TCC
CONCEPT LIMITED

July 31, 2026

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

To,
National Stock Exchange of India Limited
Exchange Plaza, 5th floor, 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, we are enclosing herewith the Investor Presentation on performance of the Company for the quarter ended 30 June, 2026.

Kindly take the same on records.

Yours faithfully,
For TCC Concept Limited

ISHA ARORA
Digitally signed by ISHA ARORA
Date: 2026.07.31 22:00:04 +05'30'

Isha Arora
Company Secretary & Compliance Officer

Encl: As above

July 2026

TCC CONCEPT LIMITED

TCC Concept Limited

Investor Presentation Q1

Consumer commerce, digital infrastructure and AI — built on a single platform

pepperfry A TCC Company

PEPCART A TCC Company

NES DATA A TCC Company

myflapy A TCC Company

TryThat.ai Real Estate Superapp

Brantford INDIA A TCC Company

Safe Harbor

TCC CONCEPT LIMITED

This presentation and the accompanying slides (the "Presentation"), which have been prepared by TCC Concept Limited (the "Company"), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company. This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. Certain matters discussed in this Presentation may contain statements regarding the Company's market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company's ability to successfully implement its strategy, the Company's future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cashflows, the Company's market preferences and its exposure to market risks, as well as other risks. The Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections. All Maps used in the presentation are not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

Table of Contents

TCC at a Glance

TCC CONCEPT LIMITED

Multiple high-growth engines with clear revenue pathways

A diversified enterprise combining consumer commerce, digital infrastructure and applied AI — built on deep commercial proptech and technology expertise.

Consumer Commerce

Scale + fulfilment moat

- Pepperfry — omnichannel furniture leader
- PepCart — owned big-box fulfilment network
- Scale, brand equity and repeat demand

Digital Infrastructure

Backbone for digital workloads

- NES Data — Tier-III data centres
- MyFlopy — private cloud on owned hardware
- Capacity-led, long-duration revenue

Intelligence & Market Access

High-margin software layer

- TryThat.ai — AI platform for real estate
- Brantford — market access and lead engine
- Subscription-led, capital-light

FY26 CONSOLIDATED PERFORMANCE

Revenue from Operations	EBITDA	PAT
1,283 Mn	**463 Mn**	**126 Mn**
▲ 480% YoY	▲ 158% YoY | Margin at 36%	▲ 34% YoY | Margin at 10%

TCC Presence | Consumer Commerce · Supply Chain · Data Centres · Cloud Infrastructure · PropTech & AI

One Ecosystem, Six Engines

Demand, conversion, fulfilment and infrastructure owned end to end

pepperfry — A TCC Company
Consumer demand at national scale

PEPCART — A TCC Company
Owned big-box delivery & installation

NES DATA — A TCC Company
Data centre capacity & hosting

myflapy — A TCC Company
Private cloud & secure storage

TryThat.ai — Real Estate Superapp
AI-led conversion & decisioning

Brantford INDIA — A TCC Company
Lead generation for real estate

Lead Generation
Brantford + TryThat.ai feed qualified demand

Conversion
AI-led decisioning lifts funnel efficiency

Consumer Ecosystem
Pepperfry monetises demand across online + studios

Last Mile Delivery
PepCart delivers, installs and services nationally

Infrastructure
NES Data and MyFlopy carry the workloads

Every engine strengthens the next — converting demand into revenue with owned infrastructure at each step

Structural Growth & Value Creation Drivers

TCC CONCEPT LIMITED

Four drivers compounding scale, margin and defensibility

* 01 Consumer commerce at scale

- **Pepperfry:** category leadership with 100+ studios and 72% repeat orders
- **PepCart:** owned fulfilment across 9,500+ pin codes
- **First profitable quarter delivered in Q4 FY26**

* 02 Recurring infrastructure revenue

- **NES Data:** 4 MW Tier-III live; 100 MW hyperscale blueprint
- **MyFlopy:** private cloud with deployment-led revenue
- **Capacity-backed, long-duration cash flows**

* 03 High-margin AI & software

- **TryThat.ai:** subscription pricing of ₹50K–₹200K per project
- **Brantford:** 100+ leads per day via a zero-brokerage model
- **Capital-light with strong incremental margins**

* 04 Integrated economics

- **One funnel:** shared demand across consumer; B2B
- **One supply chain:** lower cost per delivery, better NPS
- **One data layer: compounding conversion advantage**

Scale engine + infrastructure annuity + software margin = a re-ratable multi-engine platform

Led by Experiences Leadership & Governance

Board Of Directors

UMESH KUMAR 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
TCC & Pepperfry

- 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
TCC & Pepperfry

- 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
- 35+ 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 / Leadership Team

TCC
CONCEPT LIMITED

ASHISH SHAH

CEO & Whole-Time Director, Pepperfry

- Co-founder & CEO (since 2012), leading category, BD, CX & Supply Chain at Pepperfry.
- Built India's leading furniture marketplace
- 20+ 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 ecommerce and offline retail

RAHUL SHAH

Chief Financial Officer, TCC & Pepcart

- 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

Business Overview

pepperfry
A TCC Company

TCC CONCEPT LIMITED

Category - Defining Omnichannel Leader

Technology-led furniture and home marketplace across online and studios

What we do

A technology-led omnichannel marketplace where customers discover, customise and purchase furniture and home products online and in studios - supported by an integrated supply chain.

Revenue streams

- Marketplace commissions
- Private label and in-house brand sales
- Omnichannel studio retail
- Bulk procurement and B2B projects
- Assisted buying, installation and after-sales services

In-house D2C brands

Home-grown, made by Indian artisans — closing gaps across design styles and price points.

Scale

73 Mn
Annual visits

150K
Daily unique visitors

325K+
Customers served annually

$1.1 Bn+
Lifetime furniture & home, goods sold

Differentiation	Brand equity built over a decade of category leadership	Wide supply national brands, regional manufacturers, MSMEs and D2C	Unified ecosystem thousands of designs across furniture, décor and essentials	B2B capability institutional and bulk buying with turnkey execution

pepperfry
A TCC Company

TCC CONCEPT LIMITED

Accelerates Omnichannel Expansion in Q1 FY27

Key Highlights

Retail Expansion

- Plans to add 35 new stores by August 2026
- Expanding across metros, Tier 1 and Tier 2 cities
- Long-term target of 250+ stores

Strengthening Omnichannel Presence

- "One Funnel" strategy integrates online discovery with in-store experience
- Investments in store formats, technology and customer experience
- Enhanced Sell-from-Store capabilities and expanded product assortment

Profitability Milestone

- Achieved its first-ever profitable quarter in Q4 FY26
- Driven by improved operating efficiency and stronger business fundamentals

Strategic Objective

- Strengthen market penetration
- Continue expanding India's leading omnichannel furniture retail platform

Pepperfry Accelerates

80	35+	250+	Q4FY26
Cities	New stores by Aug 26	Stores (Target)	First Profitable Quarter

Key Metrics

FY26 versus Q1 FY27

	Sessions	Organic traffic	AOV (total)	Quantity sold	Total (all categories)	Sellers count	NPS	Footfalls	Marketing ROAS*	House brand contribution	Repeat buyers
FY26	9,18,67,259	8.8%	₹17,709	5,74,582	86,370	928	66	81,917	8.4	39.8%	39.8%
Q1 FY27	1,82,70,206	11.1%	₹20,481	1,45,200	95,470	753	66.4	19,858	6.7	38.2%	65.5%

*Paid GMV / performance spends

What the metrics say

- Higher-value baskets. AOV up to ₹20,481 with Stores AOV at ₹45,192
- Better traffic quality. Organic share improved to 11.1%
- Stronger advocacy. NPS improved to 66.4
- Disciplined seller base. Curated to 753 sellers while quantity sold held up

Performance & Market Opportunity

Service quality that converts into pricing power

Where the growth comes from

- E-commerce demand for faster fulfilment. Online retail growth is driving need for scalable big-box supply chains
- Digital supply chain adoption. Shift to end-to-end platforms for procurement, warehousing and distribution
- Real-time visibility. Growing requirement for tracking and operational control across the chain
- Last-mile cost optimisation. Route optimisation and tech-enabled delivery are the industry battleground

Near-term priorities

- Improve delivery speed and reliability while reducing cost per delivery
- Scale the network in high-demand corridors
- Maintain global-best damage rate and NPS
- Raise utilisation across 25 distribution centres

Service benchmark

<1.5%

Transit damages

9,500+

Pin codes

300+

Cities

Damage rate below 1.5% and 9,500+ pin code reach are the proof points that win national contracts

NES DATA
A TCC Company

TCC
CONCEPT LIMITED

Digital Infrastructure Platform

Enterprise-grade, energy-efficient data centres for colocation and hosting

What we do

A digital infrastructure platform that designs, builds and operates enterprise-grade, energy-efficient data centres — supporting enterprises' cloud-led transformation.

Revenue streams

- Colocation - private suites and shared racks
- Hosting and managed infrastructure services
- Modular capacity expansion in 2–100 MW formats

Live today

4 MW

Tier-III data centre, Pune

304

Racks (15 high-density)

100 MW

Hyperscale campus blueprint

Differentiation

- Secure facilities enterprise-grade security and controlled environments
- Reliable power & cooling redundant systems for uninterrupted operations
- High uptime robust connectivity for continuous availability
- Target sectors Enterprise, Hyperscale, BFSI and SaaS

Owned, operated capacity - recurring revenue that scales with utilisation, not headcount

myflapy
A TCC Company

TCC
CONCEPT LIMITED

Make Your Own Cloud' for Data Ownership

Private cloud on user-owned hardware, with full control over data

What we do

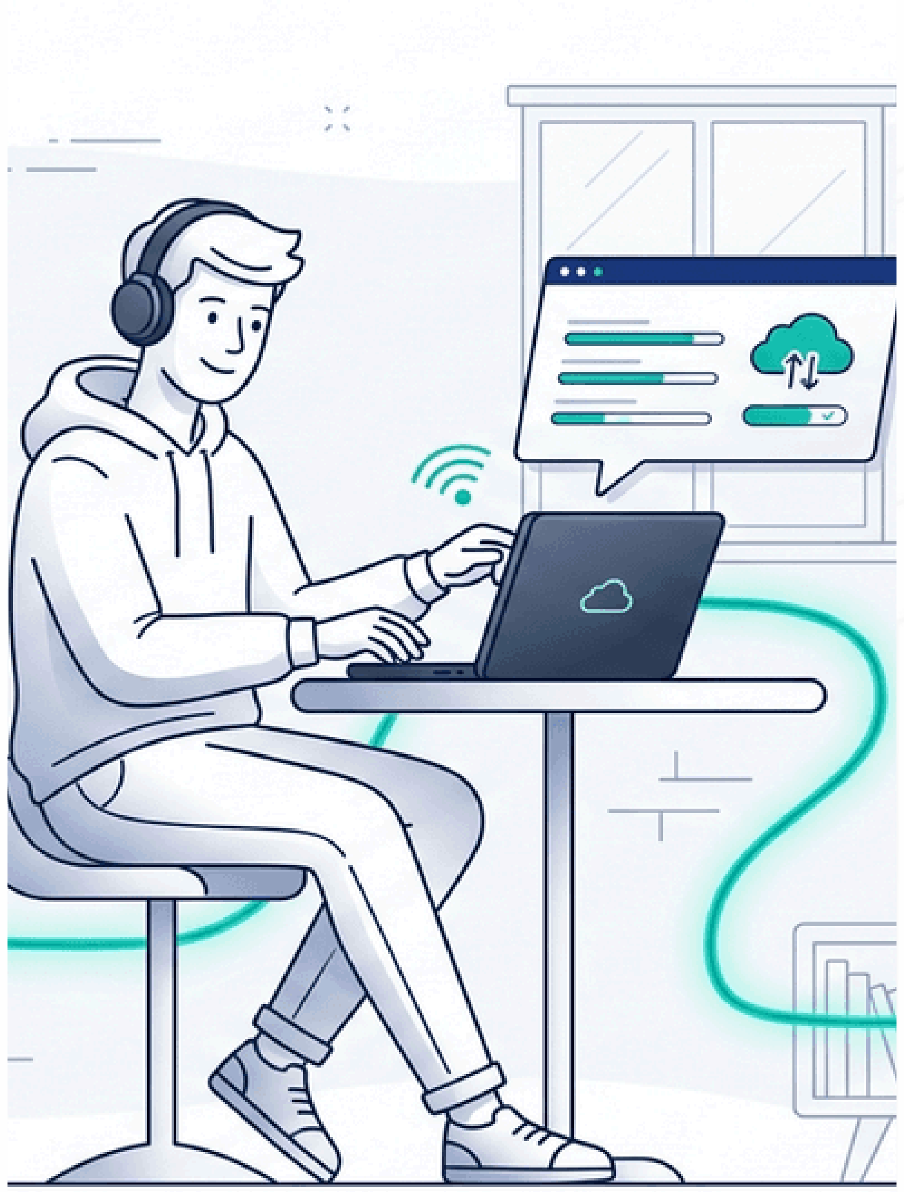
A private cloud platform that lets individuals and enterprises create their own cloud on hardware they own - with secure remote access and no recurring subscription fees. Built for SMEs, professionals, startups and privacy-focused users.

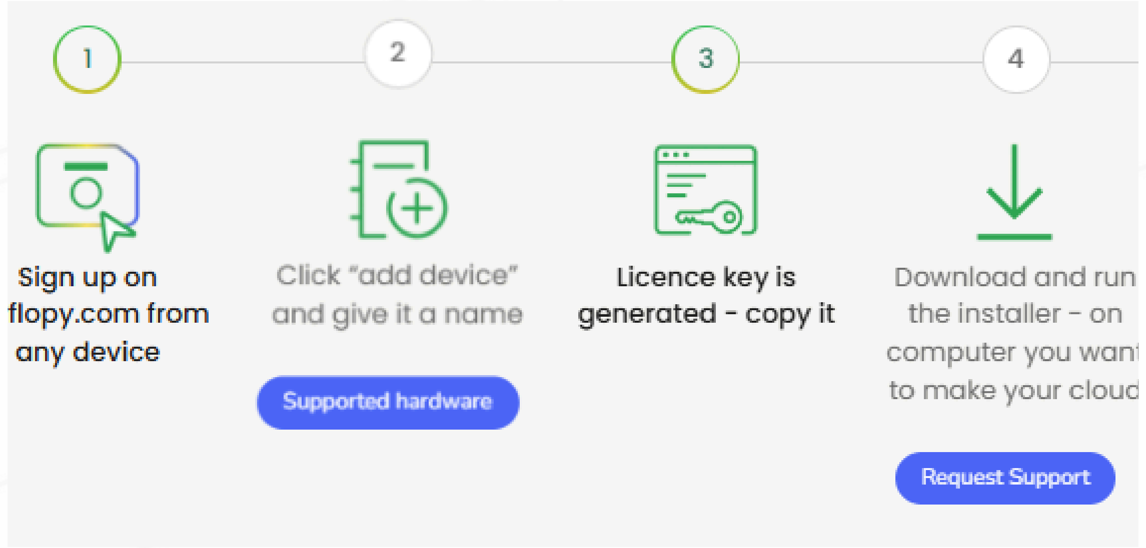
Revenue streams

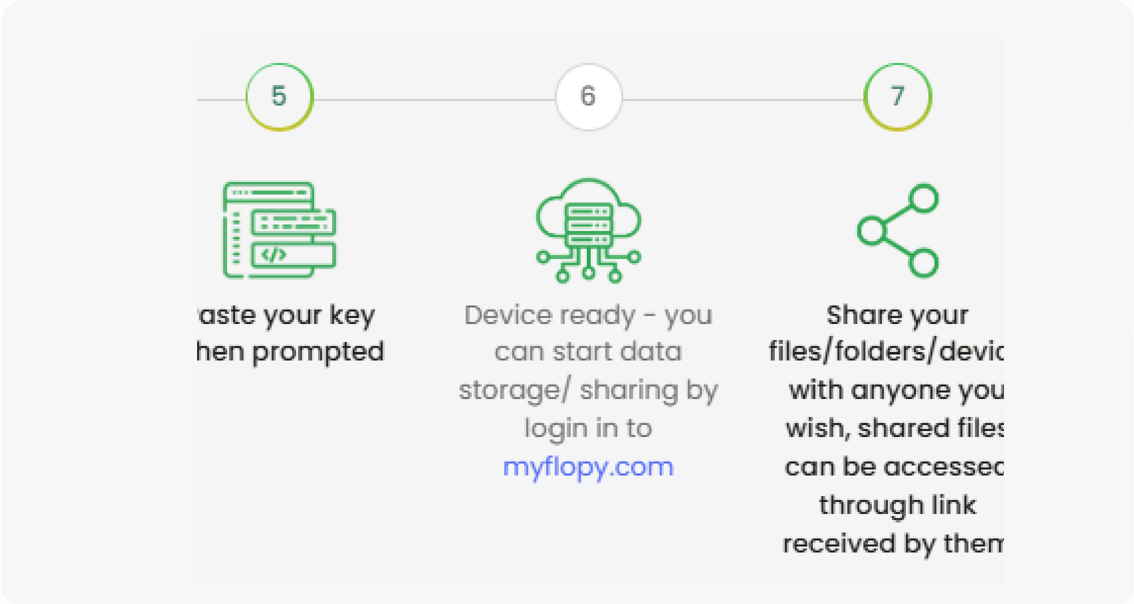
- Device and solution sale with enablement
- Enterprise deployments and managed services
- Ecosystem integrations with the infrastructure layer

Where we are

- B2B and B2C offerings developed
- Website live; hardware provisioning underway
- Go-to-market phase in progress







TryThat.ai
Real Estate Superapp

TCC
CONCEPT LIMITED

India's First AI Real Estate Platform

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

What we do

An AI-driven full-stack platform for lead generation, engagement and data-backed decisioning across the real estate lifecycle - solving buyer discovery, lead qualification and builder sales cycle friction.

Revenue streams

- B2B subscriptions for developers, brokers and enterprises
- Usage-based add-ons across WhatsApp messaging and AI calling
- Enterprise licensing and premium analytics

Two-sided model

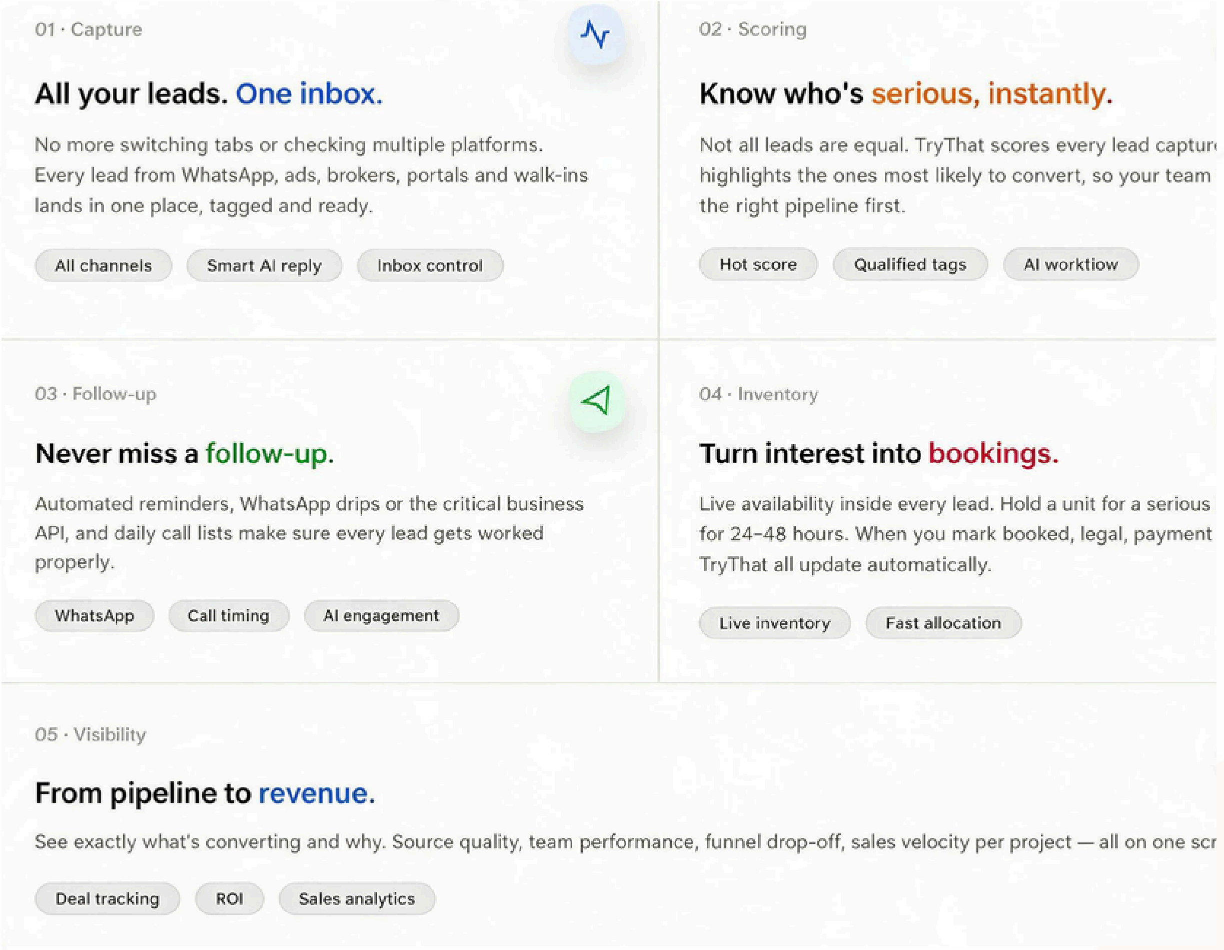
B2C

Free adoption engine that builds the demand-side data foundation

B2B

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

Trythat.ai Features



Differentiation	Subscription-led ₹50,000 to ₹2,00,000 per project	Usage-based add-ons WhatsApp messaging and AI calling	Data foundation government, public, proprietary and builder datasets	Privacy-first AI-driven interaction without forced lead sharing

Brantford INDIA
A TCC Company

TCC CONCEPT LIMITED

Market Access for Commercial Real Estate

Digital-first, zero-brokerage platform for workspace and realtor marketing

What we do

A digital-first commercial real estate platform offering flexible workspace solutions on a zero-brokerage model — with branding, marketing automation and lead management tools built for realtors.

Revenue streams

- B2B engagement with developers and property owners (zero-brokerage)
- Value-added services across site matching, due diligence and fit-outs

Current traction

120+

Consultants across 8 cities

100+

Leads generated per day

10

Paying clients onboarded in the first 45 days

Pan-India presence with a PAN Maharashtra launch roadmap in progress

Near-term priorities

- Deepen client analytics and personalised space offerings
- Expand into new geographies and asset classes
- Build a service partner ecosystem for end-to-end solutions
- Phase 2: mobile-first content, listings and short-video distribution

Differentiation

Realtor-focused marketing targeted digital campaigns and visibility

Lead generation engine captures, nurtures and tracks leads

Sales automation streamlines follow-ups and customer engagement

Flexible workspace demand hybrid work driving managed office adoption

Q1 FY27 Performance Update

TCC CONCEPT LIMITED

Robust growth across revenue and profitability

Consolidated

Q1 FY27

Revenue from Operations	EBITDA	PAT
INR 1,283 Mn	INR 463 Mn	INR 126 Mn
▲ 480%YoY	▲ 158%YoY Margin at 36%	▲ 34%YoY Margin at 10%

FY26

Revenue from Operations	EBITDA	PAT
INR 1,794 Mn	INR 1,243 Mn	INR 648.3 Mn
▲ 116%YoY	▲ 69.2%YoY Margin at 69%	▲ 54%YoY Margin at 36%

Stock split: approved subdivision of 1 equity share of FV ₹10 into 5 equity shares of FV ₹2 each, on 21 July 2026

ESG Initiatives & Goals

Building a responsible, sustainable and future-ready enterprise

Environment

- SEBI-aligned BRSR reporting across TCC and subsidiaries
- Focus on energy efficiency, carbon management and sustainability integration
- Tree plantation: 200,000+ planted, target 400,000+

Social

- Artisan ecosystem support and skilling initiatives
- Focus on digital talent and workforce development
- Diversity, inclusion and employee well-being
- 100% staff covered under health and life insurance

Governance

- Dedicated ESG team for oversight
- Responsible AI practices and model oversight
- Data privacy and security governance across platforms
- Aligned to UNGC, ILO, BRSR and GHG Protocol

Thank You

TCC Concept Limited
CIN: L68200PN1984PLC222140
Email: compliance@tccltd.in

Ernst & Young LLP
Investor Relations Advisory

Vikash Verma vikash.verma1@in.ey.com

Sumedh Desai
sumedh.desai@in.ey.com

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