



## Investor Presentation



August 2026

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## Agenda

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**An Overview**

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**Indian Economy & Strong Fundamentals  
of Port & Logistics Sector**

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**Growth Strategy & Guidance**

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**Key Project Updates**

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**Q1 FY27 Operational & Financial  
Performance**

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**Robust Financials and Strong  
Balance Sheet**

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**Sustainability & CSR**

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**To Conclude**

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**Appendix**



## An Overview





**Amongst India's leading  
Conglomerates with a  
turnover of US\$25 Bn<sup>1</sup>**



## Steel

- India's largest steel producer with capacity of 33.4 MTPA<sup>2</sup>
- Growing to 50.3 mtpa<sup>2</sup> by FY30 and 63.5 mtpa<sup>2</sup> by FY32
- Market Cap: ~US\$33 Bn



## Infrastructure

- India's 2<sup>nd</sup> largest Private Ports Operator & Fast growing Logistics Platform
- 186 MTPA ports capacity, growing to 400 MTPA by 2030
- Market cap of ~US\$8 Bn



## Paints

- Capacity of 535,000+ KLPA, with plants across India
- Completed transformative acquisition of Akzo Nobel India (now known as JSW Dulux), with a shareholding of 61.2%
- Targeting 800,000 KLPA capacity by FY30
- Market Cap: ~US\$1.4 Bn



## Ventures

- Early-stage institutional venture capital fund investing in technology companies across Platform and SaaS businesses at pre-series A to series A stages



## Energy

- Power producer with 14.54 GW installed generation capacity
- Targeting 30GW generation + 40GWh of energy storage capacity by FY30
- Market Cap: ~US\$10 Bn



## Cement

- Capacity of 24.1 MTPA, growing to 46 MTPA and developing a pan-India presence
- Lowest CO<sub>2</sub> emission intensity in cement industry
- Equity listing in Aug 2025, current market cap of ~US\$2 Bn



## EV

- 35% stake in JSW MG Motors India, 2<sup>nd</sup> Largest EV passenger vehicle seller in India
- Plan to build India's largest NEV (new engine vehicle) complex
- Targeting 360k of PV and 100k of CV capacity by 2030

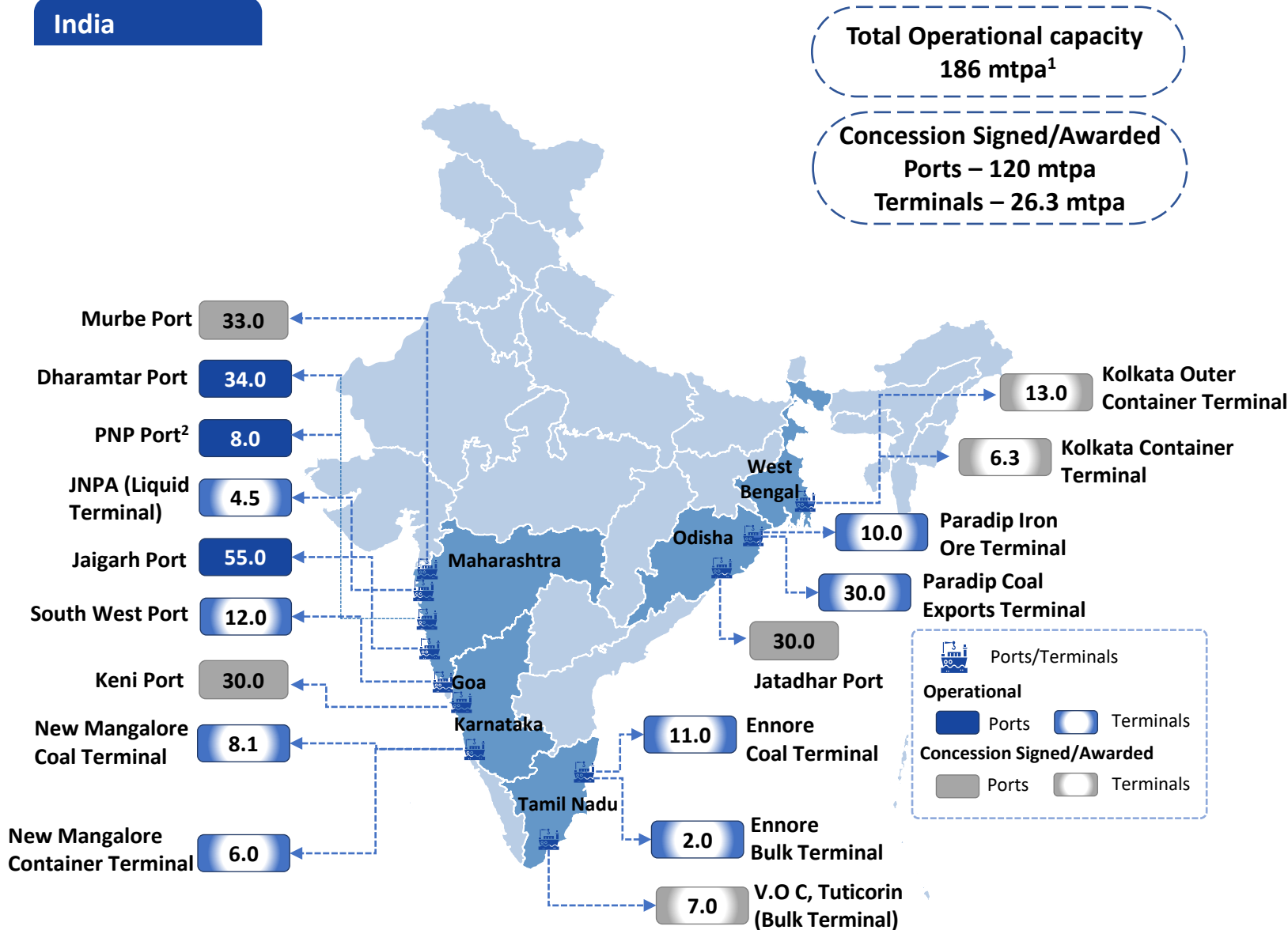


## Sports

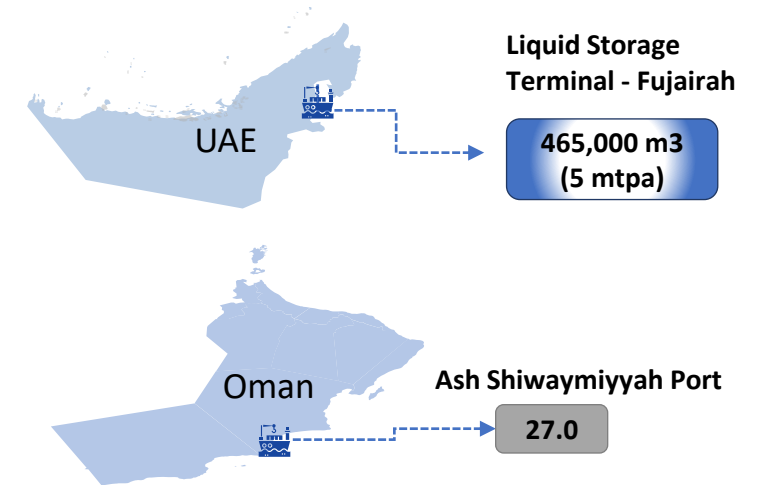
- High Performance Training centre at Vijayanagar and 4 satellite centres – trained Olympic medal winners
- Teams Owned: Delhi Capitals, Pretoria Capitals, Bengaluru FC and Haryana Steelers

# JSW Infrastructure: Strategically Located Assets

## India

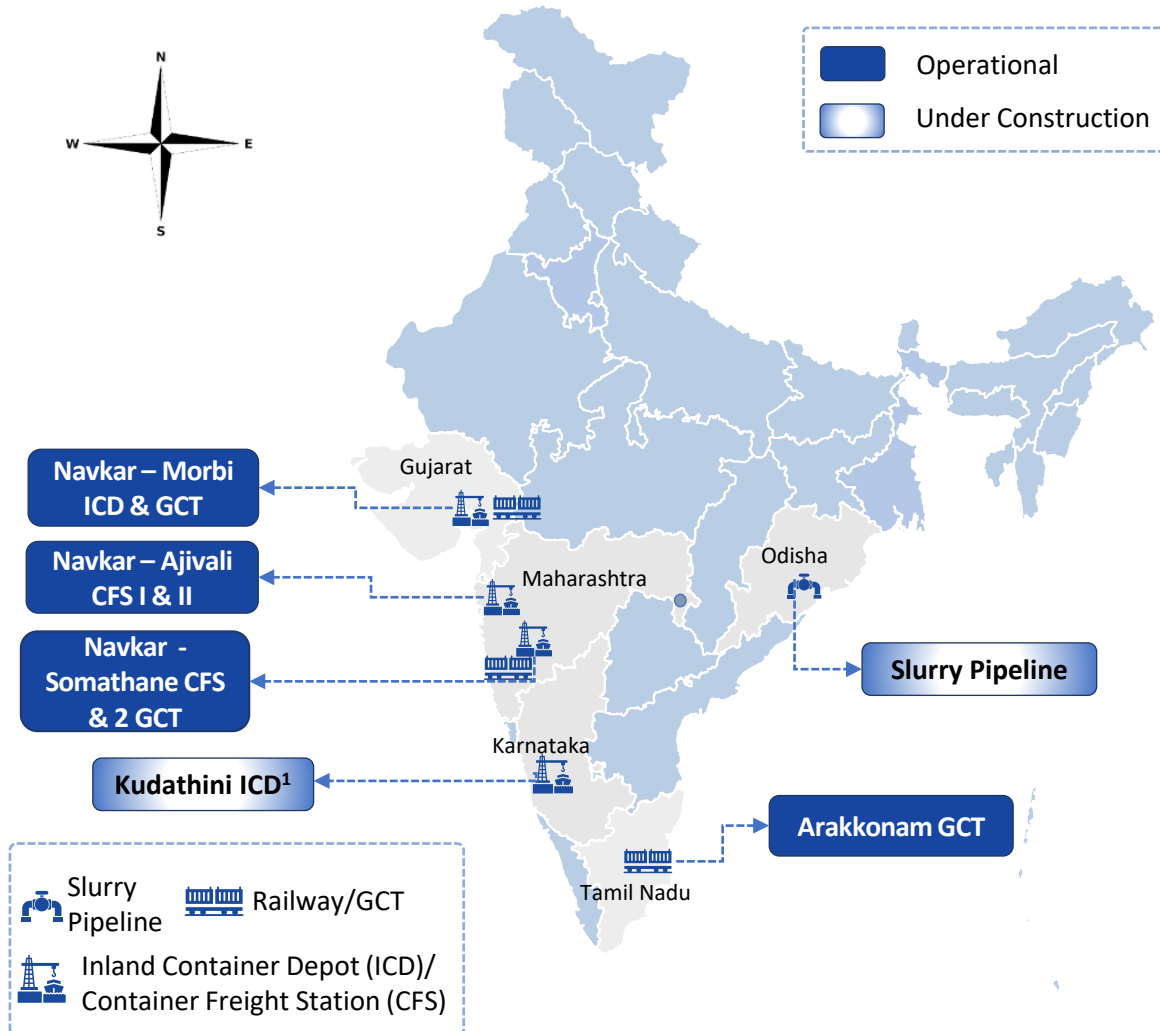


## International



- O&M contracts at two dry bulk terminals in Fujairah (24 mtpa) and Dibba (17 mtpa) in UAE
- Strategic presence on West and East coasts of India
- Locational advantage enhances sticky cargo profile that leads to lower transportation costs
- Diversified presence ensures good connectivity to industrial hinterlands and mineral rich belts

## Our footprints in Logistics & Port Connectivity



Note: Map is not to scale

## Key Equipments



**3,221**

Domestic standard containers



**602**

Trailers for last mile delivery



**42<sup>2</sup>**

Rakes



**6**

RTG Cranes



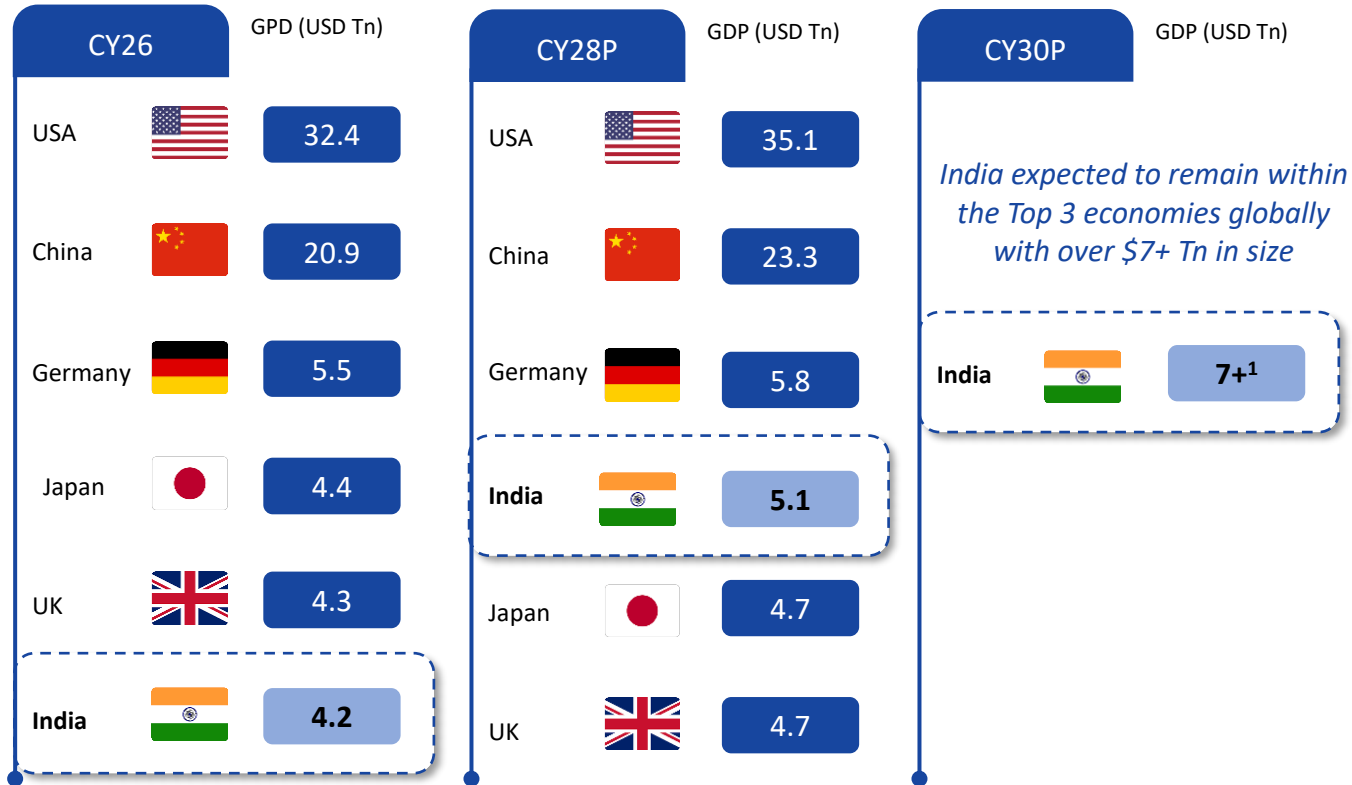
## Land Bank (Acres)

| Particulars          | Developed  | Undeveloped / Under Development | Total      |
|----------------------|------------|---------------------------------|------------|
| Panvel Maharashtra   | 84         | 59                              | 143        |
| Morbi, Gujarat       | 99         | 41                              | 140        |
| Kudathini, Karnataka | -          | 86                              | 86         |
| <b>Total</b>         | <b>183</b> | <b>186</b>                      | <b>369</b> |

## India's Growth Story and Strong Fundamentals of Port & Logistics Sector

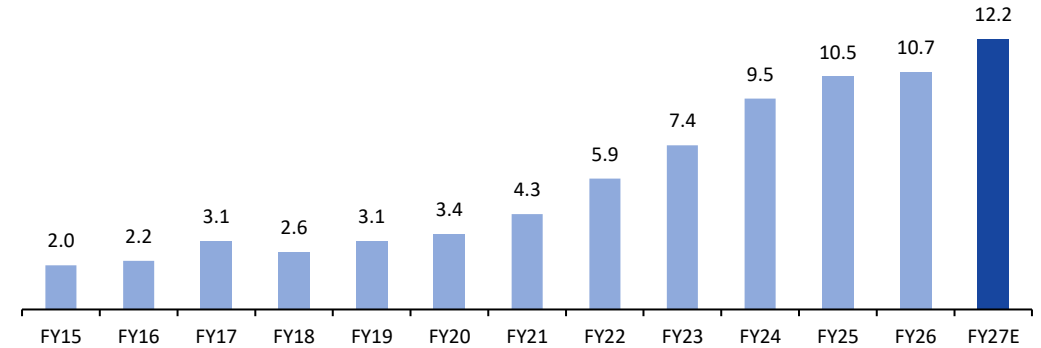


## India on Track to be 3<sup>rd</sup> Largest Economy with a Size Of \$7+ Tn



## Government's Thrust on Infra Capex

### Infra Capital Expenditure (₹ Trillion)



### Flagship Govt. programs to drive large scale infra improvements



- National Infrastructure Pipeline**  
Covered 14,000+ projects with a capex of \$2+ trillion



- Bharatmala**  
65,000 kms+ of highways/roads connecting 550+ districts



- Sagarmala**  
\$100 Bn+ planned for port modernization



- UDAN**  
120 new airports planned



- PM Gatishakti**  
Various Multi-model connectivity projects being evaluated

# Strong Fundamentals of Port & Logistics Sector

## Ports



11,099 km of coastline and 20,275 km of national waterways. Maritime routes contribute 95% of India's trade volume



Maritime India Vision (MIV) 2030 has identified key interventions across 4 areas to Develop best-in-class Port infrastructure:

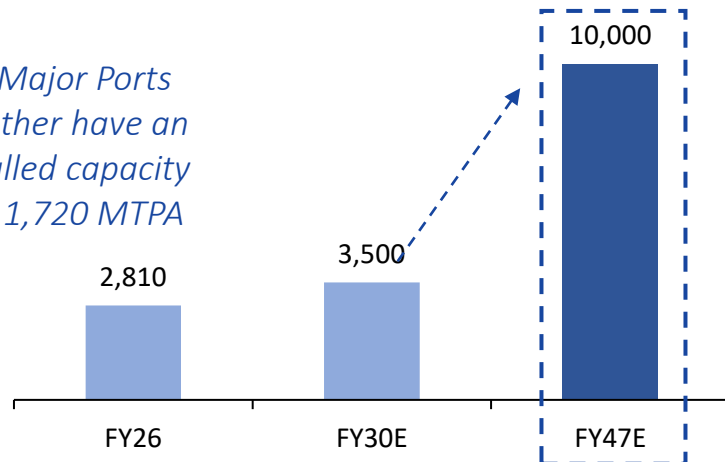
Brownfield capacity augmentation, Developing world-class Mega Ports, Development of a transshipment hub in Southern India and Infrastructure modernization



Adoption of the Landlord Model: Huge Opportunity for the Pan India Private Terminal Operators

### Port capacity to Quadruple to 10,000 mtpa by 2047

12 Major Ports together have an installed capacity of ~ 1,720 MTPA



## Logistics



Government envision to build an integrated, cost-efficient logistics ecosystem which is globally competitive.



Key initiatives undertaken by the Government:

**Road** : Bharatmala, FASTag, Multi-modal logistics parks, etc

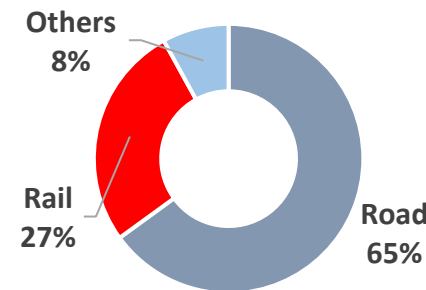
**Waterways** : Sagarmala, Jal Marg Vikas, etc

**Rail** : Dedicated Freight Corridor, Gati Shakti Cargo Terminal, General Purpose Wagon Investment Scheme, Liberalise Special Freight Train Operator, etc

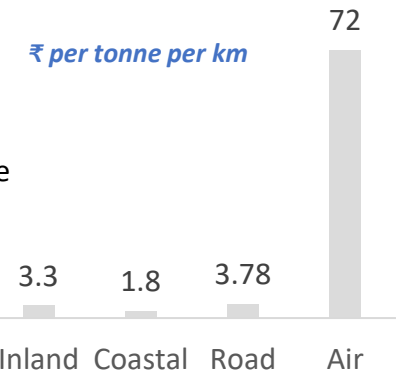


**Rail Advantage** : Lowest cost (per tonne/km), Freight volume in FY26 – 1.7 billion tonnes. Targeting 45% share by 2030.

### Freight Movement in India



### Logistics Cost / km in India

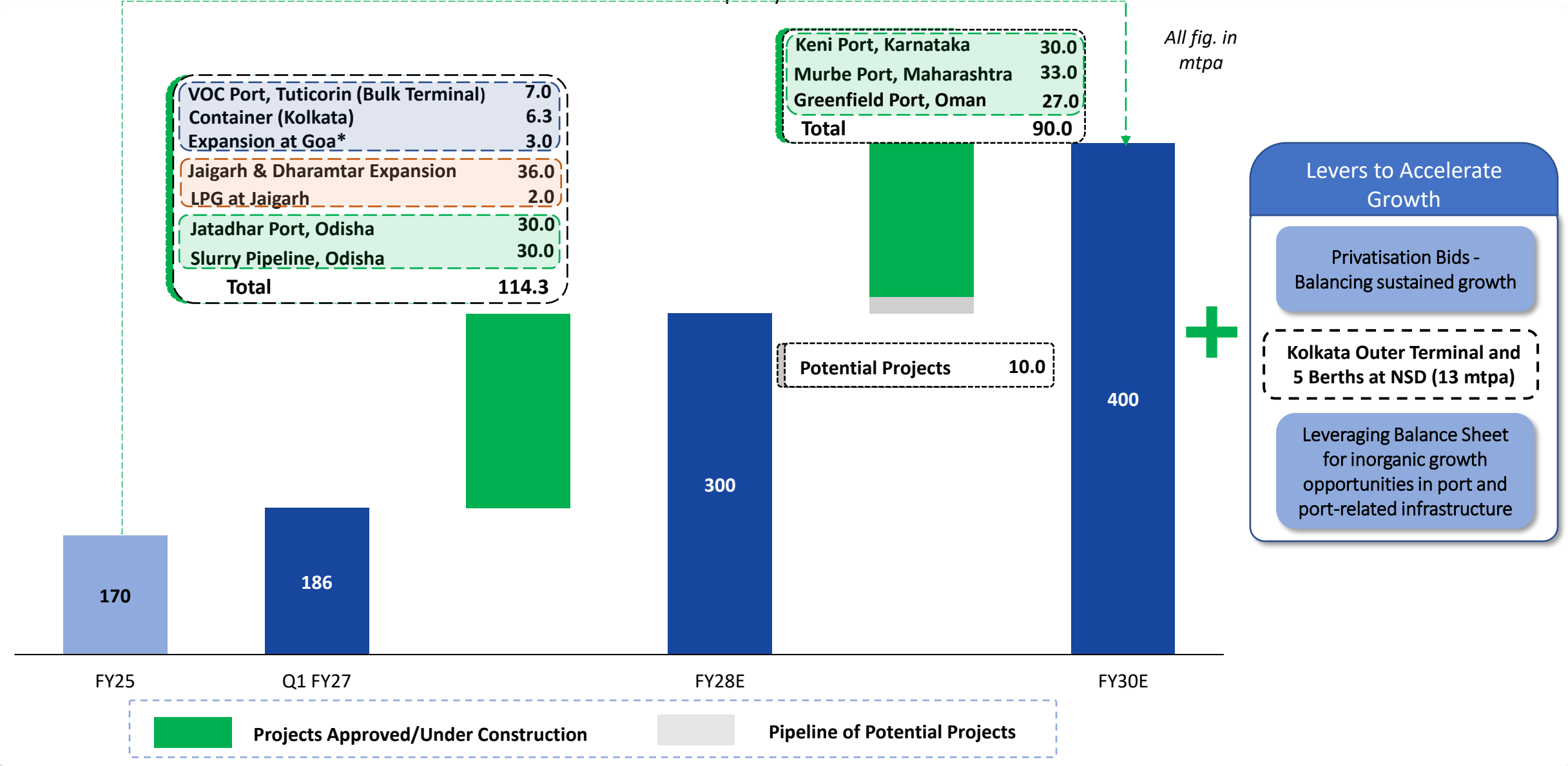


## Growth Strategy & Guidance

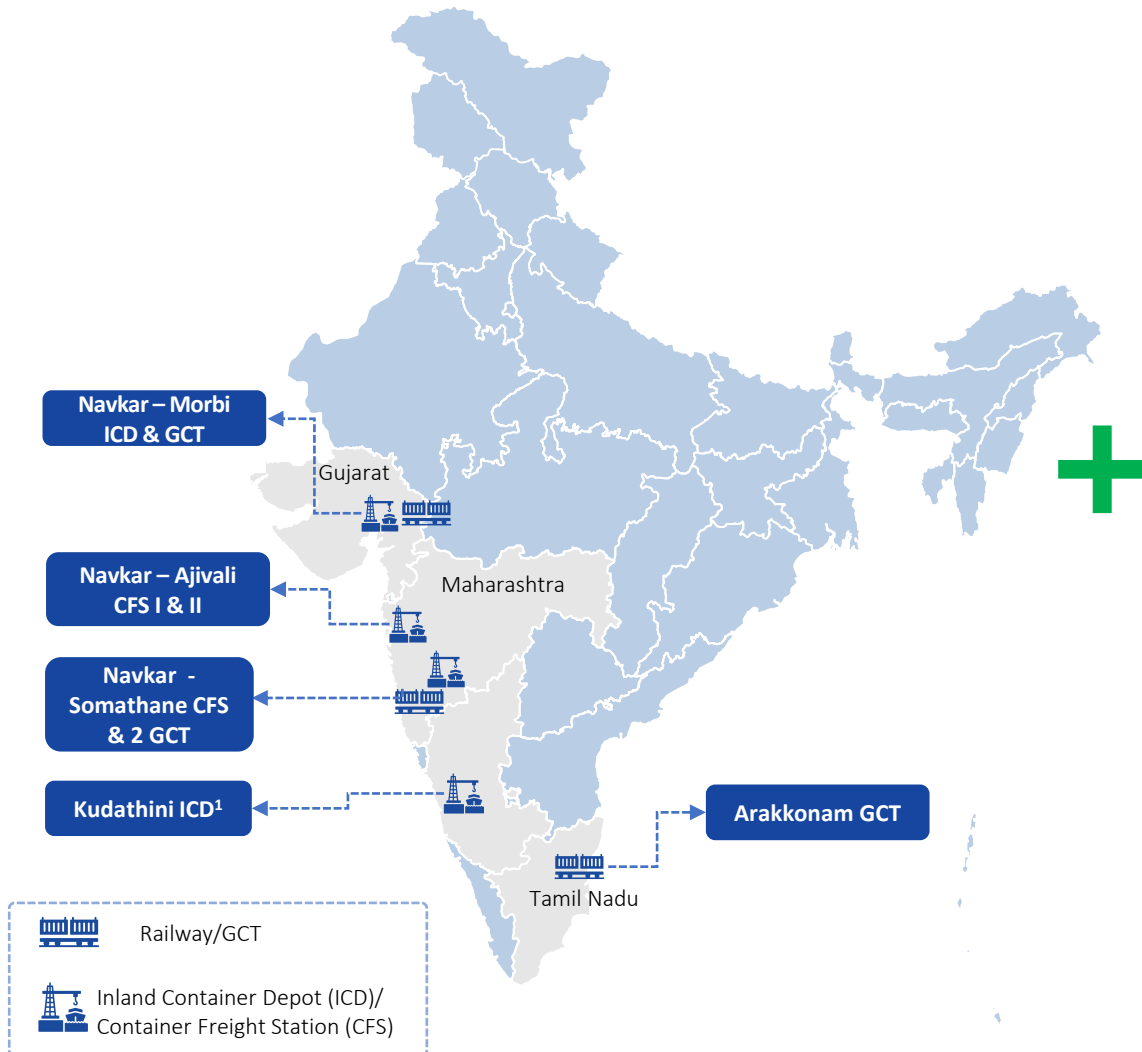


# 2030 Road Map for Growth and Value Creation for Port Segment

~2.4x increase in overall capacity



## Foray into Logistics through Navkar and GCT



## Growth Strategy

### 1. Greenfield ICDs & MMLPs

- Leverage JSW Group's diverse business locations (Steel, Cement, Paints, etc.) to set up railway sidings and infrastructure for storage, bagging/stuffing and other value-added services
- Expanding into ICDs and Multi-Modal Logistics Parks (MMLPs)

### 2. Gati Shakti Multi-Modal Cargo Terminal (GCT) – Asset light model as land is provided by the Railways

Participate in the upcoming GCT bids, following the successful bid for GCT at Arakkonam, Chennai.

### 3. Inorganic Opportunities

Acquiring CFS and ICD businesses, akin to the acquisition of Navkar Corp.

### 4. Partnerships/Associations

Partner/ Collaborate with operators and third-party customers to drive business growth and expansion.

### 5. Investment into Rail & Container Rakes

- Acquired 25 rail rakes with plans to increase the fleet to 110 rakes on the back of GPWIS and LSFTO initiatives by Government
- Targeting 140 container rakes in the medium term

## FY30 Targets

Revenue (Crore)  
**₹ 8,000**

EBITDA (Crore)  
**₹ 2,000**

CAPEX (FY25-30)  
**₹ 9,000 Crore**

**Note:** 1) Commercial operations underway at Private Freight Terminal in Kudathini  
Please note the map is not to scale

## PORTS (₹ Crore)

**FY26A**

Revenue  
₹ 4,647

EBITDA  
₹ 2,462

**FY27E**

Revenue  
₹ 5,200

EBITDA  
₹ 2,600

**FY28E**

Revenue  
₹ 8,000

EBITDA  
₹ 4,300

## LOGISTICS (₹ Crore)

**FY26A**

Revenue  
₹ 715

EBITDA  
₹ 142

**FY27E**

Revenue  
₹ 1,650

EBITDA  
₹ 400

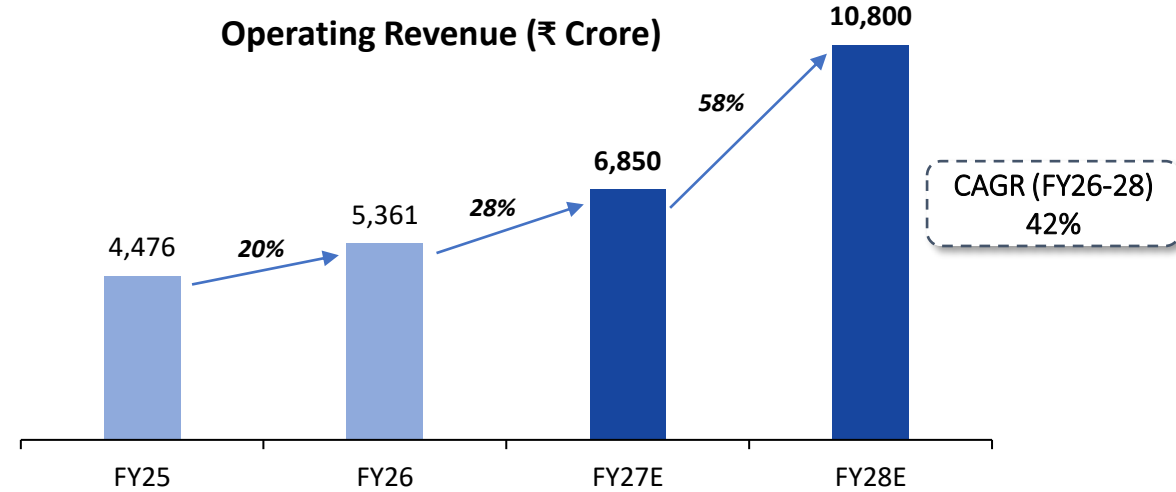
**FY28E**

Revenue  
₹ 2,800

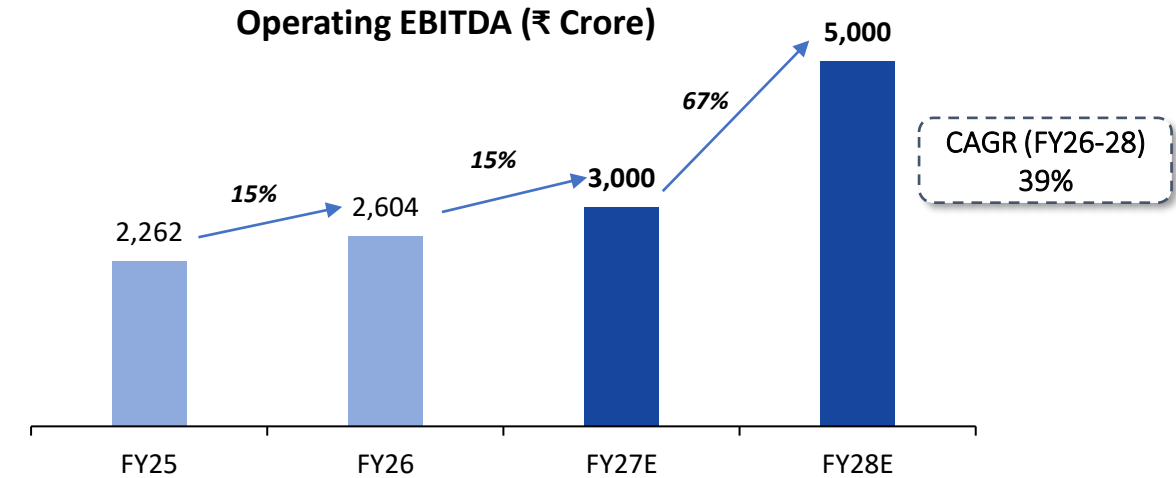
EBITDA  
₹ 700

## CONSOLIDATED

### Operating Revenue (₹ Crore)



### Operating EBITDA (₹ Crore)



## Key Project Updates



## Terminals

### V.O. Chidambarana Port, Tuticorin

- Concession agreement signed in July 2024
- Construction of 7mtpa berth to handle dry bulk cargo, estimated Capex of ₹600 Crore
- Civil work pertaining to Conveyor completed while Building civil works under progress
- Cargo handled through interim operations: 1.39MT in Q1 FY27
- Expected completion by Q4 FY27



*Works under progress at Tuticorin site*

### Kolkata Container Terminal

- Concession agreement signed in September 2025
- Capacity of 0.45 million TEUs (6.3mtpa), Estimated Capex – ₹740 Crore
- Interim operations commenced
- Rail Mounted Quay Crane (RMQC) and Rubber Tyred Gantry Crane (RTGC) are under fabrication
- Letter of Intent (LOI) issued for Marine and Civil contract
- Expected completion in Q3 FY28



*Snippets of Interim operations commencement at Kolkata site*

## Brownfield Expansion

### LPG at Jaigarh

- Capacity – 2mtpa
- Estimated Capex – ₹900 Crore
- Petroleum and Explosive Safety Organisation (PESO) approval for LPG Terminal, Pipelines and Jetty received
- Detailed Engineering work under progress
- Targeting completion during FY2027

### Expansion at Dharamtar & Jaigarh

- Capacity Expansion – 36mtpa at Dharamtar (21mtpa) and Jaigarh (15 mtpa), on the back of expansion of 5mtpa Steel-making capacity of Anchor customer at Dolvi
- Estimated Capex – ₹2,359 Crore
- Targeting completion by March 2027

### Jaigarh

- Contract awarded for Conveyors, Barge loaders, Ship unloader & Stackercum-Reclaimer (SCR)

### Dharamtar

- Berth Construction 65% completed
- Prefabricated Structure for Substation 92% received at site and 56% erected
- Mechanical work for Conveyor & Barge Unloader under progress



*Jaigarh Expansion Site*



*Expansion work at Dharamtar Port*

## Greenfield Port

### Jatadhar Port

- Novation agreement for port concession executed with anchor customer post Odisha Government approval
- Phase I Capacity – 30mtpa
- Estimated Capex – ₹3,050 Crore
- Pile foundation and Diaphragm wall work completed
- 8 million cubic meter (CBM) dredging completed
- Construction to be completed by March 2027

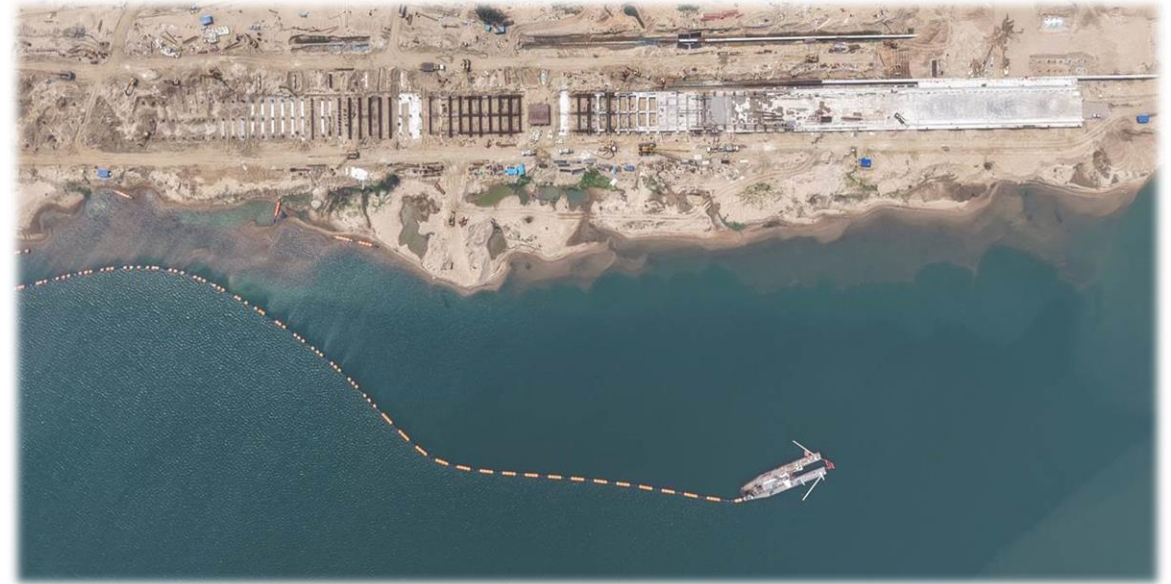
### Keni Port

- All weather 30mtpa greenfield multi-cargo, direct berthing, deep water commercial port
- Concession agreement signed with Karnataka Maritime Board in Nov 2023
- Estimated Capex – ₹4,119 Crore
- Coastal Regulation Zone (CRZ) recommendations awaited
- Commercial operations are expected to commence in FY 2030

## Port connectivity projects

### Slurry Pipeline Project (30 mtpa)

- 302KM Slurry pipeline in Odisha - Nuagaon to Jagatsinghpur
- 256km of welding (85%) and 251km of lowering (83%) completed
- Long term Take or Pay Agreement with JSW Steel in place
- Estimated Capex - ₹4,000 Crore
- Construction to be completed by March 2027



*Works under progress at Jatadhar site*



*Setting up slurry pipeline*



Q1 FY2027 Results update

Operational & Financial Performance



Ennore Coal, Tamil Nadu



## Operational & Strategic Updates

### Ports

- Total cargo handled: 31 MT in Q1 FY27, growth of 6% YoY
- Expanded South West Port, Goa capacity from 11 MTPA to 12 MTPA and Mangalore Container Terminal capacity from 4.2 MTPA to 6.0 MTPA
- Commenced interim operations at the Kolkata Container Terminal and secured another PPP project at Syama Prasad Mookerjee Port with a capacity of 0.9 million TEUs, increasing total container handling capacity at Kolkata to 1.4 million TEUs
- **Secured Environmental Clearance and approval for rail connectivity to the DFC for Murbe Port in Maharashtra, marking a key development milestone**

### Logistics

- Navkar Corporation: Domestic cargo volumes up 40% YoY; EXIM volumes up 2% YoY.
- Commercial operations recently commenced at the Arakkonam GCT



## Financials

- Revenue from operations of ₹1,445 Crore up 18% YoY
- Operating EBITDA of ₹674 Crore up 16% YoY
- PBT of ₹463 Crore and PAT of ₹358 Crore
- Strong Balance Sheet
  - Cash and Bank balance of ₹9,863 Crore and Gross Debt of ₹7,094 Crore (as of 30th Jun 2026)

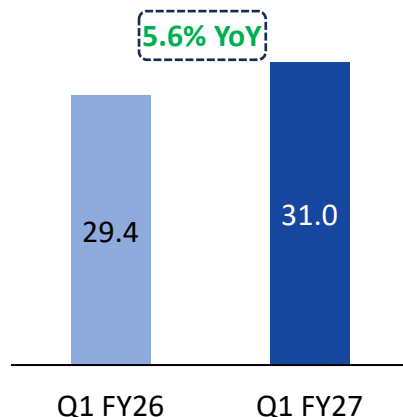


## Key Updates

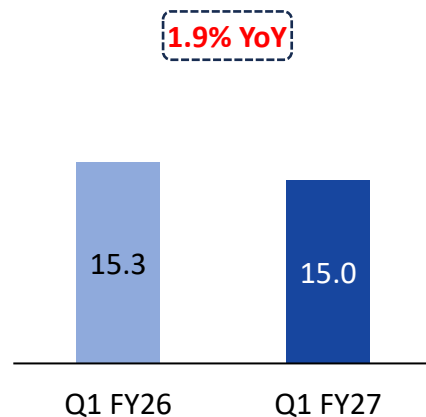
- Successfully completed QIP of ₹7,503 crore backed by marquee global and domestic investors
- Secured Moody's "Baa3" (Investment Grade rating) with outlook "Stable"
- Recognised among "India's Great Mid-Size Workplaces 2026" by the Great Place to Work® Institute, India
- Dharamtar Port honored with Environment Excellence Platinum Award in the Port Sector for FY2026

# Q1 FY2027: Operational & Financial Performance - Ports

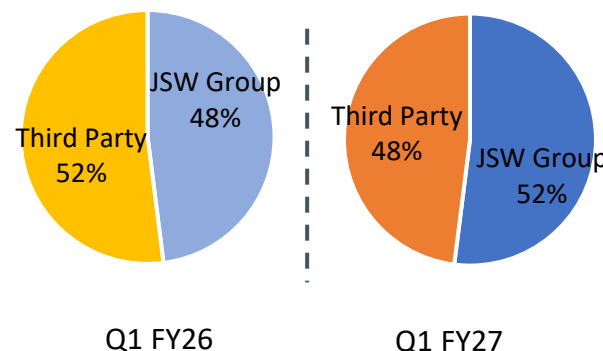
## Cargo Handled (MT)



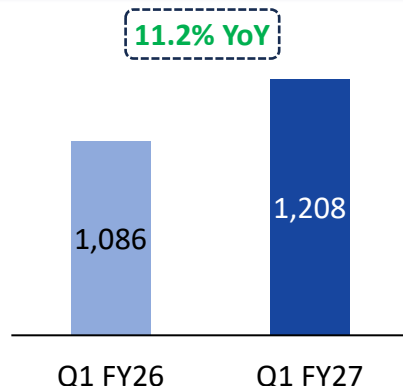
## Third Party Cargo (MT)



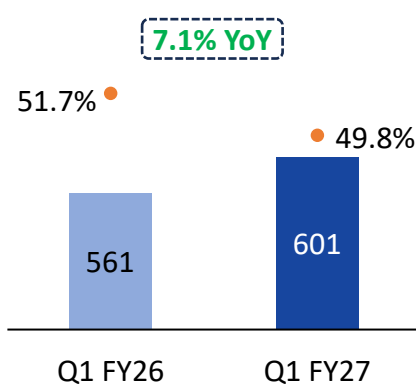
## Cargo Handled (Customer Mix)



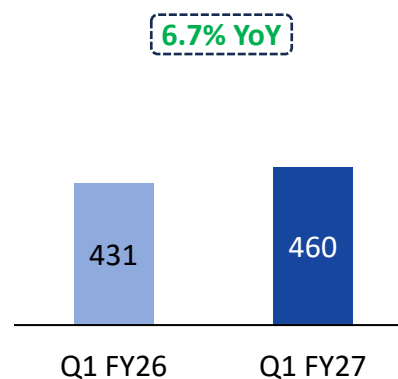
## Revenue from Operations (₹ Crore)



## Operating EBITDA (₹ Crore) & Margin (%)



## EBIT\* (₹ Crore)



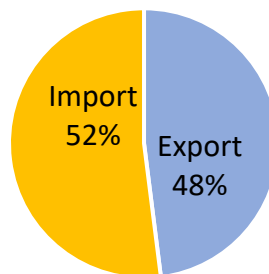
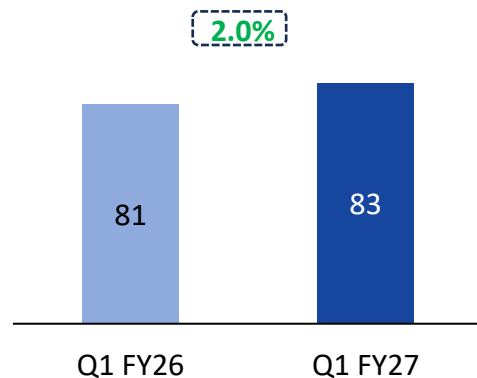
## Key Drivers – Q1 FY27

- Total Cargo Handled of 31 MT, growth of 6% YoY
  - Strong performance at Jaigarh Port, led by higher anchor customer volumes and increasing third-party cargo throughput from newer cargo segments
  - Robust performance at Dharamtar Port, South West Port and Ennore Bulk Terminal
  - Interim operations at the Tuticorin Bulk Terminal
  - Growth was partially offset by lower volumes at the Fujairah Liquid Terminal due to a challenging operating environment in the Middle East, affecting third-party cargo volumes
- Group cargo increased by 13.7% while third-party cargo declined by 1.9%, the share of third-party cargo volume stood at 48%
- Revenue growth is driven by an increase in Cargo volume and a favorable product mix
- EBITDA growth on the back of increased revenue

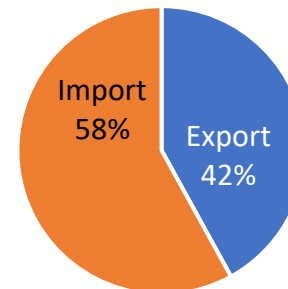
# Q1 FY2027: Operational & Financial Performance – Navkar Corporation Ltd

## EXIM Volume

### ICD + CFS Volume handled ('000 TEUs)



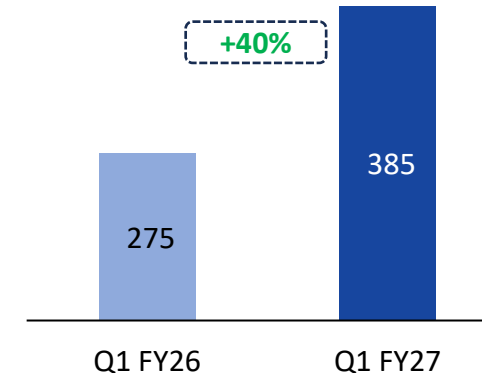
Q1 FY26



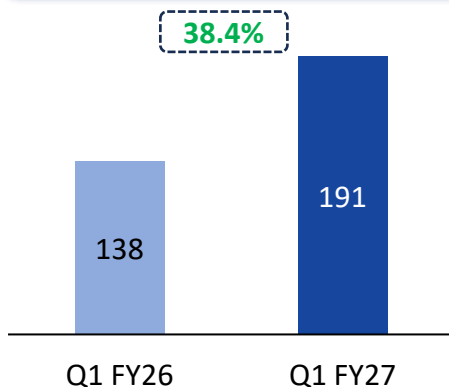
Q1 FY27

## Domestic Volume

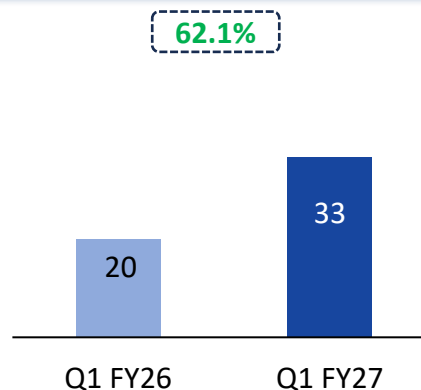
### Volume handled (‘000 Metric Tonnes)



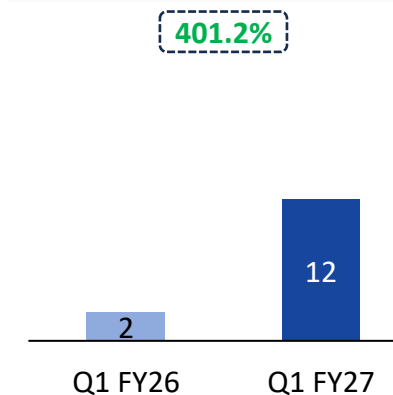
### Revenue from Operations (₹ Crore)



### Operating EBITDA (₹ Crore)



### PAT (₹ Crore)

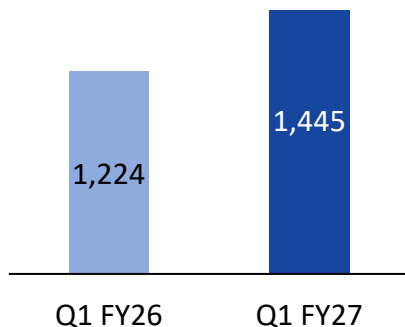


**Note:** ICD - Morbi, CFS - Somathane and Ajivali I & II and PFT/Rail - Morbi, Somathane and Udhana  
TEUs – Twenty-foot Equivalent Units

# Q1 FY27 – Consolidated Financials & Key Performance Indicators

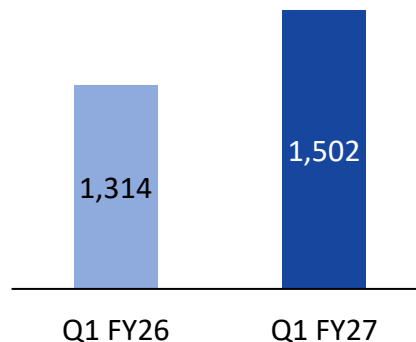
## Revenue from operations (₹ Crore)

18.1% YoY



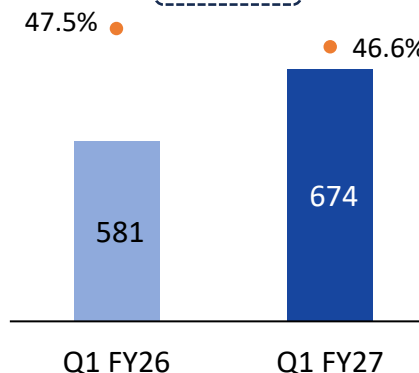
## Total Revenue (₹ Crore)

14.3% YoY



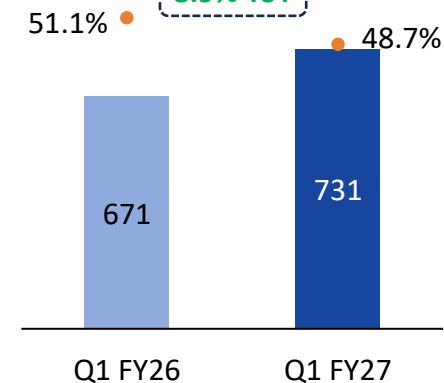
## Operating EBITDA (₹ Crore) & Margin (%)

15.9% YoY



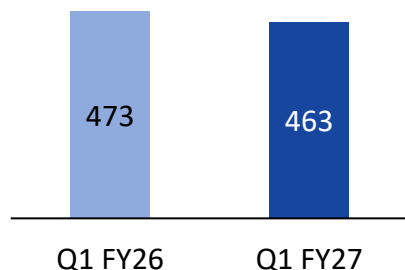
## EBITDA (₹ Crore) & Margin (%)

8.9% YoY



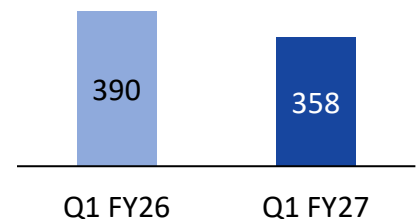
## PBT (₹ Crore)

2.1% YoY

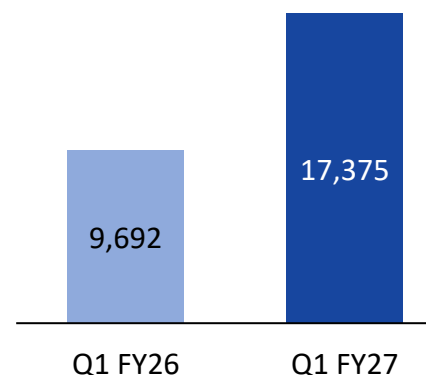


## PAT (₹ Crore)

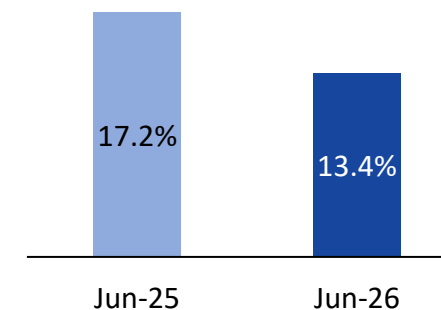
8.2% YoY



## Net Worth<sup>1</sup> (₹ Crore)



## RoCE<sup>2</sup> (%), TTM



**Note:** 1) Net Worth excluding Non-Controlling Interest (NCI) and Capital Reserve

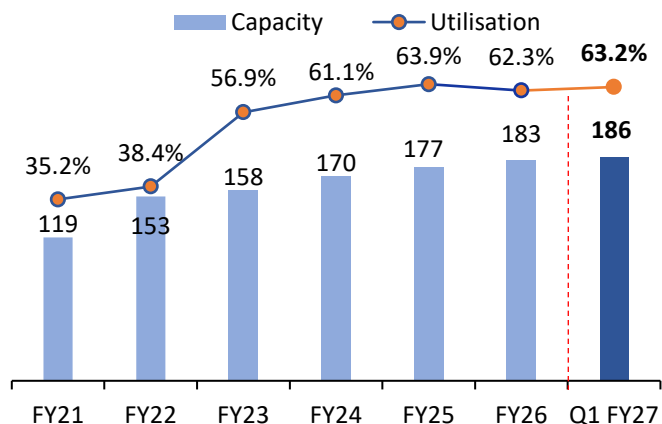
2) RoCE is calculated based on Average Capital Employed

TTM - Trailing Twelve Months

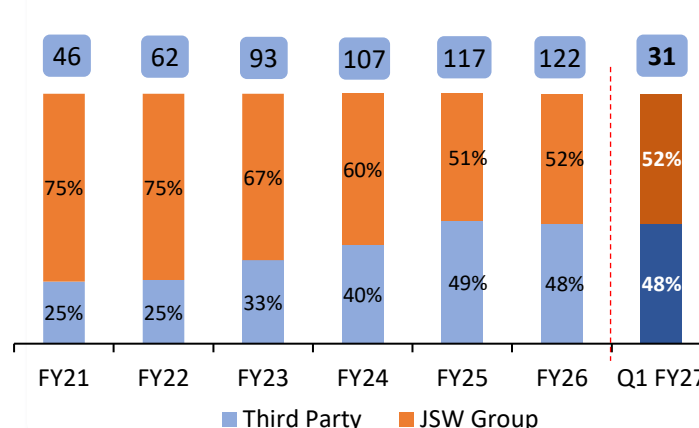
## Track Record of Robust Growth and Strong Balance Sheet



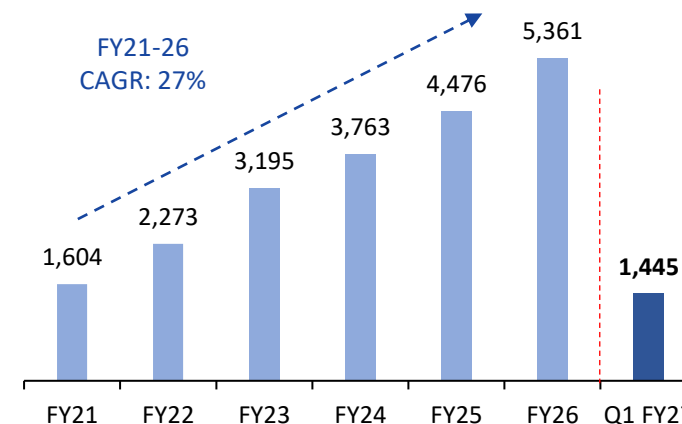
## Capacity (mtpa) & Utilisation (%)



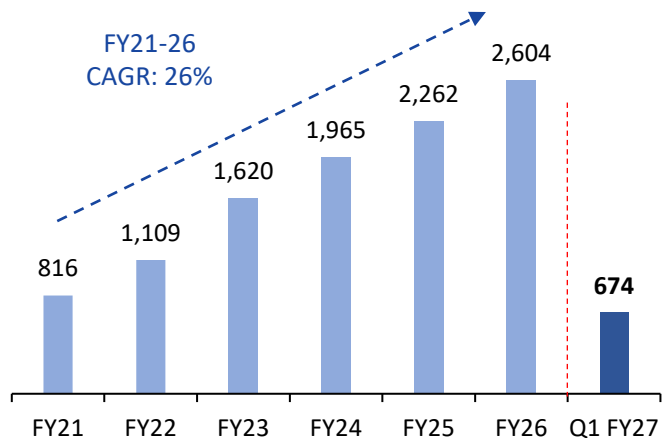
## Cargo Handled (MT)



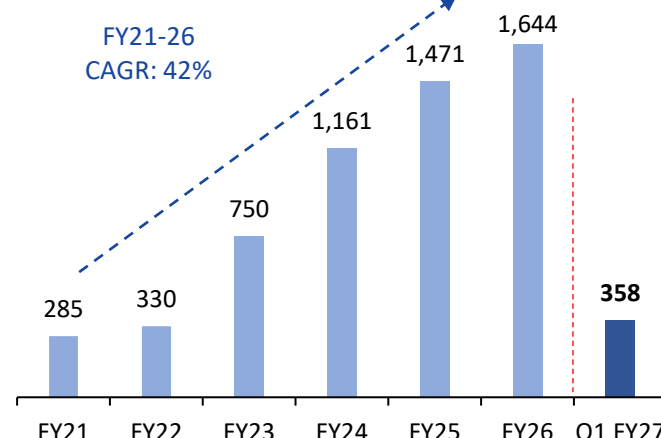
## Revenue from Operations (₹ Cr)



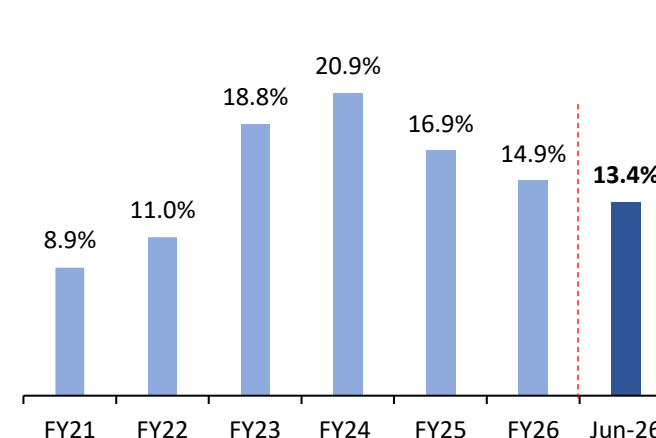
## Operating EBITDA (₹ Cr)



## PAT<sup>1</sup> (₹ Cr)

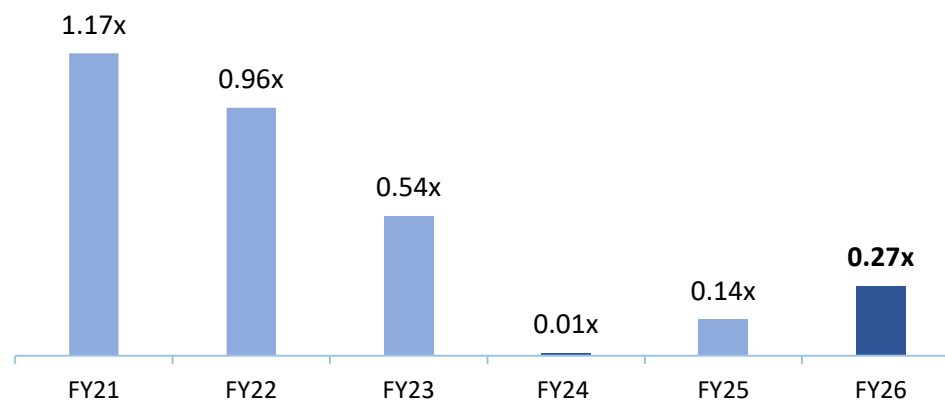


## RoCE<sup>2</sup> (%)

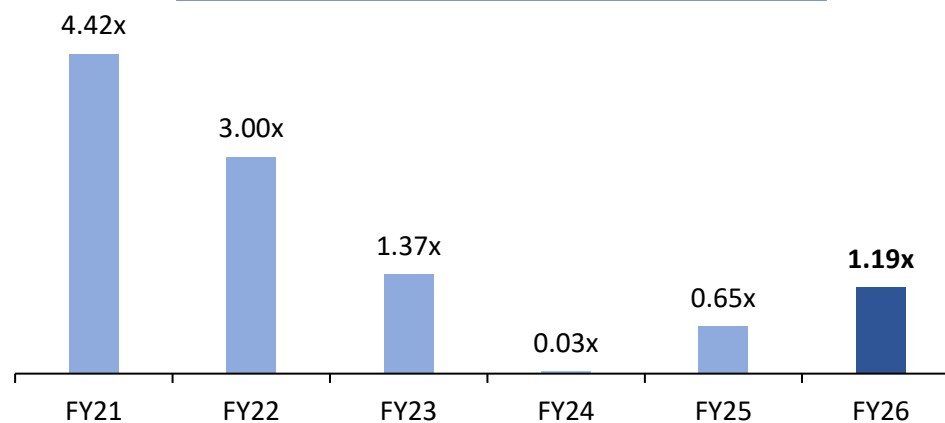


## Well-Positioned to Pursue Growth Opportunities

**Net debt / Equity<sup>1</sup>**



**Net debt / Operating EBITDA<sup>2</sup>**



## Raised capital at competitive rates



In January 2022, issued a USD 400 million 4.95% sustainability-linked senior secured notes due in 2029



### International Ratings

#### **Investment Grade Ratings**

- ✓ Fitch: BBB- / Stable
- ✓ S&P Global: BBB- / Stable
- ✓ Moody's: Baa3 / Stable



### Domestic Ratings

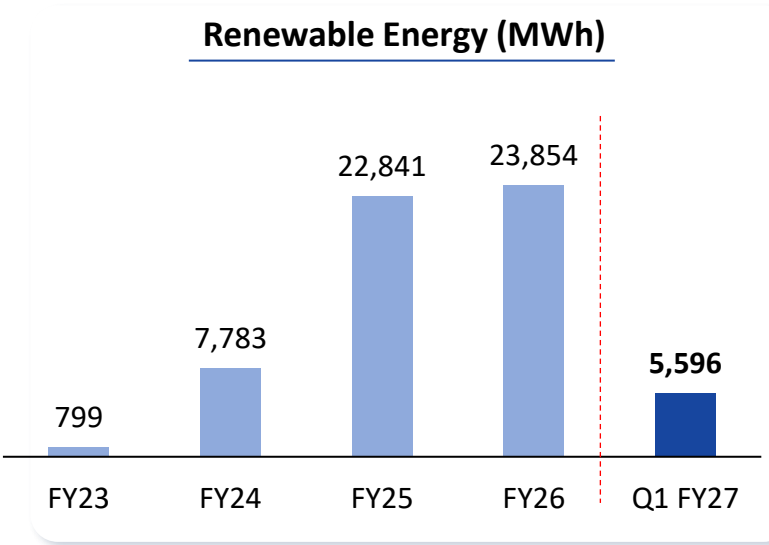
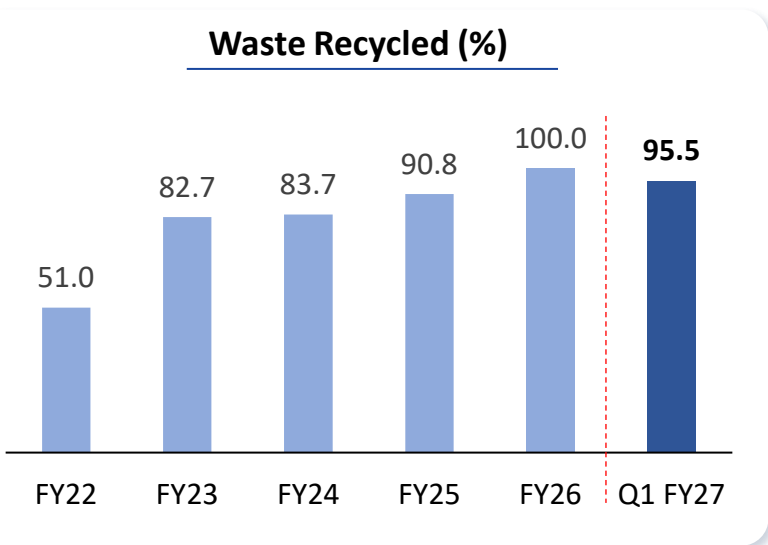
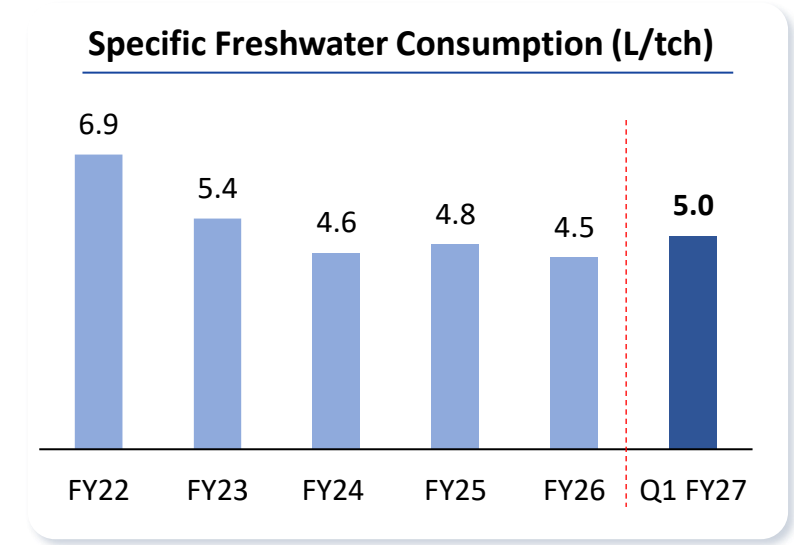
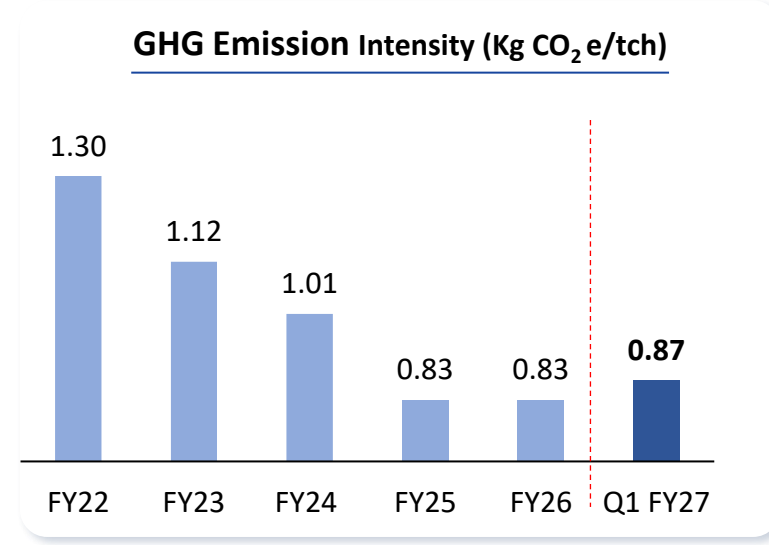
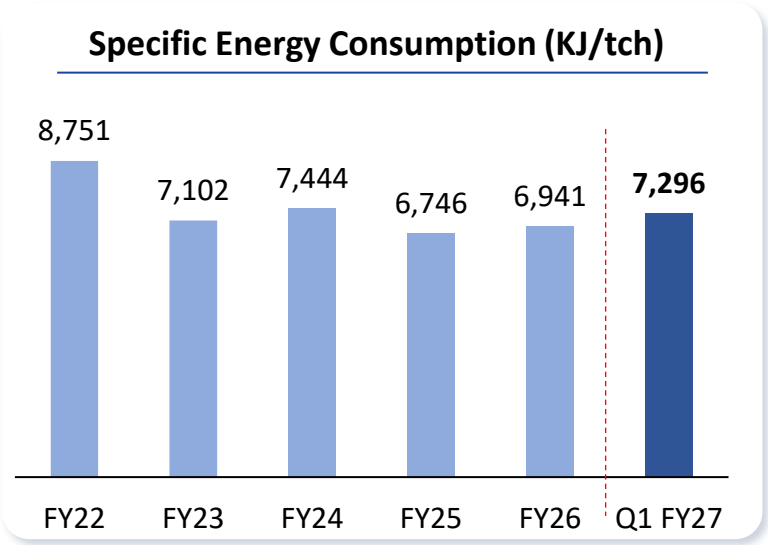
- ✓ CARE AA+ / Stable

**Note:** 1: Net debt is calculated as total debt minus cash and cash equivalents, bank balances other than cash and cash equivalents and current investments.  
2: Operating EBITDA is calculated as profit before exceptional items and tax minus other income plus finance costs, depreciation and amortization expense.

## Sustainability



# Sustainability - Key Performance Indicators



**S&P Global** - Scored “85” with 99<sup>th</sup> percentile in Corporate Sustainability Assessment (CSA)

**MORNINGSTAR SUSTAINALYTICS** - Rated as “Low Risk”

## Key Intervention Areas



## Health and Nutrition



- **73,375** people benefited through health initiatives across the locations



## Education



- **37,214** students were supported through education interventions



## Water, Environment and Sanitation



- **10,000+** individuals with access to safe drinking water
- **12,000+** plants / samplings planted



## Waste Management



- **2,00,000+** people covered under waste management projects across locations

## To Conclude



JSW Infrastructure is the second largest private port operator in India with 186 mtpa capacity



Strategically located assets with well equipped Ports and Terminals with Multi-Modal Evacuation Channels



Well placed to reap the benefits of the growing Indian economy, massive infra build, strong cargo growth potential and limited competition in the sector



Growth Strategy of low-cost brownfield expansion, developing high-margin greenfield ports with clear visibility of group Cargo and benefits of Government's Privatization drive. Increasing capacity to 400mtpa by FY30



Fast growing Logistics platform; targeting a topline of ₹ 8,000 crore by FY30



Track record of Robust Operational and Financial Metrics



Strong balance sheet with Investment-Grade ratings from Fitch, S&P and Moody's; well positioned to pursue value-accretive organic and inorganic growth

## Appendix



## Key information- Cargo Handled

| Legal Entity                                     |                             | (MMT)     |             |            |
|--------------------------------------------------|-----------------------------|-----------|-------------|------------|
|                                                  |                             | Q1 FY26   | Q1 FY27     | FY26       |
| <b><u>Indian Operations</u></b>                  |                             |           |             |            |
| JSW Infrastructure Limited                       | Standalone                  | 0.66      | <b>0.71</b> | 2.99       |
| JSW Jaigarh Port Limited                         | Jaigarh Port                | 4.27      | <b>5.41</b> | 20.27      |
| JSW Dharamtar Port Private Limited               | Dharamtar Port              | 5.47      | <b>6.42</b> | 24.53      |
| South West Port Limited                          | Goa                         | 1.88      | <b>2.35</b> | 8.55       |
| JSW Paradip Terminal Private Limited             | Paradip, Iron Ore           | 2.07      | <b>2.25</b> | 7.26       |
| Paradip East Quay Coal Terminal Limited          | Paradip, Coal Exports       | 4.85      | <b>5.52</b> | 19.01      |
| Ennore Coal Terminal Private Limited             | Ennore Coal                 | 2.99      | <b>2.49</b> | 10.38      |
| Ennore Bulk Terminal Private Limited             | Ennore Bulk                 | 0.38      | <b>0.57</b> | 1.65       |
| Mangalore Coal Terminal Private Limited          | Mangalore Coal              | 1.61      | <b>1.38</b> | 6.27       |
| JSW Mangalore Container Terminal Private Limited | Mangalore Container         | 0.65      | <b>0.64</b> | 2.49       |
| PNP Maritime Services Private Limited            | PNP Port                    | 1.58      | <b>1.43</b> | 5.34       |
| JSW JNPT Liquid Terminal Private Limited         | JNPA Liquid Terminal        | 0.29      | <b>0.28</b> | 1.30       |
| JSW Tuticorin Multipurpose Terminal Pvt Ltd      | Tuticorin Dry Bulk Terminal | 1.06      | <b>1.39</b> | 4.99       |
| <b>Total Volumes in India</b>                    |                             | <b>28</b> | <b>31</b>   | <b>115</b> |
| <b><u>Overseas Operations</u></b>                |                             |           |             |            |
| JSW Middle East Liquid Terminal Corp             | Liquid Terminal UAE         | 1.60      | <b>0.17</b> | 5.71       |
| JSW Terminal (Middle East) FZE                   | Port of Fujairah            | -         | -           | 0.84       |
| <b>Total Cargo Handled</b>                       |                             | <b>29</b> | <b>31</b>   | <b>122</b> |

# Overview of License Regime - GPWIS and LSFTO

- Both GPWIS and LSFTO schemes represent a significant shift in Indian Railways' approach to freight logistics-moving from a state-controlled model to a public-private partnership framework. These initiatives not only unlock investment opportunities but also aim to modernize India's freight infrastructure, reduce logistics costs and improve the competitiveness of Indian industry on a global scale.
- Both schemes foster private participation, infrastructure modernization and cost-effective logistics, aligning with India's broader economic and environmental goals.

|                         | GPWIS                                                   | LSFTO                                                                  |
|-------------------------|---------------------------------------------------------|------------------------------------------------------------------------|
| Launch Year             | 2018                                                    | 2020                                                                   |
| Target Commodities      | Coal, cement, ore, petroleum products (general freight) | Steel, chemicals, fly ash, edible oil, alumina (specialized freight)   |
| Wagon Type              | General-purpose wagons                                  | Specialized wagons                                                     |
| Freight Rebate          | 10% for 15 years (capped at capital recovery)           | 12% for 20 years                                                       |
| Operational Flexibility | Open access to transport any commodity                  | No freight for empty movement, market-based terminal charges           |
| Demurrage Charges       | Same as standard Indian Railways demurrage charge       | No demurrage at private terminals                                      |
| Strategic Goals         | Reduce public capital dependency, improve logistics     | Promote modal shift, reduce emissions, boost bulk transport efficiency |

## BOBSNS

**BOGIE OPEN BOTTOM SIDE DISCHARGE WAGON** : These wagons can be used for various bulk cargo which can be unloaded quickly by opening side doors. Cargo like coal and iron ore are transported in these wagons to reduce unloading time at the destination.



## GPWIS

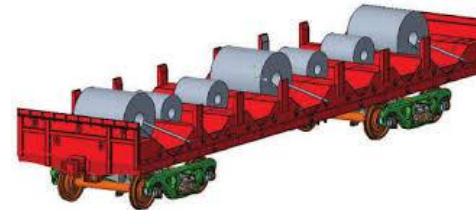


## BOXHNL

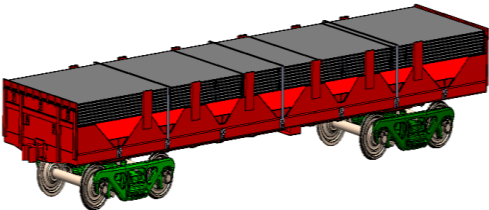
**BOGIE OPEN SPECIAL AIR BRAKE HIGH CAPACITY WAGON**: These wagon comes under open wagon category. These wagons are of top loading and side discharge type and generally used for transportation of coal cargo.

## BFNV

**BOGIE FLAT PNEUMATIC V-GROOVE WAGON** : These specialised wagons are used for transportation of steel coils. Grooves on the base helps to stabilise coils which otherwise require dunnage and ropes to hold the coils.



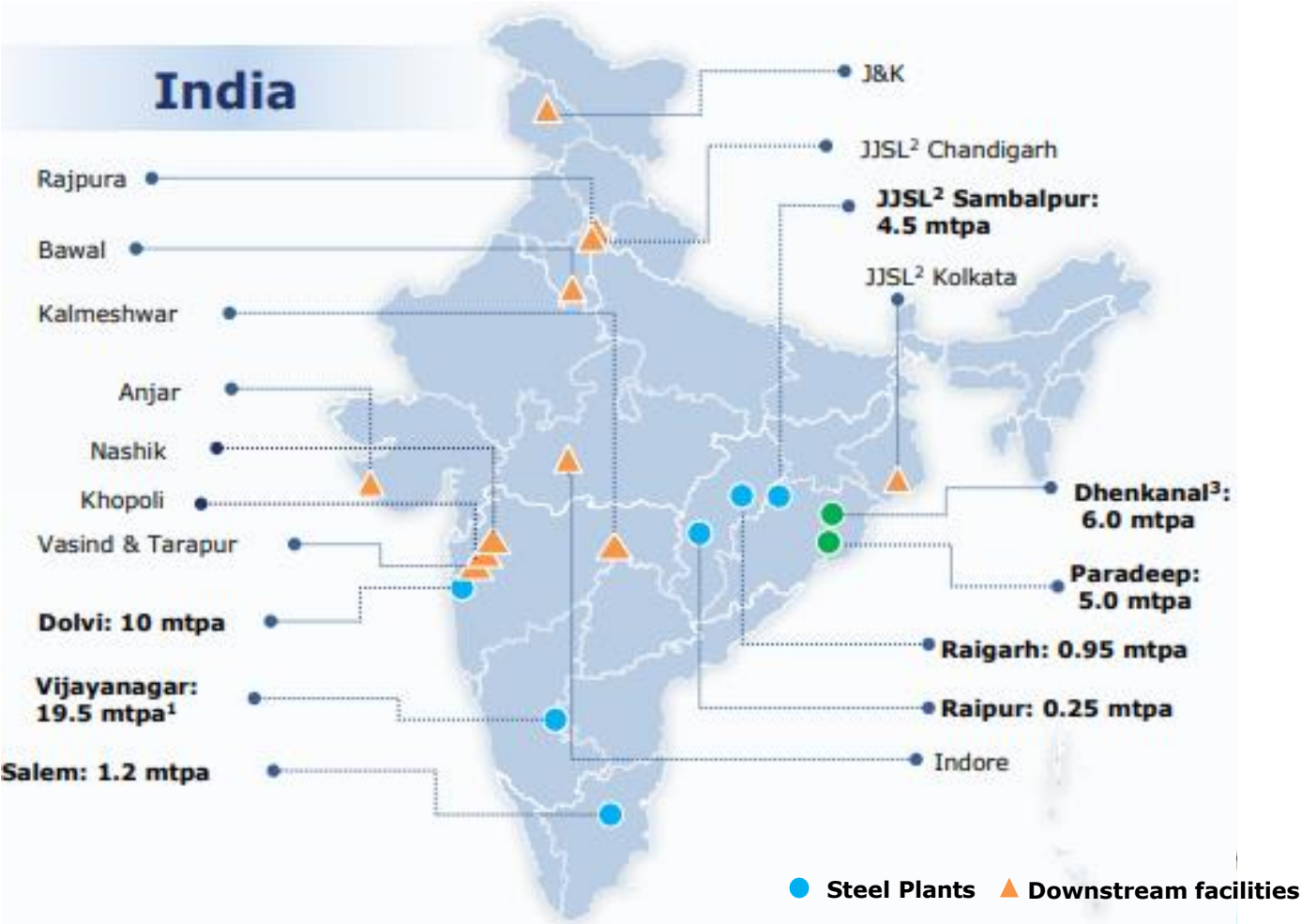
## LSFTO



## CMP

**COIL MULTI PURPOSE WAGON** : These wagons will be able to handle steel coils as well as steel flats. On the grooves, this steel products can be arranged in a manner that these wagon will be able to transport both steel coils and steel flats. Its capacity is comparably lesser than the BFNV wagons.

Most Geographically Diversified Steel Producer in India



Note: 1: BF-3 expansion at Vijayanagar under testing and commissioning 2: JSW JFE Steel Ltd. Joint Venture Plant 3: JV with POSCO 4. Further 4.5mtpa capacity in Joint Venture currently, growing to 16mtpa by FY32  
Excerpts from the JSW Steel Investor Presentation: Jun 2026

# THANK YOU

Investor Relations Contact  
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