TEMBO
Powering Ahead

Date: August 18, 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 ended June 30, 2026

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 ended June 30, 2026.

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
Date: 2026.08.18 10:54:38 +05'30'

Sanjay Patel
Managing Director
DIN-01958033

Tembo Global Industries Ltd

Q1FY27 - Investor Presentation | August 2026

Geared for Value Creation

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

Table of Content

Business & Financial Highlights

Q1FY27: Robust Financial Performance

Sanjay J Patel
Managing Director

"FY27 has started on a strong note, with Tembo Global Industries delivering robust Q1FY27 performance driven by the continued expansion of its high-margin Engineering & EPC business. Revenue grew 21.9% YoY to INR 302 Crores, while PAT increased 55.3% YoY to INR 31 Crores, supported by strong execution and improved operating efficiencies. Reflecting the Company's strategic focus, the revenue mix of Engineering & EPC to Textiles improved significantly to 99:1 from 44:56 in Q1FY26. Based on the strong start and healthy order pipeline, the Company remains confident of achieving its FY27 revenue guidance of INR 1,600 Crores.

Engineering & EPC: The business continues to be the primary growth driver, supported by demand across oil & gas, marine, water infrastructure, EPC, and industrial sectors. With an order book exceeding INR 1,500 Crores and a bidding pipeline of over INR 2,400 Crores, Tembo is well positioned to capitalize on future opportunities while enhancing execution capabilities and pursuing larger infrastructure projects.

Solar: The renewable energy portfolio is progressing as planned, with four project sites already operational and the remaining sites expected to be commissioned in Q2FY27. Commercial operations are scheduled to commence from Q3FY27, providing a stable and recurring revenue stream.

Defence & Aerospace: During the quarter, Tembo secured an ammunition manufacturing licence through TCEPL, marking a significant step towards building an integrated defence manufacturing platform. The Company has acquired land in Amravati, Maharashtra, with construction expected to begin by August 2026 and commercial production targeted from Q1FY28. In aerospace, JR UAV Limited entered into a strategic joint venture with partners from Italy and Japan to localize and manufacture next-generation UAV systems in India. Additionally, UAV component manufacturing at the Vasai facility is scheduled to commence in Q3FY27, with the venture targeting approximately INR 100 Crores of revenue in its first year of operations.

With a strong order pipeline, growing EPC opportunities, steady progress in solar projects, and meaningful advancements in defence and aerospace, Tembo remains focused on execution excellence, diversification, and long-term value creation."

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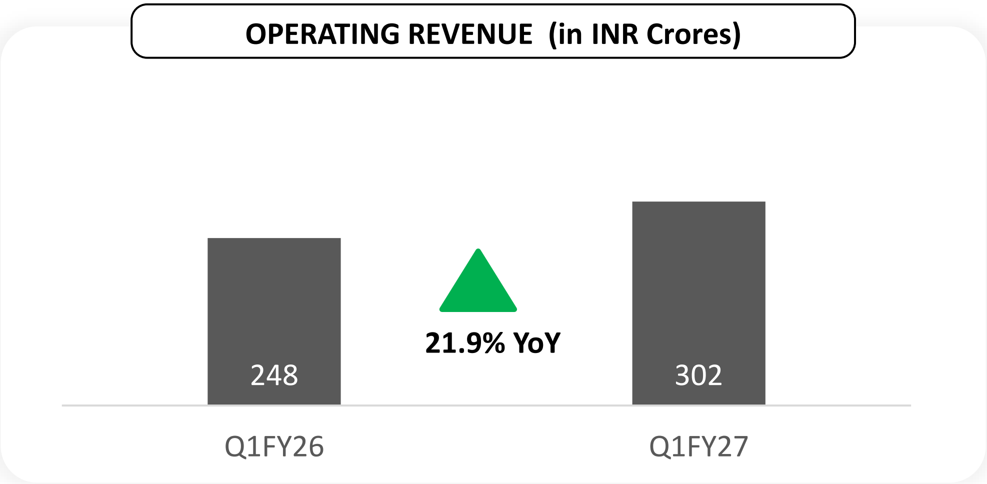
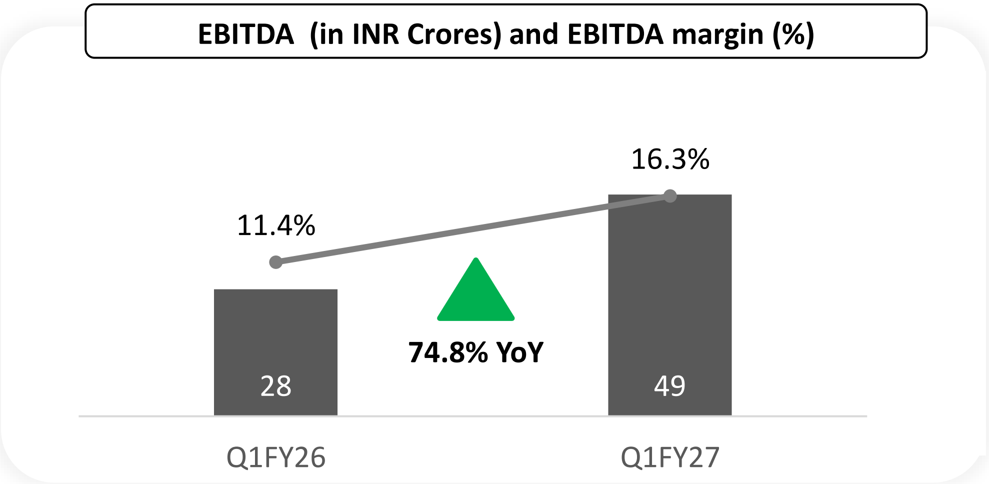
Consolidated Income Statement – Q1FY27

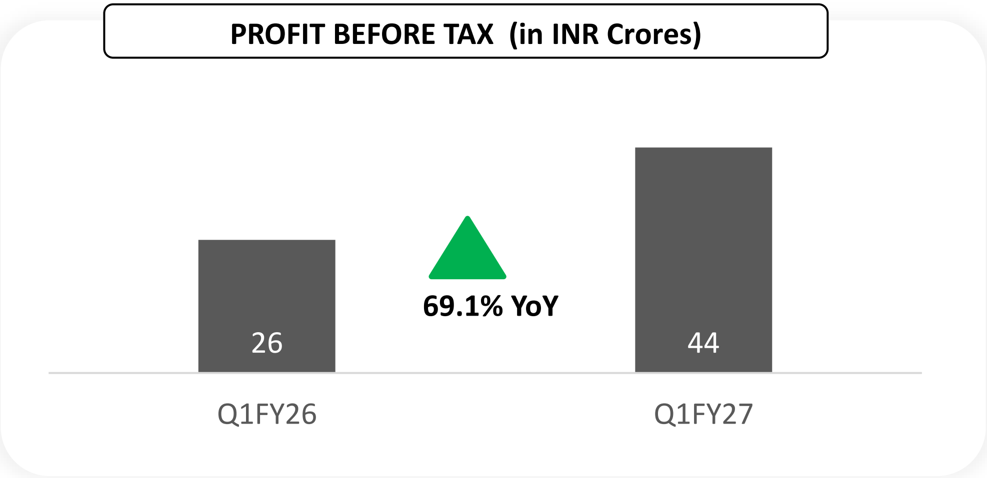
Particulars (in INR Crores)	Q1 FY27	Q1 FY26	YoY	Q4 FY26	QoQ	FY26
Revenue	**302.4**	**248.1**	21.9%	**346.0**	(12.6%)	**1090.2**
Cost of Goods Sold	205.4	191.0	7.5%	298.4	(31.2%)	912.8
Gross Profit	97.0	57.1	69.8%	47.5	104.1%	177.3
Gross Profit Margin	*32.1%*	*23.0%*	*906 bps*	*13.7%*	*1,833 bps*	*16.3%*
Employee Expenses	3.4	2.1	62.3%	2.9	19.0%	11.8
Other Expenses	44.3	26.8	65.2%	5.6	686.8%	23.0
EBITDA	**49.2**	**28.2**	74.8%	**39.0**	26.2%	**142.5**
EBITDA Margin	***16.3%***	***11.4%***	*493 bps*	***11.3%***	*501 bps*	***13.1%***
Depreciation	3.0	0.8	253.3%	1.9	55.0%	6.6
EBIT	**46.3**	**27.3**	69.3%	**37.1**	24.7%	**135.9**
Finance Costs	5.9	4.7	24.5%	8.5	(30.9%)	25.0
EBIT and Other Income	40.4	22.6	78.8%	28.6	41.4%	110.9
Other Income	3.3	3.3	1.6%	9.9	(66.6%)	18.6
EBT after Other Income	**43.7**	**25.8**	69.1%	**38.4**	13.6%	**129.5**
Tax	12.5	5.8	117.0%	8.4	49.1%	31.3
PAT	**31.2**	**20.1**	55.3%	**30.1**	3.8%	**98.2**
PAT Margin	***10.3%***	***8.1%***	*222 bps*	***8.7%***	*163 bps*	***9.0%***
Diluted EPS (in INR)	***1.45***	***1.17***	23.9%	***1.51***	(4.0%)	***5.12***

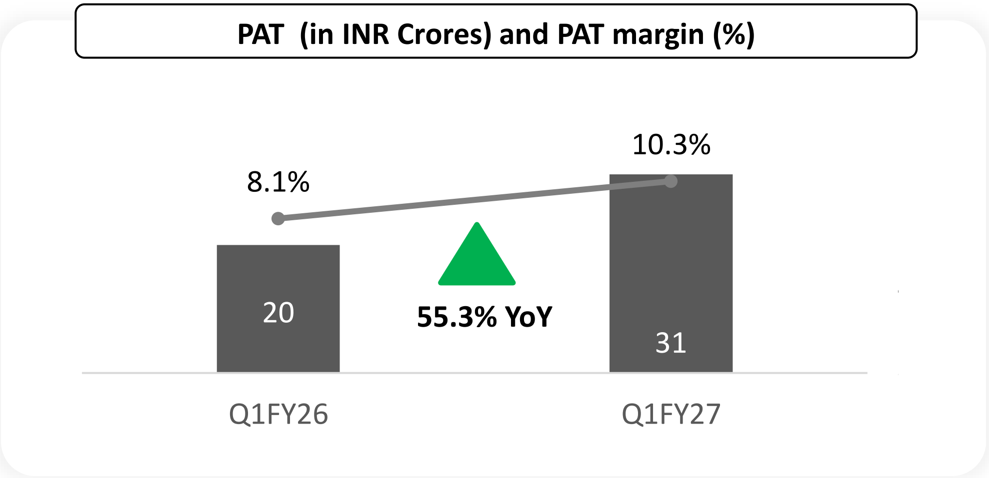
- **Revenue: The** Revenues during Q1 FY27 grew by 21.9% YoY to INR 302 Crores owing to the growth in Engineering division.
- **EBITDA:** EBIDTA increased by 74.8% YoY to INR 49 Crores due to the Company's prudent focus on margin accretive Engineering Business. EBITDA margin expanded by 493 bps YoY to 16.3 % in Q1 FY27 led by operational efficiencies and better margins in engineering & EPC segment.
- **PAT:** PAT grew by 55.3% YoY to INR 31 Crores. PAT margin expanded by 222 bps YoY to 10.3% during the quarter.

Operational Excellence: Q1 FY27









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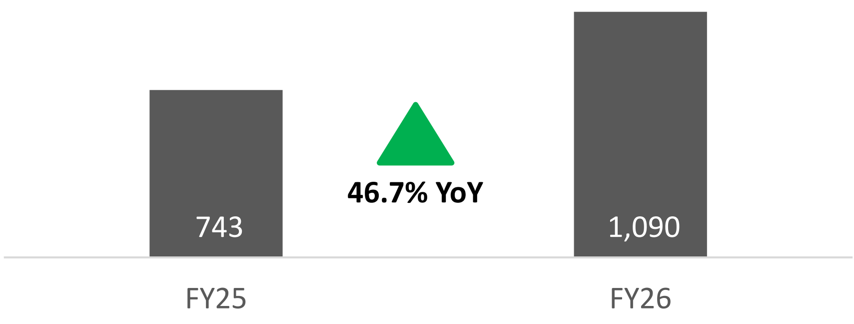
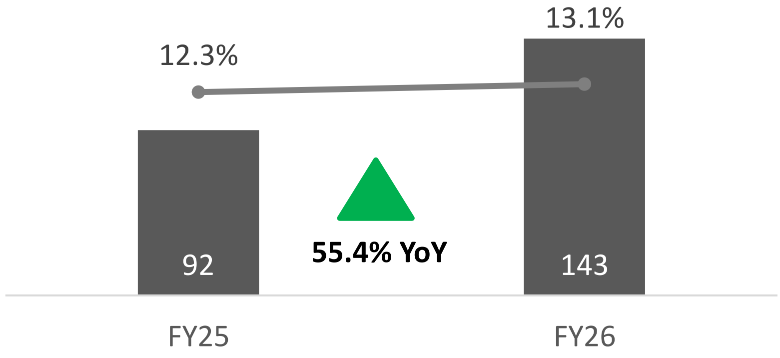
Operational Excellence: FY26

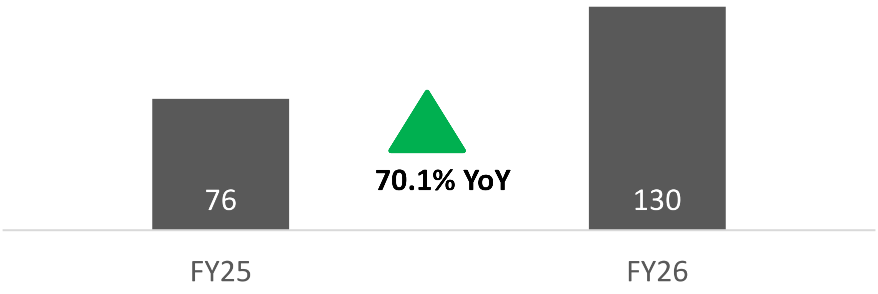
OPERATING REVENUE (in INR Crores)



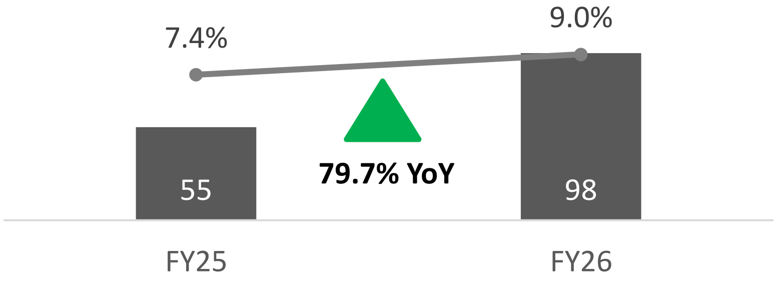
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)



PAT (in INR Crores) and PAT margin (%)



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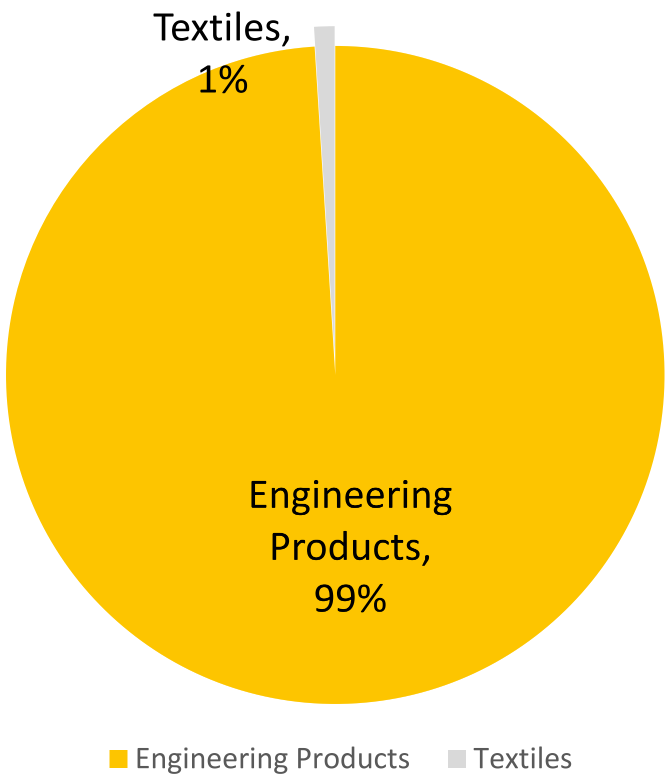
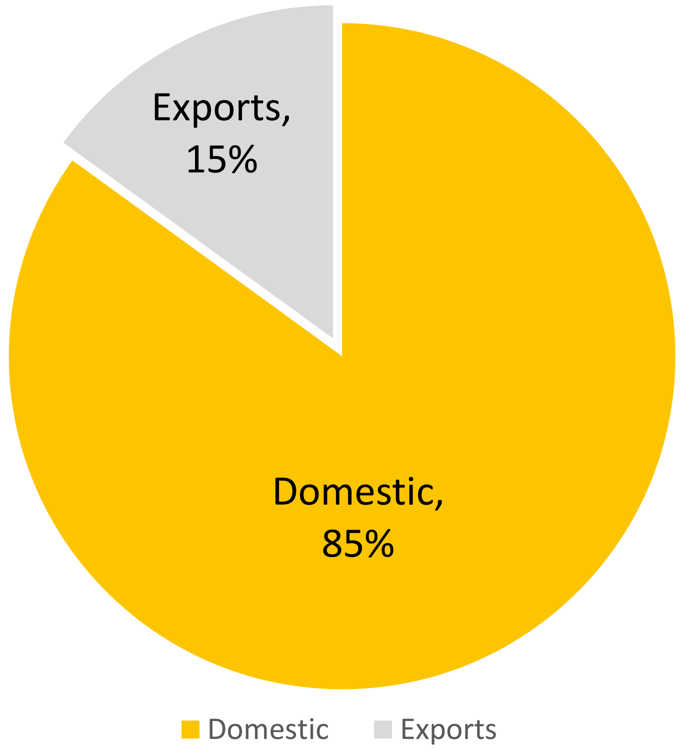
Revenue Break-up: Q1 FY27

Segment Wise Revenue Mix (%)



Geographical Mix



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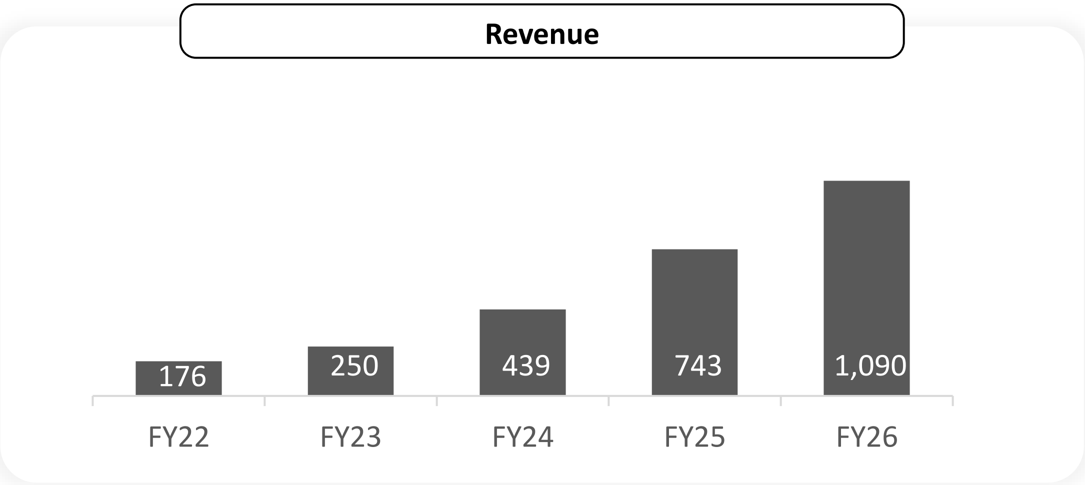
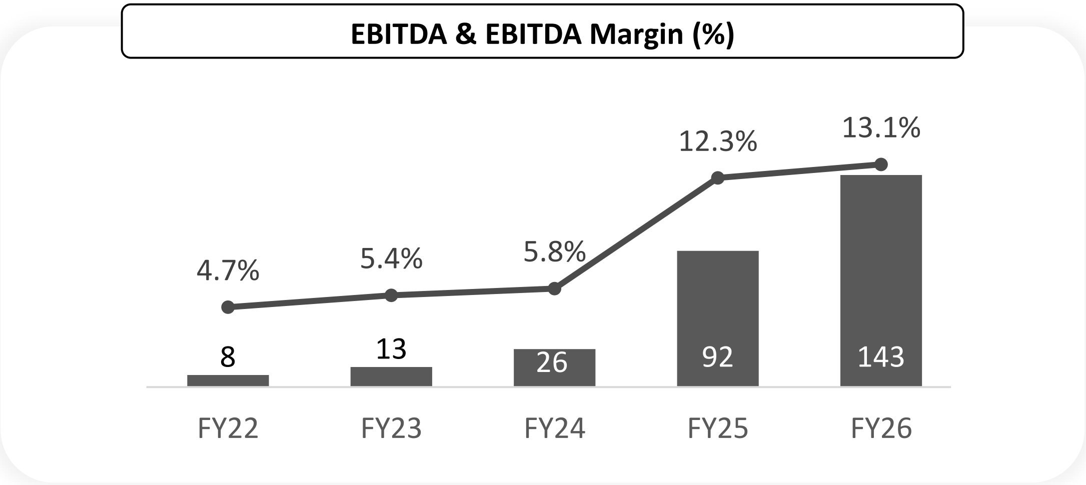
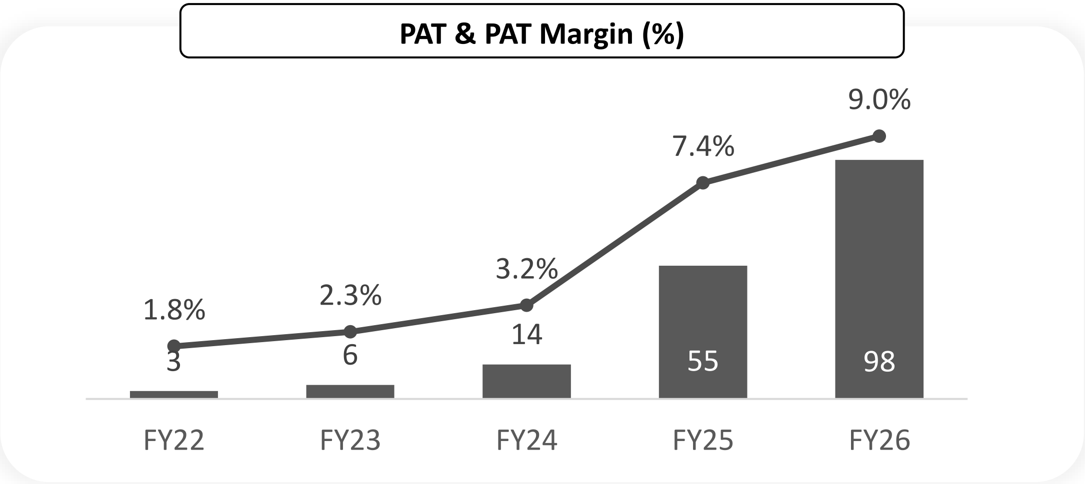
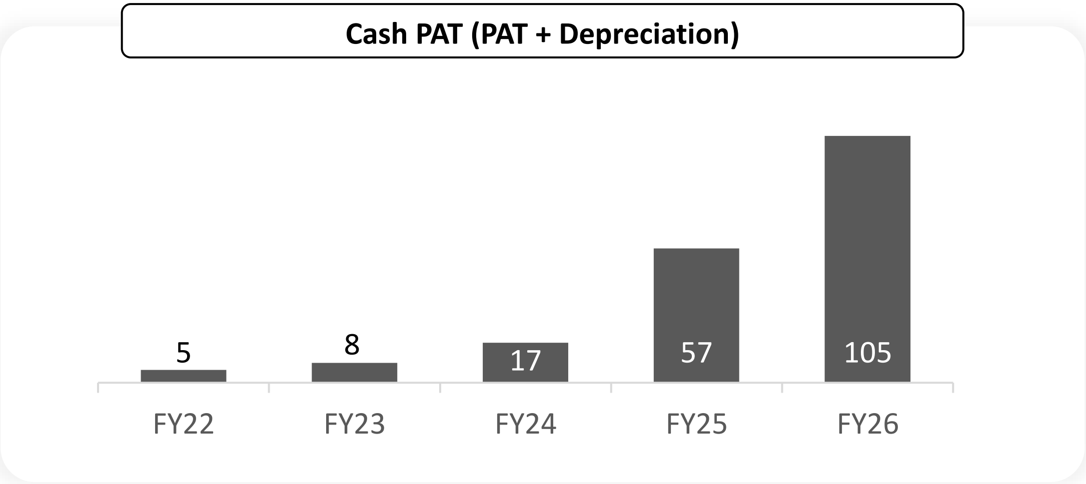
Historical Key Performance Metrics





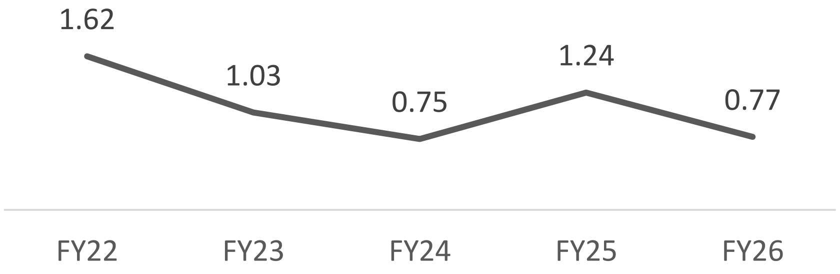




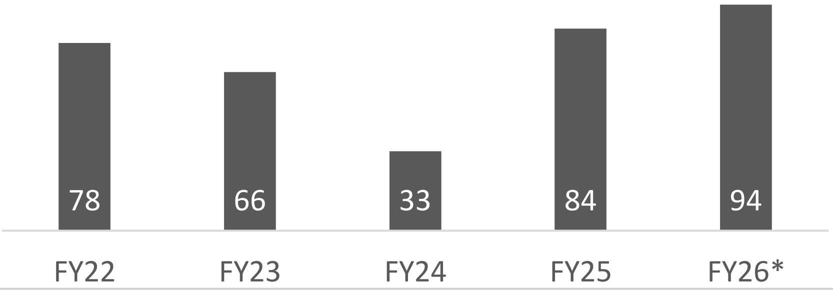
(in INR Crores)

Historical Key Performance Metrics

Debt to Equity (%)

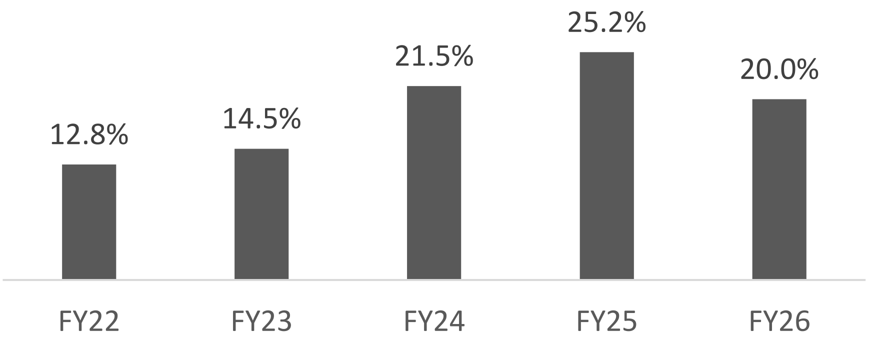


Working Capital (in Days)

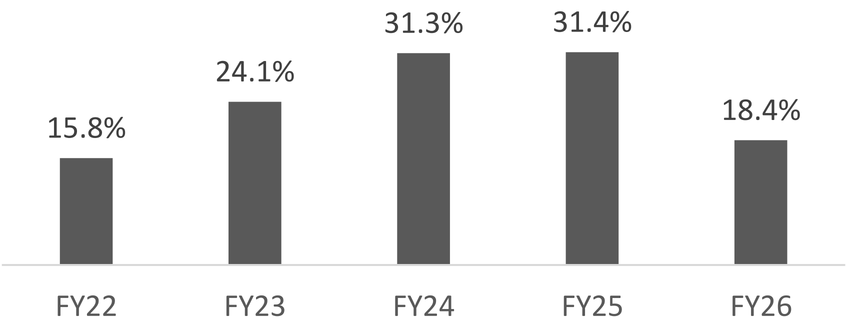


*Working capital days are elevated due to extended credit periods in EPC projects and longer conversion timelines in engineering projects.

ROE % (Return on Equity)



ROCE % (Return on Capital Employed)



Consolidated Income Statement

Particulars (in INR crores)	FY 22	FY 23	FY 24	FY25	FY26
Revenue	**175.9**	**249.8**	**438.5**	**743.2**	**1,090.2**
Cost of Goods Sold	137.7	206.5	378.2	614.6	912.8
Gross Profit	**38.2**	**43.3**	60.3	128.6	177.3
Gross Profit Margin	21.7%	17.3%	*13.8%*	17.3%	16.3%
Employee Expenses	4.9	5.7	8.0	7.6	11.8
Other Expenses	25.1	24.2	26.8	29.3	23.0
EBITDA	**8.2**	**13.4**	**25.5**	**91.7**	**142.5**
EBITDA Margin	***4.7%***	***5.4%***	***5.8%***	***12.3%***	***13.1%***
Depreciation	2.3	2.6	2.7	2.3	6.6
EBIT	**5.9**	**10.8**	**22.7**	**89.3**	**135.9**
Finance Costs	3.6	3.4	5.2	16.8	25.0
EBIT and Other Income	2.3	7.4	17.6	72.5	110.9
Other Income	2.0	0.4	1.3	3.6	18.6
EBT after Other Income	**4.3**	**7.9**	**18.9**	**76.2**	**129.5**
Tax	(1.1)	(2.1)	(4.7)	(21.5)	(31.3)
PAT	**3.2**	**5.8**	**14.2**	**54.7**	**98.2**
PAT Margin	***1.8%***	***2.3%***	***3.2%***	***7.4%***	***9.0%***
Diluted EPS (in INR)	**3.14**	**5.22**	***10.46***	***31.13***	***51.23***

No. of Shares	1,00,46,000	1,11,03,746	1,11,03,746	1,54,67,146	1,85,45,198
Face Value	10	10	10	10	10
Share Capital (in INR crores)	10.05	11.11	11.11	15.47	18.55

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 31th March 2026
ASSETS					
Non - Current Assets	26	33	41	143	218
Current Assets	66	77	122	435	1,088
Total Assets	**92**	**110**	**163**	**579**	**1,306**
EQUITY & LIABILITIES					
Equity	25	40	66	217	492
Non – Current Liabilities	25	7	10	68	246
Current Liabilities	42	63	87	294	568
Total Equity & Liabilities	**92**	**110**	**163**	**579**	**1,306**
Debt*	41	41	50	270	377

*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.

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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 | Aerospace (from Q2FY27)
(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 1,600+ Crores
Order Book

30+ Countries
Strong Exports

1,00,000 MTPA
Commissioned Capacity

Ready to Yield the Benefits of Diversification

Key Business Verticals	Engineering Solutions	Textiles	Defence & Aerospace	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 Classic Engineering Ltd	Power Purchase Agreement with Maharashtra State Electricity Distribution Co. Ltd (MSEDCL)
EBIT Margin FY26 (%)	21.9%	1.8%	NA	NA
Revenue Growth FY26 (%)	93.8%	7.0%	NA	NA
Expected Revenue Contribution FY27 (%)	75%	10%	10%	5%

Key Financials

CAGR Growth (%) (FY21-FY26)

Revenue	58.9%
EBITDA	80.0%
PAT	111.0%

Return Ratios (FY26)

ROCE	18.4%
ROE	20.0%

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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

2026 Received Defence Manufacturing License for Small Arms Facility in Amravati, Maharashtra

&

Strategic JV for Indigenous UAV manufacturing with JR – UAV Europe & JR – PROPO Japan

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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.

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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

Ankit Bhaskar
Independent Director

- A legal professional with a strong academic background in law, commerce, and corporate governance. He has diverse experience spanning academics, litigation, and advisory work.
- Since 2019, he has been practicing as an Advocate at the Rajasthan High Court, Jodhpur, handling civil and criminal litigation, along with project-based non-litigation and advisory services for private firms, institutions, and business enterprises.

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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, Defence (Tembo Classic Engineering 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 1,600+ Crores as on 30th June 2026

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

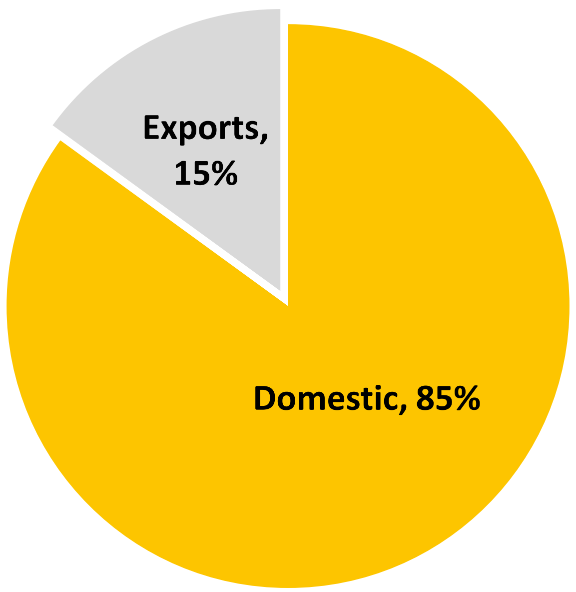
- Engage into margin accretive and long-term revenue stability projects
- Offers comprehensive & integrated solutions
- Enhances competitive advantage & attracts broader customer base

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

Engineering Solutions: Driving Revenue Visibility

Revenue Mix: Q1FY27



Order Book:
INR 1,500+ Crores

Order Book for Engineering & EPC segments

Order Bidding Pipeline (including L1):
INR 2,400+ Crores (including EPC Projects)

Order Bidding Pipeline giving us strong multi-year revenue visibility

FY27 Revenue Guidance: INR 1,200 Crores

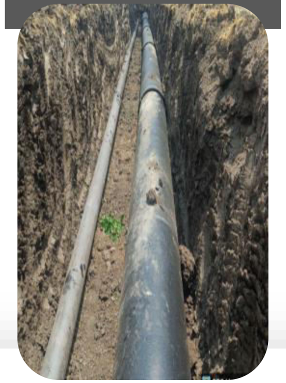
Engineering Solutions: Key Ongoing & Completed Projects

Marine Jetty


Construction of Fuel Jetty

New Water Injection

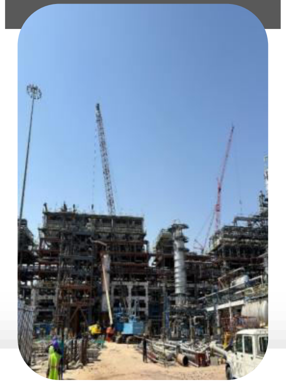

Support Infrastructure for Key Refinery Project

Pipe Supply


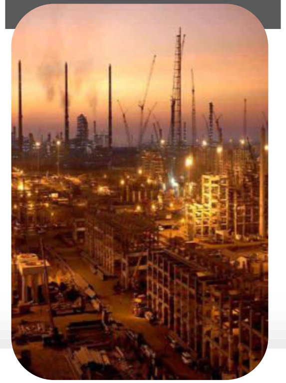
Laying Pipe Supply

Bottling Terminal


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

Refinery


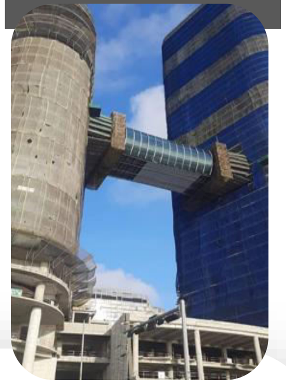
Applying VGO and CDU-VDU units

Refinery Expansion


MEP & Fire Fighting Support System Fabrication & Installation

Fuel Farm


Construction of Fuel Farm

Hotel Construction


MEP & HVAC EPC

Water & Marine Infra Projects (Marine Jetty, New Water Injection)

Land Infra Projects (Pipe Supply, Bottling Terminal, Refinery, Refinery Expansion, Fuel Farm, Hotel Construction)

Scope of work

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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

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

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 70+ Crores as on 30th June 2026

Textiles revenue in Q1FY27 stood at INR 2 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.

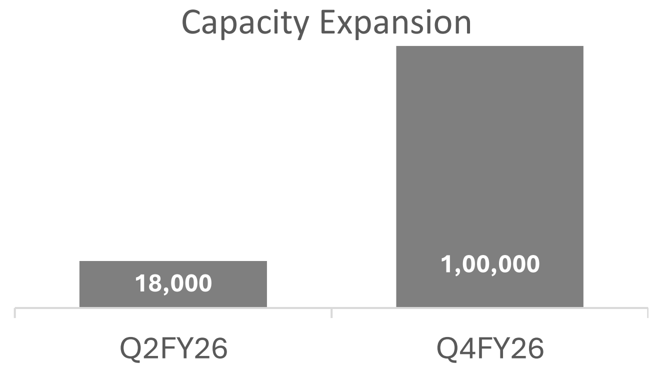
The Way Forward

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
- Land Finalized & First Disbursement of Loan is done by Financials institutions
- Revenue Potential of ~ INR 80 Crores in FY27
- For our Solar Special Purpose Vehicles (SPVs), 4 project sites already operational in August 2026 and the remaining 26 sites expected to be commissioned in Q2FY27

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

TEMBO Powering Ahead

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

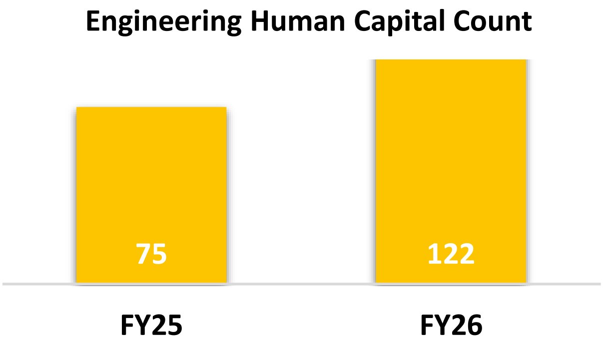
Enhancing Capabilities

- 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 Classic Engineering 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.
- Ammunition Manufacturing Licence Secured: Received Ministry of Home Affairs approval for ammunition manufacturing through TCEPL, strengthening Tembo's defence footprint and advancing its integrated defence manufacturing strategy.
- Amravati Defence Facility Under Development: Land acquired in Amravati, Maharashtra; construction to begin by August 2026-end, with commercial production targeted from Q1 FY28 to capitalize on *Atmanirbhar Bharat* and *Make in India* opportunities

Skilled Engineering Human Capital



TEMBO Powering Ahead

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

Global UAV Technology Alliance

Strategic UAV joint venture combines complementary capabilities across electronics, platform engineering, airframes, propulsion and manufacturing

PARTNER ECOSYSTEM

TEMBO CLASSIC ENGINEERING Indian Manufacturing Engine	Advanced manufacturing infrastructure, quality systems and localisation capability for mission – critical UAV production
JR PROPO | JAPAN Flight Electronics & Control	Radio – control technology, Xbus architecture, flight electronics, servo actuators, transmitters, receivers and telemetry solutions
JR UAV EUROPE UAV Platform Engineering	Platform design, autonomous systems, mission integration and flight validation for defence, ISR, logistics and loitering applications

TECH TRANSFER
Global Know – How

LOCALISATION
Indian Capability

SECURE SUPPLY
IP + Resilience

GLOBAL MARKETS
Export Orientation

Tembo Global UAV JV targets revenue of ~ INR 100 Crores in its first year of operations

Defence: Business Dynamics and Industry Tailwinds

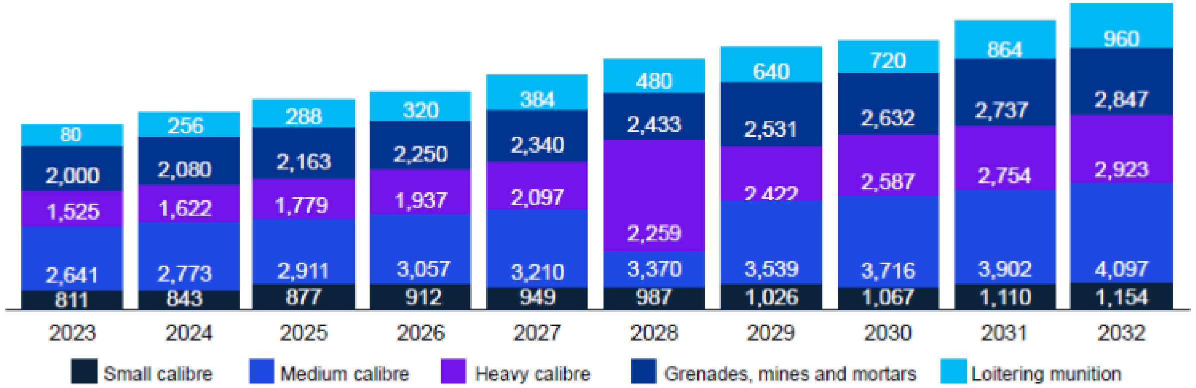
Technology Tie-up: Salient Features

- 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
- The Foray into the Defence sector will be a game changer for the company

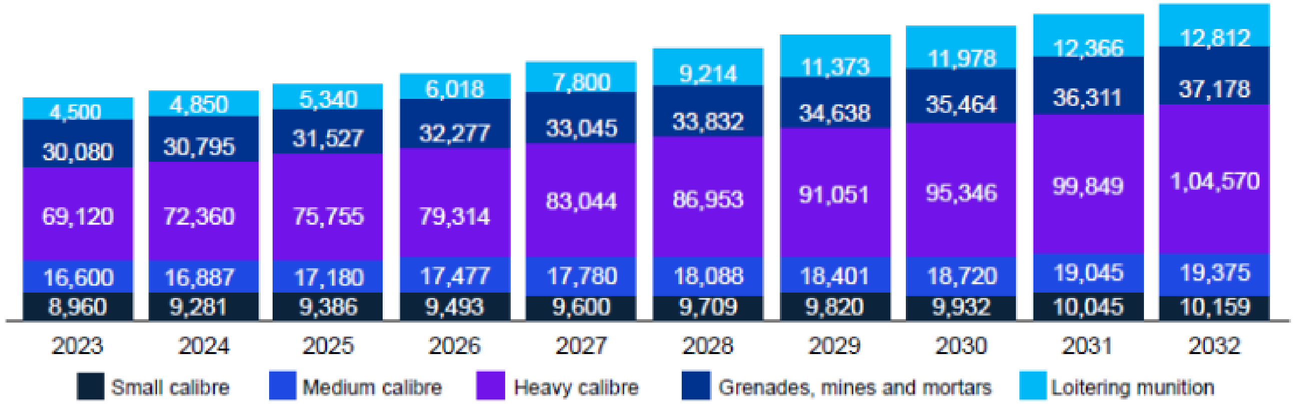
MoU Signed at Davos

- 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



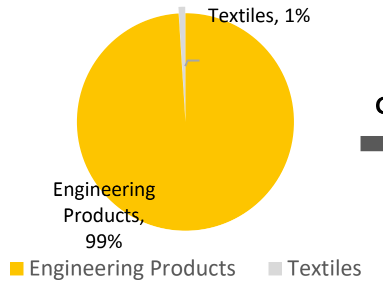
Source: Industry Reports

TEMBO Powering Ahead

Manufacturing Shift for Creating Value

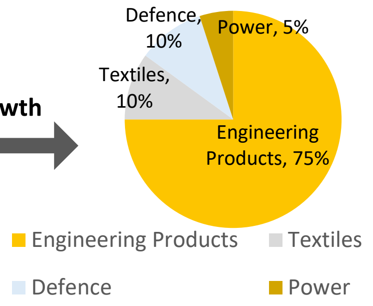
Shift towards Margin Accretive Business

Segment Wise Revenue Mix (%) – Q1FY27



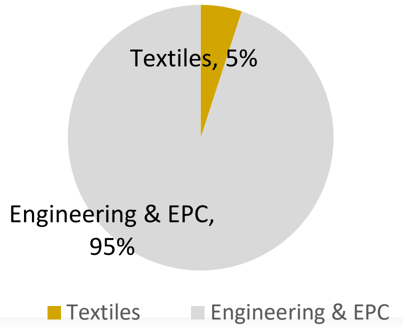
Geared for Growth

Segment Wise Revenue Mix (%) – FY27



Order Book & Order Bidding Pipeline (incl. L1)

Order Book as on 30 June 2026(%) – INR 1,600+ Crores



FY26 Orders Bidding Pipeline (incl. L1) (%) – INR 2,400+ 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

FY27 Revenue Target: INR 1,600 Crore | Vision INR 5,000+ Crore by FY31

TEMBO
Powering Ahead

Safe Harbour

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Thank You

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