



STRICTLY PRIVATE AND CONFIDENTIAL

TVS Supply Chain Solutions

Investor Presentation

February 2026





Mr. R Dinesh
Executive Chairman

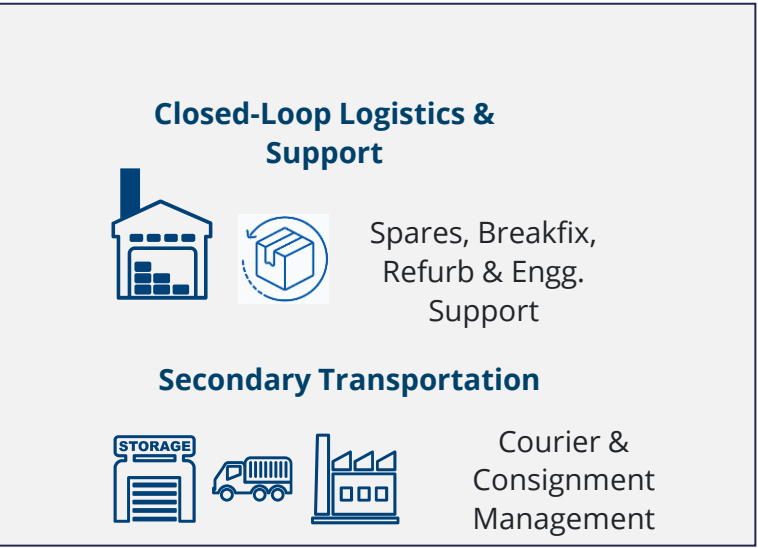
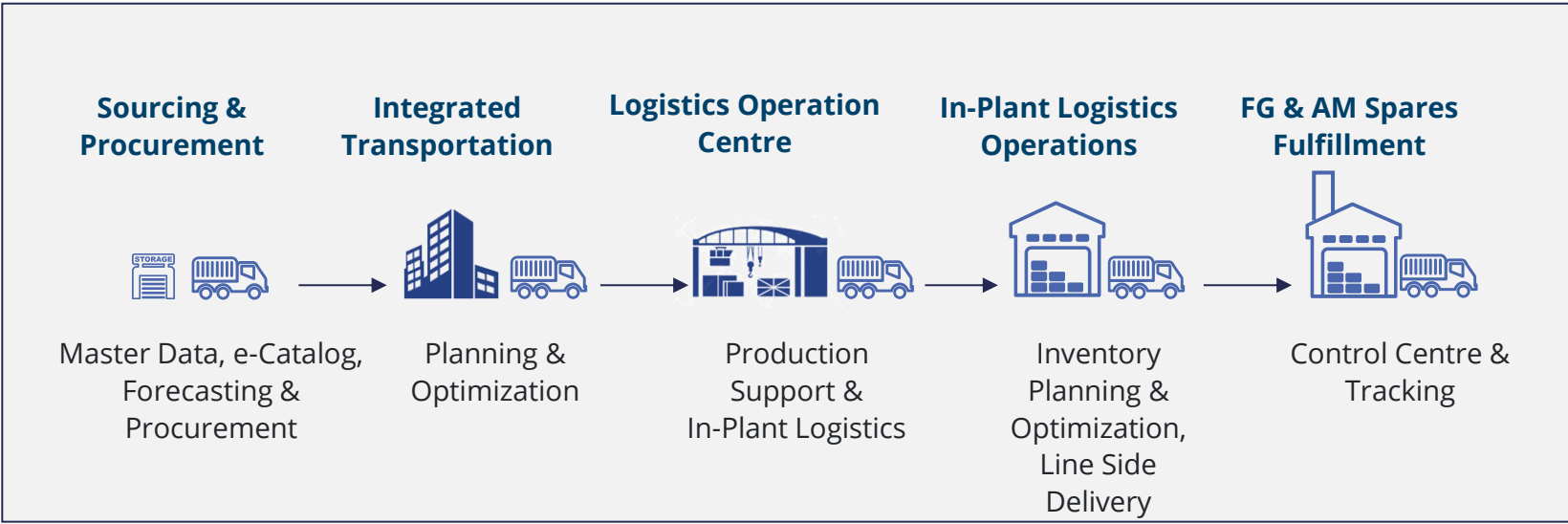


Mr. R Vaidhyanathan
Global CFO

1. Introduction to TVS SCS
2. Business Overview
3. Financial Review
4. Strategic Outlook

Introduction to TVS SCS

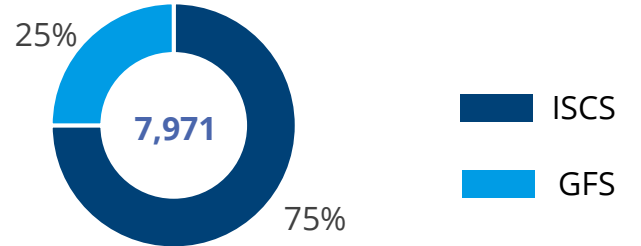
Integrated Supply Chain Solutions



Global Forwarding Solutions



9M FY26 Revenue (Rs Cr)



Technological Capabilities



16,800+
FY 25 Employees

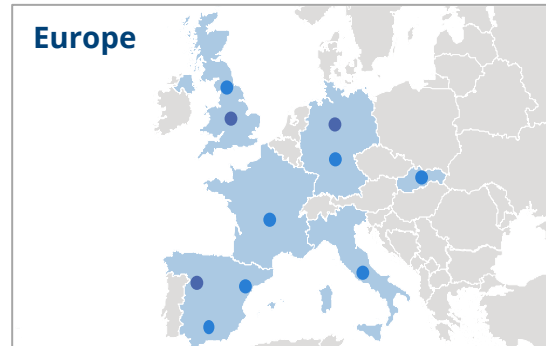
91
FY 25 Fortune 500 Customers

...With Over 24.7 Mn Sq. Ft. of Warehouse Under Management

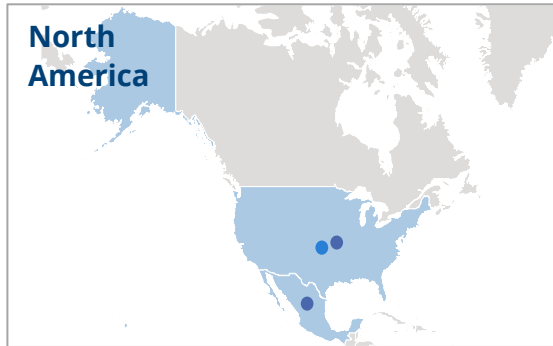
Operating Across Four Continents and 26 Countries



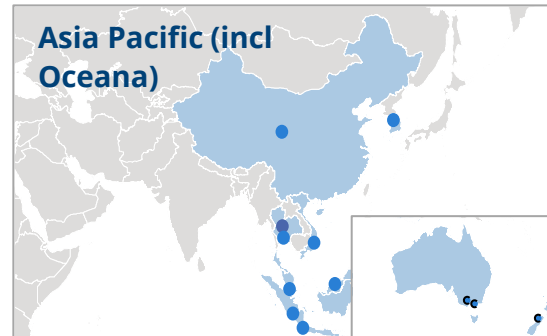
Total warehouse space: **19.9 Mn Sq. Ft**
 No. of permanent employees: **13,012**



Total warehouse space: **2.1 Mn Sq. Ft**
 No. of permanent employees: **2,571**

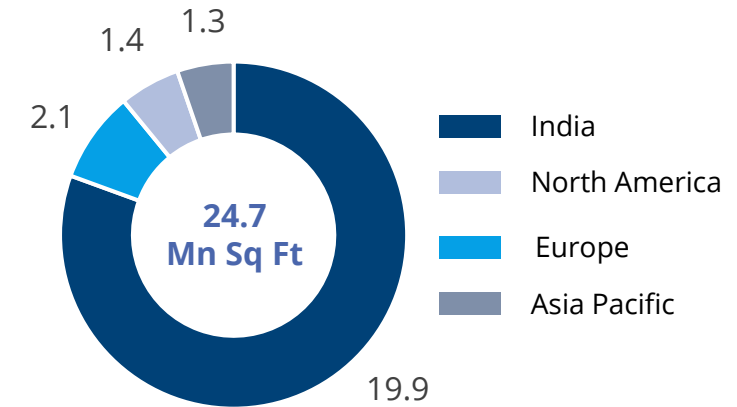


Total warehouse space: **1.4 Mn Sq. Ft**
 No. of permanent employees: **484**

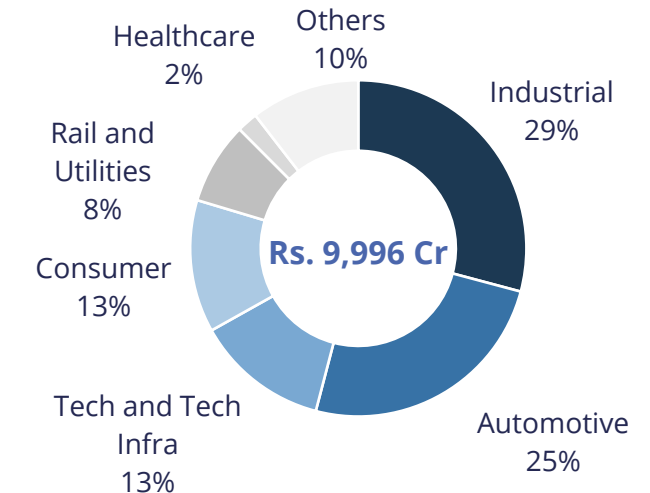


Total warehouse space: **1.3 Mn Sq. Ft**
 No. of permanent employees: **734**

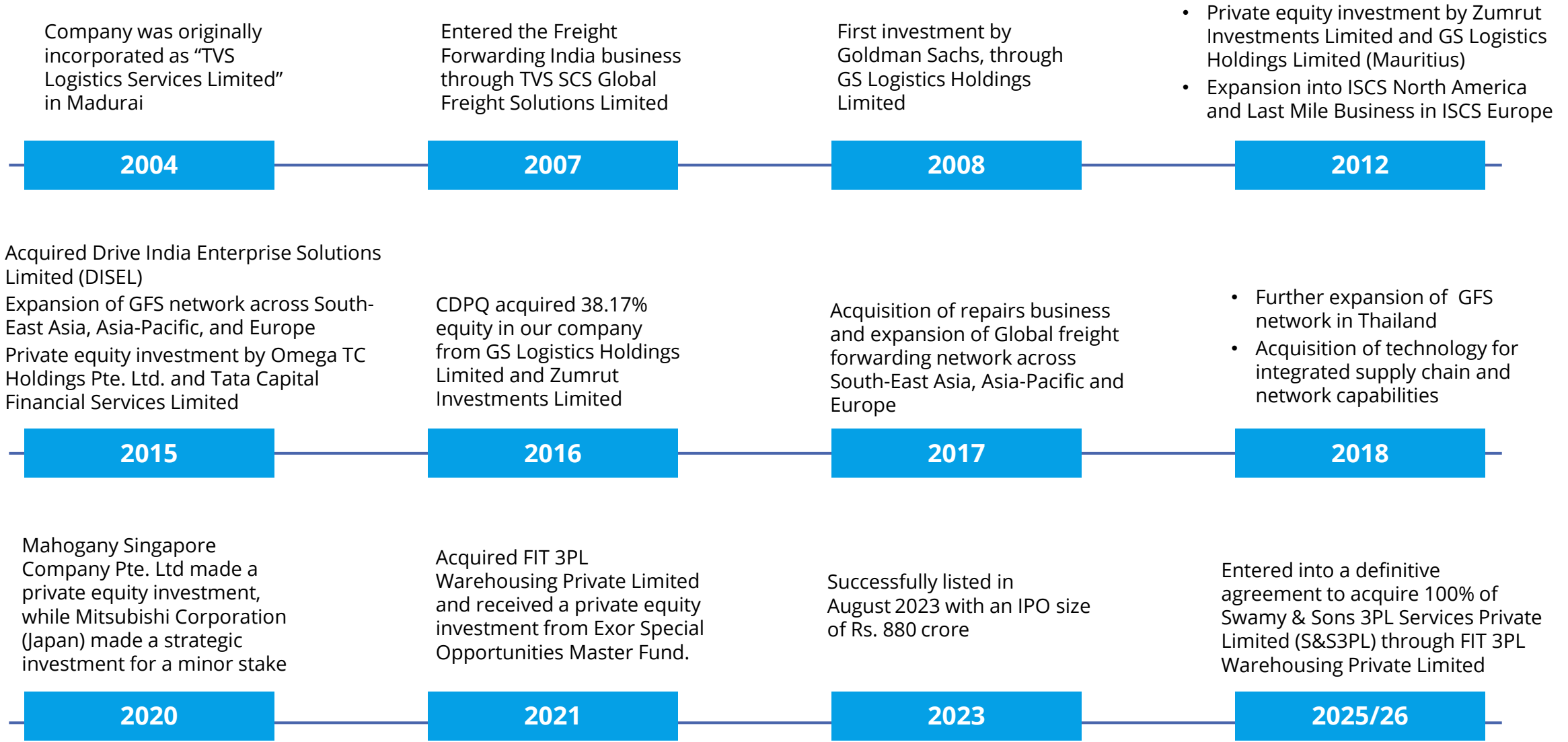
Total Warehouse Capacity (FY25)



End Customer Industries (FY25)



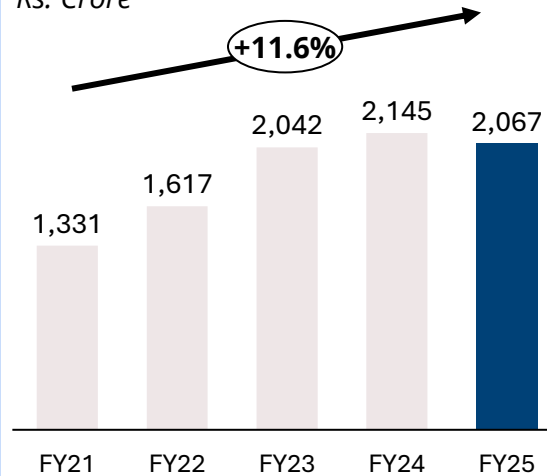
Note: Warehouse space and employee count data as of 31 Mar 2025



Business Overview

ISCS India

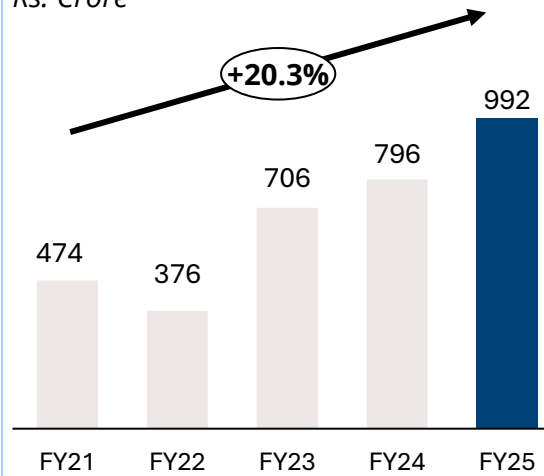
Rs. Crore



- ISCS India has grown at 11.6% CAGR over the last 4 years, outpacing India's GDP growth
- Strategic realignments impacted top-line growth, but a focus on high-value accounts has strengthened profitability and margins
- FY26 is expected to see strong growth, driven by operational improvements and favorable market conditions

ISCS – North America

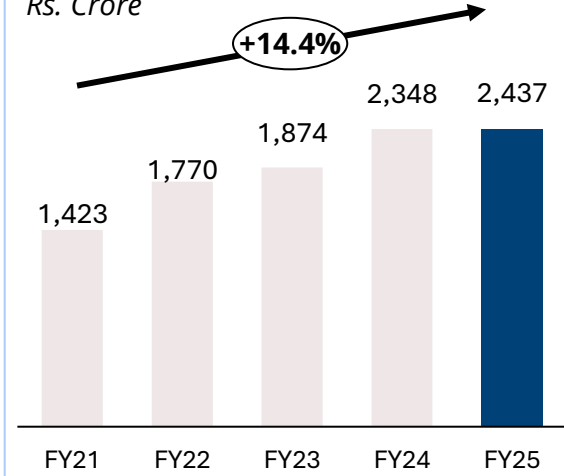
Rs. Crore



- ISCS North America has grown at 20.3% CAGR over the last 4 years, outpacing US GDP growth
- The region benefits from strong, long-term customer relationships and a tech-enabled service offering
- FY26 is expected to further strengthen our global portfolio, driven by sustained growth in North America

ISCS – Europe

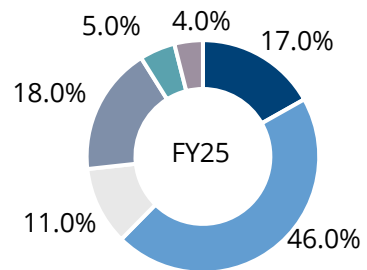
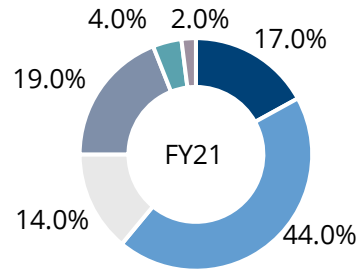
Rs. Crore



- ISCS Europe has grown at 14.4% CAGR over the last 4 years, surpassing UK GDP growth
- Europe has delivered consistent growth each year, with the Q3 FY25 performance setback being a one-off event
- FY26 will focus on expanding key customer relationships and driving operational efficiencies to sustain growth

ISCS Customers and Contracts

ISCS - India

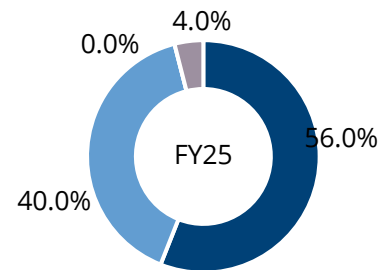
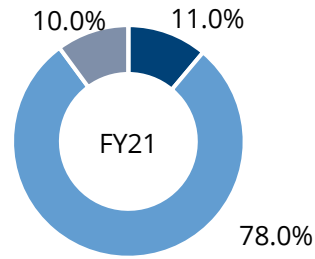


- The addition of new contracts and increased wallet share have driven a ~13% CAGR in average revenue per contract from FY21 to FY25

3.9 Years

Average Contact Length FY25

ISCS - North America

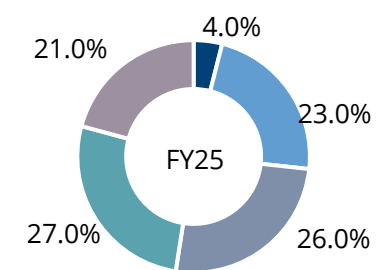
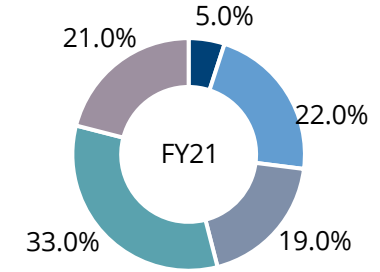


- The addition of new contracts and increased wallet share has driven a ~33% CAGR in average revenue per contract from FY21 to FY25

4.2 Years

Average Contact Length FY25

ISCS - Europe



- The addition of new contracts and increased wallet share has driven a ~16% CAGR in average revenue per contract from FY21 to FY25

7.0 Years

Average Contact Length FY25

■ Industrial
 ■ Automotive
 ■ Tech and Tech Infra
 ■ Consumer
 ■ Rail and Utilities
 ■ Others

Key Opportunities in India

Transportation solution for a global consumer travel goods company

Packaging solution for a global mobility solutions leader

Integrated solution to a leading home solutions firm

Integrated solution to a world class metals manufacturer

Warehousing solution to an international construction equipment pioneer

Warehousing and transportation solution to a large global consumer electronics leader

Key Opportunities in RoW

Near Term Opportunities

Forwarding solution to a world class commercial vehicles specialist

Integrated solution to a leading commercial electric vehicles manufacturer

Integrated solution to a top automotive and industrial solutions provider

Warehousing and manufacturing solution to an American Electric vehicle manufacturer

Integrated solution to a European renewable energy provider

Long Gestation Opportunities

Sourcing and procurement solution to a national public safety and rehabilitation agency

Warehousing and Fulfillment solution to an international rail systems manufacturer

Integrated solution to a national military and security authority

Domain Expertise Translating to High Profile Customer Wins in Q3 FY26



ISCS

GFS

Global renewable energy leader (India)

World-class commercial vehicle pioneer (India)

Integrated clean energy specialist (India)

Global automotive technology pioneer

World-class building mobility systems leader (India)

Top energy storage manufacturer (India)

Global heavy equipment manufacturing pioneer (India)

Leading material handling technology platform

Leading European passenger vehicle manufacturer (India)

Urban rapid transit operator (Europe)

International enterprise technology provider (Europe)

One of the top Europe based renewable energy specialist

One of the top global technology services firm (Europe)

Europe based global IT infrastructure services provider (Europe)

Global solar solutions expert

Represents India

World-class engineering and manufacturing solutions leader



TVS Supply Chain Solutions wins Daimler Contract for end-to-end In-Plant Warehouse Management

- Three-year deal to manage in-plant component logistics with a 700-member operations team

Chennai, 12th January 2026: TVS Supply Chain Solutions Limited (NSE: TVSSCS, BSE: 543965), a leading global supply chain solutions provider, has announced that they secured a three-year contract from Daimler India Commercial Vehicles (DICV) to manage their in-plant warehouse operations at its manufacturing facility in Chennai. The partnership reinforces TVS SCS's commitment to delivering efficient, technology-driven supply chain solutions to global automotive leaders. Approximately 700 employees from TVS SCS will be deployed for this engagement.

Under the agreement, TVS SCS will manage end-to-end warehouse operations within DICV's manufacturing facility, ensuring seamless material flow, optimised inventory, and enhanced operational efficiency.

By leveraging advanced technologies including IoT-based tracking for real-time visibility, automation-led systems to reduce manual handling, predictive analytics for smarter planning, and digital dashboards for centralized performance monitoring. These capabilities will help strengthen DICV's production ecosystem and support its focus on efficiency and quality.

Sukumar K, CEO - India & MEA, TVS Supply Chain Solutions, said "We are pleased to extend our long-standing partnership with Daimler through this significant engagement. Our global experience with Daimler, combined with our expertise in in-plant logistics, automation-led operations, and real-time visibility solutions, positions us well to drive measurable efficiencies. We look forward to further strengthening their production ecosystem and supporting their commitment to world-class manufacturing."

Mr. C. Muthu Maruthachalam, President & Chief Operating Officer, Daimler India Commercial Vehicles, said, "Efficient in-plant logistics is vital to our production success. Partnering with TVS Supply Chain Solutions allows us to leverage their proven expertise and technology-driven approach to enhance our operational performance."



About TVS Supply Chain Solutions

Promoted by the erstwhile TVS Group and now part of TVS Mobility Group, TVS Supply Chain Solutions Limited ("TVS SCS" or "Company") is an India-based multinational company that pioneered the development of the supply chain solutions market in India. For the last two decades, TVS SCS has managed large and complex supply chains across multiple industries in India and in key global markets through customised tech-enabled solutions. The Company's customers span across numerous industries such as automotive, industrial, consumer, tech and tech infra, rail and utilities, and

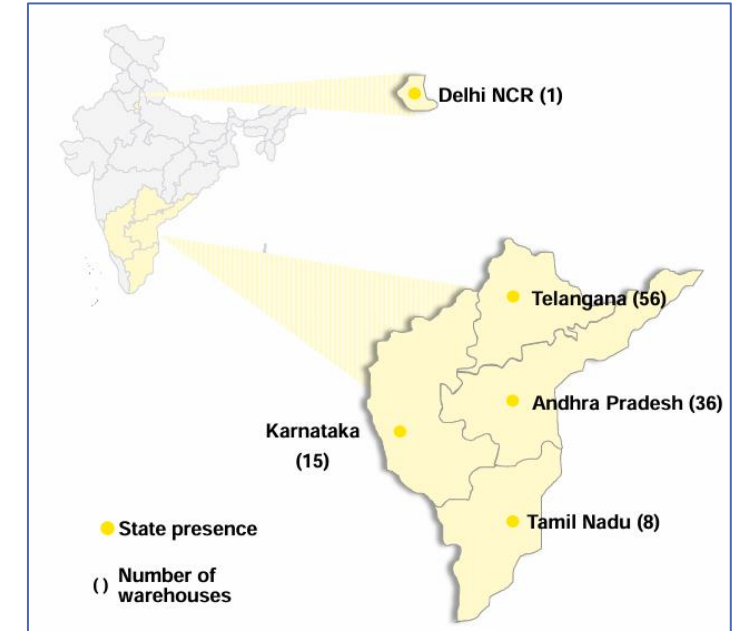
TVS Supply Chain Solutions Limited (NSE: TVSSCS, BSE: 543965), a leading global supply chain solutions provider, has announced that it has entered into a definitive agreement with Swamy & Sons 3PL Services Private Limited ("S&S3PL"), for the acquisition of 100% of S&S3PL's share capital, through TVSSCS's wholly owned subsidiary FIT 3PL Warehousing Private Limited ("Fit3PL")

- ✓ **Acquisition of S&S3PL with more than 70% of FY25 Revenues in India FMCG sector**
- ✓ **Transaction Enterprise Value of INR 88 Cr; EV / FY25 EBITDA of 4.7x and PAT multiple of 14.5x**
- ✓ **The transaction is EBITDA, PBT and RoCE accretive to TVSSCS**
- ✓ **Strengthens TVSSCS's position in the critical consumption-led high growth FMCG and FMCD sector**
- ✓ **Consolidates TVSSCS's leadership position in the Indian supply chain services market**

The transaction is expected to close during Q4 FY26

Funding of the acquisition will be entirely through internal accruals

- ✓ Headquartered in Hyderabad, Telangana, Swamy Sons Group was established over 55 years ago and has operated as a 100% family owned business
- ✓ S&S3PL is a newly incorporated company formed by Swamy Sons Group to acquire the business undertakings prior to investment by FIT 3PL, consisting of: (i) Swamy Sons (Agencies) Private Limited, (ii) Sovereign Enterprises and (iii) Crystal Marketing Corporation
- ✓ Deep customer relationships in the consumer sector with Fast Moving Consumer Goods (FMCG) accounting for over 70% of FY25 Revenues; Customer base includes India's leading marquee FMCG players
- ✓ Core services include warehouse management and secondary transportation / distribution with other value added services
- ✓ Operates across 5 states viz. Telangana, Andhra Pradesh, Karnataka, Tamil Nadu and Delhi
- ✓ With 116 warehouses covering a total area of approximately 4 mn sft

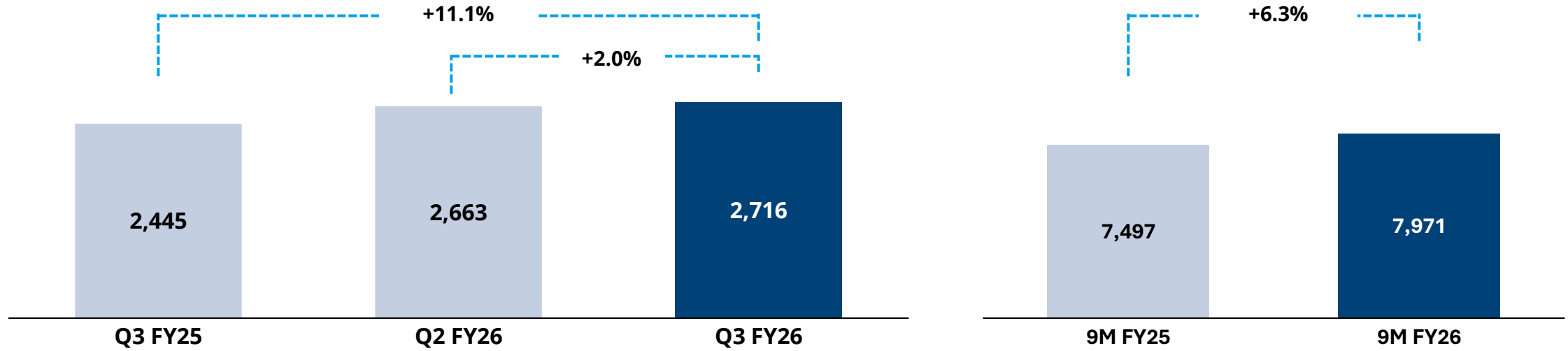


Financial Review

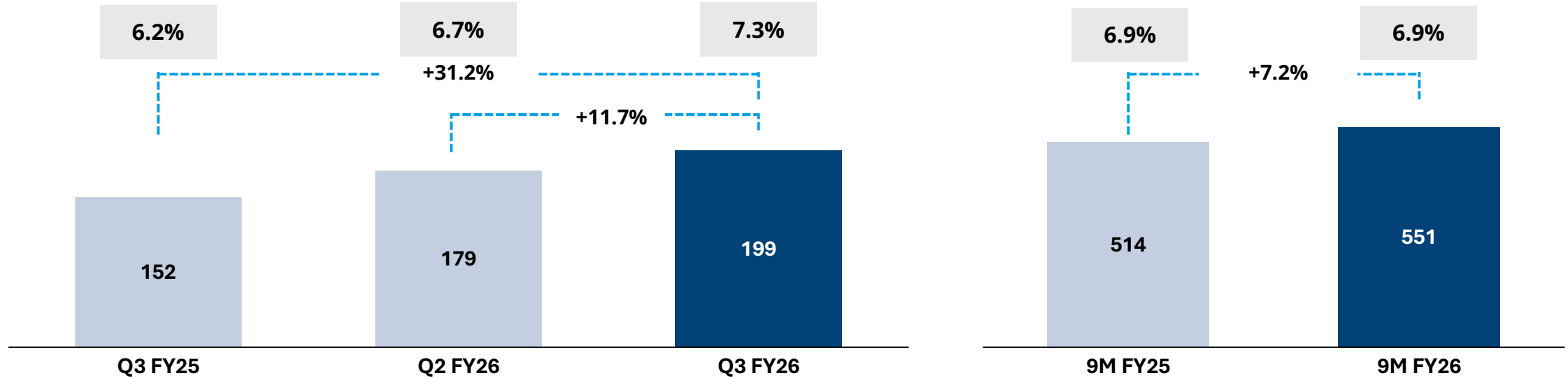
Robust Double-Digit Revenue and Adj. EBITDA Growth with Sustained Margin Improvement

Rs. Crore

Revenue



Adj EBITDA & Margin



Note:

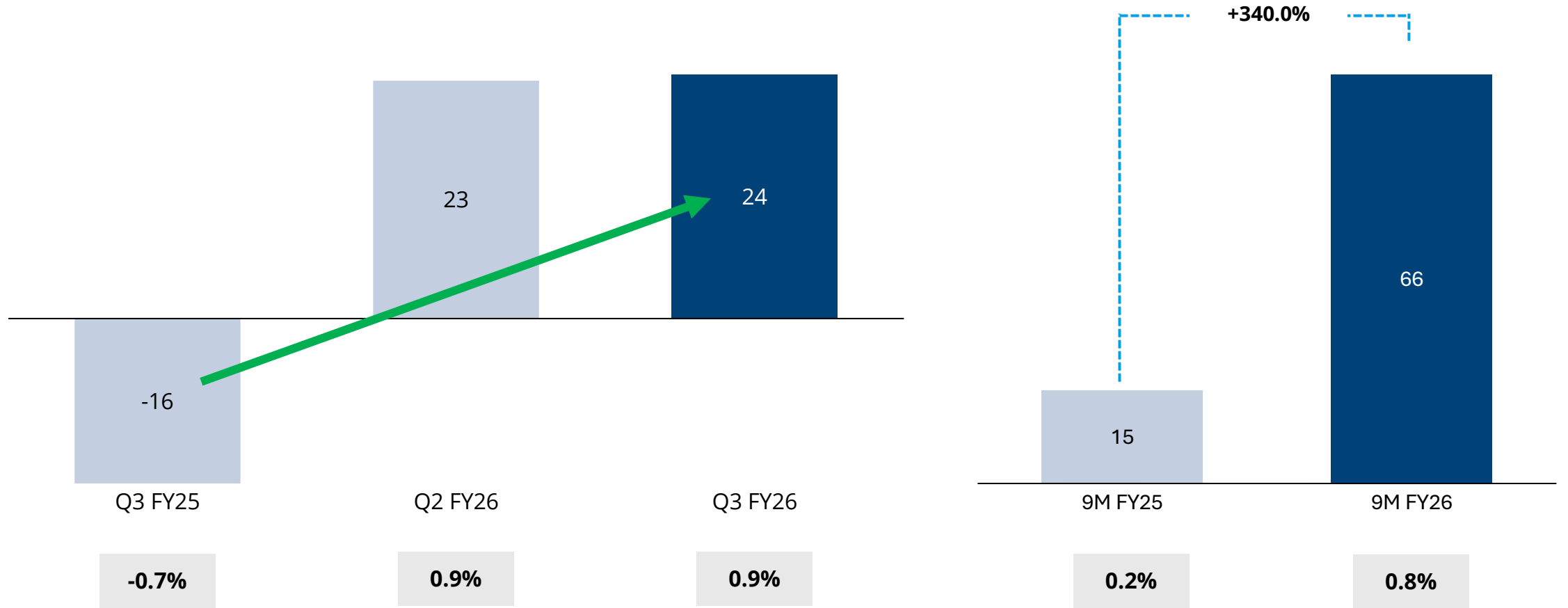
- EBITDA Adjusted for ESOPS, Forex Gain/Loss and redundancy costs
- Prior period segment numbers are restated to reflect the change in segment effective Q1 FY 26

Margin %

Q3 Delivers Higher PBT and Strengthening Margin Profile

Rs. Crore

PBT Margin Medium Term Target - 4%



Note:

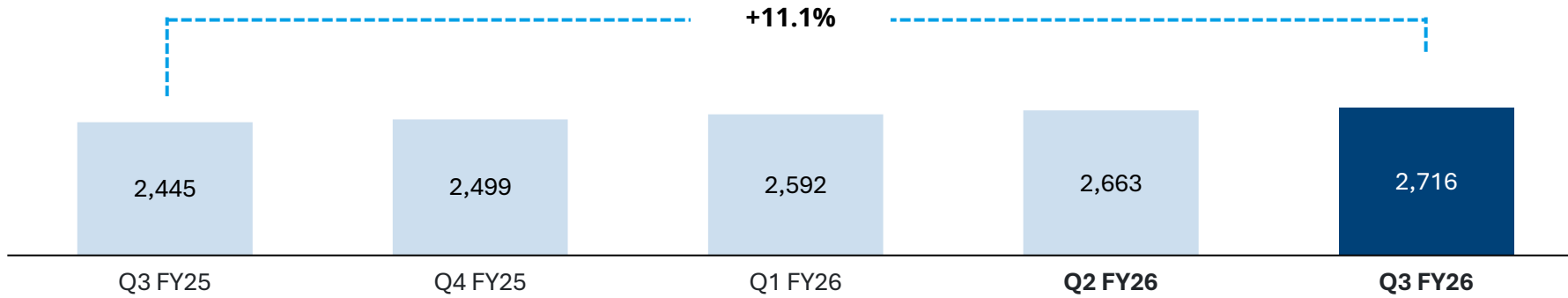
• Adj. PBT is reported PBT adjusted for exceptional items, redundancy costs and share of profits

Margin %

Accelerating Trajectory Across All Key Financial Metrics

Rs. Crore

Revenue



Q3 FY25

Q4 FY25

Q1 FY26

Q2 FY26

Q3 FY26

6.2%

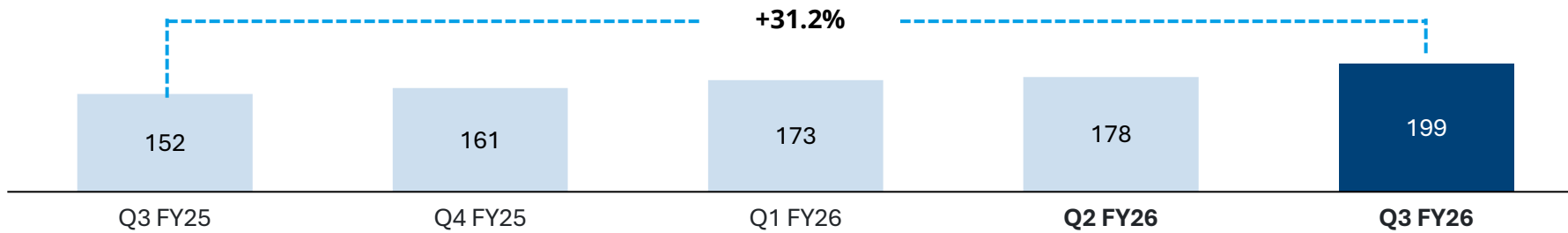
6.5%

6.7%

6.7%

7.3%

Adj. EBITDA & Margin



Q3 FY25

Q4 FY25

Q1 FY26

Q2 FY26

Q3 FY26

-0.7%

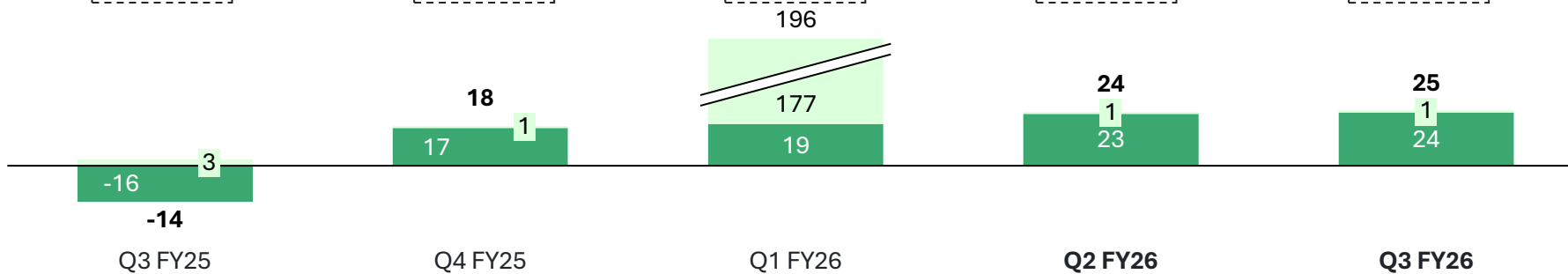
0.7%

0.7%

0.9%

0.9%

Adj. PBT & PBT Margin



Q3 FY25

Q4 FY25

Q1 FY26

Q2 FY26

Q3 FY26

Share of Profit from TVS ILP Adj. PBT

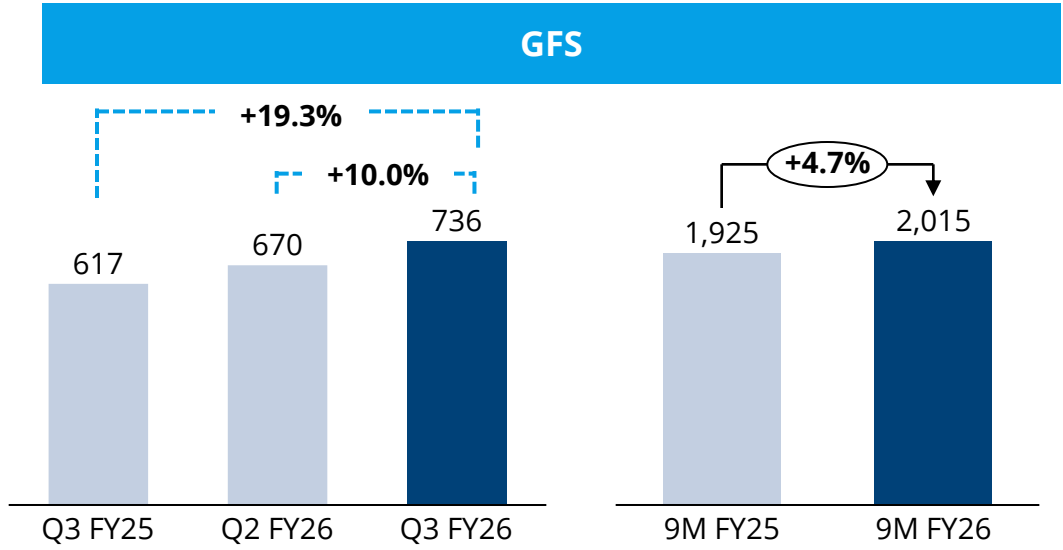
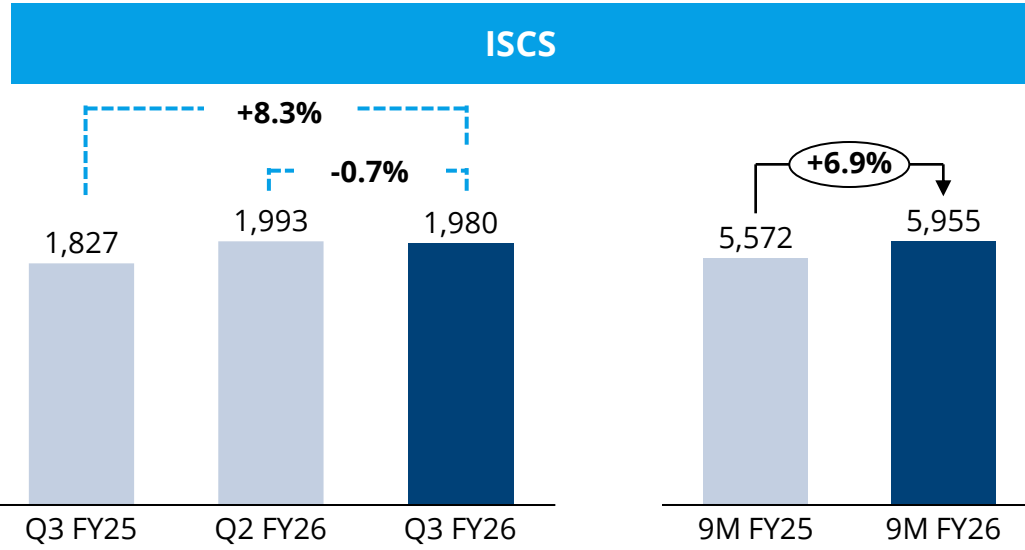
Note:

- ✓ EBITDA Adjusted for ESOPS & forex gain/loss, one time redundancy costs from Q3FY25 to Q3FY26
- ✓ Adj. PBT is reported PBT adjusted for exceptional items, redundancy costs and share of profits
- ✓ Adj. PBT margin computed based on Adj. PBT

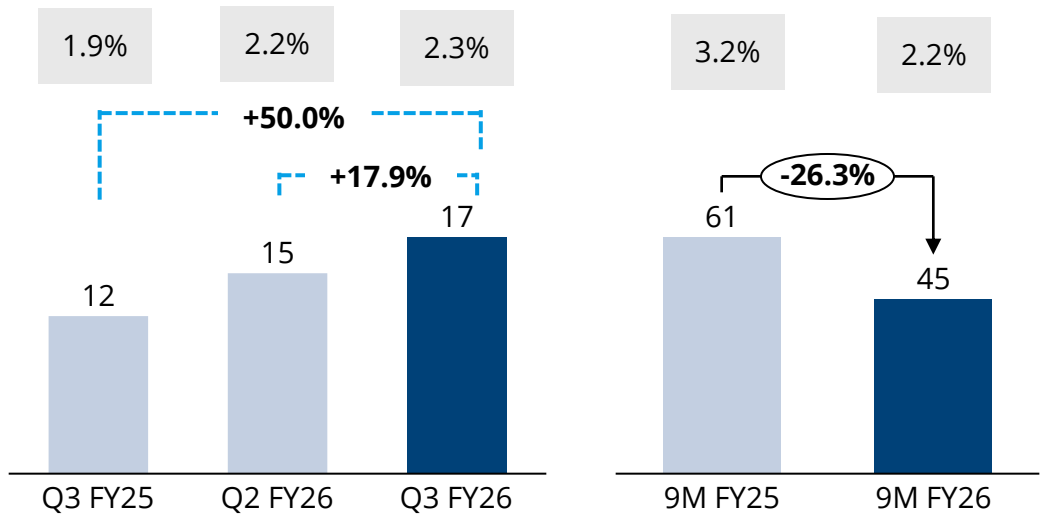
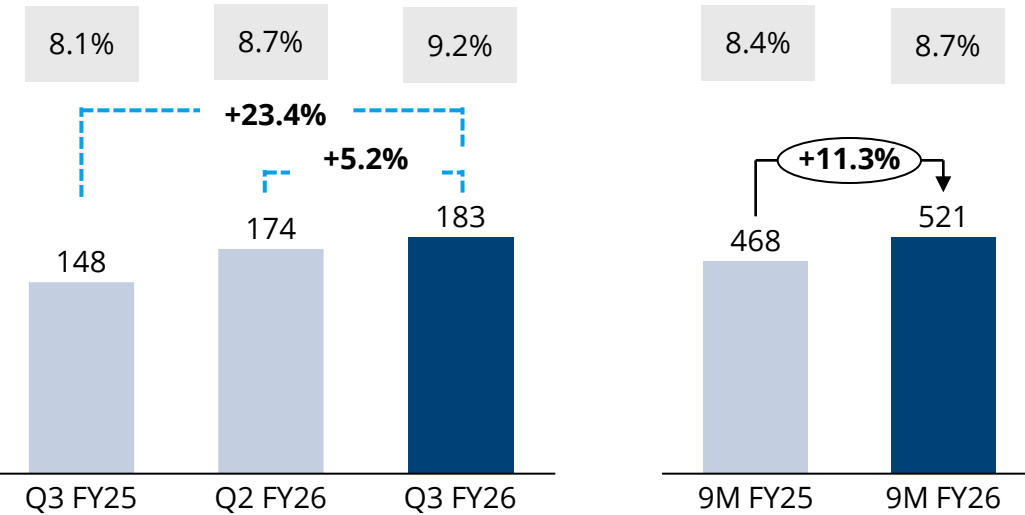
ISCS Drives Margin Expansion; GFS Delivers Double-Digit Growth

Rs. Crore

Revenue



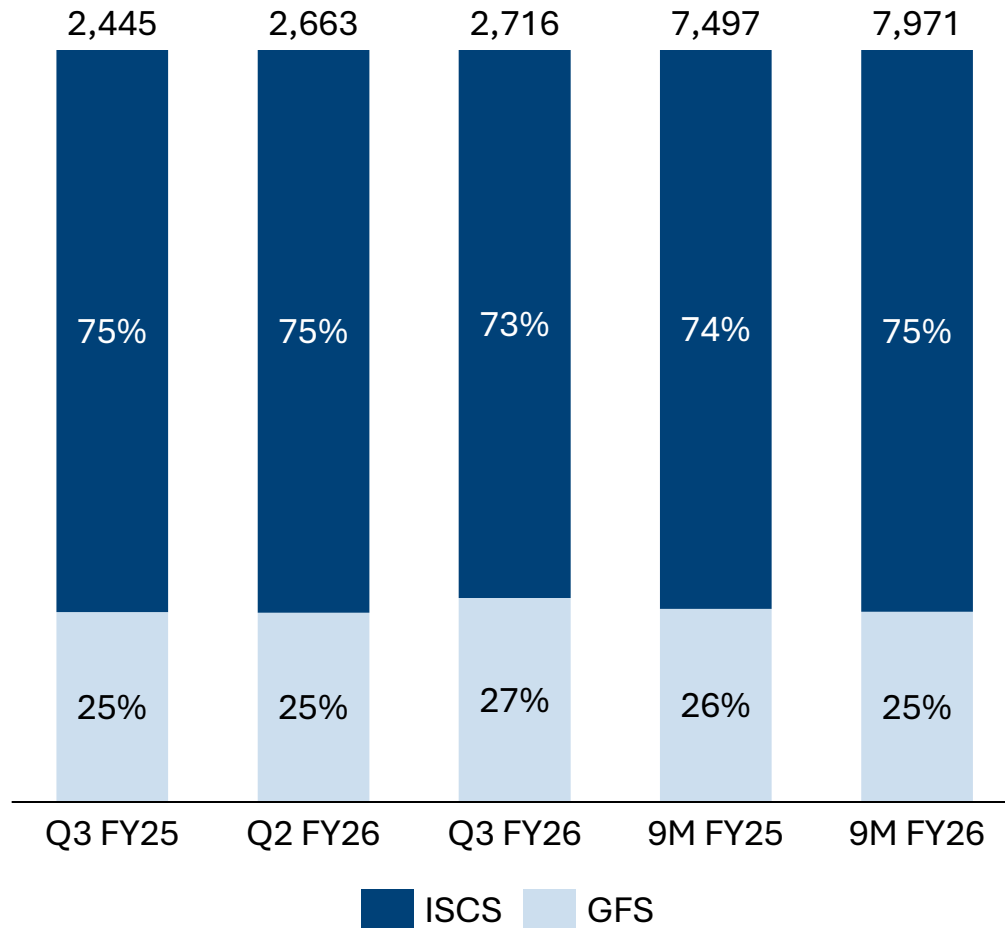
Adj EBITDA & Margin



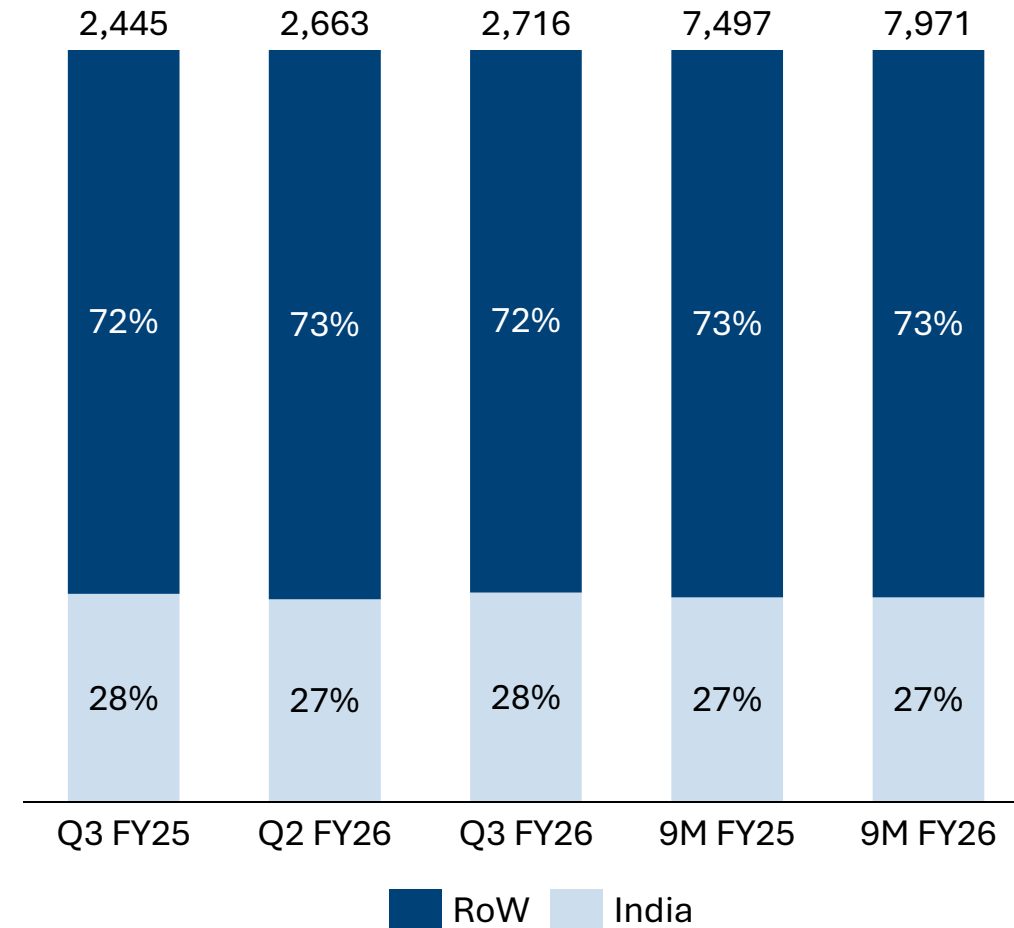
Margin %

Note:
 • EBITDA Adjusted for ESOPS, Forex Gain/Loss and redundancy costs
 • Prior period segment numbers are restated to reflect the change in segment effective Q1 FY 26

Revenue contribution by segment



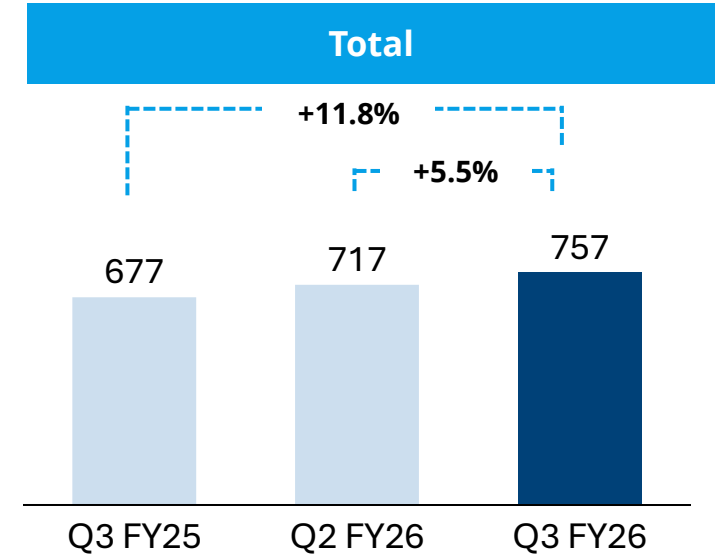
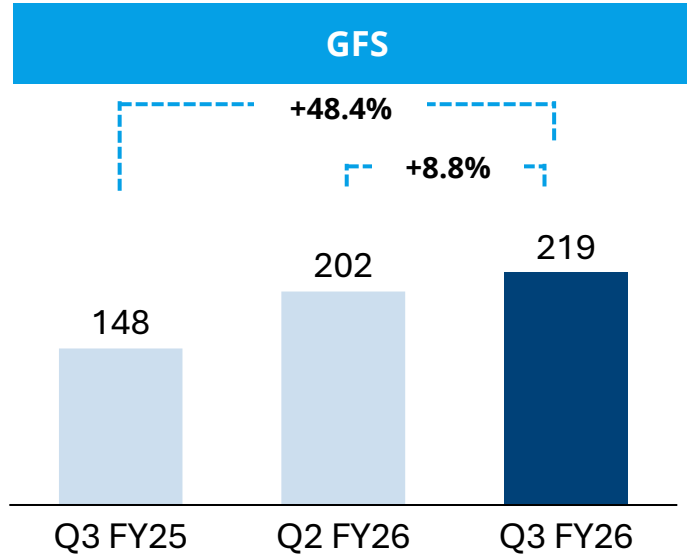
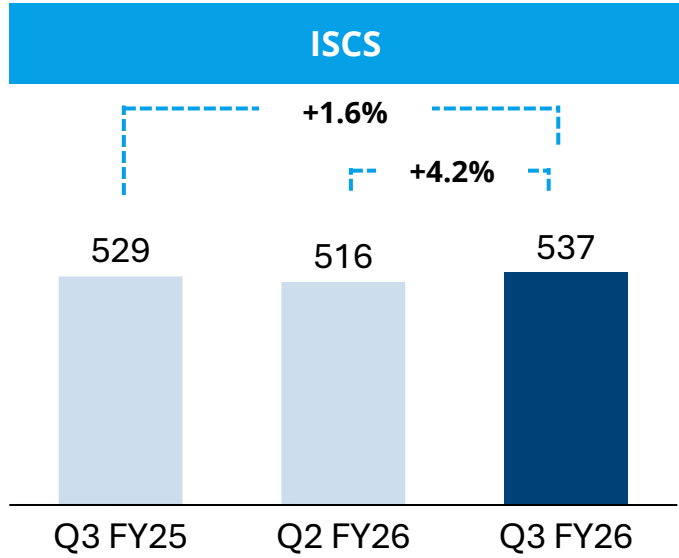
Revenue contribution by Geography



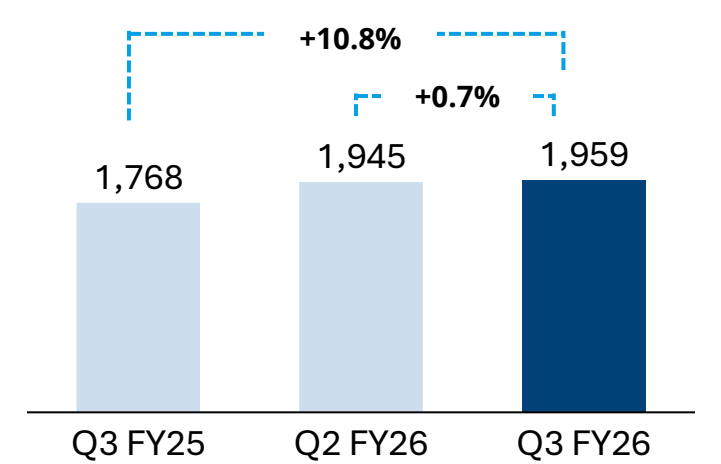
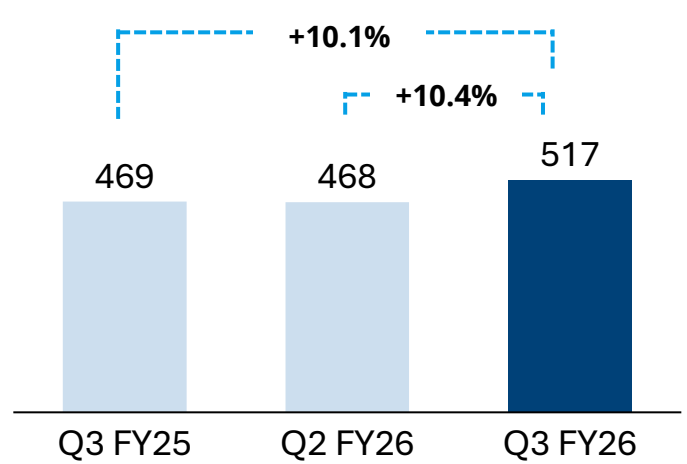
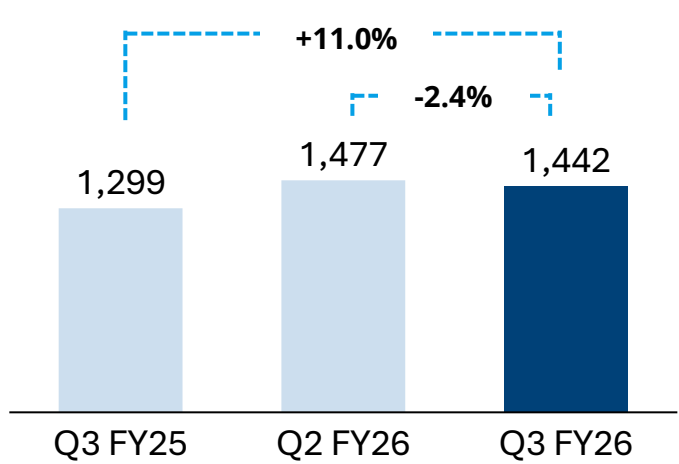
Growth Momentum across Geographies

Rs. Crore

India



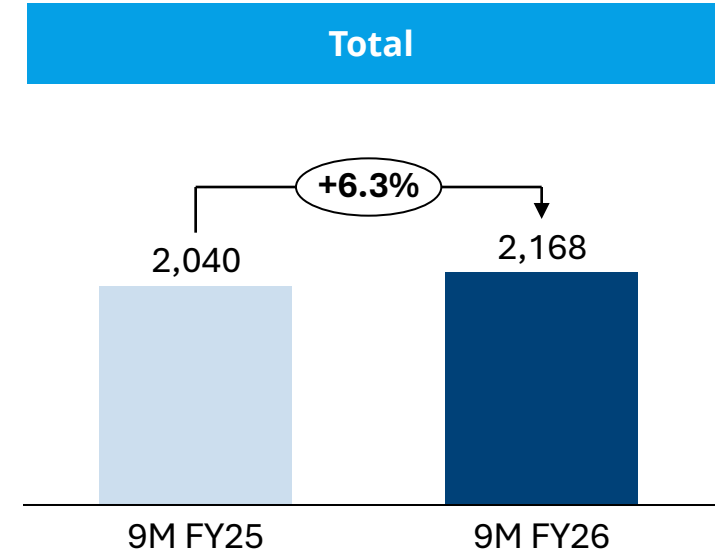
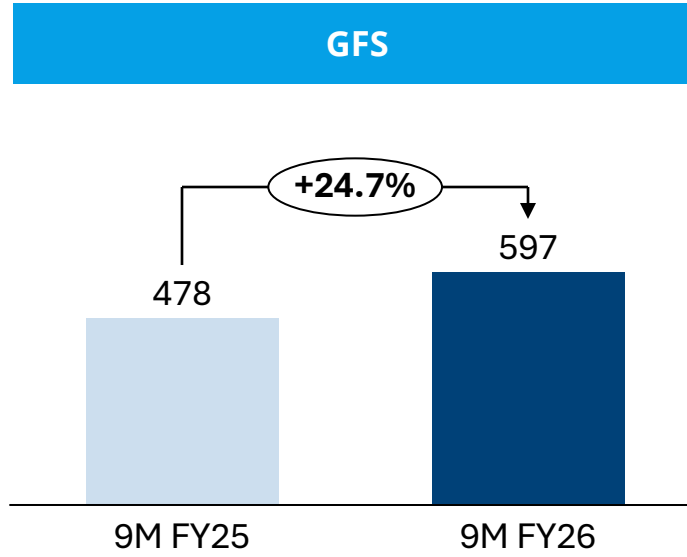
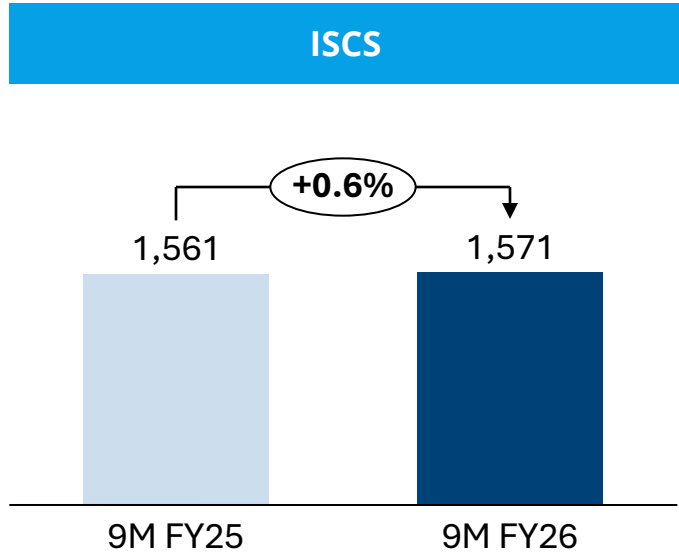
RoW



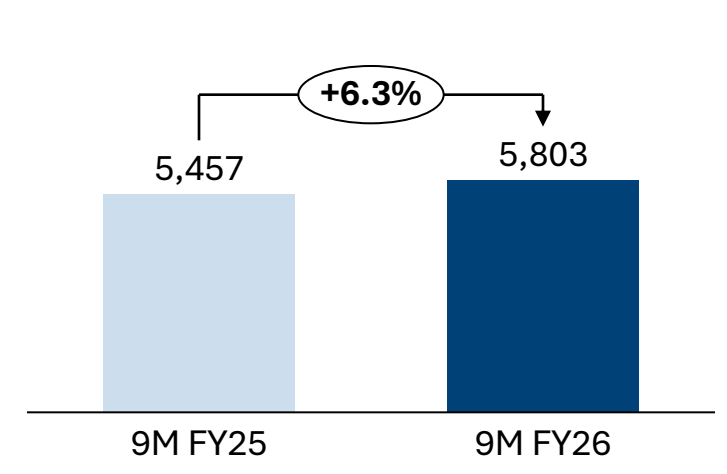
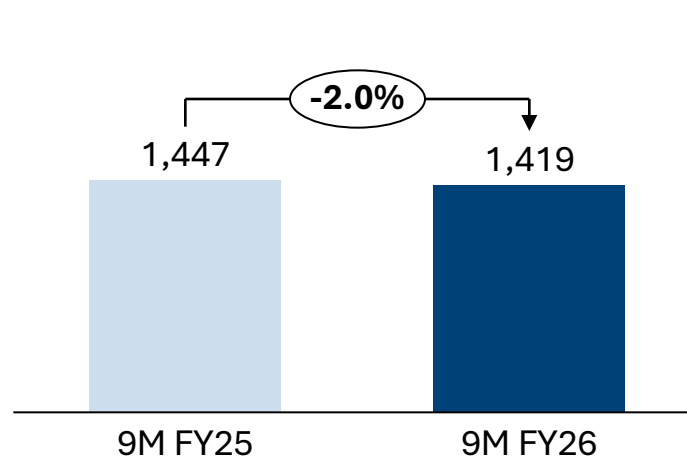
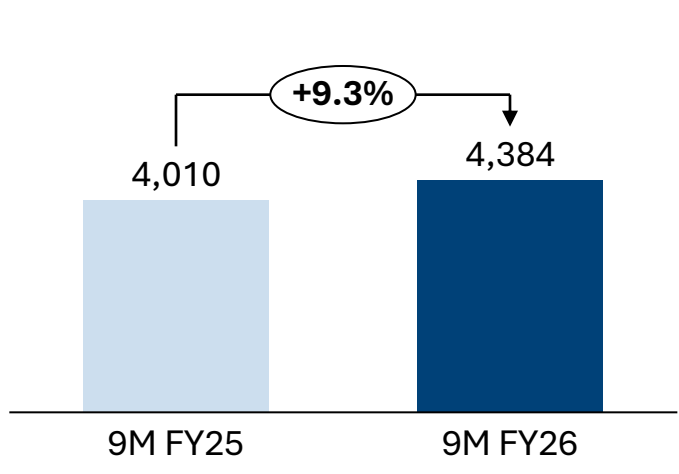
Consistent 9M Growth Across Geographies

Rs. Crore

India



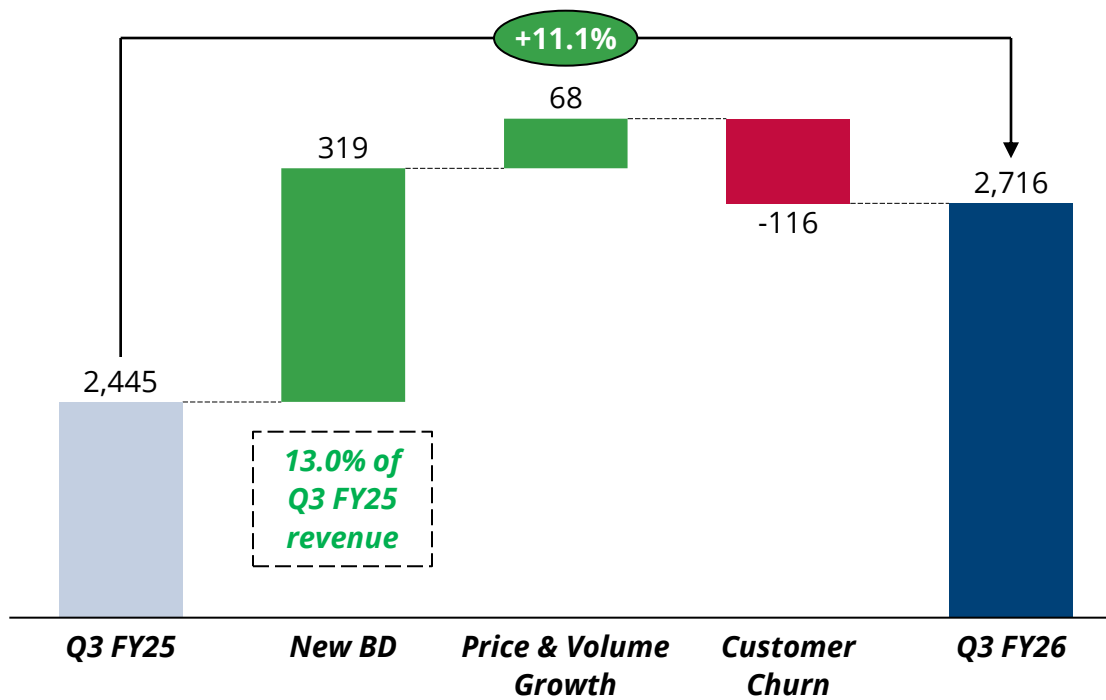
RoW



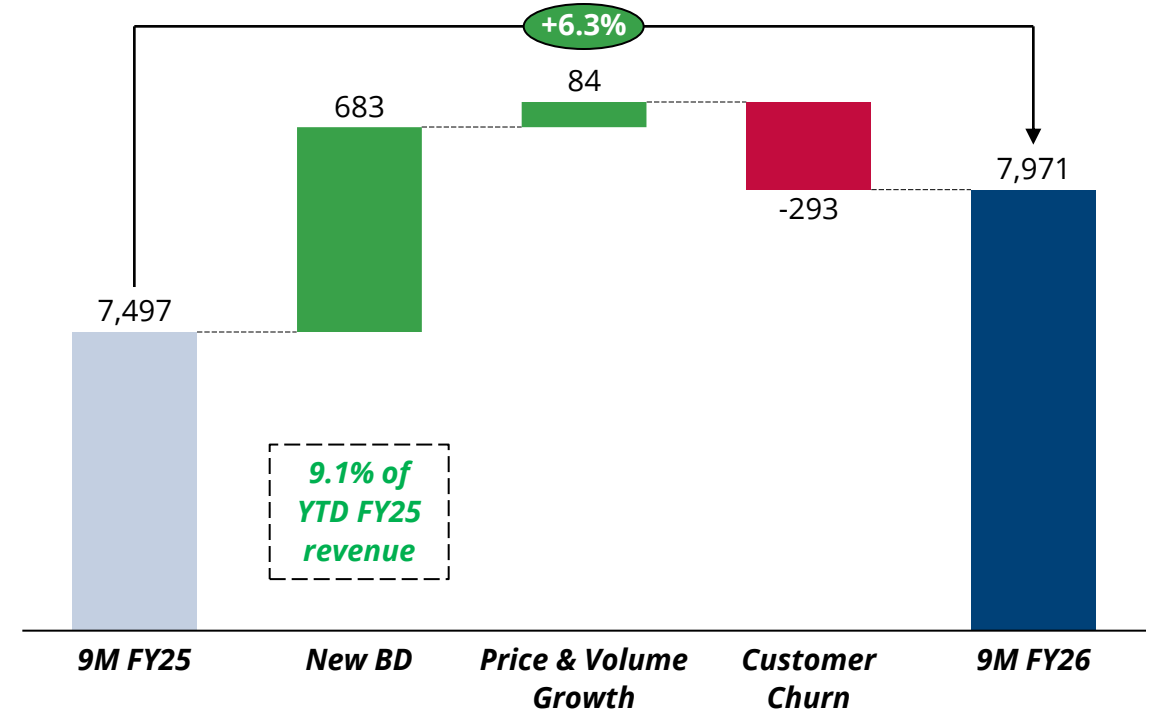
Strong BD Conversion Fuels 13% Q3 and 9% 9M Revenue Growth

Rs. Crore

Q3FY25 to Q3FY26



9MFY25 to 9MFY26



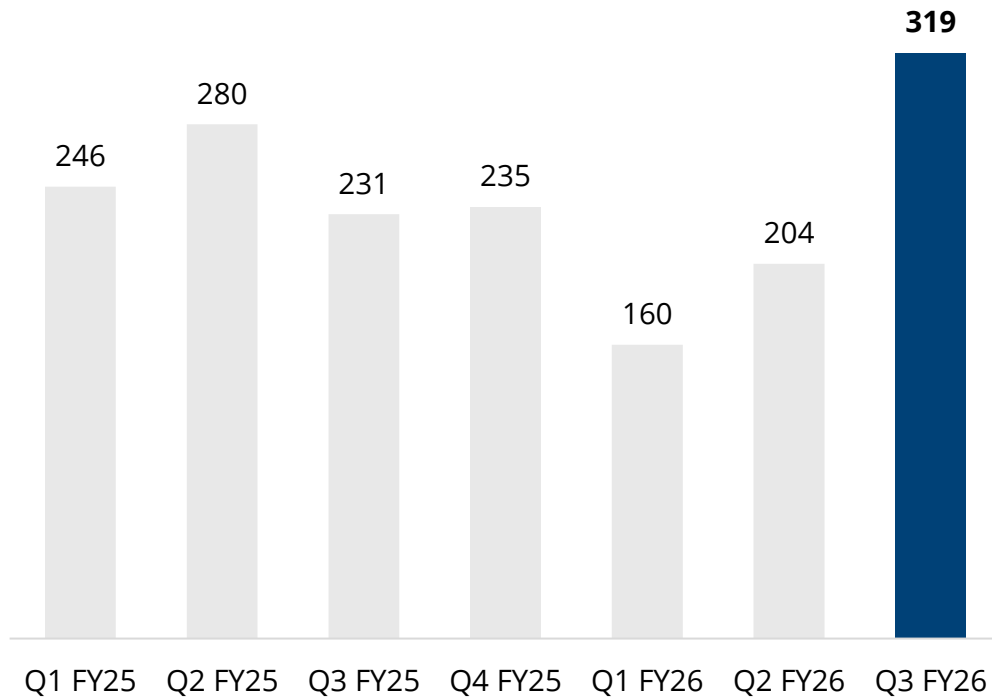
New Business Wins translates to 13.0% of Q3FY25 and 9.1% of 9MFY25 revenues

Note: Q1 FY26 new business wins have been restated to reflect correct classification of one customer previously reported under volume gains. Accordingly, 9M FY26 bridge reflects updated figures.

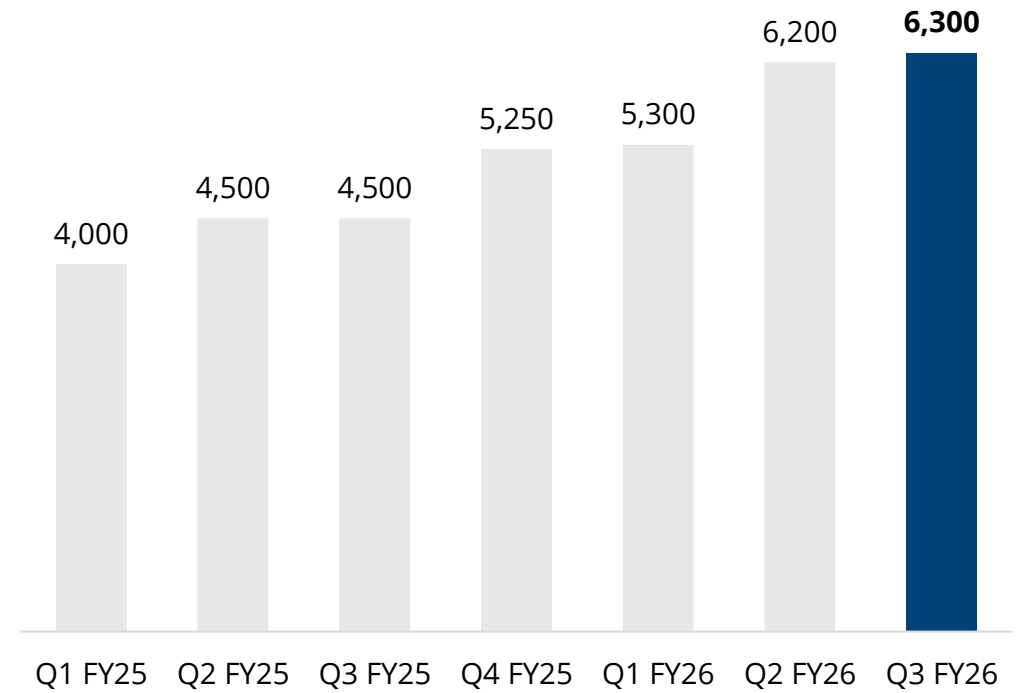
Record New BD with a Strong Pipeline Backing Future Growth

Rs. Crore

Revenue from New Business Wins



Business Development Pipeline



Profit and Loss Statement

Particulars (Rs. Crore)	Q3FY26	Q3FY25	Y-o-Y	Q2FY26	Q-o-Q	9MFY26	9MFY25	Y-o-Y
Revenue from operations	2,715.8	2,444.6	11.1%	2,662.6	2.0%	7,970.8	7,496.9	6.3%
Other Income	7.2	6.2		11.4		27.3	19.7	
Total Income	2,723.0	2,450.8	11.1%	2,674.0	1.83%	7,998.1	7,516.6	6.4%
Total material related costs	475.0	391.4	21.3%	446.3	6.4%	1,408.7	1,314.5	7.2%
Freight, clearing, forwarding and handling charges	784.8	705.1	11.3%	727.3	7.9%	2,192.4	2,183.5	0.4%
Sub-contracting costs	389.5	356.2	9.3%	369.4	5.4%	1,136.0	1,065.7	6.6%
Employee Cost	598.6	590.3	1.4%	644.4	(7.1)%	1,861.9	1,743.3	6.8%
Other Expenses	269.8	251.6	7.2%	298.1	(9.5)%	824.7	679.6	21.3%
Foreign exchange loss/(gain) (net)	(7.4)	(1.1)		(4.3)	-	(17.1)	(12.0)	-
EBITDA	205.6	151.1	36.1%	181.6	13.2%	564.3	522.3	8.0%
EBITDA Margins (%)	7.6%	6.2%		6.8%		7.1%	7.0%	
ESOPS	1.1	0.4		0.2		1.5	0.6	
Foreign exchange loss/(gain) (net)	(7.4)	(1.1)		(4.3)		(17.1)	(12)	
One Time Restructuring Cost	0	1.5		1.1		2.4	2.9	
Adjusted EBITDA	199.3	151.9	31.2%	178.6	11.6%	551.1	513.8	7.3%
Adjusted EBITDA Margins (%)	7.3%	6.2%		6.7%		6.9%	6.9%	
Depreciation of right-of-use asset	106.0	99.4		95.9		295.0	304.3	
Other depreciation & amortization	41.1	36.1		41.3		119.7	105.9	
EBIT (EBITDA less depreciation)	58.5	15.6	276.1%	44.4	31.7%	149.6	112.1	33.5%
Finance cost	18.5	17.9		18.8		54.9	52.8	
Interest on lease liabilities	23.2	21.6		14.6		58.1	66.8	
Share of profit/(loss) from TVSILP	1.1	2.6		0.9		179.2	4.2	
Profit before Exceptional Items & Tax	25.1	(15.2)	-	23.3	7.8%	243.2	16.4	1383.0%
Exceptional Items	(9.1)	0		0		(100.4)	0	-
Profit before Tax	16.0	(15.2)	-	23.3	(31.4)%	142.8	16.4	770.7%
Profit before Tax Margin (%)	0.6%	(0.6)%		0.9%		1.8%	0.2%	
Total income tax expense	4.8	8.6		7.0		44.1	22.1	
Profit After Tax	11.2	(23.8)	-	16.3	(31.4)%	98.7	(5.7)	-
PAT Margins (%)	0.4%	(1.0)%		0.6%		1.2%	(0.1)%	
PAT (before Exceptional items)	20.3	(23.8)		16.3		199.1	(5.7)	

Global Leadership Team



R. Dinesh
Executive Chairman



Ravi Viswanathan
Managing Director



Vikas Chadha
Global CEO



R Vaidhyanathan
Global CFO

Regional CEOs



Kameswaran Sukumar
CEO, India, Middle East & Africa Business



Richard Vieites
CEO, Europe & North America Business



Jonathan Croydon
EVP, UK & Europe Business



Siddharth Jairaj
CEO, APAC Region & GFS Business

Global Functional leads



Ethirajan Balaji
Global CHRO



Dinesh Narayan
Global CIO & Legal



R. Dinesh
Executive Chairman



Ravi Viswanathan
Managing Director



Shobana Ramachandran
Director



Anand Kumar
Director



Ashish Kaushik
Director



B Sriram
Independent Director



Gauri Kumar
Independent Director



Tarun Khanna
Independent Director



K Ananth Krishnan
Independent Director



Narayan K Seshadri
Independent Director



Nomination & Remuneration



Audit



Risk management



Stakeholders Relationship



Corporate Social Responsibility

Strategic Outlook

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 value-added 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

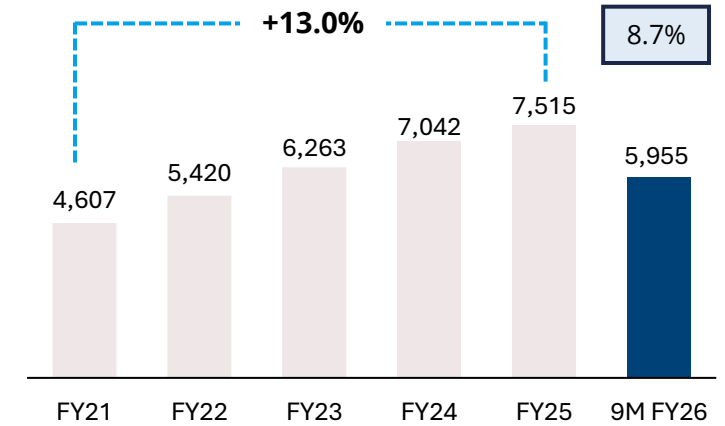
- ✓ Leverage our global network to expand into new markets
- ✓ Deepen presence in a country
- ✓ Continue to grow our global platform through targeted inorganic opportunities

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

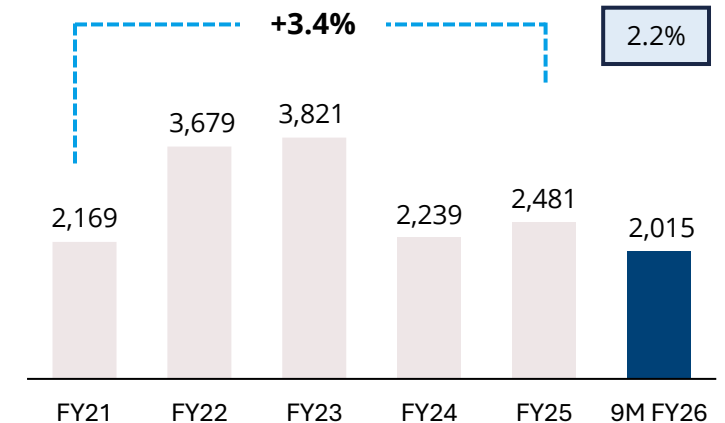
Our strategy revolves around **ENCIRCLEMENT** which focuses on increasing the wallet share of existing customers by generating incremental business by increasing the scope of our services

- ✓ India's largest and among the fastest-growing integrated supply chain provider, with 21+ years of experience in managing complex supply chains across diverse industries
- ✓ Serves a diverse customer base of over 6,200 active customers, including 90+ Fortune Global 500 companies, demonstrating deep customer loyalty and stable revenue generation
- ✓ Operations across 26 countries and a robust network of warehouses. Well-positioned to cater to both domestic and international markets, capitalizing on its cross-deployment capabilities
- ✓ Top 4 FY25 revenues by sector: Industrials 29%, Automotive 25%, Consumer 13% and Tech & Tech Infra 13%
- ✓ Offers end-to-end solutions through ISCS and GFS, addressing a wide range of customer needs, from sourcing to consumption
- ✓ ISCS capabilities include sourcing, transportation, logistics centers, in-plant operations, finished goods, aftermarket fulfillment, and supply chain consulting
- ✓ GFS involves managing end-to-end freight forwarding across ocean and air with value added services on select lanes
- ✓ Average length of customer relationships: Top 10 customers in FY25 ISCS – 13.2 and GFS – 13.6 years
- ✓ Optimizes logistics efficiency and enhances customer satisfaction by leveraging advanced technologies including AI, machine learning, and data analytics
- ✓ We take a proactive stance in optimising our energy needs to achieve minimal impact on the environment

Consolidated ISCS Revenue



Consolidated GFS Revenue



Adjusted EBITDA Margin

For further information please contact:



Mr. Prabhu Hariharan

Head Investor Relations

investor.relations@tvsscs.com

Churchgate
Investor Relations

Ms. Anvita Raghuram / Ms. Neha Dingria

+91 226 169 5988

tvsscs@churchgatepartners.com

Corporate Office Address:

Tamarai Tech Park, South block - 3rd Floor No. 16, SP Developed Plot,
Jawaharlal Nehru Road, Industrial Estate, Guindy, Chennai - 600 032.

BSE: 543965 NSE: TVSSCS

<https://www.tvsscs.com/>