कॉनकॉर
CONCOR

भारतीय कंटेनर निगम लिमिटेड
बहुविध संभारतंत्र कंपनी
(भारत सरकार का नवरत्न उपक्रम)

Container Corporation of India Ltd.
A Multi-modal Logistics Company
(A Navratna CPSE of Govt. of India)

कॉन/ एफ ए सचिव /AGM 2026/108/
दिनांक 28.09.2026

1) BSE Limited, (Through Listing Centre)
Floor 25, Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400 001

2) National Stock Exchange of India Ltd. (Through Neaps)
Exchange Plaza, 5th Floor, Plot No. C/1,
G Block, Bandra-Kurla Complex,
Bandra (E), Mumbai-400 051

Dear Sir/Madam,

Sub: 38th Annual General Meeting of CONCOR held on 28th September, 2026

In terms of provisions of Regulation 30 of the SEBI (LODR) Regulations, 2015, the proceedings of 38th Annual General Meeting of CONCOR held 28.09.2026, are enclosed.

A copy of the Chairman's Speech, as delivered at the 38th AGM, which does not purport to be a record of proceedings of AGM is also enclosed.

This is for your information and record.

Thanking you,

Yours faithfully,
for **Container Corporation of India Limited**

HARISH CHANDRA
Digitally signed by HARISH CHANDRA
Date: 2026.09.28 19:23:41 +05'30'

(Harish Chandra)
Pr. Executive Director (Finance) & CS

Encl: as above.

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लॉजिस्टिक्स की बात, कॉनकॉर के साथ
Think Logistics, Think CONCOR
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SUMMARY OF PROCEEDINGS OF THE 38th ANNUAL GENERAL MEETING OF CONTAINER CORPORATION OF INDIA LIMITED (CONCOR) HELD ON 28th SEPTEMBER, 2026

The 38th Annual General Meeting (AGM) of CONCOR (the Company) was held on Monday, 28th September, 2026 at 15.00 hours (IST) through Video Conferencing/ Other Audio Visual Means (VC/OAVM), in accordance with the provisions of the Companies Act, 2013 and the Circulars issued in this regard by the Ministry of Corporate Affairs (MCA) and Securities and Exchange Board of India (SEBI).

All the directors of the Company, representative of the President of India for Government of India (GOI) Shareholding, Pr. Executive Director (Finance) & Company Secretary, representatives of Statutory Auditors & Secretarial Auditors, Scrutinizer & Alternate Scrutinizer, Corporate Governance Certification Auditor among others joined the meeting through VC/OAVM or in person. In terms of Articles of Association of CONCOR, the meeting was chaired by Shri Ajit Kumar Panda, Chairman and Managing Director of the Company. The requisite quorum (including the nominee of the President of India) being present, he called the meeting to order.

The Chairman then gave an overview of the operational and financial performance of the company for the financial year ended 31st March, 2026 and its plans and way forward. The Notice of the Annual General Meeting was taken as read.

Reference was drawn towards the reports of the Statutory Auditors dated 25.05.2026 on the Standalone and Consolidated Financial Statements of the Company. It was confirmed that C&AG of India has conducted a supplementary audit of the Standalone and Consolidated Financial Statements of the Company for the year 2025-26 and their Nil comments were informed in the meeting.

It was also informed that in the Auditors' Report there was no qualification and in respect of certain other observations in their report listed in emphasis of matter, items in Companies (Auditors' Report) Order, 2020, reference was drawn towards remarks of the management on same as provided in annual report.

Regarding the observations of the Secretarial Auditors and the Auditor who has issued Corporate Governance Certificate, the management replies on the same were informed and reference was drawn towards the comments of the management on same in Annual Report of the Company.

The shareholders were informed to take note of the above.

It was informed that the Company had provided Members with remote e-voting facility to cast their votes electronically on the electronic voting platform of National Securities Depository Limited (NSDL), on all the resolutions set forth in the AGM Notice. The cut-off date for this purpose was 21.09.2026 and e-voting period was from 09.00 hrs. of 24.09.2026 to 17.00 hrs. of 27.09.2026. It was also informed that the members present at the AGM and who had not cast their votes electronically may cast their votes through electronic means at the meeting. It was further informed that Shri Deepak Kumar of M/s Akhil Rohatgi & Company, Company Secretaries, was appointed as Scrutinizer and Shri Nagendra Kumar of M/s Amit Agrawal & Associates, Company Secretaries as alternate scrutinizer for the purpose of scrutinizing the remote e-voting process and voting through electronic means at the AGM in a fair and transparent manner and for ascertaining the results thereof.

The following items of the businesses as per the Notice of the 38th AGM dated 04.09.2026 were read at the meeting:

S.No.	Item of Business	Type of Resolution
1.	To receive, consider, approve and adopt the audited Annual Financial Statements (Standalone and Consolidated) of the Company for the year ended 31st March, 2026 including Balance sheet as at 31st March 2026, the Statement of Profit & Loss for the year ended on that date and Reports of Directors & Auditors and Comments of C&AG of India thereon.	Ordinary Resolution
2.	Confirmation of the payment of three Interim dividends and to declare Final dividend on equity shares for the financial year ended 31st March, 2026.	Ordinary Resolution
3.	To appoint a Director in place of Shri Vijoy Kumar Singh, Director (International Marketing & Operations) (DIN: 10391476) who retires by rotation and being eligible, offers himself for reappointment..	Ordinary Resolution
4.	To take note of the appointment of M/s. Hem Sandeep & Co., Chartered Accountants, New Delhi, as Statutory Auditors of the Company for FY 2025-26 and fix auditors' remuneration.	Ordinary Resolution
5.	To approve the appointment of Shri Ajit Kumar Panda (DIN: 08221385), as Chairman and Managing Director.	Ordinary Resolution
6.	To approve the appointment of Shri Rakesh Kumar Rousan (DIN: 11350227) as Part-time Govt. Director.	Ordinary Resolution
7.	To approve the appointment of Shri Harbrinder Singh Bajwa (DIN: 11506675) as Director (Domestic Division) (Additional Charge).	Ordinary Resolution

8.	To approve the appointment of Shri Rahul Agarwal (DIN: 08970712) as Part-time Govt. Director.	Ordinary Resolution
9.	To approve the appointment of Shri Vivek Gupta (DIN: 11674836) as Director (Finance).	Ordinary Resolution
10.	To approve the appointment of Shri V. Kashiho Sangtam (DIN: 11911049) as Non-official Part Time Director.	Special Resolution

Thereafter, the shareholders who had pre-registered themselves as 'Speaker Shareholder' for the AGM, were invited to share their views or raise their queries, if any. Further, queries/views posted at chat box were also noted. The shareholders gave their observations and sought clarification about the performance of the company, dividend, future prospects, etc. Further, some shareholders appreciated and congratulated Chairman & Managing Director and Board of Directors for the performance and achievements of the Company. The observations of the shareholders were noted and clarifications provided suitably by the Chairman and he thanked the shareholders for their trust and support.

It was announced in the meeting that the voting would be kept open for another 15 minutes and the result for voting would be declared within two working days of the conclusion of AGM on receipt of the Scrutinizer's Report. The Voting Results/Scrutinizer's Report will be placed on the Company's website and will be forwarded to NSDL (e-Voting agency) and the Stock Exchanges in compliance with the provisions of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015.

There being no other business to transact, the Chairman announced closure of the business of the meeting. The Principal Executive Director (Finance) and Company Secretary presented a vote of thanks. Thereafter, the 38th Annual General Meeting concluded at 16:55 hrs. (including the time allowed for e-voting).

Note: The aforesaid proceedings do not purport to be the minutes of proceedings of the 38th Annual General Meeting of the company.

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CHAIRMAN SPEECH

Dear Fellow Shareholders,

Good afternoon and a very warm welcome to each one of you to the 38th Annual General Meeting of your Company. It is indeed an honour and privilege to address you for the first time after taking over as Chairman and Managing Director of this great Company. At the outset, I am very happy to state that your company, with its strong performance, continues to retain its position as the undisputed market leader in India's rail logistics sector.

The Report of the Directors, the Audited Accounts for the year ended 31st March 2026, the Auditors' Reports and the comments of the Comptroller & Auditor General of India have already been circulated and with your permission, I take them as read. I will now share the perspectives on the economic scenario, the sectoral outlook, your Company's performance and future prospects.

BUSINESS ENVIRONMENT AND ECONOMIC SCENARIO

At present, the World is at the crossroads of extraordinary uncertainties as it has in recent times experienced many headwinds- Covid 19 pandemic, geopolitical conflicts and tensions, supply chain disruptions, tariff wars, fluctuation in commodity prices and climate emergency. There is growing tendency of protectionism by nations, lack of trust and weaponisation of trade and supply chain.

On the other hand with the progressive Government policies for inclusive development, rising consumption, disposable income, credit growth, demographics advantage and competitive business environment, our Country is well positioned to face any challenge.

The International Monetary Fund (IMF) projected global growth of 3% in 2026, down from 3.4% in 2025 as geopolitical tensions weigh on economic activity. However, the Indian economy has continued to demonstrate remarkable resilience with GDP growth of 7.1% achieved for 2024-25 and an estimate of 7.7% for 2025–26. The GDP growth of 7.8% in the first quarter of the current year establishes that India remains a growth engine for the world economy.

Hon'ble Prime Minister Shri Narendra Modi ji has said and I quote "Today, India is the world's fastest-growing major economy. We are in a position to help lift the world out of slow growth."

The progress across several underlying economic indicators like controlled inflation, strong corporate balance sheets, lower debt levels, political stability and all time low

NPAs of banks set India apart from turbulent global markets. India's growth story is steadily transitioning from a consumption-led narrative to one increasingly anchored in manufacturing and industrial capability.

During the year S&P and R&I, the global rating agencies, have upgraded India's credit rating. This is followed by a similar upgrade recently in September 2026 by Japan Credit Rating Agency.

SECTORAL OUTLOOK

The Government's commitment for Infrastructure-led growth is continuing with budgetary allocation of Rs. 12.2 lakh crores in 2026-27, including Rs. 2.78 lakh crores for Railways.

India's ranking in world logistics performance index has improved from 54 in 2014 to 38 in 2023 and the target is to reach 25 by 2030.

Indian Railways' originating loading of cargo rose to 1,669.9 million tonnes in FY 2025-26, a growth of 3.3% over the previous year, while containerised cargo carried by rail increased to 93.7 million tonnes, up by 5.6%. Container handling across all Indian ports touched 24.8 million TEUs registering healthy growth of 6.5% over the previous year.

Free trade agreements:

Reflecting Government's strategic approach to trade policy FTAs signed with many countries, including the significant ones with the European Union and the United Kingdom. The FTAs are aligning India's competitive strengths with high-demand markets.

Railways:

- The most significant development of the year has been the long awaited commissioning of 1506 km long Western DFC. It has enabled movement of Double Stack Container (DSC) trains with higher axle load, faster access of northern hinterland and development of industries and new terminals along the DFC.
- A new DFC connecting Dankuni in East to Surat in West has been announced in the Budget 2026.
- Rate rationalisations have been done for moving bulk cement in tank containers and for fertilizer, fly ash, food grains and salt.
- A single unified license regime for Container Train Operators has been notified.

Roads:

- Road network has multiplied over the years to 63.73 lakh km and India now has the second largest road network in the world. The national highways cover has increased to 1.47 lakh km from 0.91 lakh km in 2014.

Ports, Shipping and maritime connectivity:

- Maritime development fund of Rs.25,000 crores has been created to provide ship builders and vessel operators with access to long-term low-cost capital.
- The recently commissioned Vizhinjam port and plans for Vadhavan port, Tuna Tekra container terminal and International ship repair facility at Cochin will improve container handling.
- The target for Maritime Amrit Kaal Vision 2047 is to reach the top five in the World with port capacity of 10,000 million tons from 2700 million tons at present.

Labour Reforms:

India's labour laws were framed in the pre-Independence and early post-Independence era when the economy and world of work were fundamentally different. In September 2025, 29 existing labour laws have been subsumed into four Labour Codes. This addresses long-pending need to move beyond colonial-era structures and align with modern global trends.

Green Mobility:

- It is estimated that, the per ton km cost of movement of goods by rail is Rs.1.96vs 3.78 by road and $CO2$ emission per ton km by rail is 11.5 gm vs 101 gm by road. The Dedicated Freight Corridors (DFCs) and assured transit time trains are moving goods faster now. Thus, rail transportation, when duly supported by conducive infrastructure offers distinct advantages over road in terms of cost, speed and environment and hence it is bound for gaining market share.
- The Government has deployed a framework of green logistics policies to achieve net-zero carbon emissions by 2070. Priority is being given for replacing high-emission road freight with electrified transport and shifting cargo to energy-efficient rail networks.
- PM e-DRIVE Scheme with allocation of Rs.10,900 crores to provide direct subsidies specifically for transitioning heavy logistics to zero-emission electric vehicles including dedicated funding for e-trucks.
- Harit Sagar Guidelines in place to bring zero-emission operations to maritime networks through the use of shore-to-ship power standards and electric material handling equipment.

- Customers booking cargo through Indian Railways are being awarded "RailGreen Points".

Your Company continues to place itself firmly at the intersection of above growth drivers deepening its business and creating enduring value for all its stakeholders

PERFORMANCE HIGHLIGHTS

Now, I am happy to share yet another year of CONCOR's stellar physical and financial performance.:

Business Volumes, Turnover and Profitability:

On the operational front, your Company handled highest ever throughput of 5.58 million TEUs during 2025 -26 , registering a growth of 9.56% over the previous year. The EXIM growth was 8% and domestic 14.6%. CONCOR's share of containerised cargo carried by rail rose to 51.02 million tonnes, up 2.82% over the previous year.

In financial terms, total income was the highest ever at Rs.9,443 crores. The net consolidated profit for the year stood at Rs.1,246 crores. Despite rising competition, it is gratifying that business efficiency has improved resulting in better operating margins. The performance reflects our endeavour in improving operational efficiency, cost optimisation and sustainable business growth.

Capital Expenditure:

I am of the firm belief that logistics is a sunrise sector and your company is firmly positioned to capitalize on many emerging business opportunities. To further expand the infrastructure, capital expenditure of Rs.1,085 crores has been incurred during FY 2025-26 on expansion of its terminal network, acquisition of indigenous wagons, containers, handling equipment and expanding IT systems.

Net Worth and Dividend:

Your company has a strong balance sheet to support its sustainable future growth. At the end of the year, the Net worth of the Company was Rs.13,052 crores.

In keeping with the consistent policy of rewarding our shareholders, dividend was paid every quarter totalling to Rs.8.60 per shares (i.e.172%) and amounting to Rs.655 crores, which is 53.6% of net profit. Last year bonus shares worth Rs.76.2crores in the ratio of 1:4 were also issued.

STRATEGIES AND INITIATIVES

Mark Twain said and I quote "The secret of getting ahead is getting started".

Your Company followed a focused approach and took many business initiatives during the year thereby strengthening its market position.
In Company's successful journey during the year, let me highlight some of our significant milestone:

- New terminals developed at Mandalgarh in Rajasthan, Kadakola in Karnataka & Jajpur and Paradip in Odisha have started contributing to business. The terminals being set up at Salawas in Rajasthan and Charodi in Gurajat on Western DFC will improve double stack running.
- During 2025-26, CONCOR has operated 6,396 Double-stack container trains.
- Double Stack Container Train services have started directly between JNPT and our terminals at Dadri, Khatuwas and Varnama.
- In a significant step towards strengthening Atmanirbhar Bharat in the global logistics landscape, movement of export-import cargo in our own containers to overseas destinations has commenced. The company has developed its Shipping platform issuing Bill of Lading.
- Movement of 9.15 lakh TEUs was done through our own first mile and last mile services which is around 44% of the FMLM potential .
- CONCOR commenced assured transit time train services between Delhi and Kolkata and Bangalore and Delhi.
- Parcel train services commenced between Bhiwandi, Mumbai to Sankrail, Kolkata.
- Aushadhi Express, India's first dedicated refrigerated freight train service was launched to transport temperature-sensitive pharmaceutical cargo from Hyderabad to JNPT.
- Business Solution Services were provided with volumes of 41,030 TEUs during the year. This covers services like customs clearance, fumigation, palletization, lashing, clearance of containers and cargo bound for Bangladesh and Nepal.
- Air cargo business has been operationalised through CONCOR terminals at ICD Dadri and Ludhiana.
- Sonik Goods Shed, near Lucknow is being developed to cater to the burgeoning logistics needs of the Kanpur and Lucknow region.
- CONCOR sourced 79.13% of our procurements from Micro and Small Enterprises.
- The Company continues to be at the forefront of transition to sustainable logistics with 95% of cargo being moved by rail; thereby saving CO_2 emission of around 4 million ton during the year.
- 230 LNG Trucks have been procured and two LNG stations have been established at Dadri and Khatuwas.

- As part of a broader shift toward cleaner, quieter and more efficient yard operations, seven Electric Reach Stackers and two Electric Trucks & Trailers have been commissioned.
- Roof top solar power is being used at Barhi, Dadri and Kanakpura terminals and at the Corporate Office.
- AI/ML based terminal management system has been put at TKD enabling automated yard operations, real-time container tracking and smart rail handling and optimising gate-in/gate-out.
- GPS enabled tracking and predictive analytics is being deployed to improve train planning, container inventory management, faster movement and demand forecasting.

Our strategies and actions on the ground are fully aligned with the nation's vision of developing a world-class logistics ecosystem.

SUBSIDIARIES, JOINT VENTURES AND ALLIANCES

CONCOR has four Subsidiaries and eleven Joint Ventures doing businesses in the fields of sea port operations, last-mile connectivity, container freight stations, air cargo and cold-chain logistics. These entities have consistently contributed to our growth.

Punjab Logistics Infrastructure Limited (PLIL) and SIDCUL CONCOR Infra Company Ltd. (SCICL) are running MMLPs in the States of Punjab and Uttarakhand respectively. PLIL has also commenced EXIM operations during the year.

CONCOR Air Limited (CAL) commenced air freight operations from ICD Dadri and ICD Ludhiana and handled 112 Metric tons of air cargo. A MOU has also been signed recently between CAL and AISATS for air cargo operations at Jewar airport.

The contribution of the subsidiaries and Joint Ventures in the profit of the company during the year was Rs.24 crores.

In order to tap huge potential in Shipping and to achieve the vision of the Government, during the year MOU has been signed for setting up Bharat Container Shipping Line (BCSL) in association with the Shipping Corporation of India, three major Port Authorities and Sagarmala Finance Corporation where CONCOR will have 30% share.

New alliances for optimal utilization of infrastructure as well as for expansion of business include MOU or agreement with:

- Adani Cement and UltraTech Cement: For rail-based movement of bulk cement in specialised tank containers.
- GAIL: To explore setting up LNG stations across CONCOR's terminal network.
- Bhavnagar Port and Jawaharlal Nehru Port Authority: For operation of the upcoming Bhavnagar container terminal and Common Rail Handling Operations at Vadhavan Port.
- TERI, Gati Shakti Vishwavidyalaya, IIT Roorkee and ITE Japan: For sustainable logistics, academic-driven innovations, advanced supply chain research and adoption of new technologies.

TECHNOLOGY AND STANDARDISATION

All commercial and finance functions of the Company are system driven and are providing real time information for faster decision making. We are at the forefront of adopting new technology for the desired result. Some of our initiatives in this respect include:

- Electronic filing of documents extended to all EXIM terminals.
- Enterprise Dashboard functioning for Rake Monitoring.
- Customer interfaces strengthened through a dedicated web server and mobile app.
- Tools such as Know Your Container Location (KYCL), e-tendering and the First Mile–Last Mile (FMLM) mobile app continue to streamline operations and contribute to ease of doing business.
- Double Stack Loading Plan (DSLP) system has improved train loading leading to higher utilization and reduced rail haulage cost.
- Disaster recovery site and stand by systems at primary sites have been setup for commercial and business sensitive applications.

HUMAN RESOURCE DEVELOPMENT:

Doug Conant said and I qoute "To win in the marketplace you must first win in the workplace."

Your Company continues to regard its human capital as its greatest strength. The business is run by a lean and committed team of 1,238 CONCORians with a ratio of staff cost to revenue merely 5.73%.

Continuous in-house programmes, specialized and on-the-job learning has helped employees strengthen their capabilities and adapt to changing business needs.

In support of national skill development initiatives, CONCOR provided internship opportunities to 43 students from various academic institutions.

CONCOR remains committed to building an inclusive workplace with women in leadership role heading Areas and key functions like banking, HR and terminal operations. The Company continues to invest in the physical and mental well-being of its team through workplace Yoga and fitness facilities, participation in marathons and sports events.

CORPORATE GOVERNANCE

Corporate governance, ethics and transparency continue to be deeply embedded in your Company's functioning underpinned by robust internal controls, clear delegation of authority and a strong culture of disclosure and accountability. There are robust systems and procedures in place so as to have efficient management of business and transparency and compliance in all functions.

During the year 2024-25, the Company has been rated "Outstanding" by the Department of Public Enterprises (DPE) on Corporate Governance parameters and in MOU performance it was rated 'Very Good'. The 'AAA' credit rating for the Non-Fund Based Facilities has been reaffirmed by ICRA, reflecting continued confidence in our financial strength and governance standards. On the financial statements for 2025-26 there are no audit qualifications and C&AG of India has issued nil comments.

AWARDS AND ACCOLADES

Your Company's performance and leadership continue to be recognised through several prestigious accolades during the year including:

- Ranked 278th in Fortune India 500 list.
- Honoured with the Dun & Bradstreet Public Sector Excellence Award in the Transport Service-Rail (Central PSU) category.
- CONCOR project of Indigenous Production of Shipping Containers was honoured with Silver award at the ET Government PSU Leadership & Excellence Awards 2025.
- Conferred with Three Star rating of GRIHA for the existing building at CONCOR Bhawan, Delhi.
- Emerged as the 'Top Logistics Champion 2025' in the Large-Sized Service Providers Category at the India Logistics Strategy Summit, Ranking & Awards 2025.

These recognitions are a testimony of our commitment to the trade and business excellence.

SUSTAINABILITY AND SOCIAL RESPONSIBILITY

Nelson Mandela once said, "What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead."

Your Company continues to conduct its business in a socially and environmentally responsible manner deepening its adoption of energy-efficient and ecofriendly systems and transportation solutions.

We firmly believe in the principles of Vasudhaiva Kutumbakam which teaches us that World is one family and the responsibility to protect our mother earth rests with all of us.

We have touched the lives of more than 1.25 million people during the year and spent an amount of Rs.40.59 crore through various CSR programms.

Key initiatives during the year inter-alia are:

- Several health camps at Chitrakoot, Chandauli, Greater Noida and Mathura, Uttar Pradesh, Damoh, Madhya Pradesh and Delhi and Community Health Centre at Shravasti, Uttar Pradesh.
- Women Health and Hygiene programs at Shravasti and Chandauli, Uttar Pradesh, Baran, Rajasthan, Faridabad, Haryana, Begusarai and Saupaul, Bihar.
- Support for education of under-privileged students across Haryana, Uttar Pradesh, Bihar, Madhya Pradesh and Delhi.
- Up-gradation of infrastructure at 23 rural schools in Jalna District, Maharashtra and construction of rooms at the Tribal Girls Hostel, Shimla, Himachal Pradesh.
- Distribution and Installation of Medical equipment for patients at Kamle, Arunachal Pradesh, Baksa, Assam and Kolkata.
- Outdoor Gyms at Kushinagar, Bulandshahr, Sonbhadhar, Chandauli, Misrikh and Ballia, Uttar Pradesh.

WAY FORWARD:

I am reminded of the words of:

Dr. A.P.J. Abdul Kalam: ***"Dreams are not what you see in sleep, dreams are things which do not let you sleep."***

We are working tirelessly to make our country a Viksit Bharat by 2047 coinciding with the centennial of our independence. Our dream is that India will emerge as a leading global power offering its citizens high standards of living and ensuring equitable growth for all. In today's World, a nation of 1.4 billion people is not merely a statistic but a wellspring of skill, ambition and enterprise.

With a strong asset base at present of 68 terminals, 444 rakes, 58,000, containers, and 232 LNG/EV trucks and a capable and committed team, your Company is well placed to retain its leadership position in the sector. Today, CONCOR stands stronger, more agile and uniquely placed to capitalize on numerous emerging opportunities in the logistics sector. With our motto of **"Think Logistics, Think CONCOR**" we remain steadfast in our commitment to innovate, serve with purpose and be a partner in the growth of our country. In our pursuit for relentless growth, we shall focus on the following objectives.

- Expanding our terminal network to 100 and count of rakes and containers to 500 70,000 respectively .
- Diversification into new business verticals and extensive use of technology.
- Capturing new opportunities arising from the expected growth in EXIM and domestic container volumes with full commissioning of two DFCs.
- Promoting double stack trains and providing end-to-end logistics solutions.
- Rationalization of haulage charges to attract light weight cargo.
- Capturing bulk cement and liquid cargo in tank containers.
- Taping potential in shipping, air cargo and cold chain logistics.
- Expanding Green Logistics solutions and bouquet of value-added services.
- Operating 100% of FMLM throughput under our own first mile and last mile services.
- Scaling up the Bharat Container Shipping Line and deepening overseas container movement under CONCOR's own Bill of Lading.

ACKNOWLEDGEMENT:

Before I conclude, I extend my sincere gratitude to my fellow Board members for their guidance and contributions.

I acknowledge and appreciate the constructive support extended by the C&AG of India and our Auditors. I thank the electronic, print and social media for their fair and constructive coverage.

I place on record my deep gratitude to the Government of India particularly the Ministries of Railways, Shipping, Commerce and Industry, Finance as well as the Customs authorities, various State Governments, JV partners, value-chain partners, customers and regulators for their steadfast support and encouragement which remain a vital pillar of our progress.

My heartfelt thanks are due to Team CONCOR, our greatest strength, whose sincerity and hard work continue to carry your Company to new heights.

Most importantly, I extend my deepest appreciation to all shareholders for their continued trust and support. I pray for the well-being of all of us and of our beloved Nation.

Thank You. Jai Hind.

28th September, 2026
New Delhi

(Ajit Kumar Panda)
Chairman and Managing Director
(DIN: 08221385)

Note: The above does not purport to be a record of proceedings of AGM.