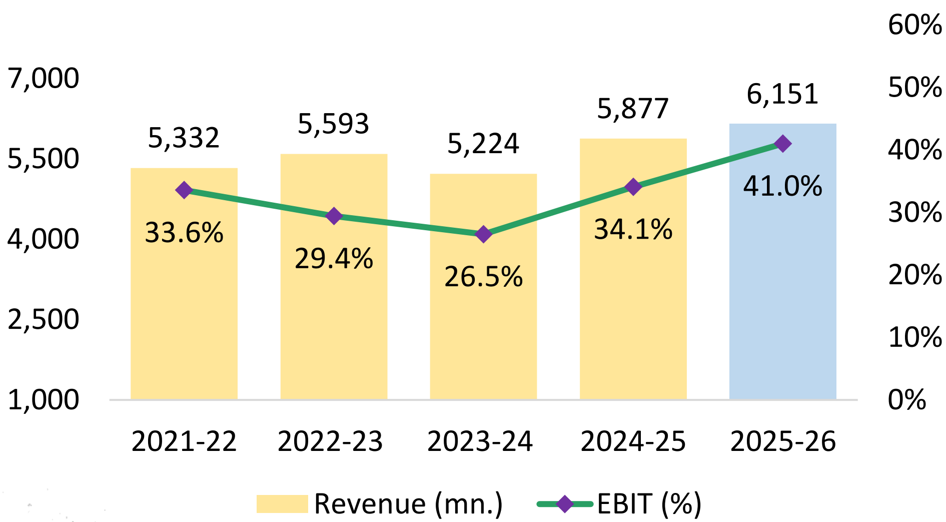
Domestic Coastal
Connectivity (7 Ports)

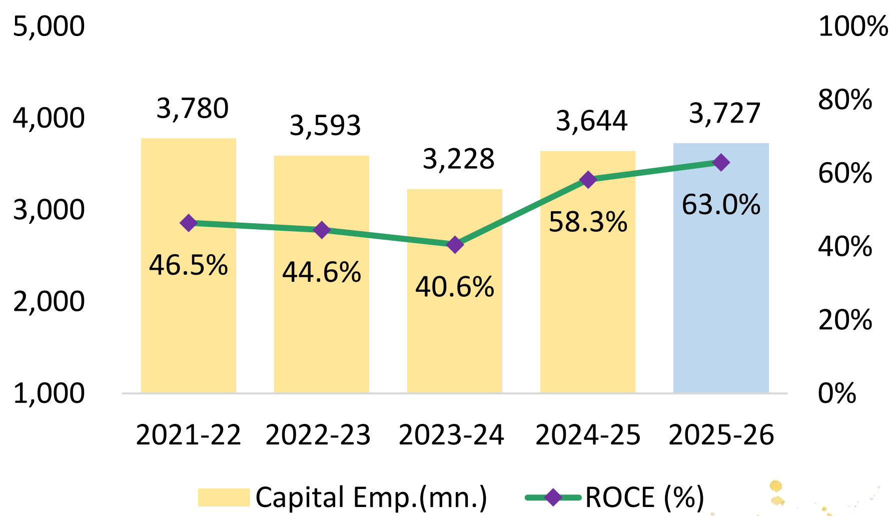
TCI Seaways: Key Operational Highlights

Particulars	Q1 FY27	Q1 FY26	Gr%	FY26	FY25	Gr%
Revenue	1,580	1,482	7%	6,151	5,877	5%
EBDITA	676	664	2%	2,885	2,459	17%
% to Revenue	42.8%	44.8%		46.9%	41.8%	
EBIT	580	581	-0.1%	2,522	2,004	26%
% to Revenue	36.7%	39.2%		41.0%	34.1%	

- Static volumes , price led growth
- Impact of bunker price on margins







TCI Joint Ventures

Figures in Mn.

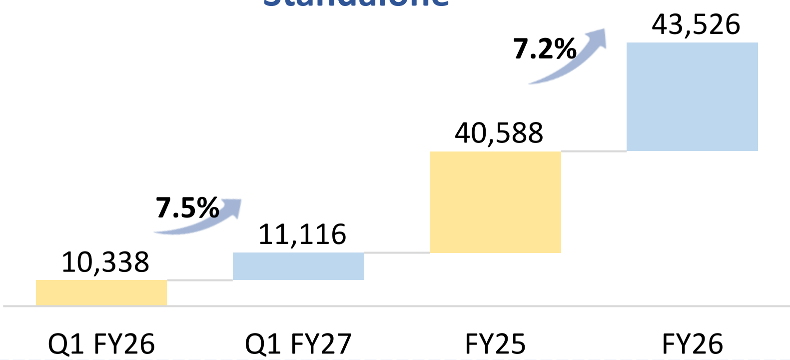
Q1 FY27 (FY26)	TCI CONCOR	TCI COLD CHAIN	Transystem
Revenue	1,250 (5,503)	387 (1,095)	3,278 (13,176)
Y-o-Y Growth	8.4% (20.8%)	48.6% (16.4%)	11.5% (11.3%)
Capital Employed	794 (744)	1,143 (1,132)	3,817 (3,376)
Strategic Partner's Share	49%	20%	51%
Key Operational Highlights	Operates on asset-light model Building upon its capabilities of integrated multimodal logistics solutions for Chemicals, Food Grain, Metals etc	Cold chain services to cater temperature control Warehousing, Primary & secondary distribution requirements.	Focused on automotive logistics of Japanese clients

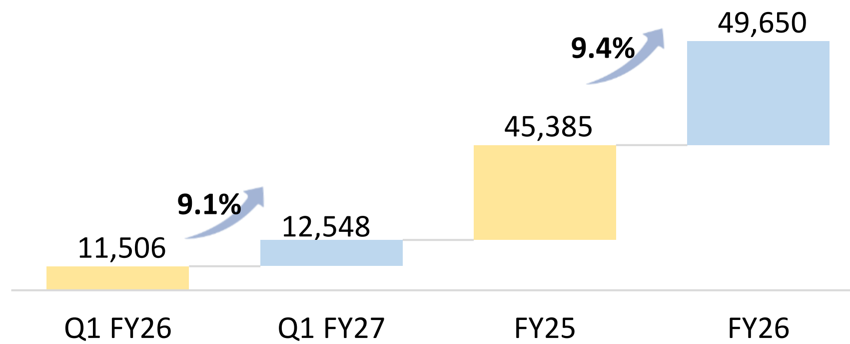
Financial Highlights

Standalone

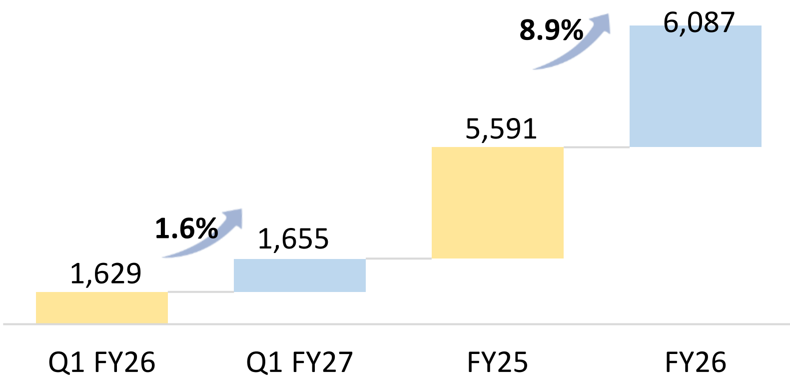
Consolidated

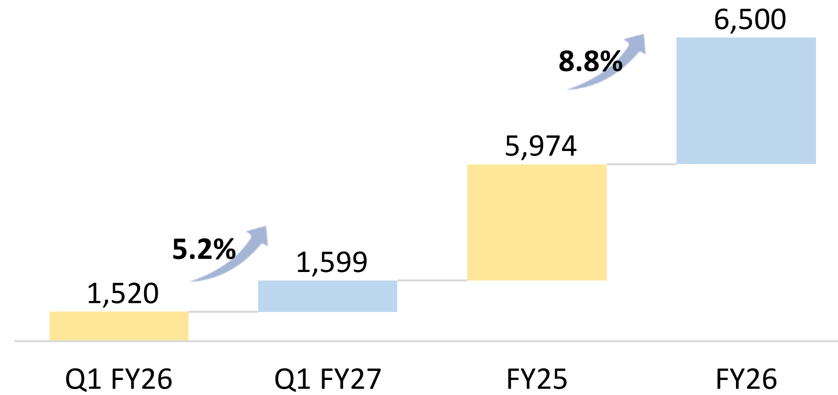
Revenue



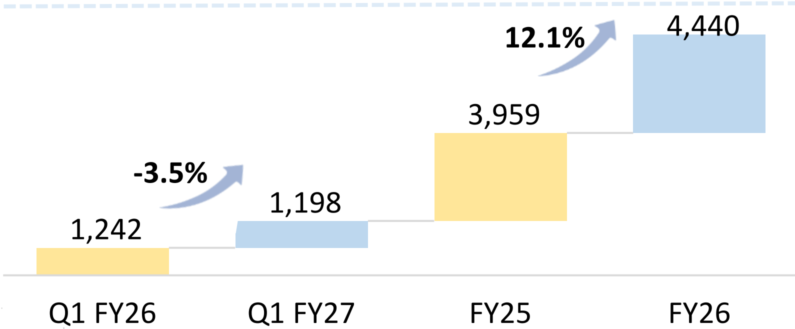


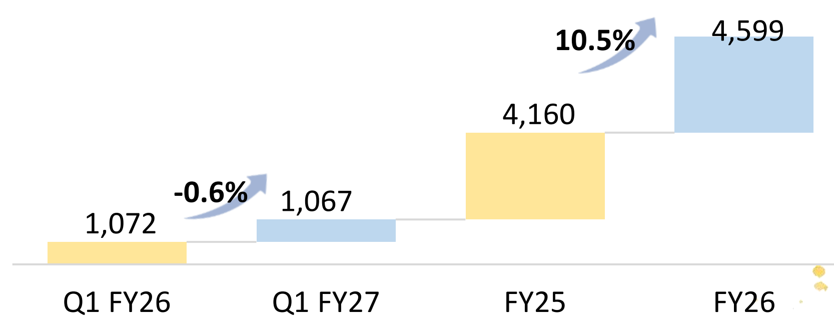
EBDITA





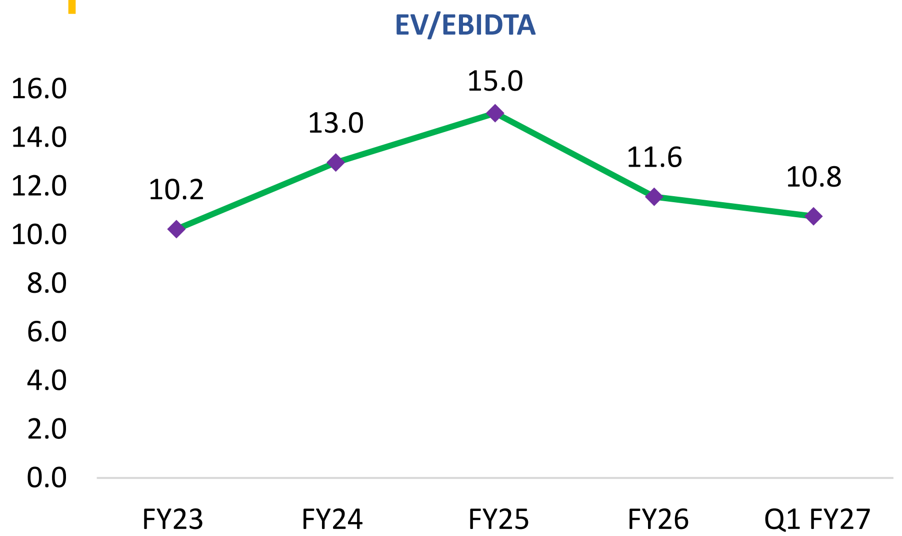
PAT

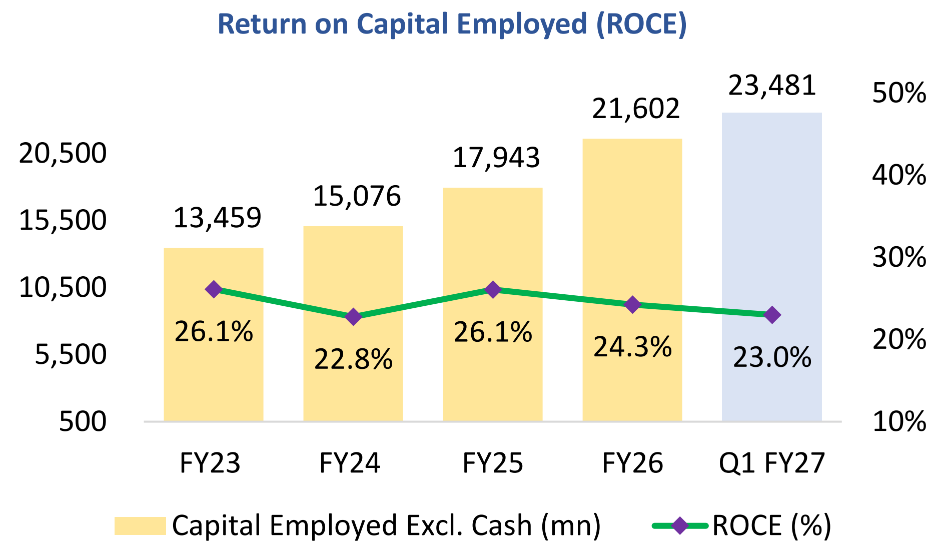


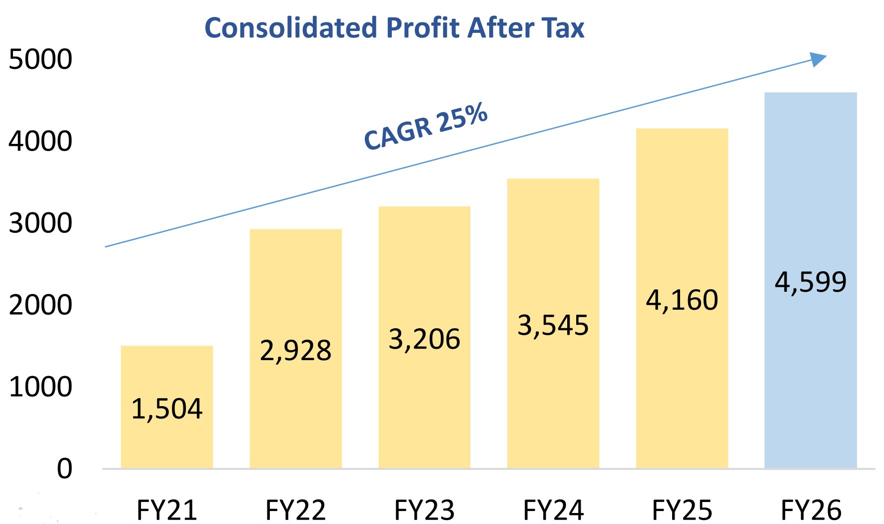


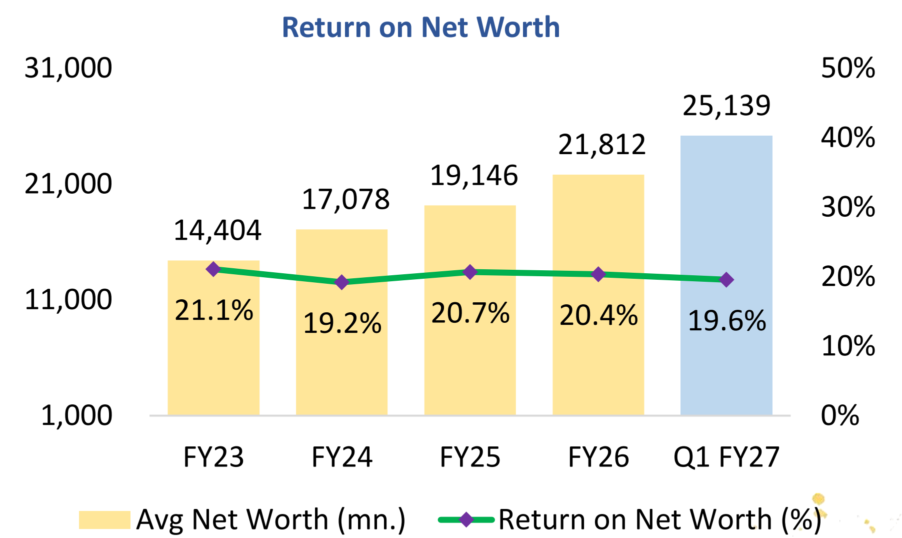
**Console EBIDTA includes TLI's share of profit minus Exceptional Items.*

Consistent performance: Key financial Indicators





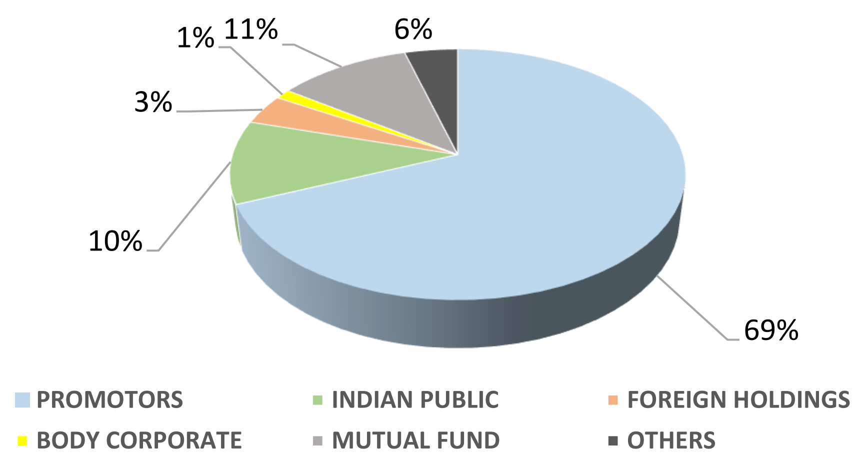


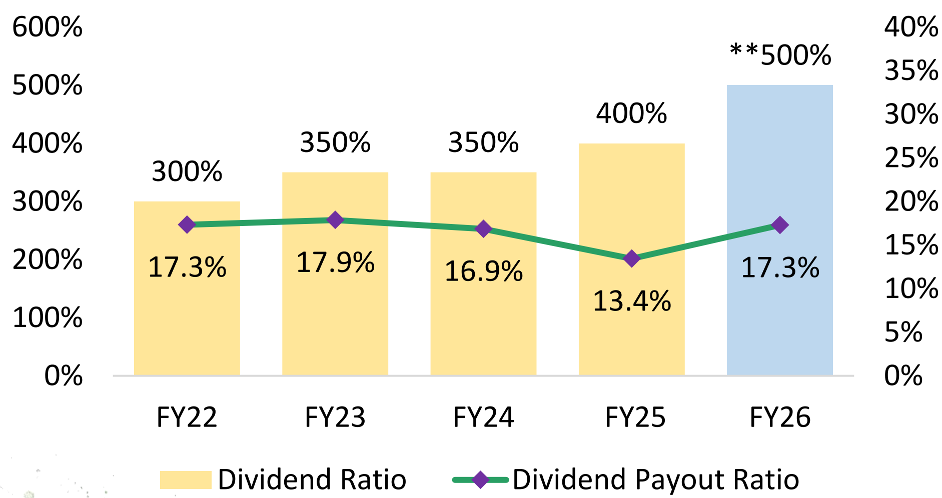


Consistent performance: Key financial Indicators

Particulars	UOM	30th Jun'26
Market Cap	Rs Mn.	71,046
Debt Incl. Leases	Rs Mn.	2,733
Cash equivalents	Rs Mn.	(2,546)
Enterprise Value	Rs Mn.	71,233
P/E	Nos	14.8
EV/EBITDA	Nos	10.8
52 Week High	Rs/share	1289
52 Week Low	Rs/share	868

Shareholding Pattern as on 30th Jun'2026





- CARE: **AA+ (Stable)**
- 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

TCI
LEADERS IN LOGISTICS

Environmental

- 80,000+ CNG / clean-fuel trips executed
- 2,800+ rail rake movements
- 58K+ green points delivered through rail logistics
- EcoVadis score 53 — 'Committed' rating
- Dun & Bradstreet ESG rating: 'Very Good'

Social

- 674K+ truck drivers supported through healthcare initiatives
- 59K+ drivers engaged through TCI Safe Safar
- 30,000+ saplings planted
- 2.1K+ individuals trained via TCI Institute of Logistics
- 550+ students enabled with access to quality education

Governance

- Board-led Enterprise Risk Management framework
- Voluntary BRSR disclosures since FY22
- Credit rating upgraded to AA+/Stable (CARE)
- Zero-accident workplace target maintained
- No material instances of non-compliance

Future Outlook

- Economic outlook : cautiously positive amid headwinds of 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 margin growth remains at 10-12%

Fig in Mn	Actual (FY07 to FY26)	FY27 Budget	Q1 FY27 Actual
Hub Centre & Small WH	8,163	920	491
Ship	4,681	2,370	734
Container	1,875	410	-
Trucks & Rakes	7,664	1,220	372
Others (W/H Equip, IT)	3,056	1,080	79
Total	**25,440**	**6,000**	**1,676**

Thank You

Transport Corporation of India Limited

TCI House, 69 Institutional Area, Sector 32, Gurugram – 122001

Call: +91-124-2381603-07

Mail: finance.mis@tcil.com | **Find us:** www.tcil.com

CIN: L70109TG1995PLC019116