TCI
LEADERS IN LOGISTICS

Everything Logistics®



Investor Presentation

Q2 FY27

30th Oct 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



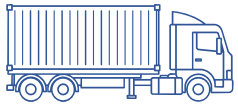
7 Decades
of industry leadership



₹49,650 Mn
Consolidated Revenue



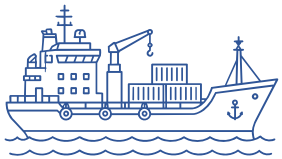
₹6,500 Mn
Consolidated EBITDA



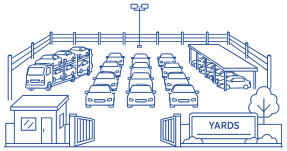
10,000+
Trucks in Operation



2,800+
Rake Movements



6
Coastal Vessels



70
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+
- Infrastructure growth driven by 4% of GDP capex



Customer Demand & Market Growth

- India’s real GDP grew 7.7% in FY26, up from 7.1% in FY25
- 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 24.4 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

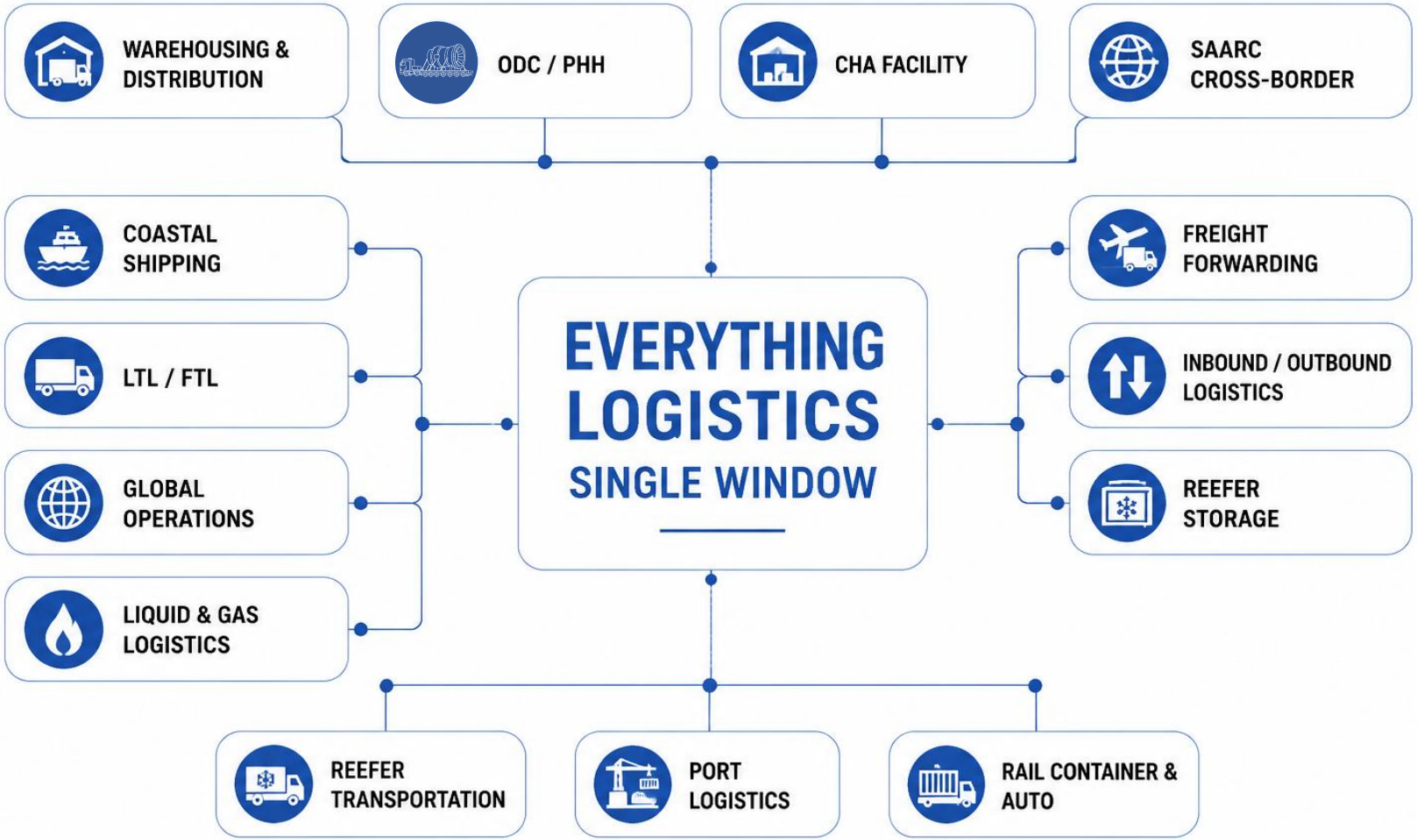


Creating Value
in High Growth Industry Sectors



Technology & Automation
Driven Operations

Wide Range of Services under Single Window



Market Opportunity: Where TCI Plays

Segment	Market size (USD Mn)	5-yr growth (% p.a.)	Industry EBITDA (%)	TCI presence
Full truck load	~130,000	8–10	2–4	Freight, Supply Chain, ChemLog
Less than truck load / milk-run	~20,000	10–12	8–11	Freight, Supply Chain
Rail & container movement	~35,000	~3	3–6	Supply Chain (AFTO), TCI CONCOR
Coastal shipping	<1,000	10–12	High	Seaways
Warehousing & yards	~30,000	20+	15–18	Supply Chain, CONCOR, ChemLog
3PL / 4PL & value-added services	~35,000	15–16	3–15	Supply Chain
Chemical logistics	~31,000	6–10	8–14	ChemLog, CONCOR
Cold chain (reefer + storage)	~14,000	8–11	6–18	Cold Chain
International forwarding & CHA	~13,000	~6	4–6	Freight, SCS, overseas subsidiaries

Our edge: TCI is present across every major segment and can bundle road, rail and sea on its own assets in one contract.

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 **1334 H1FY27 vs 1410 H1 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 : **0.08 Mn H1 FY27 vs 0.08 Mn H1 FY26 (0.17Mn in FY26)**
- CBUs handled : **0.1 Mn in H1 FY27**
- **58K+** green points earned via rail logistics



Yards & Terminals

- Yards managed: **70**
- 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

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

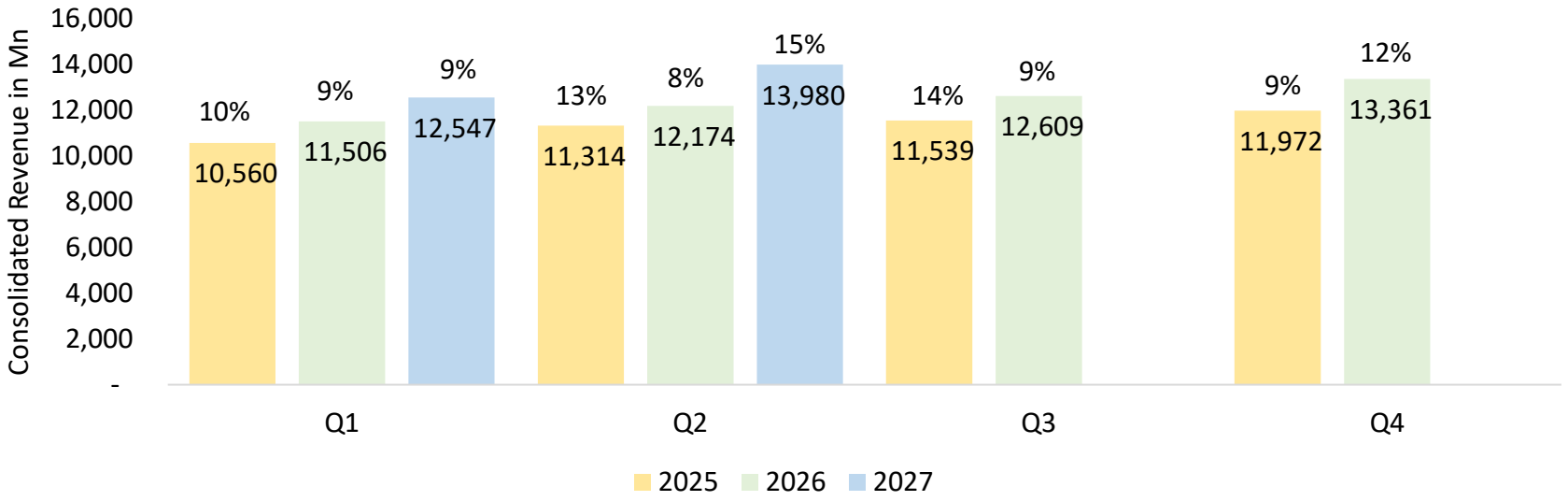


Energy & Renewables

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

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

Key Highlights — Financial Performance



- Growth momentum continued :25th consecutive quarter of growth, impact of Middle-East crises
- Supply Chain continue to be the largest business
- Continued Investments in strategic asset classes 3432 Mn (2954 Mn from internal accruals)
- Buyback offered size 150 Cr, 7000+ shareholders participated

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

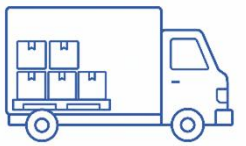
19,000+	25	750+	5,000+
Pin Codes Reached	Strategic Hubs	Branches / IT-enabled Offices	Trucks under Operation

TCI Freight : Our Edge

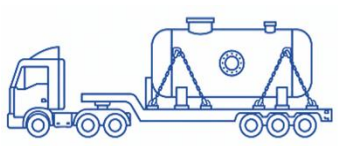
Hub & Spoke Model — Integrated Surface Transport Solution

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)



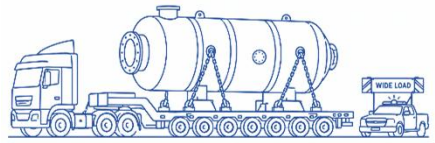
CHA Facility (AEO-certified)



Full Truck Load (FTL)



Storage Solutions



Over Dimensional Cargo (ODC)



Containerized Services



Cross-Border Logistics

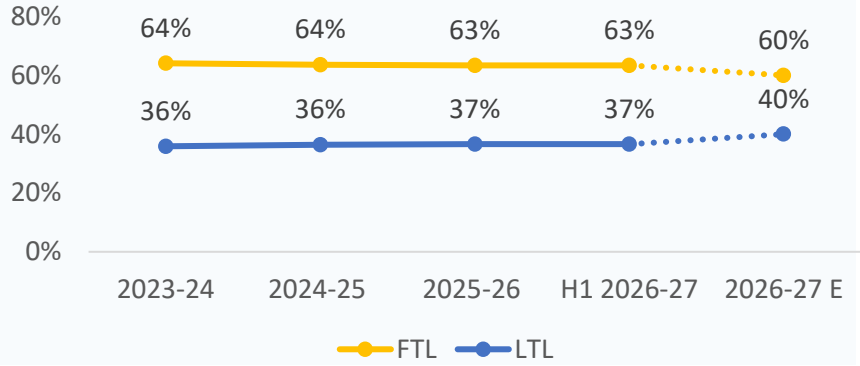


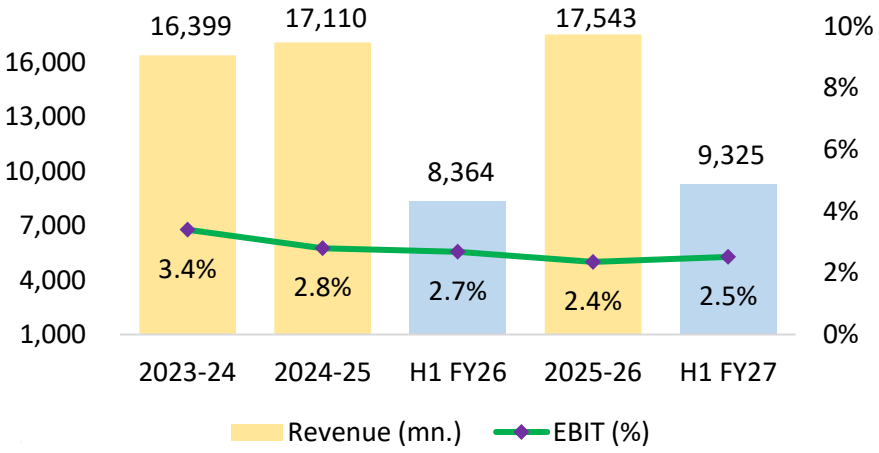
Value Added Services

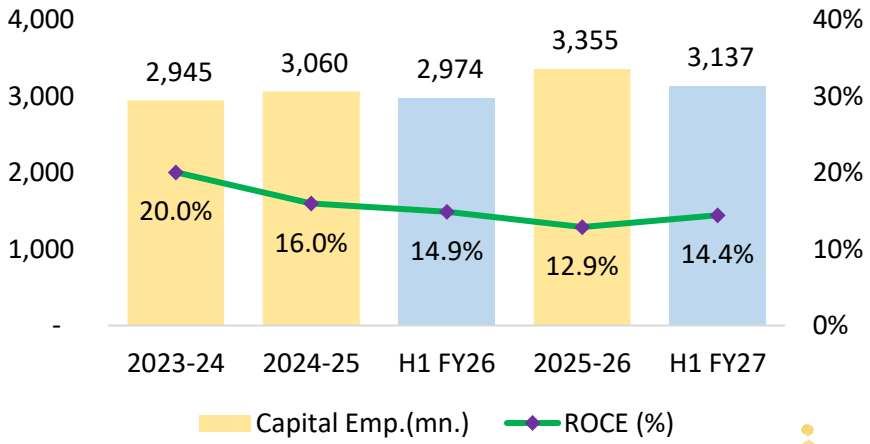
TCI Freight : Key Operational Highlights

Particulars	Q2 FY27	Q2 FY26	Gr%	H1 FY27	H1 FY26	Gr%
Revenue	4758	4252	11.9%	9325	8364	11.5%
EBDITA	137	128	6.8%	271	253	7.0%
% to Revenue	2.9%	3.0%		2.9%	3.0%	
EBIT	119	114	4.4%	234	225	4.0%
% to Revenue	2.5%	2.7%		2.5%	2.7%	

- Consecutive growth quarter amid addition of new contracts and inventory pre-stocking ahead of the festive season.
- Network expansion continued to grow the LTL mix — supporting deeper reach . 30 new branches planned , 11 opened







TCI Supply Chain: Industry Trends

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

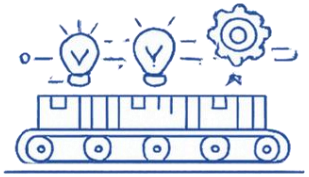
180+
Trains Operated / Month

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.

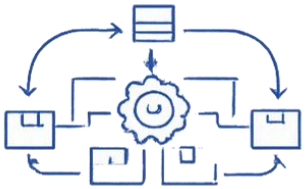
Services Offered



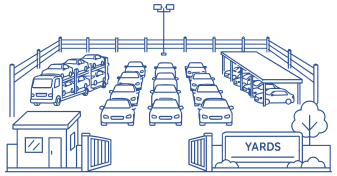
Full-Stack Solution: Concept to Execution



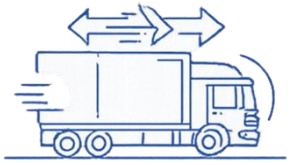
Lead Logistics Provider (LLP/3PL/4PL)



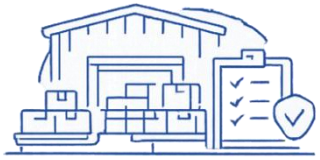
Supply Chain Design & Re-engineering



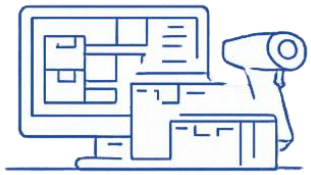
Yard Management



Inbound & Outbound Logistics



Warehouse Planning & Management



Inventory Management via WMS

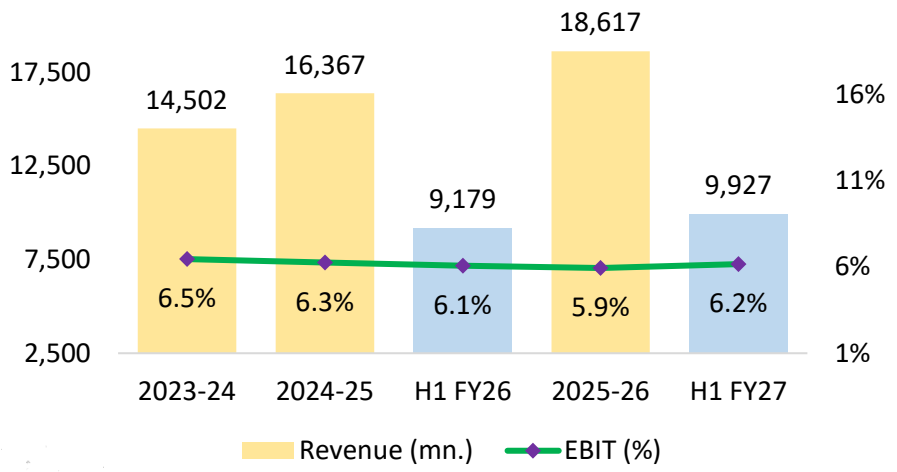


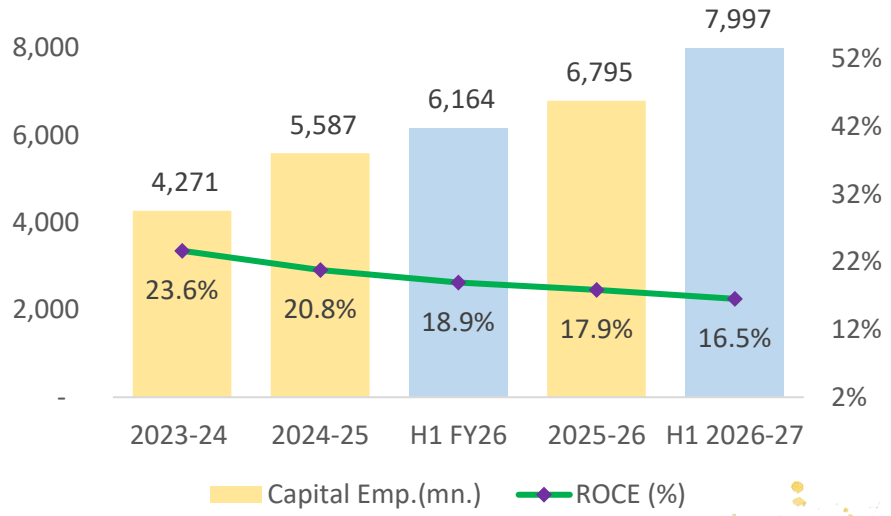
Proprietary TMS Route Optimisation

TCI Supply Chain: Key Operational Highlights

Particulars	Q2 FY27	Q2 FY26	Gr%	H1 FY27	H1 FY26	Gr%
Revenue	5387	4909	9.7%	9927	9179	8.2%
EBDITA	556	455	22.4%	1021	871	17.3%
% to Revenue	10.3%	9.3%		10.3%	9.5%	
EBIT	340	293	16.1%	611	557	9.8%
% to Revenue	6.3%	6.0%		6.2%	6.1%	

- Moderate growth amid higher base from previous year
- Strong demand for multimodal remained 1076 rakes Vs 1141 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	37%	6	8,500+
Revenue FY26 (₹ Mn)	EBIT Margin FY26	Vessels (77,957 DWT)	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

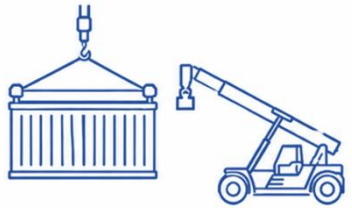
Services Offered



Coastal Shipping



Multimodal Transport Integration



Specialized Container Movement



Regulatory & Safety Compliance (ISM/ISO)



Green & Sustainable Logistics

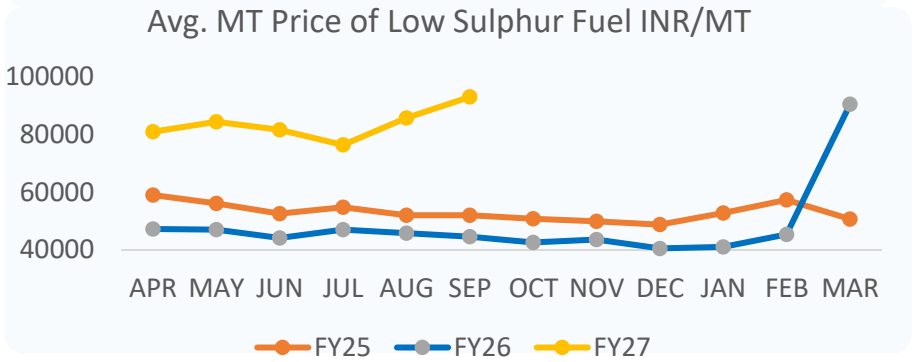


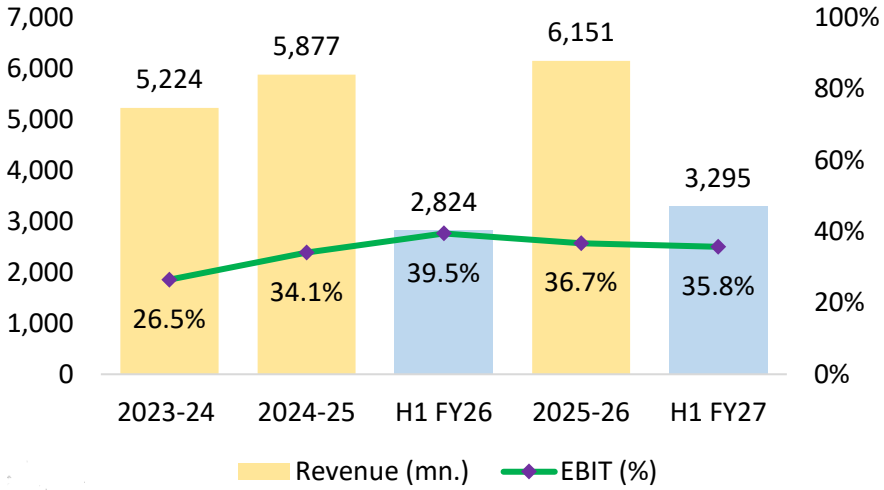
Domestic Coastal Connectivity (7 Ports)

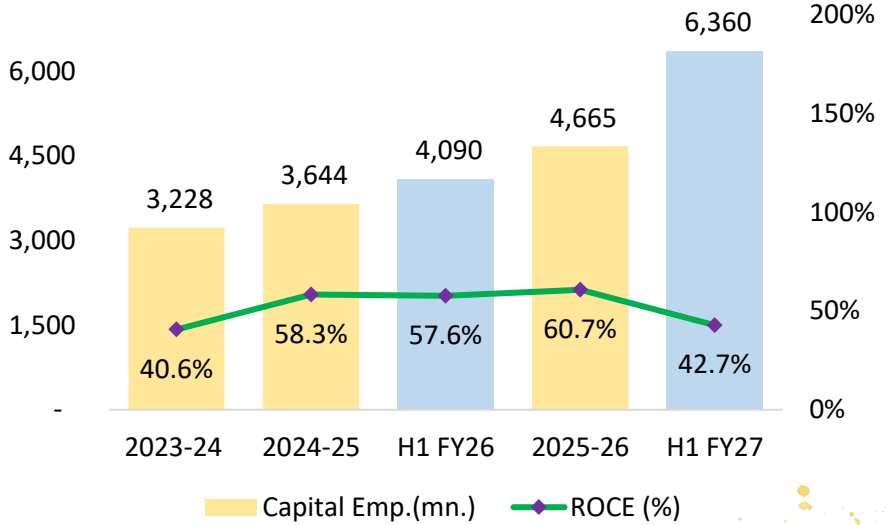
TCI Seaways: Key Operational Highlights

Particulars	Q2 FY27	Q2 FY26	Gr%	H1 FY27	H1 FY26	Gr%
Revenue	1716	1341	27.9%	3295	2824	16.7%
EBDITA	697	621	12.3%	1373	1284	6.9%
% to Revenue	40.6%	46.3%		41.7%	45.5%	
EBIT	598	533	12.1%	1178	1114	5.7%
% to Revenue	34.9%	39.8%		35.8%	39.5%	

- Static volumes , price led growth
- Impact of bunker price on margins
- Acquired 500-TEU cellular container carrier, named TCI SETU and to be operational during November 26







TCI Joint Ventures

Figures in Mn.

H1 FY27 (FY26)	TCI CONCOR MULTIMODAL LOGISTICS SOLUTIONS	TCI COLD CHAIN TEMPERATURE CONTROLLED SOLUTIONS	Transystem
Revenue	2,712 (5,503)	793 (1,095)	6,851 (13,176)
Y-o-Y Growth	10.5% (20.8%)	50.2% (16.4%)	7.3% (11.3%)
Capital Employed	755 (744)	1,068 (1,132)	4,751 (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

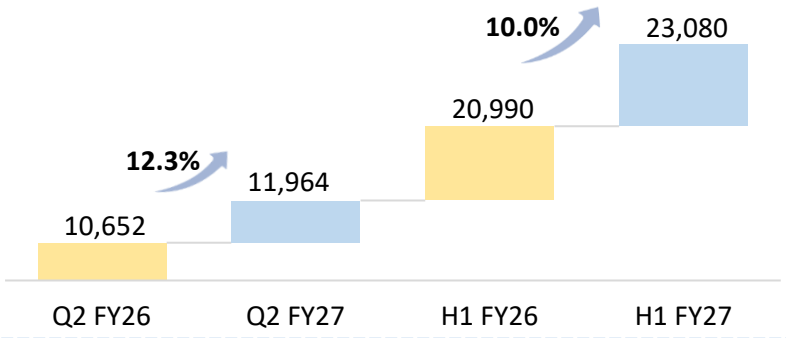
Cold chain services to cater temperature control Warehousing, Primary & secondary distribution requirements.

Focused on automotive logistics of Japanese clients

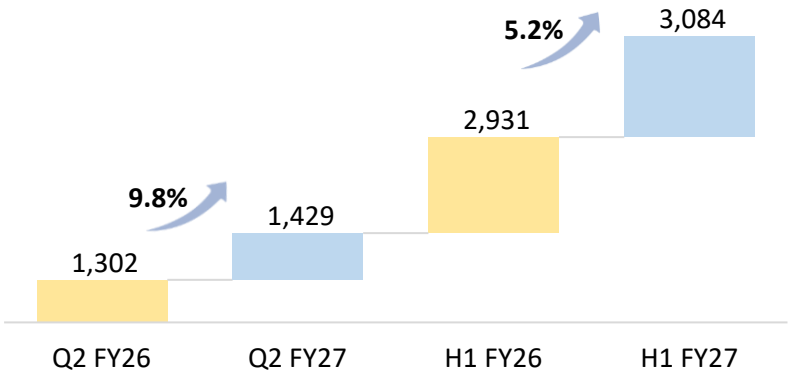
Financial Highlights

Standalone

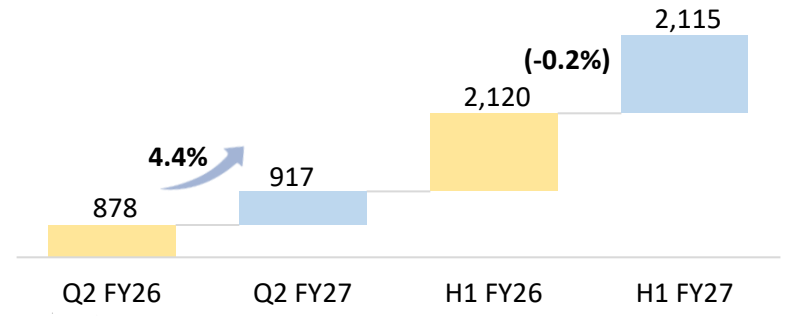
Revenue



EBDITA

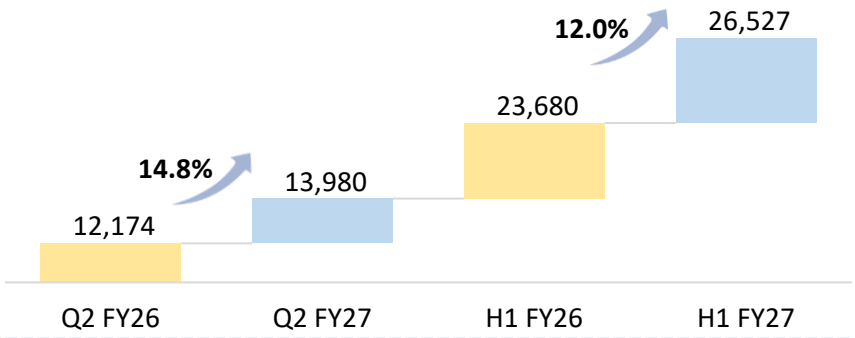


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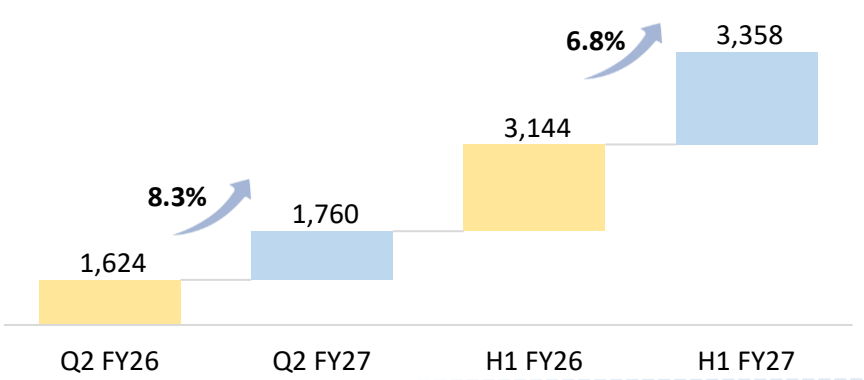


Consolidated

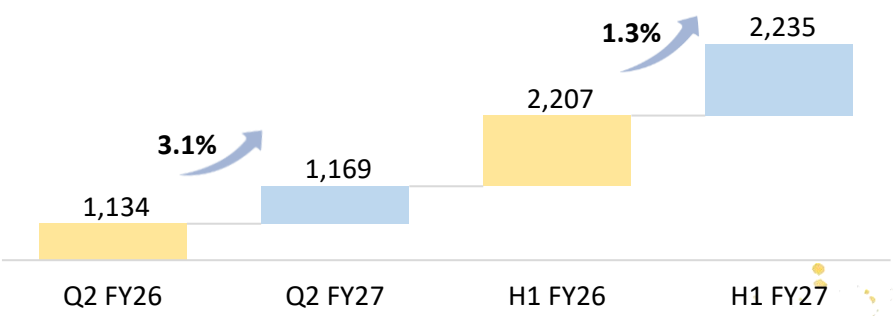
Revenue



EBDITA

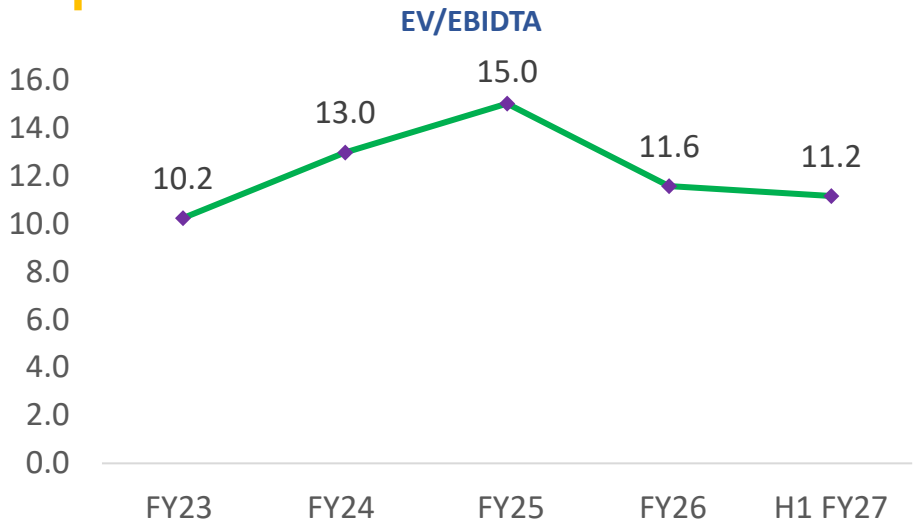


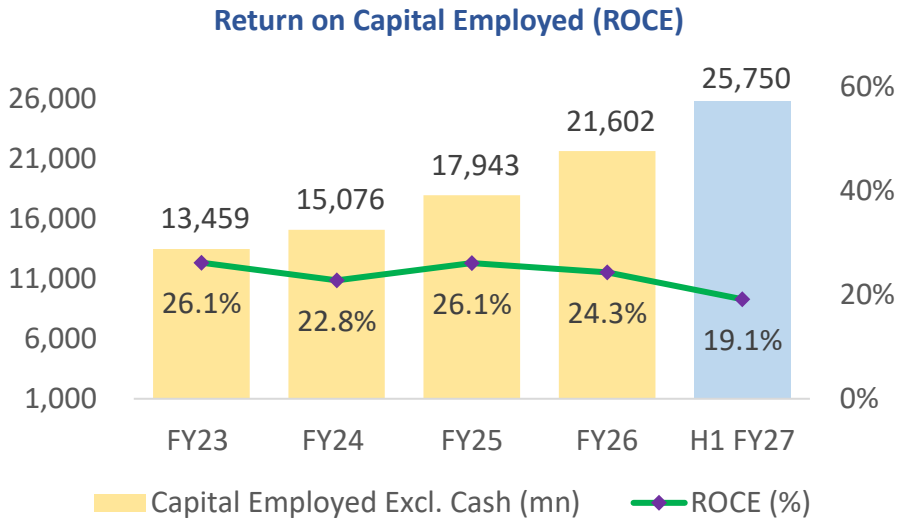
PAT

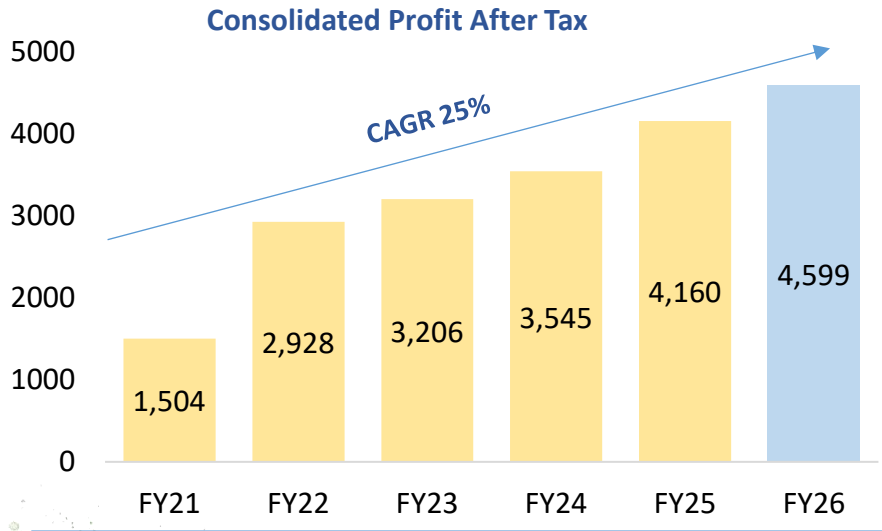


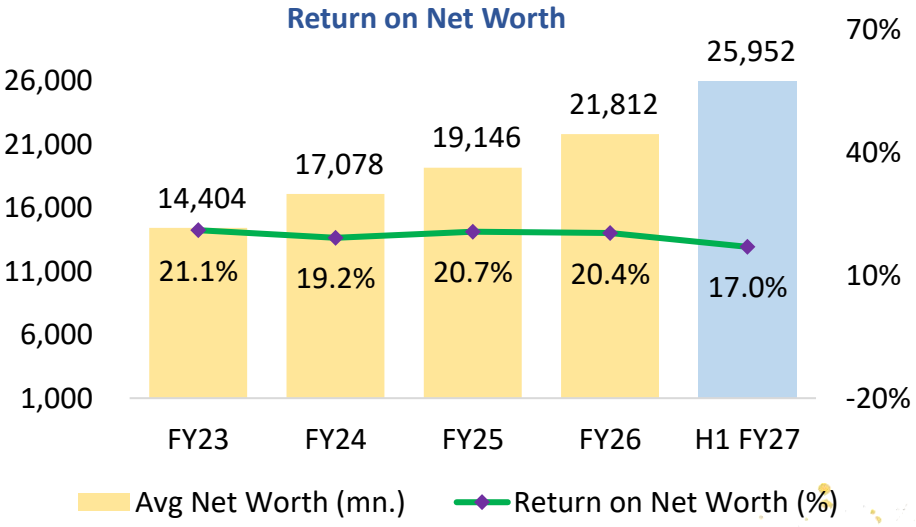
**Console EBIDTA includes TLI's share of profit minus Exceptional Items.*

Consistent performance: Key financial Indicators





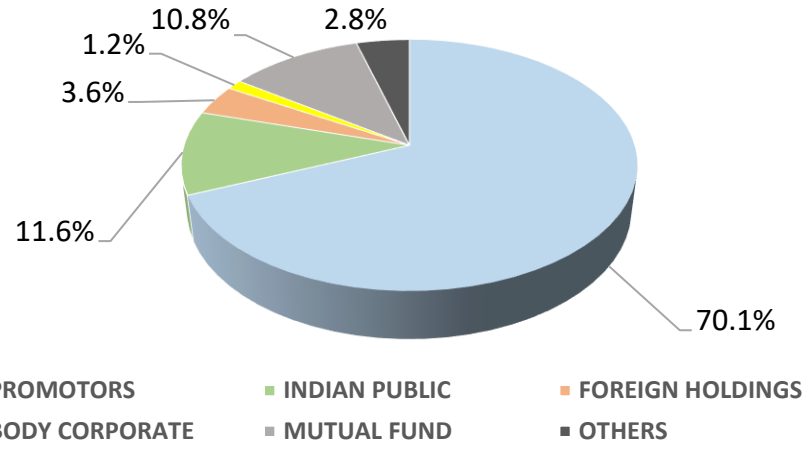


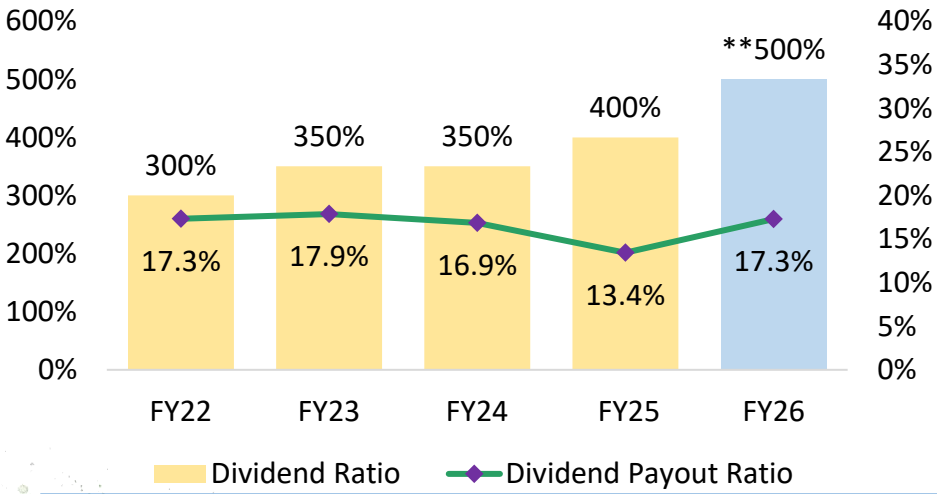


Consistent performance: Key financial Indicators

Particulars	UOM	30th Sep'26
Market Cap	Rs Mn.	67,035
Debt Incl. Leases	Rs Mn.	4,054
Cash equivalents	Rs Mn.	(2,277)
Enterprise Value	Rs Mn.	68,813
P/E	Nos	15.9
EV/EBITDA	Nos	11.2
52 Week High	Rs/share	1,242
52 Week Low	Rs/share	797

Shareholding Pattern Post Buyback 28th Oct'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 Interim dividend of 1/- per equity share in Q4FY26

Nurturing Sustainable Stewardship

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



- **Outlook:** growth remains resilient despite a challenging macro environment
- **Drivers:** infrastructure spending, PLI-led manufacturing, new trade agreements and festive-season urban demand
- **Risks:** inflation, weak monsoon, rate tightening and West Asia tensions, weakening rural demand,
- **Positioning:** diversified, customised services, an expanding multimodal network and automation-led efficiency
- **Guidance:** revenue and margin growth remains at 10-12%

Fig in Mn	Actual (FY07 to FY26)	FY27 Budget	H1 FY27 Actual
Hub Centre & Small WH	8,163	920	1,001
Ship	4,681	2,370	1,480
Container	1,875	410	136
Trucks & Rakes	7,664	1,220	527
Others (W/H Equip, IT)	3,056	1,080	288
Total	**25,440**	**6,000**	**3,432**

Disclaimer

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Thank You

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