

Ref: MLLSEC/ 12 /2026

27 January 2026

To,  
**BSE Limited,**  
**(Security Code: 540768)**  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai - 400 001

**National Stock Exchange of India Ltd.,**  
**(Symbol: MAHLOG)**  
Exchange Plaza, 5<sup>th</sup> Floor, Plot No. C/1,  
“G” Block, Bandra-Kurla Complex,  
Bandra (East), Mumbai – 400 051

Dear Sirs,

**Sub: Earnings Presentation for the third quarter and nine months ended 31 December 2025- Regulation 30 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 2015 (“SEBI Listing Regulations”)**

**Ref: Intimation of earnings conference call vide letter dated 16 January 2026**

Further to our letter dated 16 January 2026 giving advance intimation of the earnings conference call for the third quarter and nine months ended 31 December 2025 (“Mahindra Logistics Limited Q3FY26 Earnings Conference Call”), please find enclosed herewith the Earnings Presentation for the said Earnings Conference Call, inter-alia, encompassing an overview of the Company, its operations and the Unaudited Standalone and Consolidated Financial Results for the third quarter and nine months ended 31 December 2025, subjected to Limited Review.

This intimation and the earnings presentation are also being uploaded on the Company’s website and can be accessed at the weblink: <https://mahindralogistics.com/investor-interaction/>.

For **Mahindra Logistics Limited**

**Jignesh Parikh**  
**Company Secretary**

*Enclosure: As above*



# Q3 FY26 Investor Presentation

## Business & Earnings Update

January 2026



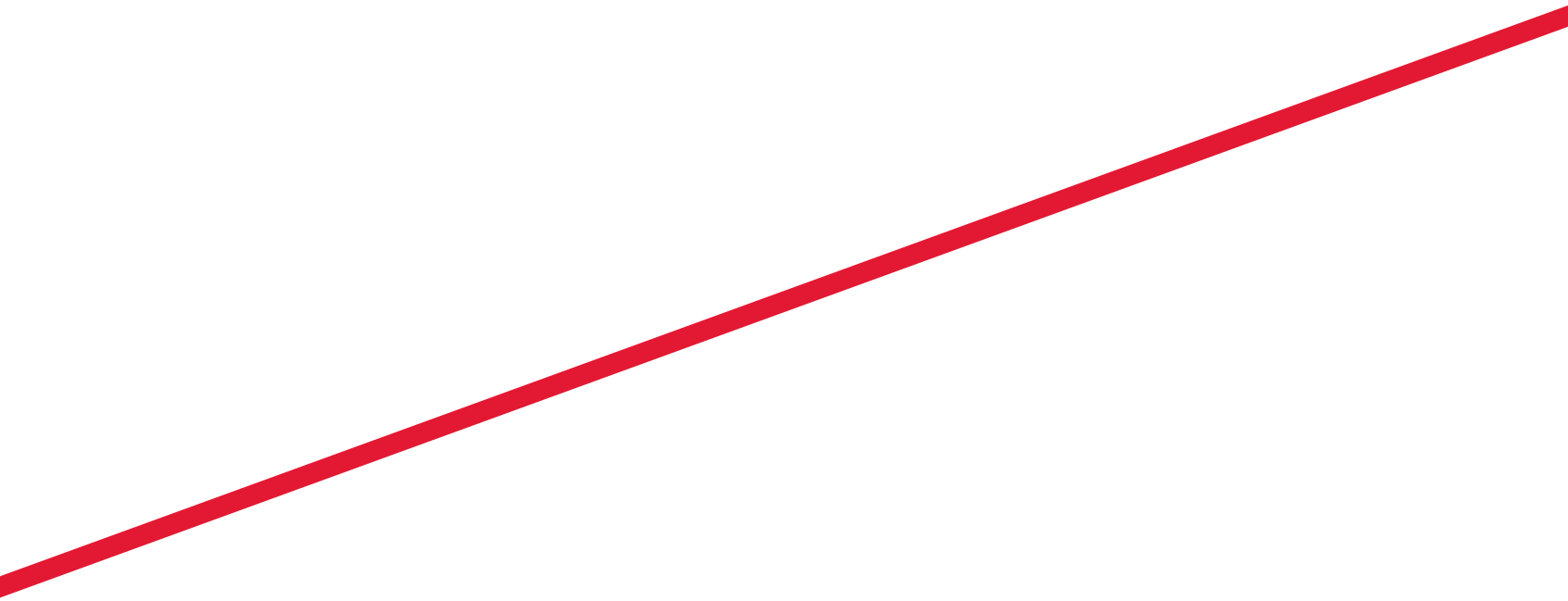
## Safe Harbor

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# Company Overview





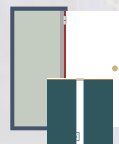
# India's leading logistics provider of integrated solutions

## SUPPLY CHAIN MANAGEMENT



### Contract Logistics

Providing Transportation, Warehousing, Stores & Line Feed, Fulfilment and VAS services



### Last Mile Delivery

Facilitates delivery/distribution to customers of major e-com players



### B2B Express

B2B express and PTL transportation with pan India coverage



### Freight Forwarding

Cross border freight forwarding business with expertise in ocean as well as air freight

**mahindra**  
LOGISTICS >>



### Mobility Services (B2B/B2C)

Provides ETMS & city/airport transfers solutions

## MOBILITY SOLUTIONS

## Leading logistics service provider of India



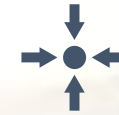
**22 Mn**

Sq. ft. space under management



**30,000+**

Total workforce across India



**1,100+**

Locations across India



**19,000+**

Pin-codes covered



**1,500+**

EV fleet (Cargo + PV)



**50+**

Global trade lanes



**50,000+**

Full Truck Trips per month



**47 Mn+**

Green km driven per year



**10,000+**

Ocean freight TEUs per annum



**~12 crore**

Packages delivered per annum



**4.1 Mn+**


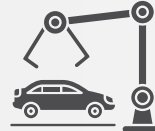








Sq.ft. space with renewable energy



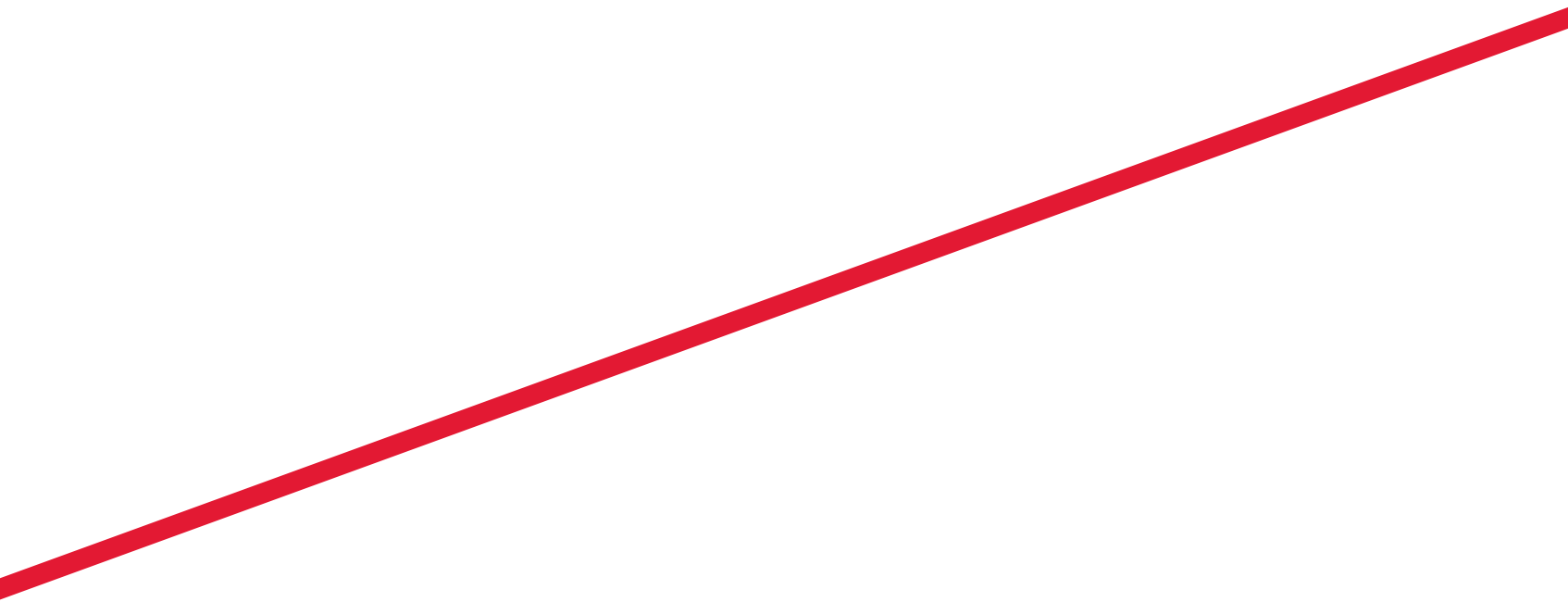
**1,500+**

Business associates network

## Presence in High Growth Segments (End-Markets)

<b>Auto &amp; Auto Components</b>	<b>01</b>	<ul style="list-style-type: none"> <li>India is 4<sup>th</sup> largest automobile market in the world by production</li> <li>Favorable ecosystem for exports &amp; government support</li> <li>~25% contribution in contract logistics market, ~7% in GDP</li> </ul>		
<b>FMCG / Durables/ Retail</b>	<b>02</b>	<ul style="list-style-type: none"> <li>FMCG &amp; FMCD growing at a 15% &amp; 7% CAGR, to reach 250Bn+ by F30</li> <li>Govt support through allocation of ₹10k Cr in PLI schemes</li> </ul>		
<b>Industrial &amp; Engineering</b>	<b>03</b>	<ul style="list-style-type: none"> <li>Demand driven by investments, capacity creation in core sectors</li> <li>Government Initiatives - 100% FDI, Make in India</li> <li>FY26 budget outlay of ₹11.21 Lakh Crore in infrastructure</li> </ul>		
<b>Ecommerce</b>	<b>04</b>	<ul style="list-style-type: none"> <li>Fastest growing industry in India, with a CAGR of 15-20%</li> <li>Ecom growth has led to rise in D2C &amp; Last Mile Delivery</li> <li>Uptick in grocery and electronics share in Q-commerce</li> </ul>		
<b>Mobility</b>	<b>05</b>	<ul style="list-style-type: none"> <li>Increase in per km contract, shared mobility &amp; premium demand</li> <li>Office leasing is expected to grow at 20% CAGR</li> <li>GCC are eyeing tier 2 &amp; tier 3 cities for fresh setups</li> </ul>		

# Business Updates





## Management Commentary

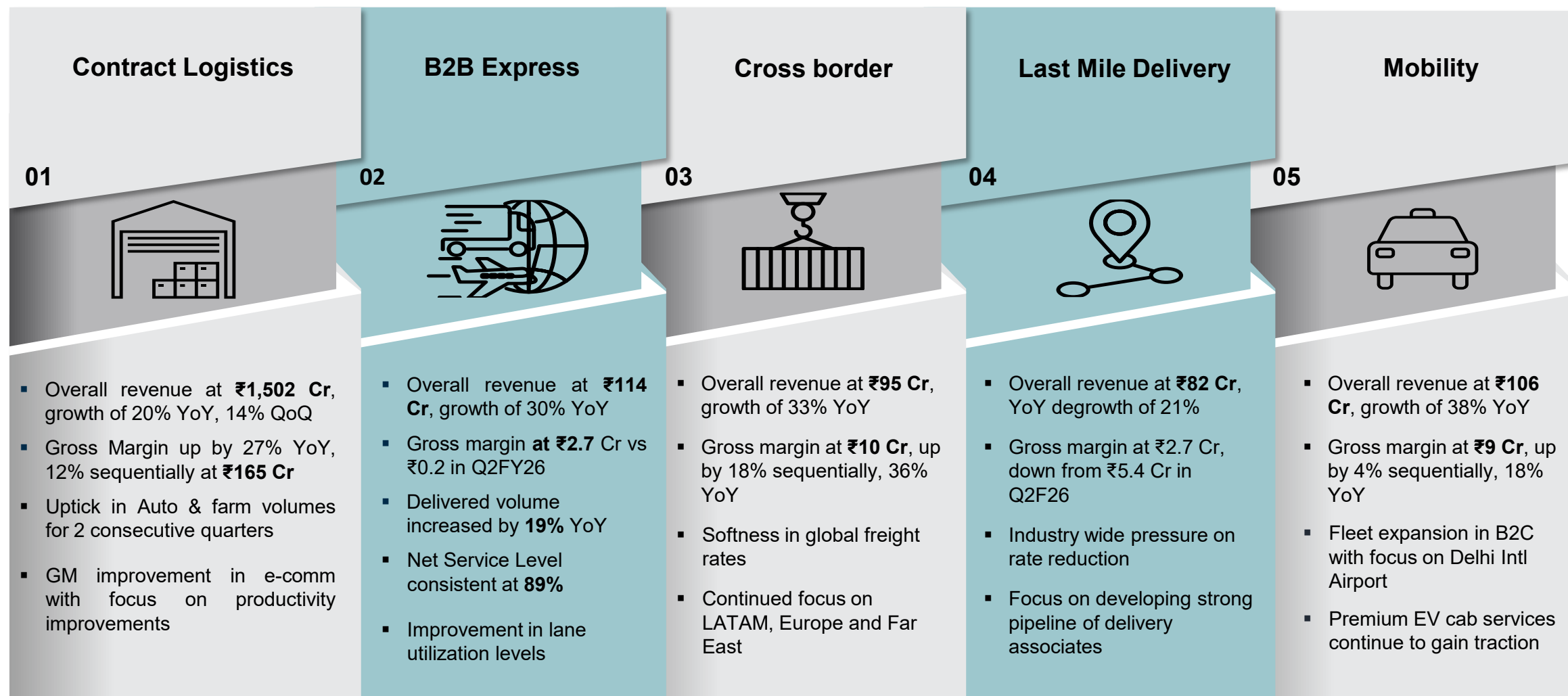
### Mr. Hemant Sikka – Managing Director and CEO

*“Q3 FY26 marks a defining inflection point for Mahindra Logistics. After 11 straight quarters of losses, we have returned to profitability, driven by sharper execution, stronger cost discipline, and a more focused growth strategy. Over the past few months, we have stabilized our leadership structure, strengthened alignment across the organization, and rebuilt execution rigor on the ground.*

*Our actions are translating into visible operational improvements — both in margin expansion and revenue growth. We are also making disciplined choices by exiting unviable relationships and selectively investing in high return opportunities.*

*The transformation underway at Mahindra Logistics is real, systemic, and accelerating. Our priorities remain clear — drive profitable growth, enhance customer satisfaction, and build a high quality, future ready revenue base. Most importantly, our confidence comes from delivery on the ground, not just intent. We are well positioned to build on this momentum in the quarters ahead.”*

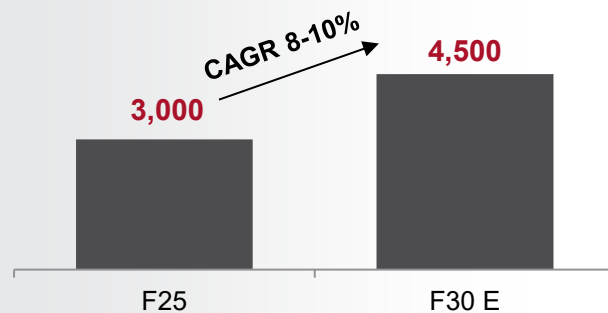
## Q3 FY26 Business Highlights



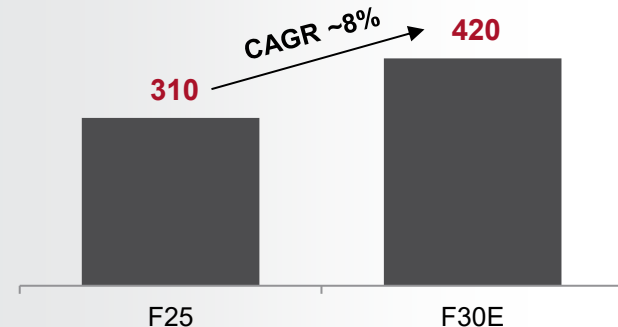
# Contract Logistics - Key Trends & Opportunities

Market Size (Rs. '000 Crore)

## Logistics Sector



## Contract logistics Business



## Industry Structure

- Highly fragmented with top 10 players having ~15% share
- ~60% of the sector constitutes of transportation
- Road transport accounts for nearly ~75% of transportation
- 3PL penetration in India is just 5% vs. global average of 10%



## Key Trends

- Higher Demand for Integrated Solutions instead of piece-meal logistics services
- Emerging consumption centers driving new fulfilment models and hubs in Tier 2 / 3 cities
- Rise of Multi-modal logistics with Gati-Shakti & National Logistics Policy
- Technology & Automation have become critical differentiators

## Contract Logistics - Core competency & capabilities



### Warehousing solution

Manage WH with expertise in design and operations



#### Efficient Space Utilization

High density racking, warehouse design



#### High Productivity

Mechanization and tech, process improvements



#### Full Inventory Visibility

WMS integrated with client ERP



#### VAS

Re-Packing, kitting, labelling, co-packing



### End to End transport solutions

Centralized management of all transportation



#### Cost Optimization

TMS enabled load consolidation, route optimization



#### Consignment Visibility

TMS with track & trace, alerts/updates



#### SLA Adherence

Faster deliveries through superior BA network and tech interventions



#### 100% Compliance

Safety, Statutory compliance



### Integrated Solutions

Single point of contact for E2E logistics



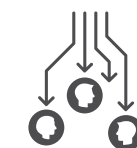
#### Improved Dispatch Plan

Visibility on inbound and outbound trucks, resources accordingly mobilized



#### Addn. cost synergies

Ability to consolidate more loads, ad-hoc orders – reduced courier



#### Improved utilization of customer resources

Lower focus and time on non-core functions

## Contract Logistics - Operating Highlights

Space under  
management

**20.4+**  
*Mn. Sq. Ft.*

Operating  
locations

**400+**



Vehicles  
Deployed

**15,000+**  
*Trucks  
Per month*

Business  
Associates

**1,500+**

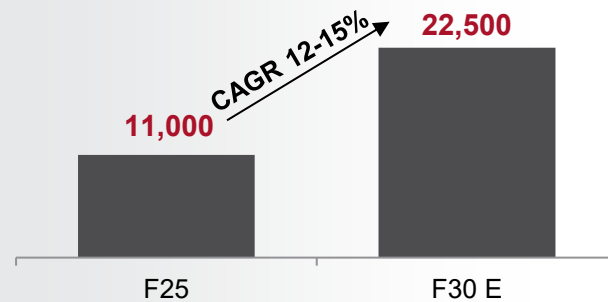




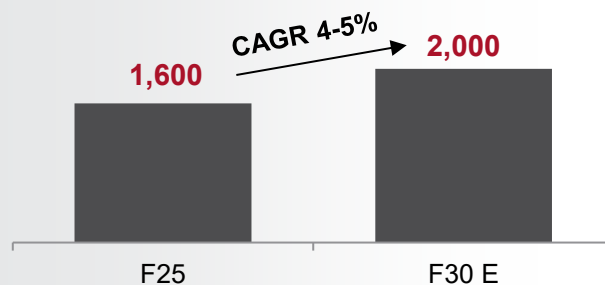
## B2B Express – Key trends and Opportunities

Market Size (Rs. Crore)

### B2B Express (Surface)



### B2B Express (Air)



### Industry Structure

- Organized players account for ~70% of volume
- Skewed load distribution, ~70% load is originated from North & West India
- Auto & Engineering (30%), Pharma (14%), Apparel & Lifestyle (13%) are major end-markets
- Air express is being increasingly used by corporates to deliver

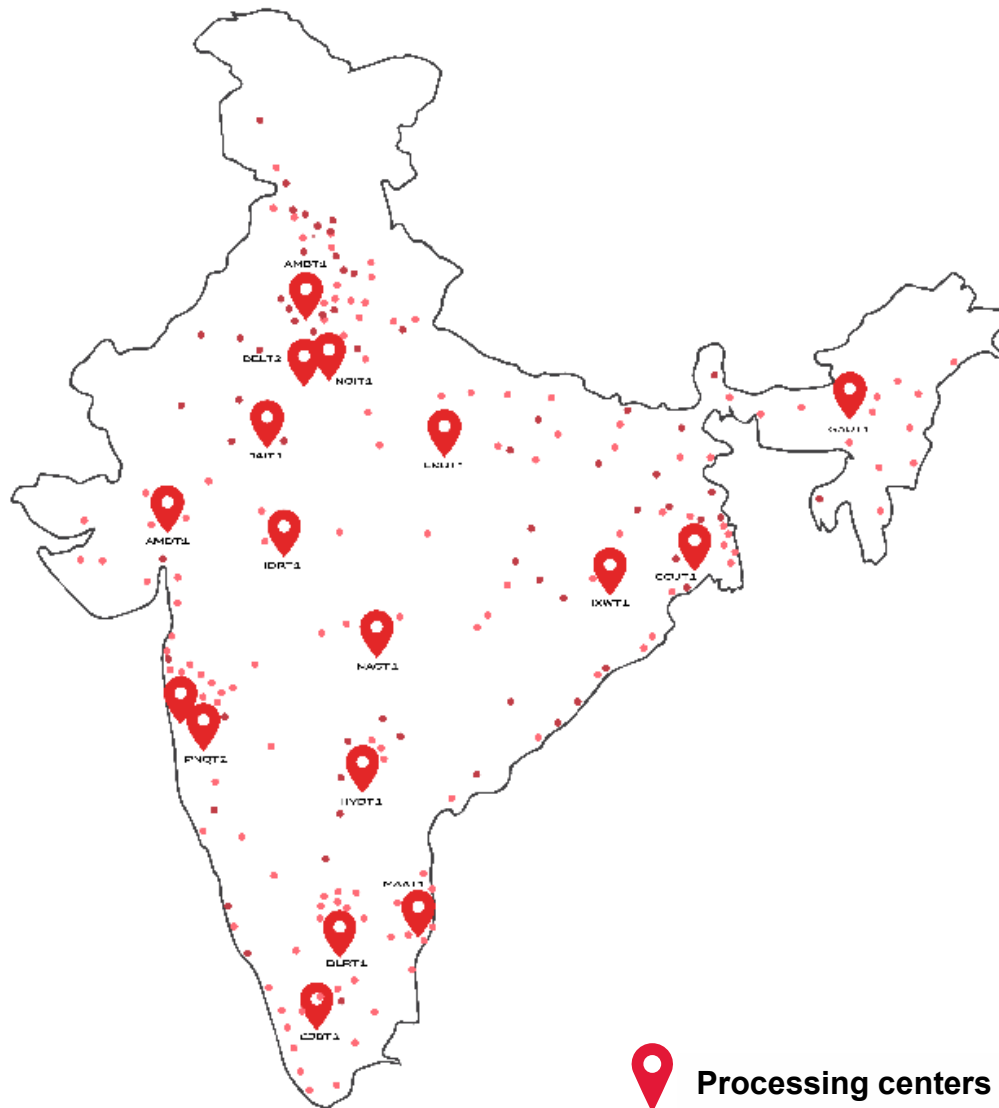


### Key Trends

- Increasing demand for Direct to Consumer, Omni-channel fulfillment
- Real-time tracking, route optimization, and digital documentation are becoming standard
- High adoption by MSMEs & small brands – Increased reach at lower cost
- The rise of e-commerce, D2C, and SMEs is fueling demand for cost-effective, flexible PTL solutions



## B2B Express – Core competency & capabilities



### Significant Network Coverage

- Pan India coverage - 19,000+ Pin-codes
- ~200 Processing Centers & Branches/Terminals
- 500+ partners for first mile & last mile connectivity

### Best in class technology suite

- ERP integrations for minimum manual interference
- Billing technology for faster and accurate billing
- In-house automated sales management tool



## B2B Express – Operating Highlights

Pin-code  
reach

**19,000+**  
*Direct+ODA*

Space under  
management

**~1.6**  
*Mn. Sq Ft.*

Trans-shipment  
Hubs & DCs

**200+**

Line Hauls &  
Mid-mile

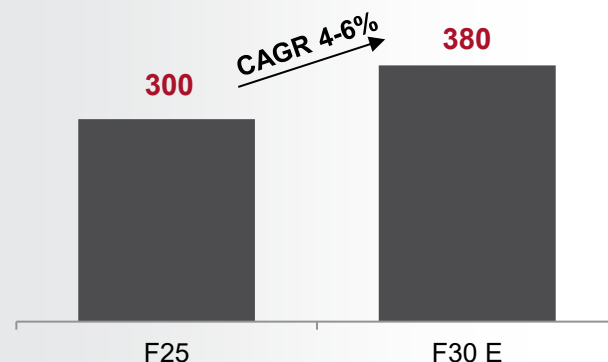
**1,100+**  
*Trucks*



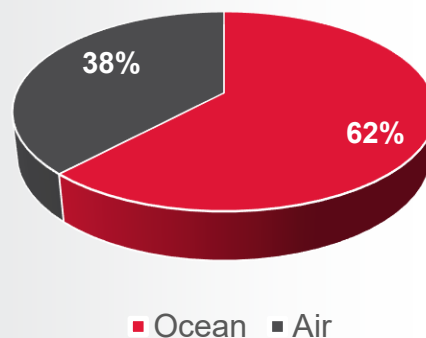
## Cross Border – Key Trends & Opportunities

Market Size (Rs. '000 Crore)

### Freight Forwarding



### Ocean & Air Freight Split



### Industry Structure

- Highly fragmented, dominated by freight forwarders across major markets
- Top trading partners of India – US, China, UAE, Europe and Latam
- Few large players have presence in major markets, small & mid-sized players use agent network



### Key Trends

- Near shoring on account of regional conflicts, reducing dependence on China (China+1 strategy)
- PLI Scheme to boost manufacturing in many sectors, giving rise to exports
- Multiple trade agreements to drive trade
- Rise of SaaS based Freight Forwarders



## Cross Border – Core competency & capabilities

### Air Freight



- ▶ Airport-to-Airport
- ▶ Door-to-Door
- ▶ Expertise in Over-dimension
- ▶ Control on TAT
- ▶ Advance & EPCG license liaison
- ▶ Single window solution on customers clearance

### Ocean Freight



- ▶ Ocean consolidation: USA /Europe /Asia to & from India
- ▶ Direct FCL's: All over the world
- ▶ Special equipment and breakbulk handling
- ▶ Controlling more than 10,000+ TEU's per annum
- ▶ Committed Space and Equipment

### Project Logistics



- ▶ ODC solutions catering to diverse industries
- ▶ Oil & Gas
- ▶ Mining
- ▶ Renewables
- ▶ Engineering & Manufacturing

### Expanding International presence



- ▶ Expand presence in China, UK, UAE
- ▶ Develop Air chartering business
- ▶ Access to Europe via UK office



## Cross Border – Core competency & capabilities

Agent Partners

**250+**

*Globally*

Ocean Freight  
Volume

**~2,900+**

*TEUs per quarter*



Air Freight  
Volume

**~1500+**

*Tons per quarter*

No. of Forwarding  
Lanes

**50+**

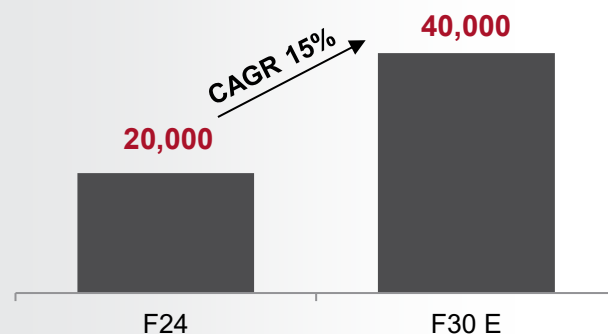
*Globally*



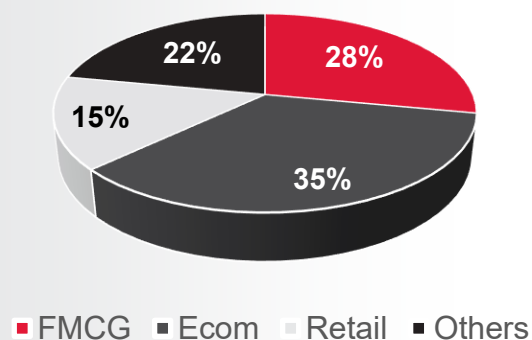
# Last Mile Delivery – Key Trends & Opportunities

Market Size (Rs. Crore)

## Last Mile Delivery, India



## LMD Segmentation by End-markets



Source: Redseer Consulting Report, Internal Analysis



## Industry Structure

- Last Mile is most expensive component of supply chain, ~50% contribution in transportation cost
- Highly complexity coupled with high service level requirements
- High competition from startups & hyperlocal players
- Different types of models in place – Shift from Delivery as a Service to Distribution & Fulfilment solutions



## Key Trends

- High growth in Micro fulfillment, sub same day delivery and dark store management
- Rapid Last mile Fleet electrification; Demand dispersion & faster TAT expectations
- Rise in Q-comm; Demand and expansion surging in tier II and III markets
- Increasing internet penetration, leading to rise in D2C & Quick commerce

## Last Mile Delivery – Operating Highlights

Volume  
handled

**350,000+**  
*orders per day*

Fleet  
Deployed

**6,000+**  
*Vehicles per day*



Last Mile  
stations

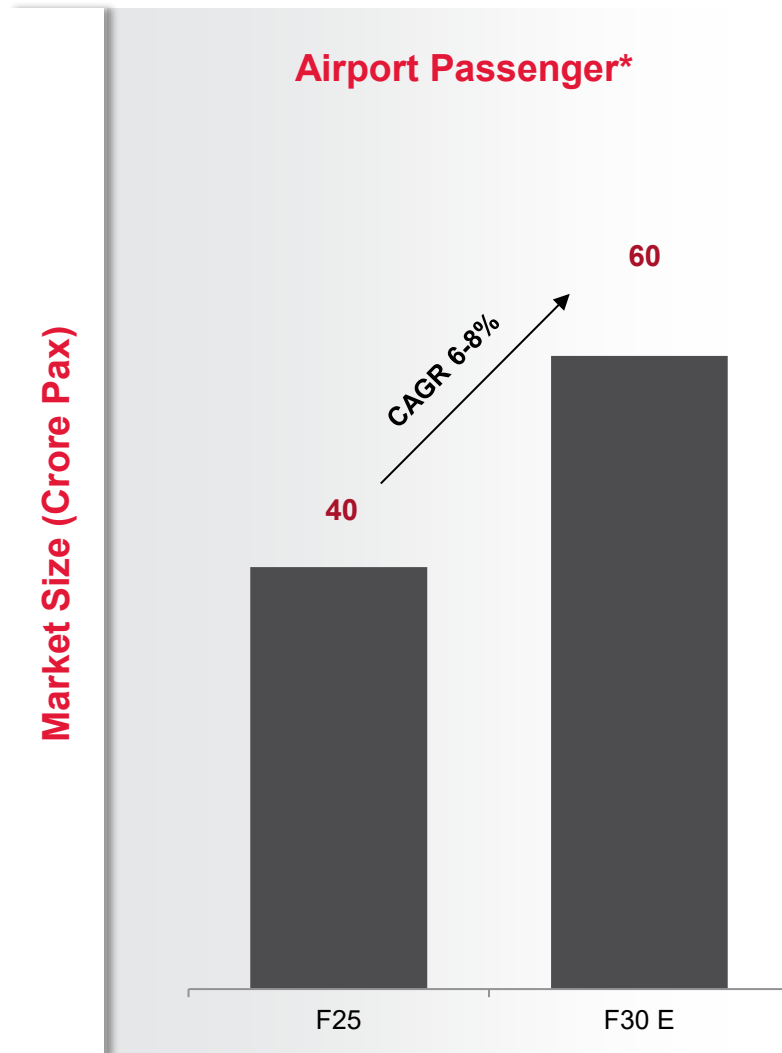
**200+**

Geographic  
Reach

**4,000+**  
*Pin-codes  
Pan-India*



## Mobility – Key Trends and Opportunities



### Industry Structure

- Highly fragmented with large unorganized supply
- Shift from vendor model to complete mobility solutions provider
- ITES, BPO & BFSI are the major end-markets for enterprise mobility solutions



### Key Trends

- Recovery in Air passenger traffic, growth in Business travel
- Increasing adoption of organized cab services over traditional taxi
- Increasing demand for EV Fleet, with push from government & incumbents alike
- Lack of adequate public infrastructure & increased traffic congestion



## Mobility – Core competency & capabilities



### Enterprise Mobility Services

- Fleet Management
- Adherence to OTA & OTD
- 24 x 7 Call Centre
- Trained Drivers



### Cab on Demand Services

- Premium Vehicle (EVs) Options
- Mobile App Enabled Booking
- Flexible Rental Packages
- 24 x 7 Call Centre
- Certified Drivers



### Airport & Outstation

- Assured Vehicles for Airport Transfers
- Comfort and Convenience
- 24 x 7 Call Centre
- Multi-Channel Booking
- Certified Drivers



### Upkeep Services

- Fleet Management
- Lowest TAT at Remote location
- 24 x 7 Call Centre
- Client web Access

Compliant Fleet

Service Excellence

Real Time Tracking & Execution

Mobile based Billing





## Mobility – Operating Highlights

No. of  
Trips (B2B + B2C)

**10,000+**  
*Per day*

No. of vehicles  
deployed

**5,000+**  
*Vehicles per day*



No. of operating  
locations

**100+**  
*Per day*

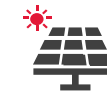
No. of supply  
partners

**300+**  
*Pan-India*



## Drive to Net Zero

Carbon Neutral by 2040



**4.1 Mn Sq Feet**

Solar Powered Warehouses

**1,500+ EV**  
2W, 3W & 4W CV



**~47 Million**  
Green KM with EVs

**5 IGBC Gold & Platinum**  
Certified buildings



**Recognition**  
CII Scale Award –  
Green logistics

**BRSR**  
Integrated Annual Report



**5000+ Kg**  
Waste Plastic Collected

**1,73,800+**  
Saplings planted



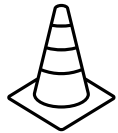
# Corporate Social Responsibilities

## BUILDING COMMUNITIES



### Joy of Giving Drive across 8 Locations

Extended happiness to **530 beneficiaries** through material donations, with the support of 103 volunteers contributing 213 volunteering hours.



### Zero Fatality Zone project – Luhari to Jaipur

Reached **8,037 beneficiaries** through road safety sessions, health camps, street plays, and awareness programs conducted in schools, colleges, and communities, with a focus on seatbelt usage, helmet safety, and overall road safety awareness.



### Health Clinic Project - Bhiwandi

**6,816 Underprivileged community people** benefited from the Health Project through various activities such as street plays, awareness sessions, and health camps.



### Children's Day Celebration Across 8 Locations

Celebrated in government schools and Orphanage through student engagement and donation activities, benefiting **500 children**, with the support of 99 unique volunteers who contributed 258 volunteering hours



### Mahindra Volunteer day celebration Across 16 Locations

A series of activities conducted with schools, orphanages, old age homes, and police officials, benefiting **1,562 individuals**, with the participation of 269 unique volunteers contributing 671 volunteering hours

## HIGHLIGHTS



Guwahati : Children's day Celebration in Govt School



Cochin : Mahindra Volunteer day Celebration in Old age home

# *Financial Update*

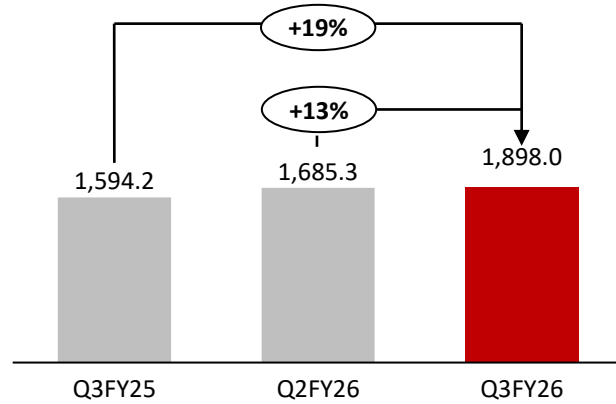


# Q3FY26 Consolidated Performance Highlights

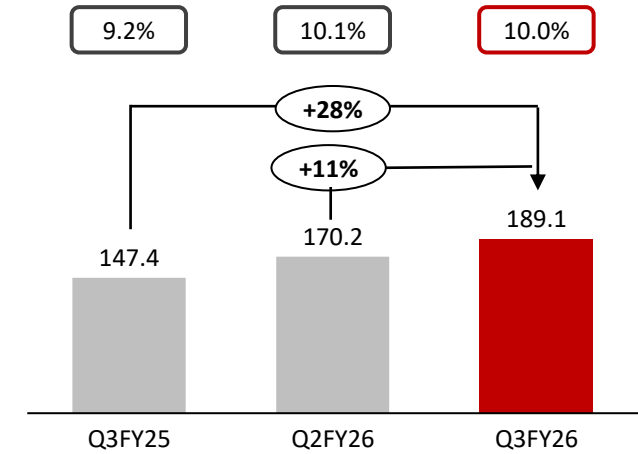
Igniting Success ►

Amount in Rs. Cr

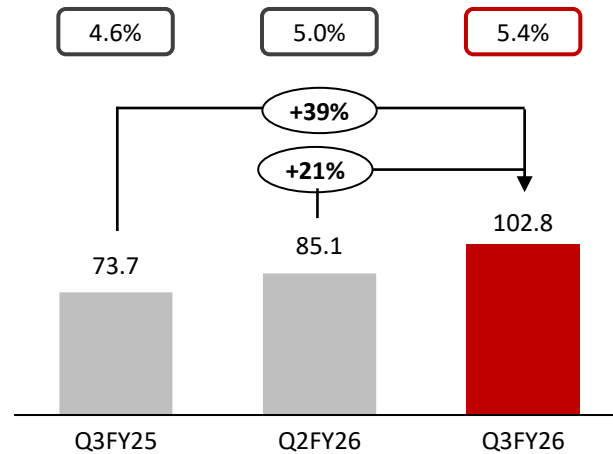
## Revenue



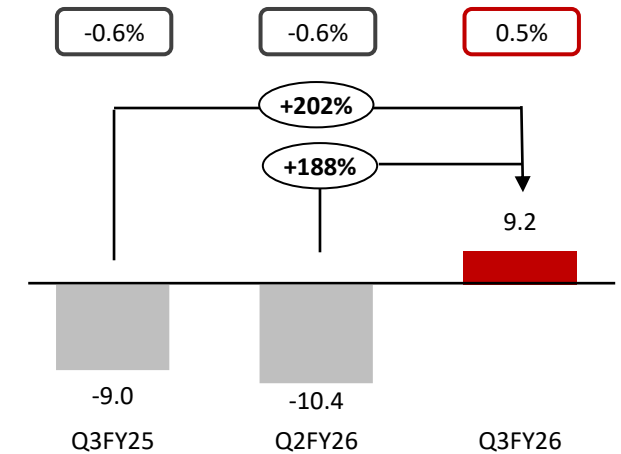
## GM & GM Margins



## EBITDA & EBITDA Margins



## PAT & PAT Margins



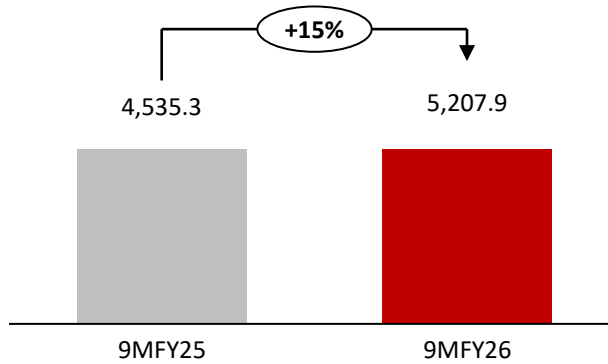


# 9MFY26 Consolidated Performance Highlights

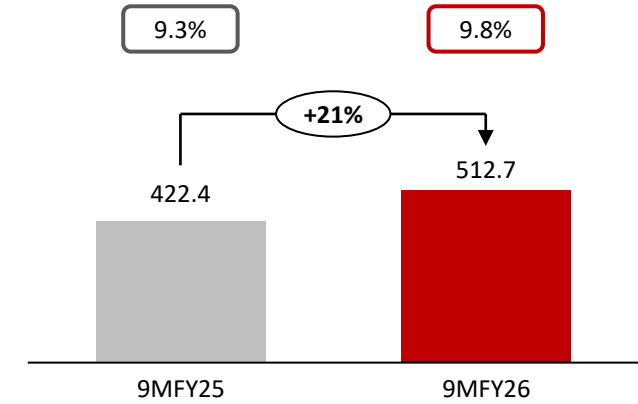
Igniting Success ►

Amount in Rs. Cr

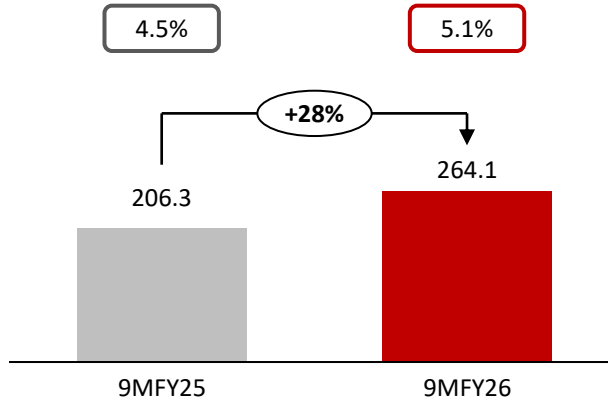
Revenue



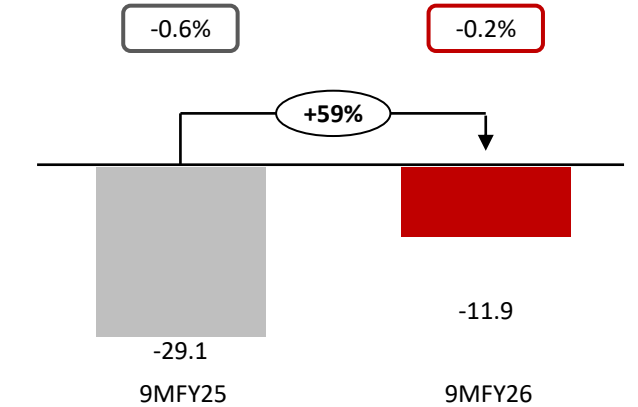
GM &  
GM Margins



EBITDA & EBITDA  
Margins



PAT &  
PAT Margins



# Consolidated Profit & Loss Statement

Particulars	Q3FY26	Q2FY26	QoQ	Q3FY25	YoY	9MFY26	9MFY25	YoY
<b>Revenue</b>	<b>1,898.0</b>	<b>1,685.3</b>	<b>13%</b>	<b>1,594.2</b>	<b>19%</b>	<b>5,207.9</b>	<b>4,535.3</b>	<b>15%</b>
Other Income	5.3	2.9		6.3		13.3	13.6	
<b>Gross Margins</b>	<b>189.1</b>	<b>170.2</b>	<b>11%</b>	<b>147.4</b>	<b>28%</b>	<b>512.7</b>	<b>422.4</b>	<b>21%</b>
<b>Gross Margins (%)</b>	<b>10.0%</b>	<b>10.1%</b>		<b>9.2%</b>		<b>9.8%</b>	<b>9.3%</b>	
Total Overheads	86.4	85.2		73.7		248.6	216.1	
<b>EBITDA</b>	<b>102.8</b>	<b>85.1</b>	<b>21%</b>	<b>73.7</b>	<b>39%</b>	<b>264.1</b>	<b>206.3</b>	<b>28%</b>
<b>EBITDA (%)</b>	<b>5.4%</b>	<b>5.0%</b>		<b>4.6%</b>		<b>5.1%</b>	<b>4.5%</b>	
<b>Depreciation</b>								
- Fixed Assets	22.6	23.8		23.3		70.1	62.0	
- Lease (IND AS)	49.1	47.9		35.7		137.9	105.9	
<b>EBIT</b>	<b>36.3</b>	<b>16.3</b>	<b>123%</b>	<b>20.9</b>	<b>74%</b>	<b>69.4</b>	<b>52.1</b>	<b>33%</b>
<b>EBIT (%)</b>	<b>1.9%</b>	<b>1.0%</b>		<b>1.3%</b>		<b>1.3%</b>	<b>1.1%</b>	
<b>Finance Cost</b>								
- Finance Charge	2.8	8.3		12.7		22.7	32.6	
- Lease (IND AS)	13.7	13.3		9.3		38.0	28.1	
Share of profit/(loss) of an associate / a joint venture	0.0	0.0		0.0		-0.1	0.0	
<b>PBT before exceptional items</b>	<b>19.8</b>	<b>-5.4</b>		<b>-1.1</b>		<b>8.6</b>	<b>-8.6</b>	
Exceptional Items *	-7.4	0.0		0.0		-7.4	0.0	
<b>PBT after exceptional items</b>	<b>12.4</b>	<b>-5.4</b>		<b>-1.1</b>		<b>1.2</b>	<b>-8.6</b>	
Tax	6.4	3.0		6.1		13.0	16.1	
PAT (before JV)	6.0	-8.4		-7.3		-11.8	-24.7	
<b>PAT (after JV and NCI)</b>	<b>3.3</b>	<b>-10.4</b>		<b>-9.0</b>		<b>-17.9</b>	<b>-29.1</b>	
<b>PAT (%)</b>	<b>0.2%</b>	<b>-0.6%</b>		<b>-0.6%</b>		<b>-0.3%</b>	<b>-0.6%</b>	
Basic EPS (in Rs.)	0.3	-1.2		-1.2		-2.1	-3.9	

# Segment Wise Performance

Segment	Revenue					GM				
	Q3FY26	Q2FY26	Q3FY25	9MFY26	9MFY25	Q3FY26	Q2FY26	Q3FY25	9MFY26	9MFY25
SCM	1,791.9	1,595.4	1,517.3	4,931.6	4,298.7	180.1	161.5	139.7	486.1	397.9
		12%	18%		15%		12%	29%		22%
3PL	1,502.0	1,316.3	1,255.2	4,107.1	3,511.0	164.8	147.5	129.6	449.6	369.7
		14%	20%		17%		12%	27%		22%
Last Mile Delivery	81.6	88.9	103.3	255.5	292.8	2.7	5.4	7.3	11.9	20.6
		-8%	-21%		-13%		-50%	-63%		-42%
Freight Forwarding	94.8	90.2	71.5	258.8	229.3	10.0	8.4	7.4	25.4	22.7
		5%	33%		13%		18%	36%		12%
Express	113.5	100.0	87.3	310.2	265.7	2.7	0.2	-4.6	-0.8	-15.1
		14%	30%		17%		1076%	158%		95%
Mobility	106.1	89.9	76.9	276.3	236.6	9.1	8.7	7.7	26.6	24.5
		18%	38%		17%		4%	18%		9%
CONSO	1,898.0	1,685.3	1,594.2	5,207.9	4,535.3	189.2	170.2	147.4	512.7	422.4
		13%	19%		15%		11%	28%		21%

# Entity wise Performance

Particulars (in INR Cr.)	Revenue			EBITDA			PAT		
	Q3FY26	Q2FY26	Q3FY25	Q3FY26	Q2FY26	Q3FY25	Q3FY26	Q2FY26	Q3FY25
MLL Standalone	1,545.3	1,366.9	1,326.9	93.0	82.2	76.9	14.9	3.8	11.6
Lords	90.2	90.2	71.5	3.7	2.3	1.5	2.8	1.7	1.5
2X2	34.0	23.4	25.3	9.2	5.7	7.1	2.7	1.7	2.1
Mobility	110.7	93.8	78.1	2.4	2.1	1.2	2.0	1.6	0.8
MESPL	113.6	104.4	89.1	-7.5	-9.1	-13.4	-14.4	-20.0	-24.8
V-link	4.5	0.0	0.0	0.1	-0.1	-0.2	0.1	-0.1	-0.2
Whizzard	61.6	68.4	42.2	2.1	2.0	0.5	1.2	1.1	0.1
Seino (Associate)							-0.0	-0.0	-0.0
<b>Operational Consolidated</b>	<b>1,898.0</b>	<b>1,685.3</b>	<b>1,594.2</b>	<b>102.8</b>	<b>85.1</b>	<b>73.7</b>	<b>9.2</b>	<b>-10.4</b>	<b>-9.0</b>
<b>Reported Consolidated PAT *</b>							<b>3.3</b>	<b>-10.4</b>	<b>-9.0</b>

# Entity wise Performance

Particulars (in INR Cr.)	Revenue		EBITDA		PAT	
	9MFY26	9MFY25	9MFY26	9MFY25	9MFY26	9MFY25
MLL Standalone	4258.0	3719.4	253.9	217.5	25.2	30.4
Lords	254.2	229.3	7.1	6.4	5.4	5.5
2X2	81.3	60.7	20.9	15.8	6.1	4.9
Mobility	286.3	240.5	6.8	5.2	8.2	4.1
MESPL	318.8	270.0	-28.4	-39.5	-58.3	-73.6
V-link	4.5	0.0	-0.3	-0.5	-0.4	-0.8
Whizzard	173.2	131.0	4.2	1.4	2.2	0.5
Seino (Associate)	0.0	0.0	0.0	0.0	-0.1	-0.0
<b>Operational Consolidated</b>	<b>5207.9</b>	<b>4535.3</b>	<b>264.1</b>	<b>206.3</b>	<b>-11.9</b>	<b>-29.1</b>
<b>Reported Consolidated PAT *</b>					<b>-17.9</b>	<b>-29.1</b>



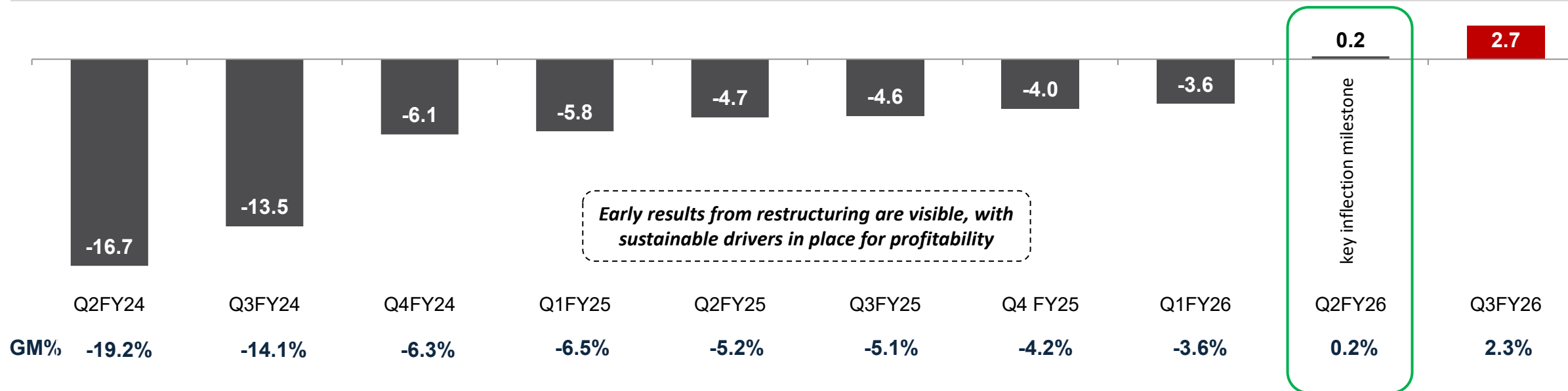
# Express Business Update

Igniting Success ▶

Amount in Rs. Cr

<b>Network Optimization</b>	<b>Pricing/yield actions implemented across key customer sets</b>	<b>Phase-2 initiatives underway</b>
Reduced linehaul & handling cost per parcel	Improving revenue per parcel	Automation, hub consolidation & route density expansion

## MESPL Gross Margin Improvement



## Contact Us

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Company :

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Investor Relations Advisors :

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# THANKYOU



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