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From the desk of MD





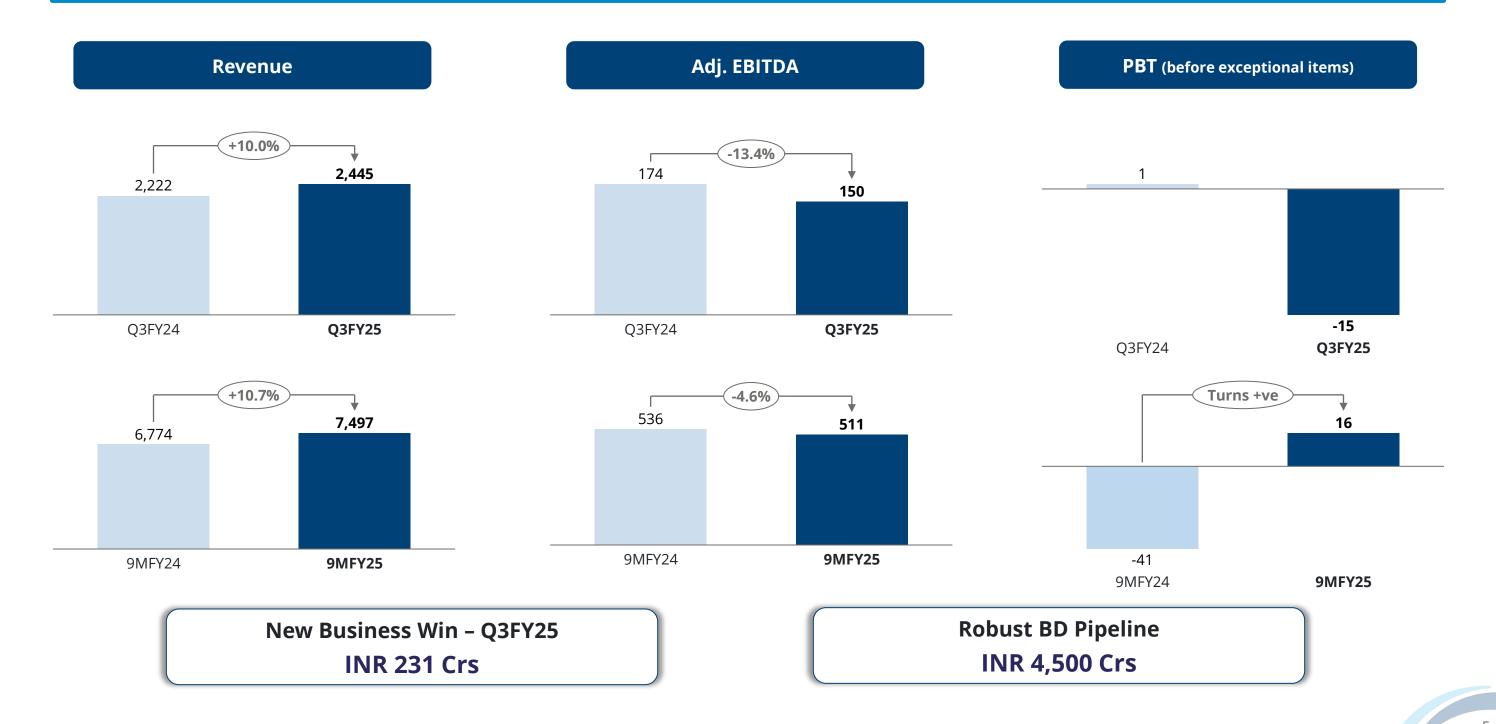
Ravi Viswanathan *Managing Director*

Commenting on the Q3 & 9MFY25 performance, Mr. Ravi Viswanathan; Managing Director – TVS Supply Chain Solutions Limited said:

"Our year-on-year revenue growth reflects the resilience of our business. We continue to secure large deals and capitalise on significant market opportunities, leveraging our global capabilities and technology expertise. With a robust order pipeline, bolstered by strong customer engagements, we remain bullish about our long-term growth outlook."."

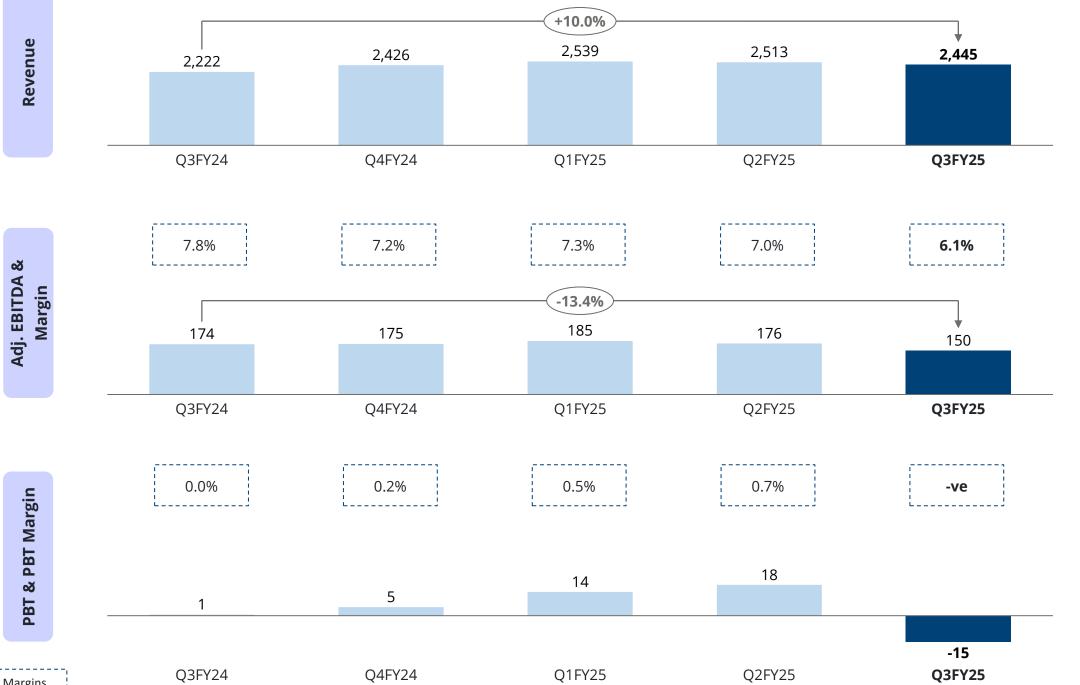


Financial Snapshot



Revenue, Adj EBITDA and Profitability



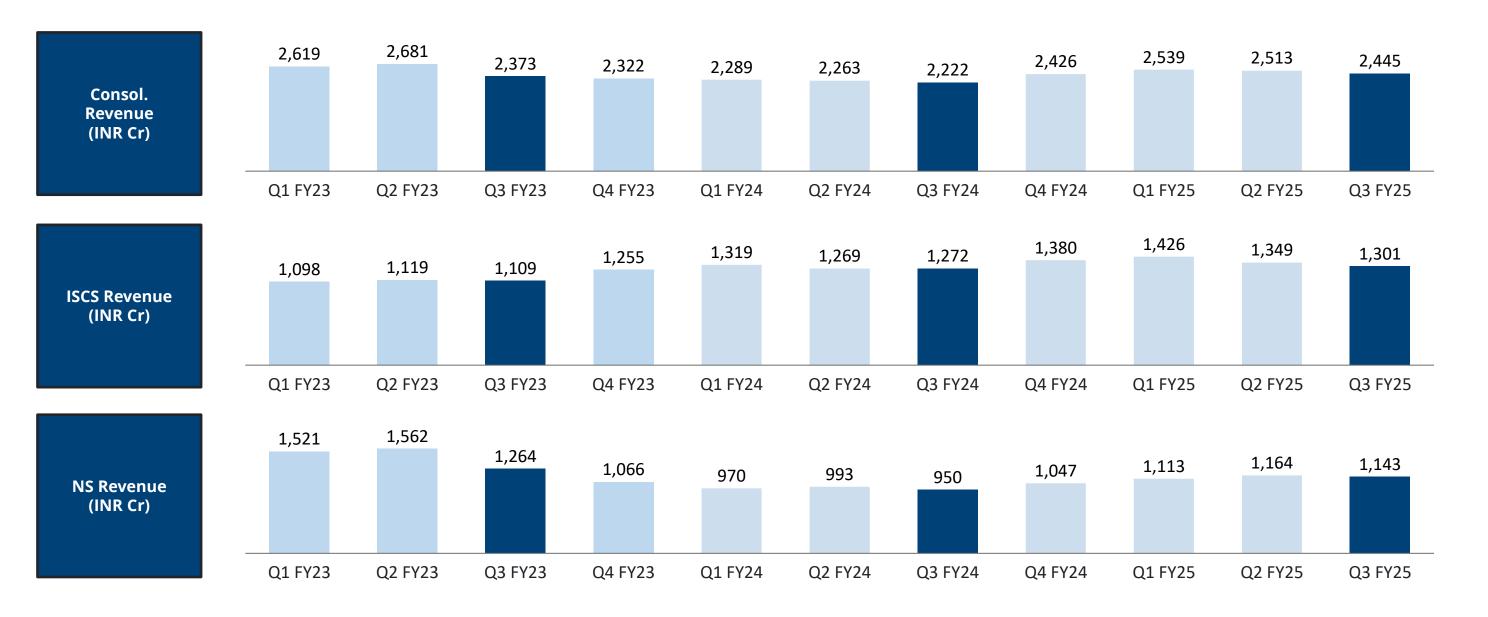


Impact on Adj. EBITDA and EBITDA Margins on account of following reasons in the ISCS segment:

- Delay in executing a major project for a key customer in the UK, thereby delaying the revenues. However certain costs were already built in. The project operations will Go Live in Q1FY26
- End of a large contract in Defense sector
- Lower-than-expected volumes certain key contracts due to the holiday / festive season, thus impacting overall profitability



Seasonal factors impacting performance for Q3



Q3 FY25 was unusually softer quarter due to the holiday and festive season impacting the overall performance

Impact in Profitability is event linked and a temporary phenomenon



Impact on Adj. EBITDA and EBITDA Margins where on account of:

- Delay in executing a major project for a key customer in the UK, thereby delaying the revenues. However certain costs were already built in. The project operations shall GO Live in Q1FY26
- Lower-than-expected volumes in certain key contracts in the due to the holiday / festive season, thus impacting overall profitability & End of a large contract in Defense sector
- Lower Margin in GFS business

Estimated Impact on Margins going forward:

	Q3FY25	Q4FY25	Q1FY26
Delay in execution of major project in UK	Impacted	Impacted	Minimal Impact
Lower volume in key customers in ISCS Europe & End of defence sector contract in UK	Impacted	Nil Impact	+VE lmpact
Lower Margin in GFS segment	Impacted	Impacted	Back to Normalcy

Outlook:

- ✓ Margins for Q4 FY25 and Q1 FY26 are expected to be slightly impacted due to the delay in onboarding and execution of a major project in the UK. However, increased volumes from existing customers and the addition of new customers will help partially offset this impact
- ✓ BD pipeline continues to be robust and conversions taking place at healthy rates
- ✓ We view this as a near term phase, and as the large contract scales up in FY26, we anticipate higher revenues and improved margins moving forward

Management has taken concrete steps and is confident of returning to profit led growth





Segment wise Outlook for the quarter



Integrated Supply Chain Solutions

ISCS India

Good Margin performance; Will continue to improve

ISCS UK

Q3 performance is a temporary blip and will get back to normalcy on Q1 FY 26

ISCS NA

Stable margins on a growing business, with a transformational project underway that will step change business trajectory

Network Solutions

IFM

Multiple initiatives have successfully ensured business break-even as planned

GFS

Back to Year-on-year double digit volume growth

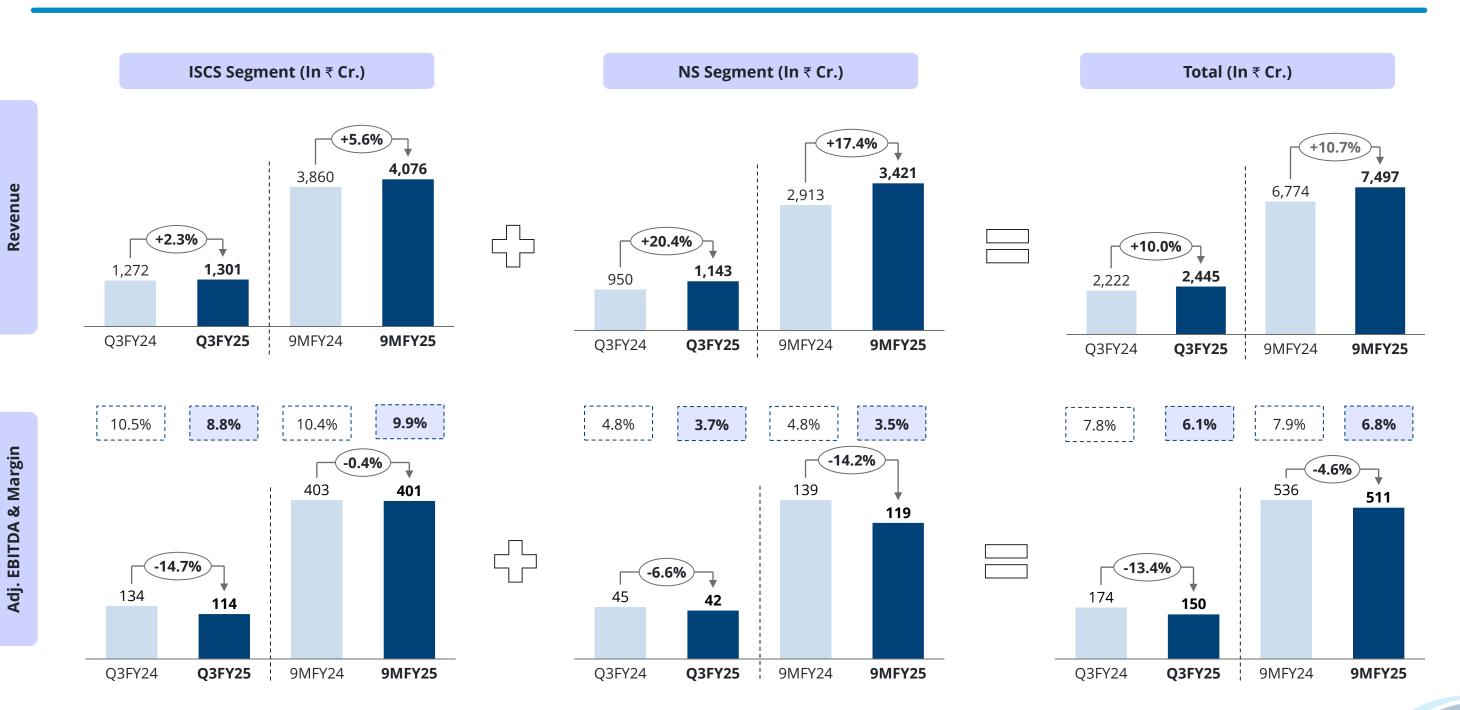
Key Highlights



	Integrated Supply Chain Solutions (ISCS)	Network Solutions (NS)			
Quarterly Performance	 ✓ Q3 revenue: ₹ 1,301.1 Cr; grew 2.3% YoY ✓ Q3 Adj. EBITDA: ₹ 114.1 Cr ✓ Adj. EBIDTA Margins stood at 8.8% ✓ RoW business grew at 3.5% 	 ✓ Q3 revenue: ₹ 1,143.5 Cr; strong growth of 20.4% YoY ✓ Q3 Adj. EBITDA: ₹ 42.4 Cr; de-grew by 6.6% YoY ✓ Adj. EBIDTA Margins stood at 3.7% 			
9MFY25 Performance	 ✓ 9MFY25 revenue: ₹ 4,075.6 Cr; grew 5.6% YoY ✓ 9MFY25 Adj. EBITDA: ₹ 403.1 Cr; de-growth of 0.4% YoY ✓ Adj. EBIDTA Margins stood at 9.9% ✓ RoW business grew at a strong 12.4% 	 ✓ 9MFY25 revenue: ₹ 3,421.3 Cr; grew by 17.4% YoY ✓ 9MFY25 Adj. EBITDA: ₹ 119.1 Cr; ✓ Adj. EBIDTA Margins stood at 3.5% ✓ Ocean freight volumes grew 10% YoY 			
Outlook	 ✓ The impact of the delay in execution of a major UK project is expected to extend into the next quarter. ✓ The project is now scheduled to Go Live in Q1 FY26 	 ✓ Growth momentum in NS segment to continue on the back of: ✓ Volume uptick in the GFS business ✓ IFM business turnaround on track, with profitability expected from next quarter 			

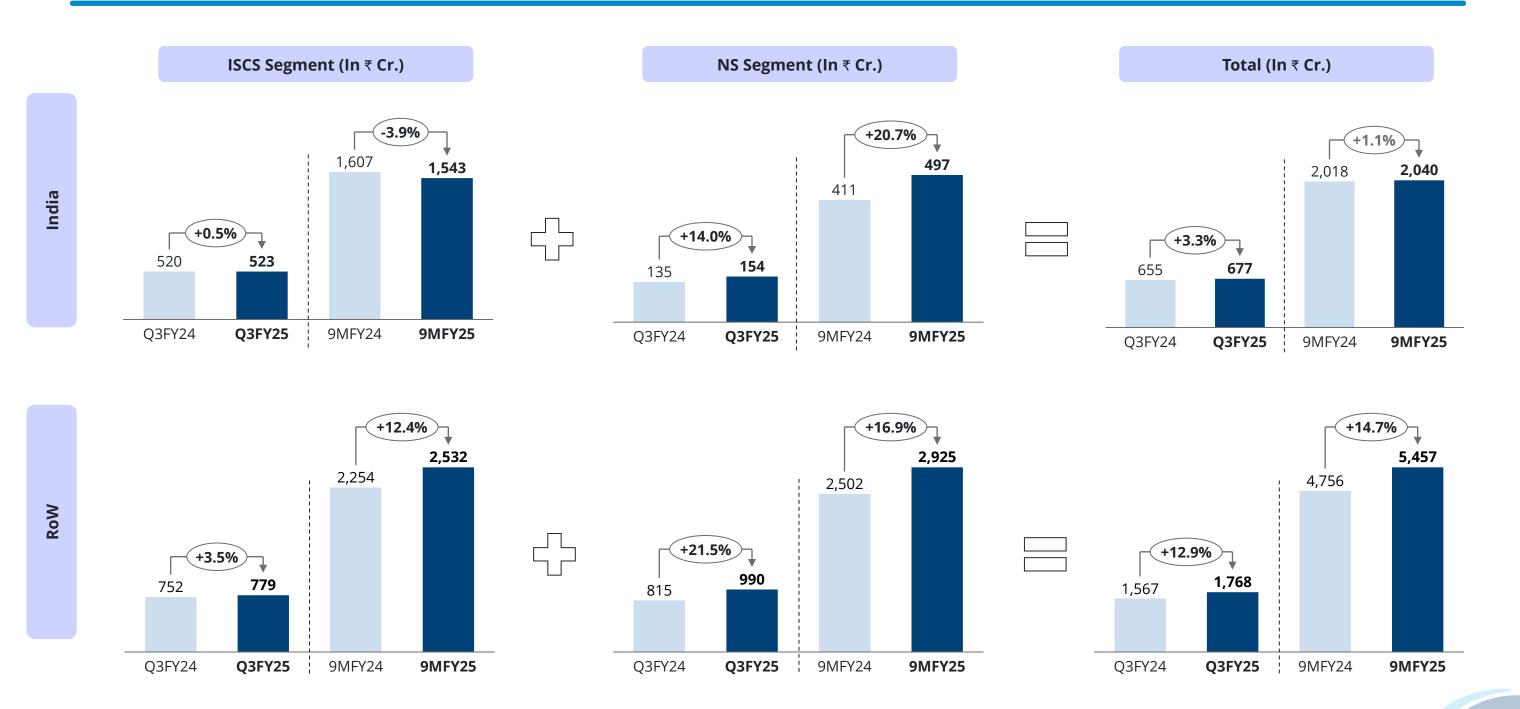
TVS Supply Chain Solutions

Segment wise Revenue and Adj EBITDA





Geography wise Revenue





Strong new business delivery





Revenue bridge: 9MFY24 to 9MFY25 in ₹ Cr



New Business development of translates to 10.4% and 11.2% of Q3FY24 & 9MFY24 Revenues respectively

Business development efforts yielding consistent results



ISCS Segment

Indian Electrical
Equipment Company
(India)

Indian Consumer
Durables company
(India)

Global Agri Equipment company (USA)

International Railway
Infrastructure company
(Europe)

Global manufacturing company (India)

NS Segment

Engineering and
Electrical Equipment
company (GFS)

Global Wind Turbine manufacturer (GFS)

UK based consumer/healthcare company (IFM)

Global Consulting and
Outsourcing company
(IFM)

Engineering and Auto equipment company (GFS)

Robust Pipeline gives us the confidence for a double-digit growth



Key Opportunities in India

Integrated solutions to a global home appliances manufacturer

3PL solution including buy and sell for global wind turbine manufacturer

Warehousing solution for a leading Indian retail chain

Warehousing solution for an Indian wireless networking company

Integrated 3PL solution for automotive parts provider

Warehousing solution for global engineering and manufacturing company

Key Opportunities in RoW

Near Term Opportunities

Integrated 3PL solution for an American auto OEM

Technical repair solution for Industrial company

Integrated 3PL solution for a UK based Defence contractor

Warehousing solution for a global Auto Component and Engineering company

Integrated 3PL solution for a UK based automobile OEM

Long gestation opportunities

Integrated 3PL solution for a UK based energy company

Field Service management solution for a large Retail chain

Manufacturing and Warehousing solution for an American automobile manufacturer



Q3 & 9MFY25 Profit & Loss Statement

In INR Cr - Continuing operations	Q3FY25	Q3FY24	Y-o-Y	9MFY25	9MFY24	Y-o-Y
Revenue from operations	2,444.6	2,221.8	10.0%	7,496.9	6,773.7	10.7%
Other Income	24.6	21.6		58.8	48.1	
Total Income	2,469.2	2,243.4	10.1%	7,555.7	6,821.8	10.8%
Total material related costs	391.4	411.5		1,314.4	1,193.9	
Freight, clearing, forwarding and handling charges	705.1	552.4		2,183.5	1,689.9	
Sub-contracting costs and Casual labour charges	356.3	350.9		1,065.7	1,107.4	
Total Variable Expenses	1,452.8	1,314.9		4,563.6	3,991.3	
Variable Margin	991.8	907.0	9.4%	2,933.3	2,782.4	
Variable Margin (%)	40.6%	40.8%		39.1%	41.1%	
Employee Cost	590.3	552.3		1,743.3	1,675.0	
Other Expenses	269.0	192.6		706.7	589.8	
Total Fixed Expense	859.3	744.9		2,450.1	2,264.8	
EBITDA	132.6	162.1	-18.2%	483.2	517.6	-6.6%
EBITDA Margins (%)	5.4%	7.3%		6.4%	7.6%	
ESOPS	-0.4	0.0		-0.6	-3.3	
Add : Loss on Forex Translations	-17.3	-11.5		-27.1	-14.7	
Adjusted EBITDA	150.3	173.6	-13.4%	510.9	535.6	-4.6%
Adjusted ETBIDA Margins (%)	6.1%	7.8%		6.8%	7.9%	
Depreciation	135.5	139.7		410.2	418.2	
EBIT	-3.0	22.4		73.0	99.4	
Finance Cost	39.5	44.0		119.6	164.5	
Share of Profit from TVSILP	2.6	0.6		4.2	2.4	
Profit before Exceptional Items & Tax	-15.2	0.6		16.4	-14.6	
Exceptional Items	0.0	0.0		0.0	-26.4	
Profit before Tax	-15.2	0.6	NA	16.4	-41.0	NA
Profit before Tax Margin (%)	-0.6%	0.0%		0.0%	0.0%	
Tax	8.6	-9.4		22.1	22.1	
Profit After Tax	-23.8	10.0	NA	-5.7	-63.1	NA
PAT Margins (%)	-1.0%	0.4%		-0.1%	-0.9%	
PAT (before Exceptional items)	-23.8	10.0		-5.7	-36.7	



A supply chain solution provider with end-to-end capabilities...



We have two operating segments:



★ Network Solutions

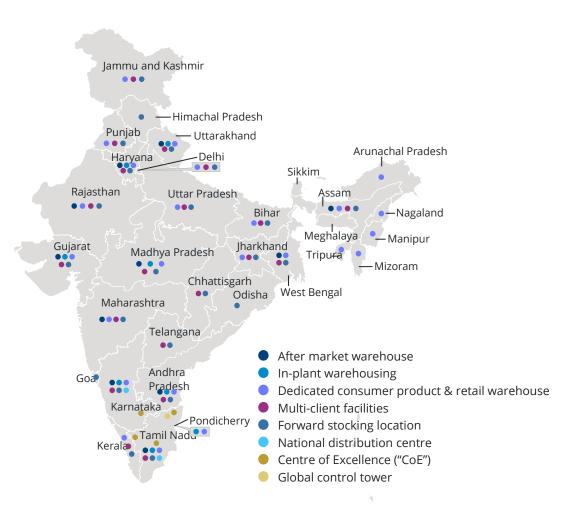
★ Integrated Supply Chain Solutions

Source: Company information

...with a global business headquartered in India...

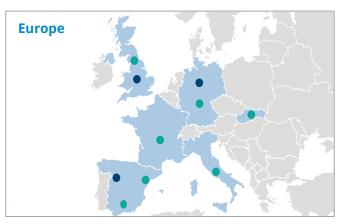


We are present across India



Total warehouse space: 20.8 Mn sft No. of permanent employees: 13,110

And globally across four continents



Total warehouse space: 1.9 Mn sft No. of permanent employees: 2,710



Total warehouse space: 1.3 Mn sft No. of permanent employees: 753



Total warehouse space: 1.5 Mn sft No. of permanent employees: 482

TVS Supply Chain Solutions

...and Experienced Management Team



R. Dinesh Executive Chairman

Executive Chairman, Past-President CII, Director TVS Mobility



Ravi Viswanathan Managing Director

Prior experience: Tata Group



Ravi Prakash Bhagavathula Global CFO

Prior experience: Pfizer, Coca-Cola, Procter & Gamble

Regional CEOs

Integrated Supply Chain Solutions Segment



Kameswaran Sukumar CEO, TVS SCS India

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Prior exp: FedEx, AFL, Tata Teleservices



Andrew Jones CEO, TVS SCS Europe

................

Prior exp: Klarius Group



Richard Vieites CEO, TVS SCS North America Inc.

Prior exp: Syncreon, CEVA

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Network Solutions Segment



Vittorio Favati CEO, TVS SCS Singapore

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Prior exp: CEVA, Syncreon, Eagle Global Logistics



Jonathan Croyden CEO, Integrated Final Mile

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Prior exp: Siemens, Fujitsu



Global Functional leads

Baminee Viswanat Global General Counsel

Prior exp: Lenovo, Vijay TV, Thomson India



Ethirajan Balaji Global CHRO

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Prior exp: Randstad India



Dinesh Narayan Global CIO

Prior exp: Infosys, United Airlines

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Source: Company information

Strategies for Growth: 3C Approach



We identify opportunities using the 'C3 Framework' in the three C's - Customer, Capability and Country

1

CUSTOMER

- ✓ Deepen our customer relationships
- ✓ Acquire New Customers

We started with offering single service to a customer and subsequently we have been able to expand this relationship and started to offer bundle of services to them across regions 2

CAPABILITIES

- Continued innovation and investment in technology
- Continued focus on delivering valueadded solutions and building end-to-end Capabilities
- ✓ Continue to invest in team, talent, and partners

We have added multiple capabilities over the years in order to continue to enhance our customers supply chain and achieve higher efficiency in our operations throughout the whole supply chain

3

COUNTRY

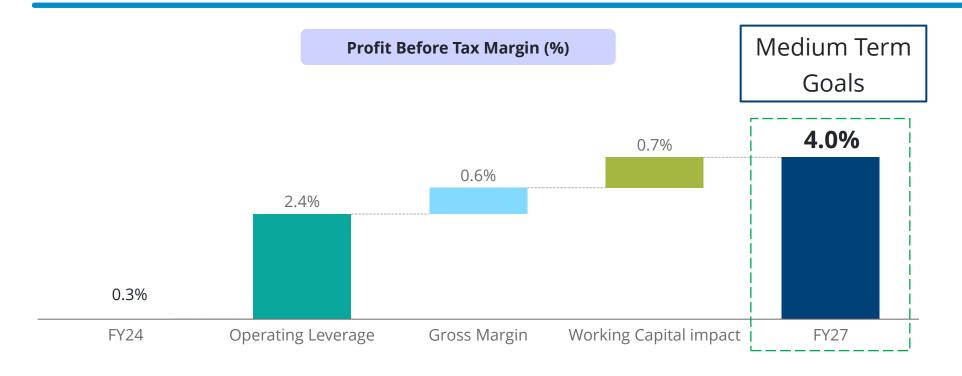
- Leverage our global network to expand into new markets
- Deepen presence in a country
- ✓ Continue to grow our global platform through targeted inorganic opportunities

Over the years we have expanded our geographical presence enabling us to accelerate growth, realize higher revenue and cost synergies and increase margins

Our strategy revolves around **ENCIRCLEMENT** which focuses on increasing the wallet share of existing customers by generating incremental business by increasing the scope of our services

Our Medium-Term Outlook

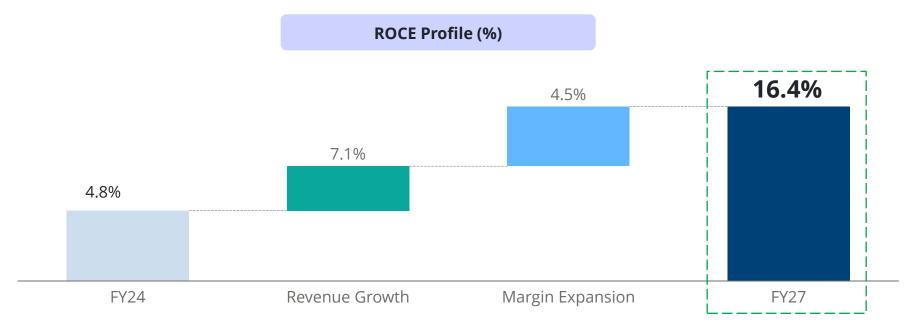




Industry Best-in-Class*

PBT Margin:

8 - 11%



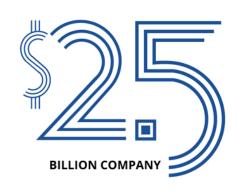
RoCE Profile:

> 20%

*Profile of Global Peers

Our Growth Vision









Deep Domain Expertise

Global Network

Proprietary Technology





Outperforming the GDP growth Regionally

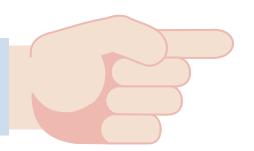
De-coupled to GDP growth



Our ISCS business has outperformed the GDP growth in the market we operate and has **grown** at a CAGR of 17.8% between FY21 & FY24

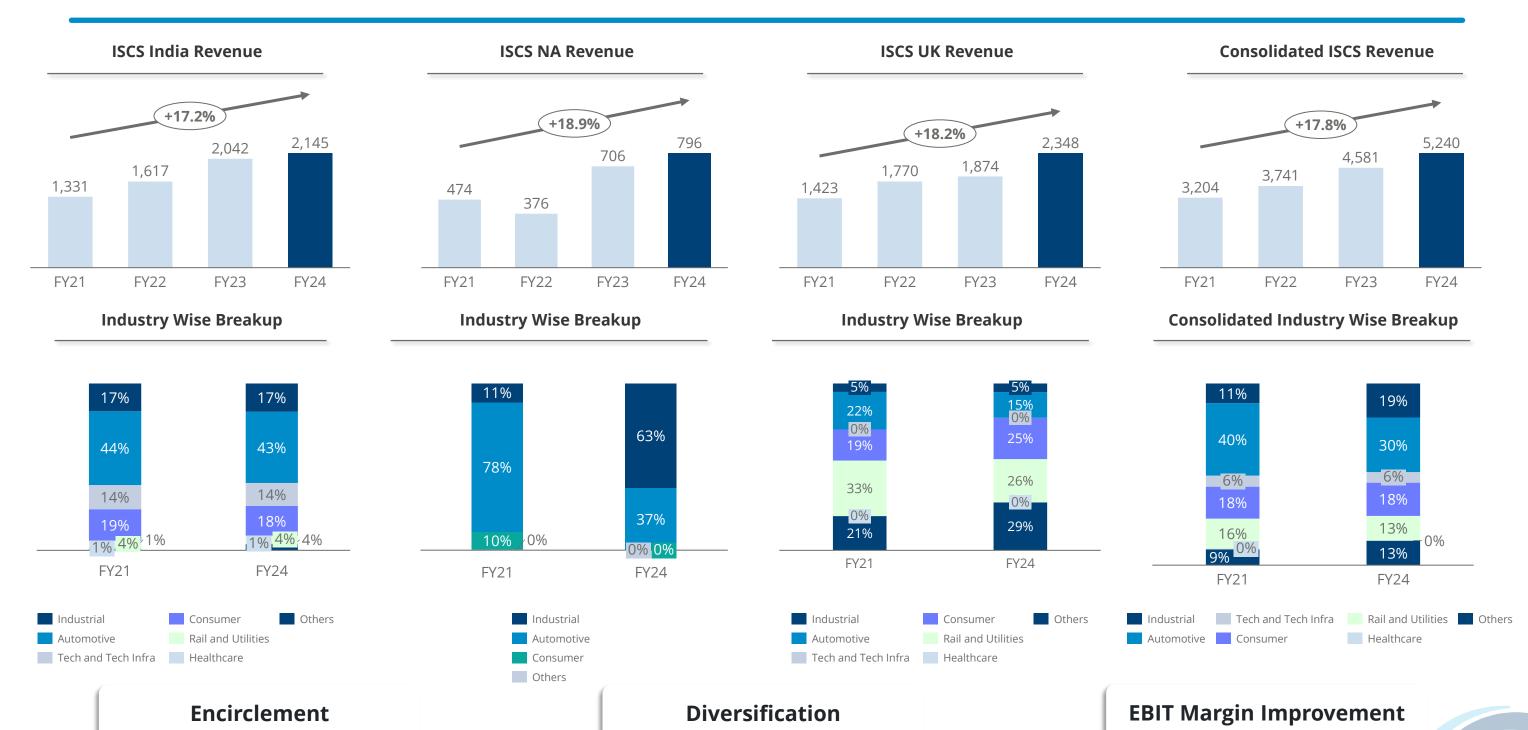
Continued Revenue

Momentum



ISCS Consolidated



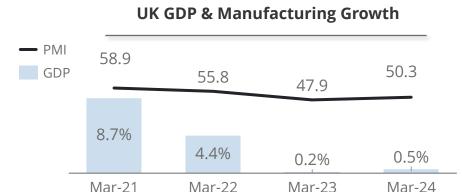


*For top 20 customer

TVS Supply Chain Solutions

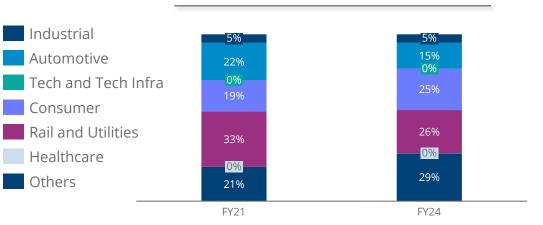
ISCS – UK Business





18.2% CAGR
over the last 4 years, outperforming the UK GDP growth

De-Risking with Diversification



Key KPI

Average length of contracts* **6.2** Years in FY24

Addition of new contracts & wallet share addition has enhanced the avg. revenue per contract by ~17% CAGR in FY24 over FY21

Outlook

We have been able to offer differentiated solutions to our customers, thereby enhancing our wallet share & securing new contracts. Momentum to continue in FY 25.

Encirclement

New contracts from Existing Customer & adding incremental wallet share

Diversification

Addition of new customers across industries and adding multiple contracts across service lines

EBIT Margin Improvement

Contract level margin management coupled

Operating leverage in line with medium term goals

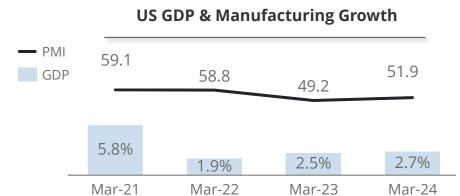
Growth Levers

28

TVS Supply Chain Solutions

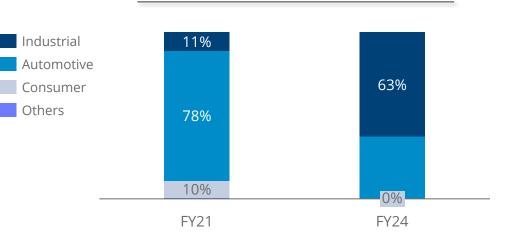
ISCS – North America Business





18.9% CAGR
over the last 4 years, outperforming the US GDP growth

De-Risking with Diversification



Key KPI

Average length of contracts* **4.4** Years in FY24

Addition of new contracts & wallet share addition has enhanced the avg. revenue per contract by ~13% CAGR in FY24 over FY21

Outlook

We have seen a steady recovery and growth in our NA business over past three years. Momentum will continue in FY 25.

Encirclement

New contracts from Existing Customer & adding incremental wallet share

Diversification

Addition of new customers across industries and adding multiple contracts across service lines

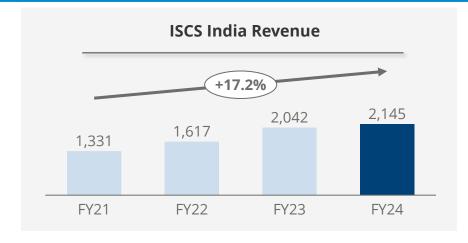
EBIT Margin Improvement

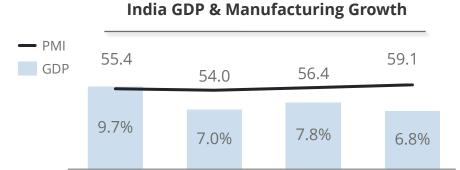
Contract level margin management coupled

Operating leverage in line with medium term goals

Growth Levers

ISCS – India Business





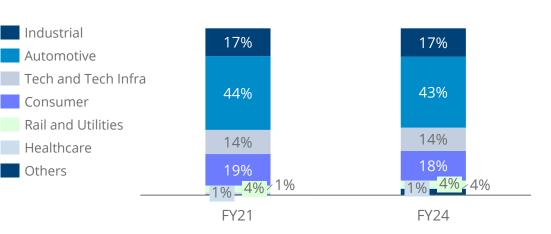
Mar-22

Mar-21

ISCS India business grew by 17.3% CAGR over the last 4 years, outperforming the

India GDP growth

De-Risking with Diversification



Key KPI

Mar-23

Mar-24

Average length of contracts* **5.9** Years in FY24

Addition of new contracts & wallet share addition has enhanced the avg. revenue per contract by ~14% CAGR in FY24 over FY21

Outlook

Growth being driven by TVS SCS diversified portfolio, differentiated solutions **supported by** strong economic indicators in both manufacturing and private consumption

Encirclement

New contracts from Existing Customer & adding incremental wallet share

Diversification

Addition of new customers across industries and adding multiple contracts across service lines

EBIT Margin Improvement

Contract level margin management coupled Operating leverage in line with medium term goals

Growth Levers

Industrial

Consumer

Others

30

GFS Performance

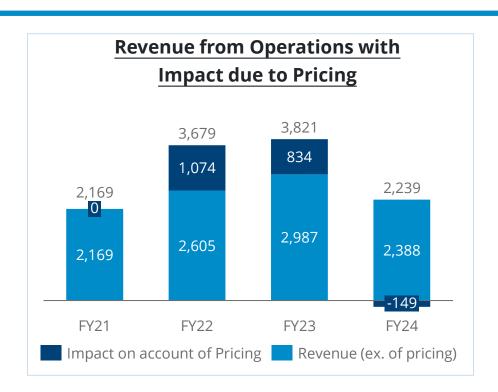


World Container Index (\$ per 40ft. Container)



Ocean (In TEU)

FY21



Air (In Ton)

Impact for FY24

FY24 revenues & volumes had been impacted on account of various global macro economic uncertainties



Volume

20,946 FY22 FY23 FY24 FY21 FY22 FY23 FY24

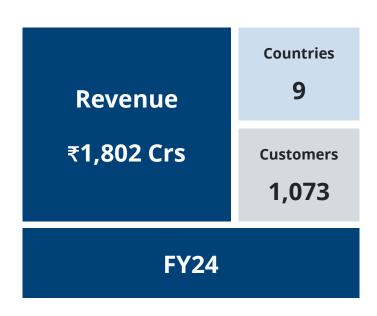
Outlook

Key Initiatives to drive future growth

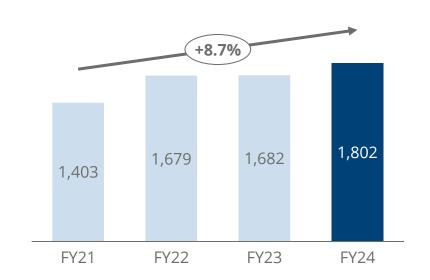
- Building on existing customer / trade lanes Increased presence across new geographies like US,
- Digital transformation to focus on enhancing the customer experience and optimizing operating costs

IFM Performance

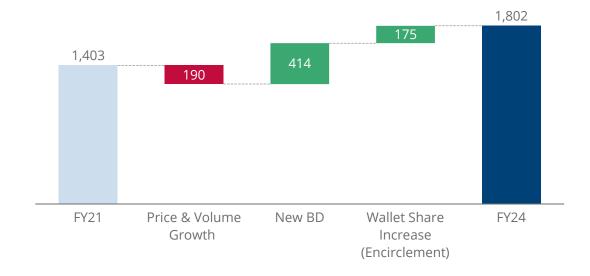




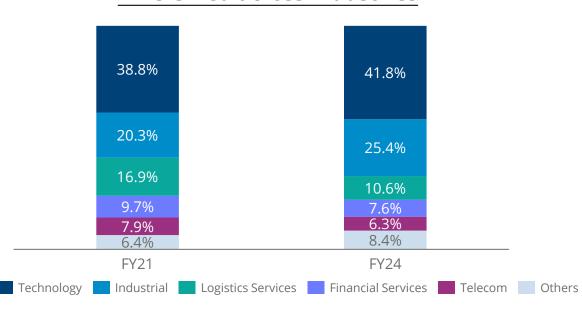
Demonstrated Growth in Revenues*



New Order Wins Continue...



Diversified across industries

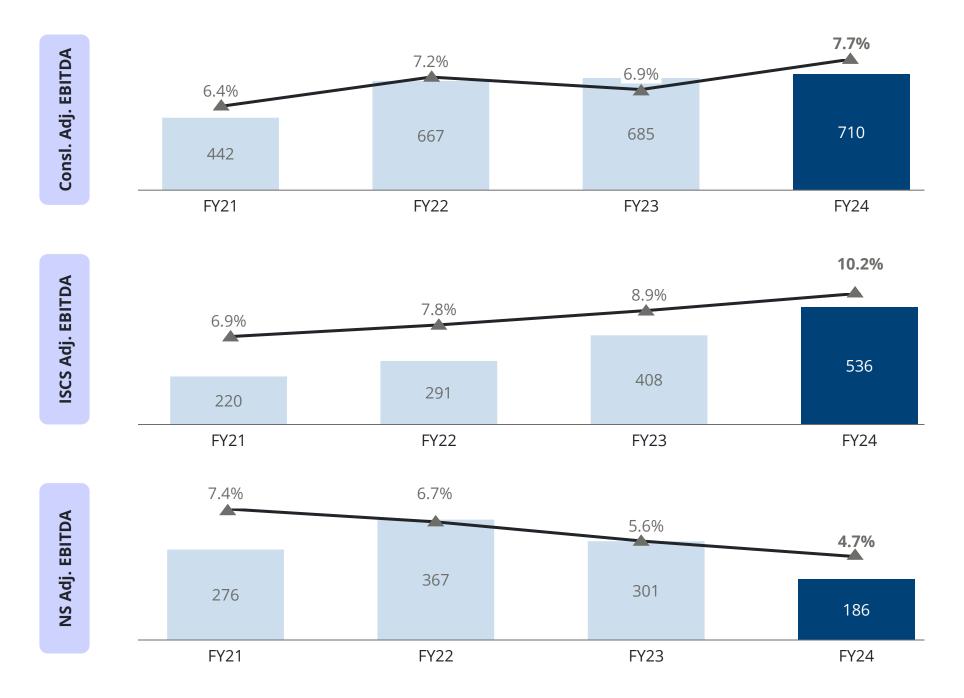


Key Highlights

- ✓ Revenues continue to steady on account of new business development and encirclement
- ✓ End user industry demand is strong, and we expect the trend to continue
- ✓ Outlook: We continue to focus on our margins in IFM segment. We are implementing certain cost rationalization measures to boost our margins



Positive Margin Trajectory



Levers of Margin Expansion

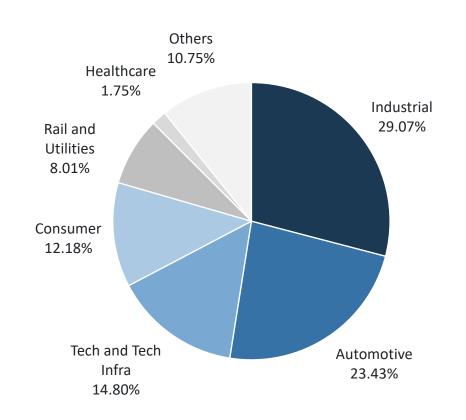
- ✓ Since FY21, our consolidated margin has expanded by **130 bps**, driven by the strong performance of the ISCS segment and ongoing initiatives to enhance the efficiency of the NS segment
- ✓ In the ISCS segment, we have successfully acquired new large customers across key geographies and increased wallet share from existing clients. Leveraging digital initiatives, we have achieved significant operational efficiencies
 - ✓ In the NS segment, the performance of the GFS division has been impacted by normalizing freight rates and geopolitical tensions. To manage these challenges, we have taken strong cost control measures and driven procurement efficiencies. The positive impact of these initiatives is expected to become more pronounced in the coming quarters

Diverse customer base with long term relationships



Diversified customer base

Consolidated Revenue by customer sector (FY24)



No. of Fortune 500 customers

FY21 **54**

FY22

61

72

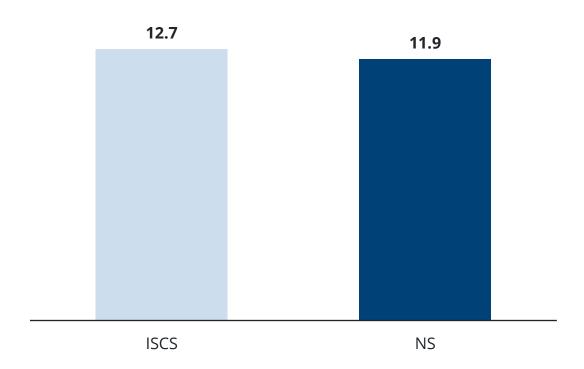
FY23

FY24

78

Long term customer relationships

Avg. length of relationships: of top 10 customers in FY24





Case Study - Polarized Light damage detection





Problems

- Microscopic cracks in plastic are a hygiene problem in soda guns
- Human detection skilled, time consuming and prone to error



Solutions

- ✓ Illuminate with polarized light to highlight the damage
- ✓ Train an AI model to detect damage
- ✓ Package this as a full solution to evidence work to the customer







AI DRIVEN PROCESS



Solutions

- **□** Halve headcount
- ☐ Double throughput
- ☐ Near 100% accuracy
- ☐ Happy customer

Revolutionizing Warehousing Through Technology-Driven Solutions



Client

Leading Indian multinational home appliances co.

Industry

Electronics

Issues

- Inefficient space management
- Non-compliance of SOPs
- Inventory mismanagement
- Late order execution leading to high operating costs
- Revenue leakage
- Customer dissatisfaction

Key Requirement

Complete overhaul and design new supply chain network

Integration of Warehouse management system with Customer's ERP

Reduce Inventory variance and damage, monitor solutions

Reduce transportation time and increase visibility of transport operations

Case Study



- ✓ Supply Chain Consultancy
- ✓ Warehouse Design
- ✓ Inventory Automation

- ✓ Warehouse Management
- ✓ Transport Management



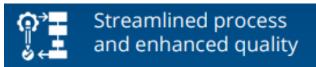
Digital Solutions

- ✓ TVS SCS WMS with integrated tracking
- ✓ Integrated TVS SCS WMS with customer ERP
- ✓ Control Tower
- ✓ Predictive analytics to forecast increased demand for supply chain agility

Business Solutions

- ✓ Designed new supply chain network
- ✓ Inventory and Transport Consolidation

Results







Reduced cost of operations



Case Study - Automotive





Client

Leading Indian two-wheeler manufacturer

Industry

Automotive

Service Offering

Optimized the network to ensure error free deliveries

Inaccurate and damaged exports resulted in irate dealers, dormant inventory, and missed sales opportunities

Overview & Challenges

The company was exporting CKD kits to 75 countries.

Facing multiple issues with errors in shipment and damage of the CKD kits on arrival.

The company was unable to meet the market demand and was having a bad experience in shipping the right parts, airlifting missing packages, and replacing damaged parts.

Key Requirements

Fully-managed CKD packing Of 1000 Bikes/day, expandable To 2000 Bike/day

dispatches

Start exporting to 5 countries and Error free expand to full list of 75 countries

eventually

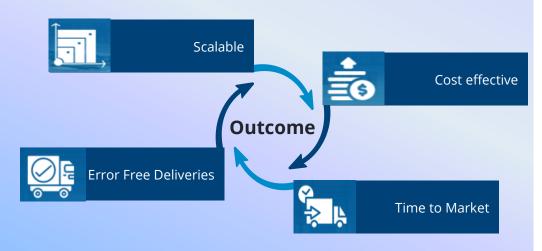
Support full portfolio of 11, 2wheeler models

Solutions

- ✓ System initiates packing when 100% of the parts are available
- ✓ MHE moves the material to the next station only when the right parts are packed
- ✓ Cameras monitor and alert operator's absence at a station
- ✓ Efficiency and speed are achieved through material lifts, spiral chutes, belt conveyors, pallet former, custom trolleys etc.
- ✓ Digitized Poke Yoke validation ensures defect free delivery
- ✓ Plant capacity of 1000 bikes/day; Prepack storage 3000 Bins, FG Storage - 3800 Pallets, 12 Inbound, and 4 Outbound docks

Results

warehouse automation solution that achieved the goal of error-free deliveries in less than 3 months



Tech Excellence: Driving Business Growth

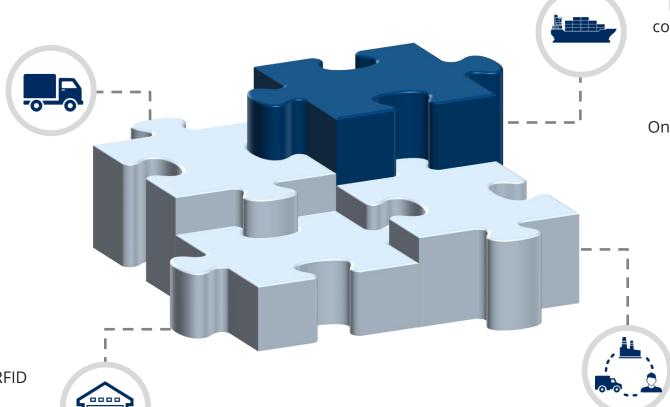


We provide **Tech Enabled Solutions** customized to meet **specific customer needs**, **optimizing costs** and **maximizing efficiency**

Transport Management

i-Loads

One stop E2E platform for truck management, delivery tracking, billing, performance reporting



Freight Management

LCL Consolidator

Enable automated decision making on container closing providing real time cargo visibility

e-connect

Online tracking system with 24/7 visibility of goods down to order item level

Supply Chain Management

Msys

Product data management, demand forecasting. Warehouse management, business data & Analytics

Courier Alliance

Marketplace to match courier partner with customer demand ensuring speedy completion of last mile delivery

Warehouse Management

Visibility

Inventory management solution using RFID technology coupled with barcodes





Thank You

Company: TVS Supply Chain Solutions Limited

CIN: L63011TN2004PLC054655

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For updates and specific queries, please visit

www.tvsscs.com

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