November 4, 2026

To,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai- 400001.
Scrip Code: 512038

To,
National Stock Exchange of India Limited
Exchange Plaza, Plot no. C/1,
G Block, Bandra Kurla Complex, Mumbai – 400051.
NSE Symbol: TCC

Sub.: Investor Presentation.

Dear Sir/Ma'am,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation on performance of the Company for the quarter and half year ended September 30, 2026.

Kindly take the same on records.

Yours faithfully,
For TCC Concept Limited
ISHA ARORA
Digitally signed by ISHA ARORA
Date: 2026.11.04 21:45:27 +05'30'
Isha Arora
Company Secretary & Compliance Officer

Encl: As above

TCC Concept Limited

Digital Infrastructure, Consumer commerce and AI — **built on a single platform**

Investor Presentation

Q2 FY27

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Table of Content



Company Overview

Four Technology-Led Segments with Diversified Revenue Pathways

Five specialised platforms combine scaled commerce, fulfilment services, recurring infrastructure and capital-light technology models

4 technology-led segments | 5 specialised platforms | Multiple monetisation models

DIGITAL CONSUMER COMMERCE

pepperfry A TCC Company

Technology-led omnichannel furniture and home platform

REVENUE PATHWAYS

Marketplace commissions
Private labels
Studios + online
Institution & Enterprise projects

TECH-ENABLED FULFILMENT

PEPCART A TCC Company

Proprietary big-box logistics network

REVENUE PATHWAYS

Delivery + installation
Warehousing + distribution
Direct-ship + 3PL
Managed fulfilment

DIGITAL INFRASTRUCTURE

NES DATA A TCC Company
myflapy A TCC Company

Data-centre infrastructure and customer-controlled private cloud

REVENUE PATHWAYS

Colocation + hosting
Managed infrastructure
Cloud storage + deployments
Devices + managed services

AI + DATA ANALYTICS

TryThat.ai BETA A TCC Company

AI-led real-estate intelligence and commercial market access

REVENUE PATHWAYS

Subscriptions + add-ons
Analytics + funnel conversion
B2B engagement
Value-added services

SCALED OPERATING REVENUE
Pepperfry + PepCart

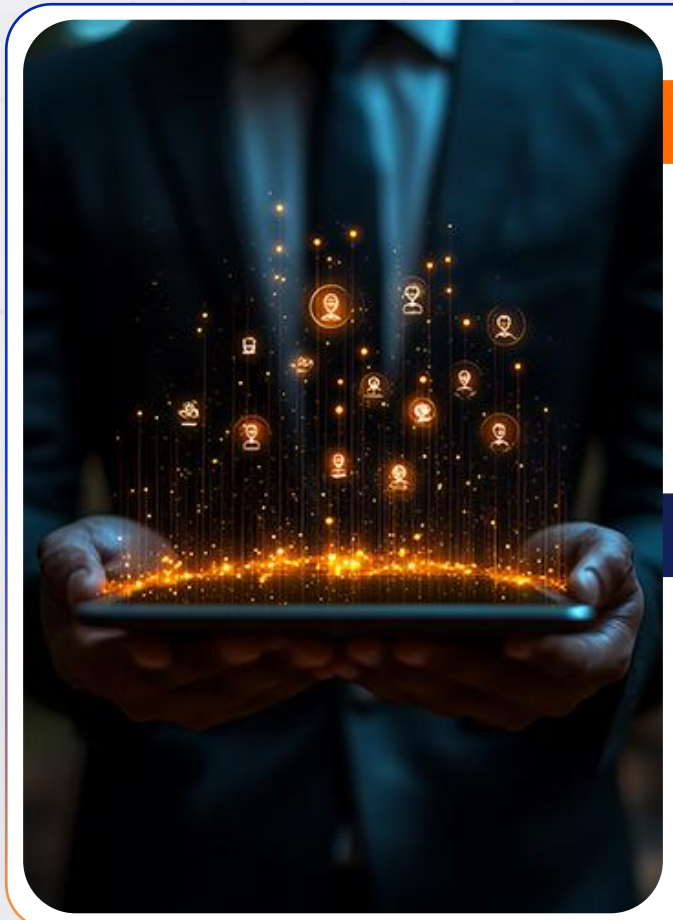
RECURRING CAPACITY REVENUE
NES Data

DEPLOYMENT-LED REVENUE
MyFlopy

CAPITAL-LIGHT DIGITAL REVENUE
TryThat.ai

Q2 FY27 Consolidated Financial highlights

Strong financial delivery provides the base for TCC's next phase of technology-led scale



Q2 FY27

Revenue from Operations	EBITDA	PAT
INR 134 Cr	**INR 55 Cr**	**INR 25 Cr**
▲ 396%YoY	▲ 160%YoY | Margin at 41%	▲ 138%YoY | Margin at 19%

H1 FY27

Revenue from Operations	EBITDA	PAT
INR 262 Cr	**INR 101 Cr**	**INR 37 Cr**
▲ 434%YoY	▲ 159%YoY | Margin at 38%	▲ 89%YoY | Margin at 14%

Stock split: Shareholders approved the subdivision of 1 equity share of FV ₹10 into 5 equity shares of FV ₹2 each, on 22 August 2026

Business Segments & Opportunity

Category-Defining Omnichannel Leader

A technology-led furniture marketplace connecting digital discovery, assisted conversion and fulfilment

A technology-led omnichannel marketplace where customers discover, customise and purchase furniture and home products online and in studios

Scaled Omnichannel Commerce Platform

Established brand equity & national digital demand, supported by an integrated online and studio-led conversion model.

Diversified Product and Supply Ecosystem

Broad furniture & home portfolio sourced through national brands, regional manufacturers, MSMEs and in-house D2C brands.

Multiple Revenue and Growth Pathways

Marketplace commissions | Private labels | Studio retail | B2B projects | Assisted buying | Installation & After-sales services

Institution & Enterprise and Cross-Sell Opportunity

Institutional and bulk solutions, supported by Pepperfry's brand reach, supplier network, fulfilment capabilities and customer ecosystem.



Q2 FY27: Scale, Quality and Omnichannel Reach

Scaled digital reach supported by improving traffic quality, advocacy and private-label contribution

19.82 Mn Sessions	**49,787** Customers Served	**95,470** Total across all categories	**753** Sellers' count	**125** Studios
Rs 20,481 Total AOV	**1,45,200** Quantity sold	**84** FOFO	**41** COCO	**19,858** Footfalls

Repeat Buyers

		Q2 FY27
Q1 FY26	69.05%	
Q1 FY27	65.50%	68.36%
FY26	39.80%	

NPS

		Q2 FY27
Q1 FY26	64.6	
Q1 FY27	66.4	68.0
FY26	66.0	

Store AOV

		Q2 FY27
Q1 FY26	Rs 46,260	
Q1 FY27	Rs 52,148	Rs 49,420
FY26	Rs 43,036	

Higher-quality organic traffic, stronger advocacy and growing private-label contribution supported the omnichannel platform.

Abbreviations-
NPS: Net promotor score
Store AOV: Store Average Order Value

Growth Priorities to Scale Omnichannel Growth (1/2)

Expanding physical reach, deepening conversion and broadening institutional revenue

Retail Expansion



Wider Market Access

50+ new stores planned in FY27

Expansion across metros and Tier 1/2 cities

250+ stores long-term ambition

Omnichannel Productivity



Higher Conversion

"One Funnel" online-to-store strategy

Technology and customer-experience investments

Sell-from-Store and broader assortment



Greater Revenue Visibility

Premium office and enterprise workspaces

Institutional and bulk procurement

End-to-end execution capability

Institution & Enterprise Turnkey Solutions



Better Operating Leverage

Private labels and In-house-brand growth

Category expansion across home segments

Store **productivity and unit economics**

Mix + Profitability



Expand reach → **Improve conversion** → **Broaden Enterprise revenue** → **Strengthen profitability**

Key Strategies Driving Pepperfry's Turnaround

Scaling physical and digital touchpoints while improving business performance

Pepperfry's Strategies make Pepperfry's digital catalogue easier to discover, trust and purchase

PHYSICAL EXPERIENCE

Touch-and-feel, finish, dimensions and expert consultation

No. of stores: 125
Footfall : 19,858

DIGITAL DISCOVERY

Social, search and Pepperfry's online catalogue

TRAFFIC: Increased from ~10% to **~17% YoY**

ASSISTED SELLING

Digital screens, in-store teams and connected catalogue

No. of Digital Screens: 80+

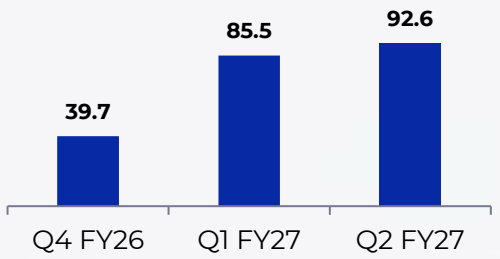
HOME DÉCOR SEGMENT

Curated furniture, furnishings, lighting and décor solution

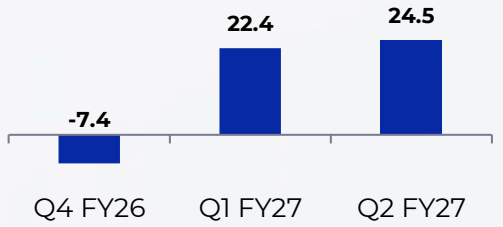
INSTITUTION & ENTERPRISE BUSINESS

End-to-end furnishing solutions for institutional and corporate customers

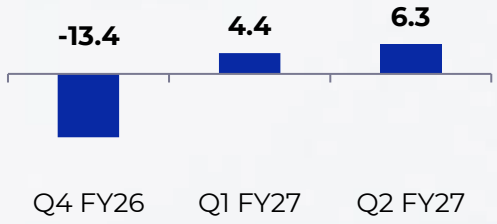
Revenue from Operations (INR Cr.)



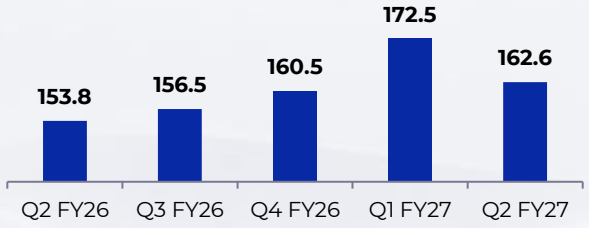
EBITDA (INR Cr.)



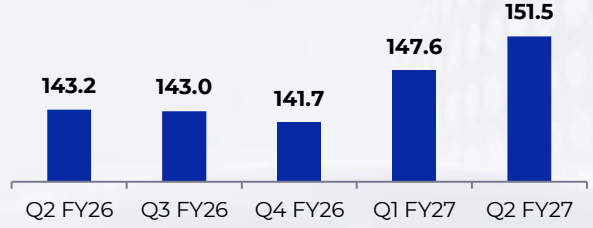
PAT (INR Cr.)



GMV (INR Cr.)



GDV (INR Cr.)



Technology-enabled big-box fulfilment

Proprietary big-box logistics network supporting national scale

Specialized large-box supply chain and logistics platform enabling national delivery, installation and after-sales support for furniture and home goods

First mile | **Warehousing** | **Distribution** | **Last mile** | **Assembly + Service**

Differentiation

<1.5%

Best-in-class performance
Lowest Transit Damages

3

Large warehouses with **42k+ SKUs capacity**

200+

Custom-Built Vehicles for Last-Mile Delivery

500+

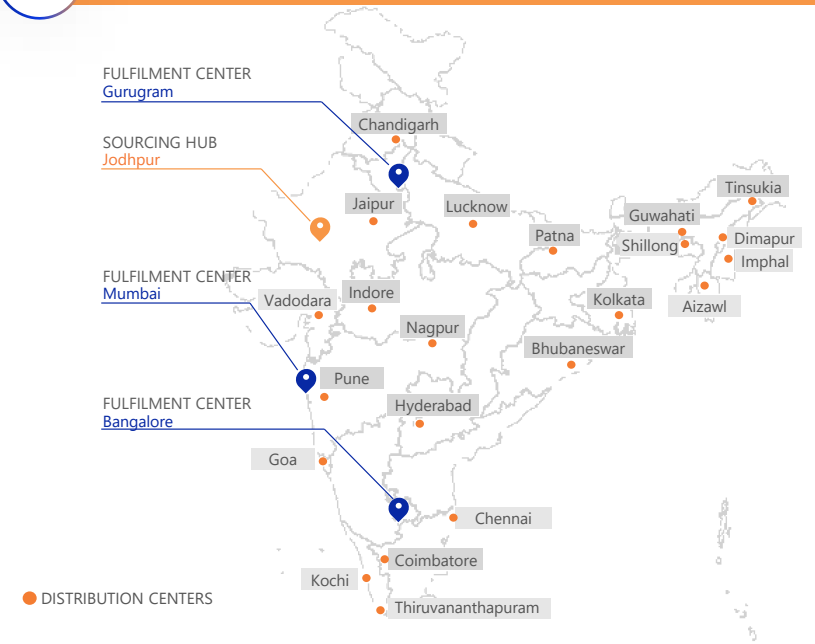
Supply Chain Staff [Delivery & Assembly]



25

Distribution centres operating at 80%+ average capacity utilization

Large Distribution Network



Big-Box Supply Chain Backbone

A specialised network for large-format delivery, assembly, installation and after-sales

Q2 FY27 Performance

5,237	2,542	143,986	22	1.33%
Pin codes delivered	Cities delivered	Q2 deliveries	Distribution centres	Transit damage

Diverse Revenue Streams

- Fulfillment and logistics services (first mile, last mile)
- Warehousing and distribution services
- Managed direct-ship solutions
- Third-party logistics (3PL) and fulfilment enablement



Where the growth comes from?

- Rising e-commerce fulfilment demand
- Shift toward integrated supply-chain platforms
- Increasing need for real-time visibility
- Focus on route and last-mile cost optimisation



Near-term priorities

- Improve delivery speed, reliability and cost
- Expand across high-demand corridors
- Sustain best-in-class damage rates and NPS
- Increase utilisation across distribution centres



Digital home-commerce opportunity

A large furniture category with faster growth in online and B2B channels

US$31.51bn
India Furniture Market, 2026

US$45.52bn
India Furniture Market, 2031

7.63%
2026-31 Cagr

Online Channel

- 13.62% CAGR during 2026-31
- Digital discovery and omnichannel conversion are increasingly important.

Home Furniture

- US$27.27bn in 2026 to US$40.53bn in 2031
- 8.24% CAGR.

B2b / Project Procurement

- Approximately 11% CAGR through 2031
- Supports institutional and bulk capability.

Digital Infrastructure for Enterprise Workloads

Owned and operated data-centre capacity supporting enterprise, hyperscale and cloud-led workloads





4 MW
LIVE TIER-III CAPACITY

304
Racks

15
High-density Racks



Digital infrastructure platform designing, building and operating Enterprise-grade data centres supporting colocation, hosting and managed infrastructure requirements.

CORE CAPABILITY

Secure facilities • Reliable power and cooling • High uptime and connectivity

REVENUE STREAMS

Colocation / private suites • Hosting • Managed infrastructure • Capacity-led expansion contracts

TARGET SECTORS

Enterprise • Hyperscale • BFSI • SaaS

OPERATING EDGE

Controlled environments • Redundancy • Continuous availability

Capacity Roadmap and Cloud-Led Opportunity

A live operating base with scalable formats and a long-term hyperscale growth pathway

Commissioned capacity today • Phased expansion opportunity • Long-term hyperscale optionality

Live	Proposed	Blueprint
4 Mw	**Up To 60 MW**	**100 Mw**
Tier-iii Pune Facility	Hinjewadi Campus	Long-term Hyperscale Campus

Modular Formats

2 MW–100 MW
Expansion Formats



Utilisation

Drive Occupancy & Enterprise Customers



Edge Strategy

Align Smaller Footprints With **Tier II / III Demand**



Cloud Services

Migration, Security, Finops, Devops, DR And AI/ML Cloud



Data Storage Platform

A deployment-led platform enabling individuals and enterprises to create a secure cloud on hardware they own



Customer Proposition

Create a private cloud using existing or separately purchased hardware.

Retain control over data location and hardware.

Remote Access

Access files remotely and share securely with selected users and groups.

One-Time Investment, Pay-as-You-Expand

Private cloud on user-owned hardware without recurring cloud-subscription fees.

Target Users

Individuals • Professionals • Startups • SMEs • Enterprises • Privacy-focused users

Own the hardware • Control the data • Access from anywhere

From Product Readiness to Commercial Scale

Platform developed; next phase focused on deployment, onboarding and partner-led distribution

Revenue Streams

- Device and solution sale with enablement
- Enterprise deployments & managed services
- Infrastructure-layer integrations

Commercial Status

Product Ready
B2B and B2C offerings developed

Digital Presence
Website live

Fulfilment Readiness
Hardware provisioning underway

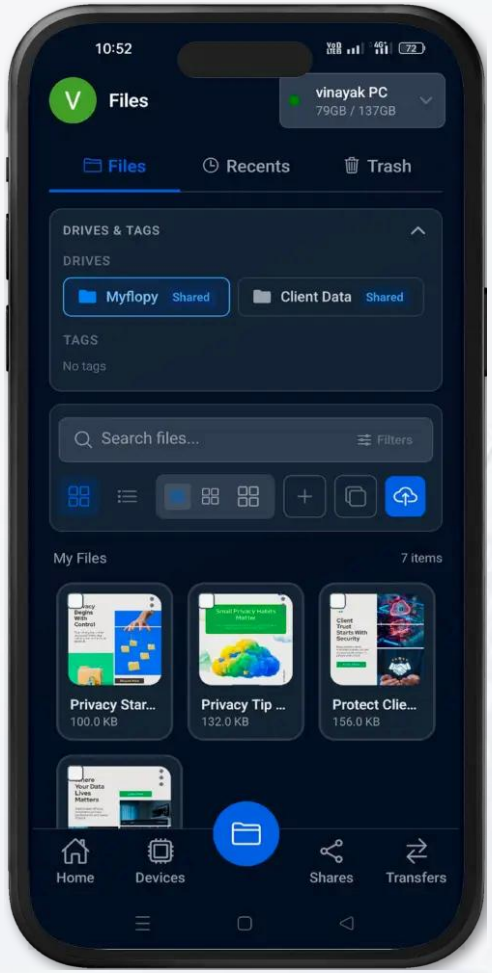
Go-to-market
Commercial rollout in progress

Near Term Priorities

Pricing + Packaging
Finalise customer propositions and commercial bundles

Initial Deployments
Convert early B2B and B2C use cases into reference deployments

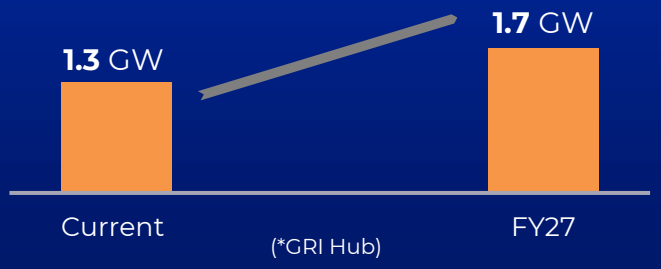
Partner Distribution
Build hardware, infrastructure and channel partnerships



Data-centre and cloud opportunity

Capacity growth, AI workloads and digital sovereignty support infrastructure demand

Addition in GW Capacity (India)*



~1.75 GW

Operational Capacity: H1 2026

~US$173bn

Investment Commitments Since 2021

~6 GW

Jul 2029 Capacity Outlook

Indian Cloud Computing Market*



*imarc

AI Workloads

Higher-density computing requirements support scalable and high-density capacity.

Public Cloud

US$17.5bn Indian end-user spending forecast for 2026, up 28.1%.

Execution Variables

Power availability, sustainability and site selection remain critical constraints.

India’s First AI Real Estate Platform

Solves buyer discovery, lead qualification, broker interaction and builder sales cycle inefficiencies

India’s First AI Real Estate Platform

Real-estate AI Super App

One AI platform for real-estate professionals to engage, transact and grow



- Lead generation
- Engagement
- Data-backed decisioning
- Workflow automation

TWO-SIDED MODEL

B2C

Free adoption engine building demand-side data

B2B

Private AI agents for builders and projects — the primary revenue engine

Revenue Streams

B2B project subscriptions (developers, brokers & enterprises)

Usage-based WhatsApp and AI calling add-ons

Future enterprise licensing and premium analytics

DATA + DIFFERENTIATION

Structured government, public, proprietary and builder datasets

Privacy-first interaction without forced lead sharing

PRODUCT MODULES

Try Connect | Access Leads | Lead Generation | Conversations

Lead scoring | Smart CRM | Analytics | Automation

Rs 50,000–Rs 2,00,000 per project **Subscription-led revenue**

Near Term Priorities

Scale B2B Adoption

Expand Product Capabilities

Deepen Monetisation

PropTech and AI opportunity

External estimates vary, but all point to continued digitisation of real-estate workflows

Source	Base Estimate	Forecast	CAGR (%)
IMARC	US$1.47bn (2026)	US$3.82bn by 2034	12.26%
Grand View Research	US$1.785bn (2025)	US$5.016bn by 2033	16.1%
MarkNtel Advisors	US$1.72bn (2025)	US$5.98bn by 2032	19.48%

Key Takeaway

JLL reported AI adoption among Indian corporate real-estate functions rising from under 5% in 2023 to 91% in 2025.

Financials

Q2 & H1 FY27 Consolidated Financial Highlights

Profit & Loss Highlights

Particulars (INR Cr unless stated)	Q2 FY27	H1 FY27
Revenue from Operations	133.7	261.9
Other Income	2.8	5.9
Total Income	136.5	267.8
Total Expense	117.5	236.8
Exceptional Items	-	-
PBT	19.0	31.0
PBT Margin (%)	14%	12%
PAT	24.8	37.4
PAT Margin (%)	19%	14%
EPS	.99	1.51

Balance Sheet Highlights

Particulars (INR Cr unless stated)		H1 FY27
Equity		1708.6
Trade Receivables		73.1
Cash and Cash Equivalents		21.2
Bank Balances other than above		1.7
Total Current Assets		237.9
Total Current Liabilities		192.7

Cash Flow Highlights

Particulars (INR Cr unless stated)		H1 FY27
Cash Flow from Operations		-74.1
Cash Flow from Investing Activities		18.8
Cash Flow from Financing Activities		-35.8
Net Cash Flow		5.6
Opening Cash Balance		15.6
Closing Cash Balance		21.2

Consolidated Annual Financial Highlights

Profit & Loss Highlights

Particulars (INR Cr unless stated)	FY23	FY24	FY25	FY26
Revenue from Operations	1.2	77.2	83.2	179.4
Other Income	0.0	0.9	6.3	26.9
Total Income	1.2	78.1	89.5	206.3
Total Expense	0.2	50.6	34.6	1,51.8
Exceptional Items	0.0	-0.4	0.0	0.1
PBT	1.1	27.0	54.9	54.4
PBT Margin (%)	91%	35%	66%	30%
PAT	0.8	20.3	42.1	64.8
PAT Margin (%)	68%	26%	51%	36%

Balance Sheet Highlights

Particulars (INR Cr unless stated)	FY23	FY24	FY25	FY26
Total Equity	2.5	191.0	716.0	1,645.3
Total Non-Current Liabilities	-	6.9	37.6	266.9
Total Current Liabilities	0.5	26.6	30.96	193.8
Total Non-Current Assets	-	164.8	671.9	1,892.4
Total Current Assets	3.0	59.8	112.7	213.7

Leadership and governance

Led by Experiences Leadership & Governance

Board of Directors



Umesh Sahay
Chairman & Managing Director

- First-generation entrepreneur
- Brings about 20+ years of experience
- Has been awarded by various prestigious organizations over the years
- Expertise spans Real Estate, Data Centre Infrastructure, IT & ITES sectors in India



Abhishek Narbaria
Director

- Holds a Master's degree in Computer Science
- Technocrat entrepreneur with proven leadership
- 20+ years of experience in building and shaping organizations



Nikhil Dilipbhai Bhuta
Director

- Chartered Accountant with 25+ years of entrepreneurial leadership
- Served as CFO, Country Head & CEO across multiple businesses
- Cross-industry experience with strong operational depth
- Raised capital on BSE (India), TSX (Canada) & AIM (London)

Led by Experiences Leadership & Governance

Independent Directors



Rajesh Vaishnav
TCC

- 27+ years of entrepreneurial business experience
- Founder of the greeting card industry in India
- Scaled operations to 375+ stores across 110+ cities in India & neighboring markets



Gayathri Iyer
Pepperfry & TCC

- Author, Chartered Accountant, Mentor & Certified IFRS (ACCA)
- 25+ years as Consulting Entrepreneur across diverse sectors
- Led audits for Tata Tele, Tata Realty & Infra, Mount Everest, WTC & Future Group Retail



M. Srinivas Rao
Pepperfry & TCC

- Internationally acclaimed business visionary & strategist
- Associate with ITC, IRRI, ICRISAT, TIE & BMGF
- B.Com (Hons), Delhi University; MBA, Asian Institute of Management (Philippines)
- Recognized by USAID, IRRI, BMGF & U.S. Dept. of Agriculture



Tarun Agarwal
Pepperfry

- Chartered Accountant & Company Secretary
- 36+ years of financial and strategic leadership
- Expert in project financing, structured funding, and corporate governance
- Led ERP implementation, compliance frameworks, and internal control systems

Supported by Key Managerial Personnel / Senior Management



Ashish Shah
CEO & WTD, Pepperfry

- Co-founder & CEO (since 2012), leading category, BD, CX & Supply Chain at Pepperfry
- Built India's leading furniture marketplace
- 25+ years' experience; scaled eBay Motors India to a $100Mn business



Prasoon Mishra
Director, TCC Subsidiaries

- 20+ years of B2B sales leadership across marketplaces, travel tech, SaaS & insurtech
- Scaled corporate vertical to ₹60 Cr revenue; secured major enterprise accounts
- Led high-impact enterprise acquisitions including during COVID
- Launched India's first Real Estate AI model; 10,000+ downloads in 45 days



Sanjay Netrabile
Chief Technology Officer , Pepperfry

- Architected Pepperfry's tech infrastructure from inception and continues to lead innovation
- Built a scalable cloud-based ecosystem & analytics platform
- Over 26 years of experience in software engineering



Hussaine Kesury
Chief Business Officer, Pepperfry

- Leads Pepperfry's omnichannel expansion across COCO & FOFO studio formats
- Instrumental in growing company turnover multi-fold
- Strong leadership experience across e-commerce and offline retail



Rahul Shah
Chief Financial Officer, TCC

- Chartered Accountant with 15+ years including Big 4 experience
- Leads complex tax & compliance across USA, UK, Africa & UAE
- Speaker at ICAI & contributor to BCAS committees



Madhusudan Bihani
Chief Financial Officer, Pepperfry

- Leads Corporate Strategy, Fundraising, Finance, IR & Legal at Pepperfry
- Previously at Dragon Capital, IndusInd Venture Advisers, and Nissan
- Chartered Accountant with strong multi-industry exposure

TCC
CONCEPT LIMITED

ESG

ESG Initiatives & Goals

Building a responsible, sustainable and future-ready enterprise

Environment

SEBI-aligned BRSR reporting across TCC & subsidiaries

Focus on energy efficiency, carbon management & sustainability integration

Tree plantation initiatives: 200,000+ planted (target +400,000)

NES Data Centre

ISO 9001 ISO 14001 ISO 27001

Social

Artisan ecosystem support and skilling initiatives

Strong focus on digital talent & workforce development

Commitment to diversity, inclusion & employee well-being

100% staff covered under health & life insurance

Cybersecurity excellence backed by ISO 27001

Governance

Dedicated ESG Team for oversight

Responsible AI practices and model oversight

Emphasis on transparency, compliance & ethical practices

Data privacy and security governance for platforms

Policies aligned with globally recognized frameworks such as UNGC, ILO, BRSR, GHG Protocol

Thank You

TCC Concept Limited

CIN: L68200PN1984PLC222140

Email: compliance@tccltd.in

Ernst & Young LLP

Investor Relations Advisory

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Sukhin Naphade
sukhin.s.naphade@in.ey.com

