



May 23, 2026

To,  
BSE Limited,  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai- 400 001.  
Scrip Code: 512038

To,  
National Stock Exchange of India Limited  
Exchange Plaza, 5<sup>th</sup> floor, Plot no. C/1,  
G Block, Bandra Kurla Complex, Mumbai – 400051.  
NSE Symbol: TCC

**Sub.: Investor Presentation.**

Dear Sir/Ma'am,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the Investor Presentation on performance of Quarter and Year ended 31 March, 2026.

Kindly take the same on records.

Yours faithfully,  
For TCC Concept Limited

Isha Arora  
Company Secretary & Compliance Officer

Encl: As above

**TCC Concept Limited**

Regd. Office: 5<sup>th</sup> Floor, VB Capitol Building, Range Hill Road, Opp. Hotel Symphony, Bhoslenagar, Shivajinagar,  
Pune-411007 | CIN: L68200PN1984PLC222140 | Tel.: 020 2952 0104  
Email Id: [compliance@tccltd.in](mailto:compliance@tccltd.in) | Website: [www.tccltd.in](http://www.tccltd.in)

# TCC Concept Limited

## Investor Presentation

Q4 & FY26

myflapy  
A TCC Company

Brantford  
INDIA  
A TCC Company

TryThat.ai  
BETA  
A TCC Company

pepperfry

PEPCART

NES DATA  
A TCC Company

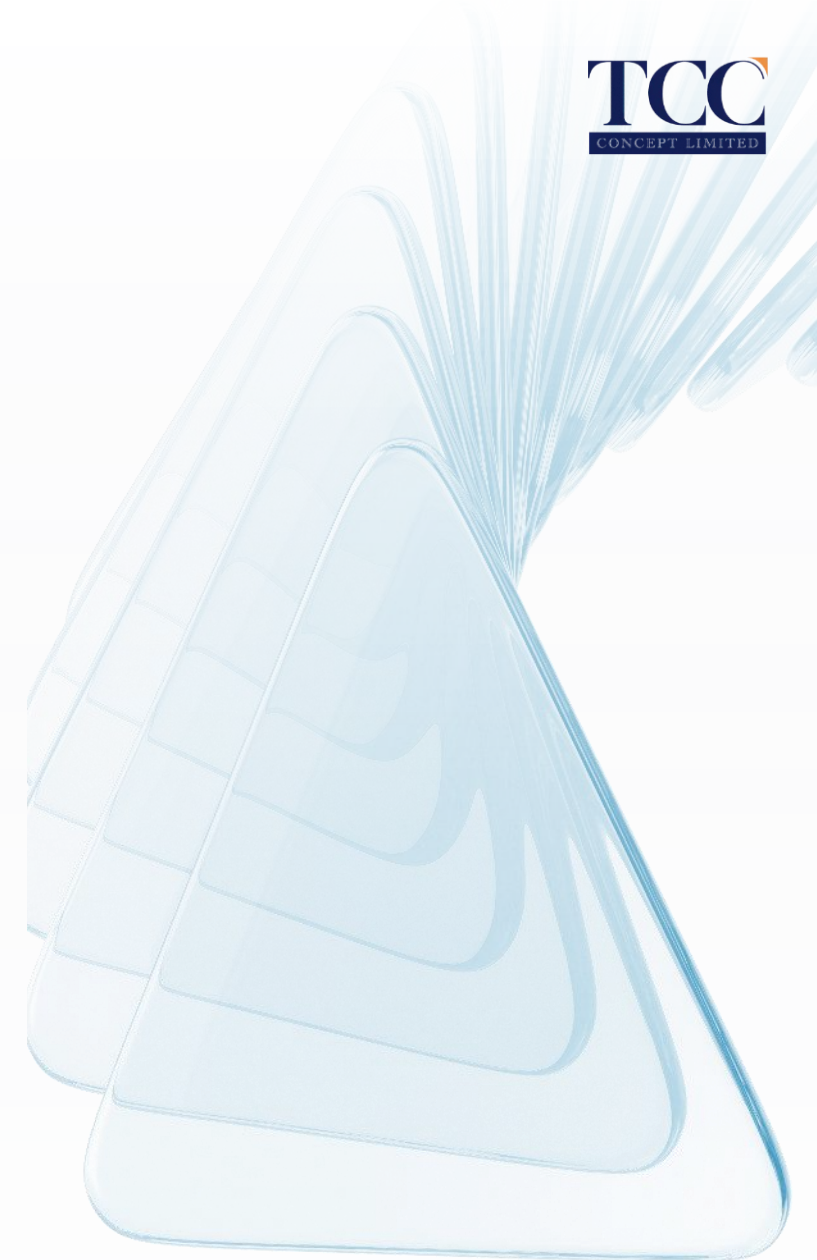
TCC  
CONCEPT LIMITED

May 2026

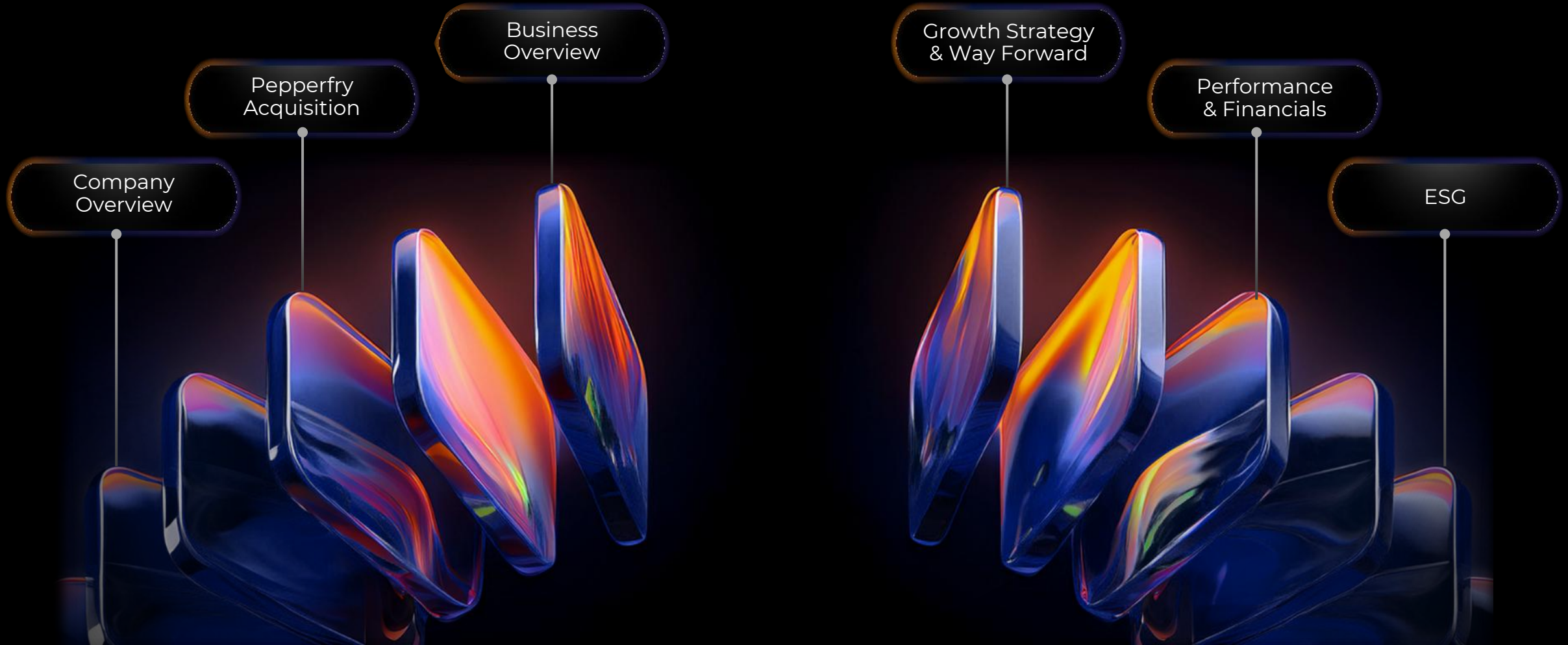
# Safe Harbor

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# Table of Content



# Company Overview

## Multiple High-Growth Engines with Clear Monetisation Pathways

A strategic enterprise building a diversified portfolio across **PropTech, infrastructure, digital platforms, and consumer ecosystems**  
Evolving into a future-ready platform by combining deep commercial real estate expertise, robust digital infrastructure and smart, technology-driven solutions

### Legacy

Traditional PropTech business to scalable, technology-led Real estate solutions

### 3 pillars



### Our Expertise

- Commercial real estate solutions
- Ai-led Data Analytic platform
- Enterprise data centre infrastructure
- Category-leading omnichannel furniture platform

### TCC Presence

PropTech

Artificial Intelligence

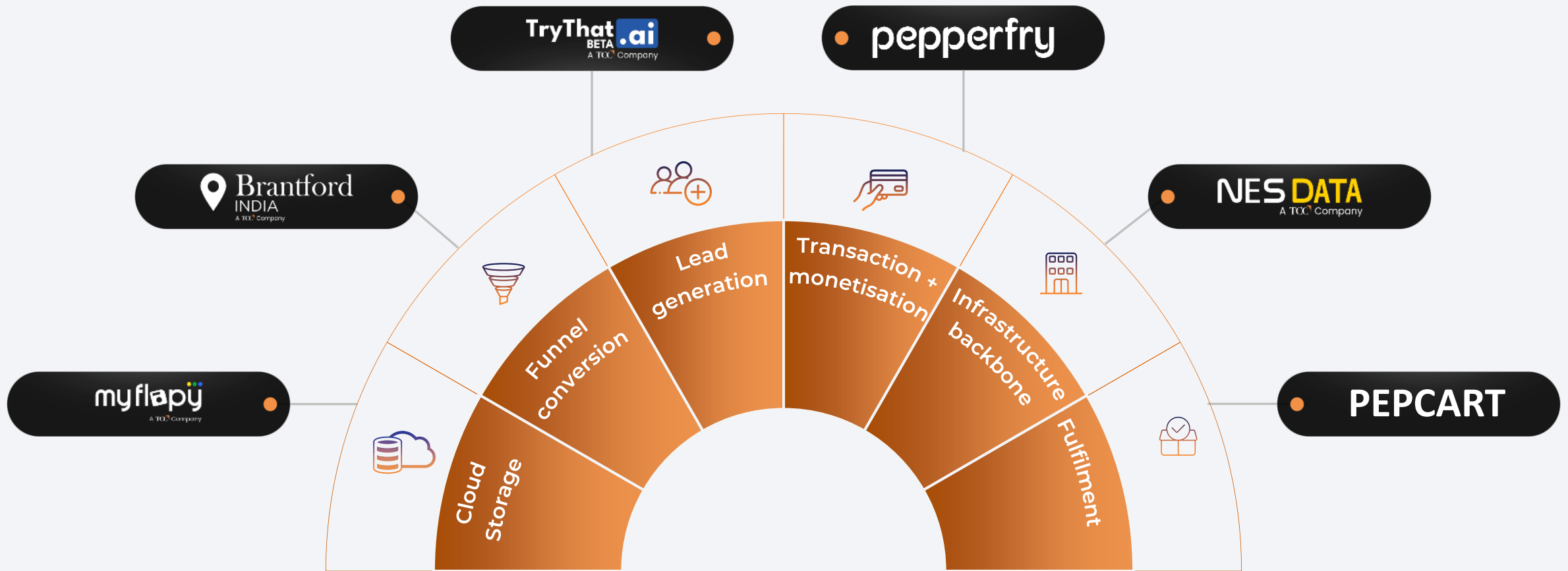
Data centres

Cloud Infrastructure

Consumer Tech

# Multi Segmental Synergy

End-to-end ecosystem converting demand into revenue through integrated infrastructure, intelligence and fulfilment  
Multiple high-growth engines driving scale, margin expansion, and long-term value creation



# Structural Growth & Value Creation Drivers

## AI/SaaS + Data infrastructure

- High-margin, recurring revenue engines with strong monetisation visibility
- Stability underpinned by long-duration PropTech & Infra cash flows

## Platform transformation

- Transitioning into a diversified multi-engine growth platform
- Evolving from legacy operations to an integrated Digital + Consumer ecosystem

## Scaling Consumer Tech

- Scaled consumer commerce platform with omnichannel reach and supply chain advantage
- Accelerates platform diversification and strengthens consumer ecosystem presence

## Synergy Upside

- End-to-end value chain integration driving superior unit economics
- Improved conversion, fulfilment efficiency, and margin expansion

## Strong Financial Momentum

- Strong earnings trajectory with expanding profitability across core & emerging segments
- Operating leverage-led margin expansion potential

## FY26 Revenue

₹1,794 Mn  
+116% YoY

## FY26 EBITDA

₹1,243 Mn  
~69% margin

## FY26 PAT

₹648 Mn  
+54% YoY

(FY26 Consolidated)

# Building an Integrated Digital + Consumer Ecosystem

Diversified multi-vertical platform

PropTech

Artificial Intelligence

Data centres

Cloud Infrastructure

Consumer Tech  
Furniture and home décor

Enterprise journey we enable

Discover the right space

Evaluate & decide smarter

Execute with ease

Enable digital growth

Build future-ready infrastructure

Technology  
+  
Data  
+  
Design-led innovation

Clear monetisation  
visibility across initiatives

Subscription-led recurring revenues

Marketplace commissions

Infrastructure usage-based revenues

Transaction-led income

PropTech Revenue

Our Platforms

TryThat.ai

NESDATA

Brantford

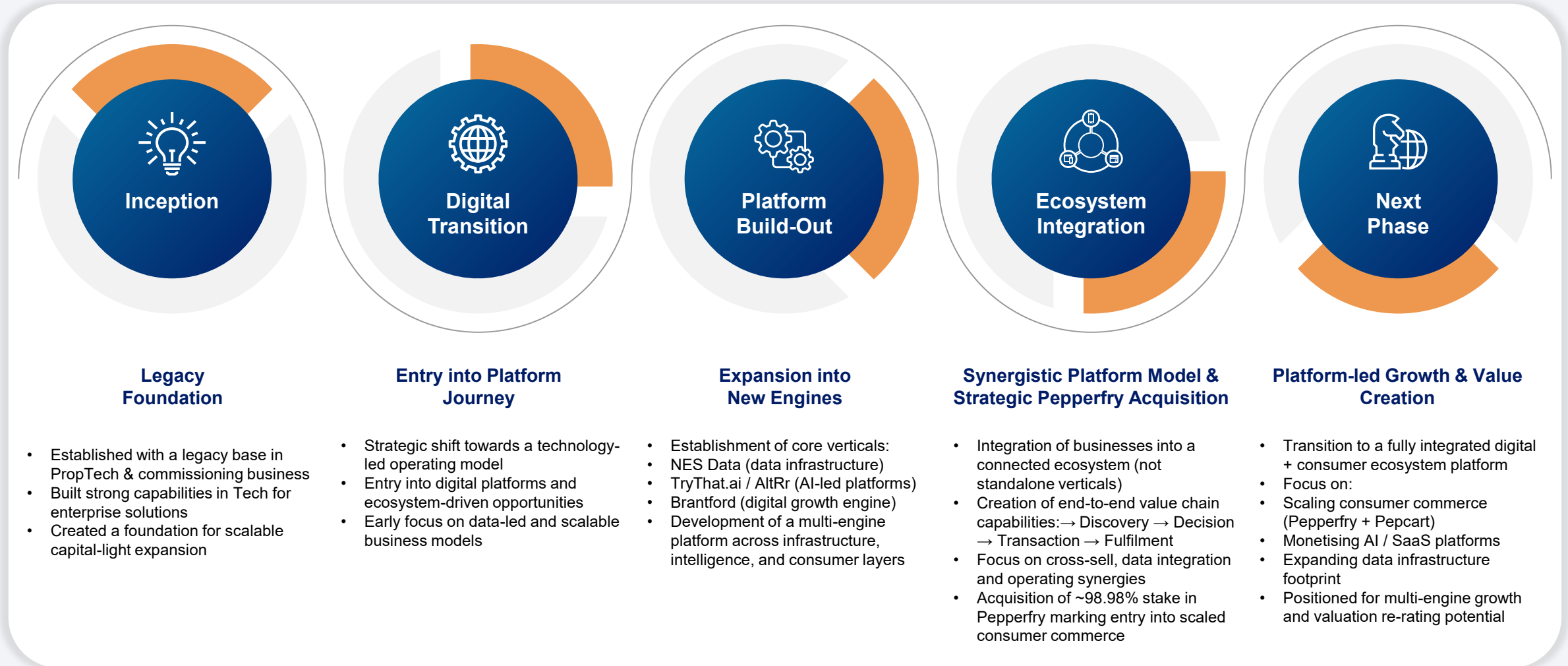
MyFlopy

PEPCART

Pepperfry

# Shift from services → platform → ecosystem company

Evolved from a legacy PropTech player into a technology-led, multi-engine ecosystem platform with integrated growth and monetisation capabilities



## Board of Directors



**Umesh Sahay**

Chairman & Managing Director

- First-generation entrepreneur
- Brings about 20+ years of experience
- Has been awarded by various prestigious organizations over the years
- Expertise spans Real Estate, Data Centre Infrastructure, IT & ITES sectors in India



**Abhishek Narbaria**

Director

- Holds a Master's degree in Computer Science
- Technocrat entrepreneur with proven leadership
- 20+ years of experience in building and shaping organizations



**Nikhil Dilipbhai Bhuta**

Director

- Chartered Accountant with 25+ years of entrepreneurial leadership
- Served as CFO, Country Head & CEO across multiple businesses
- Cross-industry experience with strong operational depth
- Raised capital on BSE (India), TSX (Canada) & AIM (London)

## Independent Directors



**Rajesh Vaishnav**  
TCC

- 27+ years of entrepreneurial business experience
- Founder of the greeting card industry in India
- Scaled operations to 375+ stores across 110+ cities in India & neighboring markets



**Gayathri Iyer**  
TCC

- Author, Chartered Accountant, Mentor & Certified IFRS (ACCA)
- 25+ years as Consulting Entrepreneur across diverse sectors
- Led audits for Tata Tele, Tata Realty & Infra, Mount Everest, WTC & Future Group Retail



**M. Srinivas Rao**  
Pepperfry & TCC

- Internationally acclaimed business visionary & strategist
- Associate with ITC, IRRI, ICRISAT, TIE & BMGF
- B.Com (Hons), Delhi University; MBA, Asian Institute of Management (Philippines)
- Recognized by USAID, IRRI, BMGF & U.S. Dept. of Agriculture



**Tarun Agarwal**  
Pepperfry

- Chartered Accountant & Company Secretary
- 35+ years of financial and strategic leadership
- Expert in project financing, structured funding, and corporate governance
- Led ERP implementation, compliance frameworks, and internal control systems

# Supported by Key Managerial Personnel / Leadership Team



**Ashish Shah**  
CEO & WTD  
Pepperfry

- Co-founder & CEO (since 2012), leading category, BD, CX & Supply Chain at Pepperfry
- Built India's leading furniture marketplace
- 20+ years' experience; scaled eBay Motors India to a \$100Mn business



**Prasoona Mishra**  
Director  
TCC Subsidiaries

- 20+ years of B2B sales leadership across marketplaces, travel tech, SaaS & insurtech
- Scaled corporate vertical to ₹60 Cr revenue; secured major enterprise accounts
- Led high-impact enterprise acquisitions including during COVID
- Launched India's first Real Estate AI model; 10,000+ downloads in 45 days



**Sanjay Netrabile**  
Chief Technology Officer  
Pepperfry

- Architected Pepperfry's tech infrastructure from inception and continues to lead innovation
- Built a scalable cloud-based ecosystem & analytics platform
- Over 26 years of experience in software engineering



**Hussaine Kesury**  
Chief Business Officer  
Pepperfry

- Leads Pepperfry's omnichannel expansion across COCO & FOFO studio formats
- Instrumental in growing company turnover multi-fold
- Strong leadership experience across e-commerce and offline retail



**Rahul Shah**  
Chief Financial Officer  
TCC

- Chartered Accountant with 15+ years including Big 4 experience
- Leads complex tax & compliance across USA, UK, Africa & UAE
- Speaker at ICAI & contributor to BCAS committees



**Madhusudan Bihani**  
Chief Financial Officer  
Pepperfry

- Leads Corporate Strategy, Fundraising, Finance, IR & Legal at Pepperfry
- Previously at Dragon Capital, IndusInd Venture Advisers, and Nissan
- Chartered Accountant with strong multi-industry exposure

# Pepperfry Acquisition:

Strategic Acquisition

# Pepperfry Acquisition: Strategic Rationale & Snapshot

Entered into a category-leading omnichannel consumer commerce platform

Unlocks scaled consumer commerce platform + B2B synergy

Strengthened tech-enabled ecosystem

Strengthened presence in e-commerce and digital marketplaces with strong brand equity

Creates synergy with TCC's digital expertise and platform approach

Scalable marketplace integration unlocking operational synergies and new growth opportunities

Strengthens TCC growth trajectory while other verticals scale in parallel



Pepperfry acquisition accelerates scale in consumer commerce; other verticals build long-term platform defensibility

# Value Creation Opportunity Post Acquisition



Unlocking Next Phase of Value Growth



**Enhanced Growth Platform**

**Value Upside**

Transition from a standalone consumer platform



**Part of an integrated multi-engine ecosystem**



**Strategic Synergy**

**Value Creation**

Integrated demand funnel

Cross-sell opportunities

Supply chain efficiency

Technology + data advantage



**Platform Scale-Up**

**Driving Margin Expansion & Execution Strength**

Pepperfry becomes a scale engine within a broader multi-vertical platform

Improved unit economics through Pepcart-led fulfillment

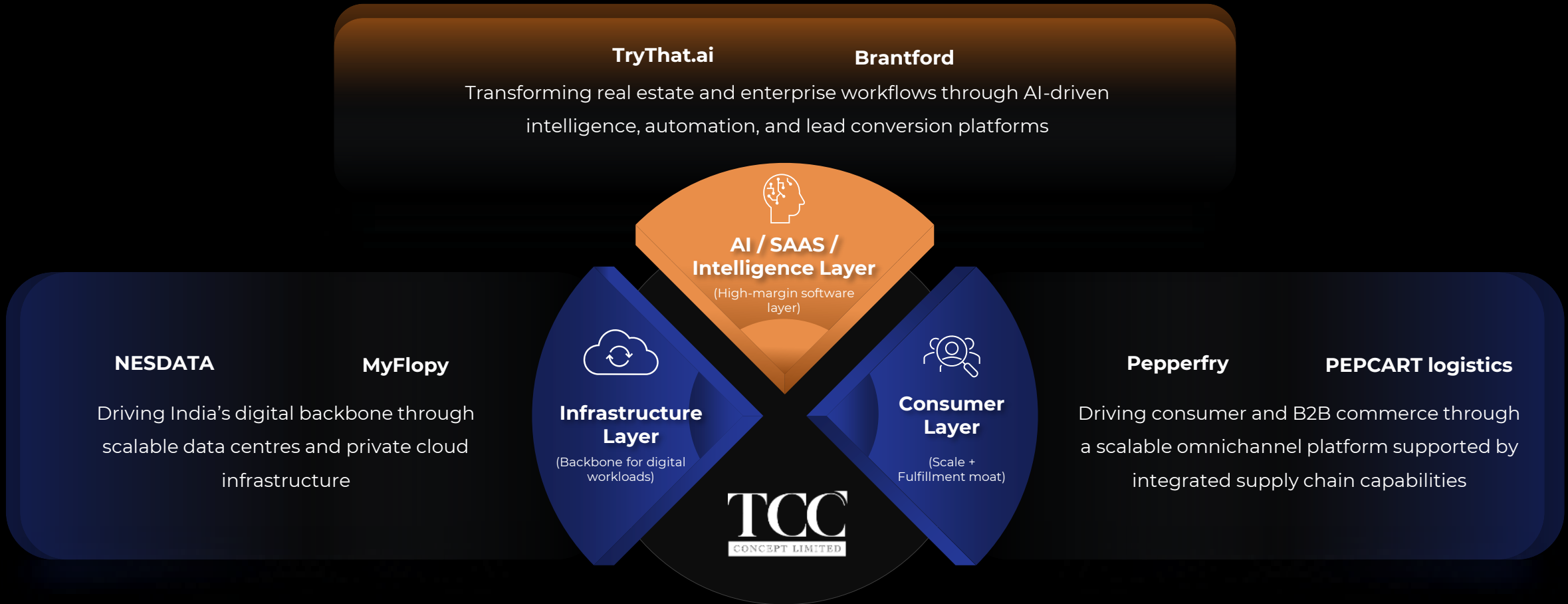
Strong Sponsor (TCC) Backing & Execution Capability

# Business Overview

# TCC Ecosystem Architecture (Business Segments)

**Balanced portfolio approach:** each vertical is a growth engine; Pepperfry is a scale catalyst

**Unified vision:** leverage data, collaboration and sustainability to build resilient, scalable businesses



## Growth accelerator within a broader ecosystem

### What we do

Technology-led omnichannel marketplace enabling customers to discover, customize and purchase furniture & home products via online + studios; supported by integrated supply chain

#### Revenue streams

- Marketplace commissions
- Private label sales
- Omnichannel presence
- Bulk procurement solutions
- Value-added offerings such as assisted buying, installation, & after-sales support.



#### Monetisation status

Established monetisation with diversified revenue streams across marketplace, D2C brands and B2B

#### D2C Brands - Home Grown By Indian Artisans

An additional portfolio of in-house D2C brands to address specific gaps across design styles and price points.

Amberville	Mintwud
Mudramark	Woodsworth
CasaCraft	Bohemiana

#### ✓ Differentiation

Differentiated via **brand equity**, assisted buying, and end-to-end logistics capabilities

Connects customers with a **wide network** of national brands, regional manufacturers, MSMEs, & in-house (D2C) brands

**Unified Ecosystem**  
Thousands of designs across furniture, décor, & home essentials

Through institutional and bulk buying offerings, it supports large-scale furniture sourcing and turnkey project execution

# pepperfry : Category-Defining Omnichannel Leader

## Current traction

**2012** **73 Mn** **150K**  
*Founded Annual visits Daily unique visitors*

**72%** **325K+** **\$1.1 Bn+**  
*Repeat orders Customers Served Annually Worth of Lifetime Furniture & Home Goods Sold*

**100+** **74** **36** **65+**  
*studios FOFO COCO cities*



**₹6,321 Mn** **₹5,708 Mn**  
*GMV GDV*  
 FY26

## Near-term priorities

**Pepperfry for Business:** End-to-end B2B turnkey solutions for premium office and enterprise workspace solutions

Strengthen customer experience and repeat purchase flywheel

Assisted Buying

Scale omnichannel footprint and improve unit economics

Add 50+ stores in FY27

## Industry Tailwinds

### Rising Disposable Incomes

Increasing household incomes boosting spending on furniture & home décor

### Urbanization & Housing Demand

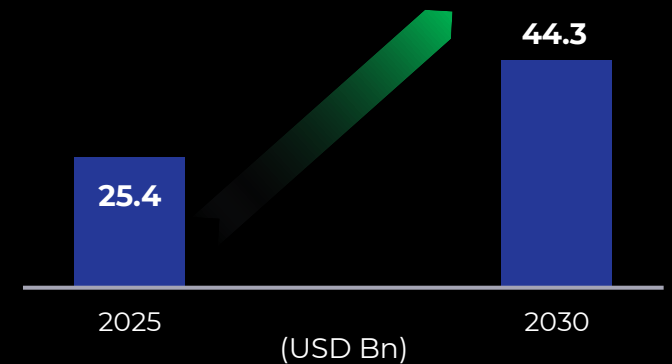
Rapid urbanization, rising housing requirements & need for new homes

### E-commerce Expansion

Strong growth in online retail transforming furniture buying behavior

**60%+** **Urban** Urban Population in India by 2030

India furniture market size\*



\*imarc

# Pepcart: Big-Box Supply Chain Backbone

Proprietary big-box logistics network supporting national scale

## What we do

Specialized large-box supply chain and logistics platform enabling national delivery, installation and after-sales support for furniture and home goods

### Revenue streams

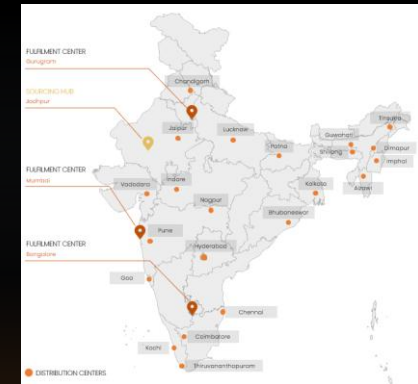
- Fulfillment and logistics services (first mile, last mile)
- Warehousing and distribution services
- Managed direct-ship and 3PL enablement



### Monetisation status

Operating infrastructure platform  
Monetisation via logistics & service revenues

### Large Distribution Network



**25** Distribution centres  
**3** Fulfillment centres  
**200+** Custom-built last-mile vehicles

### ✓ Differentiation

Best-in-class performance  
Lowest Transit Damages

3 large warehouses with 42k+ SKUs capacity

25 distribution centres operating at 80%+ average capacity utilization

200+ Custom-Built Vehicles for Last-Mile Delivery

500+ Supply Chain Staff [Delivery & Assembly]

# Pepcart: Big-Box Supply Chain Backbone

## Current traction

### Infrastructure

Fulfilment centers + Distribution centers + Last-mile fleet

**<1.5%**

*transit damages*

**9,500+**

*pin codes*



**300+**

*cities*

## Near-term priorities

Improve delivery speed & reliability and reduce cost per delivery

Scale network in high-demand corridors

Maintain global-best damage rate and NPS

## Industry Tailwinds

### E-commerce & Demand for Faster Fulfillment

Rapid growth in online retail driving need for scalable supply chain platforms

Increasing demand for faster delivery and efficient order processing

### Integrated & Digital Supply Chain Adoption

Shift toward end-to-end digital platforms for procurement, warehousing, and distribution

Growing need for real-time tracking, visibility, and operational control

### Cost Efficiency & Last-Mile Optimization

Focus on reducing logistics costs and improving delivery efficiency

Adoption of tech-enabled solutions for route optimization and last-mile delivery improvements

TryThat.ai, a single AI-driven platform created by AltRr that helps real estate professionals engage, transact, and grow (beyond listings)

## What we do

AI-driven full-stack platform enabling lead generation, engagement, and data-backed decisioning across the real estate lifecycle

### Revenue streams

- B2B subscriptions for developers/brokers/enterprises (project / portfolio)
- Usage-based add-ons (messaging/calling) as applicable
- Enterprise licensing and premium analytics (future)

### Real Estate AI Super App

Property Search & Lead Generation Platform

#### B2C

Free adoption engine (with limits)



#### B2B

Private AI agents for builders/projects

Solves buyer discovery, lead qualification, broker interaction and builder sales cycle inefficiencies

### Monetisation status

Monetisation underway with a recurring subscription-led pathway  
Expand with usage-based pricing

### ✓ Differentiation

Primary revenue engine: subscription model for builders/projects

Indicative pricing: ₹50,000 to ₹2,00,000 per project

Usage-based pricing add-ons: WhatsApp messaging and AI calling

Data foundation: structured real-estate specific datasets (govt/public + proprietary + builder data)

Privacy-first: enables AI-driven interaction without forced lead sharing

## Current traction

### Product modules

Try Connect | Access Leads | Lead Generation | Create Conversations

### Use cases

Lead scoring    Smart CRM    Analytics    Workflow automation

## Tool roadmap

Productivity CRM

OKR Tracker

Recommendation engine

Facility management

## Near-term priorities

Scale B2B onboarding and conversions

Expand capabilities across CRM and workflow automation

Deepen data coverage and model accuracy

## Industry Tailwinds

### Personalization & Digital Customer Experience

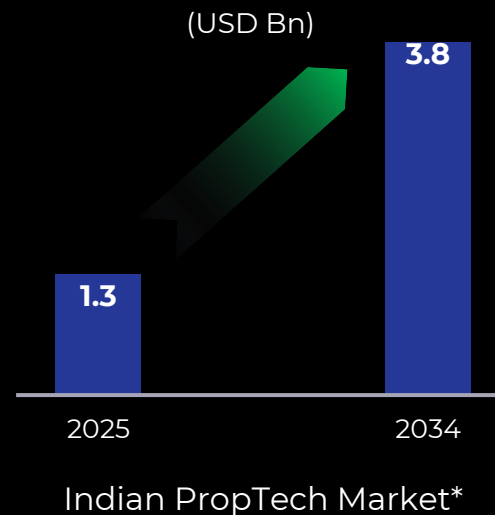
Growing demand for AI-driven, personalized property journeys, research and recommendations

Enhanced engagement through virtual tours, chatbots, and intelligent interfaces

### Data-Driven Insights & Decision Making

Rapid growth of AI-led PropTech ecosystem driving innovation and adoption

Faster and more informed buying decisions



\*imarc

## Private cloud on user-owned hardware with full data control

### What we do

Private cloud platform enabling individuals and enterprises to create their own cloud on user-owned hardware with secure remote access

### Designed for individuals, professionals, startups, and enterprises

#### Revenue streams

- Device / solution sale and enablement
- Enterprise deployments and managed services
- Potential ecosystem integrations with infra layer



#### Monetisation status

- Go-to-market phase
- Monetisation through deployments and solution sales

#### ✓ Differentiation

Target customer segments (SMEs, professionals, privacy-focused users)

B2B and B2C offerings complete; go-to-market phase underway

Create a personal cloud using existing storage hardware with full control over data location and connectivity.

Access files remotely from anywhere and share securely with selected groups

Remote access and secure sharing; no recurring cloud subscription fees

## Current traction

- B2B and B2C offerings developed
- Website live; hardware provisioning in progress
- Go-to-market phase underway

## Near-term priorities

- Finalize pricing and commercial packaging
- Accelerate initial deployments and customer onboarding
- Build partner-led distribution model

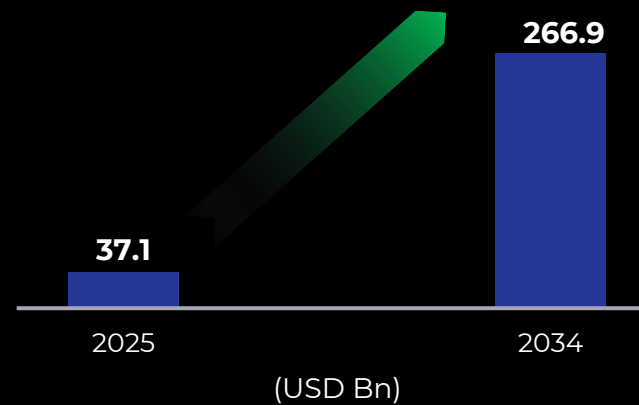
## Industry Tailwinds

### Growing Concerns Around Data Privacy & Ownership

Increasing awareness among users and enterprises to retain control over their data

Shift from centralized cloud providers to user-owned & secure private cloud solutions

Indian Cloud Computing Market\*



\*imarc

### Rising Adoption of Edge & Decentralized Computing

Demand for localized & decentralized storage to reduce latency & dependency on hyperscalers

Growth in edge computing driving need for distributed cloud models

## Data center colocation and infrastructure solutions provider

### What we do

Digital infrastructure platform designing, building and operating enterprise-grade, energy-efficient data centres for colocation and hosting

#### Revenue streams

- Colocation (private suites & shared racks)
- Hosting / managed infrastructure services
- Modular capacity expansions (2–100 MW formats)

**Secure, high-uptime environments**  
with robust power, cooling and connectivity

**Supports enterprises'**  
cloud-led digital transformation



**Flagship facility:**  
Hinjewadi (owned & operated infrastructure)

#### Monetisation status

- Infrastructure-led recurring revenue model (colocation/hosting)
- Scale driven by capacity & utilisation.

#### ✓ Differentiation

**Secure Data Center**  
Enterprise-grade facilities with strong security and controlled environments.

**Reliable Power & Cooling**  
Redundant power systems and efficient cooling ensure uninterrupted operations.

**High Uptime & Connectivity**  
Robust network connectivity designed for continuous availability and performance

**Target Sectors**  
Enterprise, Hyperscale, BFSI, SaaS

## Current traction

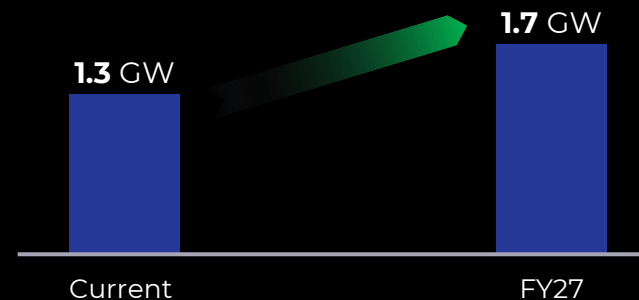
- Commissioned: **4 MW Tier-III DC** in Pune with 304 racks (15 high-density)
- Deployment of Edge & Pre Fab Tier 3 facilities in Pune
- Blueprint: **100 MW hyperscale campus**

## Near-term priorities

- Execute capacity roadmap and commission new facilities
- Drive utilisation and enterprise customer acquisition
- Build edge DC strategy aligned to Tier II/III demand

## Industry Tailwinds

Addition in GW Capacity (India)\*



(\*GRI Hub)

### Rising Demand for Cloud & Colocation Services

Rapid adoption of cloud computing, SaaS, and enterprise digital transformation

Increasing requirement for distributed data centers and demand for localized data storage

### Growth in Data Consumption & Digital Economy

Surge in data generation driven by e-commerce, OTT, IoT, and 5G adoption

Higher demand for high-capacity, low-latency data center solutions

Digital marketing + branding platform tailored for real estate professionals in enhancing their visibility and generating leads

## What we do

Digital-first commercial real estate platform providing flexible workspace solutions through a tech-driven, zero-brokerage model offering comprehensive tools for branding, marketing automation, and lead management

### Revenue streams

- B2B engagement with developers / property owners (zero-brokerage)
- Value-added services across site matching, due diligence, fit-outs



### Monetisation status

- Established B2B monetisation model
- Strengthening analytics and platform capabilities.

### ✓ Differentiation

Early traction: MVP onboarding of 10 paying clients within 45 days

**RE Focused Marketing**  
Built specifically for realtors, enabling targeted digital campaigns and visibility.

**Lead Generation Engine**  
Captures, nurtures, and tracks leads to improve conversion efficiency.

**Sales Automation**  
Streamlines marketing, follow ups, and customer engagement to save time and scale sales

## Current traction

- Pan-India presence
- **120+** consultants across 8 cities
- **100+ leads generated per day** via tech-enabled model

## Near-term priorities

- Deepen client analytics and personalised space offerings
- Expand marketplace to new geographies and asset classes
- Build ecosystem of service partners for end-to-end solutions
- PAN Maharashtra launch roadmap in progress

Feature set to visualise: SMS, WhatsApp campaigns, social toolkit, AI content generator, CRM

Phase 2: mobile-first content + listings + short-video creation + distribution

## Industry Tailwinds

### Shift Toward Flexible & Managed Workspaces

Growing demand for flexible, plug-and-play office solutions from startups, SMEs, and enterprises

Preference for asset-light, scalable workspace models over long-term leases

### Digital Transformation in Commercial Real Estate

Increasing adoption of tech-enabled platforms for property discovery, leasing, and management

Rise of zero-brokerage, transparent, and data-driven transaction models

### Evolving Work Culture & Enterprise Mobility

Hybrid work models and decentralized offices driving demand

Increasing need for managed office solutions in Tier 1 and emerging cities

# Growth Strategy & Way Forward

# Consolidated Growth Strategy & Drivers

## Revenue potential



\*FY26 Revenue includes annualised revenue of Pepperfry

## Strategy



Scale monetisation  
Expand geographies  
Deepen B2B deployments  
Expand AI monetisation



PAN expansion  
Broaden product suite  
Increase ARPU



Capacity build-out and Enterprise customer acquisition  
Build 100 MW data infra  
Expand Tier II/III presence



Deepen omnichannel footprint  
improve unit economics  
expand B2B



Expand network efficiency  
Improve delivery speed and service quality



# Performance & Financials

# Q4 & FY26 Performance Update (Consolidated)

## Robust Growth Across Revenue and Profits

Q4 FY26

### Revenue from Operations

INR 839.0 Mn

↑ 160% YoY

### EBITDA

INR 499.6 Mn

↑ 87% YoY

Margin at 59%

### PAT

INR 309.8 Mn

↑ 82% YoY

Margin at 37%

FY26

### Revenue from Operations

INR 1,794 Mn

↑ 11% YoY

### EBITDA

INR 1,243 Mn

↑ 69.2% YoY

Margin at 69%

### PAT

INR 648.3 Mn

↑ 54% YoY

Margin at 36%



# Pepperfry – Key Metrics

FY26

<b>Sessions</b>	<b>Organic Traffic %</b>	<b>Average Order Values (Total)</b>	<b>Quantity Sold</b>	<b>Total (All Categories)</b>	<b>Sellers Count</b>	<b>NPS</b>
9,18,67,259	8.8%	INR 17,709	5,74,582	86,370	928	66
<b>Footfalls</b>	<b>Marketing ROAS*</b>	<b>House Brand Contribution [Private Labels]</b>		<b>Orders: Repeat Buyers %</b>	<b>Average Order Values</b>	
81,917	8.4	39.8%		67.2%	INR 43,035.75	

Q4 FY26

<b>Sessions</b>	<b>Organic Traffic %</b>	<b>Average Order Values (Total)</b>	<b>Quantity Sold</b>	<b>Total (All Categories)</b>	<b>Sellers Count</b>	<b>NPS</b>
1,87,77,206	9.9%	INR 19,528	1,42,996	89,391	703	69
<b>Footfalls</b>	<b>Marketing ROAS*</b>	<b>House Brand Contribution [Private Labels]</b>		<b>Orders: Repeat Buyers %</b>	<b>Average Order Values</b>	
19,560	7.9	39.4%		64.1%	INR 45,824.18	

\*Paid GMV/Performance spends

# Consolidated Annual Financial Highlights

Particulars (INR Mn unless stated)	FY23	FY24	FY25	FY26
<b>Profit &amp; Loss Highlights</b>				
Revenue from Operations	12.0	771.5	832.2	1,793.93
Other Income	0.4	9.1	63.3	269.54
Total Income	12.4	780.6	895.5	2,063.47
Total Expense	1.5	506.5	346.0	1,518.61
Exceptional Items	0.0	-3.7	0.0	0.83
PBT	11.0	270.4	549.5	544.03
PBT Margin (%)	91%	35%	66%	30.32%
PAT	8.2	202.8	421.2	648.26
PAT Margin (%)	68%	26%	51%	36%
EPS	11.4	21.8	13.8	13.6
<b>Balance Sheet Highlights</b>				
Equity	25.4	1,910.3	7,160.9	16,453.4
Trade Receivables	13.6	241.4	258.5	578.4
Cash and Cash Equivalents	0.01	125.6	122.2	155.9
Bank Balances other than above	0.0	71.8	500.4	639.9
Total Current Assets	30.0	597.7	1,127.3	2,137
Total Current Liabilities	4.7	265.8	309.6	1,938

ESG

# ESG Initiatives & Goals



## Environment

SEBI-aligned BRSR reporting across TCC & subsidiaries

Focus on energy efficiency, carbon management & sustainability integration

Tree plantation initiatives: 200,000+ planted (target +400,000)

### NES Data Centre



## Social

Artisan ecosystem support and skilling initiatives

Strong focus on digital talent & workforce development

Commitment to diversity, inclusion & employee well-being

100% staff covered under health & life insurance

Cybersecurity excellence backed by ISO 27001



## Governance

Dedicated ESG Team for oversight

Responsible AI practices and model oversight

Emphasis on transparency, compliance & ethical practices

Data privacy and security governance for platforms

Policies aligned with globally recognized frameworks such as UNGC, ILO, BRSR, GHG Protocol

## ESG Targets – Q1 FY27

Reduce energy consumption

↓ 5% QoQ

Increase women in leadership band

↑ 2-3 %

Increase in ESG & Safety Training hours

% of sites with valid statutory consents

100% (Target)

% of premises/ locations maintain valid fire safety and building related consents

100% (Target)

Committed to building a responsible, sustainable, and future-ready enterprise through strong ESG practices

# Thank You

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# TCC Concept Limited

## Investor Presentation

Q4 & FY26

myflapy  
A TCC Company

Brantford  
INDIA  
A TCC Company

TryThat.ai  
BETA  
A TCC Company

pepperfry

PEPCART

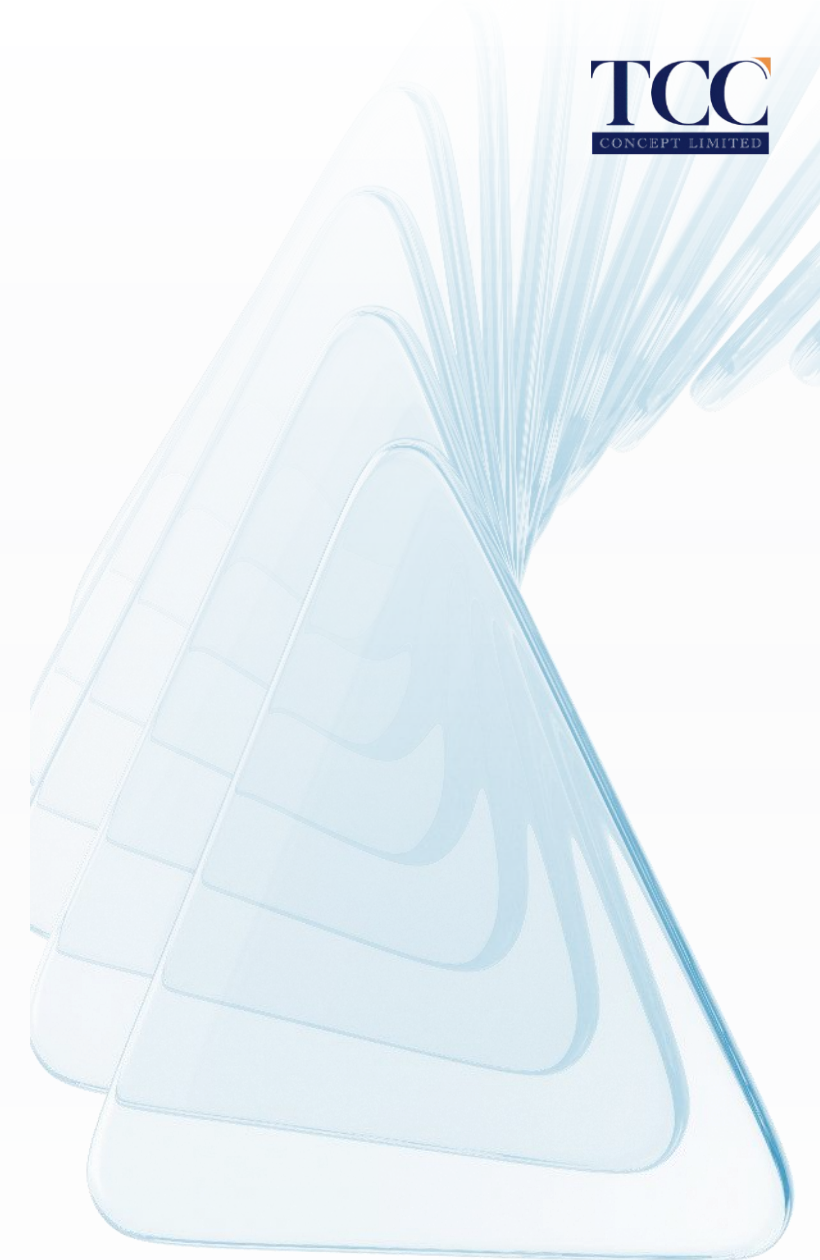
NES DATA  
A TCC Company

TCC  
CONCEPT LIMITED

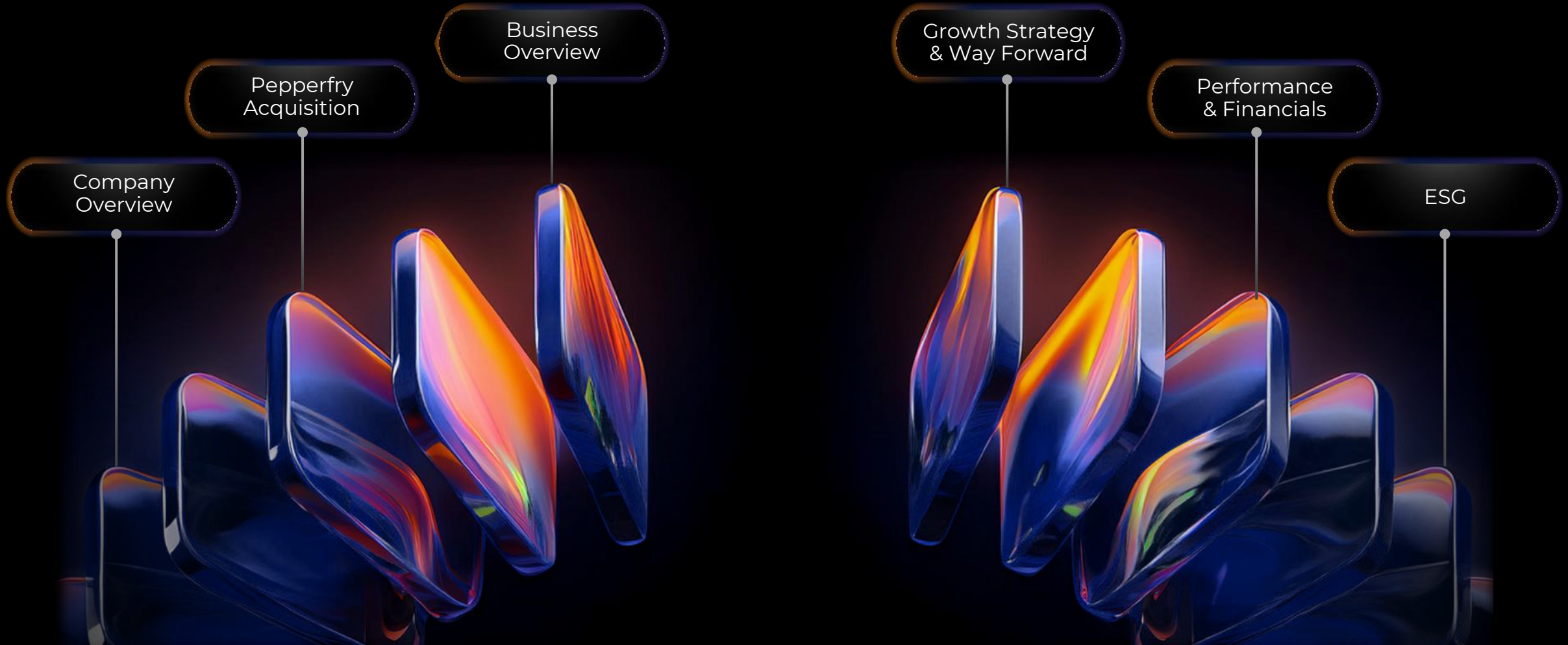
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# Table of Content



# Company Overview

## Multiple High-Growth Engines with Clear Monetisation Pathways

A strategic enterprise building a diversified portfolio across **PropTech, infrastructure, digital platforms, and consumer ecosystems**  
Evolving into a future-ready platform by combining deep commercial real estate expertise, robust digital infrastructure and smart, technology-driven solutions

### Legacy

Traditional PropTech business to scalable, technology-led Real estate solutions

### 3 pillars



### Our Expertise

- Commercial real estate solutions
- Ai-led Data Analytic platform
- Enterprise data centre infrastructure
- Category-leading omnichannel furniture platform

### TCC Presence

PropTech

Artificial Intelligence

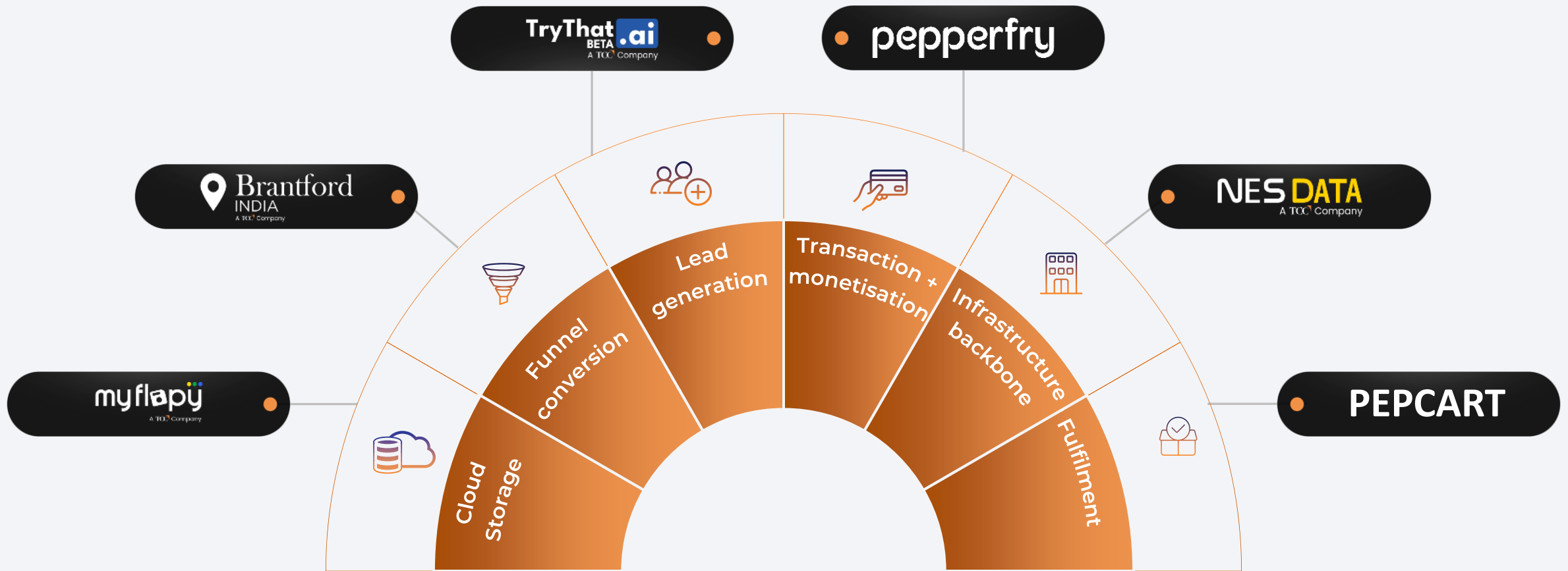
Data centres

Cloud Infrastructure

Consumer Tech

# Multi Segmental Synergy

End-to-end ecosystem converting demand into revenue through integrated infrastructure, intelligence and fulfilment  
Multiple high-growth engines driving scale, margin expansion, and long-term value creation



# Structural Growth & Value Creation Drivers

## AI/SaaS + Data infrastructure

- High-margin, recurring revenue engines with strong monetisation visibility
- Stability underpinned by long-duration PropTech & Infra cash flows

## Platform transformation

- Transitioning into a diversified multi-engine growth platform
- Evolving from legacy operations to an integrated Digital + Consumer ecosystem

## Scaling Consumer Tech

- Scaled consumer commerce platform with omnichannel reach and supply chain advantage
- Accelerates platform diversification and strengthens consumer ecosystem presence

## Synergy Upside

- End-to-end value chain integration driving superior unit economics
- Improved conversion, fulfilment efficiency, and margin expansion

## Strong Financial Momentum

- Strong earnings trajectory with expanding profitability across core & emerging segments
- Operating leverage-led margin expansion potential

## FY26 Revenue

₹1,794 Mn  
+116% YoY

## FY26 EBITDA

₹1,243 Mn  
~69% margin

## FY26 PAT

₹648 Mn  
+54% YoY

(FY26 Consolidated)

# Building an Integrated Digital + Consumer Ecosystem

Diversified multi-vertical platform

PropTech

Artificial Intelligence

Data centres

Cloud Infrastructure

Consumer Tech  
Furniture and home décor

Enterprise journey we enable

Discover the right space

Evaluate & decide smarter

Execute with ease

Enable digital growth

Build future-ready infrastructure

Technology  
+  
Data  
+  
Design-led innovation

Clear monetisation  
visibility across initiatives

Subscription-led recurring revenues

Marketplace commissions

Infrastructure usage-based revenues

Transaction-led income

PropTech Revenue

Our Platforms

TryThat.ai

NESDATA

Brantford

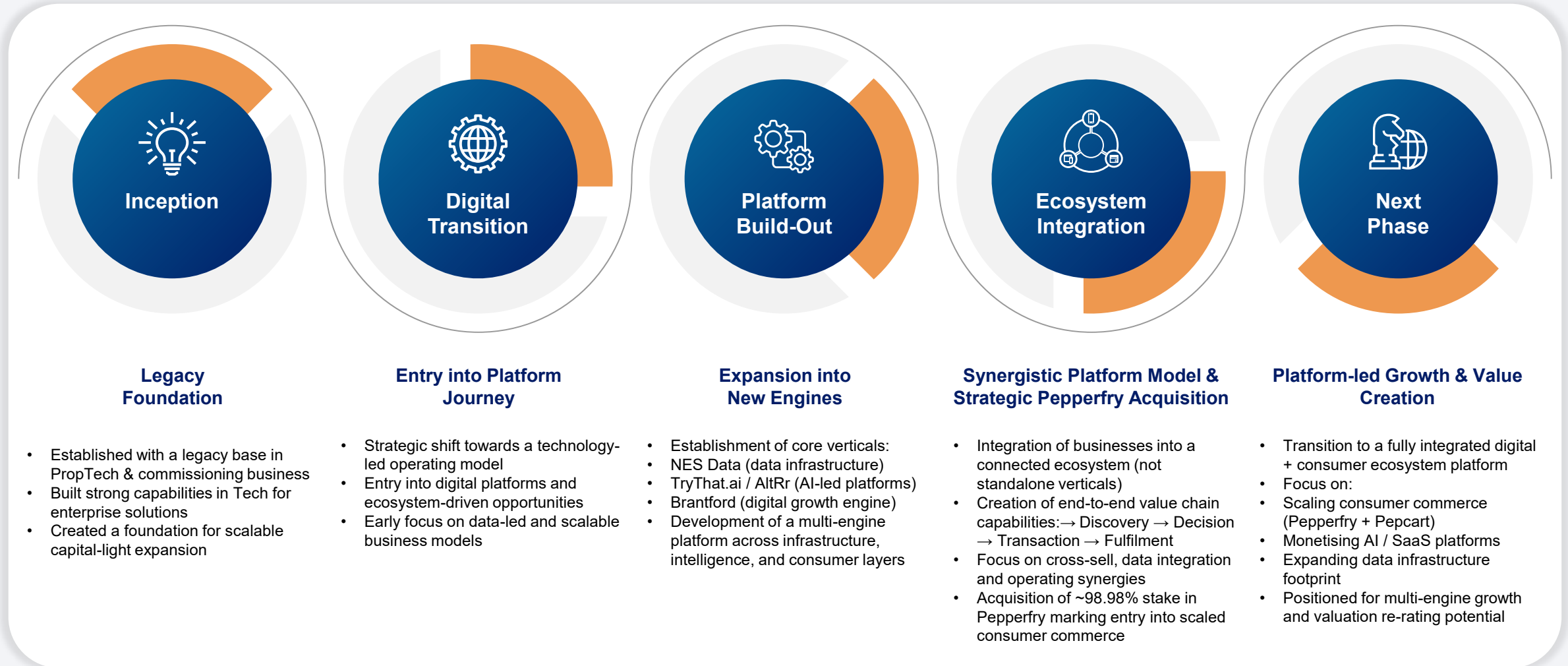
MyFlopy

PEPCART

Pepperfry

# Shift from services → platform → ecosystem company

Evolved from a legacy PropTech player into a technology-led, multi-engine ecosystem platform with integrated growth and monetisation capabilities



## Board of Directors



**Umesh Sahay**

Chairman & Managing Director

- First-generation entrepreneur
- Brings about 20+ years of experience
- Has been awarded by various prestigious organizations over the years
- Expertise spans Real Estate, Data Centre Infrastructure, IT & ITES sectors in India



**Abhishek Narbaria**

Director

- Holds a Master's degree in Computer Science
- Technocrat entrepreneur with proven leadership
- 20+ years of experience in building and shaping organizations



**Nikhil Dilipbhai Bhuta**

Director

- Chartered Accountant with 25+ years of entrepreneurial leadership
- Served as CFO, Country Head & CEO across multiple businesses
- Cross-industry experience with strong operational depth
- Raised capital on BSE (India), TSX (Canada) & AIM (London)

## Independent Directors



**Rajesh Vaishnav**  
TCC

- 27+ years of entrepreneurial business experience
- Founder of the greeting card industry in India
- Scaled operations to 375+ stores across 110+ cities in India & neighboring markets



**Gayathri Iyer**  
TCC

- Author, Chartered Accountant, Mentor & Certified IFRS (ACCA)
- 25+ years as Consulting Entrepreneur across diverse sectors
- Led audits for Tata Tele, Tata Realty & Infra, Mount Everest, WTC & Future Group Retail



**M. Srinivas Rao**  
Pepperfry & TCC

- Internationally acclaimed business visionary & strategist
- Associate with ITC, IRRI, ICRISAT, TIE & BMGF
- B.Com (Hons), Delhi University; MBA, Asian Institute of Management (Philippines)
- Recognized by USAID, IRRI, BMGF & U.S. Dept. of Agriculture



**Tarun Agarwal**  
Pepperfry

- Chartered Accountant & Company Secretary
- 35+ years of financial and strategic leadership
- Expert in project financing, structured funding, and corporate governance
- Led ERP implementation, compliance frameworks, and internal control systems

# Supported by Key Managerial Personnel / Leadership Team



**Ashish Shah**  
CEO & WTD  
Pepperfry

- Co-founder & CEO (since 2012), leading category, BD, CX & Supply Chain at Pepperfry
- Built India's leading furniture marketplace
- 20+ years' experience; scaled eBay Motors India to a \$100Mn business



**Prasoona Mishra**  
Director  
TCC Subsidiaries

- 20+ years of B2B sales leadership across marketplaces, travel tech, SaaS & insurtech
- Scaled corporate vertical to ₹60 Cr revenue; secured major enterprise accounts
- Led high-impact enterprise acquisitions including during COVID
- Launched India's first Real Estate AI model; 10,000+ downloads in 45 days



**Sanjay Netrabile**  
Chief Technology Officer  
Pepperfry

- Architected Pepperfry's tech infrastructure from inception and continues to lead innovation
- Built a scalable cloud-based ecosystem & analytics platform
- Over 26 years of experience in software engineering



**Hussaine Kesury**  
Chief Business Officer  
Pepperfry

- Leads Pepperfry's omnichannel expansion across COCO & FOFO studio formats
- Instrumental in growing company turnover multi-fold
- Strong leadership experience across e-commerce and offline retail



**Rahul Shah**  
Chief Financial Officer  
TCC

- Chartered Accountant with 15+ years including Big 4 experience
- Leads complex tax & compliance across USA, UK, Africa & UAE
- Speaker at ICAI & contributor to BCAS committees



**Madhusudan Bihani**  
Chief Financial Officer  
Pepperfry

- Leads Corporate Strategy, Fundraising, Finance, IR & Legal at Pepperfry
- Previously at Dragon Capital, IndusInd Venture Advisers, and Nissan
- Chartered Accountant with strong multi-industry exposure

# Pepperfry Acquisition:

Strategic Acquisition

# Pepperfry Acquisition: Strategic Rationale & Snapshot

Entered into a category-leading omnichannel consumer commerce platform

Unlocks scaled consumer commerce platform + B2B synergy

Strengthened tech-enabled ecosystem

Strengthened presence in e-commerce and digital marketplaces with strong brand equity

Creates synergy with TCC's digital expertise and platform approach

Scalable marketplace integration unlocking operational synergies and new growth opportunities

Strengthens TCC growth trajectory while other verticals scale in parallel



Pepperfry acquisition accelerates scale in consumer commerce; other verticals build long-term platform defensibility

# Value Creation Opportunity Post Acquisition



Unlocking Next Phase of Value Growth



**Enhanced Growth Platform**

**Value Upside**

Transition from a standalone consumer platform



**Part of an integrated multi-engine ecosystem**



**Strategic Synergy**

**Value Creation**

Integrated demand funnel

Cross-sell opportunities

Supply chain efficiency

Technology + data advantage



**Platform Scale-Up**

**Driving Margin Expansion & Execution Strength**

Pepperfry becomes a scale engine within a broader multi-vertical platform

Improved unit economics through Pepcart-led fulfillment

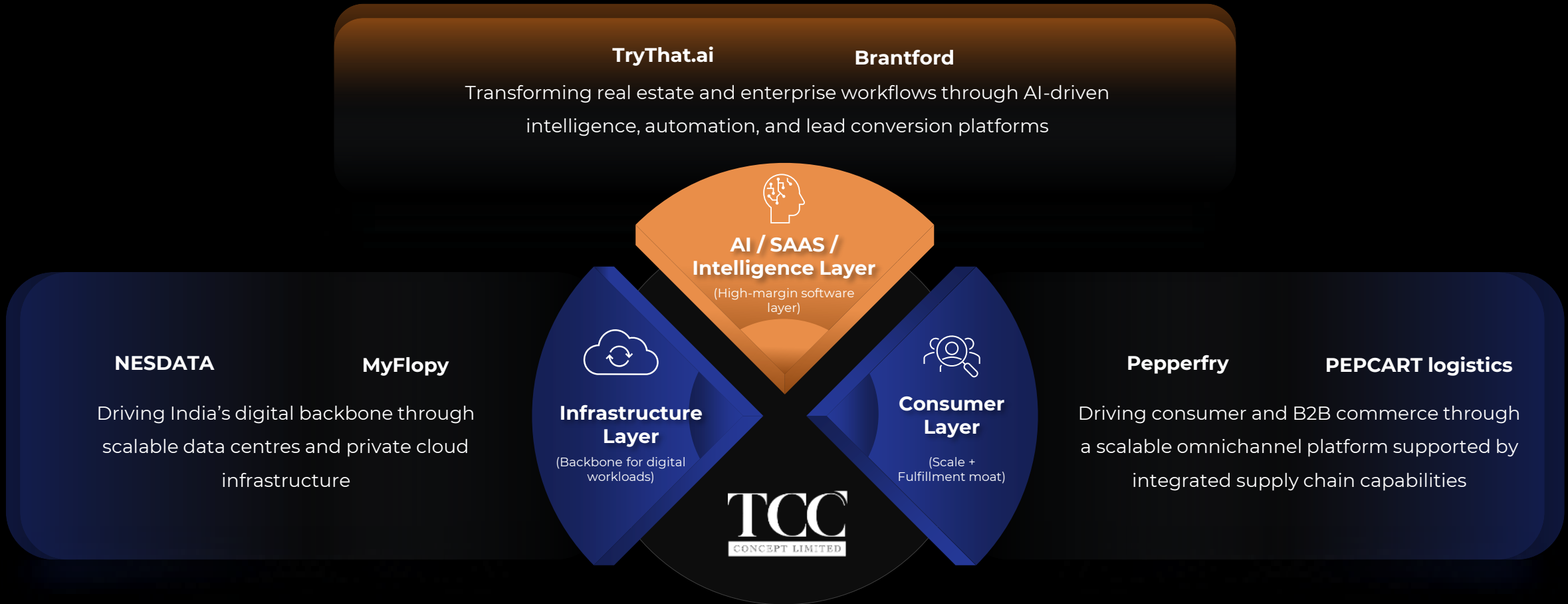
Strong Sponsor (TCC) Backing & Execution Capability

# Business Overview

# TCC Ecosystem Architecture (Business Segments)

**Balanced portfolio approach:** each vertical is a growth engine; Pepperfry is a scale catalyst

**Unified vision:** leverage data, collaboration and sustainability to build resilient, scalable businesses



## Growth accelerator within a broader ecosystem

### What we do

Technology-led omnichannel marketplace enabling customers to discover, customize and purchase furniture & home products via online + studios; supported by integrated supply chain

#### Revenue streams

- Marketplace commissions
- Private label sales
- Omnichannel presence
- Bulk procurement solutions
- Value-added offerings such as assisted buying, installation, & after-sales support.



#### Monetisation status

Established monetisation with diversified revenue streams across marketplace, D2C brands and B2B

#### D2C Brands - Home Grown By Indian Artisans

An additional portfolio of in-house D2C brands to address specific gaps across design styles and price points.

Amberville	Mintwud
Mudramark	Woodsworth
CasaCraft	Bohemiana

#### ✓ Differentiation

Differentiated via **brand equity**, assisted buying, and end-to-end logistics capabilities

Connects customers with a **wide network** of national brands, regional manufacturers, MSMEs, & in-house (D2C) brands

**Unified Ecosystem**  
Thousands of designs across furniture, décor, & home essentials

Through institutional and bulk buying offerings, it supports large-scale furniture sourcing and turnkey project execution

# pepperfry : Category-Defining Omnichannel Leader

## Current traction

**2012** **73 Mn** **150K**  
*Founded Annual visits Daily unique visitors*

**72%** **325K+** **\$1.1 Bn+**  
*Repeat orders Customers Served Annually Worth of Lifetime Furniture & Home Goods Sold*

**100+** **74** **36** **65+**  
*studios FOFO COCO cities*



**₹6,321 Mn** **₹5,708 Mn**  
*GMV GDV*  
 FY26

## Near-term priorities

**Pepperfry for Business:** End-to-end B2B turnkey solutions for premium office and enterprise workspace solutions

Strengthen customer experience and repeat purchase flywheel

Assisted Buying

Scale omnichannel footprint and improve unit economics

Add 50+ stores in FY27

## Industry Tailwinds

### Rising Disposable Incomes

Increasing household incomes boosting spending on furniture & home décor

### Urbanization & Housing Demand

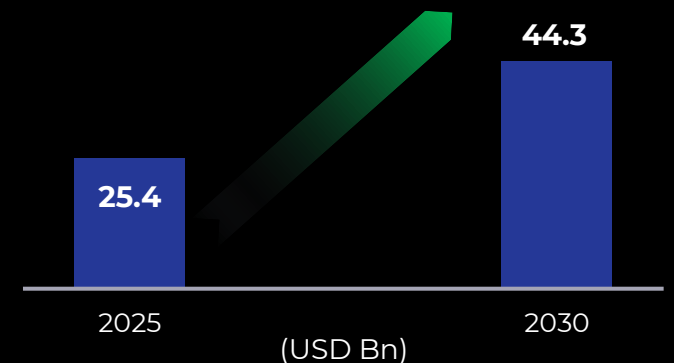
Rapid urbanization, rising housing requirements & need for new homes

### E-commerce Expansion

Strong growth in online retail transforming furniture buying behavior

**60%+** **Urban** Urban Population in India by 2030

India furniture market size\*



\*imarc

# Pepcart: Big-Box Supply Chain Backbone

Proprietary big-box logistics network supporting national scale

## What we do

Specialized large-box supply chain and logistics platform enabling national delivery, installation and after-sales support for furniture and home goods

### Revenue streams

- Fulfillment and logistics services (first mile, last mile)
- Warehousing and distribution services
- Managed direct-ship and 3PL enablement



### Monetisation status

Operating infrastructure platform  
Monetisation via logistics & service revenues

### Large Distribution Network



25

Distribution centres

3

Fulfillment centres

200+

Custom-built last-mile vehicles

### ✓ Differentiation

Best-in-class performance  
Lowest Transit Damages

3 large warehouses  
with 42k+ SKUs  
capacity

25 distribution centres  
operating at 80%+ average  
capacity utilization

200+ Custom-Built  
Vehicles for Last-Mile  
Delivery

500+ Supply Chain Staff  
[Delivery & Assembly]

# Pepcart: Big-Box Supply Chain Backbone

## Current traction

### Infrastructure

Fulfilment centers + Distribution centers + Last-mile fleet

**<1.5%**

*transit damages*

**9,500+**

*pin codes*



**300+**

*cities*

## Near-term priorities

Improve delivery speed & reliability and reduce cost per delivery

Scale network in high-demand corridors

Maintain global-best damage rate and NPS

## Industry Tailwinds

### E-commerce & Demand for Faster Fulfillment

Rapid growth in online retail driving need for scalable supply chain platforms

Increasing demand for faster delivery and efficient order processing

### Integrated & Digital Supply Chain Adoption

Shift toward end-to-end digital platforms for procurement, warehousing, and distribution

Growing need for real-time tracking, visibility, and operational control

### Cost Efficiency & Last-Mile Optimization

Focus on reducing logistics costs and improving delivery efficiency

Adoption of tech-enabled solutions for route optimization and last-mile delivery improvements

TryThat.ai, a single AI-driven platform created by AltRr that helps real estate professionals engage, transact, and grow (beyond listings)

## What we do

AI-driven full-stack platform enabling lead generation, engagement, and data-backed decisioning across the real estate lifecycle

### Revenue streams

- B2B subscriptions for developers/brokers/enterprises (project / portfolio)
- Usage-based add-ons (messaging/calling) as applicable
- Enterprise licensing and premium analytics (future)

### Real Estate AI Super App

Property Search & Lead Generation Platform

#### B2C

Free adoption engine (with limits)



#### B2B

Private AI agents for builders/projects

Solves buyer discovery, lead qualification, broker interaction and builder sales cycle inefficiencies

### Monetisation status

Monetisation underway with a recurring subscription-led pathway  
Expand with usage-based pricing

### ✓ Differentiation

Primary revenue engine: subscription model for builders/projects

Indicative pricing: ₹50,000 to ₹2,00,000 per project

Usage-based pricing add-ons: WhatsApp messaging and AI calling

Data foundation: structured real-estate specific datasets (govt/public + proprietary + builder data)

Privacy-first: enables AI-driven interaction without forced lead sharing

## Current traction

### Product modules

Try Connect | Access Leads | Lead Generation | Create Conversations

### Use cases

Lead scoring    Smart CRM    Analytics    Workflow automation

## Tool roadmap

Productivity CRM

OKR Tracker

Recommendation engine

Facility management

## Near-term priorities

Scale B2B onboarding and conversions

Expand capabilities across CRM and workflow automation

Deepen data coverage and model accuracy

## Industry Tailwinds

### Personalization & Digital Customer Experience

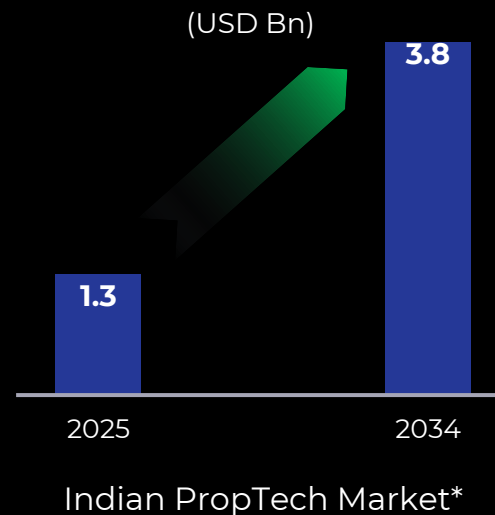
Growing demand for AI-driven, personalized property journeys, research and recommendations

Enhanced engagement through virtual tours, chatbots, and intelligent interfaces

### Data-Driven Insights & Decision Making

Rapid growth of AI-led PropTech ecosystem driving innovation and adoption

Faster and more informed buying decisions



## Private cloud on user-owned hardware with full data control

### What we do

Private cloud platform enabling individuals and enterprises to create their own cloud on user-owned hardware with secure remote access

### Designed for individuals, professionals, startups, and enterprises

#### Revenue streams

- Device / solution sale and enablement
- Enterprise deployments and managed services
- Potential ecosystem integrations with infra layer



#### Monetisation status

- Go-to-market phase
- Monetisation through deployments and solution sales

#### ✓ Differentiation

Target customer segments (SMEs, professionals, privacy-focused users)

B2B and B2C offerings complete; go-to-market phase underway

Create a personal cloud using existing storage hardware with full control over data location and connectivity.

Access files remotely from anywhere and share securely with selected groups

Remote access and secure sharing; no recurring cloud subscription fees

## Current traction

- B2B and B2C offerings developed
- Website live; hardware provisioning in progress
- Go-to-market phase underway

## Near-term priorities

- Finalize pricing and commercial packaging
- Accelerate initial deployments and customer onboarding
- Build partner-led distribution model

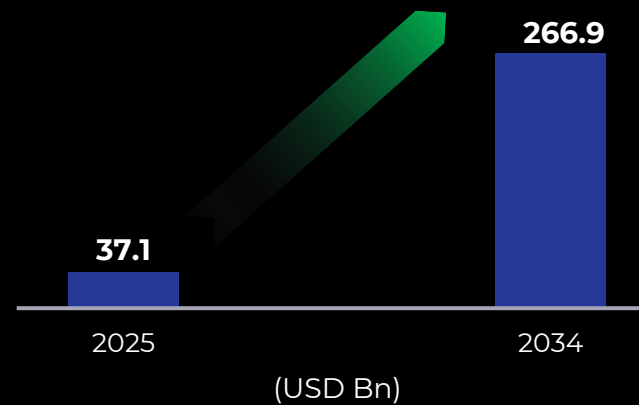
## Industry Tailwinds

### Growing Concerns Around Data Privacy & Ownership

Increasing awareness among users and enterprises to retain control over their data

Shift from centralized cloud providers to user-owned & secure private cloud solutions

Indian Cloud Computing Market\*



\*imarc

### Rising Adoption of Edge & Decentralized Computing

Demand for localized & decentralized storage to reduce latency & dependency on hyperscalers

Growth in edge computing driving need for distributed cloud models

Data center colocation and infrastructure solutions provider

What we do

Digital infrastructure platform designing, building and operating enterprise-grade, energy-efficient data centres for colocation and hosting

Revenue streams

- Colocation (private suites & shared racks)
- Hosting / managed infrastructure services
- Modular capacity expansions (2-100 MW formats)

**Secure, high-uptime environments**  
with robust power, cooling and connectivity

**Supports enterprises'**  
cloud-led digital transformation



**Flagship facility:**  
Hinjewadi (owned & operated infrastructure)

Monetisation status

- Infrastructure-led recurring revenue model (colocation/hosting)
- Scale driven by capacity & utilisation.

✓ Differentiation

**Secure Data Center**  
Enterprise-grade facilities with strong security and controlled environments.

**Reliable Power & Cooling**  
Redundant power systems and efficient cooling ensure uninterrupted operations.

**High Uptime & Connectivity**  
Robust network connectivity designed for continuous availability and performance

**Target Sectors**  
Enterprise, Hyperscale, BFSI, SaaS

## Current traction

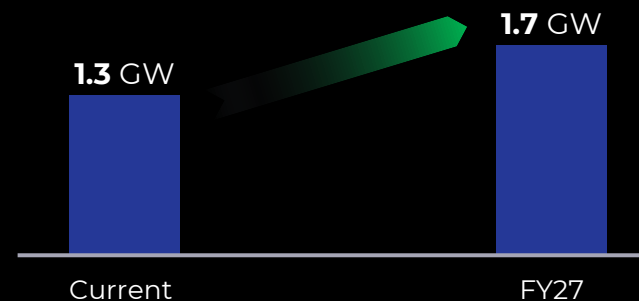
- Commissioned: **4 MW Tier-III DC** in Pune with 304 racks (15 high-density)
- Deployment of Edge & Pre Fab Tier 3 facilities in Pune
- Blueprint: **100 MW hyperscale campus**

## Near-term priorities

- Execute capacity roadmap and commission new facilities
- Drive utilisation and enterprise customer acquisition
- Build edge DC strategy aligned to Tier II/III demand

## Industry Tailwinds

Addition in GW Capacity (India)\*



(\*GRI Hub)

### Rising Demand for Cloud & Colocation Services

Rapid adoption of cloud computing, SaaS, and enterprise digital transformation

Increasing requirement for distributed data centers and demand for localized data storage

### Growth in Data Consumption & Digital Economy

Surge in data generation driven by e-commerce, OTT, IoT, and 5G adoption

Higher demand for high-capacity, low-latency data center solutions

Digital marketing + branding platform tailored for real estate professionals in enhancing their visibility and generating leads

## What we do

Digital-first commercial real estate platform providing flexible workspace solutions through a tech-driven, zero-brokerage model offering comprehensive tools for branding, marketing automation, and lead management

### Revenue streams

- B2B engagement with developers / property owners (zero-brokerage)
- Value-added services across site matching, due diligence, fit-outs



### Monetisation status

- Established B2B monetisation model
- Strengthening analytics and platform capabilities.

### ✓ Differentiation

Early traction: MVP onboarding of 10 paying clients within 45 days

**RE Focused Marketing**  
Built specifically for realtors, enabling targeted digital campaigns and visibility.

**Lead Generation Engine**  
Captures, nurtures, and tracks leads to improve conversion efficiency.

**Sales Automation**  
Streamlines marketing, follow ups, and customer engagement to save time and scale sales

## Current traction

- Pan-India presence
- **120+** consultants across 8 cities
- **100+ leads generated per day** via tech-enabled model

## Near-term priorities

- Deepen client analytics and personalised space offerings
- Expand marketplace to new geographies and asset classes
- Build ecosystem of service partners for end-to-end solutions
- PAN Maharashtra launch roadmap in progress

Feature set to visualise: SMS, WhatsApp campaigns, social toolkit, AI content generator, CRM

Phase 2: mobile-first content + listings + short-video creation + distribution

## Industry Tailwinds

### Shift Toward Flexible & Managed Workspaces

Growing demand for flexible, plug-and-play office solutions from startups, SMEs, and enterprises

Preference for asset-light, scalable workspace models over long-term leases

### Digital Transformation in Commercial Real Estate

Increasing adoption of tech-enabled platforms for property discovery, leasing, and management

Rise of zero-brokerage, transparent, and data-driven transaction models

### Evolving Work Culture & Enterprise Mobility

Hybrid work models and decentralized offices driving demand

Increasing need for managed office solutions in Tier 1 and emerging cities

# Growth Strategy & Way Forward

# Consolidated Growth Strategy & Drivers

## Revenue potential



\*FY26 Revenue includes annualised revenue of Pepperfry

## Strategy



Scale monetisation  
Expand geographies  
Deepen B2B deployments  
Expand AI monetisation



PAN expansion  
Broaden product suite  
Increase ARPU



Capacity build-out and Enterprise customer acquisition  
Build 100 MW data infra  
Expand Tier II/III presence



Deepen omnichannel footprint  
improve unit economics  
expand B2B



Expand network efficiency  
Improve delivery speed and service quality



# Performance & Financials

# Q4 & FY26 Performance Update (Consolidated)

## Robust Growth Across Revenue and Profits

Q4 FY26

### Revenue from Operations

INR 839.0 Mn

↑ 160% YoY

### EBITDA

INR 499.6 Mn

↑ 87% YoY

Margin at 59%

### PAT

INR 309.8 Mn

↑ 82% YoY

Margin at 37%

FY26

### Revenue from Operations

INR 1,794 Mn

↑ 11% YoY

### EBITDA

INR 1,243 Mn

↑ 69.2% YoY

Margin at 69%

### PAT

INR 648.3 Mn

↑ 54% YoY

Margin at 36%



# Pepperfry – Key Metrics

FY26

<b>Sessions</b>	<b>Organic Traffic %</b>	<b>Average Order Values (Total)</b>	<b>Quantity Sold</b>	<b>Total (All Categories)</b>	<b>Sellers Count</b>	<b>NPS</b>
9,18,67,259	8.8%	INR 17,709	5,74,582	86,370	928	66
<b>Footfalls</b>	<b>Marketing ROAS*</b>	<b>House Brand Contribution [Private Labels]</b>	<b>Orders: Repeat Buyers %</b>	<b>Average Order Values</b>		
81,917	8.4	39.8%	67.2%	INR 43,035.75		

Q4 FY26

<b>Sessions</b>	<b>Organic Traffic %</b>	<b>Average Order Values (Total)</b>	<b>Quantity Sold</b>	<b>Total (All Categories)</b>	<b>Sellers Count</b>	<b>NPS</b>
1,87,77,206	9.9%	INR 19,528	1,42,996	89,391	703	69
<b>Footfalls</b>	<b>Marketing ROAS*</b>	<b>House Brand Contribution [Private Labels]</b>	<b>Orders: Repeat Buyers %</b>	<b>Average Order Values</b>		
19,560	7.9	39.4%	64.1%	INR 45,824.18		

\*Paid GMV/Performance spends

# Consolidated Annual Financial Highlights

Particulars (INR Mn unless stated)	FY23	FY24	FY25	FY26
<b>Profit &amp; Loss Highlights</b>				
Revenue from Operations	12.0	771.5	832.2	1,793.93
Other Income	0.4	9.1	63.3	269.54
Total Income	12.4	780.6	895.5	2,063.47
Total Expense	1.5	506.5	346.0	1,518.61
Exceptional Items	0.0	-3.7	0.0	0.83
PBT	11.0	270.4	549.5	544.03
PBT Margin (%)	91%	35%	66%	30.32%
PAT	8.2	202.8	421.2	648.26
PAT Margin (%)	68%	26%	51%	36%
EPS	11.4	21.8	13.8	13.6
<b>Balance Sheet Highlights</b>				
Equity	25.4	1,910.3	7,160.9	16,453.4
Trade Receivables	13.6	241.4	258.5	578.4
Cash and Cash Equivalents	0.01	125.6	122.2	155.9
Bank Balances other than above	0.0	71.8	500.4	639.9
Total Current Assets	30.0	597.7	1,127.3	2,137
Total Current Liabilities	4.7	265.8	309.6	1,938

ESG

# ESG Initiatives & Goals



## Environment

SEBI-aligned BRSR reporting across TCC & subsidiaries

Focus on energy efficiency, carbon management & sustainability integration

Tree plantation initiatives: 200,000+ planted (target +400,000)

### NES Data Centre



## Social

Artisan ecosystem support and skilling initiatives

Strong focus on digital talent & workforce development

Commitment to diversity, inclusion & employee well-being

100% staff covered under health & life insurance

Cybersecurity excellence backed by ISO 27001



## Governance

Dedicated ESG Team for oversight

Responsible AI practices and model oversight

Emphasis on transparency, compliance & ethical practices

Data privacy and security governance for platforms

Policies aligned with globally recognized frameworks such as UNGC, ILO, BRSR, GHG Protocol

## ESG Targets – Q1 FY27

Reduce energy consumption

↓ 5% QoQ

Increase women in leadership band

↑ 2-3 %

Increase in ESG & Safety Training hours

% of sites with valid statutory consents

100% (Target)

% of premises/ locations maintain valid fire safety and building related consents

100% (Target)

Committed to building a responsible, sustainable, and future-ready enterprise through strong ESG practices

# Thank You

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