

Date: February 05, 2026

To,

**Listing Department**  
**BSE Ltd.,**  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai- 400001

**Listing Department**  
**National Stock Exchange of India Ltd.,**  
Exchange Plaza, C-1, Block G,  
Bandra Kurla Complex,  
Bandra (E) Mumbai – 400051

**Scrip Code: 532349**

**Scrip Symbol: TCI**

**Sub: Investors' Presentation for the 3<sup>rd</sup> quarter and nine months ended December 31, 2025**

Dear Sir/Madam,

In compliance with Regulation 30 and 46(2) read with Para A of Part A of Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, please find enclosed herewith the Investors' Presentation for the 3<sup>rd</sup> quarter and nine months ended December 31, 2025.

Hope you will find the same in order and request you to take it on your records.

Thanking you,

Yours sincerely,

For **Transport Corporation of India Limited**

**(Sunil Kumar)**  
**Compliance Officer**

**Encl: a/a**

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**Transport Corporation of India Limited**

**Corporate Office :** TCI House, 69, Institutional Area, Sector-32, Gurugram -122001, Haryana (India)  
Ph. No.: +91 124-2381603, Fax.: +91 124-2381611 E-mail : corporate@tcil.com Web : www.tcil.com

**Regd. Office:-** Flat Nos. 306 & 307, 1-8-271 to 273, Third Floor, Ashoka Bhoopal Chambers, S P Road, Secunderabad - 500 003 (Telangana)

Tel: +91 40 27840104 Fax: +91 40 27840163

CIN : L70109TG1995PLC019116

# Investor Presentation

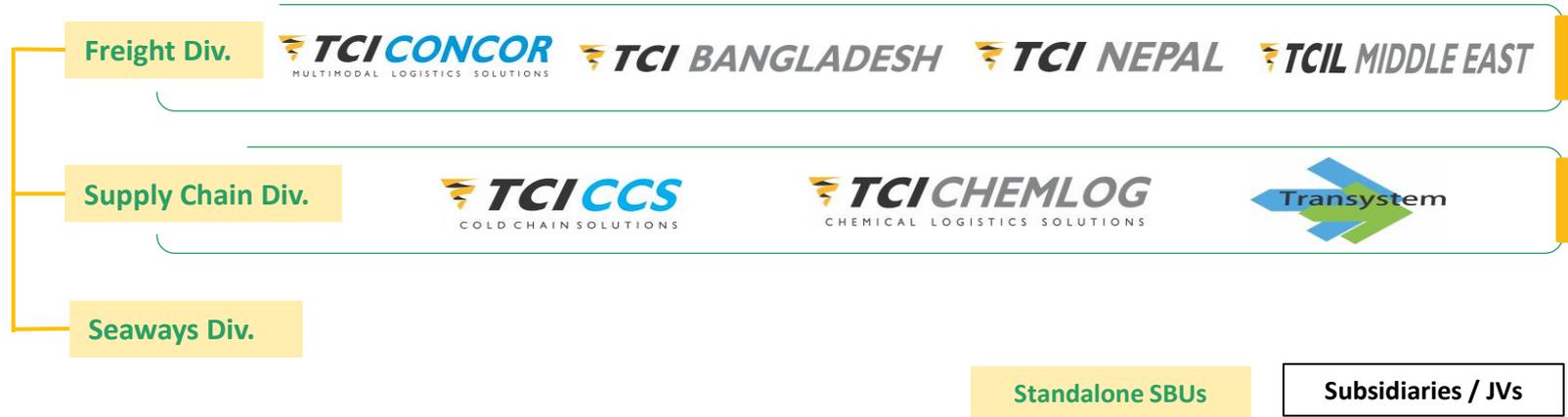
9M FY2026

05th Feb 2026



Everything  
Logistics®

# TCI: Consolidated Corporate Overview



## Integrated Strengths



**67 Years**  
of industry leadership



**\$550+Mn**  
Consolidated Revenue



**3**  
AFTO Trains



**06**  
Domestic Coastal Ships



**10K**  
Trucks in Operations



**16+ Mn Sq.ft.**  
Managed Warehouse Space



**2500+**  
Train movement



**75000+**  
Clean Fuel Trips



**22K+**  
Cold Pallets positions



**250+**  
Reefer Vehicles



**750+**  
ISO Containers



**8.5K+**  
GP Containers



**3.5K+**  
Employees Strength



**1K+**  
IT Enabled Own Offices



**2%**  
Moving India's GDP by Value

# Growth Drivers to Logistics Industry



## Govt. & Policy Enablers

- ⊕ Ongoing policy level intervention with National Logistics Policy
- ⊕ Continued budgetary support to modernize logistics infrastructure: ports, DFC, roads, MMMP
- ⊕ Accelerated digitization of logistics data through ULIP and associated portals



## Customer Demand & Market Growth

- ⊕ Swift adoption of quick commerce/omni channel by digital native population
- ⊕ Growing Demand for specialized and differentiated logistics services
- ⊕ High demand for warehousing & value-added logistics services



## Industry & Investments

- ⊕ Increasing FDI & PE/VC funding in logistics
- ⊕ Growth in high-value, critical technology manufacturing driven by GOI scheme
- ⊕ Enhanced focus on export-oriented manufacturing and deeper integration with global supply chains.

# Company Strategy: **Everything Logistics**



**Wide Range Of Bespoke Solutions** and Services for Diverse Industries



**Strong Multimodal** Capabilities & Network



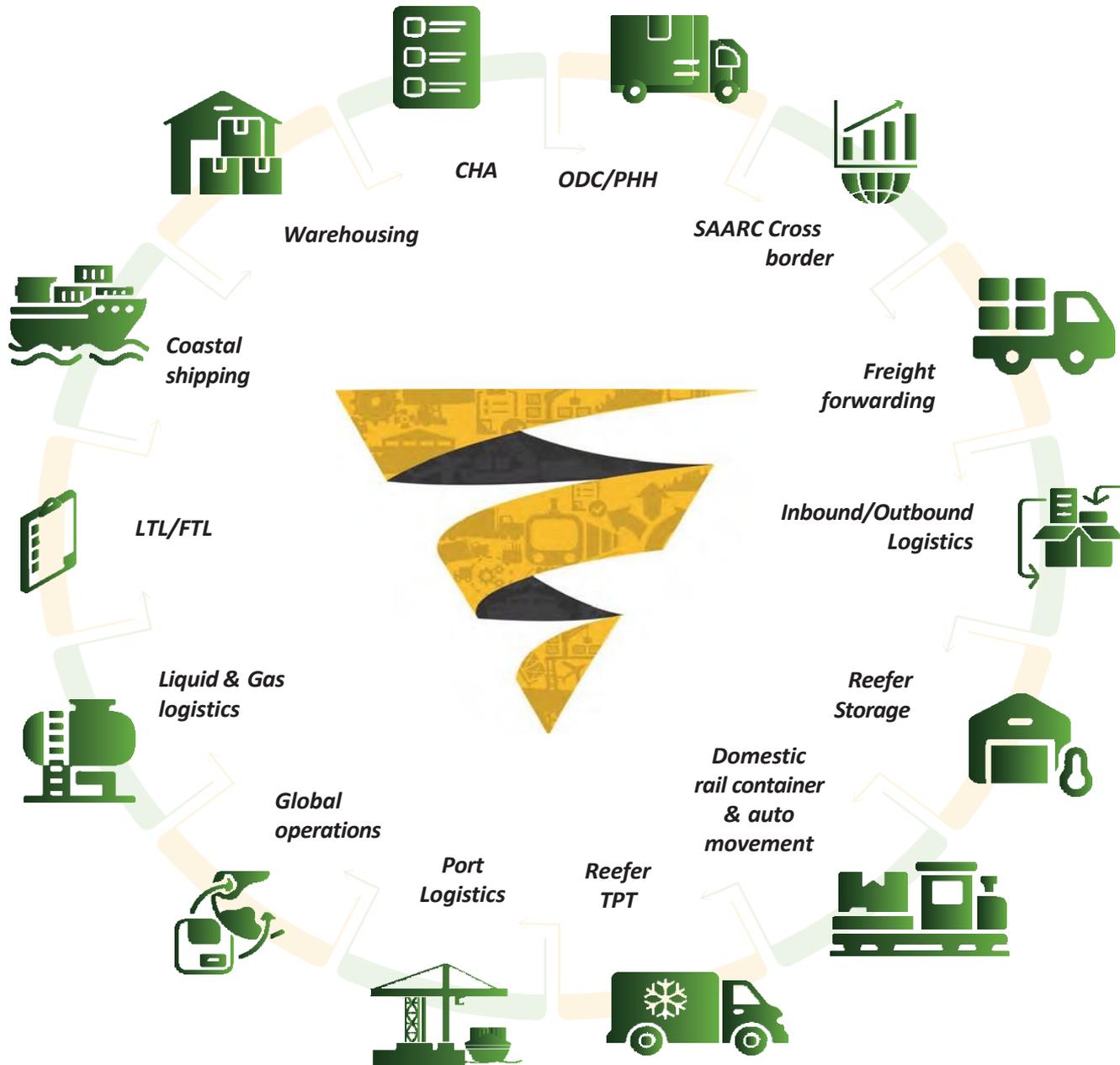
**Technology & Automation** Driven Operations



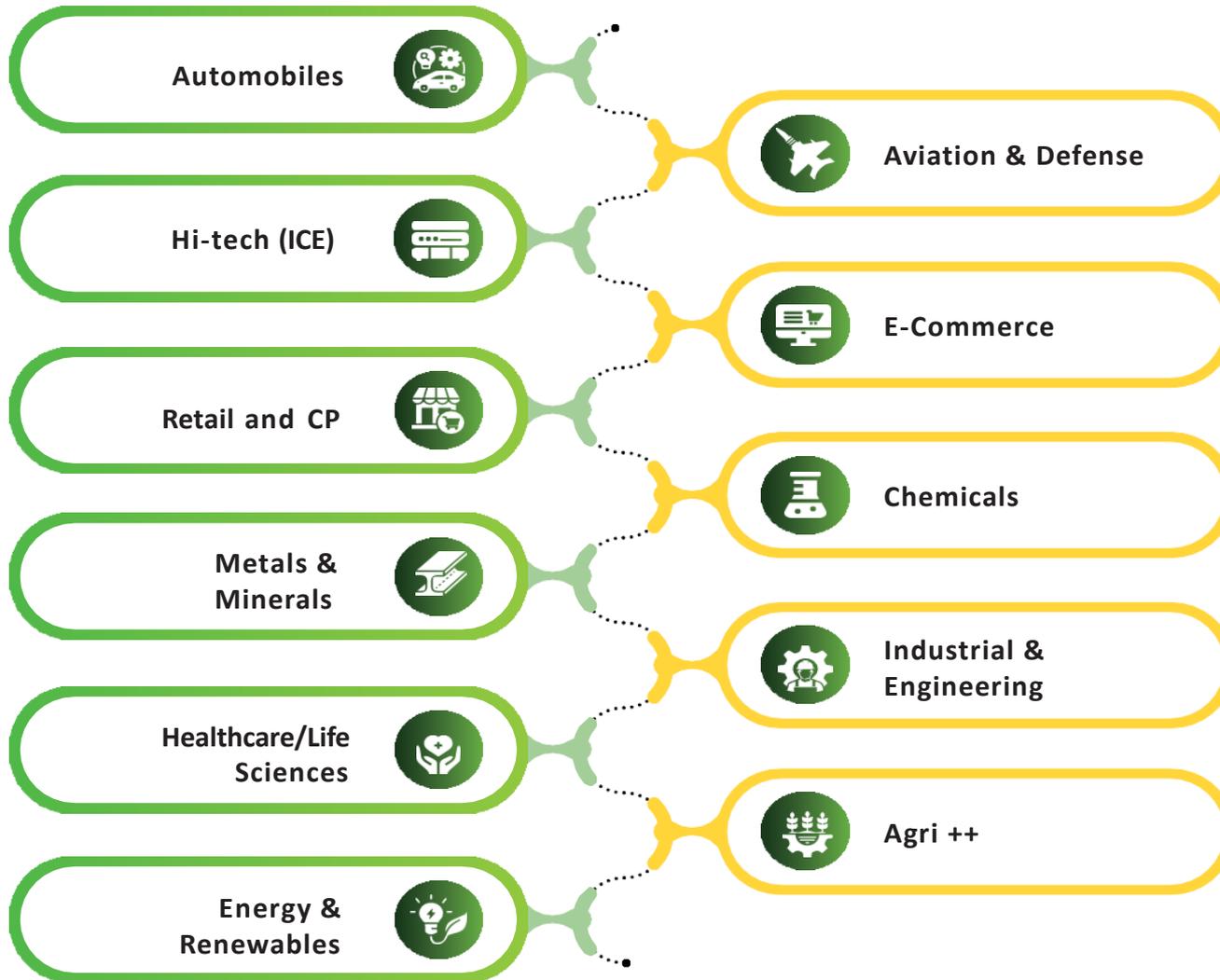
**Creating Value** in High Growth Industry Sectors



# Wide range of Services under **Single Window**

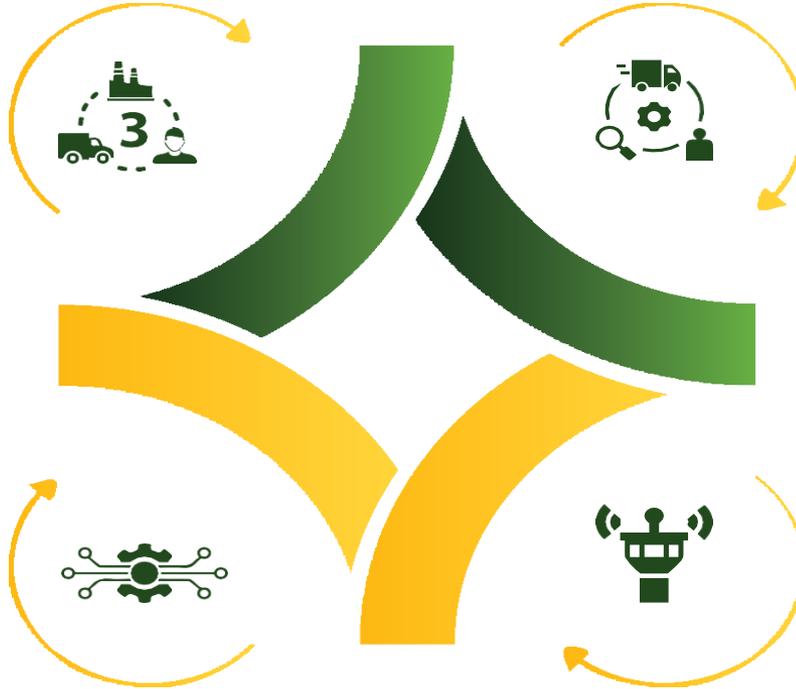


# Customized Solutions for Diverse Industries



# Digitally Advanced Sustainable Solutions

3PL/4PL



End-to-End  
Supply Chain  
Solutions

Bespoke Niche Services

Integrated  
Multimodal  
Logistics

Control Tower  
and  
Consultancy

Single Window  
Solutions

Trusted Delivery &  
Fulfillment

The TCI Advantage



Operational Cost  
Efficiencies

Economies of  
Scale

# Strong Multimodal Network and Capabilities

## Rail



- High end CBU logistics
  - Container movement
  - Cross border movement
  - Chemicals Logistics
- Rake Movement **2133 9MFY26**  
**vs 1783 9M FY25 (2500 in FY25)**
- Own Trains : **3 AFTO**

## Coastal



Ship Deployed : **6**

DWT : **77,957**

GP containers : **8,500+**

## Container Management



Intl/Exim Baffle/ISO Marine

TEUs Handled: **121K 9M FY26**  
**vs 114K 9M FY25 (154K in FY25)**

CBUs Handled: **300K 9M FY26**  
**vs 242K 9M FY25 (310K in FY25)**

## Yards & Terminals



No. of Yards & Terminals managed

Yards : **67**

Terminals : **70**

We saved **140K** Tonnes of e-CO2 in terms of GHG emissions in year **9MFY26 ( 160K FY25)**

## 01 Integration Platforms

- Security Operation Centre
- Workman Management System
- Freight Exchange Platform
- Geo Fencing, E-Invoice, E-Waybill, GST

01

## 03 Strong Tech Team

- Version Control
- Repository System
- Dev Ops lifecycle Tool
- Project Management System
- Tech enabled Infrastructure

03

## 05 IOT Devices

- GPS & GIS
- Temperature Sensors
- RFID's
- Barcode Scanners

05

## 02 Central Monitoring System

- Vehicle Tracking System
- High Availability Disaster Recovery
- Logistics Control Tower
- Fleet Management System

02

## 04 Digital Transformation

- Center of Excellence
- Robotics Process Automation
- Data Analytics
- Business Process Optimization
- Artificial Intelligence & ML
- Business Intelligence Tool

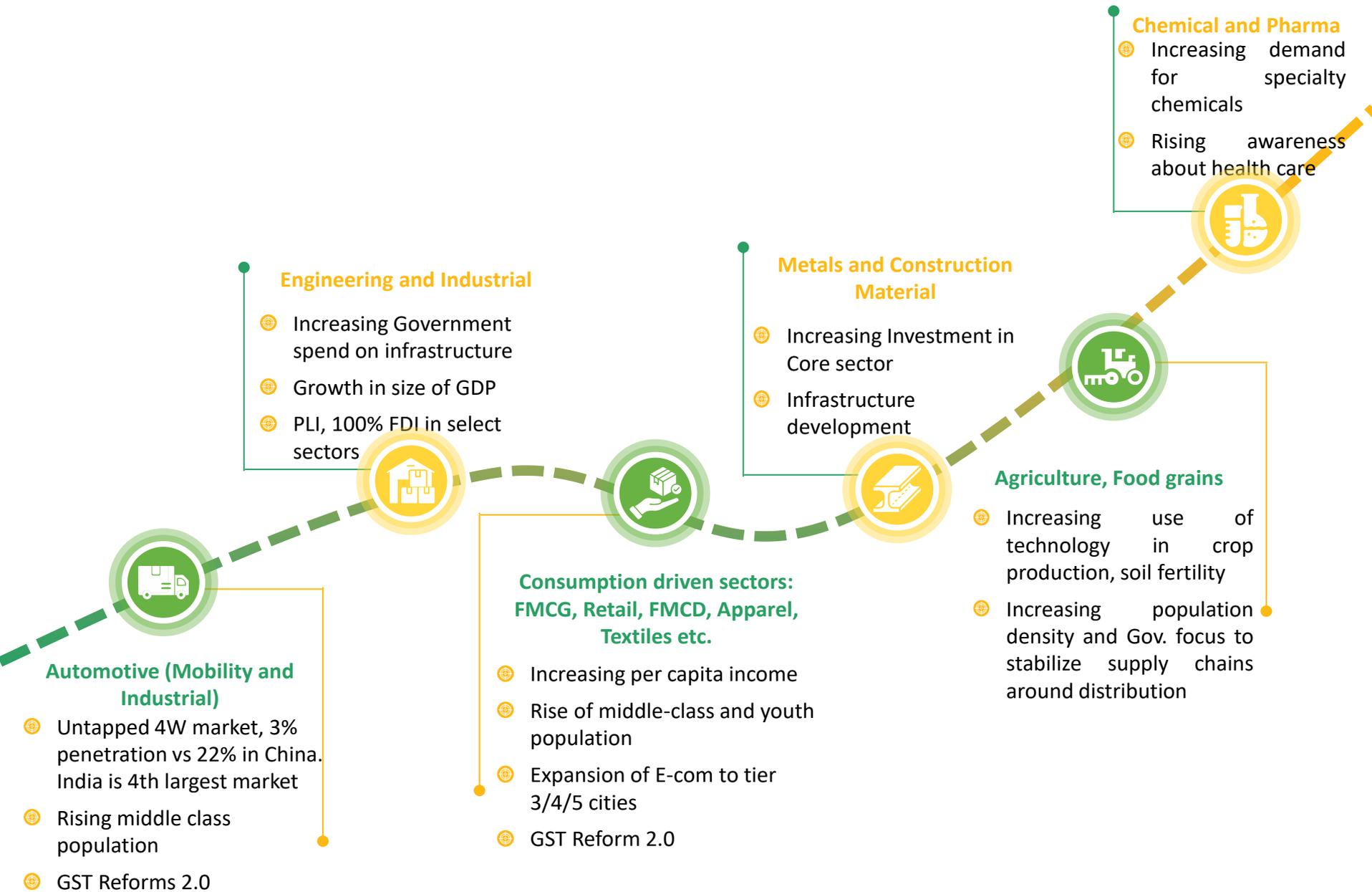
04

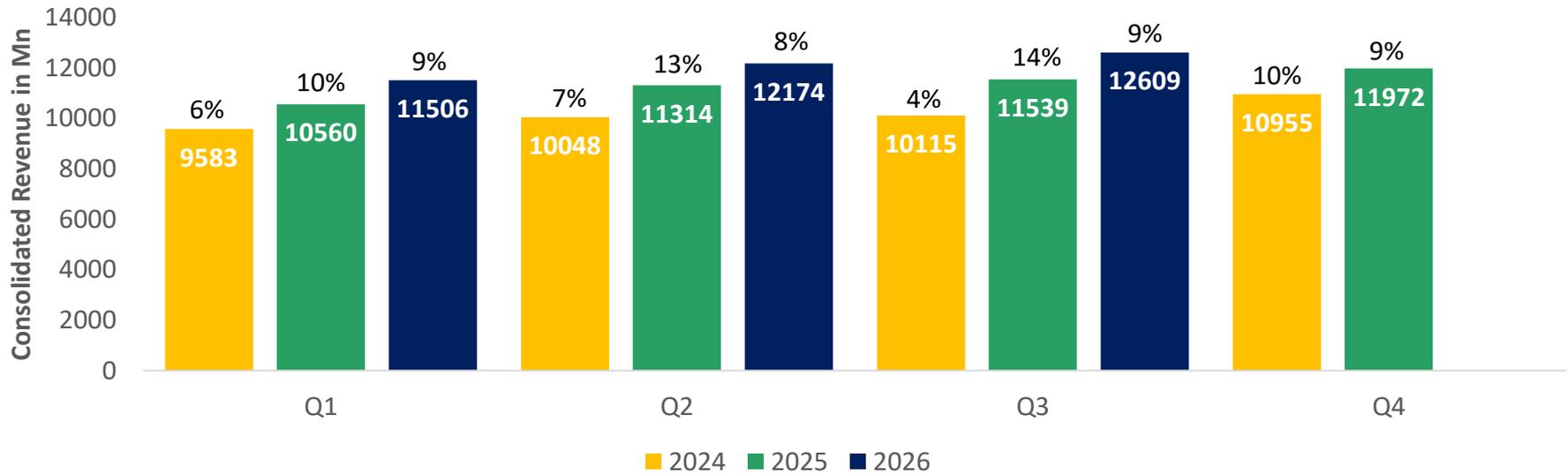
## 06 Customers & Suppliers

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

06

# Present Across High Growth Industry Sectors





- Maintained resilience :22<sup>nd</sup> consecutive quarter YoY revenue and profit growth
- Well-diversified service portfolio, broad sectoral presence, and extensive customer base
- Continued Investments in strategic asset classes 2700 Mn (2400 Mn internal accruals)
- Strong Liquidity with surplus cash surplus of 2550 Mn



# TCI Freight Division: Industry Nature & Trends



## Industry

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



## Growth Drivers

- Need for FTL & LTL from a single provider
- Anywhere to anywhere model
- Control Tower enabled customized Freight solution with end-to-end visibility
- Growing need for in-transit small storage facilities
- Packaging support for high value goods, fragile items in LTL segment

**25**

Strategically located hubs



**750+**

IT Enabled Owned offices



**5,000+**

Truck under Operation



### Control Towers

Single Window Control & Visibility



### Cross Border

Deliveries across SAARC-BBIN



**24X7**

Customer Support



## Integrated Surface Transport Solution

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### Hub & Spoke Model

25 strategically located hubs across India that enables TCI Freight to widen its distribution network and enhance reliability in cargo consolidation and transportation.

## Our Services

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Less Than Truck Load (LTL)



Full Truck Load (FTL)



Over Dimensioned Cargo



Project & Heavy Haul



Cross Border Logistics



Storage Solutions



Containerized Services



CHA Facility



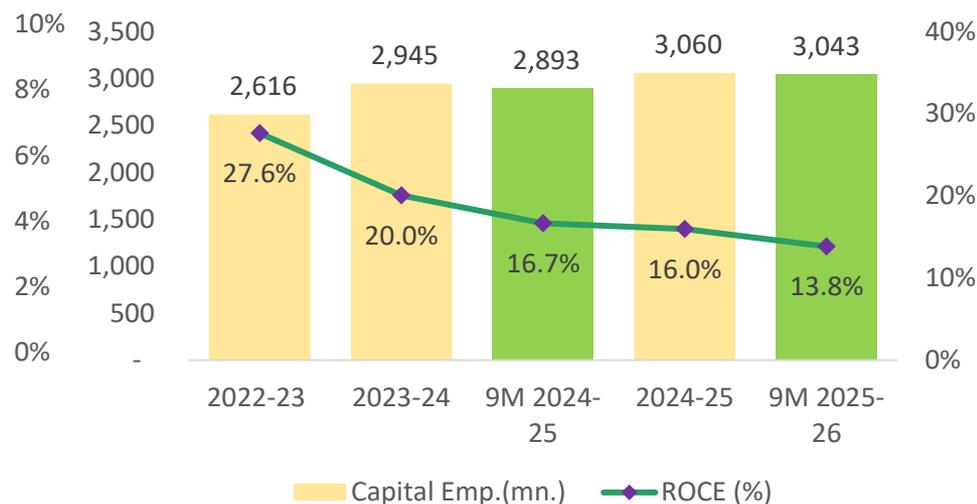
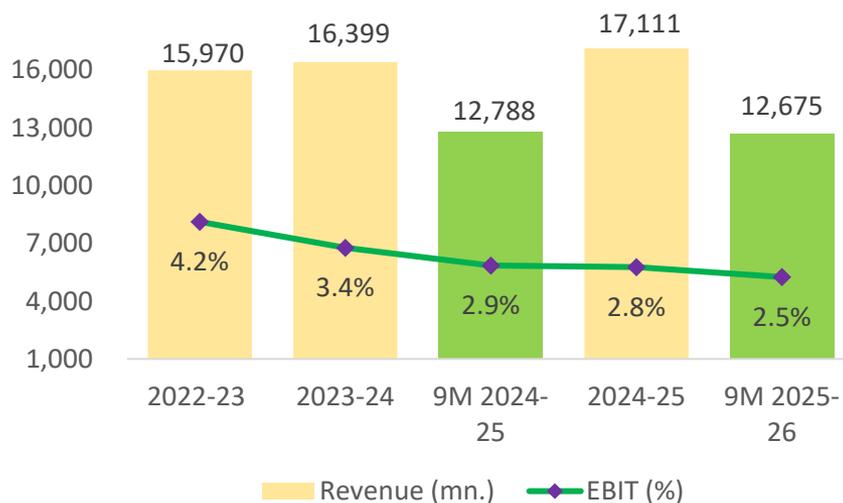
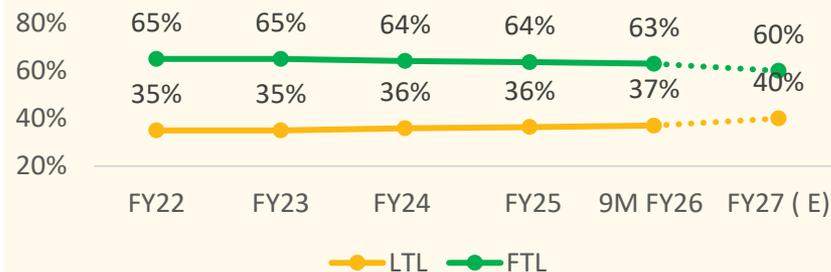
Value Added Services

# TCI Freight Division: Key Operational Highlights

Fig in Mn

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
<b>Revenue</b>	4,311	4,349	-1%	12,675	12,788	-1%
<b>EBDITA</b>	110	118	-7%	363	405	-10%
<b>% to Revenue</b>	2.6%	2.7%		2.9%	3.2%	
<b>EBIT</b>	92	105	-12%	317	365	-13%
<b>% to Revenue</b>	2.1%	2.4%		2.5%	2.9%	

- ⊕ Flattish revenues amid softness in Infra and capital goods sectors and offset by consumer-facing business
- ⊕ Impact of slump sale of chemical business
- ⊕ Continued focus on network expansion and key industry segments to increase LTL



# TCI Supply Chain Division: Industry Trends



## Industry

- Market Size USD 15 Bn
- Relatively less fragmented with relatively organized market
- 3PL Growth CAGR 15%
- 60% constitute road movements
- 3PL penetration is 4.5% Vs 11% Globally



## Growth Drivers

- Higher demand for integrated and customized solutions
- Supply chain network optimization especially in warehousing
- Growth of Omni channel in tier 3/4/5 cities
- Increasing demand for automation and technology driven service offerings
- EV/alt fuel impact on 3PL for automotive



**4,000+**  
Vehicles under Operation  
Owned:1250+



**1,250+ Mn**  
Production Logistics Parts  
Handled



**16+ Mn Sq. ft.**  
Warehousing Space  
Managed



**67**  
Yards Managed



**175+**  
Trains Operated per  
Month



# TCI Supply Chain Division: Our Edge



**Comprehensive Multi-Industry Expertise**

**Integrated End-to-End Solutions**

**Technology-Driven, Integrated Operations**

**Proven Scalability and Flexibility**

**Commitment to Sustainability and Compliance**

**Connecting the Entire Value Chain**

**Professional Team Expertise and Experience**

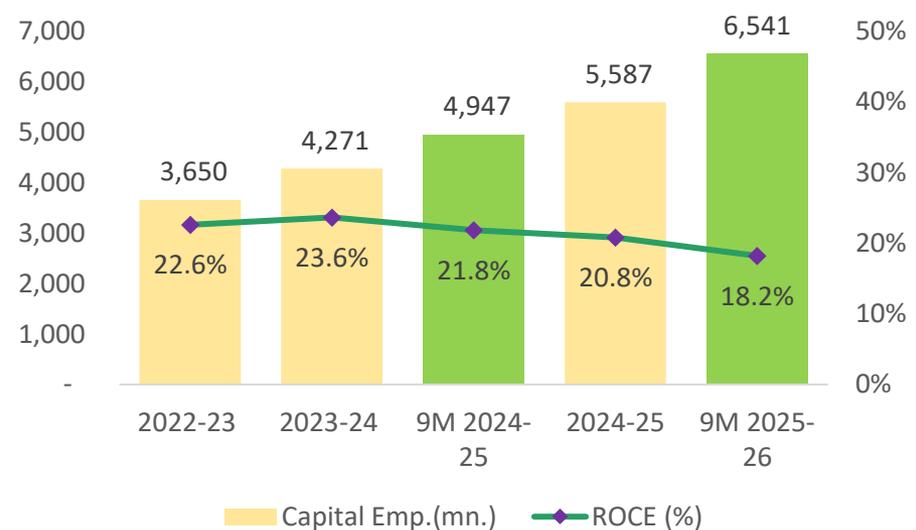
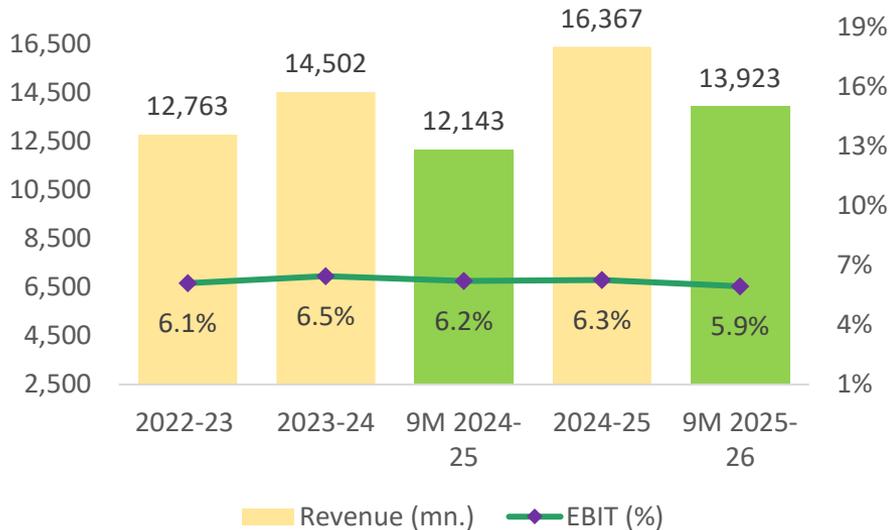
**Alignment with International Quality Standard**

**Capability to Drive Superior HSE Outcomes  
Across Industries**

# TCI Supply Chain Division: Key Operational Highlights

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
Revenue	4,744	4,115	15%	13,923	12,143	15%
EBDITA	437	410	7%	1,307	1,153	13%
% to Revenue	9.2%	10.0%		9.4%	9.5%	
EBIT	271	262	3%	828	754	10%
% to Revenue	5.7%	6.4%		5.9%	6.2%	

- ⊕ Growth momentum continued amidst addition and expansion of contracts.
- ⊕ Stable demand in PV mobility , retail, consumer durables , quick commerce and Agri – auto segments.
- ⊕ Good traction in warehousing, and multimodal services & expansion of hub & spoke network for auto
- ⊕ Continued investment in strategic capacity ramp-up in warehousing and fleet assets
- ⊕ Operating margins and return metrics remained resilient





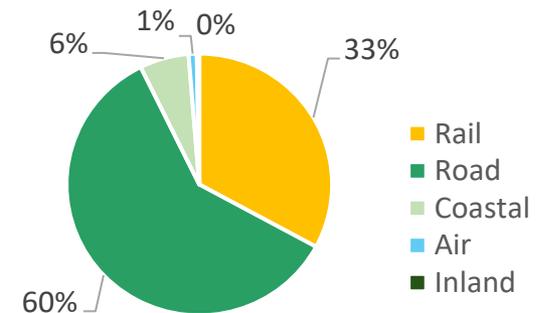
Cargo movement on inland waterways has risen sharply from about 18 MMT in 2013–14 to a record 145+ MMT in 2024–25, and is targeted to exceed 200 MMT by 2030

National Waterways has expanded from 5 to 111, with operational stretches growing 4,900 km; Budget 2026 further proposes 20 additional waterways over the next five years,

Policy engines such as Sagarmala and Maritime India Vision 2030 are now backed by a 48% higher outlay of about ₹5,165 crore in FY27

Coastal cargo traffic grew 119% in the last decade; inland/coastal shipping offers lower costs, sustainability, and road/rail decongestion.

A new Coastal Cargo Promotion Scheme announced in Budget 2026 aims to shift freight from road and rail to coastal and inland shipping, targeting an increase in their share of national cargo from about 6% to 12% by 2047,





One of the leading multimodal coastal players having presence along the Western, Eastern & Southern ports of India

Expertise in coastal shipping services, container & bulk cargo movements, and transportation services

First-mile and last-mile connectivity via rail & road

Multi-modal solutions with reduced carbon footprint (Green logistics)

**06**  
Domestic Coastal Ships

**8,500+**  
Own Multipurpose Marine Containers

**77,975 DWT**  
Total Capacity

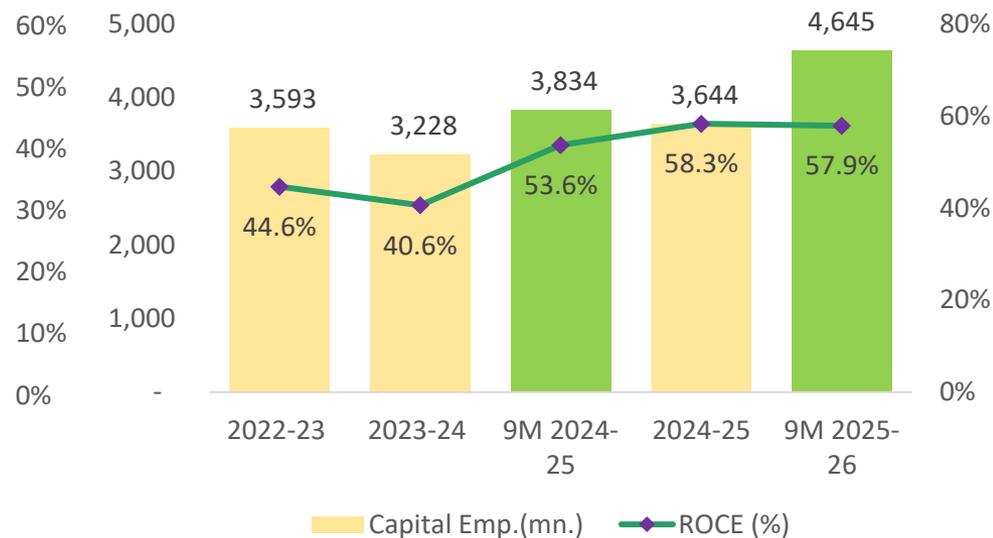
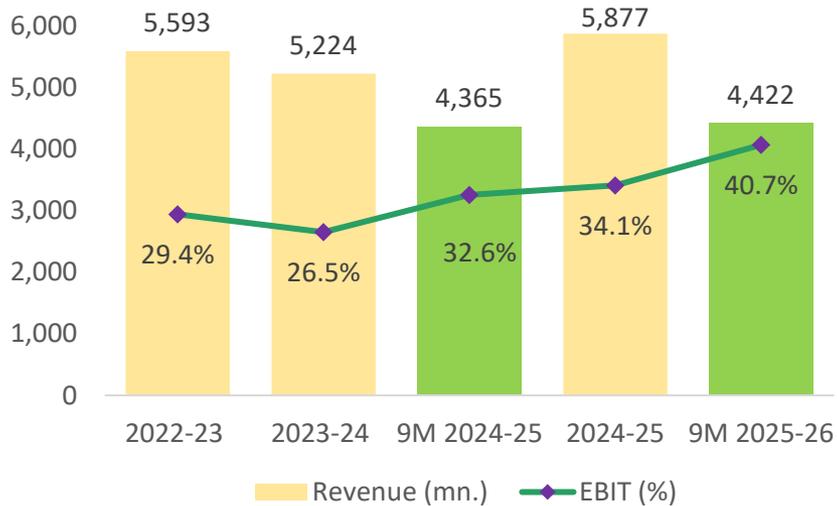
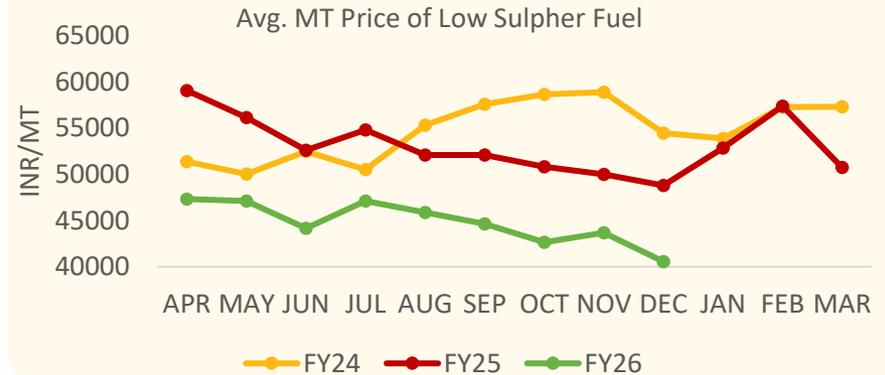
**7**  
Out of 12 Major Ports Served

# TCI Seaways Division: Key Operational Highlights

Fig in Mn

Particulars	Q3 FY26	Q3 FY25	Gr%	9M FY26	9M FY25	Gr%
Revenue	1598	1472	9%	4422	4365	1%
EBDITA	783	619	26%	2067	1782	16%
% to Revenue	49.0%	42.0%		46.7%	40.8%	
EBIT	684	508	35%	1799	1421	27%
% to Revenue	42.8%	34.5%		40.7%	32.6%	

- ☺ Favorable fuel price , freight rates remained benign
- ☺ 3 ships dry-docked during the period , and 2 scheduled in FY27



# TCI's Joint Ventures

9M FY26 (FY25)  
(fig in Mn)

**TCI CONCOR**  
Multimodal Logistics Solutions

**TCI COLD CHAIN SOLUTIONS**

**Transystem**

Revenue	3,968 (4,556)	796 (941)	9,740 (11,837)
Y-o-Y Growth	21% (32%)	17% (16%)	12% (17%)
PAT	55 (74)	3.0 (-1.6)	1,163 (1609)
Capital Employed	760 (592)	1,034 (937)	3,292 (3,691)
Strategic Partner Share	49%	20%	51%

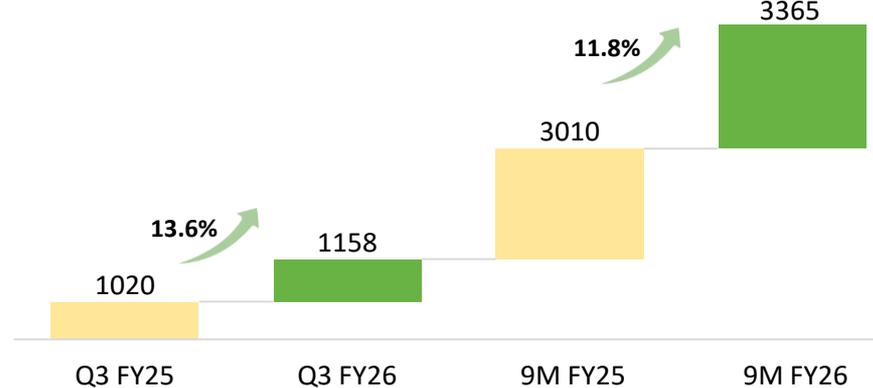
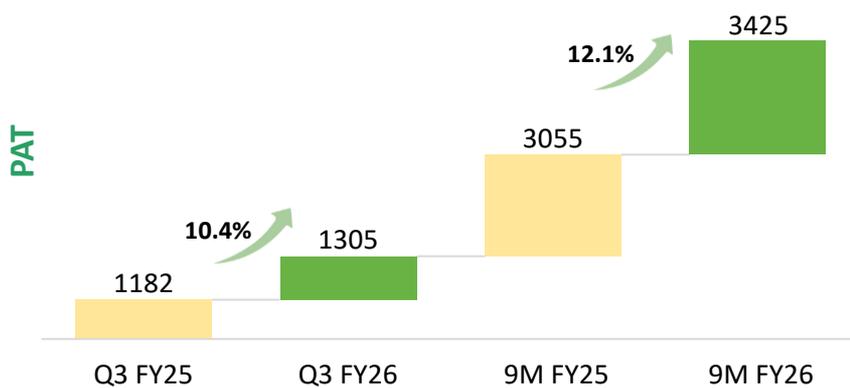
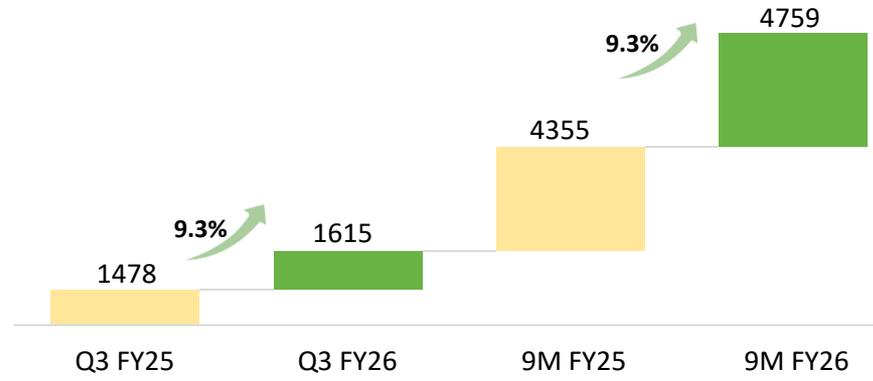
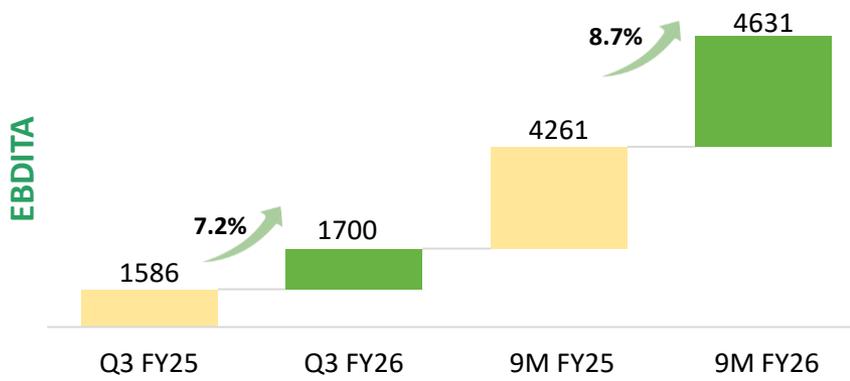
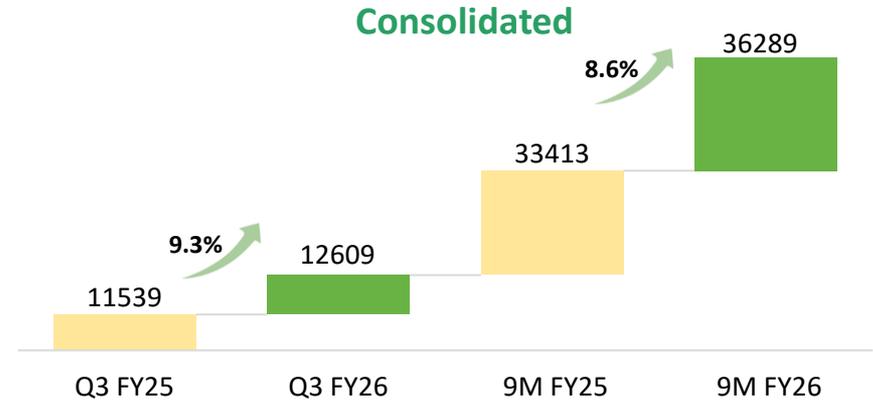
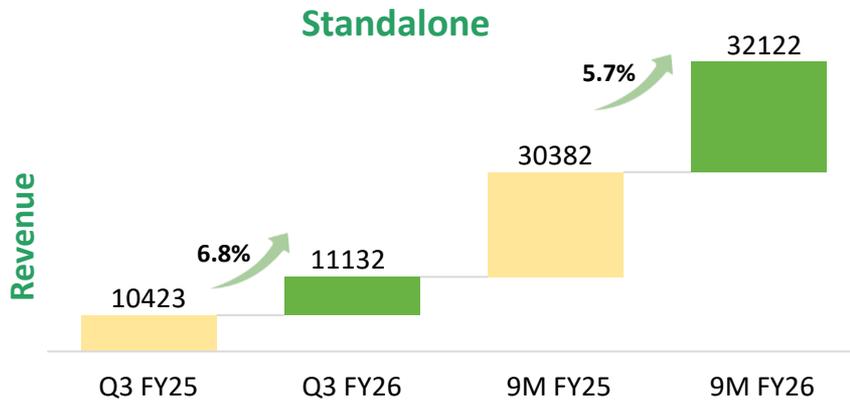


**TCI Concor** - Operates on asset-light model building upon its capabilities of integrated multimodal logistics solutions Chemicals, Food Grains, Metals etc.

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

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

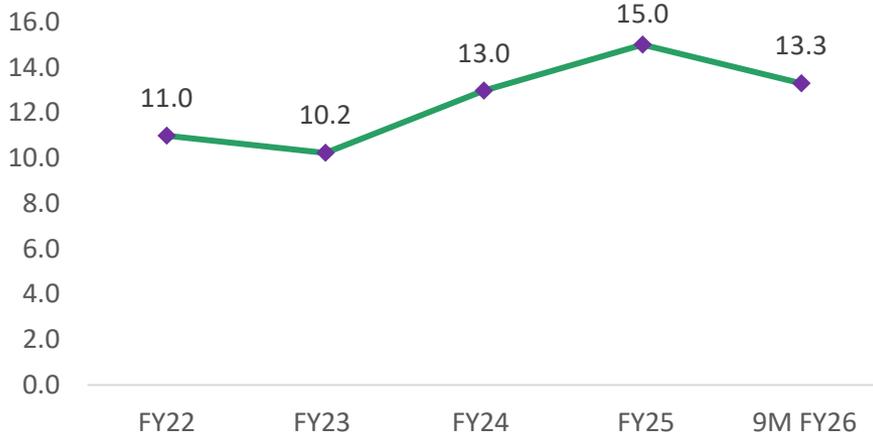
# Financial Highlights



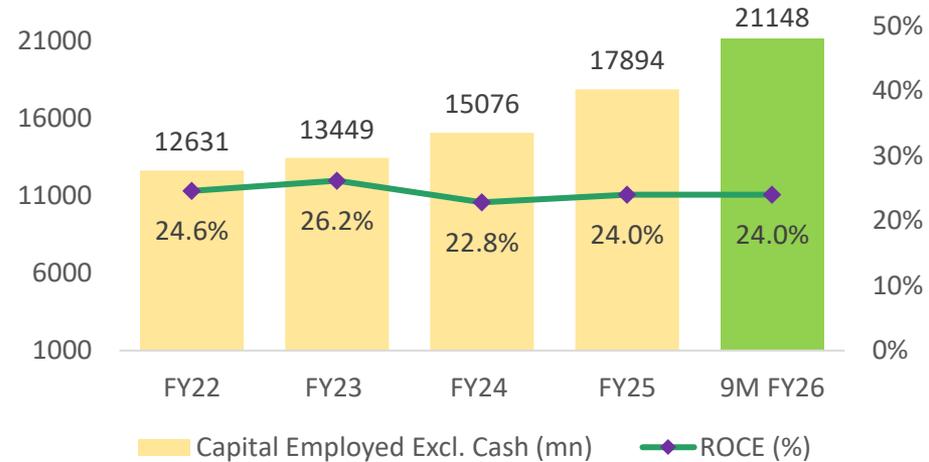
\*Console EBDITA includes TLI's share of profit minus Exceptional Items.

# Consistent performance: Key financial Indicators

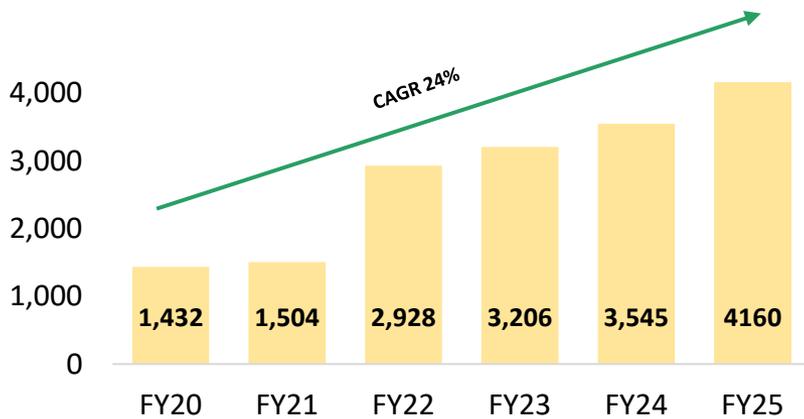
### EV/EBIDTA



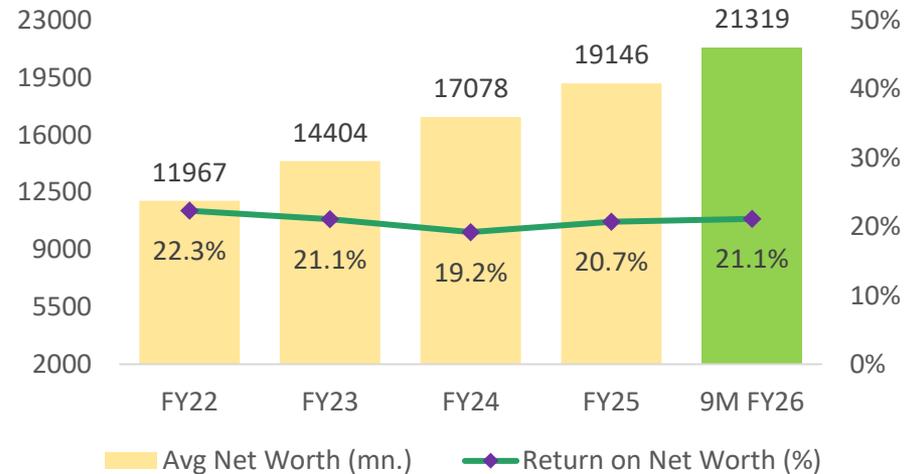
### Return on Capital Employed



### Consolidated Profit After Tax



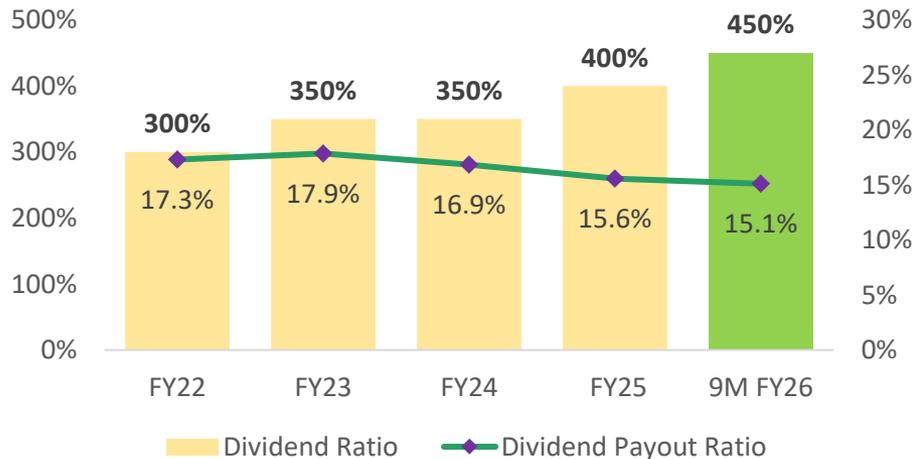
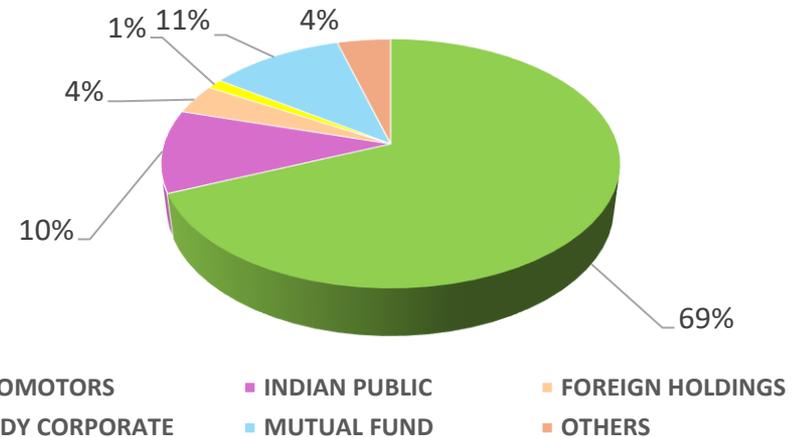
### Return on Net Worth



# Consistent performance: Key financial Indicators

Particulars	UOM	31 <sup>st</sup> Dec'25
Market Cap	Rs Mn.	82,712
Debt Incl. Leases	Rs Mn.	1,998
Cash equivalents	Rs Mn.	(2,625)
Enterprise Value	Rs Mn.	80,085
P/E	Nos	18.1
EV/EBITDA	Nos	13.3
52 Week High	Rs/share	1289
52 Week Low	Rs/share	876

Shareholding Pattern as on 31<sup>st</sup> Dec'2025



- CRISIL : **AA ( Stable)**
- DnB Rating: **5A1**
- Stock returned CAGR of **31%** in last 25 years
- Stock coverage : **11** Buy Rating : **8**

# Nurturing Sustainable Stewardship



## Environmental

### Nurturing Environment for a Healthier Planet

- 1400+ train movement ( LY 2500+ ) . 90K ton of Co2 emission saves ( LY 160K Cos2 Ton)
- Produced 11.5 Mn renewal green energy units.( LY 14.6 Mn) .
- Under Green Trucking , engaged 3500 CNG, 75K+ trips thru CNG vehicles
- TCI IIM-B made TEMT tool ISO:14083 certified by SGS for emission measurement and approved by DPIIT <https://dpiit.freightemissions.com/>

## Social

### Health Safety & Empowerment Societal Impact & Nation Building

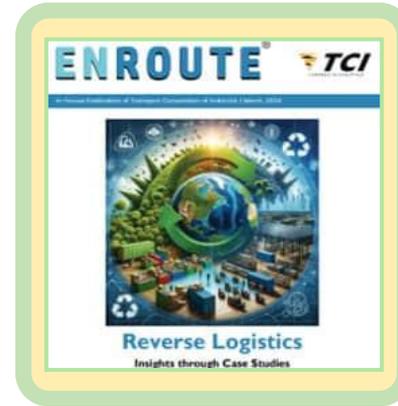
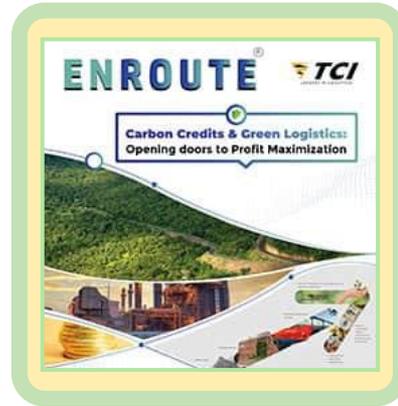
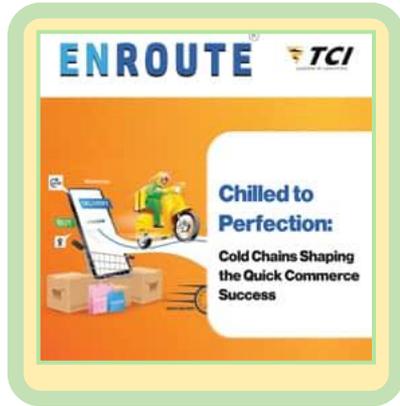
- Bharat Mobility - Road safety events under TCI Safe Safar across 9 states engaging 50K+ drivers
- Health initiatives across 18 states administering 15+ Lakh Vaccinations & other Health services to 22 Lakh people.
- Artificial limb center has empowered 2112 beneficiaries to stand on their feet again.
- Urmila Sports Academy trained players for National & International sports events, winning 53 Medals.

## Governance

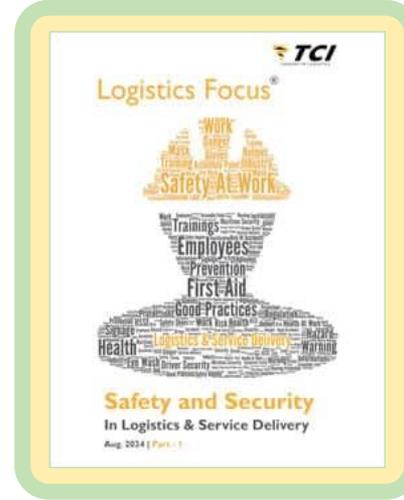
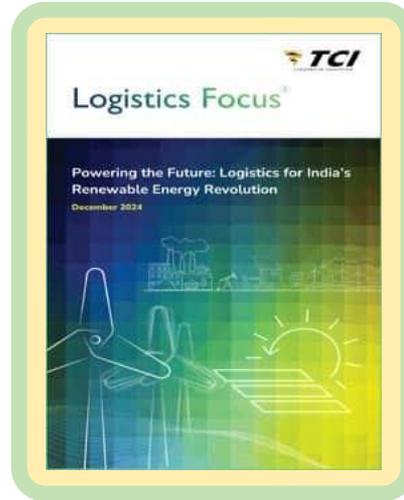
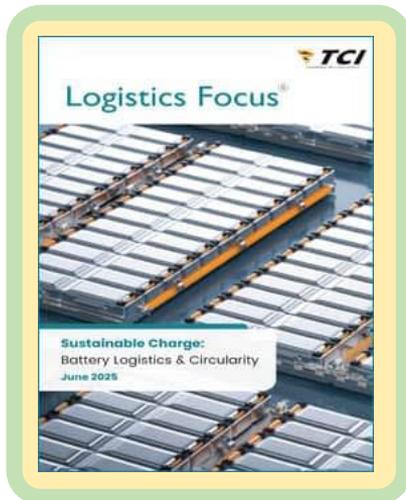
### Trust, Dependability & Resilience

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

## Case Study Compilations



## Industry Knowhow Articles



Scan the QR Code to subscribe for more publications



- ⊕ Economic activities look optimistic amid policy push and initiative
- ⊕ Growth expected to remain steady and range-bound supported by diversified exposure across the sectors
- ⊕ Geo-political developments to watch out
- ⊕ Revenue and Profit growth outlook remain at 10-12%



Fig in Mn	Actual (FY07 to FY25)	FY26 Budget	9M FY26 Actual
Hub Center & Small WH	7,444	1,320	503
Ship	3,989	1,350	691
Container	1,704	120	115
Trucks & Rakes	6,474	1,280	594
Others (W/H Equip, IT)	2,142	430	758
<b>Total</b>	<b>21,752</b>	<b>4,500</b>	<b>2,661</b>

## Transport Corporation of India Limited

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

**Call:** +91 - 124 - 2381603-07

**Mail:** [finance.mis@tcil.com](mailto:finance.mis@tcil.com)

**CIN:** L70109TG1995PLC019116

**Find Us:** [www.tcil.com](http://www.tcil.com)



 **TCI Freight**

 **TCI** Supply Chain Solutions

 **TCI Seaways**

 **TCI Chemlog**

 **TCI COLD CHAIN SOLUTIONS**

 **TCI CONCOR**  
Multimodal Logistics Solutions

 **TCI BANGLADESH**

 **TCI NEPAL**

 **TCIL MIDDLE EAST**

 **TCI INSTITUTE OF LOGISTICS**

 **TCI Developers Ltd.**

