Date: November 21, 2026

To, The General Manager, **Listing Department** **BSE Limited** P.J. Towers, Dalal Street, Fort, Mumbai – 400001 **Scrip Code: 544987**	To, The Manager **Listing Department** **National Stock Exchange of India Limited** Exchange Plaza, Bandra-Kurla Complex, Bandra (East), Mumbai – 400051 **Symbol: TEMBO**

Subject: Investor Presentation on the Financial Results (Standalone & Consolidated) for the quarter and half year ended September 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 and half year ended September 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: 2026.11.21 10:32:08 +05'30'

Sanjay Patel
Managing Director
DIN-01958033

TEMBO
Powering Ahead

Tembo Global Industries Ltd

Q2 & H1FY27 - Investor Presentation | November 2026

Geared for Value Creation

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



Table of Content

Business & Financial Highlights	3
Company Overview	14
Business Proposition	20
Business Segments	22
The Way Forward	36

TEMBO Powering Ahead

Business & Financial Highlights



Q2 & H1FY27: Robust Financial Performance



Sanjay J Patel
Managing Director

"During H1FY27, we delivered healthy growth across key profitability parameters. Revenue increased by 8.2% YoY to INR 534 crore, while EBITDA grew by 40.4% YoY to INR 86 crore and PAT increased by 36.2% YoY to INR 57 crore. EBITDA margin expanded by 370 bps YoY to 16.1%, reflecting improved operating efficiencies, disciplined execution and our continued focus on profitable growth.

Engineering & EPC Remain Core Growth Drivers**:** *Our Engineering & EPC business continues to remain at the core of our operations, supported by opportunities across oil & gas, marine, water infrastructure and other industrial sectors. With an order book of over INR 1600 Crores and a strong bidding pipeline of INR 2550 Crores, we have healthy revenue visibility and are well placed to capitalize on growth opportunities across India and international markets. We remain focused on strengthening our EPC capabilities, enhancing execution capacity and pursuing larger, high-value infrastructure opportunities to improve long-term revenue visibility.*

Renewable Energy to Add Stable Revenue Stream**:** *Alongside our core operations, our solar portfolio continues to progress as part of our broader strategy to diversify the business and develop additional recurring revenue streams over the long term.* ***A total of 10 solar sites have been handed over, with billing started for 4 sites.*** *The Company expects to complete the handover of all remaining sites by the end of the current quarter, further strengthening its renewable energy portfolio and supporting future revenue growth.*

Strengthening Our Defence Manufacturing Platform**:** *We have made meaningful progress in building our defence manufacturing platform. Through Tembo Classic Engineering Private Limited, we have secured manufacturing licences for both ammunition and small arms. The Bhoomi Poojan for our proposed defence manufacturing facility at Amravati, Maharashtra, marked an important milestone as we progress towards developing the infrastructure and manufacturing capabilities required to establish a meaningful presence in India's defence ecosystem.*

Strategic Partnership to Scale Ammunition Manufacturing**:** *We have further strengthened our defence strategy through our collaboration with Lachaussee SA, Belgium, for establishing an advanced ammunition production line in India. The proposed project, valued at approximately €50 million, envisages an annual production capacity of approximately 100 million rounds, with deliveries scheduled for 2028 and 2029. This partnership represents an important step towards developing a scalable domestic ammunition manufacturing platform.*

Expanding into UAV & Drone Technologies**:** *Our expansion also extends into UAV and drone technologies. Through JR UAV Limited and its international partnerships, we are developing capabilities in specialised UAV component manufacturing and exploring opportunities across defence and unmanned systems. Together with our small-arms and ammunition initiatives, these developments are aimed at establishing a broader defence and aerospace platform aligned with India's Make in India and Atmanirbhar Bharat objectives.*

Further, our listing on the BSE Main Board marks another important milestone in Tembo's growth journey and enhances our visibility within the capital markets.

Outlook: Focused on Execution and Sustainable Growth**:** *As we progress through the remainder of FY27, our priorities remain centred on disciplined execution, strengthening our Engineering & EPC franchise, progressing our renewable energy initiatives and systematically scaling our defence and aerospace capabilities. With an increasingly diversified business platform and multiple growth initiatives underway, we remain confident in Tembo's long-term growth prospects and remain focused on creating sustainable value for all our stakeholders."*

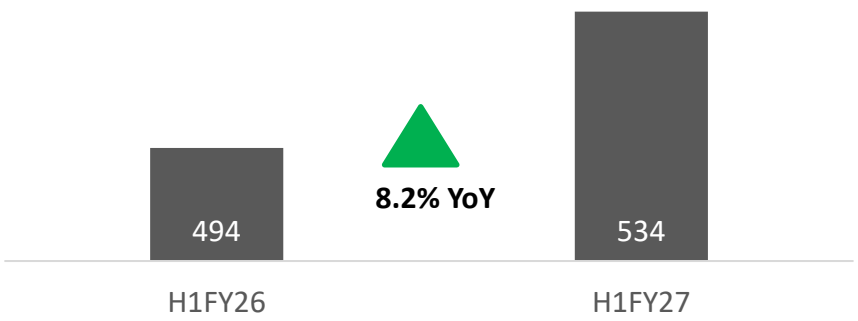
Consolidated Income Statement – Q2 & H1FY27

Particulars (in INR Crores)	Q2 FY27	Q2 FY26	YoY	Q1 FY27	QoQ	H1 FY27	H1 FY26	YoY	FY26
Revenue	**231.6**	**245.4**	(5.6%)	**302.4**	(23.4%)	**533.9**	**493.5**	8.2%	**1090.2**
Cost of Goods Sold	178.0	197.2	(9.7%)	239.6	(25.7%)	417.6	393.3	6.2%	912.8
Gross Profit	53.6	48.2	11.1%	62.8	(14.7%)	116.4	100.2	16.1%	177.3
Gross Profit Margin	23.1%	19.7%	348 bps	20.8%	237 bps	21.8%	20.3%	149 bps	16.3%
Employee Expenses	3.8	4.0	(5.4%)	3.4	11.9%	7.2	6.2	17.8%	11.8
Other Expenses	12.9	11.0	16.9%	10.1	27.3%	23.0	32.7	-29.6%	23.0
EBITDA	**36.9**	**33.2**	11.2%	**49.2**	(25.1%)	**86.1**	**61.3**	40.4%	**142.5**
EBITDA Margin	***15.9%***	***13.5%***	240 bps	***16.3%***	(37 bps)	***16.1%***	***12.4%***	370 bps	***13.1%***
Depreciation	2.9	0.9	221.7%	3.0	(1.5%)	5.9	1.7	236.9%	6.6
EBIT	**34.0**	**32.3**	5.3%	**46.3**	(26.6%)	**80.2**	**59.6**	34.7%	**135.9**
Finance Costs	8.2	6.9	18.3%	5.9	38.4%	14.1	11.6	20.8%	25.0
EBIT and Other Income	25.8	25.4	1.7%	40.4	(36.2%)	66.2	47.9	38.0%	110.9
Other Income	11.2	4.5	150.9%	3.3	240.2%	14.6	7.7	89.0%	18.6
EBT after Other Income	**37.0**	**29.8**	24.1%	**43.7**	(15.3%)	**80.8**	**55.7**	45.1%	**129.5**
Tax	11.1	7.9	40.3%	12.5	(11.3%)	23.6	13.7	72.6%	31.3
PAT	**26.0**	**21.9**	18.3%	**31.2**	(16.8%)	**57.2**	**42.0**	36.2%	**98.2**
PAT Margin	***11.2%***	***8.9%***	227 bps	***10.3%***	89 bps	***10.7%***	***8.5%***	220 bps	***9.0%***
Diluted EPS (in INR)	***1.25***	***1.23***	1.6%	***1.45***	(13.8%)	***2.77***	***2.58***	7.4%	***5.12***

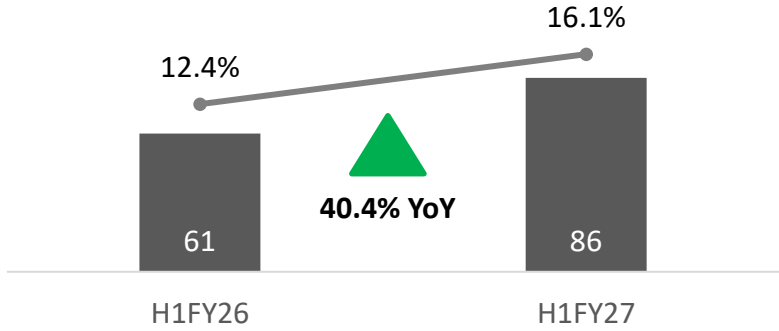
- **Revenue:** The Revenues during H1 FY27 grew by 8.2% YoY to INR 534 Crores owing to the growth in Engineering division.
- **EBITDA:** EBIDTA increased by 40.4% YoY to INR 86 Crores due to the Company's prudent focus on margin accretive Engineering Business. EBITDA margin expanded by 370 bps YoY to 16.1 % in H1 FY27 led by operational efficiencies and better margins in engineering & EPC segment.
- **PAT:** PAT grew by 36.2% YoY to INR 57 Crores. PAT margin expanded by 220 bps YoY to 10.7% during the half year.

Operational Excellence: H1 FY27

OPERATING REVENUE (in INR Crores)



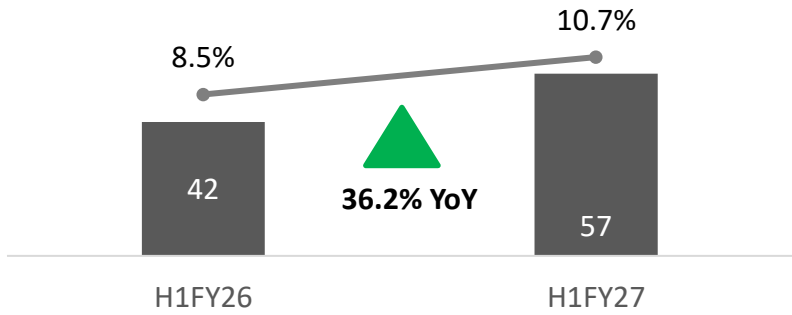
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)

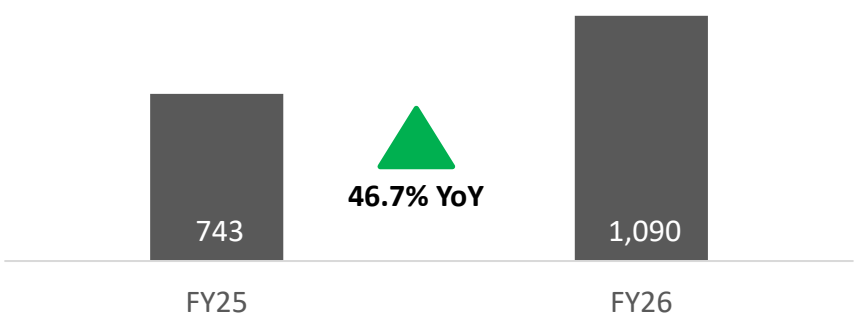


PAT (in INR Crores) and PAT margin (%)

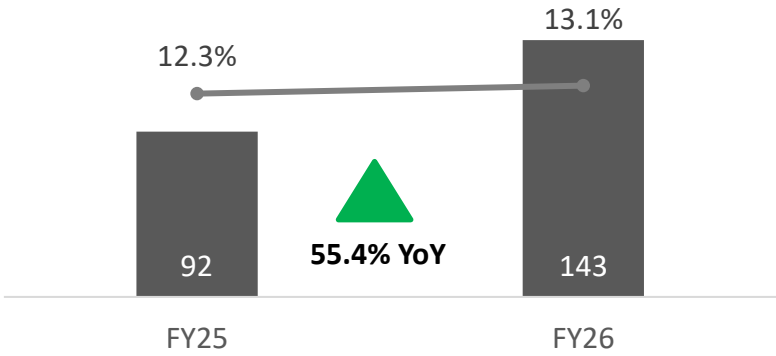


Operational Excellence: FY26

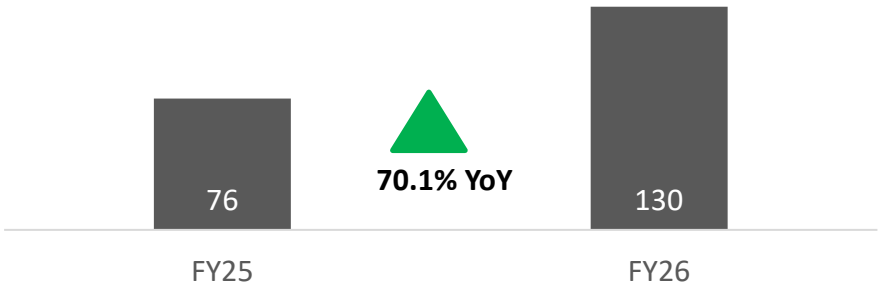
OPERATING REVENUE (in INR Crores)



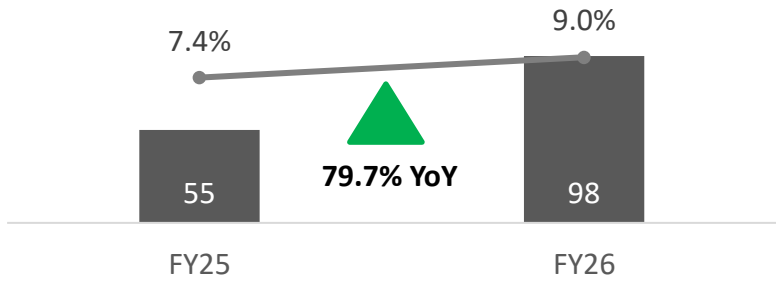
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)

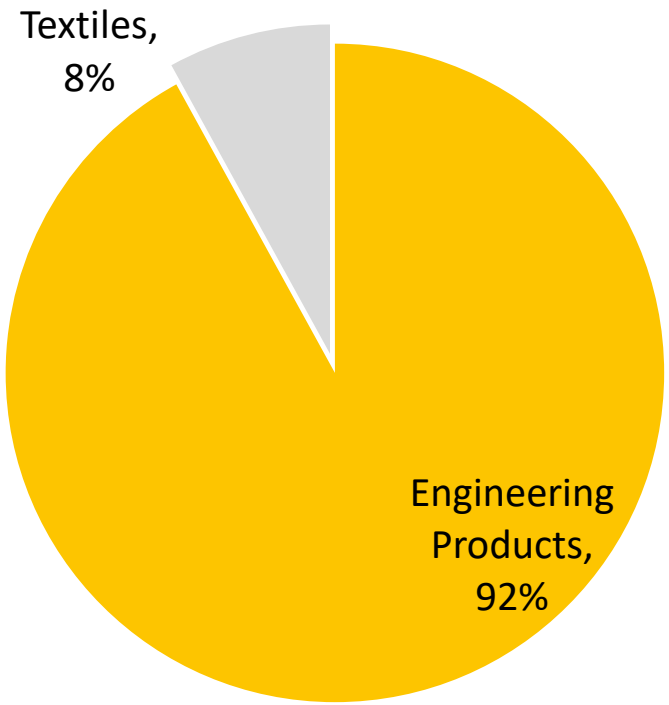


PAT (in INR Crores) and PAT margin (%)

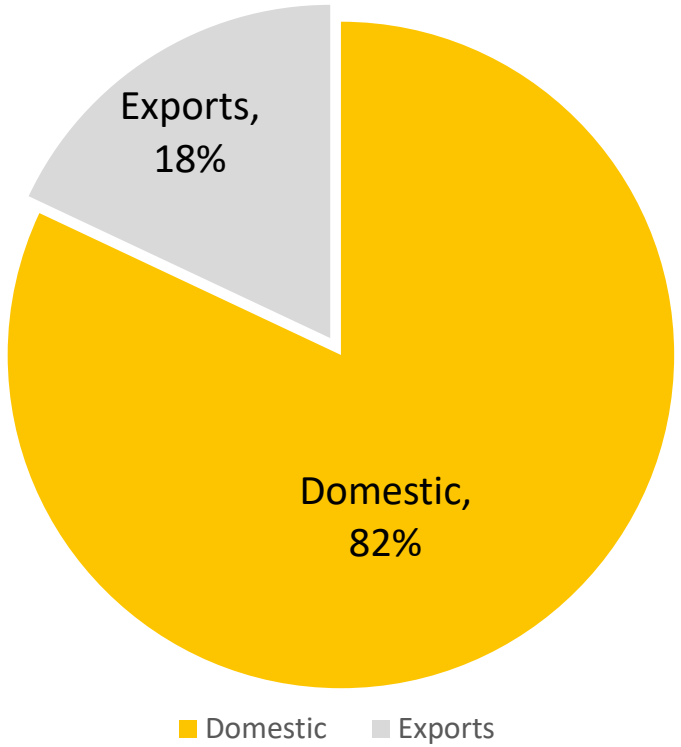


Revenue Break-up: Q2 FY27

Segment Wise Revenue Mix (%)

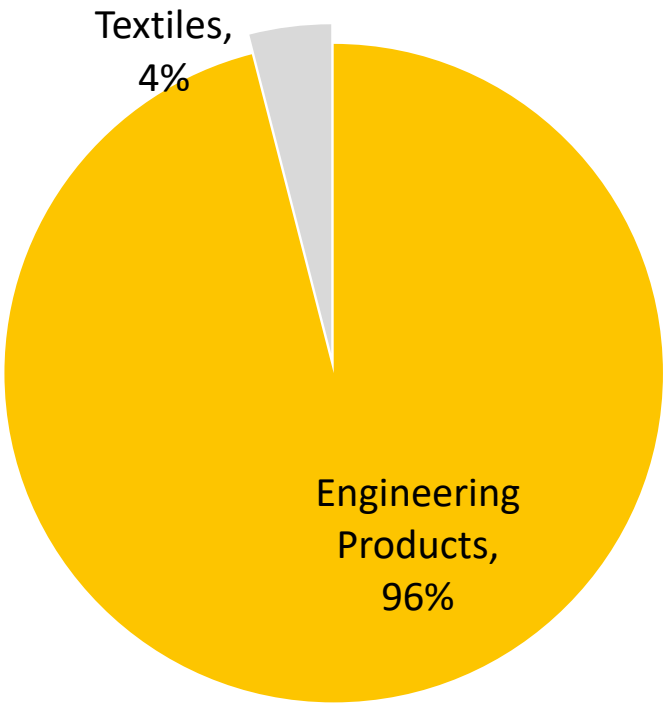


Geographical Mix

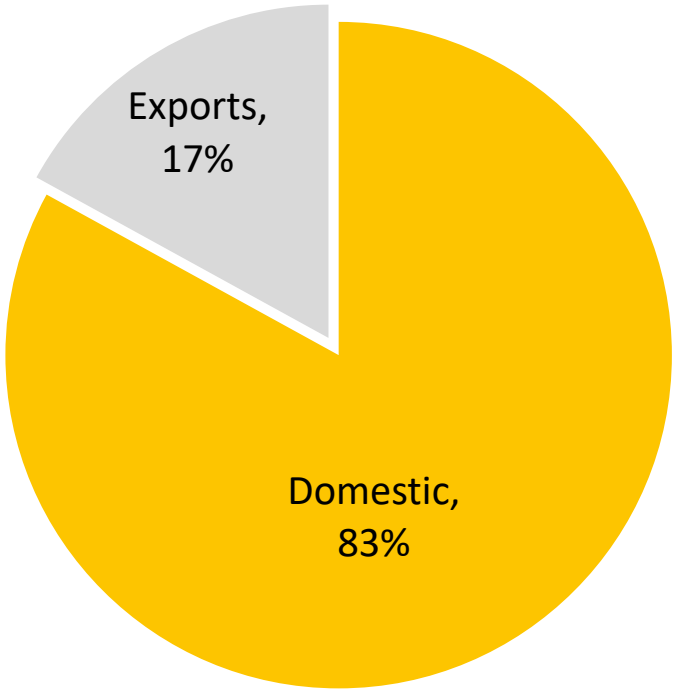


Revenue Break-up: H1 FY27

Segment Wise Revenue Mix (%)

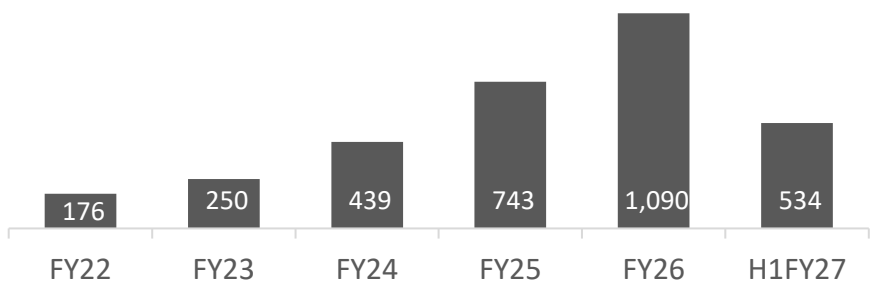


Geographical Mix

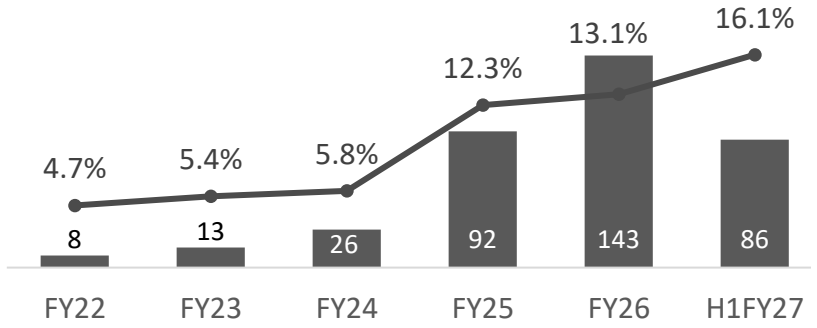


Historical Key Performance Metrics

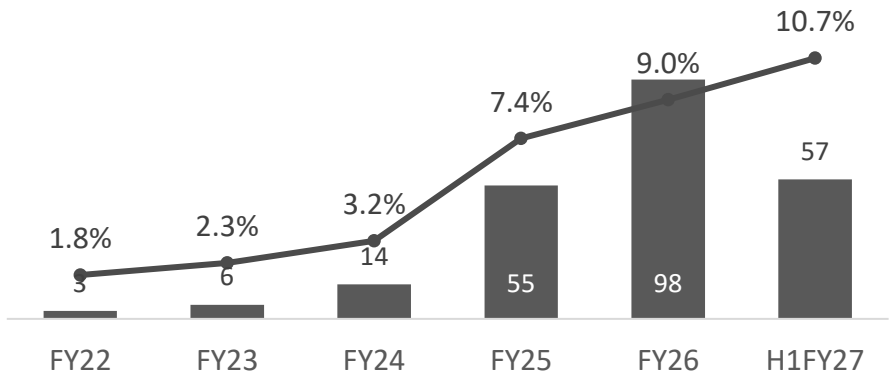
Revenue



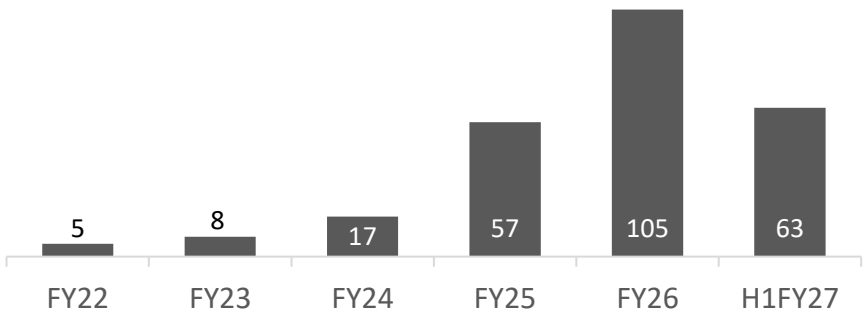
EBITDA & EBITDA Margin (%)



PAT & PAT Margin (%)



Cash PAT (PAT + Depreciation)

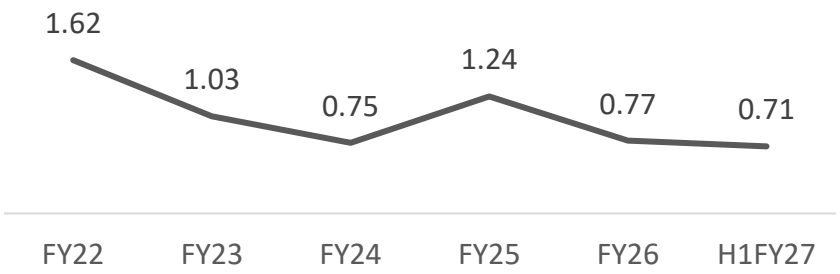


(in INR Crores)

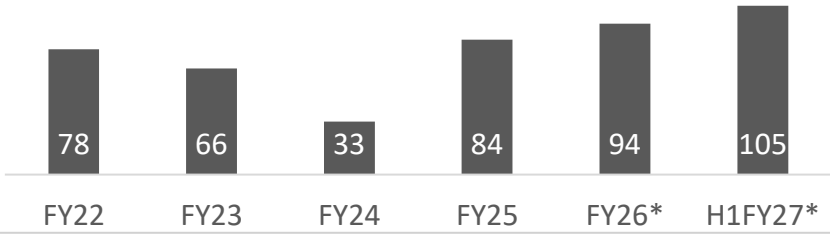
TEMBO Powering Ahead

Historical Key Performance Metrics

Debt to Equity (%)

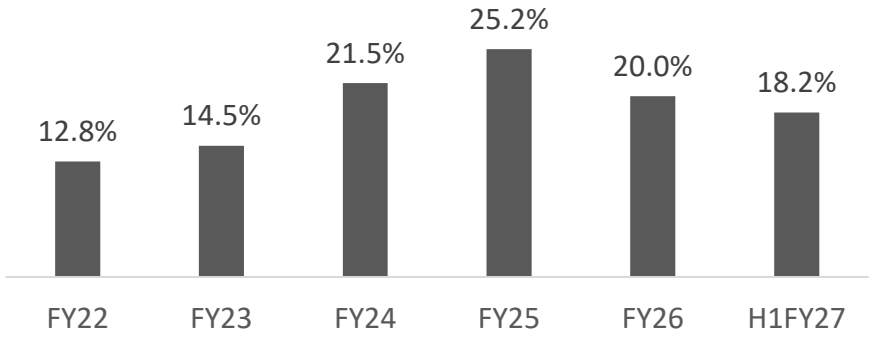


Working Capital (in Days)

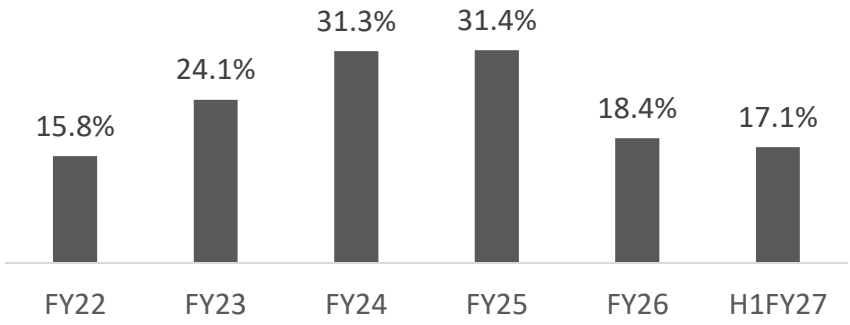


*Working capital days are elevated due to extended credit periods in EPC projects and longer conversion timelines in engineering projects.

ROE % (Return on Equity)



ROCE % (Return on Capital Employed)



Consolidated Income Statement

Particulars (in INR crores)	FY 22	FY 23	FY 24	FY25	FY26	H1 FY27
Revenue	**175.9**	**249.8**	**438.5**	**743.2**	**1090.2**	**533.9**
Cost of Goods Sold	137.7	206.5	378.2	614.6	912.8	417.6
Gross Profit	**38.2**	**43.3**	60.3	128.6	177.3	116.4
Gross Profit Margin	21.7%	17.3%	*13.8%*	17.3%	16.3%	21.8%
Employee Expenses	4.9	5.7	8.0	7.6	11.8	7.2
Other Expenses	25.1	24.2	26.8	29.3	23.0	23.0
EBITDA	**8.2**	**13.4**	**25.5**	**91.7**	**142.5**	**86.1**
EBITDA Margin	***4.7%***	***5.4%***	***5.8%***	***12.3%***	***13.1%***	***16.1%***
Depreciation	2.3	2.6	2.7	2.3	6.6	5.9
EBIT	**5.9**	**10.8**	**22.7**	**89.3**	**135.9**	**80.2**
Finance Costs	3.6	3.4	5.2	16.8	25.0	14.1
EBIT and Other Income	2.3	7.4	17.6	72.5	110.9	66.2
Other Income	2.0	0.4	1.3	3.6	18.6	14.6
EBT after Other Income	**4.3**	**7.9**	**18.9**	**76.2**	**129.5**	**80.8**
Tax	(1.1)	(2.1)	(4.7)	(21.5)	31.3	23.6
PAT	**3.2**	**5.8**	**14.2**	**54.7**	**98.2**	**57.2**
PAT Margin	***1.8%***	***2.3%***	***3.2%***	***7.4%***	***9.0%***	***10.7%***
Diluted EPS (in INR)	**3.14**	**5.22**	***10.46***	***31.13***	***5.12***	***2.77***

No. of Shares	1,00,46,000	1,11,03,746	1,11,03,746	1,54,67,146	1,85,45,198	19,35,51,980
Face Value (in INR)	10	10	10	10	10	1
Share Capital (in INR crores)	10.05	11.11	11.11	15.47	18.55	19.35

TEMBO Powering Ahead

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	As on 30th Sep 2026
ASSETS						
Non - Current Assets	26	33	41	143	498	679
Current Assets	66	77	122	435	809	925
Total Assets	**92**	**110**	**163**	**579**	**1,306**	**1,604**
EQUITY & LIABILITIES						
Equity	25	40	66	217	492	629
Non – Current Liabilities	25	7	10	68	246	311
Current Liabilities	42	63	87	294	568	664
Total Equity & Liabilities	**92**	**110**	**163**	**579**	**1,306**	**1,604**
Debt*	41	41	50	270	377	444

*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.

Company Overview

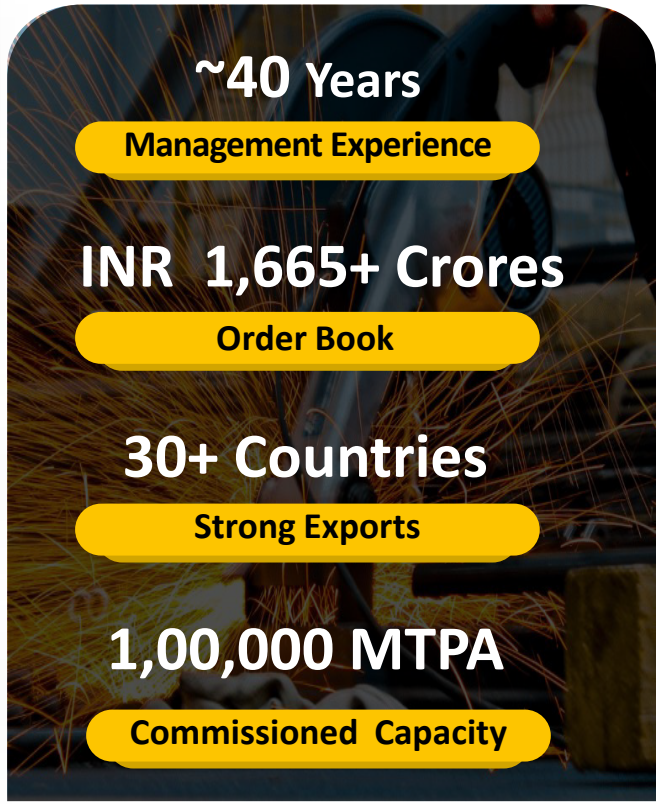


Tembo Global Industries Limited – At a Glance

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)
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.



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%

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

Signed agency agreement with TAM Capital

2023 Strategic partnerships 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

&

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

& Listing on BSE Main Board

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 Officer

- 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



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.

TEMBO
Powering Ahead

Business Proposition



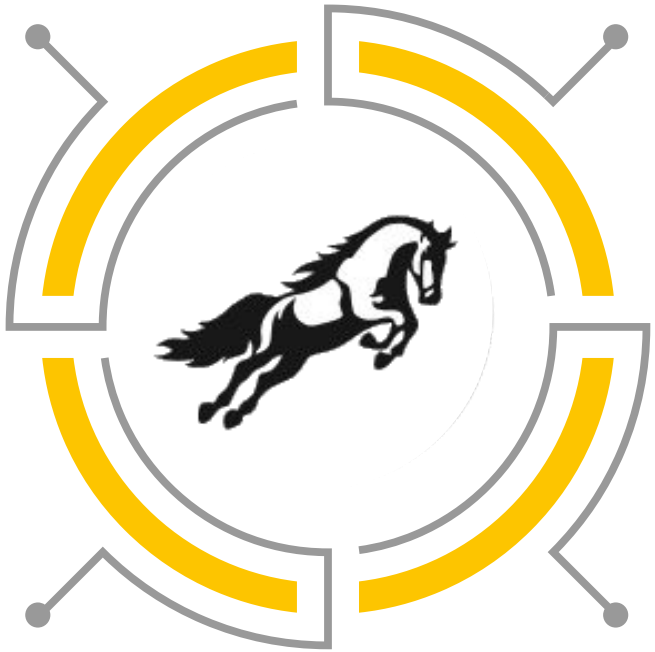
Creating Value through Engineering Know-how

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 1,665+ Crores as on 30th September 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

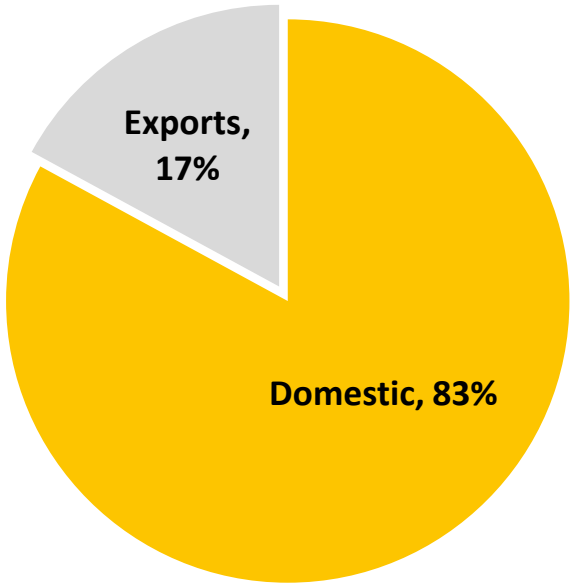
- Engage into margin accretive and long-term revenue stability projects
- Offers comprehensive & integrated solutions
- Enhances competitive advantage & attracts broader customer base

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: H1FY27



Order Book:
INR 1,600+ Crores

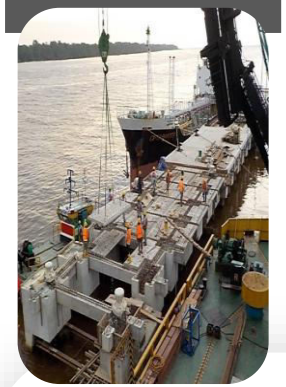
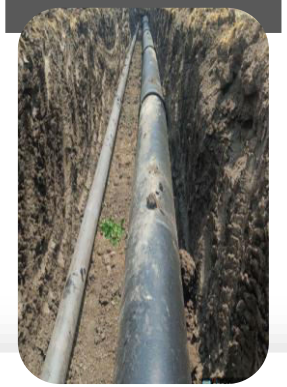
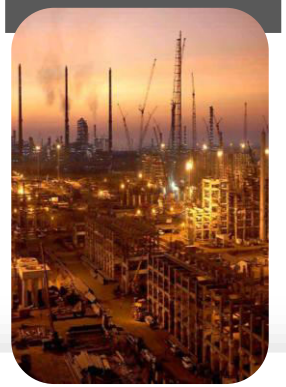
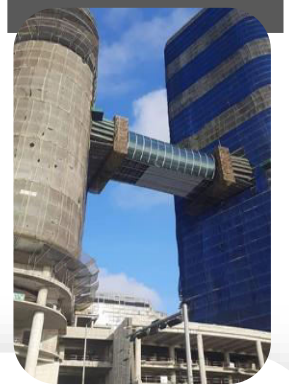
Order Book for Engineering & EPC segments

Order Bidding Pipeline (including L1):
INR 2,550+ 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	New Water Injection	Pipe Supply	Bottling Terminal	Refinery	Refinery Expansion	Fuel Farm	Hotel Construction
							
Construction of Fuel Jetty	Support Infrastructure for Key Refinery Project	Laying Pipe Supply	Civil & RCC Work, Reinforcement of Steel Work, etc.	Applying VGO and CDU-VDU units	MEP & Fire Fighting Support System Fabrication & Installation	Construction of Fuel Farm	MEP & HVAC EPC

Water & Marine Infra Projects

Land Infra Projects

Scope of work

TEMBO Powering Ahead

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

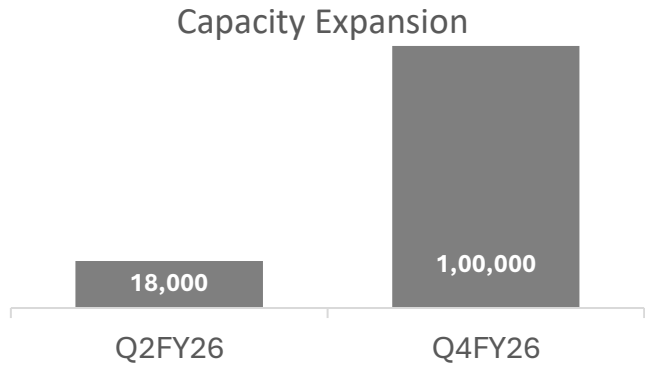


Expanding Manufacturing Capacity to 1,00,000 MTPA

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
- **JR UAV drone** production at the Vasai facility is expected to commence by December 2026-end.





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

Enhancing Capabilities & Entry into Defence

Enhancing Capabilities

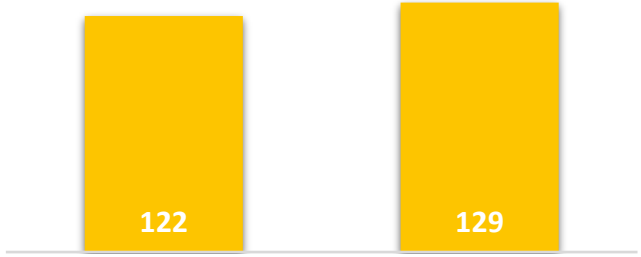
- Integrated Manufacturing Technology and Processes to yield Higher Efficiency
- Enhances Higher Production Output through Margin-Accretive Value-Added Products
- Centralised Operations with Streamlined Supply Chain Logistics to promote Operational Agility
- Lean Manufacturing Principles to reduce Wastage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

Defence Update

- Tembo Global Industries Limited (TGIL), through its ~75% subsidiary, Tembo Classic Engineering (Defence), continues to strengthen its presence in the defence sector.
- The Government of Maharashtra has allocated land for the defence factory, and issued the Arms license
- 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.
- Bhoomi Poojan completed for the Amravati facility, with production targeted to commence from March 2027.
- Strategic 51% JV with JR UAV expands Tembo's footprint in the defence and UAV segment, enhancing capabilities and unlocking new growth opportunities

Skilled Engineering Human Capital

Engineering Human Capital Count





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

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

Tembo Classic Engineering (Defence) has formed a JV with JR UAV, with a 51% equity stake, strengthening the Group's presence in the defence and UAV segment and opening new growth opportunities.



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

SPECIALIST TECHNOLOGY CONTRIBUTORS

AROLAB | ITALY
Composite Airframes
Carbon composites, fixed and rotary – wing structures, fuselages, radomes and payload bays

SAITO | JAPAN
Precision Propulsion
EFI engines, fuel – efficient propulsion systems and high – reliability power solutions

DESERT AIRCRAFT | USA
Heavy UAV Engines
Four – stroke engines, high power output and globally proven performance

JR UAV drone production at the Vasai facility is expected to commence by December 2026-end
Tembo Global UAV JV targets revenue of ~ INR 100 Crores in its first year of operations

TECH TRANSFER Global Know – How	LOCALISATION Indian Capability	SECURE SUPPLY IP + Resilience	GLOBAL MARKETS Export Orientation

Defence: Business Dynamics and Industry Tailwinds

Technology Tie-up: Salient Features

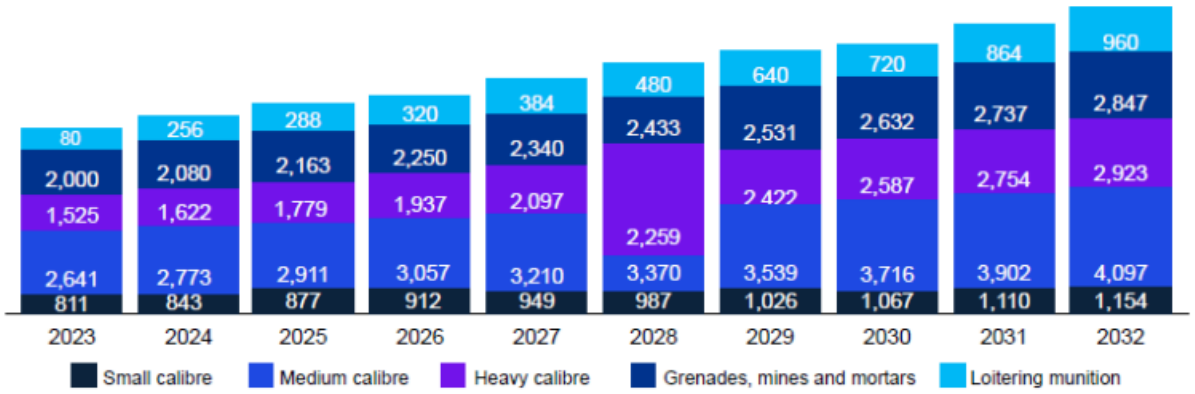
- Strategic Partnership with a Leading European Company
- Signed MoU for Assisting Establishment of a new state-of-the-art Arms and Ammunition Manufacturing Plant in India
- Includes Strategic Buy-back Arrangement wherein European Partner Committing to Purchase 100% of Production Output
- The Foray into the Defence sector will be a game changer for the company

MoU Signed at Davos

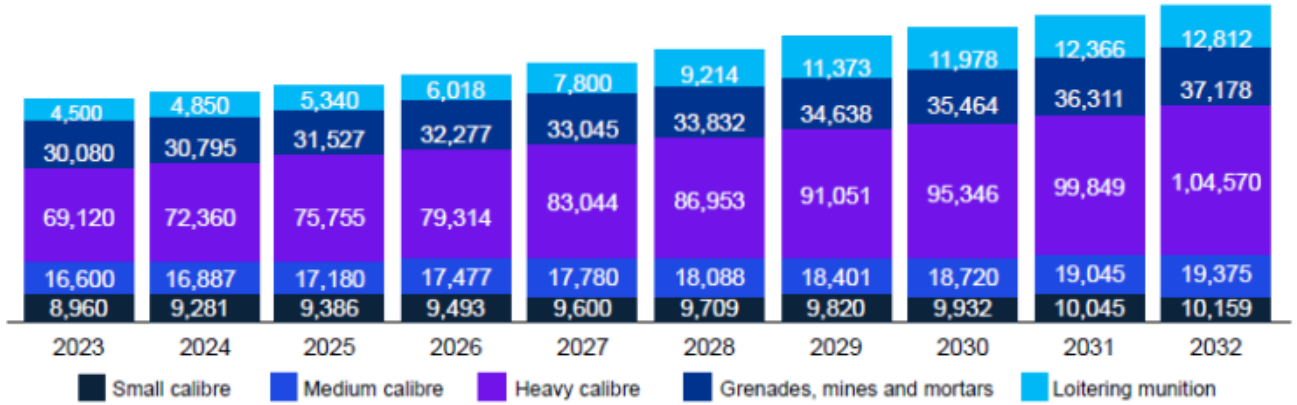


- Signed MoU with the Government of Maharashtra for setting-up a Defence Products Manufacturing Unit at Davos
- Capex Outlay: INR 1,000 Crores
- Promotes Make in India for Defence and Defence Products, thereby Maintaining National Security

Small Arms Ammunition: Domestic Opportunity



Small Arms Ammunition: Global Opportunity



Source: Industry Reports

TEMBO Powering Ahead

Textiles: Catering through Strong Sourcing Capabilities

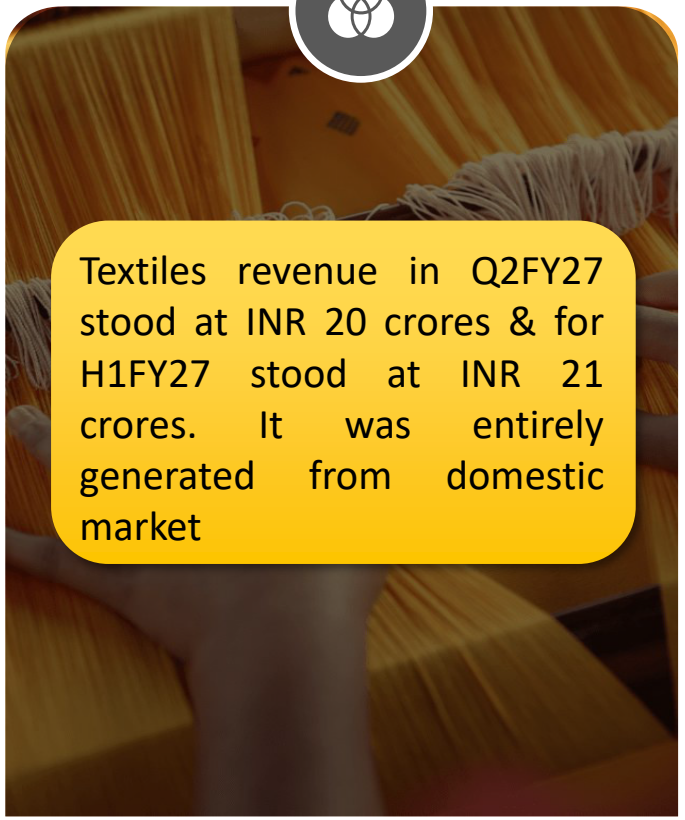
Textiles Business



- 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 65+ Crores as on 30th September 2026



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.

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
- ❑ Capex required: INR 640 crores; INR 120 Cr. Funded by Equity, INR 100 Cr. Government subsidy to be received post commissioning, INR 420 Cr. Funded by Debt
- ❑ Amount sanctioned with financial institution of approximately INR 471 crores
- ❑ Land Finalized & First Disbursement of Loan is done by Financials institutions
- ❑ Revenue Potential of ~ INR 80 Crores in FY27
- ❑ 10 Solar SPV project sites handed over, with billing commenced at 4 sites
- ❑ Handover of all remaining sites expected to be completed by the end of Q3FY27

The Way Forward

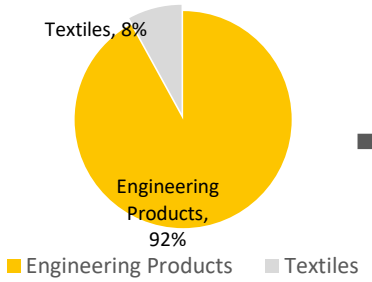
Being the Preferred Supplier of Choice for Diverse Engineering and Specialised Products



Manufacturing Shift for Creating Value

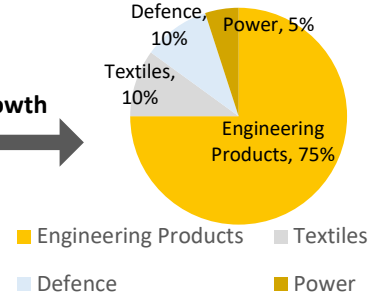
Shift towards Margin Accretive Business

Segment Wise Revenue Mix (%) – Q2FY27



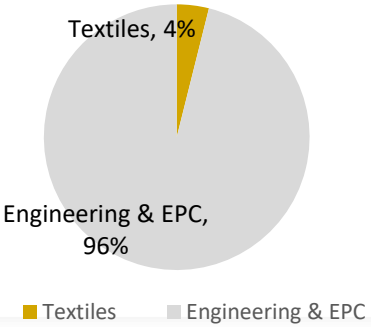
Geared for Growth

Segment Wise Revenue Mix (%) – FY27



Order Book & Order Bidding Pipeline (incl. L1)

Order Book as on 30 Sep 2026(%) – INR 1,665+ Crores



Q2FY27 Orders Bidding Pipeline (incl. L1) (%) – INR 2,550+ 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 Guidance: INR 1,600 Crores

TEMBO Powering Ahead

Safe Harbour

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Thank You



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