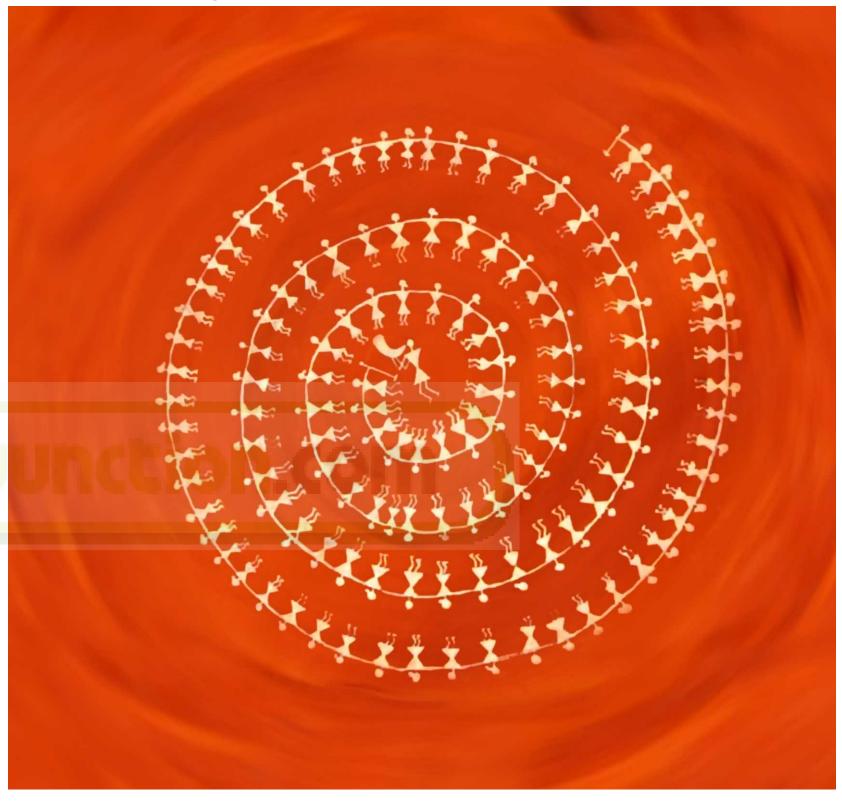
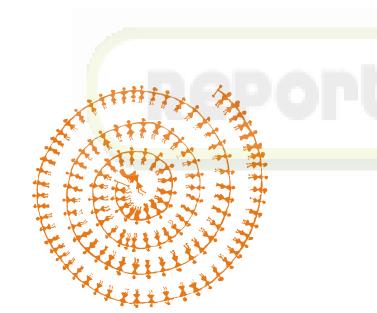
Annual Report 2006 - 2007



Moving together. Growing together.







Regd. Office: Flat Nos. 306 & 307, 1-8-271 to 273, Third floor, Ashoka Bhoopal Chambers, S P Road, Secunderabad - 500 003

Corporate Office: TCI House, 69 Institutional Area, Sector 32, Gurgaon - 122 001, India Tel.: +(91) (124) 2381603-607 Fax.: (+91) (124) 2381611. Email: corporate@tcil.com URL: www.grouptci.com

Customer Care (Toll Free) : 1800 1800 977

www.reportjunction.com

Moving Together & Growing Together is a way of life at TCI.

The philosophy lies in creating maximum wealth for its stakeholders. The company has always taken proactive endeavours to emerge as a leader in its segment by establishing operational synergy in its processes. The cover graphic with its spiral outlook and moving folks beautifully depicts the thought. Known as Warli, the painting is a tribal art form of Maharashtra that portrays spontaneous expressions of social life, reflecting integrity & togetherness in a single-line drawing.

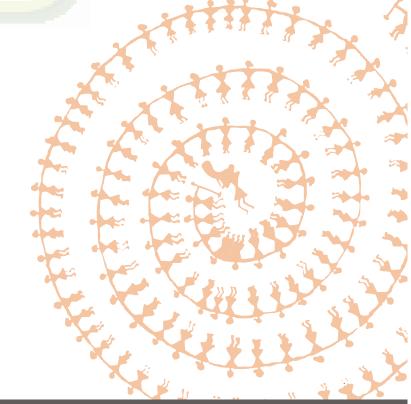
Vision

TCI Group should be a customer-oriented, multi-technology, and multi-specialist transport system in Indian and international markets, with a proven commitment to excellence in every facet of activity and pursuit of value based policies to satisfy aspirations of society, customers, vendors, employees, shareholders and the transport industry.

Values

- To be a learning and growing company.
- Attaining global standards in the quality of service we offer.
- Have mutual trust, respect, open communication and transparency of action in all spheres of activity.
- Be a responsible, environment-friendly company and adopt latest available technologies.
- Practise Indian values with a global mindset.









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CFO & Company Secretary:

A.K. Bansal

Auditors:

R.S. Agarwala & Company

Chartered Accountants

Bankers:

State Bank of India

Citibank N.A.

HDFC Bank

HSBC Bank

Registered Office:

Flat Nos. 306 & 307, 1-8-271 to 273, 3rd Floor,

Ashoka Bhoopal Chambers, S.P. Road, Secunderabad - 500 003.

Corporate Office:

TCI House, 69, Institutional Area, Sector - 32, Gurgaon-122 001, Haryana

Phone: (+91-124) 2381603 to 607Fax : (+91-124) 2381611 E-mail: corporate@tcil.com Website: www.grouptci.com Key Financials (Amount in Rs. million)

Financial Snapshot

Financial Snapshot							(Dr	a Milliona)
Particulars	2006-07	2005-06	2004.05	2003-04	2002-03	2001-02	,	s. Millions) 1999-00
OPERATIONAL								
1. Total Income	10,895.7	9,139.8	7,358.9	6,340.7	5,368.2	5,244.9	4,974.2	4357.3
2. Profit before interest, depreciation & tax	742.7	627.5	344.3	285.7	258.2	260.9	271.0	240.0
3. Interest (net)	103.4	71.3	54.4	53.3	73.3	91.7	102.9	104.4
4. Depreciation	199.1	185.2	137.5	113.6	93.7	92.8	85.1	61.2
5. Profit before tax	440.2	371.0	152.4	118.8	91.2	76.4	83.0	84.6
6. Tax - Current	82.3	46.2	12.4	9.8	20.5	16.6	7.5	9.5
- Deffered	36.6	43.6	34.5	33.7	13.5	9.2	-	-
- FBT	15.6	12.9	-	-	-	-	-	-
7. Net Profit	305.7	268.3	105.5	75.3	57.2	50.6	75.5	65.1
8. Cash Profit	541.4	497.1	277.5	222.7	164.4	152.6	160.6	126.3
9. Dividend Per Share (Rs)	0.60*	2.50	2.00	1.80	1.80	1.80	1.80	1.80
10. Earning Per Share (Rs.)	4.53*	19.78	10.05	7.17	5.45	4.82	7.19	8.93
FINANCIAL								
11. Gross Block	3,551.8	2,608.8	1,965.8	1,667.5	1,490.1	1,364.6	1,333.3	1244.4
12. Net Block	2,659.9	1,874.3	1,460.2	1,272.2	1,172.2	1,082.5	1,104.9	1087.9
13. Net Worth	1,326.5	1,067.8	651.4	572.5	518.3	481.9	543.4	434.4
14. Total Debts	2,185.8	1,130.7	960.3	825.1	765.4	680.6	761.3	720.9
15. Avg Capital Employed	3,101.1	2,110.9	1,671.4	1,473.3	1,332.2	1,284.8	1,230.0	1128.7
16. Return of Net Worth	23.04%	25.13%	16.20%	13.15%	11.04%	10.50%	13.89%	14.99%
17. Return of Capital Employed	17.53%	20.96%	12.37%	11.68%	12.35%	13.08%	15.11%	15.86%
18. Debt Equity Ratio (Times)	1.65	1.06	1.47	1.44	1.48	1.41	1.40	1.66
19. Interest Cover (Times)	7.18	8.80	6.33	5.36	3.52	2.85	2.68	2.30
20. Book value Per Share (Rs.)	19.65*	79.08	62.04	54.52	49.36	45.90	51.75	59.59
21. Share Capital	135.01	135.01	105.00	105.00	105.00	105.00	105.00	72.90

^{*} Each share of Rs.10 each has been sub divided into 5 shares of Rs. 2 each effective from 12 December, 2006.

TOTAL INCOME 7359 9140 10896

2006-07

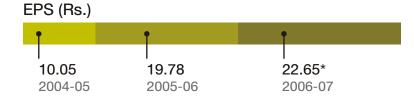
2005-06

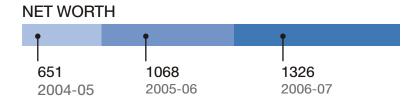
CASH PROFIT

2004-05









^{*} Each share of face value of Rs. 10 has been subdivided into five shares of face value of Rs. 2 each with effect from 12th December, 2006. However, for the purpose of comparison, EPS for the FY 06-07 has been shown at 5 times the value (of Rs. 2 each).



Letter to Shareholders



TCIL is a performing network of competent logistic services that meet the needs and at times expands the possibilities for customers through customised transport solutions. Our mission is not only to maintain being the largest integrated multi-modal logistics company in India, but also the best.

Dear Shareholder,

In 1958, Transport Corporation of India (TCI) was set up with an agenda to professionalise the Indian cargo transportation sector. And the journey, which began with "one man, one truck and one office", continues to grow with updated solutions and value-added services. Towards consolidating its leadership, the more benchmarks your company is crossing, it is continuing to raise the bar every time. This indicates your Company's growth potential in the burgeoning Indian economy.

Year 2006-07 will go as a landmark year in your Company's history, with the total revenues crossing the Rs.10 billion mark. In what has been a highly satisfying year, let me share the key performance highlights of your Company as under:

- Total revenue grew by 20.10% at Rs.10,892 million (Rs.9,070 million in 2005-06)
- EBIDTA grew by 32.26% at Rs.738 million (Rs.558 million in 2005-06)
- Profit after tax grew by 52.04% at Rs.302 million (Rs. 198 million in 2005-06)
 (Above figures are excluding extraordinary other income of Rs. 4.2 million in FY 2006-07 and Rs. 70.0 million in FY 2005-06 representing sale of investments in shares)

The exclusion of extra ordinary other income from the above figures has made the data more comparable and enhanced the Company's profitability ratios substantially, especially EBITDA margin has increased by 32.26% as against 18.36% and PAT margin has also gone up by 52.04% against 13.92% during 2006-07 over last year.

To stay ahead in the rapidly changing business environment, your company believes that it shall consolidate and diversify at the same time. Your Company has created a focused Supply Chain Solutions (SCS) Division in 2006-07, by taking the logistics business out from its Transport Division.

Some of the key developments in the year 2006-07 were:

- Tie up with Concor which will enable TCI provide comprehensive rail-road based, door-to-door logistics services
- Acquisition of the fifth ship, MV TCI Surya, enhancing total capacity to 16444 DWT
- · Landmark contracts obtained in retail and consumer product verticals in SCS division

Your company believes that the burgeoning economy will demand more from the logistics sector, both quantitatively and qualitatively. In order to scale up in the dynamic business environment, your Company invested Rs.1 billion in warehouses, land, ships, marine containers, trucks, and IT systems. These investments are part of our overall growth strategy and will leverage greater values in times to come.

I would like to conclude by extending my sincere appreciation to all our stakeholders for their continued support and the entire team TCI for their consistent contributions to help TCI maintain its status of India's largest integrated logistics solutions provider.

D.P. Agarwal

Vice-Chairman & Managing Director

Moving Together

One man. One truck. One office. That was the modest beginning of TCI, in 1958. The vision was to create a national transport company, that shall make its own little contribution towards professionalising the transportation sector in the country.

49 years hence, TCI moves nearly 1.5% of Country's GDP by value and is present in almost the entire length and breadth of the country. TCI has truly made its due contribution to the country's growth. In the process, TCI has grown in stature, knowledge and worth.

From a conventional transportation company, it has grown to become the largest Integrated Logistics Service Provider in India through its multi-modal network. Its sphere of offerings include multi-model transportation, warehousing, inventory management, freight forwarding, customs clearance, and express services including courier.

The TCI story is a story of moving together. It has kept pace with changing times, moved together with its stakeholders, its people, its associates, its customers and the society as well. Moving together, TCI is confident of becoming a Rs. 25 billion organisation by 2010.

TCI today

1,100 Company owned branches

6.5 million Square feet of exclusive warehousing space (owned & leased)

7,000 Total number of trucks on road

200,000 Total number of satisfied customers across all segments

3,000 Total number of committed associates

16,000 Total number of shareholders

5,700 Professionally Trained Personnel





Growing Together

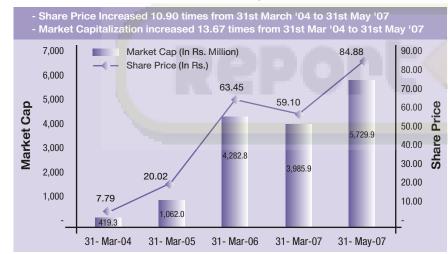
CI, the largest Integrated Logistics Service Provider in India, has crossed the Rs.10 billion revenue benchmark in 2006-07. The rate of its growth has been much faster than the industry in all its business segments. The growth has been a result of TCI's customer-centric approach, coupled with the present spurt in Indian economy.

TCI focussed on high growth segments like Supply Chain Solutions and Express Services and leveraged the trust and loyalty of customers it enjoys. After merging TCI Seaways Limited in the previous year, TCI separated the logistics business from transport division with effect from 01.04.2006, to create a separate Supply Chain Solution division in financial year 2006-07.

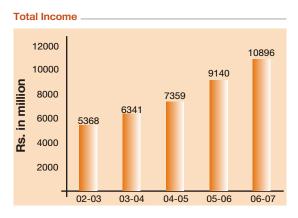
In 2006-07, TCI registered a 20% growth in Net sales, 19% growth in profit before tax (PBT) and a healthy 14% growth in net profit. Amongst divisions, revenue growth of 62% in Supply Chain Solutions, 24% in XPS, 6% in Transport Division and 6% in Seaways has been achieved.

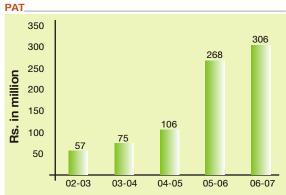
TCI continued to reorganise its priorities amongst its various business segments, in order to achieve business synergies and profitable growth. In this direction, it hived off 8 of the 9 fuel outlets it had in its trading division, to stay focussed at better margin and high growth businesses.

Share Prices and Market Capitalization



Note: Each Share of face value of Rs.10 has been split in 5 shares of face value of Rs. 2 each. All the data has been considered accordingly.





Integrating Faster

Against the backdrop of a booming Indian Economy, there is a faster growth in per capita income and consumption levels. Manufacturing and services both are growing at record pace. Large-scale infrastructure development (airports, roadways etc.) is driving larger shipment volumes.

Outsourcing of distribution and supply chain management by leading product brands is an attractive and sustainable segment of business. The implementation of uniform taxation across regions also has a significant impact. These are all adding up to a leap phase for the logistics sector.

TCI has well anticipated this scenario and has diversified and scaled up to maximize from the outsourcing of Supply Chain Activities. TCI, with its mammoth infrastructure, is all set to capitalise on the growing market opportunities. In 2006-07, TCI has invested Rs. 1 billion, a part of its mid-term Capex corpus of Rs. 4.5 billion. The investment was made to strengthen the company with acquisitions of more warehouses, trucks, ships, and also by further augmenting of its IT systems and office networks.

To create an extensive and effective network of distribution & logistics centres, TCl acquired lands in various part of the country. TCl has added 1.5 mn. sq. ft. of warehouse space, taking its total to 6.5 mn. sq. ft. Acquisition of "MV TCl Surya" took its cargo vessel fleet to 5 Ships. From hereon, TCl plans to add 1 Ship every year till 2010.



TCI has invested in technology, in order to smoothen its logistics operations and optimize its process flows. The company opened its doors to computerisation 30 years ago, and today all its offices are well networked. Continuing with its vision, TCI is investing Rs. 250 million for technology upgradation in its Capex plan for next few years.

In its XPS division, TCI has introduced Key Accounts Management (KAM) practice to all its major customers. The service reach of XPS Courier has been expanded to over 200 countries. Domestically, the penetration has been furthered to cover almost all the Tier - II cities of India.

Highlights 2006-07

Transport Division	TCI - Concor tie up to open new avenues of growth through multi modal transport.
Express Division	Key Accounts Management expanded to all major customers. Rs. 70 million invested in XPS Courier
SCS Division	Landmark contracts achieved in Retail, Consumer Products and Auto Industry. 1.5 mn. sq. ft. of warehousing space added.
Shipping Division	"MV TCI Surya" acquired, taking the total capacity to 16444 DWT. 100 new marine containers acquired.



Steering Ahead

Board of Directors

rom conventional transportation to integrated multi-modal logistics services provider, TCI is evolving everyday under the dynamic and visionary leadership of its Board of Directors. The aspiration of creating larger shareholder's wealth through a transparent, knowledge-driven and integrated logistics conglomerate is reflected in the professional Board of Directors of TCI.

It is under their ethical direction that TCI is not only gaining strength in its business domain, but also excelling in executing its corporate social responsibility.



Mr. S. N. Agarwal is the Chairman of TCI. He has over 36 years of rich experience in various industries including logistics. Mr. Agarwal also serves as the Chairman of Bhoruka Gases Ltd and Bhoruka Power Corporation Ltd besides being on the Boards of Kirloskar Electric Co. Ltd and Iruppa Power Pvt Ltd. He is also a member of the governing body of IIM Bangalore. A magna cum laude graduate in management from Davenport College of Business, USA, Mr. Agarwal also holds an Advance Management Program (AMP) certificate from Harvard Business School, USA



Mr. S. M. Datta has more than 48 years of experience in the engineering and technology sector. Previously he has served as the Chairman of Hindustan Lever and all Unilever group companies in India and Nepal between 1990-1996. Mr. Datta holds the following positions namely: Director on the Boards of Castrol India, Philips Electronics India, IL&FS Investment Manager, BOC India and Zodiac Clothing Company. A Chartered Engineer, Mr. Datta is also associated with various management & research institutes both in India and abroad.



Mr. O. S. Reddy has over 54 years of experience as a financial and management consultant. He is currently the Chairman of the governing body of the Indian Institute of Economics, Hyderabad. Mr. Reddy is associated with the Boards of Sagar Cements, TCI Finance, Sagar Power, Surana Telecom, Khaitan Electricals, H.B.C Flex Tech among others. He is also a member of the management committee of federation of A. P. Chamber of Commerce & Industry.



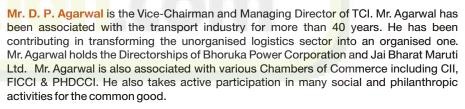
Mr. K.S. Mehta is a renowned Chartered Accountant in practice. He has approximately 36 years of experience in corporate finance & restructuring, project financing, business valuations and tax planning. Mr. Mehta is the board member of Radico Khaitan, Prudential ICICI Asset Management, Kothari Industrial Management Company, Blue Coast Hotels & Resorts, Ayurvet Limited, Consafe Mcnulty JV Limited and Consafe Engineering Services of UK.



Mr. Ravi Uppal has over 32 years of experience in operational management and is presently the Managing Director of Asea Brown Boveri Ltd., India. Previously he has been the CEO & Managing Director of Volvo India Limited where he played a major role in establishing & developing Volvo's operations in India. He has also been the Chairman of CII, Karnataka besides being a member of CII's southern region, Association of Construction & Equipment Manufacturers and National Task Force for Electronics.

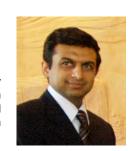


Mr. M. P. Sarawagi has been associated with the Company for the past 43 years. He possesses rich experience in the legal and commercial aspects of the transport industry. Mr. Sarawagi also serves the Boards of Bhoruka Finance Corporation of India, Bhoruka Investments, Orissa Tyres, Calcutta Goods Transport Association, All India Motor Union Congress and several other cultural associations. He is a Graduate in Law from the Calcutta University.





Mr. Vineet Agarwal is the Executive Director of TCI. He joined the Company in January 1996 and has held various finance and management roles within the Company. In addition to these responsibilities, Mr. Agarwal is Director with Transcorp International and Chairman in Transystem Logistics International. He has led the Company into high growth segments like Third Party Logistics and Express Cargo Services.



Mr. Chander Agarwal is the Executive Director of TCI. Diligent in nature, he has toiled his way through all levels of TCI since he joined in as a management trainee. Mr. Agarwal has held various finance and management roles in other group companies like TCI Seaways, XPS etc. His hands-on experience with Transfreight USA, a 3PL specialising in 'lean logistics' for Toyota Motor vehicles, USA, has given him unmatched knowledge of the Supply Chain Management. Currently he is spearheading Group TCI's international expansion across South East Asia.





Innovating Everyday

ogistics industry in India is at a threshold stage. With the trends in economy and its growth pattern, logistics is entering a burgeoning phase. Being the leader in its sphere, TCI has been proactive in terms of strategising and implementing plans.

There are core committees and executive committees in all its divisions, with the object of maximizing the revenues, market shares and realizations at one end and for cross-leveraging the group benefits overall at the other.

The long term corporate strategies are developed and implemented by executive committees consisting of the Managing Director, Executive Directors, Division CEOs,

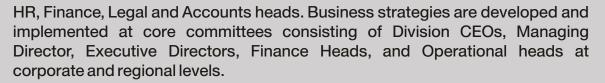


(From Left to Right): Mr. R. U. Singh, Capt. K Singh, Mr. Vineet Agarwal, Mr. O. P. Jain, Mr. D. P. Agarwal

Management Team

- Mr. R. U. Singh President & CEO, Shipping Division
- Capt. K. Singh
 President (Technical), Shipping Division
- Mr. Vineet Agarwal Executive Director

- Mr. O. P. Jain
 President & CEO, Transport Division
- Mr. D. P. Agarwal
 Vice Chairman & Managing Director



These committees work relentlessly to enhance the value of TCI's services to its customers and to outperform the competition in the market.

Based on TCI's focused growth policies and favourable macro environment, the Company is poised to make significant strides in the high growth logistics industry.



(From Left to Right): Mr. P. C. Sharma, Mr. A. K. Bansal, Mr. Chander Agarwal, Mr. Jasjit Sethi, Mr. K Prabhakar

- Mr. P. C. Sharma
 CEO, Air and Courier
- Mr. A. K. Bansal
 CFO & Company Secretary
- Mr. Chander Agarwal Executive Director

- Mr. Jasjit Sethi
 CEO, Supply Chain Solutions
- Mr. K. Prabhkar
 President & CEO, Express Division



Propelling Service Mix

Inderlying TCI's success is a consistent strategy that emphasises size and scale, product diversity & quality, and a strong customer focus. The Company has always taken a proactive approach in diversifying its business domain as per market needs, whilst employing contemporary technology for more value addition.

Today, TCI implements a division-wise focus in its various spheres of business, which makes it the country's largest integrated multi-modal logistics provider.

Transport Division

ransport Corporation of India (TCI) is India's foremost surface transport company and amongst the leading players in Asia. Its extensive network, strong foundation and skilled manpower add up to a significant national presence for TCI across the length and breadth of the country.

Through 800 branches, transport division operates over 1,000 trucks every day. With its traditional offer mix of full truckload, less than truckload and sundry cargoes, this division competes with unorganised player on one hand. On the other hand, the division is



continuously developing value added specialised capabilities in handling over dimensional, containerized and project cargoes.



The Company offers single window solutions to a significantly large customer base of over 200,000 customers nationwide. This division contributes around 53% to the group's revenues.

CONCOR, the country's largest rail cargo mover has recognised TCI's road transport prowess and entered in a strategic tie up with it, in order to offer a unique rail-road door-to-door cargo transportation mix to the manufacturing and trading customers of the country.

TCI's Road Freight Index (RFI) is an index of weighted average freight rates compiled across various routes that give a comprehensive analysis of freight trends, routewise and date-wise and helps to forecast the freight trends.





Express Division

ncorporated in 1997, XPS today, has emerged as the fastest growing express brand in the country and is making rapid inroads into the international markets. It's over 350 branches cover more than 3000 destinations. Equipped with ISO 9001:2000 certified operations, XPS surface division is complemented by XPS Air, XPS Courier and XPS Global to provide seamless delivery solutions to its customers.



In order to enhance the delivery and service levels further in this time-sensitive business segment, XPS has taken several initiatives.

A dedicated customer service centre named XCC (XPS Customer Care) has been commissioned at the



corporate office of the Group. Towards more effective tracking, XPS has installed Advanced Vehicle Tracking Systems with GPS/GPRS in its express cargo carrying fleet, running on national routes.

Surface

The operational backbone of XPS Surface lies in its strategically located hubs and a fully containerized fleet of Express, Feeder and Service route vehicles. This fleet connects over 3000 pick-up and delivery locations and enables doorstep pickup and delivery of customer's cargo. XPS surface offers customer friendly and value added services such as COD (Collect on Delivery), FOD (Freight on Delivery), and DACC (Delivery against Consignee / Consignor Copy).

Air

XPS Air has business associate relationship with all the major airlines in the country. Its strengthened network enables XPS Air to deliver to all major metros in 24 Hrs and to Mini Metros and A class cities in 48 Hrs, through specialized and dedicated infrastructure.

Courier

XPS Courier, with an all India network of own branches and Strategic Business Associates, reaches out to nearly 13000 locations in India and more than 200 countries internationally. With technological edge and dedicated infrastructure, XPS Courier provides tailor made services to its customers. It has established its own branch in Singapore to cater to South East Asian markets.

Global

XPS Global has positioned itself through agency network at different countries to enable customers import and export by sea and air modes. Equipped with CHA, IATA and MTO licenses, XPS Global can provide customs clearance from all the major sea and airports of India. It can also issue House waybills for both Sea and Air shipments. XPS Global has established its own office in Singapore to service South East Asian region.



Supply Chain Solutions Division

With a Mission to be "the most admired service provider of integrated supply chain solutions", TCI-SCS brings a lot of commitment in its partnership with clients. It is dedicated to synergies inbound and outbound logistics for its diverse clientele, through resourceful planning and efficient management of the flow of goods and information. Key Account Management, customised services and continuous value addition are mantras for its growth.

Being in a knowledge driven and ever evolving industry, the division has **SOLUTIONS**a rich talent pool for business development and management of operations to the last details. Dedicated verticals for Auto, Retail and Consumer Products, Telecom, High-Tech, Life Science and Health Care offer specialized services to these critical sectors of the economy.

Group TCI has also evolved a "Farm to Fork "concept for linking Retail and Cold Chain under a single roof. This unique position would provide customers a comprehensive solution while facilitating succession planning and de-risking of the business model.



In order to provide customized logistics solutions for the automotive industry, TCI joined hands with Mitsui & Co. Ltd., to set up a joint venture company, Transystem Logistics International Pvt. Ltd., the only logistics service company in India certified by ISO 14000:2004. The division functions as the logistics partner for Toyota by providing them customised logistics services.





TCI Cold Chain caters to the transportation of perishable items for export as well as domestic markets under close surveillance. The products transported include dairy products (milk, chocolates, ice cream, butter, cheese etc.) fruits & vegetables, fast foods, pharmaceutical products, meat & poultry items, fish and other marine products, chemicals, aromatics and mushrooms.



TCI Cold Chain has vehicles equipped with GPS Integrated with Temperature Data Logger and GPS/ GSM vehicle tracking systems for Online Vehicle and Temperature Tracking. Besides, the vehicles also have modern Reefer units that maintain temperatures between -25° C to 25° C.

Propelling Service Mix

Shipping Division

Sea is the crucial link to the multi-modal logistics approach of TCI. TCI Seaways undertakes coastal cargo movement in the Indian and neighbouring countrys' coasts. This business of TCI was merged with the parent company in 2005-06 to bring the advantage of consolidation to the group's operations.

TCI Seaways has acquired a new ship, "MV TCI Surya" in 2006-07. This 312-TEU capacity (4,508 DWT) vessel, capable of handling project cargoes with the help of a 40-tonne crane on board, as well as 60 reefer containers, brings substantial scale and capability to TCI Seaways.



With the acquisition of "TCI Surya", TCI Seaways' fleet strength has gone up to five. The other four ships are MVTCI XPS, MVTCI Arjun, MVTCI Shakti and MVTCI Lakshmi.



The Division is on the lookout for acquiring one additional ship every year from hereon, to augment its capacities further.

TCI Seaways proposes to buy 220 specialized and general purpose marine containers during 2007-08.

TCI seaways will handle the technical management of the proposed Joint

Venture with M/s Scan Trans from the year 2008. The acquisition of bigger ships/tonnage will boost the revenue and the optimum utilization of available technical expertise of the Division.



