

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, 5th 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

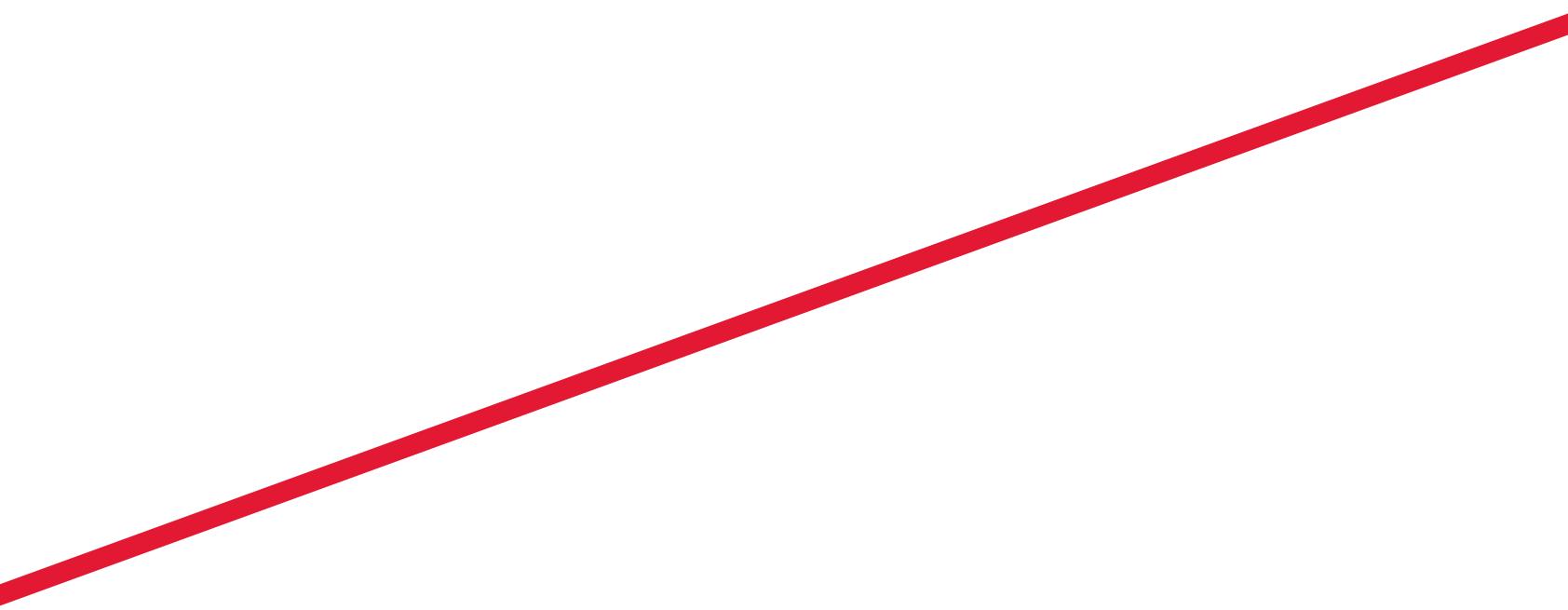
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Company Overview



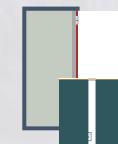
India's leading logistics provider of integrated solutions

SUPPLY CHAIN MANAGEMENT



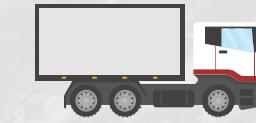
Contract Logistics

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



Mobility Services (B2B/B2C)

Provides ETMS & city/airport transfers solutions

MOBILITY SOLUTIONS

Leading logistics service provider of India



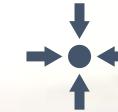
22 Mn

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



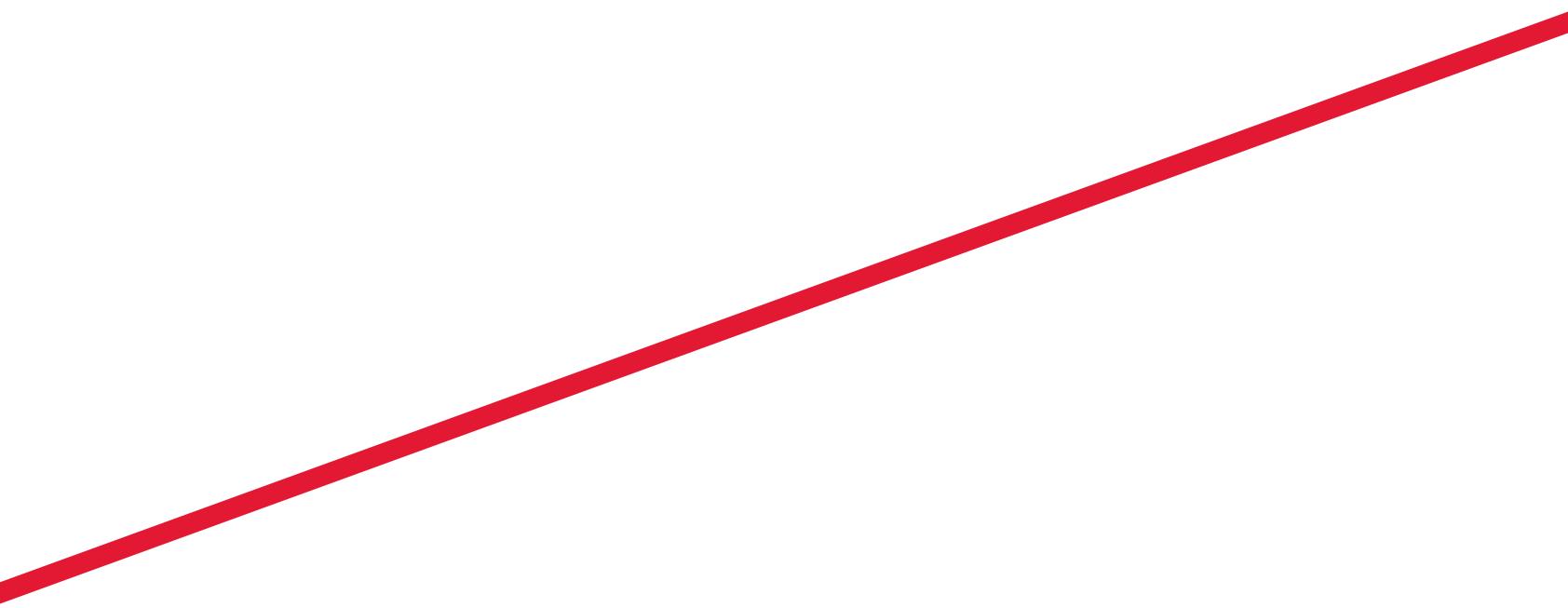
1,500+

Business associates network

Presence in High Growth Segments (End-Markets)

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

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

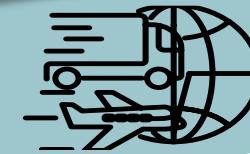
01



- Overall revenue at ₹1,502 Cr, growth of 20% YoY, 14% QoQ
- Gross Margin up by 27% YoY, 12% sequentially at ₹165 Cr
- Uptick in Auto & farm volumes for 2 consecutive quarters
- GM improvement in e-comm with focus on productivity improvements

B2B Express

02



- Overall revenue at ₹114 Cr, growth of 30% YoY
- Gross margin at ₹2.7 Cr vs ₹0.2 in Q2FY26
- Delivered volume increased by 19% YoY
- Net Service Level consistent at 89%
- Improvement in lane utilization levels

Cross border

03



- Overall revenue at ₹95 Cr, growth of 33% YoY
- Gross margin at ₹10 Cr, up by 18% sequentially, 36% YoY
- Softness in global freight rates
- Continued focus on LATAM, Europe and Far East

Last Mile Delivery

04



- Overall revenue at ₹82 Cr, YoY degrowth of 21%
- Gross margin at ₹2.7 Cr, down from ₹5.4 Cr in Q2F26
- Industry wide pressure on rate reduction
- Focus on developing strong pipeline of delivery associates

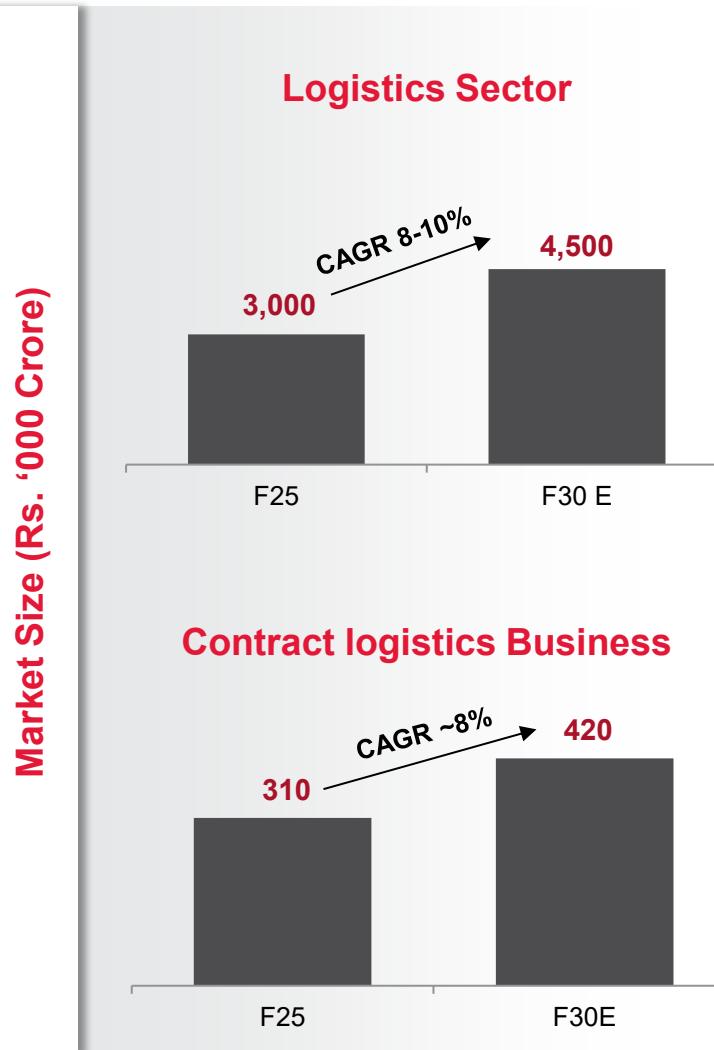
Mobility

05



- Overall revenue at ₹106 Cr, growth of 38% YoY
- Gross margin at ₹9 Cr, up by 4% sequentially, 18% YoY
- Fleet expansion in B2C with focus on Delhi Intl Airport
- Premium EV cab services continue to gain traction

Contract Logistics - Key Trends & Opportunities



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



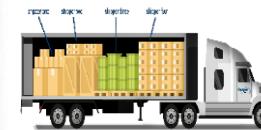
VAS

Re-Packaging, 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



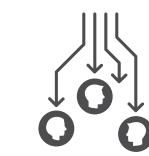
Improved Dispatch Plan

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

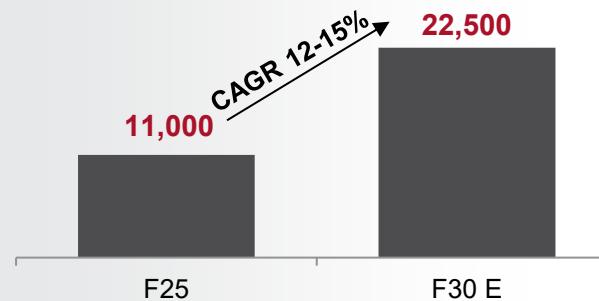
1,500+



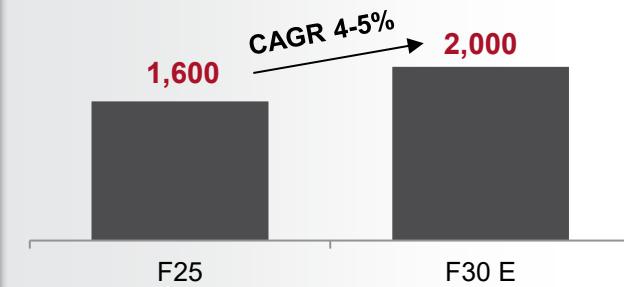
B2B Express – Key trends and Opportunities



B2B Express (Surface)



B2B Express (Air)



Industry Structure

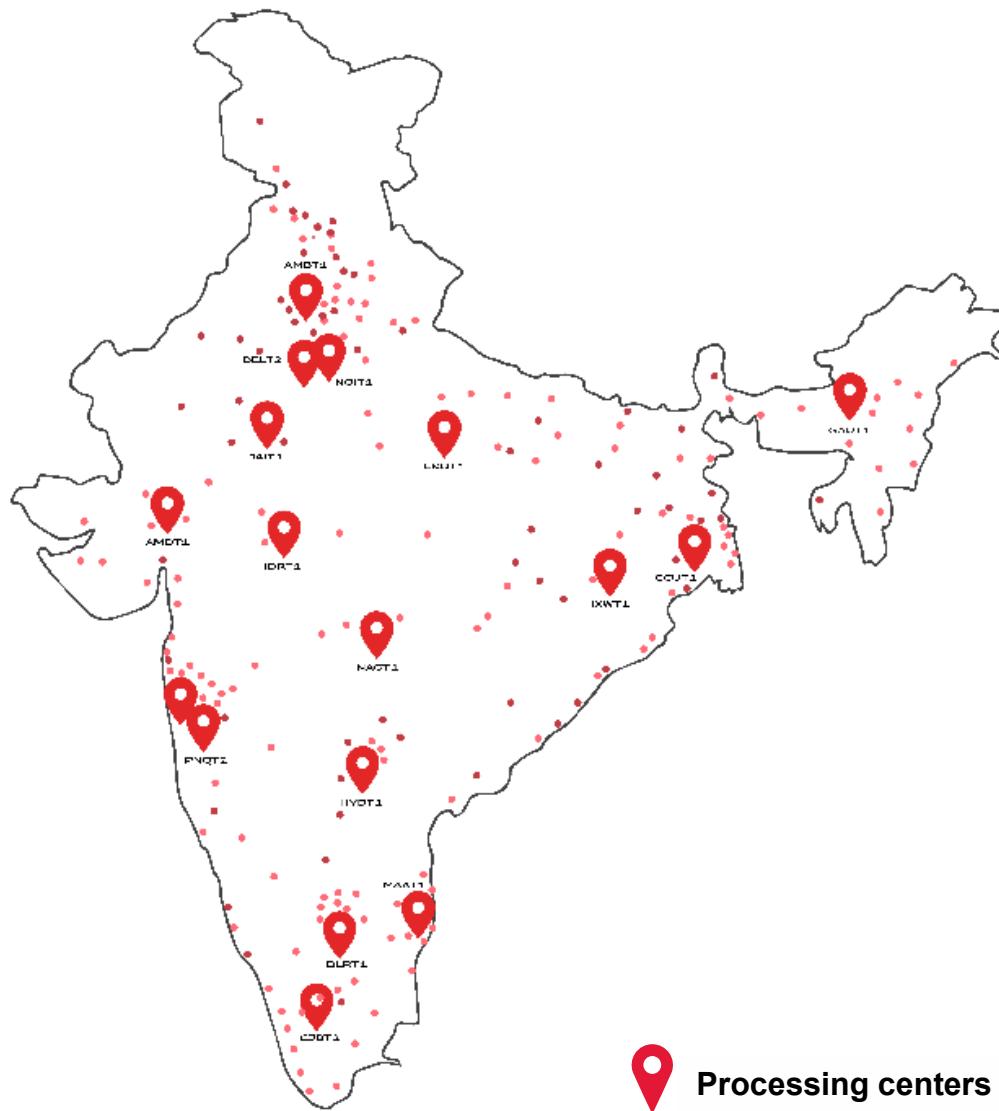
- Organized players account for ~70% of volume
- Skewed load distribution, ~70% load is originated from North & West India
- Auto & Engineering (30%), Pharma (14%), Apparel & Lifestyle (13%) are major end-markets
- Air express is being increasingly used by corporates to deliver



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

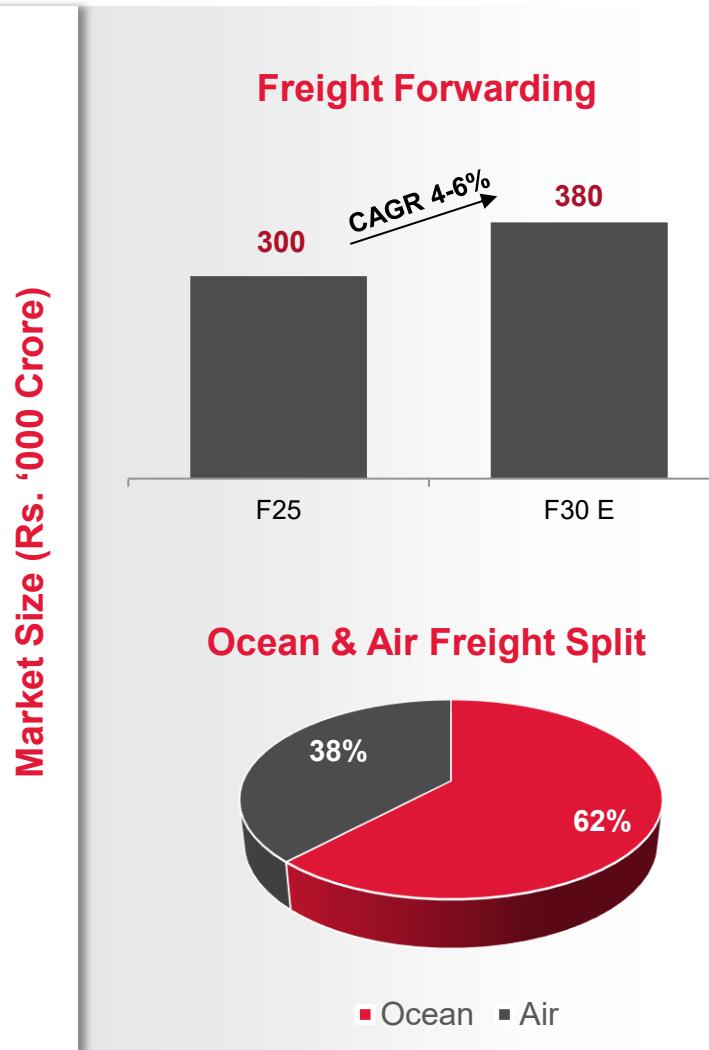
200+

Line Hauls &
Mid-mile

1,100+
Trucks



Cross Border – Key Trends & Opportunities



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

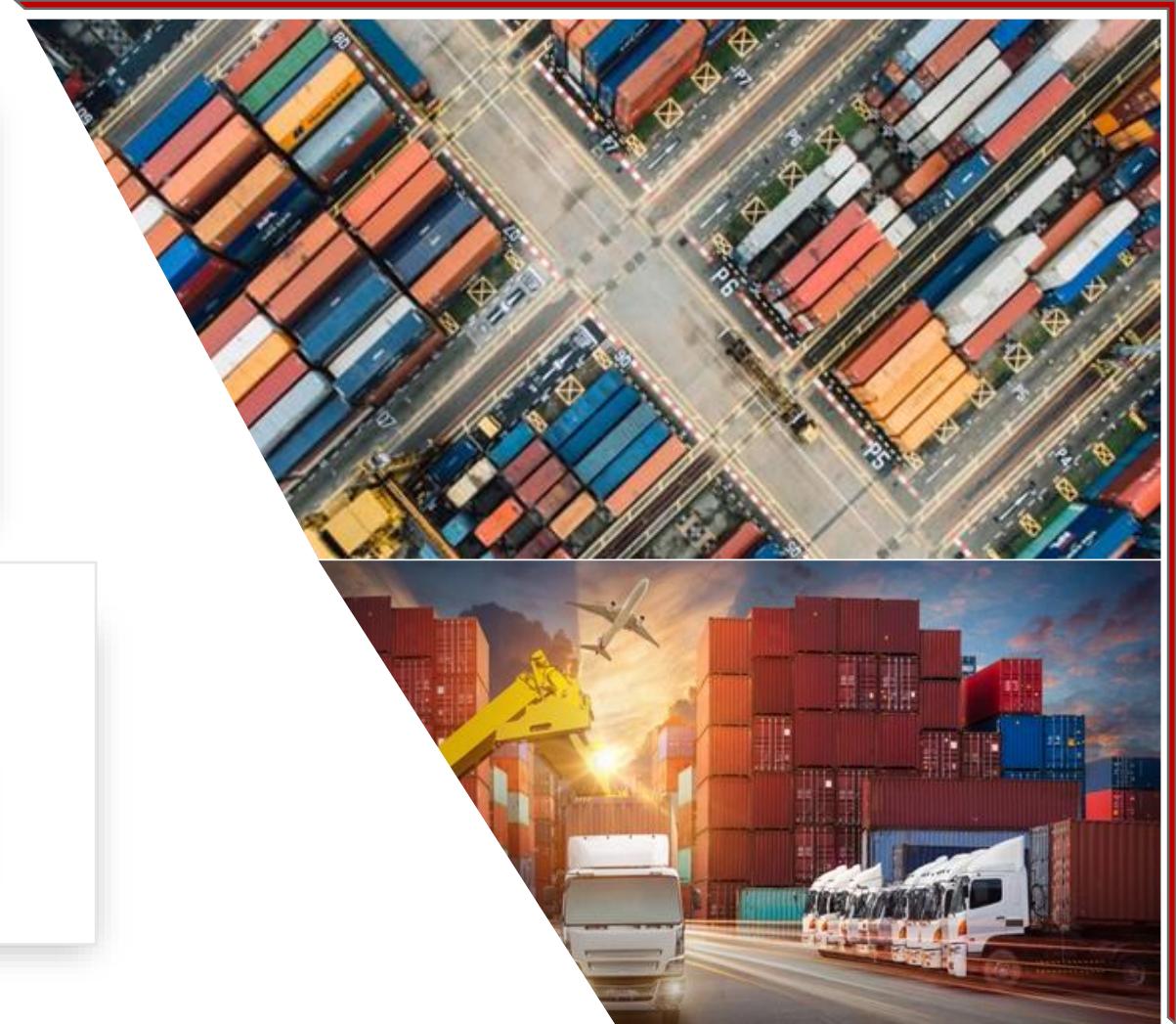


Air Freight Volume

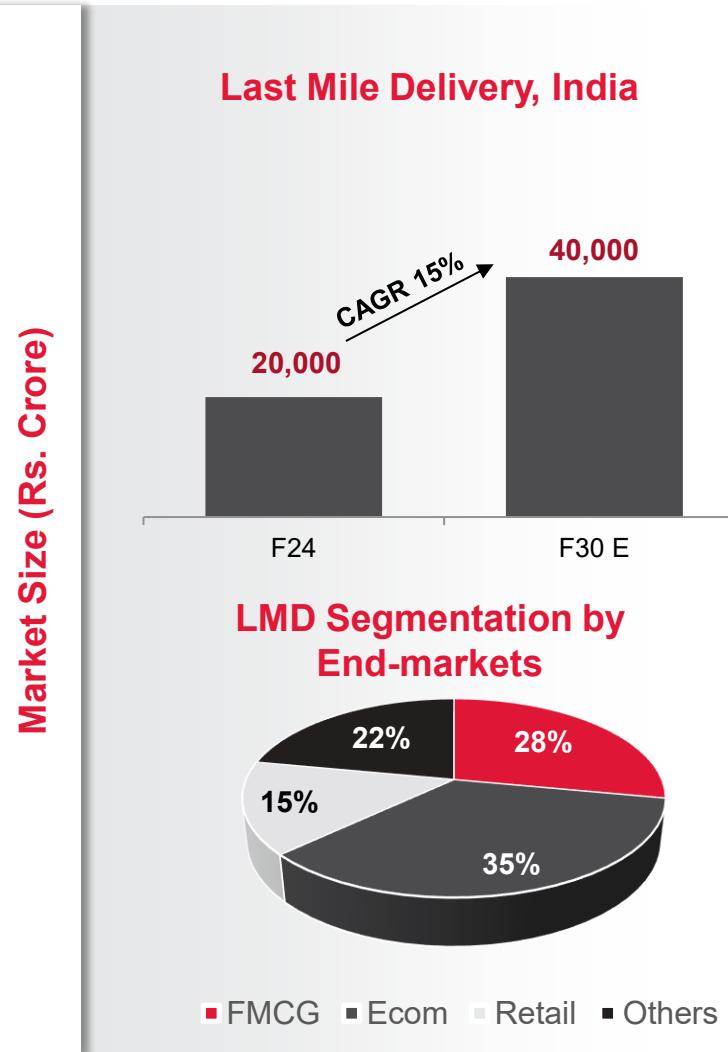
~1500+
Tons per quarter

No. of Forwarding Lanes

50+
Globally



Last Mile Delivery – Key Trends & Opportunities



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

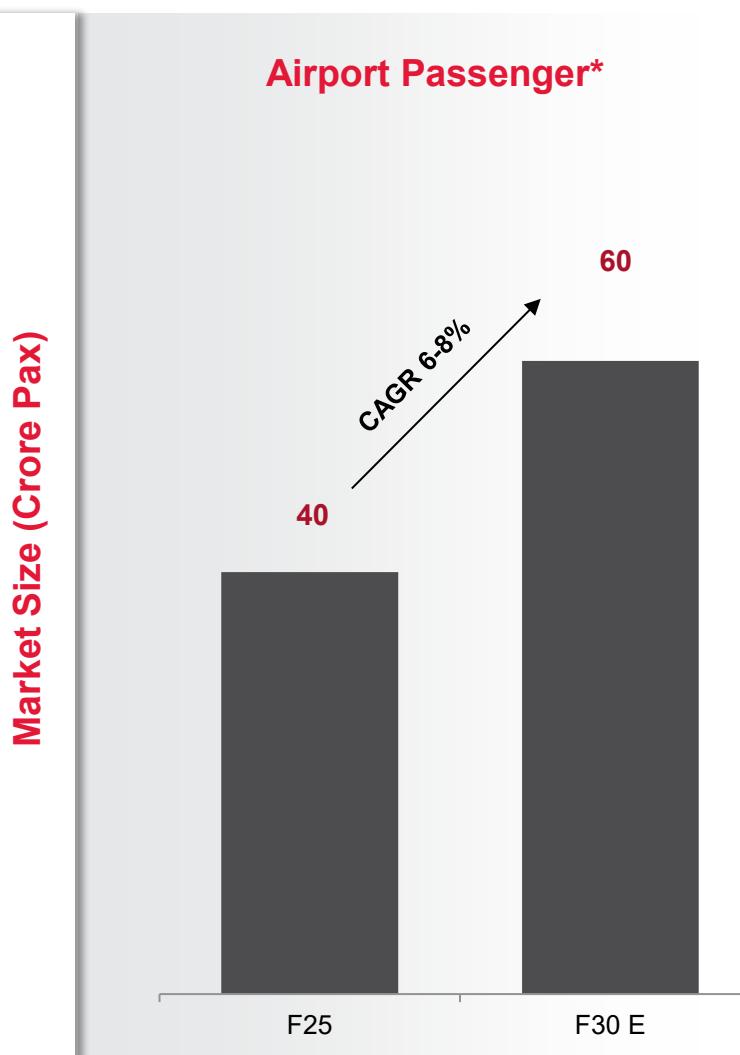
200+

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

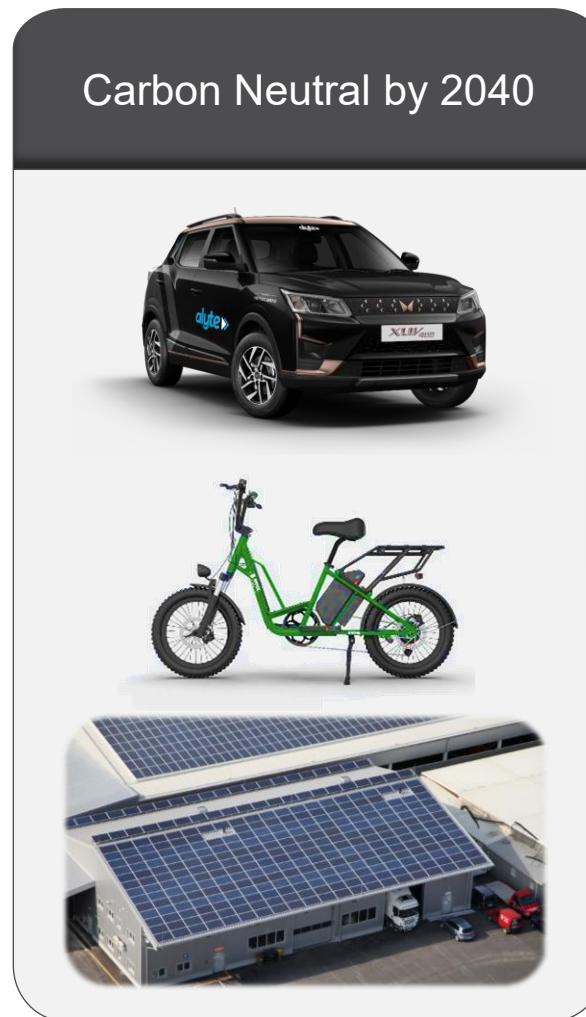
No. of supply
partners

300+

Pan-India



Drive to Net Zero



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



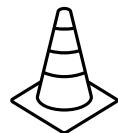
Corporate Social Responsibilities

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

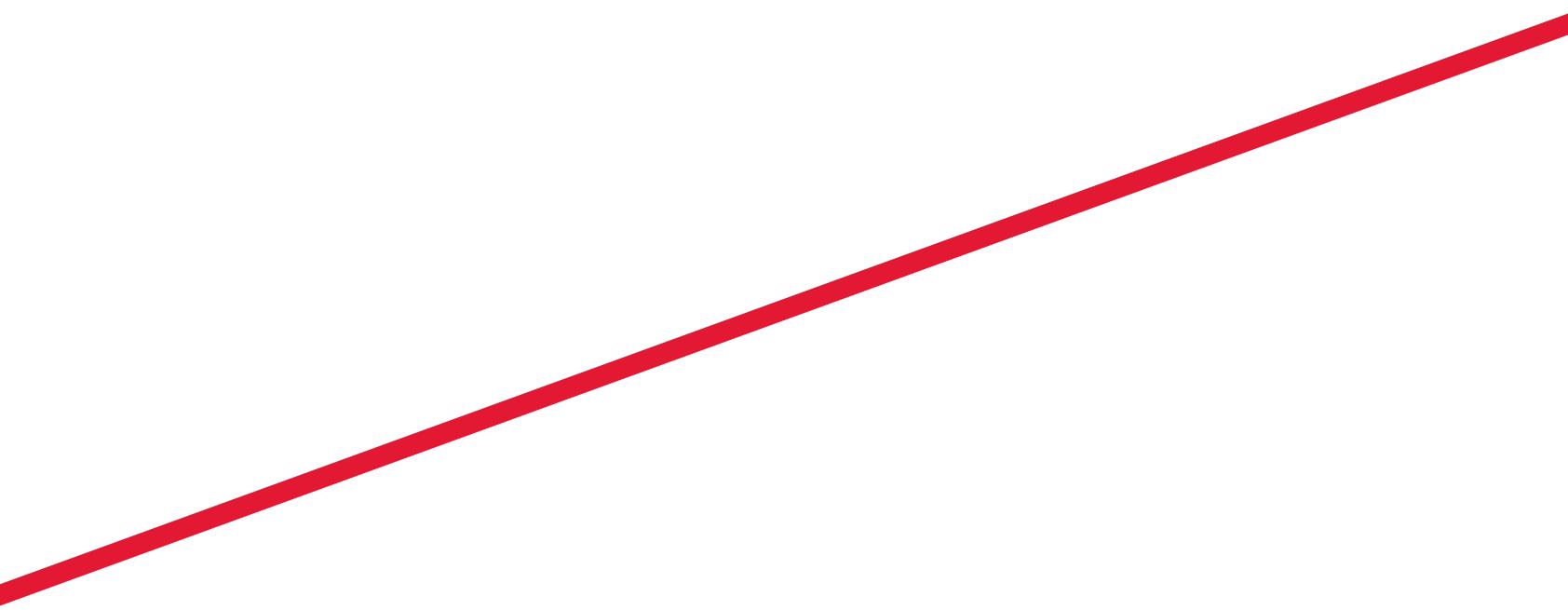


Guwahati : Children's day Celebration in Govt School



Cochin : Mahindra Volunteer day Celebration in Old age home

Financial Update

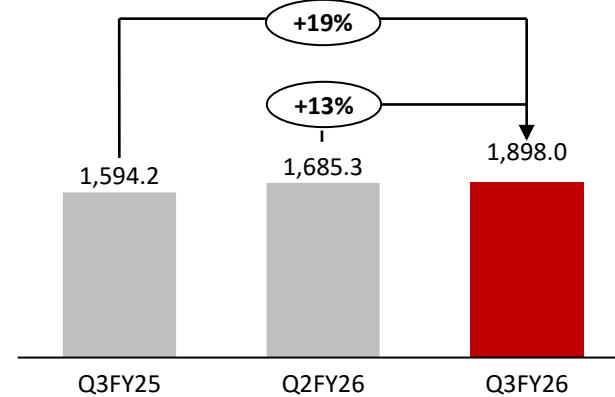


Q3FY26 Consolidated Performance Highlights

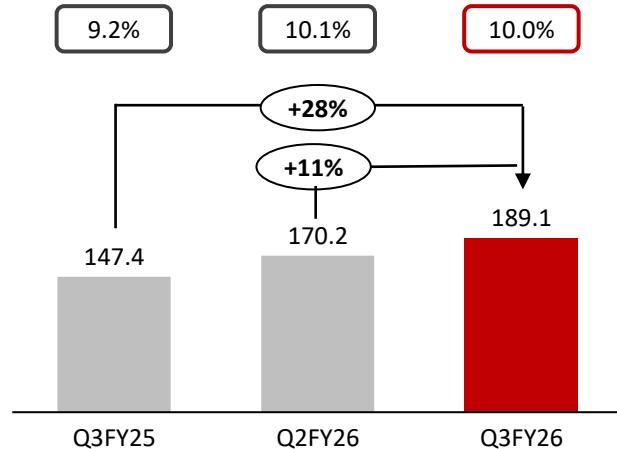
Igniting Success ➤

Amount in Rs. Cr

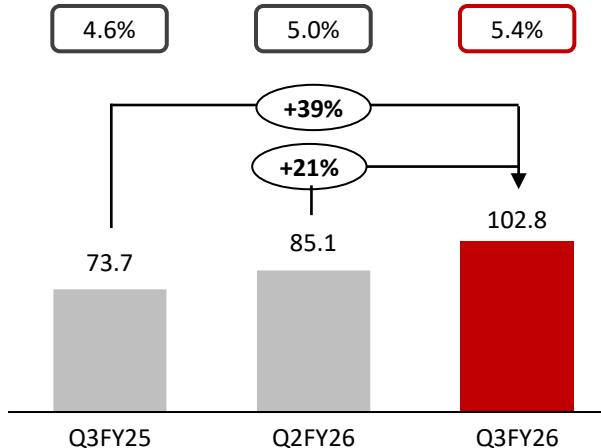
Revenue



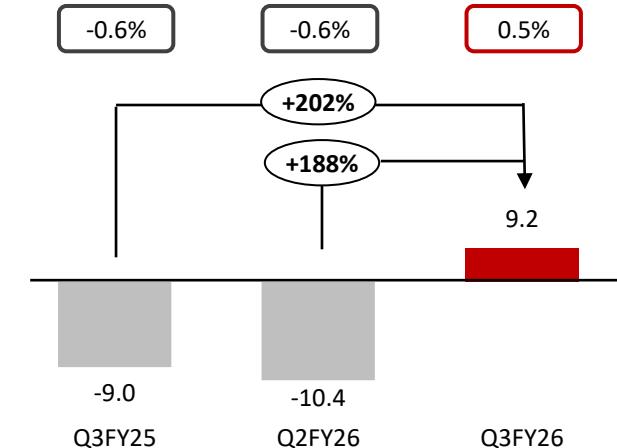
GM & GM Margins



EBITDA & EBITDA Margins



PAT & PAT Margins

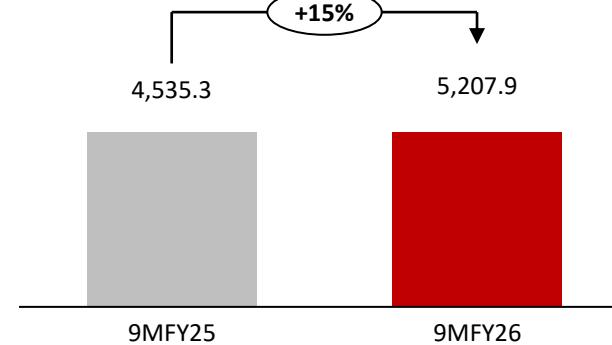


9MFY26 Consolidated Performance Highlights

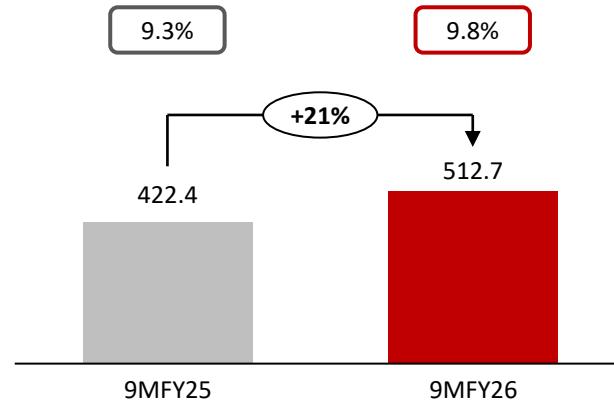
Igniting Success ➤

Amount in Rs. Cr

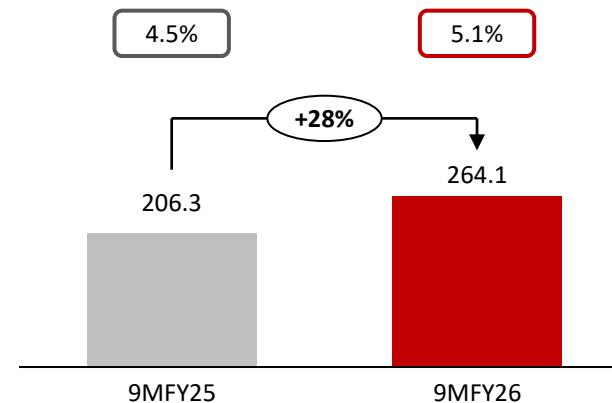
Revenue



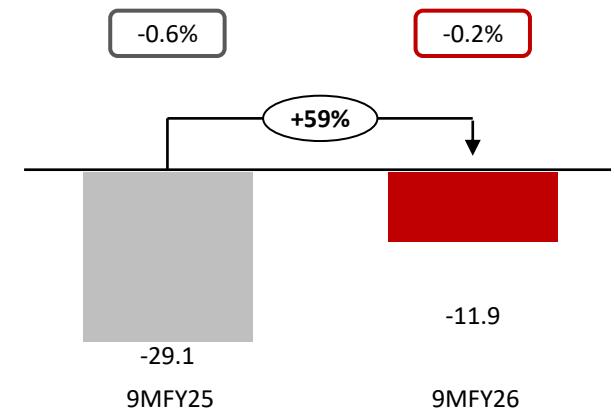
GM & GM Margins



EBITDA & EBITDA Margins



PAT & PAT Margins



Consolidated Profit & Loss Statement

Igniting Success ➤

Amount in Rs. Cr

Particulars	Q3FY26	Q2FY26	QoQ	Q3FY25	YoY	9MFY26	9MFY25	YoY
Revenue	1,898.0	1,685.3	13%	1,594.2	19%	5,207.9	4,535.3	15%
Other Income	5.3	2.9		6.3		13.3	13.6	
Gross Margins	189.1	170.2	11%	147.4	28%	512.7	422.4	21%
Gross Margins (%)	10.0%	10.1%		9.2%		9.8%	9.3%	
Total Overheads	86.4	85.2		73.7		248.6	216.1	
EBITDA	102.8	85.1	21%	73.7	39%	264.1	206.3	28%
EBITDA (%)	5.4%	5.0%		4.6%		5.1%	4.5%	
Depreciation								
- 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	
EBIT	36.3	16.3	123%	20.9	74%	69.4	52.1	33%
EBIT (%)	1.9%	1.0%		1.3%		1.3%	1.1%	
Finance Cost								
- 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	
PBT before exceptional items	19.8	-5.4		-1.1		8.6	-8.6	
Exceptional Items *	-7.4	0.0		0.0		-7.4	0.0	
PBT after exceptional items	12.4	-5.4		-1.1		1.2	-8.6	
Tax	6.4	3.0		6.1		13.0	16.1	
PAT (before JV)	6.0	-8.4		-7.3		-11.8	-24.7	
PAT (after JV and NCI)	3.3	-10.4		-9.0		-17.9	-29.1	
PAT (%)	0.2%	-0.6%		-0.6%		-0.3%	-0.6%	
Basic EPS (in Rs.)	0.3	-1.2		-1.2		-2.1	-3.9	

Segment Wise Performance

Igniting Success ➤

Amount in Rs. Cr

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
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
Last Mile Delivery	81.6	88.9	103.3	255.5	292.8	2.7	5.4	7.3	11.9	20.6
Freight Forwarding	94.8	90.2	71.5	258.8	229.3	10.0	8.4	7.4	25.4	22.7
Express	113.5	100.0	87.3	310.2	265.7	2.7	0.2	-4.6	-0.8	-15.1
Mobility	106.1	89.9	76.9	276.3	236.6	9.1	8.7	7.7	26.6	24.5
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

Entity wise Performance

Igniting Success ➤

Amount in Rs. Cr

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
Operational Consolidated	1,898.0	1,685.3	1,594.2	102.8	85.1	73.7	9.2	-10.4	-9.0
Reported Consolidated PAT *							3.3	-10.4	-9.0

Entity wise Performance

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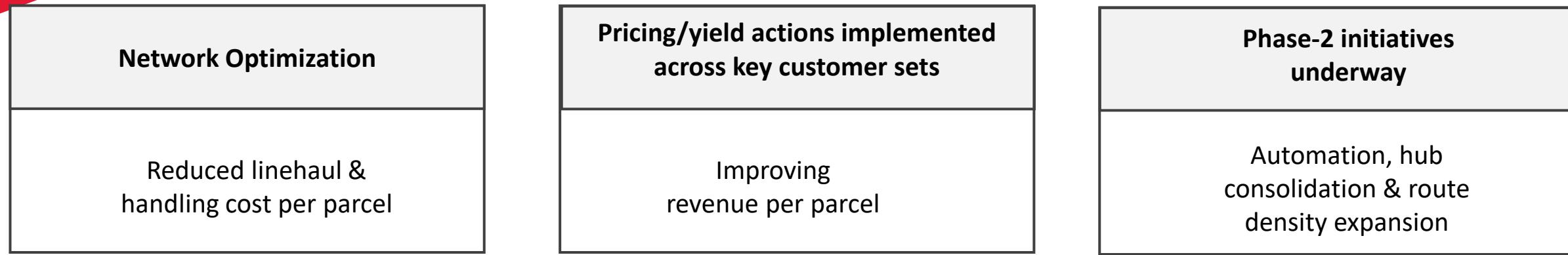
Amount in Rs. Cr

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
Operational Consolidated	5207.9	4535.3	264.1	206.3	-11.9	-29.1
Reported Consolidated PAT *					-17.9	-29.1

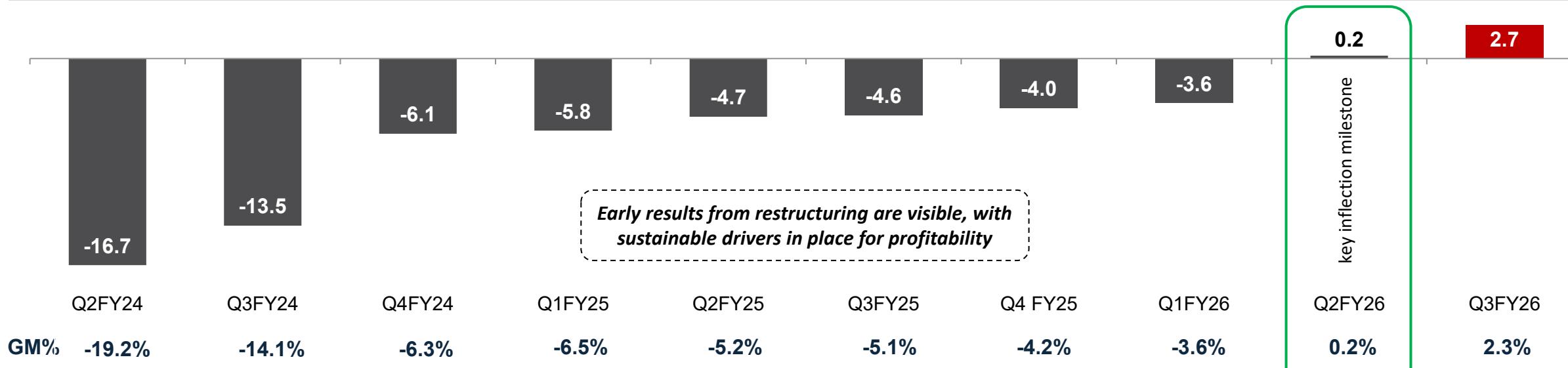
Express Business Update

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Amount in Rs. Cr



MESPL Gross Margin Improvement



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