

# Investor Presentation

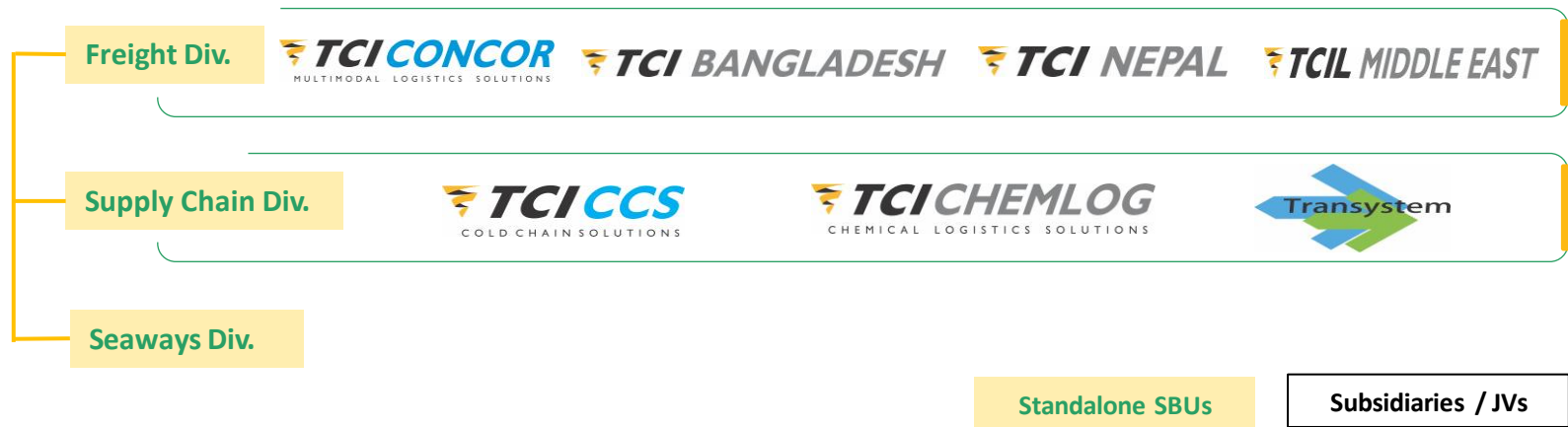
12M FY2026

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

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**Strong Multimodal** Capabilities & Network

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**Technology & Automation** Driven Operations

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**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

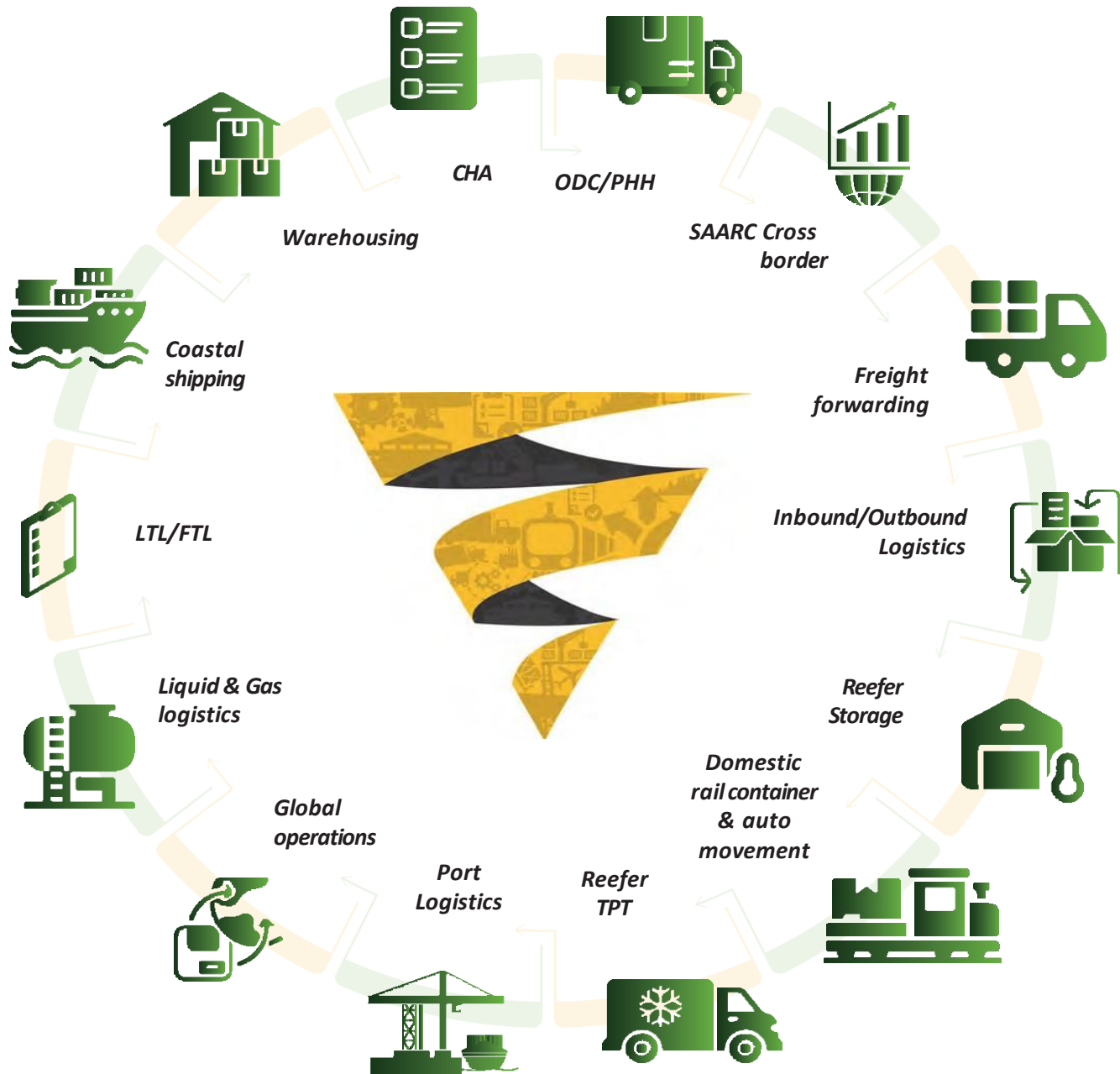
- ⊕ Rapid quick-commerce and omni-channel adoption among digital-native consumers
- ⊕ Rising demand for specialized, differentiated logistics services
- ⊕ Adoption of digital control towers, IoT, and automation
- ⊕ Rising appetite for specialized, value-added 3PL and contract logistics



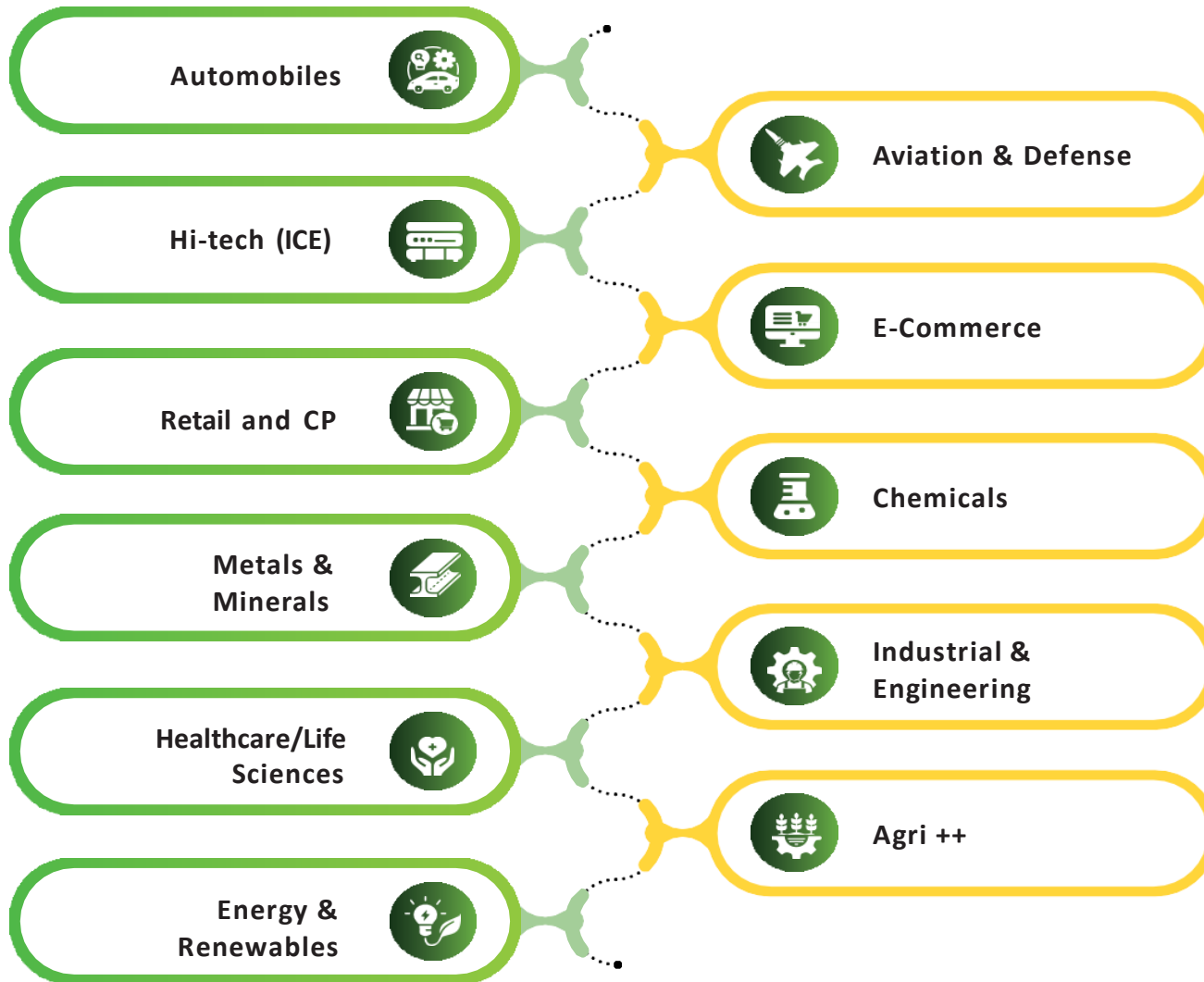
## Industry & Investments

- ⊕ 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**

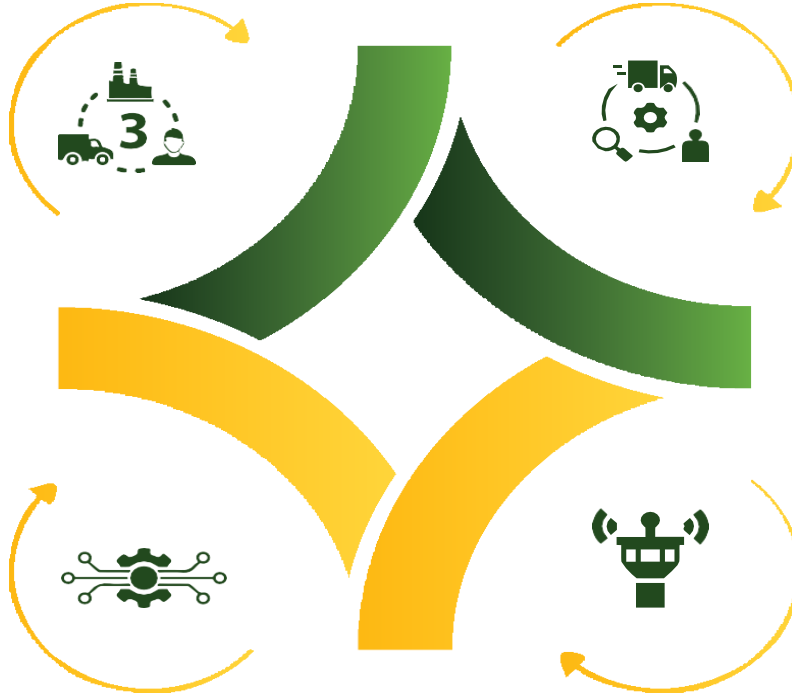


# Customized Solutions for Diverse Industries



# 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

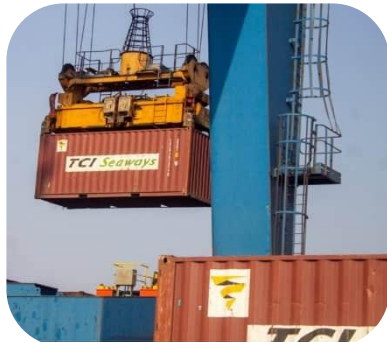


Ship Deployed : **6**

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

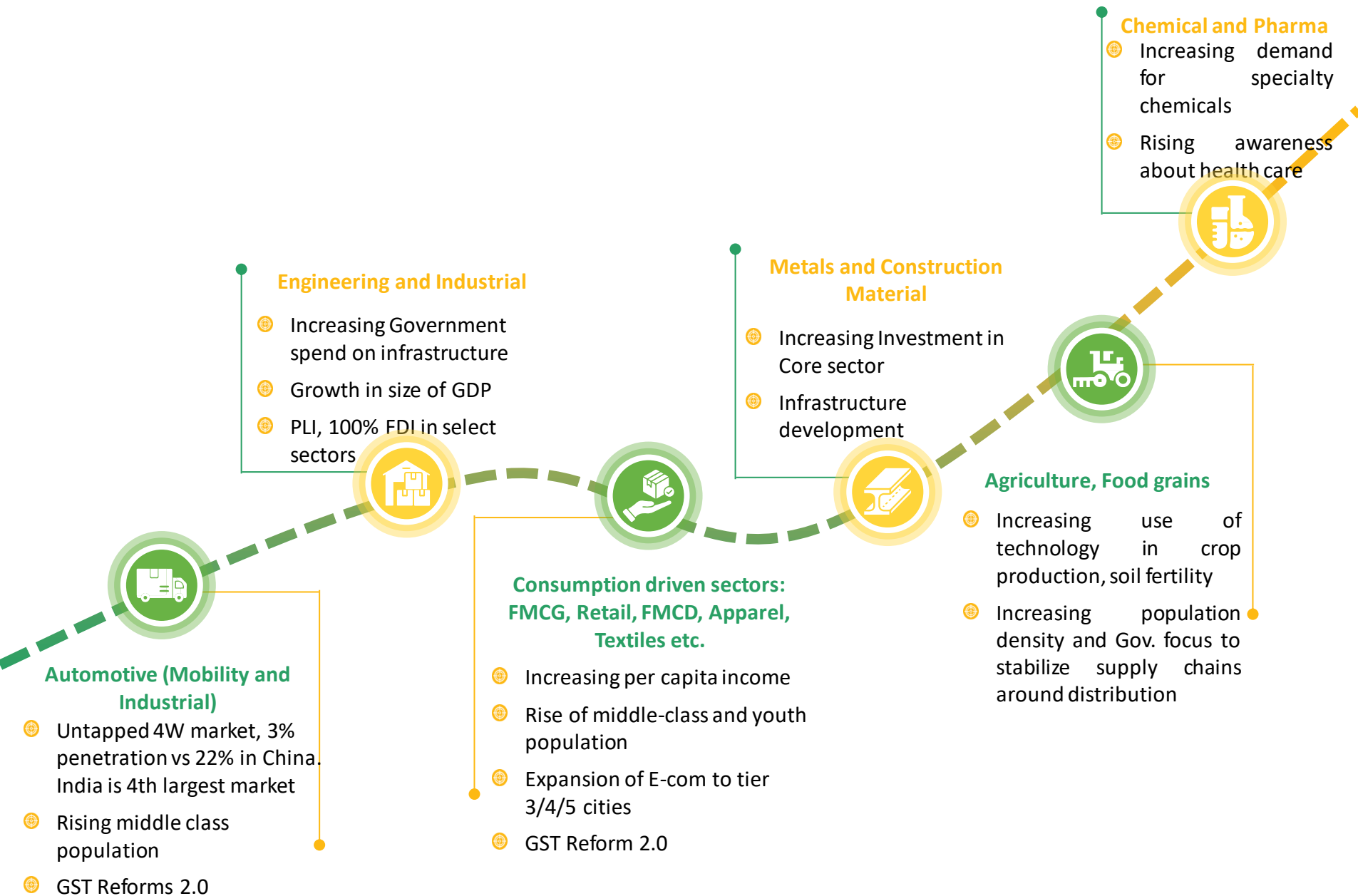
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## Customers & Suppliers

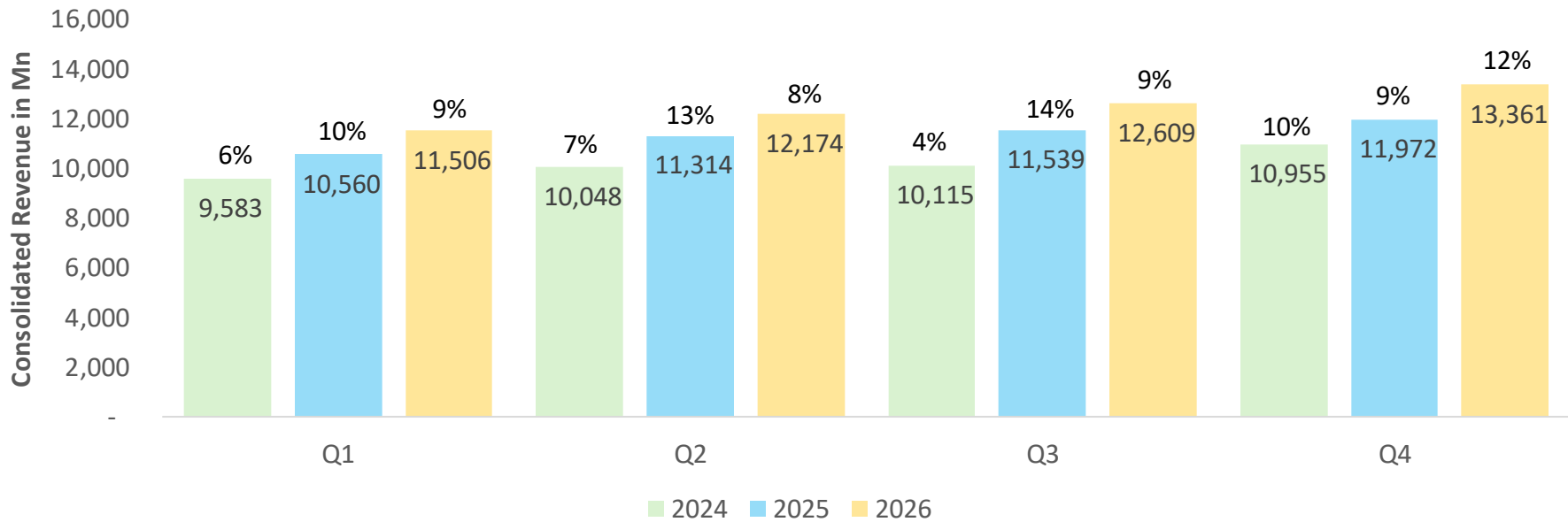
- CRM
- Customer Portal & App
- Control tower
- SRM & app
- Supplier Performance Management

06

# Present Across High Growth Industry Sectors



# Key Highlights



- 📍 Growth momentum continued :23<sup>rd</sup> 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

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### 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

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Less Than Truck Load (LTL)



Full Truck Load (FTL)



Over Dimensioned Cargo



Project & Heavy Haul



Cross Border Logistics



Storage Solutions



Containerized Services



CHA Facility



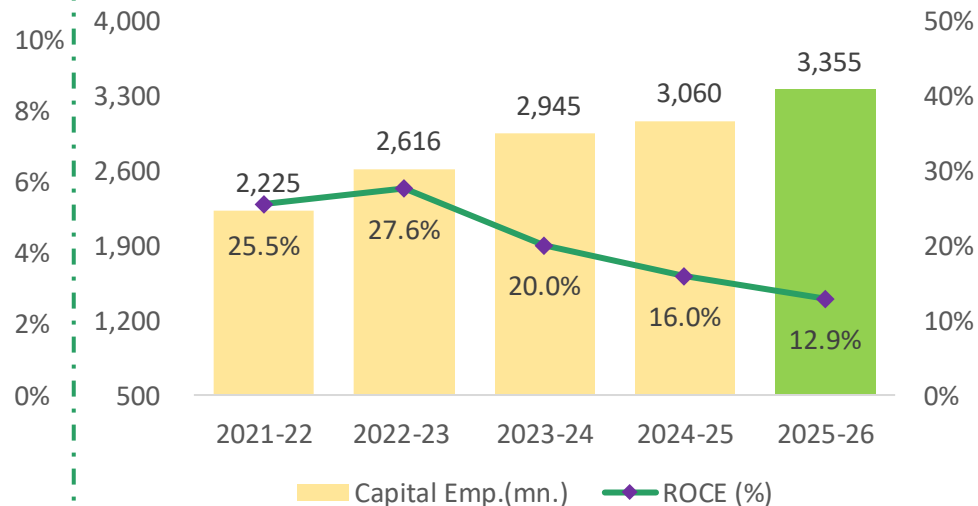
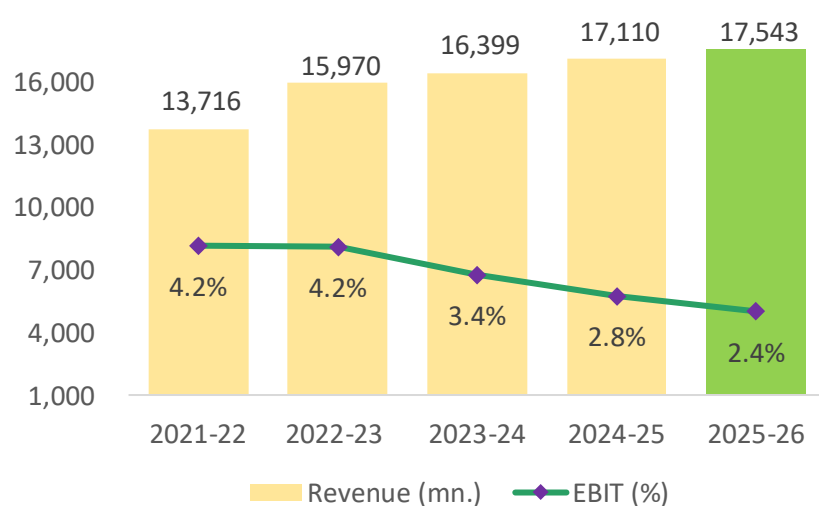
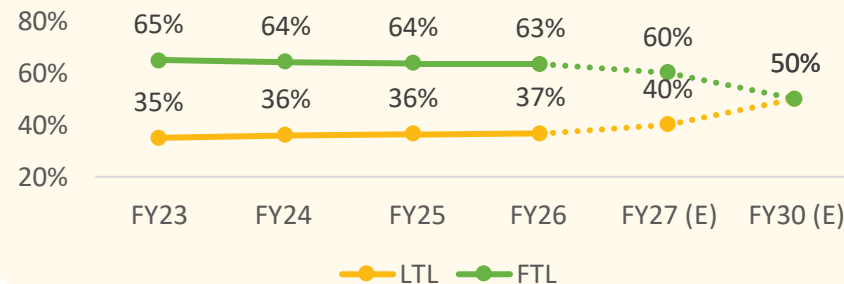
Value Added Services

# 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**

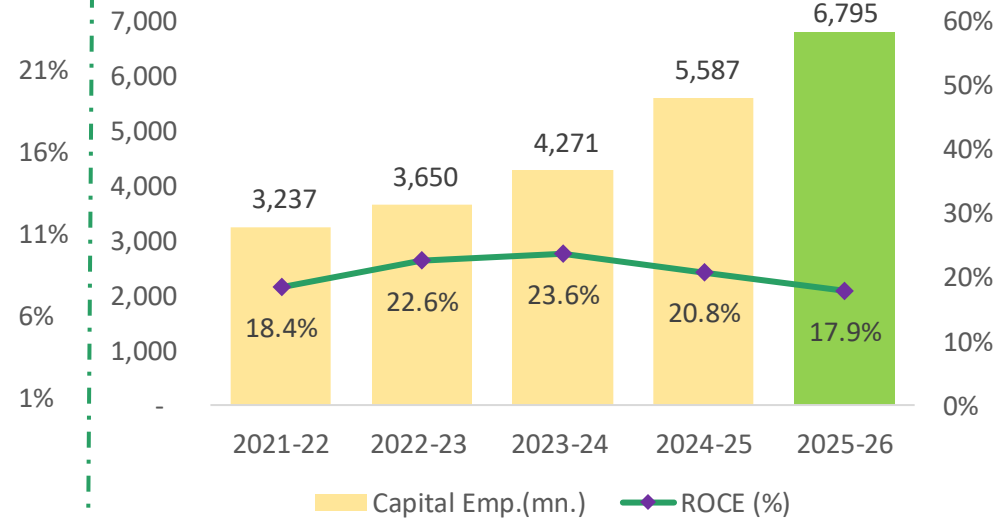
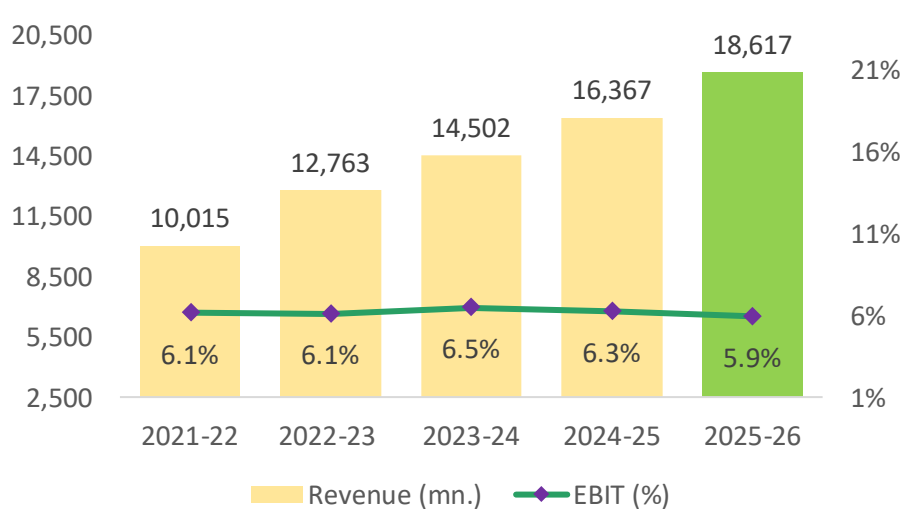
**Alignment with International Quality Standard**

**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





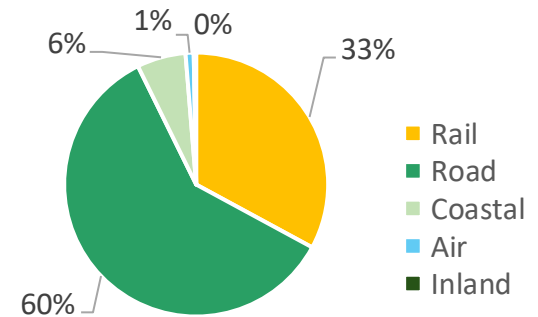
Cargo movement on inland waterways has risen sharply from about 18 MMT in 2013–14 to a record 145+ MMT in 2024–25, and is targeted to exceed 200 MMT by 2030

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

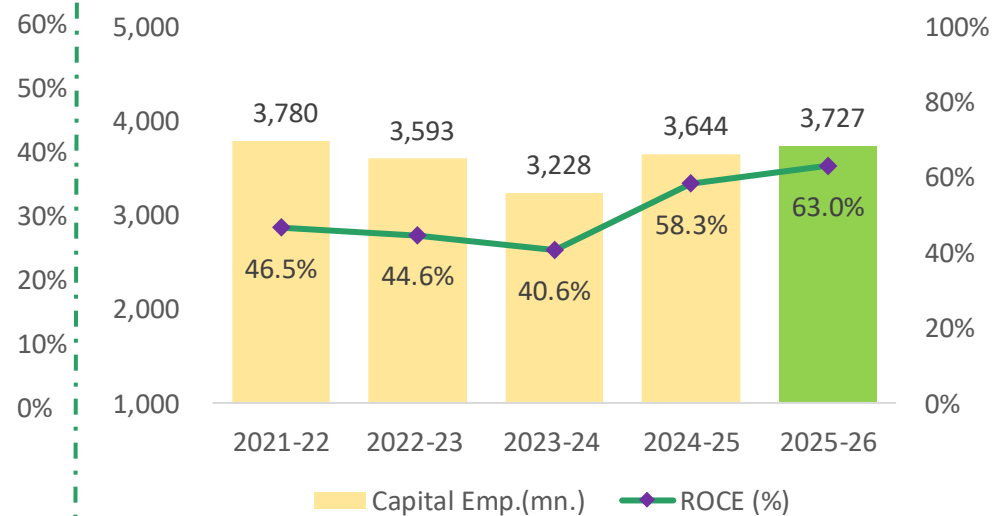
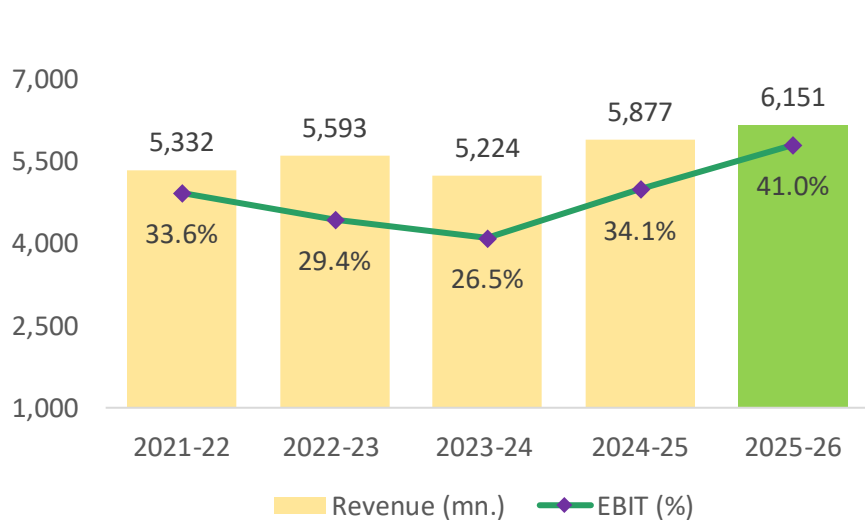
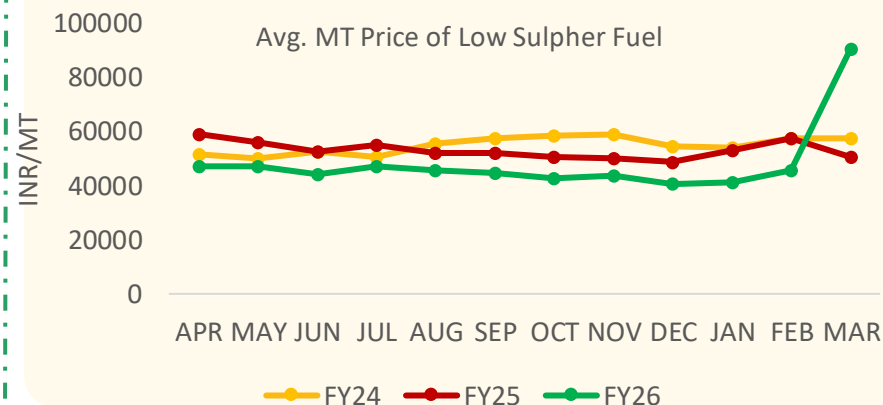


# TCI Seaways Division: Key Operational Highlights

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%



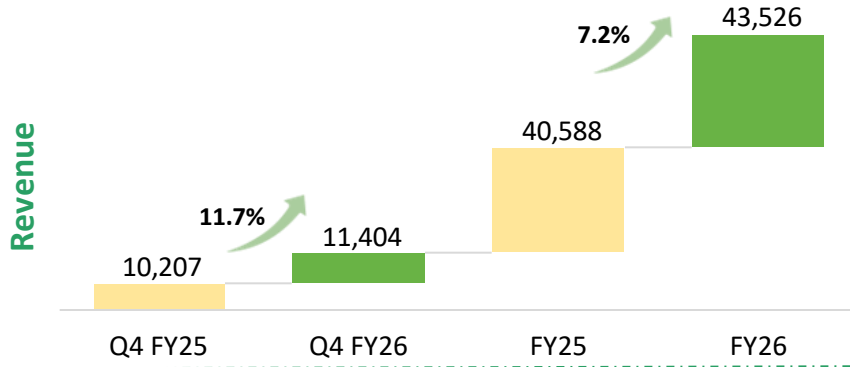
**TCI Concor** - Operates on asset-light model building upon its capabilities of integrated multimodal logistics solutions Chemicals, Food Grains, Metals etc.

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

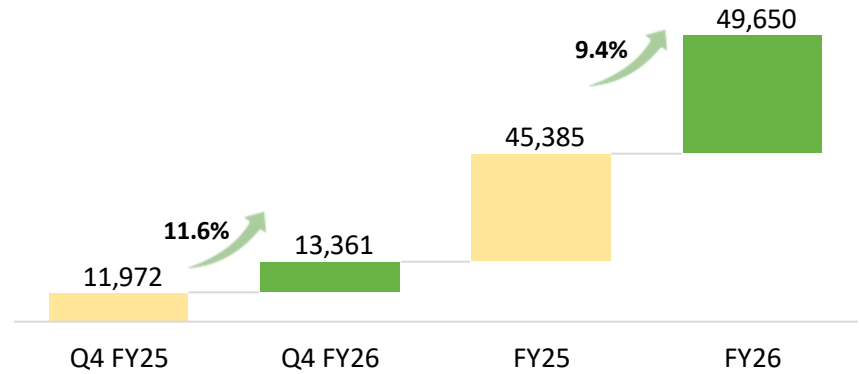
**Transystem** - Focused on automotive logistics of Japanese clients

# Financial Highlights

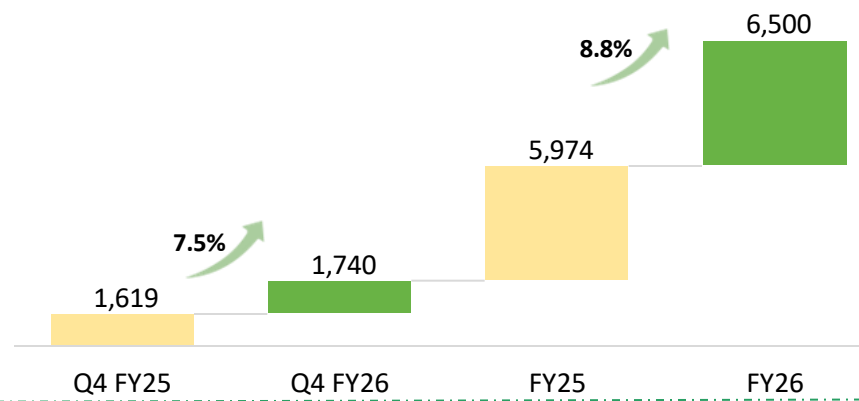
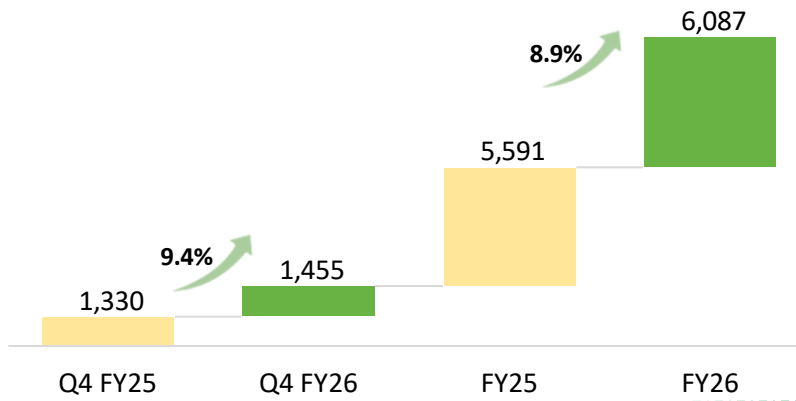
## Standalone



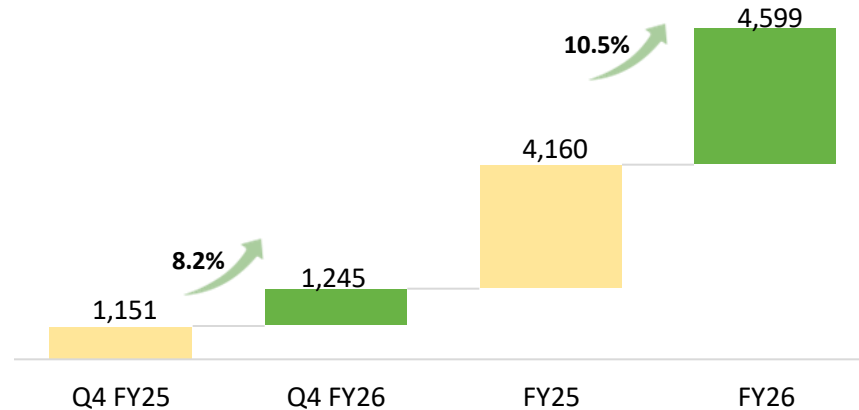
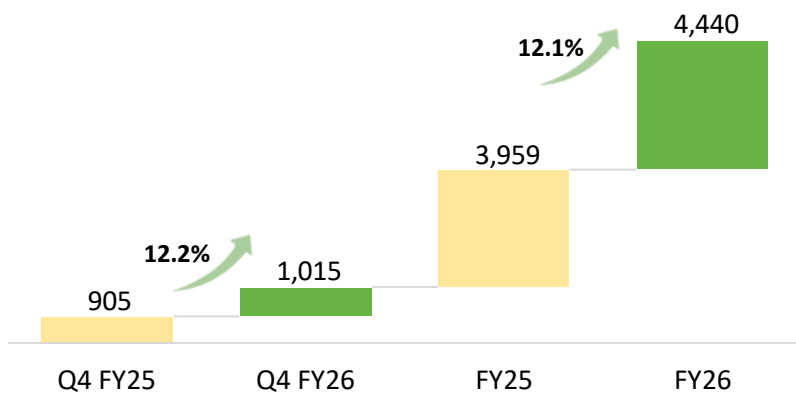
## Consolidated



## EBDITA



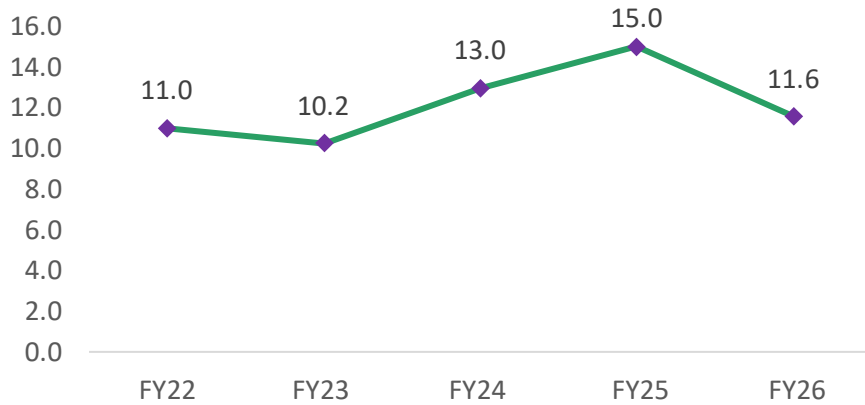
## PAT



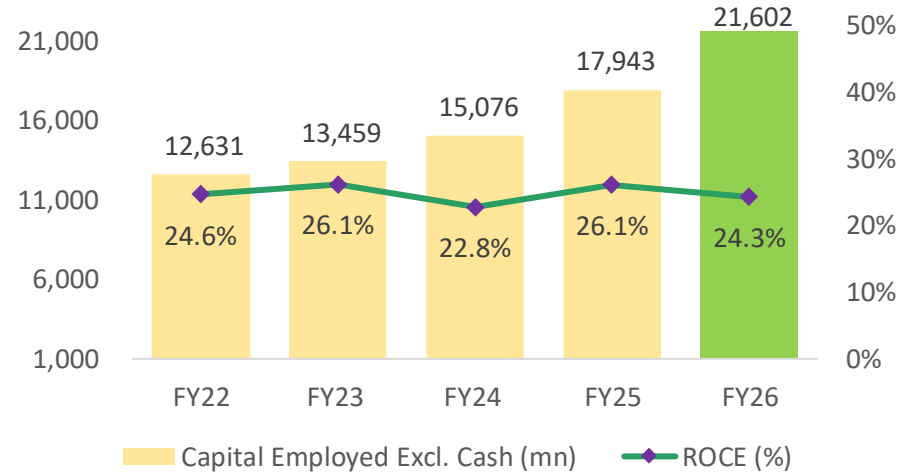
\*Console EBDITA includes TLI's share of profit minus Exceptional Items.

# Consistent performance: Key financial Indicators

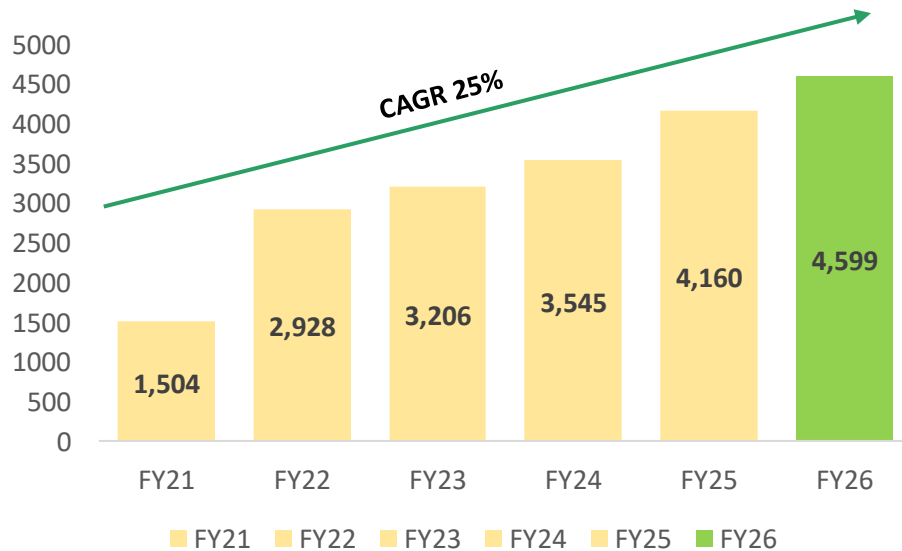
### EV/EBIDTA



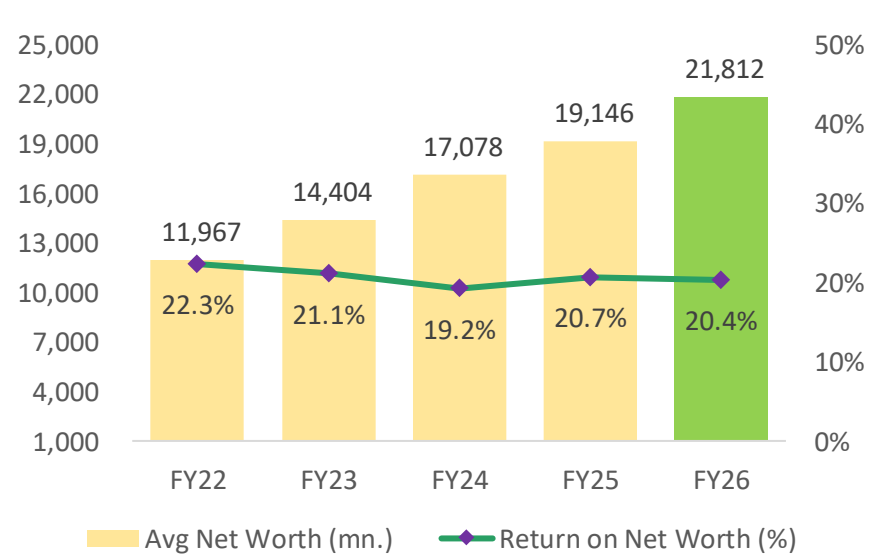
### Return on Capital Employed



### Consolidated Profit After Tax



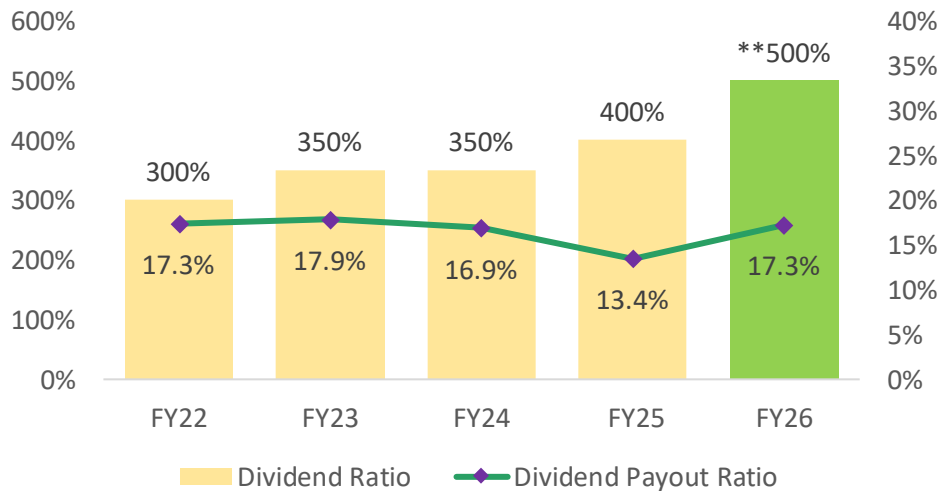
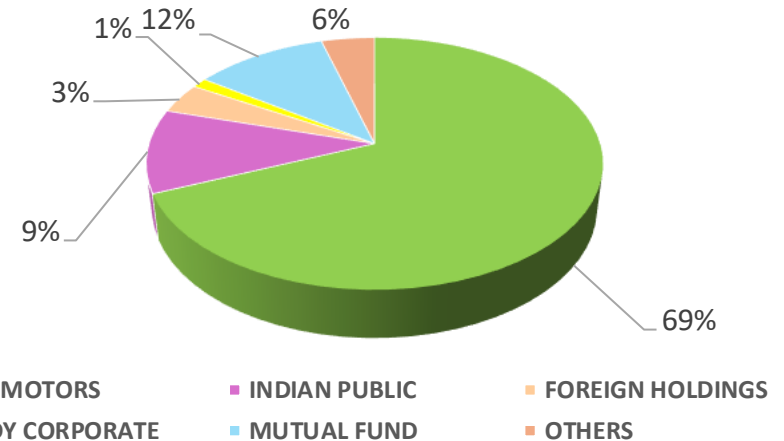
### Return on Net Worth



# Consistent performance: Key financial Indicators

Particulars	UOM	31 <sup>st</sup> 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 31<sup>st</sup> 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.

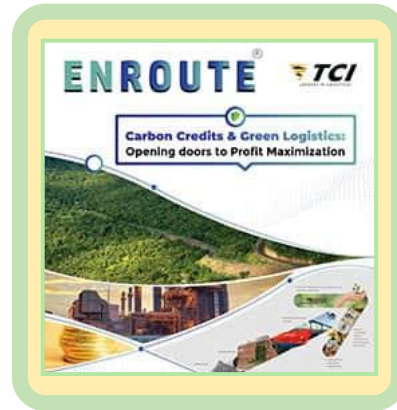
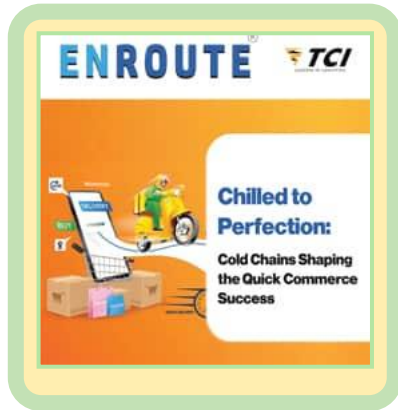
## Governance

### Trust, Dependability & Resilience

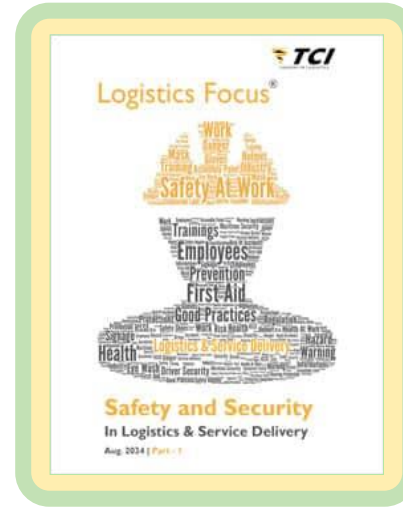
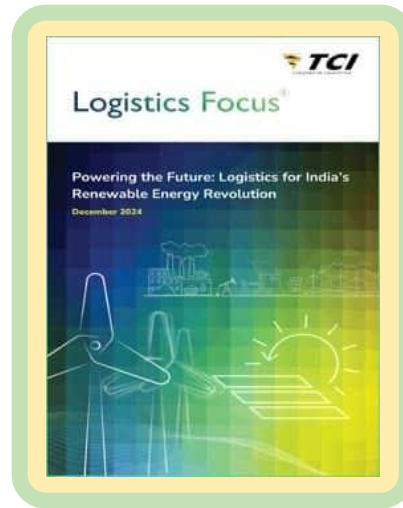
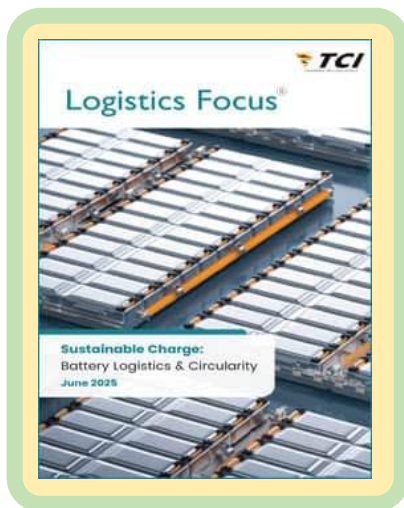
- Strong and diverse Board
- Started BRSR in FY'22 voluntarily
- Long term performance-linked robust remuneration system
- Configuration & Integration for data security
- Comprehensive Enterprise risk management and Business continuity plan.

# Thought leadership: Case Studies & Industry Knowhow

## Case Study Compilations



## Industry Knowhow Articles



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# Future Outlook



- 📈 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
<b>Total</b>	<b>21,752</b>	<b>4,500</b>	<b>3,690</b>	<b>6,000</b>

## Transport Corporation of India Limited

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 **TCI Freight**

 **TCI** Supply Chain Solutions

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 **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.**

