TEMBO
Powering Ahead

Date: February 05, 2026

To,
Manager - Listing Compliance
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400 051.

Company Code: TEMBO

Subject: Investor Presentation on the Financial Results (Standalone & Consolidated) for the quarter and nine months ended December 31, 2025

Dear Sir/Madam,

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith Investor's presentation on the Financial Results (Standalone & Consolidated) of the Company for the quarter and nine months ended December 31, 2025.

Request you to kindly take the same on record.

Thanking You,

Yours faithfully,
For Tembo Global Industries Limited

SANJAY JASHBHAI PATEL

Digitally signed by SANJAY JASHBHAI PATEL
DN: c=IN, postalCode=400031, st=MAHARASHTRA, street=1434, BHUVA COTTEGE ,INDULAL BHUVA MARG ,MUMBAI CITY,WADALA WEST ,400031, l=MUMBAI CITY, o=Personal, serialNumber=2fa100d2c1aff8869fc018b34299e703eb2d0cdd9013cb8209482a47e2978168, pseudonym=a71a3d1c614c4377873937176691f6bb, 2.5.4.20=9d88fd2ce043c9f81b93ff44cf9b63b6a0ab06ffa816b613cf29d9b0b58f8fa4, email=SANJAY@TEMBO.IN, cn=SANJAY JASHBHAI PATEL
Date: 2026.02.05 16:12:23 +05'30'

Sanjay Patel
Managing Director
DIN-01958033

Tembo Global Industries Ltd

Q3 & 9MFY26 - Investor Presentation | February 2026

Geared for Value Creation

- Engineering Solutions & EPC
- Defence Solutions
- Solar Power
- Textiles

Table of Content

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Business & Financial Highlights

Q3 & 9MFY26: Robust Financial Performance

"During the nine months of FY26, Tembo Global Industries reported strong growth supported by consistent execution across Engineering Solutions and Textiles. Revenue growth during the period was driven by healthy project activity, stable operating performance, and improved scale across core businesses.

Engineering Solutions continued to be the key contributor, supported by infrastructure-linked orders across land, water, and marine segments. The Company's revenue visibility strengthened with a robust ***order book of ~INR 1,484 crore*** *as of December 2025, dominated by Engineering and EPC projects. Additionally, Tembo is in active discussions with a large corporate group for potential projects in* ***port construction and fuel farm systems****, representing an* ***INR 700+ crore opportunity pipeline*** *across civil, MEP, and HVAC works.*

Operationally, the quarter marked a significant milestone with the commencement of ***commercial production at the new Vasai facility.*** *The plant will scale Tembo's installed capacity to* ***~1,00,000 MT*** *from earlier capacity of 18,000 MT, with a peak revenue potential of* ***INR 700 crore annually*** *over the next few years. The facility's in-house R&D centre and logistical advantages are expected to strengthen the product innovation and cost competitiveness.*

The Company also made steady progress across new verticals. In the ***solar business****, land has been acquired across* ***24 sites****, along with the first tranche of financing. In* ***defence manufacturing****, key regulatory milestones—including land allotment and arms licence approvals—have been completed. These developments highlight Tembo's diversification into high-growth, strategically important sectors.*

Tembo continued to strengthen its financial and structural platform through ***capital raised via preferential allotment and warrants****, and the* ***Board-approved merger of Tembo Infra with Tembo Global Industries****, which is now filed with the NSE. This integration is expected to enhance EPC execution, revenue and operational efficiency. The Company maintains stable working capital and remains focused on scaling capacity utilisation and delivering engineering-led growth."*

Sanjay J Patel, Managing Director

Consolidated Income Statement – Q3 & 9MFY26

Particulars (in INR Crores)	Q3 FY26	Q3 FY25	YoY	Q2 FY26	QoQ	9M FY26	9M FY25	YoY	FY25
Revenue	**250.7**	**167.7**	49.5%	**245.4**	2.2%	**744.2**	**469.3**	58.6%	**743.2**
Cost of Goods Sold	199.7	129.8	53.9%	202.6	-1.5%	614.4	387.7	58.5%	614.6
Gross Profit	51.0	37.9	34.6%	42.8	19.3%	129.8	81.6	59.1%	128.6
Gross Profit Margin	20.4%	22.6%	-226 bps	17.4%	292 bps	17.4%	17.4%	6 bps	17.3%
Employee Expenses	3.5	3.3	7.5%	3.3	5.6%	9.0	6.5	37.3%	7.6
Other Expenses	4.3	4.2	2.6%	7.4	-41.8%	17.4	12.3	41.9%	29.3
EBITDA	**43.2**	**30.5**	41.9%	**32.1**	34.7%	**103.5**	**62.8**	64.7%	**91.7**
EBITDA Margin	***17.2%***	***18.2%***	-93 bps	***13.1%***	417 bps	***13.9%***	***13.4%***	52 bps	***12.3%***
Depreciation	3.0	0.7	315.7%	0.9	228.0%	4.7	1.9	146.1%	2.3
EBIT	**40.3**	**29.8**	35.3%	**31.2**	29.1%	**98.8**	**60.9**	62.2%	**89.3**
Finance Costs	5.9	5.7	4.0%	5.8	1.3%	16.5	11.7	40.7%	16.8
EBIT and Other Income	34.4	24.1	42.7%	25.4	35.5%	82.3	49.2	67.3%	72.5
Other Income	1.0	1.2	-15.8%	4.5	-77.0%	8.8	2.9	202.0%	3.6
EBT after Other Income	**35.4**	**25.3**	39.8%	**29.8**	18.6%	**91.1**	**52.1**	74.8%	**76.2**
Tax	-9.3	-6.2	49.6%	-7.9	17.2%	-22.9	-13.0	76.4%	-21.5
PAT	**26.1**	**19.1**	36.7%	**21.9**	19.1%	**68.2**	**39.1**	74.2%	**54.7**
PAT Margin	***10.4%***	***11.4%***	-98 bps	***8.9%***	148 bps	***9.2%***	***8.3%***	82 bps	***7.4%***
Diluted EPS (in INR)	***15.38***	***14.18***	8.5%	***13.48***	14.1%	***40.11***	***28.98***	38.4%	***31.13***

- **Revenue: The** Revenues during Q3 FY26 grew by 49.5% YoY to INR 251 Crores owing to the growth in Engineering & Textiles division.
- **EBITDA:** EBIDTA increased by 41.9% YoY to INR 43 Crores due to the Company's prudent focus on margin accretive Engineering Business. EBITDA margin contracted by 93 bps YoY to 17.2% in Q3 FY26 led by operational efficiencies and better margins in engineering & EPC segment.
- **PAT:** PAT grew by 36.7% YoY to INR 26 Crores. PAT margin contracted by 98 bps YoY to 10.4% during the quarter.

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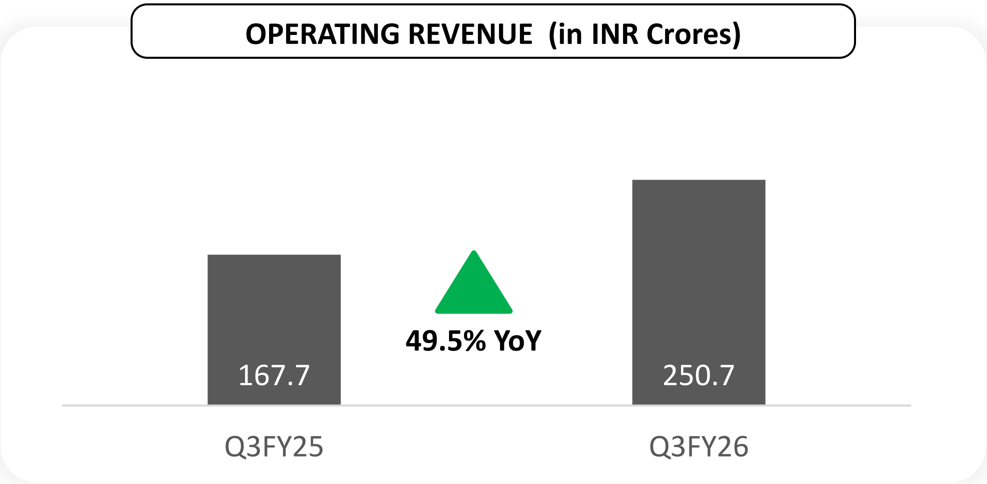
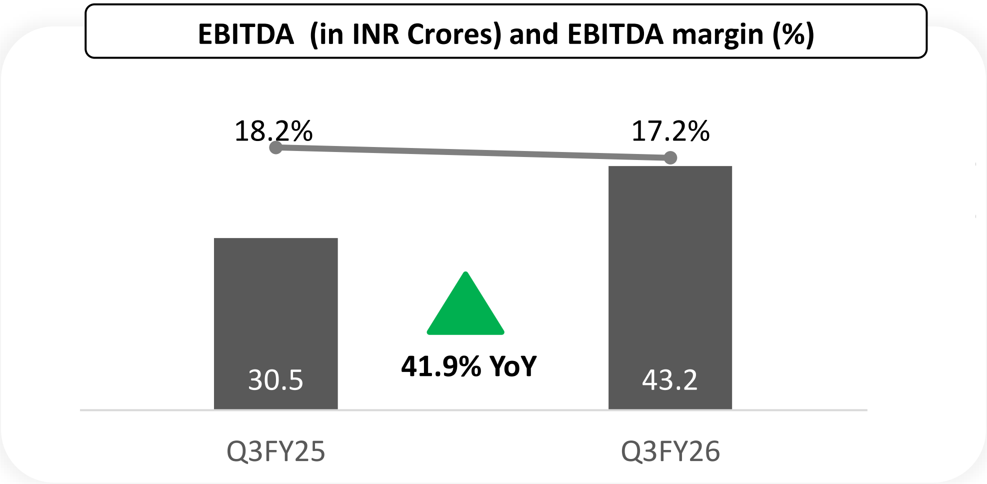
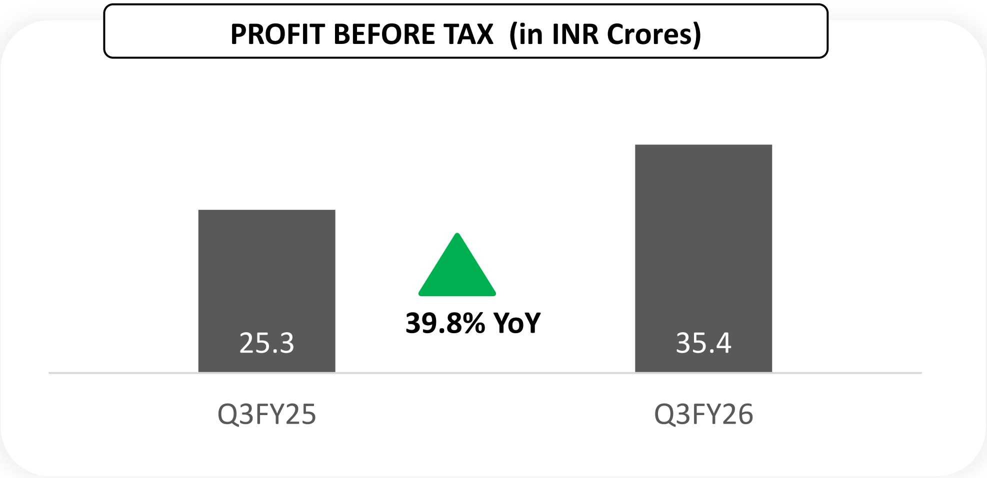
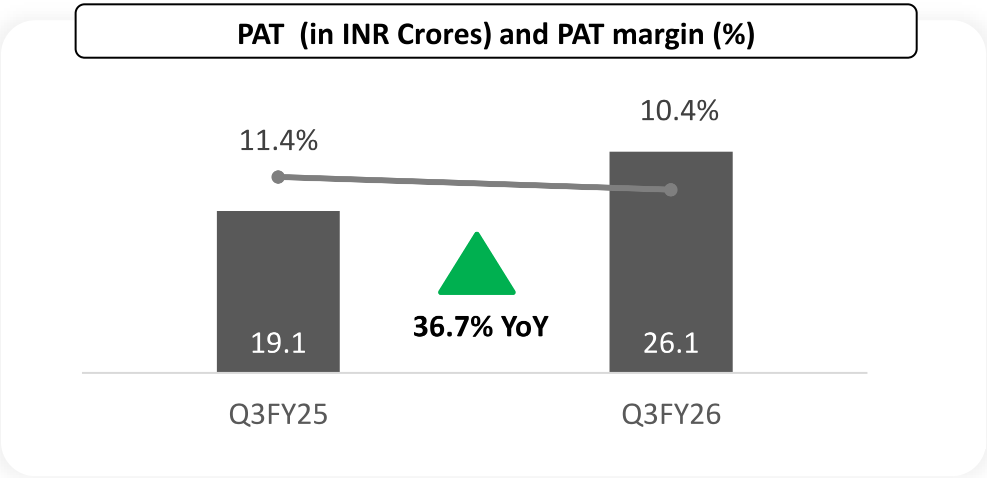
Operational Excellence: Q3 FY26









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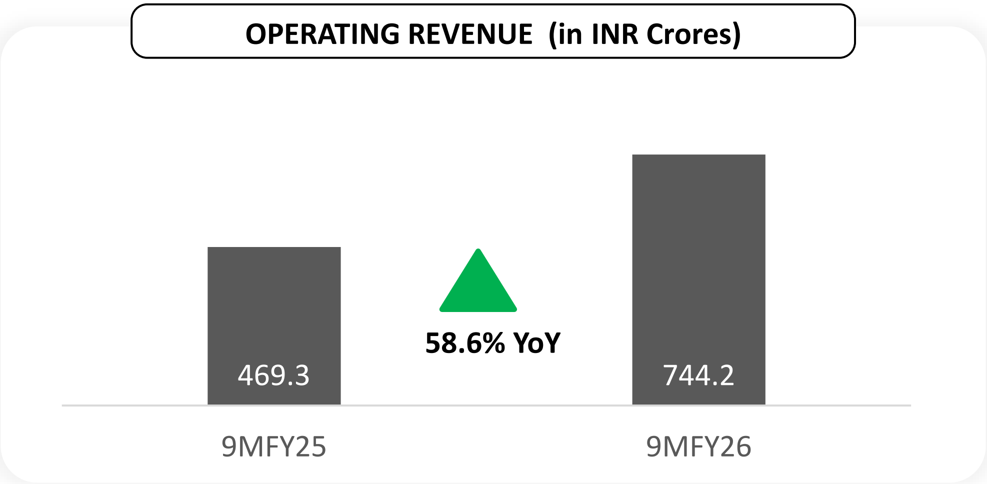
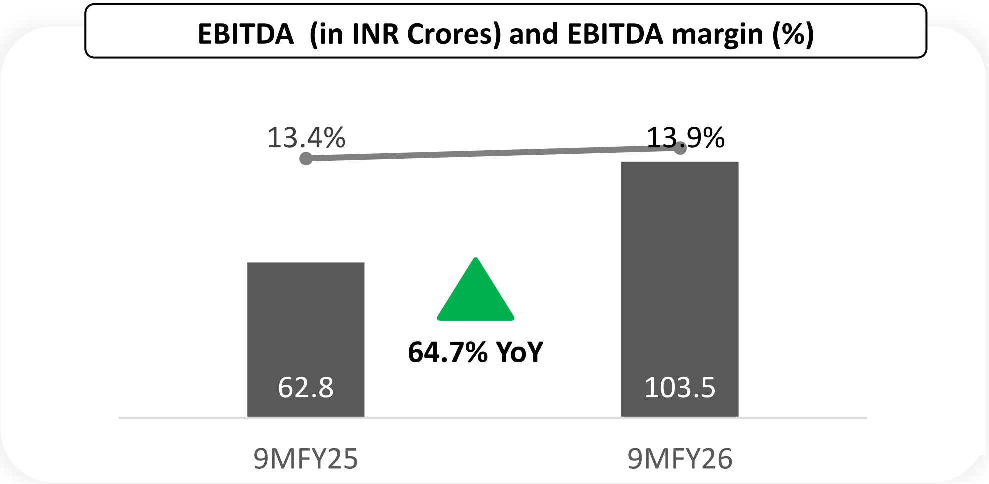
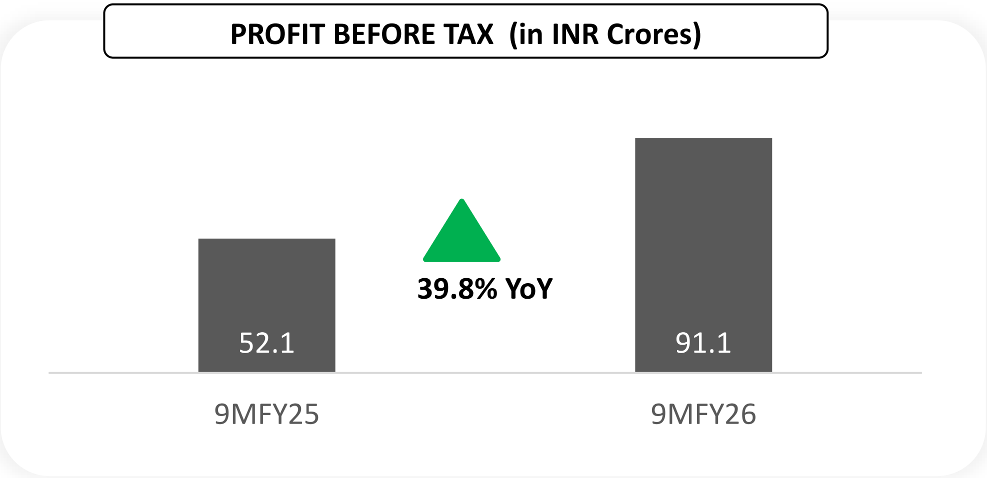
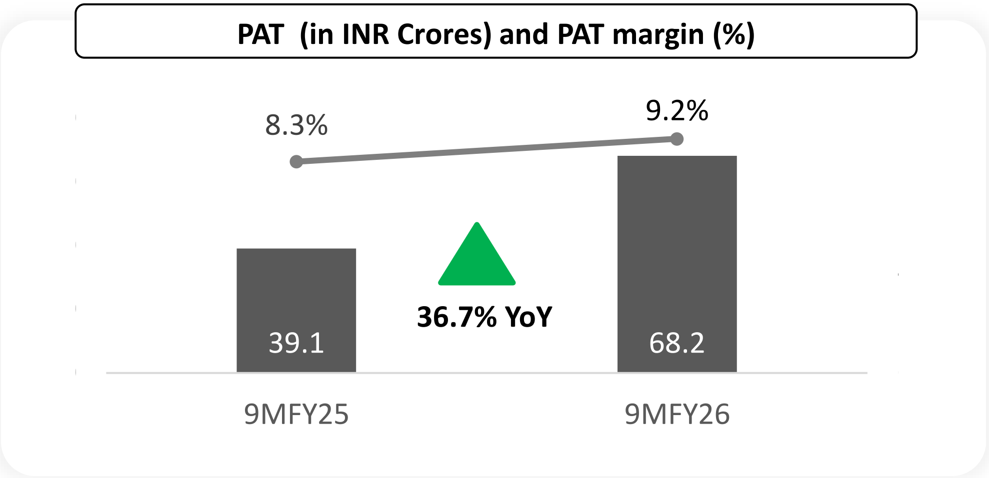
Operational Excellence: 9M FY26



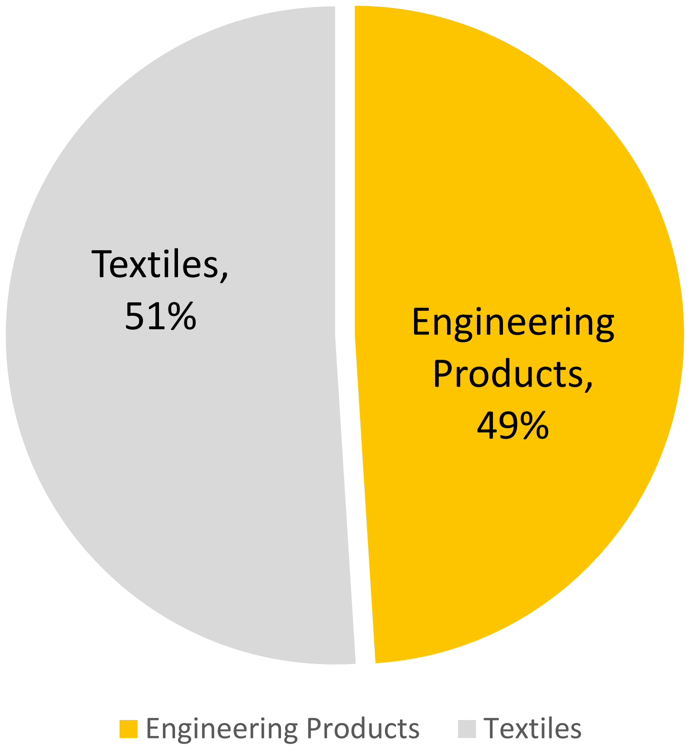




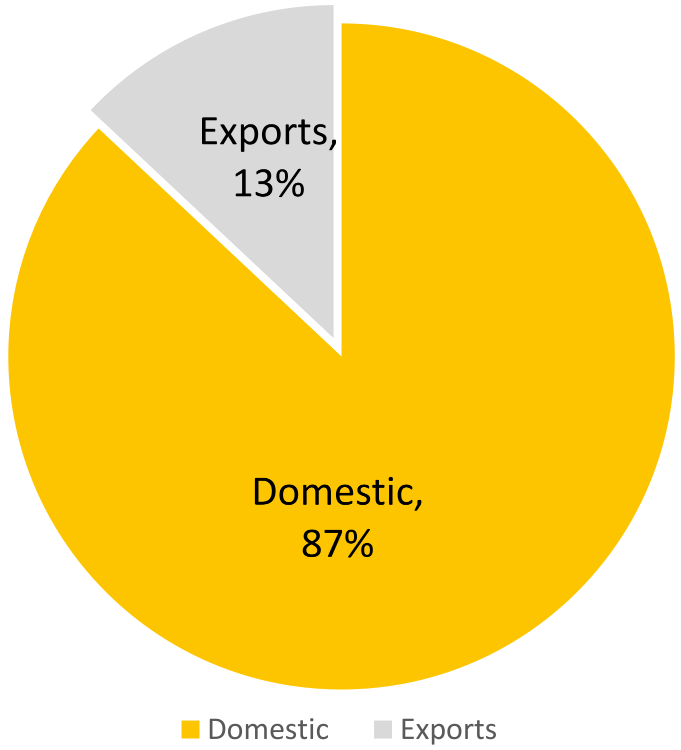


Revenue Break-up: 9M FY26

Segment Wise Revenue Mix (%)

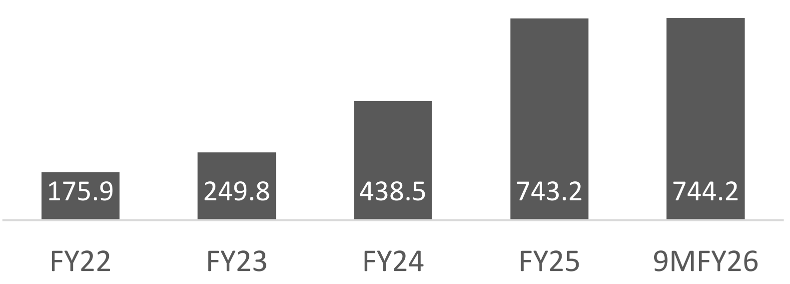


Geographical Mix

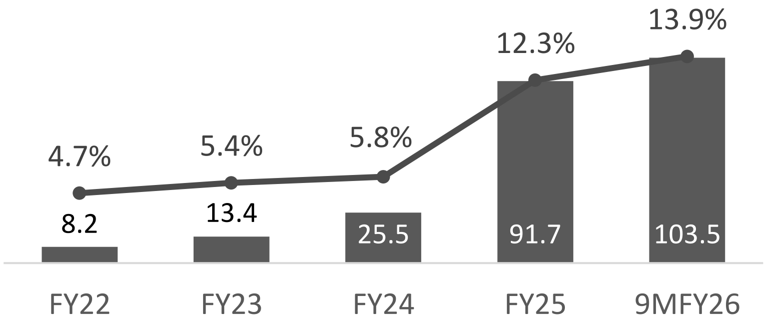


Historical Key Performance Metrics

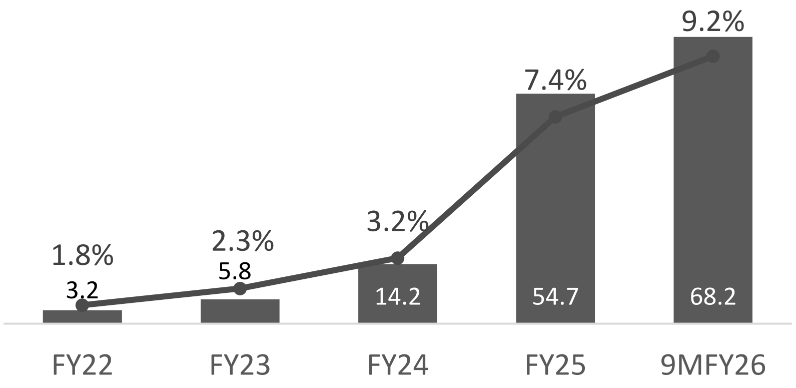
Revenue



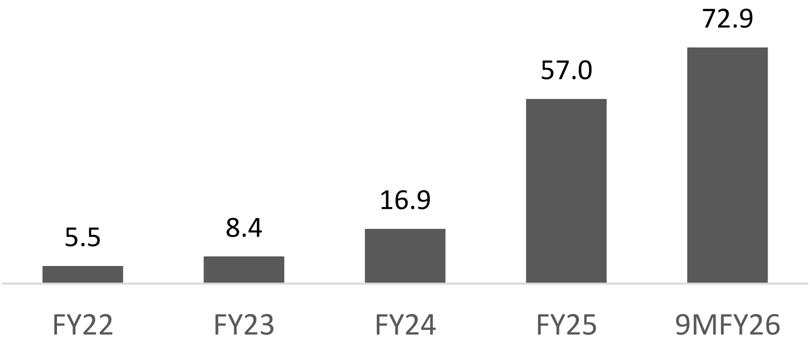
EBITDA & EBITDA Margin (%)



PAT & PAT Margin (%)



Cash PAT (PAT + Depreciation)



(in INR Crores)

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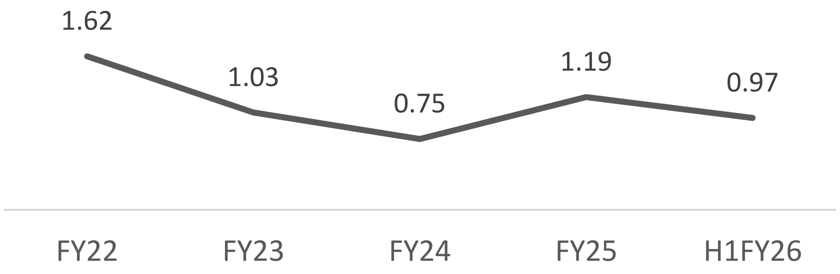
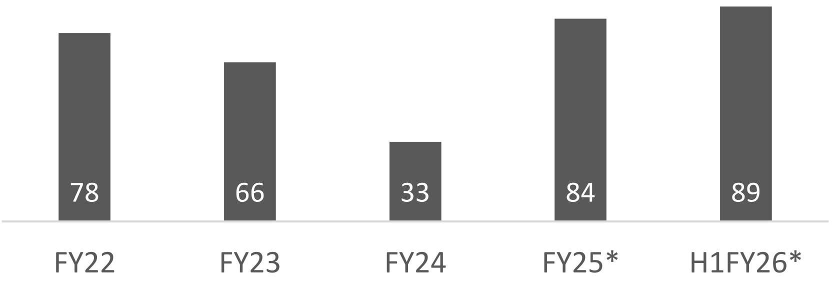
Historical Key Performance Metrics

Debt to Equity (%)

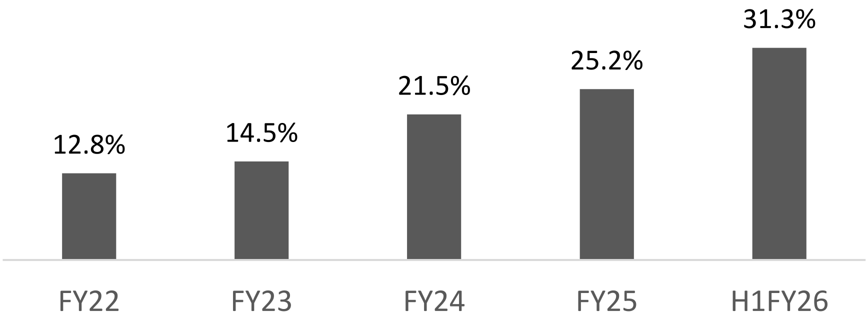


Working Capital (in Days)

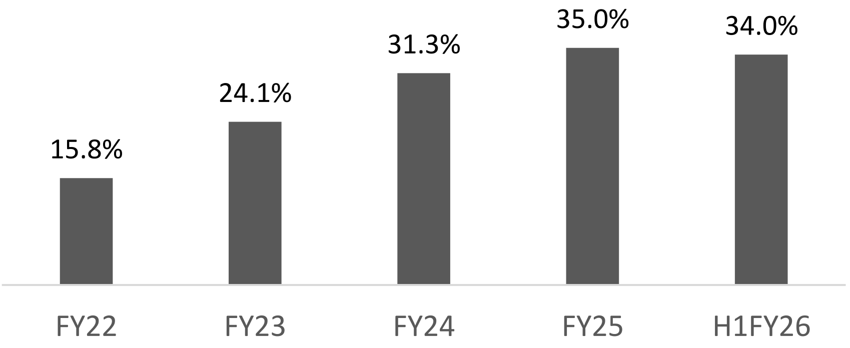


*Working Capital Days is high due to high credit period in EPC projects & timeline conversion in Engineering projects

ROE % (Return on Equity)



ROCE % (Return on Capital Employed)



Consolidated Income Statement

Particulars (in INR crores)	FY 22	FY 23	FY 24	FY25	9MFY26
Revenue	**175.9**	**249.8**	**438.5**	**743.2**	**744.2**
Cost of Goods Sold	137.7	206.5	378.2	614.6	614.4
Gross Profit	**38.2**	**43.3**	60.3	128.6	129.8
Gross Profit Margin	21.7%	17.3%	*13.8%*	17.3%	17.4%
Employee Expenses	4.9	5.7	8.0	7.6	9.0
Other Expenses	25.1	24.2	26.8	29.3	17.4
EBITDA	**8.2**	**13.4**	**25.5**	**91.7**	**103.5**
EBITDA Margin	***4.7%***	***5.4%***	***5.8%***	***12.3%***	***13.9%***
Depreciation	2.3	2.6	2.7	2.3	4.7
EBIT	**5.9**	**10.8**	**22.7**	**89.3**	**98.8**
Finance Costs	3.6	3.4	5.2	16.8	16.5
EBIT and Other Income	2.3	7.4	17.6	72.5	82.3
Other Income	2.0	0.4	1.3	3.6	8.8
EBT after Other Income	**4.3**	**7.9**	**18.9**	**76.2**	**91.1**
Tax	-1.1	-2.1	-4.7	-21.5	-22.9
PAT	**3.2**	**5.8**	**14.2**	**54.7**	**68.2**
PAT Margin	***1.8%***	***2.3%***	***3.2%***	***7.4%***	***9.2%***
Diluted EPS (in INR)	**3.14**	**5.22**	***10.46***	***31.13***	***40.11***

Consolidated Balance Sheet

Particulars (in INR crores)	As on 31st March 2022	As on 31st March 2023	As on 31st March 2024	As on 31st March 2025	As on 30th Sep 2025
ASSETS					
Non - Current Assets	26	33	41	248	289
Current Assets	66	77	122	326	407
Total Assets	**92**	**110**	**163**	**574**	**696**
EQUITY & LIABILITIES					
Equity	25	40	66	217	269
Non – Current Liabilities	25	7	10	39	82
Current Liabilities	42	63	87	319	345
Total Equity & Liabilities	**92**	**110**	**163**	**574**	**696**
Debt*	41	41	50	259	260

*Debt includes short term debt and long term debt

- High Working Capital to execute the LC backed EPC order book. The Company maintained higher inventory to execute its growing order book. Additionally, working capital requirement was funded by short term & long term borrowings and equity infusion i.e., preferential allotment and issue of share warrants in FY25
- Zero risk trade receivables backed by 90-180 days Letter of Credit (LC). Additionally, EPC project receivables have a cash retention component which gets realised on the completion of the project.

TEMBO Powering Ahead

Company Overview

Tembo Global Industries Limited – At a Glance

Tembo is a prominent engineering company, manufacturing high-quality specialised metal products for a wide array of applications, including Pipe Support Systems, Fasteners, Anchors, and HVAC, catering to industries like Automotive, Real Estate, Infrastructure and Oil & Gas. Additionally, the Company forayed into the Defence sector in FY25.

KEY STRENGTHS

Diversified Business Segments: Manufacturing of Engineering Products | Textiles | Defence Products (from FY26) | Solar Power
(Additionally Strategic Partnership with MASAH company has identified the opportunities in Solar & Defence in Gulf countries)

High Quality Standards: Company boasts UL and FM Approvals, showcasing our products' globally recognized quality and safety, complemented by ISO 9001:2015 certification for our production facilities' adherence to the Quality Management System Standard

Marque Customers: Global presence is marked by exports to USA, Middle East, and a robust customer base including prominent domestic and international customers

Integrated Manufacturing Capacities: 18,000 MTPA capacity with forward and backward integration of our manufacturing facilities has resulted in cost savings and increased profitability. The New Capacity of 1,00,000 MT is commissioned in Jan 2026.

~40 Years
Management Experience

INR 1,484 Crores
Order Book

30+ Countries
Strong Exports

1,00,000 MTPA
New Proposed Capacity

TEMBO Powering Ahead

Ready to Yield the Benefits of Diversification

Key Business Verticals	Engineering Solutions	Textiles	Defence	Power
Segment Highlights	EPC Project Delivery and Manufacturing Structural Support Systems	Processing of Fibres & Yarn	Array of Products	Solar Power
Expertise	▸ Fuel Farm & Piping ▸ Infrastructure ▸ Building & Factories ▸ Refinery Projects ▸ Renewable Energy ▸ Marine Jetty Projects ▸ Manufacturing of Engineering Products used in Construction & Infra	▸ Processing & Supply of Fibres & Yarn as per the Client's Requirement	Ventured into Defence with Tembo Defence Products Ltd in Q2FY25	Power Purchase Agreement with Maharashtra State Electricity Distribution Co. Ltd (MSEDCL)
EBIT Margin FY25 (%)	17.6%	2.1%	NA	NA
Revenue Growth FY20-24 CAGR (%)	23.5%	77.9%	NA	NA
Expected Revenue Contribution FY27 (%)	60%	10%	20%	10%

Key Financials

CAGR Growth (%) (FY21-FY25)

Revenue	63.3%
EBITDA	86.8%
PAT	115.8%

Return Ratios (FY25)

ROCE	35.0%
ROE	23.5%

Journey from Trading to a Leading Engineering Solutions Player

2010
Saketh Exim Pvt. Ltd. was established.

2011
Land Building Developed At Navi Mumbai

2012
JV with BM Electromechanical for manufacturing pipe hanger and Support System.

2013
Enhanced Production Capacity. UL Certification Received.

2014
Added Customer Base. Approvals for many projects in the Gulf. Added U-bolts to the product list

2015
FM approval received. Became only Indian company to have UL & FM approvals. Added rubber support inserts.

2016
Production increased by 70% for Pipe Hangers & 200% for Threaded Bars.

2017
Commenced electroplating Plant & Mfg. of Threaded Bar.

2018
Commercialized manufacturing facility spread across 20K Sq.ft. Commenced Fasteners production. Added products like Beam Clamps, Dielectric Union, & Slotted Channel. Listed on NSE.

2019
Formed Zinc Flake Dies Manufacturing Unit.

2020
Name changed to Tembo Global Industries Limited in March 2020. UL/FM approvals received for Beam Clamps. ETA and NFPA approvals received for Fasteners & Hangers. Incorporated Tembo Global LLC (Egypt)

2021
Listed on Main Board of NSE. Added 4 new customers with millions of dollars worth purchase orders in annual commitment. Purchased new land for expansion.

2022
Incorporated wholly owned subsidiary 'United Global Industries USA Inc.' in USA

2023
Forged a 75:25 strategic partnership with MASAH Specialized Construction Co. for expanding the products reach in Gulf Cooperation Council (GCC), USA and European countries. Ventures into EPC contract business

2024
Incorporates two divisions 'Tembo Global Infra Ltd.' and 'Tembo Defence Products P. Ltd.' Also made Inroads into Solar

2025
Signed MoU at Davos for setting-up a defence products manufacturing unit in Maharashtra

&

Signed agency agreement with TAM Capital

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Backed by Strong Leadership Team

Sanjay J Patel
Managing Director

- Founded Tembo Group in 2010
- With a dynamic leadership style, he has guided Tembo Group with a visionary approach.
- His extensive experience and mentorship have been invaluable assets to Tembo Group.

Shabbir Merchant
Director

- Co-founded Tembo Group in 2010, demonstrating exceptional leadership qualities.
- Has diverse skillset across all aspects of business from operations to strategy.

Fatima S. Kachwala
Executive Director & Chief Financial Office

- 11 years of experience, with a well-rounded understanding of business operations, with a strong foundation in human resource management.
- Her thoughtful leadership and strategic perspective continue to contribute significantly to Tembo Global organizational growth and planning efforts.

Shalin Sanjay Patel
Non - Executive Director

- He holds Master's Degree in Computer Science from University at Albany, New York
- He effectively manages production planning, drives strategic diversification & capacity expansion, & leads sales, marketing, & product promotion initiatives, and the Tembo Global digital transformation.

Col Aamit Awasthi
General Manager at Tembo Defence Pvt. Ltd.

- An alumnus of the prestigious National Defence Academy, he was commissioned into the Corps of Electronics and Mechanical Engineers (EME)
- He brings with him a rich blend of leadership, operational experience, technical acumen and an unwavering commitment to service — qualities that continue to inspire young minds and future leaders.

Seasoned Board of Directors

Ms. Homai Daruwalla
Independent Director

- An accomplished banker and Chartered Accountant with over three decades of leadership experience across prominent public sector banks, including Union Bank of India, Oriental Bank of Commerce, and Central Bank of India
- As a Chairperson of The Zoroastrian Co-operative Bank Ltd., she transformed the institution into a model of excellence within the co-operative banking sector.

Ajay Madan
Independent Director

- A distinguished Chartered Accountant with over three and a half decades of extensive of expertise in corporate audits, direct and indirect taxation, and debt syndication
- Conducted forensic audits for various companies across the African continent, demonstrating his proficiency in identifying financial discrepancies and ensuring regulatory compliance

Sumantra Sarathi Mahata
Independent Director

- A Fellow Member of the Institute of Company Secretaries of India (ICSI), an integrated Law (Honors) graduate, an MBA in Finance, and a Diploma in Arbitration
- He has over a decade of comprehensive experience in corporate secretarial management, including NCLT proceedings, ROC compliances, listing regulations, and allied areas.

Nikunj Barot
Independent Director

- A highly accomplished Chartered Accountant with over a decade of diverse experience in accounting, taxation, and financial consulting
- Professional expertise spans across Corporate Finance, Direct Taxation, International Taxation, and GST Compliance & Litigation

Business Proposition

Creating Value through Engineering Know-how

Capacity Expansion and Foray into High Margin Business

- **Capacity Expansion:** The Company's current capacity is pegged at 1,00,000 tons per annum.
- **Venturing into High Margin Business:** The Company aims to take it leverage engineering expertise foray into high margin manufacturing business including: ERW Pipes, EPC Business (Tembo Global Infra Ltd), Defence (Tembo Defence Products P. Ltd)

Certifications

- **UL & FM Certification:** The Company's products are certified and approved by Underwriter's Laboratory Inc. (USA) and FM Approval (USA) for Fire Sprinkler System installation
- **Winning New Clients & Penetration into Other Geographies:** The prestigious UL & FM certifications facilitates Tembo Global Industries to attract and win new customers into different geographies

Diversified Business with Strong Order Book

- **Engineering Products:** Manufacturing & Fabricating metal products essential for Pipe Support Systems, Fasteners, Anchors, HVAC, Anti-Vibration Systems, and various industrial, commercial, utility, and OEM installations
- **Textiles:** Processing & Supply of Fibres and Yarn
- **Strong Order Book:** Tembo has strong order book of INR 1,484 Crores as on 31st Dec 2025

Domain Expertise

- **Rich Experience:** Promoters with 4+ decades rich industry experience
- **Customised Solutions:** Team comprised of seasoned professionals backed with domain knowledge offering tailor-made solutions for fabrication and installation specialist in ductile pipes, HDB pipes & fittings, and MS plates maintaining highest quality standards

Business Segments

Engineering Solutions: Core Focus Area

Product Portfolio

Heavy Duty Clamps Fabrication




Construction: Bridges, Buildings, Offshore Platforms

Manufacturing: Pressure Vessels, Industrial Machinery, Storage Tanks

Transportation: Ship Building, Heavy-duty Vehicles, Mining

Refinery: MEP, HVAC & Fire and Safety

Industry Applications

Competitive Edge

- Engage into margin accretive and long-term revenue stability projects
- Offers comprehensive & integrated solutions
- Enhances competitive advantage & attracts broader customer base

Facilities and Team

- **Plants:** 2 Existing Operational Facilities & 1 New Plant at Vasai
- **Current Capacity:** 1,00,000 TPA (Commissioned in Jan 2026)
- **Team Expertise:** 100+ Engineering Professionals

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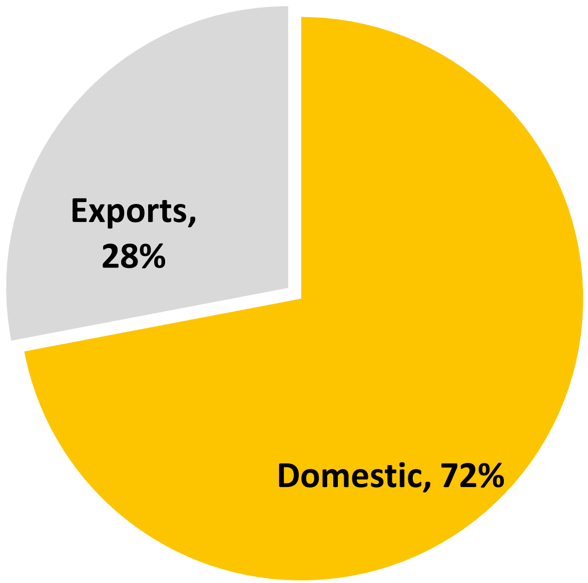
Engineering Solutions: Driving Revenue Visibility

Revenue Mix: 9M FY26



Order Book:
INR 1,424 Crores

Order Book for Engineering & EPC segments

Order Bidding Pipeline (including L1):
INR 2,185 Crores (including EPC Projects)

Order Bidding Pipeline giving us strong multi-year revenue visibility

FY26 Revenue Guidance: INR 800 Crores

Engineering Solutions: Key Ongoing & Completed Projects

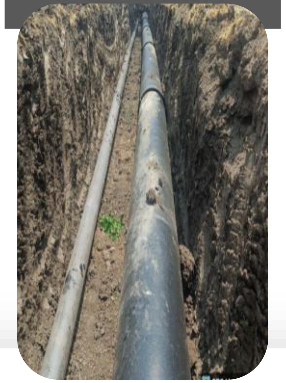
Marine Jetty

Construction of Fuel Jetty

New Water Injection

Support Infrastructure for Key Refinery Project

Pipe Supply



Laying Pipe Supply

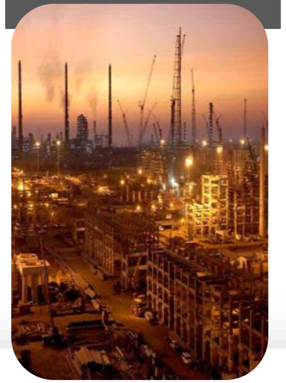
Bottling Terminal

Civil & RCC Work, Reinforcement of Steel Work, etc.

Refinery

Applying VGO and CDU-VDU units

Refinery Expansion



MEP & Fire Fighting Support System Fabrication & Installation

Fuel Farm

Construction of Fuel Farm

Hotel Construction

MEP & HVAC EPC

Water & Marine Infra Projects

Land Infra Projects

Scope of work

TEMBO Powering Ahead

EPC Projects Nearing Completion

Fuel Farm

Status: Completed

Marine Jetty

Status: Completed

Propels the Company to Bid and Win New Projects

Senior EPC Team

Suhas Deshpande
Senior Project Director
Ports & Jetty

- Rich experience in Ports and Harbours and Breakwater and Reclamation Works Projects
- Executed numerous Marquee Projects

Shantanu Ghosh
Project Director
Fuel Farm / Water

- Diversified experience in EPC, Fuel Farm Works and other Infra Projects
- Facilitated several Domestic and Global Projects

Manas Mukherjee
Project Director
Jetty

- Over 35 years of diversified exposure executing key construction projects for renowned companies
- Rich expertise in Marine, Non-Marine and Industrial Project

Dharmanshu Rawal
Vice President – Projects
Ports & Jetty

- Varied experience in handling construction projects of leading companies
- Project exposure includes Multipurpose terminal, passenger jetty and extension of jetty, container yard development, etc.

Probir Biswas
Project Director

- Handled Domestic & International EPC Projects
- With 20 years of experience

Jayant Kumar
Project Director

- Rich experience in Ports and Harbours and Breakwater and Reclamation Works Projects
- Executed numerous Marquee Projects

Jitendra Gholap
Project Director

- 24 years of extensive experience in managing and delivering complex industrial and infrastructure projects.

Satish Suryawanshi
Plant Head

- 25 years of extensive experience in managing and leading end-to-end factory operations in the manufacturing sector.

Serves Marquee Domestic & International Clients

Textiles: Catering through Strong Sourcing Capabilities

Textiles Business

- Processing and Supply of Fibres and Yarn
- Initiated Exports of Yarn in FY24
- Clientele: Importers, Chain Stores, Retailers, Brands, and other Private labelling clients

Current Order Book

- The Order Book stands at INR 60 Crores as on 31st Dec 2025

Textiles revenue in 9M FY26 stood at INR 383 crores. It was entirely generated from domestic market

Textile is only a legacy business with no capex of the company involved – always contributed to our profitability in last more than 5 years but with full focus on precision engineering products and foray into EPC Projects, Solar power and Defence we are doing complete forward integration in the areas with excellent profitability margins, value creation, and wealth creation for all our stakeholders.

TEMBO Powering Ahead

TEMBO
Powering Ahead

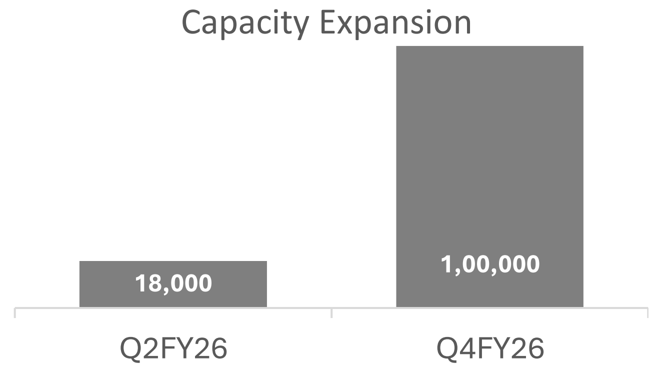
The Way Forward

Being the Preferred Supplier of Choice for Diverse Engineering and Specialised Products

Expanding Manufacturing Capacity to 1,00,000 MTPA

New Capacity: Commissioned in Jan 2026

- **New Facility**: Vasai
- **Capex Incurred:** INR 75 Crores
- **Funding:** INR 50 Crores Debt & Balance Funded by the Company & Promoters
- **Capex Status:** Factory Work Completed



New Products Pipeline (FY26)

New Products	Capacity
ERW Pipes	60,000 MTPA
Strut Channels	30,000 MTPA

Key Edge

- Manufacturing Plant Laced with In-house R&D Facility
- Promotes Product Innovation across Product Offering
- Strategic Location promotes Ease in Logistics
- Enhanced Capacity and R&D Focus to result Operational Efficiencies and Economies of Scale

Vasai Capacity's Revenue Potential at Peak Utilization: INR 700 Crores

Foray into Solar Power

Leadership

Richa Varshney

- An Accomplished Energy Sector Professional with more than 16 years of experience, including 7 years of International (USA) tenure, in Project Execution, Procurement, Contracts Management, Supply Chain, Logistics Operations & Maintenance, and Project Management.
- She held key positions in Green Energy industry since its inception in India.

Project Details

- 120 MW PPA signed with Maharashtra Government
- Commissioning by Q1FY27 – Extending till 25 years
- Land Finalized & First Disbursement of Loan is done by Financials institutions
- Revenue Potential of ~ INR 70 Crores in FY27
- For our Solar Special Purpose Vehicles (SPVs), we have successfully acquired land for 24 out of 30 sites

CAPEX REQUIRED
INR 640 CRORES

INR 420 Cr. Funded by Debt	INR 100 Cr. Government subsidy to be received post commissioning	INR 120 Cr. Funded by Equity

Amount sanctioned with financial institution of approximately INR 471 crores

Signed MoU with the Government of Maharashtra at World Economic Forum, Davos for setting-up a defence products manufacturing unit in Maharashtra in FY25

Enhancing Capabilities & Entry into Defence

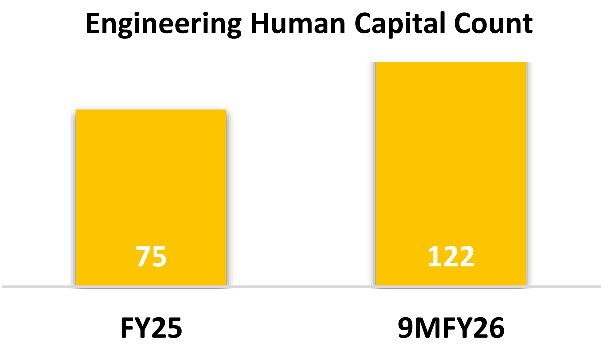
Enhancing Capabilities

- Integrated Manufacturing Technology and Processes to yield Higher Efficiency
- Enhances Higher Production Output through Margin-Accretive Value-Added Products
- Centralised Operations with Streamlined Supply Chain Logistics to promote Operational Agility
- Lean Manufacturing Principles to reduce Wastage and Optimise Resource Utilisation
- Committed to Sustainability, Certifications for Environmental Management and Ethical Manufacturing Practises

Defence Update

- Sets up 'Tembo Defence Products P. Ltd' Aligned with the Government's increasing Focus to Source Quality and 'Made in India' Defence Products
- The Government of Maharashtra has allocated land for the defence factory, and issued the Arms license
- On the market development side, Tembo strengthened international positioning through new agency agreements, including the recently signed partnership in Kuwait.

Skilled Engineering Human Capital



Entering Defence Manufacturing

Col K V S Tanwar, VSM (Retd)

- An decorated Army Officers and seasoned defence business leader with over 25 years of experience
- While in service, facilitated the Indian Army to procure INR 18,000 Crores defence contracts from Indian and foreign companies
- In depth knowledge of capability development trajectory and procurement processes of Ministry of Defence. Guided Indian and foreign companies in setting up defence businesses

Col Aamit Awasthi (Retd)

- He is the General Manager at Tembo Defence Products Pvt. Ltd.
- An alumnus of the prestigious National Defence Academy, he was commissioned into the Corps of Electronics and Mechanical Engineers (EME)
- He brings with him a rich blend of leadership, operational experience, technical acumen and an unwavering commitment to service — qualities that continue to inspire young minds and future leaders.

Vision

- To become a world class Small Arms & Ammunition Manufacturer - Make in India for India and the WORLD

Mission

- Tie up with world class defence manufactures to bring best defence technology to India
- Commence manufacturing Arms and Ammunition in India leveraging foreign tech and expertise
- Absorb the technology, innovate and become world class defence manufacturers

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Defence: Business Dynamics and Industry Tailwinds

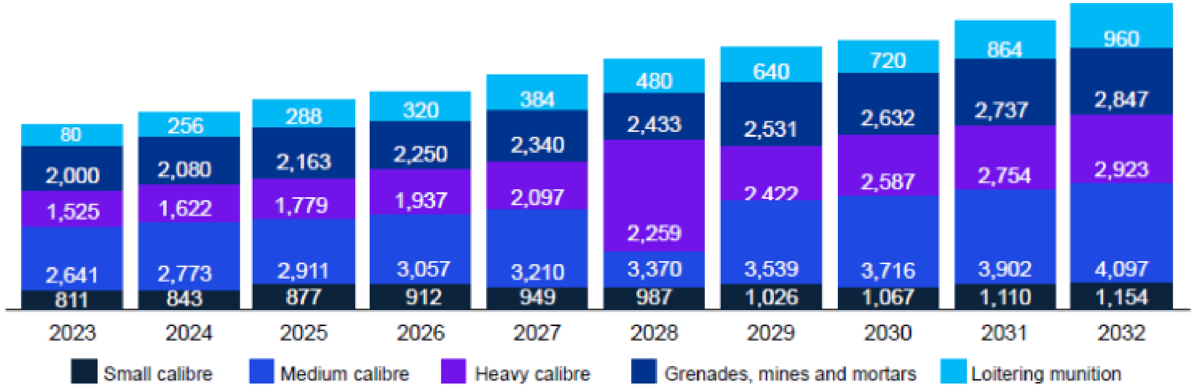
Technology Tie-up: Salient Features

- Strategic Partnership with a Leading European Company
- Signed MoU for Assisting Establishment of a new state-of-the-art Arms and Ammunition Manufacturing Plant in India
- Includes Strategic Buy-back Arrangement wherein European Partner Committing to Purchase 100% of Production Output

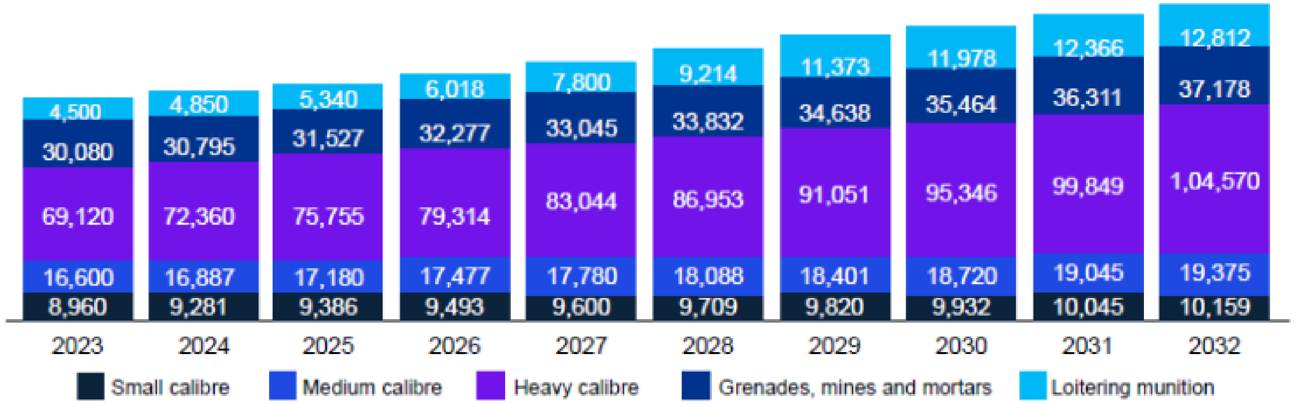
MoU Signed at Davos

- Signed MoU with the Government of Maharashtra for setting-up a Defence Products Manufacturing Unit at Davos
- Capex Outlay: INR 1,000 Crores
- Promotes Make in India for Defence and Defence Products, thereby Maintaining National Security

Small Arms Ammunition: Domestic Opportunity



Small Arms Ammunition: Global Opportunity



Source: Industry Reports

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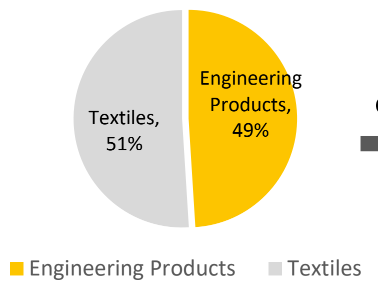
Manufacturing Shift for Creating Value

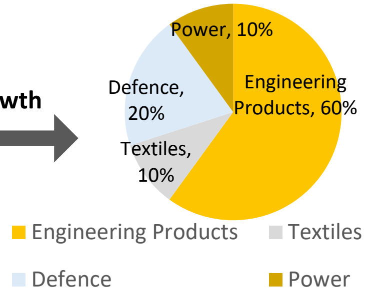
Shift towards Margin Accretive Business

Segment Wise Revenue Mix (%) – 9M FY26



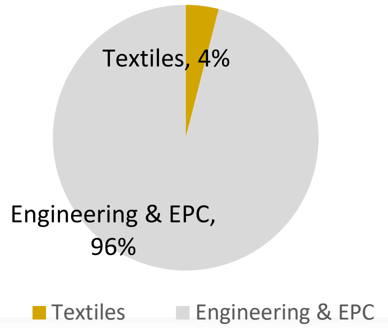
Geared for Growth

Segment Wise Revenue Mix (%) – FY27



Order Book & Order Bidding Pipeline (incl. L1)

Order Book as on 31 Dec 2025(%) – INR 1,484 Crores



9M FY26 Orders Bidding Pipeline (incl. L1) (%) – INR 2,185 Crores

Market Size

Pipe hangers & support system	USD 20 Billion
ERW Pipes	USD 25 Billion
Fasteners	USD 100 Billion
Fuel Farm System Installation	USD 10 Billion
HVAC installation	USD 200 Billion
Electrical package installation	USD 150 Billion
Pipeline installation, testing & commissioning	USD 150 Billion
Solar Energy	USD 70 Billion

FY26 Revenue Guidance: INR 1,100 Crores

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Safe Harbour

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Thank You

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