



भारतीय कंटेनर निगम लिमिटेड

बहुविध संभारतंत्र कंपनी  
(भारत सरकार का नवरत्न उपक्रम)

Container Corporation of India Ltd.

A Multi-modal Logistics Company  
(A Navratna CPSE of Govt. of India)

कॉन/ एफ ए सचिव /AGM 2025/108/

दिनांक 25.09.2025

- 1) Bombay Stock Exchange Limited, (Through Listing Centre)  
Floor 25, Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai - 400 001
- 2) National Stock Exchange of India Ltd. (Through Neaps)  
Exchange Plaza, 5th Floor, Plot No. C/1,  
G Block, Bandra-Kurla Complex,  
Bandra (E), Mumbai-400 051

Dear Sir/Madam,

**Sub: 37<sup>th</sup> Annual General Meeting of CONCOR held on 25<sup>th</sup> September, 2025**

In terms of provisions of Regulation 30 of the SEBI (LODR) Regulations, 2015, the proceedings of 37<sup>th</sup> Annual General Meeting of CONCOR held 25.09.2025, are enclosed.

A copy of the Chairman's Speech, as delivered at the 37<sup>th</sup> AGM, which does not purport to be a record of proceedings of AGM is also enclosed.

This is for your information and record.

Thanking you,

Yours faithfully,  
for Container Corporation of India Limited

(Harish Chandra)  
Pr. Executive Director (Finance)  
& CS & CFO

Encl: as above.

पंजीकृत कार्यालय: कॉनकॉर भवन, सी-3, मथुरा रोड, नई दिल्ली-110076

Regd. Office : CONCOR Bhawan, C-3, Mathura Road, New Delhi-110076

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CIN:L63011DL1988GO1030915

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**SUMMARY OF PROCEEDINGS OF THE 37<sup>th</sup> ANNUAL GENERAL MEETING  
OF CONTAINER CORPORATION OF INDIA LIMITED (CONCOR) HELD ON  
25<sup>th</sup> SEPTEMBER, 2025**

The 37<sup>th</sup> Annual General Meeting (AGM) of CONCOR (the Company) was held on Thursday, 25<sup>th</sup> September, 2025 at 15.00 hours (IST) through Video Conferencing/ Other Audio Visual Means (VC/OAVM), in accordance with the provisions of the Companies Act, 2013 and the Circulars issued in this regard by the Ministry of Corporate Affairs (MCA) and Securities and Exchange Board of India (SEBI).

All the directors of the Company, representative of the President of India for Government of India (GOI) Shareholding, Pr. Exe. Director (Finance) & CS & CFO, representatives of Statutory Auditors & Secretarial Auditors, Scrutinizer & Alternate Scrutinizer, Corporate Governance Certification Auditor among others joined the meeting through VC/OAVM or in person. In terms of Articles of Association of CONCOR, the meeting was chaired by Shri Sanjay Swarup, Chairman and Managing Director of the Company. The requisite quorum (including the nominee of the President of India) being present, he called the meeting to order.

The Chairman then gave an overview of the operational and financial performance of the company for the financial year ended 31<sup>st</sup> March, 2025 and its plans and way forward. The Notice of the Annual General Meeting was taken as read.

Reference was drawn towards the reports of the Statutory Auditors dated 22.05.2025 on the Standalone and Consolidated Financial Statements of the Company. It was confirmed that C&AG of India has conducted a supplementary audit of the Standalone and Consolidated Financial Statements of the Company for the year 2024-25 and their comments issued were informed in the meeting.

It was also informed that in the Auditors' Report there was no qualification and in respect of certain other observations in their report listed in emphasis of matter, items in Companies (Auditors' Report) Order, 2020, reference was drawn towards remarks of the management on same as provided in annual report.

Regarding the observations of the Secretarial Auditors and the Auditor who has issued Corporate Governance Certificate, the management replies on the same were informed and reference was drawn toward said comments of the management in annual report of the Company.

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The shareholders were informed to take note of the above.

It was informed that the Company had provided Members with remote e-voting facility to cast their votes electronically on the electronic voting platform of National Securities Depository Limited (NSDL), on all the resolutions set forth in the AGM Notice. The cut-off date for this purpose was 18.09.2025 and e-voting period was from 09.00 hrs. of 21.09.2025 to 17.00 hrs. of 24.09.2025. It was also informed that the members present at the AGM and who had not cast their votes electronically may cast their votes through electronic means at the meeting. It was further informed that Shri Rakesh Kumar of M/s R K & Associates, Company Secretaries, was appointed as Scrutinizer and Shri Deepak Kumar of M/s Akhil Rohatgi & Co., Company Secretaries as alternate scrutinizer for the purpose of scrutinizing the remote e-voting process and voting through electronic means at the AGM in a fair and transparent manner and for ascertaining the results thereof.

The following items of the businesses as per the Notice of the 37<sup>th</sup> AGM dated 01.09.2025 were read at the meeting:

S.No.	Item of Business	Type of Resolution
1.	To receive, consider, approve and adopt the audited Annual Financial Statements (Standalone and Consolidated) of the Company for the year ended 31 <sup>st</sup> March, 2025 including Balance sheet as at 31 <sup>st</sup> March 2025, the Statement of Profit & Loss for the year ended on that date and Reports of Directors & Auditors and Comments of C&AG of India thereon.	Ordinary Resolution
2.	Confirmation of the payment of three Interim dividends and to declare Final dividend on equity shares for the financial year ended 31 <sup>st</sup> March, 2025.	Ordinary Resolution
3.	Re-appointment of Shri Sanjay Swarup, Chairman and Managing Director (DIN: 05159435), who retires by rotation.	Ordinary Resolution
4.	Re-appointment of Shri Prabhas Dansana, Part-Time Government Director (DIN: 07973307), who retires by rotation.	Ordinary Resolution
5.	To take note of the appointment of M/s. Hem Sandeep & Co., Chartered Accountants, New Delhi, as Statutory Auditors of the Company for FY 2024-25 and fix auditors' remuneration.	Ordinary Resolution
6.	Appointment of Shri Anurag Kapil (DIN: 06640383), as Director (Finance) (Additional Charge).	Ordinary Resolution
7.	Appointment of Shri Vijoy Kumar Singh (DIN: 10391476), as Director (International Marketing & Operations).	Ordinary Resolution

8.	Re-appointment of Shri Chesong Bikramsing Terang (DIN: 09401230), as Non-Official Part-Time Director.	Special Resolution
9.	Re-appointment of Shri Kedarashish Bapat (DIN: 02535543), as Non-Official Part Time Director.	Special Resolution
10.	Re-appointment of Shri R. C. Paul Kanagaraj (DIN: 10199485) as Non-Official Part Time Director.	Special Resolution
11.	Appointment of Smt. Namita Devi (DIN: 07436235) as Non-official Part Time Director.	Special Resolution
12.	Appointment of Secretarial Auditor for a term of five consecutive years commencing from financial year 2025-26 till financial year 2029-30 at such remuneration as may be decided by the Board of Directors.	Ordinary Resolution
13.	Increase in Authorized Share Capital of the company and consequential amendment in the Memorandum of Association of the Company.	Ordinary Resolution

Thereafter, the shareholders who had pre-registered themselves as 'Speaker Shareholder' for the AGM, were invited to share their views or raise their queries, if any. Further, queries/views posted at chat box were also noted. The shareholders gave their observations and sought clarification about the performance of the company, dividend, future prospects, etc. Further, some shareholders appreciated and congratulated Chairman & Managing Director and Board of Directors for the performance and achievements of the Company. The observations of the shareholders were noted and clarifications provided suitably. The Chairman thanked the shareholders for their continued support.

It was announced in the meeting that the voting would be kept open for another 15 minutes and the result for voting would be declared within two working days of the conclusion of AGM on receipt of the Scrutinizer's Report. The Voting Results/Scrutinizer's Report will be placed on the Company's website and will be forwarded to NSDL (e-Voting agency) and the Stock Exchanges in compliance with the provisions of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015.

There being no other business to transact, the Chairman announced closure of the business of the meeting. The Principal Executive Director (Finance) and Company Secretary & CFO presented a vote of thanks. Thereafter, the 37<sup>th</sup> Annual General Meeting concluded at 17:05 hrs. (including the time allowed for e-voting).

*Note: The aforesaid proceedings do not purport to be the minutes of proceedings of the 37<sup>th</sup> Annual General Meeting of the company.*

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# THINK LOGISTICS, THINK CONCOR



**Accelerated Movement on Dedicated Freight Corridor**

**Bulk Cement Movement enters a new era with Concor**

**Cold Chain Logistic: Ensuring Freshness**

**ESG-Sustainable Green Logistics: LNG Trucks, LNG Fuel Stations & More**

**Seamless first Mile & last Mile services through mobile app**

**4.5 Million Sq. ft. of warehouse & Distribution solutions**

**Atmanirbhar Bharat in Action: CONCOR's Own Container Reaches Sharjah**

**IT innovations**

**Driving Logistics with 18000+ Wagons on track at 190 Locations**

**66 terminals including 16MMLPs set up across the country**

## Shri Sanjay Swarup

### Chairman and Managing Director

## Dear Shareholders, Ladies and Gentlemen!

Namaste. It is my great pleasure to welcome you at this 37th AGM of your Company. On behalf of the entire Board of Directors, I extend a warm welcome to our esteemed shareholders. It is indeed a privilege to address this august gathering. Your commitment, trust and support is invaluable enabling CONCOR retain its leadership position in the logistics sector of the country. The World economy at present is navigating through unprecedented uncertainties. Today, it is facing poly-crisis of issues like geopolitical conflicts, tariff wars, inflation and potential recession, climate change, global supply chain disruptions, declining growth, unemployment, digital transformation driven by AI, challenges in attracting and retaining talent, intensified cybersecurity threats and many more. Nevertheless, these challenges present new opportunities amidst adversities illustrated by the fact that India is the fastest growing economy projected to surpass Japan to become the fourth largest economy in the world. With a focused approach and trade-conducive policies of the Government, the coming decades belong to India. Our country is well poised to achieve its vision of a Viksit Bharat by 2047, on its 100th year of Independence.

The Report of the Directors and the Audited Accounts for the year ended 31st March 2025, along with the Auditors' Reports and the comments of the Comptroller & Auditor General of India have already been circulated and with your permission, I take them as read. I will now share my perspectives on the economic scenario, the sectoral outlook and your Company's performance and future prospects.

### ECONOMIC SCENARIO:

According to the World Economic Outlook (April 2025) of the IMF, the global economy is projected to grow at only 2.8% reflecting subdued recovery across many regions. Amidst this turbulence, India has emerged with resilience, recording 6.5% GDP growth in FY 2024-25. The IMF has raised India's economic growth estimate to 6.4% for FY26 as well as FY27.

Many initiatives taken in the last decade namely implementation of GST, Make in India, Digital India, capital market reforms coupled with the recent reduction in GST rates, personal income tax relief, interest rate cuts, softer inflation and improved credit availability have created a better ecosystem for business growth.

The capital expenditure of the Government has increased manifold. It was ₹2 lakh crore in 2014-15 and in 2025-26 it is ₹11.21 lakh crore out of which ₹2.65 lakh crore is for Railways. Innovative initiatives like Atal Innovation Mission and Anushandhan National Research Fund have helped the country climb the Global Innovation Index from 81st rank in 2015 to 38th in 2025.

Our greatest resource is a rising young population and it is estimated that 69% of them will be working age by 2030 with a median age of 29 years and lower dependency ratio. This will not only grow the manufacturing and service industries but will also boost the demand and consumption. The tariff war has intensified pressure on our trade competitiveness globally. S&P, the global rating agency recently upgraded India's sovereign credit rating to "BBB-" from "BBB-" and observed that the effect of US tariffs on the Indian economy will be manageable because about 60% of its economic growth is stemming from domestic consumption.

Shri Rabindranath Tagore once said, "In the midst of hardship, one finds the strength to rise and create."

This wisdom truly reflects India's journey today as an oasis of opportunities. Like freight trains that stay firmly on track through storms, India's economic journey towards a developed nation will continue with determination.

The synergy of a vast consumer market, creation of infrastructure, progressive policy framework, favourable demographics, rising disposable incomes and rapid technological adoption has created strong global interest in India. Therefore, India is poised to play a significant role to contribute to the global economic growth in the coming years.



transported by rail rose to 88.73 million tonnes, reflecting a growth of 4.34%. Further, 23.29 million TEUs of containers were handled at all ports of the country in FY 2024-25 registering a growth of 10.57%.

The growth story of India is now entering an exciting phase. Our nation is no longer just a consumption-driven market but an emerging manufacturing and industrial powerhouse well positioned to become third largest economy within a decade. To achieve this goal the logistics sector has a vital role to play through bold policy push & development and integration of infrastructure.

The key drivers which are shaping the sector to make it future ready are:

### Government policies:

- PM GatiShakti National Master Plan (PMGS-NMP) is enabling rapid expansion of an integrated infrastructure and a dependable ecosystem that will connect the seven engines of economy i.e. railways, roads, ports, waterways, airports, mass transport and logistics infrastructure. This integration will pull forward the economy in unison supported by the complementary roles of energy transmission, IT communication and social infrastructure.
- We are steadily moving towards achieving the objectives set under National Logistics Policy (NLP), which are to (i) reduce cost of logistics in India to be comparable to global benchmarks by 2030; (ii) improve the Logistics Performance Index ranking endeavouring to be among top 25 countries by 2030; and (iii) create data driven decision support mechanism for an efficient logistics network.
- Notably, as per the World Bank's Logistics Performance Index (LPI) 2023, India improved its ranking to 22nd in International Shipments and 38th in LPI, reflecting significant progress in logistics performance.
- Initiatives such as "Make in India - Make for the World" and the Production Linked Incentive (PLI) schemes have given boost to manufacturing and attracted foreign investment helping in the growth of the logistics sector.

### Infrastructure Development:

John F Kennedy has once said:

"American roads are not good because America is rich, but America is rich because American roads are good."

- There has been massive expansion of road infrastructure in the last decade. The length of National Highways is now 1.46 Lakh km, a 60% increase over 2014. India now has more than 63 lakh km of road network. Building roads has accelerated from 12.1 km/day in 2014 to 34 km/day in 2023-24.
- Last year over 1,000 km of Western Dedicated Freight Corridors (WDFC) was commissioned, boosting daily train operations by 42%. It is likely that the work of WDFC connecting JNPT will also be completed shortly. Such freight corridors are redefining freight movement in India and are significant contributor for reducing transit time and logistics cost.
- 35 Multimodal Logistics Parks (MMLPs) are being developed under the Bharatmala Pariyojana, with an estimated outlay of ₹50,000 crore.
- India has fourth largest railway system in the world following USA, Russia and China. India has now overtaken USA to become world's second largest rail freight carrier after China.
- Under National Rail Plan, the Railways has plans to increase modal share of freight from 27% to 45% by 2030. Railways' mission is to handle 3000 million tons of cargo by 2030.
- The existing port infrastructure is being expanded and new ports are in pipeline, which will substantially enhance India's maritime capacity. Vadnavan port itself is likely to contribute 23.2 million TEUs. The planned Great Nicobar port has the potential to capture transhipment cargo which are hitherto being handled at Colombo, Singapore and Port Klang.
- The port capacities are proposed to be enhanced from 2600 million tonnes to 10,000 million tonnes by 2047.
- Target is to triple the air cargo capacity to 10 million tonnes by 2030.

Emergence of 3PL and 4PL: Third-party logistics (3PL) and fourth-party logistics (4PL) providers are gaining prominence. They are optimising supply chain, enabling businesses to focus on core operations. It is expected that this will further drive efficiency and cost savings in the sector.

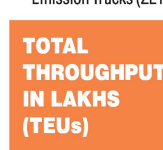
### Workforce Formalisation:

Initiatives such as Employee-Linked Incentive (ELI) schemes and targeted training programmes for logistics and warehousing are reshaping this traditionally unorganised sector. This is

strengthening India's demographic dividend by unlocking new employment opportunities and enhancing human capital.

### Green Logistics:

- Ethanol blending, coastal shipping, energy-efficient ports, carbon-tracked supply chains and the PM e-Drive scheme for promoting electric vehicles are driving cleaner energy solutions.
- The Country is aligning with the Carbon Intensity Rating and the Energy Efficiency Existing Ship Index (EEXI) to promote sustainable shipping practices and attracting ESG-sensitive investments.
- 10 major highway segments in India have been designated for exclusive use of Zero-Emission Trucks (ZETs), a step towards decarbonizing road transportation



investments in Tier 2 and Tier 3 cities along with hyperlocal delivery models are also gaining momentum. This shift is creating demand for strategically located warehouses and fulfilment centres near consumption hubs.

### Technological Enhancement:

- AI is transitioning business from predictability to precision. Blockchain and AI are contributing towards route optimization and fleet management, making supply chains smarter, faster, secure, transparent and more data-centric.
- Warehouse automation, robotics and predictive analytics are streamlining processes, reducing errors, cutting turnaround times and boosting overall efficiency.

Your Company is doubling down on the opportunities presented by the above growth drivers in the sector to expand its business and create value for its stakeholders.

### PERFORMANCE HIGHLIGHTS:

Now, I am happy to share CONCOR's yet another stellar physical and financial performance for the fiscal year 2024-25:

### Business Volumes, Turnover and Profitability:

On the operational front, your company has handled 5.09 million TEUs during the year registering a healthy growth of 7.94% over previous year. It achieved a growth of 6.78% in EXIM throughput and 11.90% in Domestic throughput. With a surge in container handling and transportation volumes, in financial terms, your Company clocked a gross turnover of Rs.9,329 crores; an increase of 3.53% over previous year. The net profit for 2024-25 is Rs.1,272 crores registering an increase of 3.35% over previous year reflecting our focus on operational efficiency and cost optimisation. The throughput handled, gross turnover and net profit were highest ever achieved in any financial year.

### Capital Expenditure:

In order to capitalise on emerging business opportunities and to achieve long term sustainable growth, the Company is firmly continuing with its strategy of capacity addition with expansion of its terminal Network, acquisition of wagons, containers, handling equipment and creating robust IT infrastructure. It incurred a capital expenditure of Rs.810.26 crores during the year. Further, recognising the importance of research and development for improving efficiency, mitigating risks and exploring new avenues, an expenditure of Rs.76.73 crores was incurred towards development of indigenous manufacturing of containers, including tank containers for bulk Cement, destuffing solutions & upgradation of BLW Wagons.

### Net Worth, Dividend and Market Capitalisation:

The Net worth of the Company as on 31.03.2025 was Rs.12,349.48 crores. It scaled the highest ever market capitalisation of Rs.71,546 crores on 03.06.2024.

The Company has always followed the policy of rewarding its shareholders and now it is paying dividend every quarter. During the year, three interim dividends totalling to 190% (Rs.9.50/- per share) were paid and a final dividend of 40% (Rs.2.00/- per share) has been proposed for your approval. The total dividend for the year would amount to Rs.700.69 crores similar to previous year. This dividend payment works out to 5.67% of net worth and 55.09% of net profit for the year. As a testimony of your faith in the Company, the numbers of shareholders have grown consistently and stands at around 3.67 lakh at present as compared to 2.95 lakhs last year. Bonus shares have recently been allotted in ratio of 1:4 to the shareholders and this was the fifth such issue by the Company.

### STRATEGIES AND INITIATIVES

Your Company has further consolidated its leadership position with the largest network of container terminals in India with a presence across almost all container-handling ports and major industrial hubs and Company's operations are now at 190+ Locations across length and breadth of the country. Supported by a modern fleet of rolling stock, containers, handling equipments and fully IT-enabled operations seamlessly integrated with Customs and customer interfaces, delivery of efficient, reliable and value-added logistics services to the customers has been ensured.

Looking ahead, your Company is well poised to capture new opportunities arising from the expected growth in EXIM and domestic container volumes particularly with the expected full commissioning of the Western Dedicated Freight Corridors (WDFCs).

The double-stack container movement of 6,302 trains during the year has significantly enhanced the rail coefficient, making our services more competitive and environment friendly.

To strengthen its role in India's logistics transformation, your Company has adopted multi-pronged strategy:

**Expanding Multimodal Infrastructure:** Setting up Multimodal Logistics Parks (MMLPs) at strategic locations along the DFCs and at major industrial estates, coupled with the development of Private Freight Terminals (PFTs) and Gati Shakti Multi-Modal Cargo Terminals with last-mile road bridging solutions.

strategic tie-ups and alliances with shipping lines, port terminals and logistics partners for various sources.

**Innovations in Rail Operations:** Promoting double-stack long-haul trains and developing Rail Transshipment Hubs (RTHs) to increase efficiency and optimise costs.

### Temperature-Controlled Logistics:

- Using ICE battery-based temperature-controlled transportation services to reduce CO<sub>2</sub> emissions compared to conventional refrigerated trucks. These services have commenced from Baddi to Delhi and TNPM to Andaman.
- Liquid, Gas and Bulk Cargo Handling: Developing specialised facilities at our terminal for the safe storage and transportation of liquid and gas cargo. Use of tank containers to handle cement in bulk mode.

Overseas operations: In a significant step towards strengthening Atmanirbhar Bharat in the global logistics landscape, export-import cargo in own containers is being sent to overseas destinations. The initial sector being covered is Middle East region which is gradually being expanded to East Asian countries. This achievement underscores the seamless integration of Indian manufacturing with Indian-managed logistics, delivering true end-to-end supply chain solutions.

### Sustainable Logistics and digitization:

- The company is proud to be at the forefront of transition to sustainable logistics. The modal shift from road to rail inherently reduces carbon emissions and we are further strengthening this journey with LNG vehicles, solar-powered terminals, energy-efficient systems, LED lighting, rainwater harvesting and many more green measures. The company is scaling up digitalisation initiatives such as AI-driven cargo management, real-time tracking and paperless processes to ensure agility, transparency, customer convenience and global competitiveness of Indian logistics.
- Upto 31.03.2025, your Company has deployed 130 LNG Trucks and 1st LNG station has been commissioned at MMLP Khatuwas. Trial run of electric vehicles have been commenced at Daddi.

**Port Alliance:** MOU signed with Bhavnagar Port to operate and maintain the upcoming container terminal at Bhavnagar Port in Gujarat.

These initiatives combined with an extensive network, expansion of infrastructure, strong financial base and dedicated workforce has ensured that your Company remains fully aligned with the nation's vision of developing a world-class logistics ecosystem.

### SUBSIDIARIES, JOINT VENTURES AND ALLIANCES:

Your Company has four Subsidiaries and ten Joint Venture (JV) Companies. These alliances are in the fields of sea port operations, last mile connectivity, container freight stations, air cargo and cold chain logistics. These partnerships are positively contributing directly and indirectly to the performance of CONCOR.

The existing strategic alliances have been firming up and many new are being planned, enabling the Company to expand its presence in all segments of logistics value chain of EXIM and domestic business.

There has been a substantial improvement in the performance of two subsidiaries of the Company namely SIDCUL CONCOR Infra Company Ltd.(SCICL) and Punjab Logistics Infrastructure Limited (PLIL) and they have now started generating profits. SCICL has also declared its maiden dividend for the year 2024-25. The impetus of the government for setting up new MMLPs, Ports, SEZs, etc. offers tremendous opportunities to your Company to be the partner through arrangements of mutual benefits.

**During the year, various new alliances entered into were:**

- TERI :** To set up Centre of Excellence for Green and Sustainable Logistics.
- Gati Shakti Vishwavidyalaya:** To maximize supply chain management, improve customer service and promote industry growth by utilizing 'Academic Strengths'.
- IIT Roorkee:** For R&D in logistics and supply chain management and
- Shipping Corporation of India Limited:** To offer seamless and cost-effective end-to-end shipping and coastal logistics services to customers under a single window.

**PSA MESA Supply Chain:** To collaborate in offering seamless and cost effective services.

**ITE Japan:** The MOU has been extended till November 2026 with the objective to further promote use of ICE battery technology in our business.

### TECHNOLOGY AND STANDARDISATION:

Your Company has always been at the forefront of adopting new technology to drive sustainable progress and maintain leadership well ahead of its peers. The investments made in automation have yielded the desired results and have enhanced efficiency, transparency and customer satisfaction. It has built a logistics ecosystem that is not only efficient and resilient but also sustainable and globally competitive. The work done in this respect inter-alia include:-

- Operations and financial functions are fully system-driven and seamlessly integrated ensuring that all activities are carried out, recorded and reported in real time.
- Electronic filing of documents has been extended to all EXIM terminals.
- The use of AI/ML based terminal management systems at TKD is contributing to higher productivity, better asset utilisation and more customer-centric services.
- Customer interfaces have been strengthened through a dedicated web server for feedback and grievance redressal alongside a mobile app providing easy access to our services with real-time track-and-trace of containers.
- Tools such as Know Your Container Location (KYCL), e-office solutions, e-tendering, e-contractor billing, the First Mile-Last Mile (FMLM) app, public grievance lodging and monitoring system and online registration of customers have helped in streamlining the operations, improving customer interface and contributing to ease of doing business.
- Rake and trailer monitoring systems have been implemented which has ensured efficient monitoring, improved asset utilization and customer satisfaction.

### HUMAN RESOURCE DEVELOPMENT:

Your Company believes that its employees are its core strength. I would like to commend the employees' contribution which has been the cornerstone of the Company's growth over the years. We are committed to building a future-ready workforce that is skilled, agile and innovative. Through various in-house and external training programs, we nurture and prepare our employees to navigate the evolving landscape.

The remuneration policies are in line with the DPE guidelines and the social security measures, in addition to gratuity and provident fund, include compassionate employment, post-retirement pension and medical benefits. The business of the Company is run professionally by talented team of 1271 CONCORians. The attrition rate is less than 4% and staff cost to revenue is merely 5.2%. In alignment with the nations goal, internships of 8-12 weeks were offered to many students from various academic institutions.

"कर्म मन्वीयं फलमो, रत्नतो तत्र देवतः !"

The company believes in inclusivity in the society ensuring the robust participation of women employees at all levels. They have representation on the Company's Board, as Area Head and leading various functions like banking, HR and Terminal operations.

The physical and mental health of the team is fostered by providing various facilities for Yoga and Gym at the workplace. They are encouraged to participate in various sports activities. Annual sports meet was organized with overwhelming participation in various sports activities by the employees. A large number of employees participated in marathons held at Delhi, Chennai, Mumbai and Bangalore. At the Vedanta Delhi Half Marathon-2024 we got recognition as "The Fastest Corporate with more than 125 Finishers in the Open 10K Race Category".

### CORPORATE GOVERNANCE:

Corporate Governance, ethics and transparency is deeply rooted in all our activities. In the organization, the framework of best policies, practices, employee empowerment, collective decision-making and meaningful social initiatives have been put in place for a clear and open communication. The Company has built robust internal controls, systems and processes for transparency in business operations, financial reporting, management performance and accountability with full adherence to the compliances and disclosures. I am proud to inform that your Company has been rated outstanding by Department of Public Enterprises on Corporate Governance parameters and the Company was rated 'Excellent' by DPE on MOU performance for the year 2023-24. There are no audit qualifications and comments on the financial statements by C&A of India.

### AWARDS AND ACCOLADES:

Your Company has been conferred with several awards and accolades for its outstanding performance throughout the year, some of which are:

- Best 'Public Sector Excellence Award' in the 'Transport Service- Rail (Central PSU)' Category' at the PSU & Government Summit 2024.
- First Rank in the IGOT Karmayogi Wall of Fame for January 2025 under Mission Karmayogi.
- Second Prize by मन्त्र राजमन्त्र कार्यालय सन्मिति (उपक्रम -1) under the Best Category for CONCOR's Hindi Magazine Madhubhaskika
- Inland Container Depot & Rail Operator of the Year (Public) during the 16th Edition of CONquest 2025 by EXIM India.
- 'Excellent Reefer Container Operations' for ICD Daddi, at an event of "CARGONXT Recognitions".

### SUSTAINABILITY AND SOCIAL RESPONSIBILITY:

I quote Winston Churchill here -- "We make a living by what we get, but we make a life by what we give".

Your Company is doing its business in a socially and environmentally responsible manner. By embracing energy-efficient equipment, expanding the adoption of solar energy and investing in eco-friendly transportation solutions, CONCOR is working to promote Green Logistics. Recently, GRIHA for existing Building has certified the Registered Office of your company as "Three Star Building". CONCOR believes in the spirit that true progress comes from inclusive growth. The CSR activities of the Company are carried out mainly in the areas of education, skill development, environment sustainability, sports, infrastructure developments, etc. With these initiatives, CONCOR is touching lives of people positively, uplifting communities and contributing meaningfully to India's growth. During the year 2024-25, an amount of Rs.36.36 crores have been disbursed towards various CSR activities. The projects undertaken inter-alia include the following:

- Supported Tata Memorial Hospital, Mumbai towards Research Work in the field of CAR T Cell Therapy benefiting Cancer patients.
- 110 health camps, 30 Jantri Workshops & 30 'Jhanken Nanhi Aankhon Mein' were organized at various locations in the country benefiting approximately 40,000 stakeholders.
- Provided Eight Electric Buses to All India Institute of Medical Sciences (AIIMS), New Delhi.
- Supported education of 30 bright under-privileged and poor students preparing for higher studies in Uttar Pradesh.
- Up-gradation of infrastructure at Schools at Jaina, Maharashtra, Haryana, Delhi, Lucknow and Varanasi, Uttar Pradesh.
- Skill Development Training to women/girls in the field of Self-Employed Tailor (120 nos.) and Make-up Artist (120 nos.) at Tughlakabad, New Delhi.
- Office Management training at New Delhi and Computer Training to 100 children at Varanasi, Uttar Pradesh.
- Installation of 450 solar lights at public places of Barabanki, Malihabad & Mohanlalgaon, Lucknow in Uttar Pradesh and 120 Solar Light at East Karbi Anglong, Assam.
- Installation of open outdoor GYM machine in Sonbhadra, Bulandshahr and Kushinagar, Uttar Pradesh.
- Supported to Armed Forces Flag Day fund towards financial assistance for education of children/widow of Ex-Servicemen.

The Company has also supported the MSME sector which is a significant contributor to our economic development, in this direction 37.98% of our procurements were directly sourced from them.

### WAY FORWARD:

I firmly believe in a quote of Theodore Roosevelt:

"Believe you can and you're halfway there."

We dream of an India that is not only self-sufficient but also self-confident. Our country is not only advancing in technology but also shaping the future of innovation. Our 1.4 billion people are not just a number, but a powerhouse of skills and talent the world needs. We are confident that CONCOR will continue to be a shining example of this India because we have the aspiration to aim higher, the resources to deliver and above all the enduring trust of our stakeholders that makes it all possible.

The Company with its strong capabilities of 66 terminals, 17,485 wagons, 53,211 containers, 107 RSTs, 05 RTGs, 29 FLTs, 130 LNG Trucks, 24 shunting engines and 45 Reefer Power-packs and competent team, is well poised to retain its leadership position in the industry. Your company today with its motto of Think Logistics, Think CONCOR is committed and well positioned to be a partner in the progress of our country as a leader in logistics sector.

Many focus areas where work is in progress are:

- Target of 100 Terminals and 500 rakes by 2028.
- Diversifying into freight forwarding, distribution, customs clearance, shipping, etc.
- Setting up of PFTs, Gati Shakti Multimodal Cargo Terminals and developing built-to-suit and net zero warehousing solutions.
- Attracting light weight cargo and revenue through non-core businesses like parcel services.
- Capturing air cargo by setting up Air Freight Stations (AFTs), auto car business, offshore presence and offering short sea services.
- To achieve 100% CONCOR volumes under FMLM business.
- Entering into long term contracts with shipping line, cement manufacturers and large corporate houses.
- Exploring international expansion opportunities through INSTC and IMEEC routes.



### ACKNOWLEDGEMENT:

Before concluding, on your behalf I express my heartfelt thanks to my fellow Board members for their contributions and insights.

I acknowledge and appreciate the constructive support of C&A of India and our Statutory and Secretarial Auditors. I also extend my thanks to the electronic, print and social media for providing constructive coverage.

A special note of gratitude to Government of India, Ministry of Railways, Shipping, Commerce and Industry, Finance and other Ministries, Departments of Customs, various State Governments, Investors, JV partners, value chain partners, customers and regulators for providing constant motivation and support to your Company and a heartfelt appreciation for their guidance and encouragement which continues to be a strong pillar of our progress.

My deepest appreciation goes to team CONCOR, our greatest assets, whose commitment and hard work has enabled your Company to reach new heights.

In the end, I would like to convey a special thanks to all the shareholders for their support and trust in the Company. I pray to God for the well-being of all of us and our dear Nation always.

Thank You, Jai Hind, Jai Bharat!

**25<sup>th</sup> September, 2025**  
New Delhi

(Sanjay Swarup)  
Chairman and Managing Director  
(DIN: 05159435)

**Note:** This does not purport to be a record of the proceedings of the 37<sup>th</sup> Annual General Meeting of the Company.

(CIN: L63011DL1988G01030915)

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