NEW SWAN MULTITECH LIMITED

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To
The Manager
Bombay Stock Exchange Limited,
25th Floor, P.J. Towers, Dalal Street,
Fort, Mumbai - 400001

Date: 20.08.2026

Scrip Code: 544082

Subject: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015: Investor Presentation for the Financial Year 2025-2026.

Dear Sir,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith Investor Presentation for the Financial Year 2025-2026.

This Presentation is also being made available on the website of the Company at - https://www.swanagro.in/en/investors

This is for your information and record.

Thanking You,

Yours Faithfully,

For New Swan Multitech Limited

UPKAR SINGH

Digitally signed by UPKAR SINGH
Date: 2026.08.20 16:16:46 +05'30'

Upkar Singh
Managing Director
DIN: 01588157

Swan Agro®

New Swan Multitech Ltd

INVESTOR PRESENTATION

BSE - SME: 544082

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COMPANY SNAPSHOT

NEW SWAN MULTITECH LIMITED

Diversified Engineering Platform
Serving Automotive & Agricultural Markets

Swan Agro

2014
ESTABLISHED

300+ SKUs
ACROSS AUTOMOTIVE & AGRICULTURAL SEGMENTS

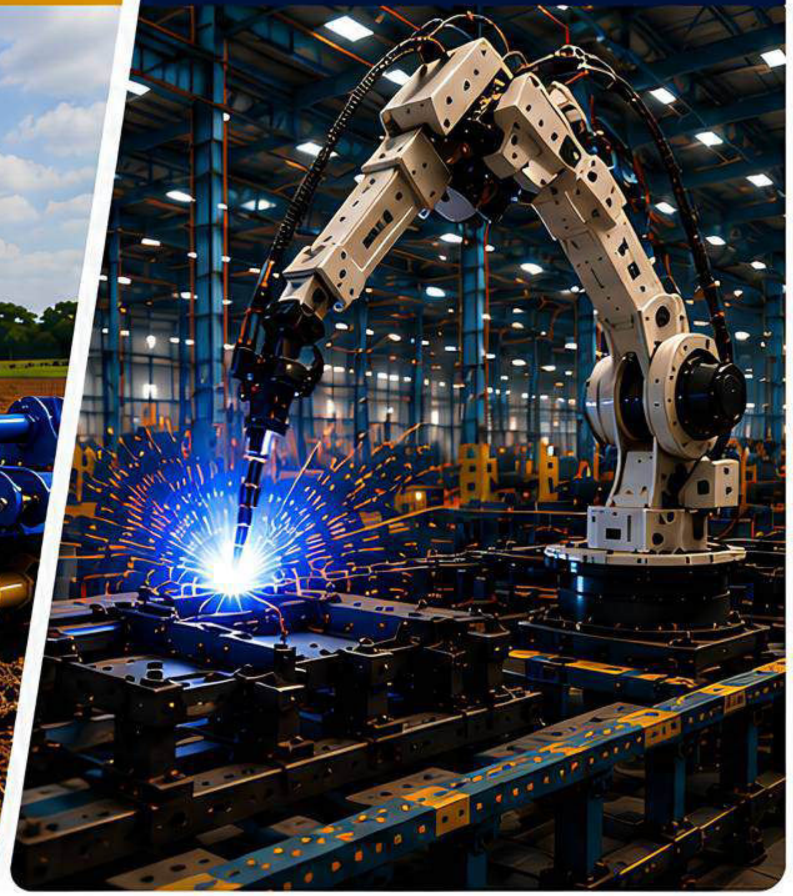
2 MANUFACTURING FACILITIES
PUNJAB & GUJARAT

PRESENCE ACROSS
19 STATES & UTs

AUTOMOTIVE COMPONENTS

AGRICULTURAL EQUIPMENT

MANUFACTURING EXCELLENCE



FY26 REVENUE	FY26 PAT	FY26 NET WORTH
₹177 Cr	₹9.6 Cr	₹88.4 Cr

(Year ended 31st March, 2026)

JOURNEY OF NEW SWAN MULTITECH LIMITED

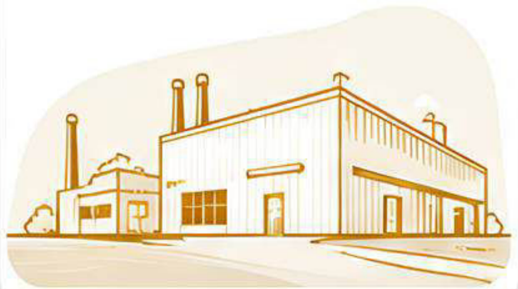
Building a Diversified Automotive & Agricultural Engineering Platform

Swan Agro

2014-15

INCORPORATION

- New Swan Multitech Limited incorporated
- Entry into Automotive & Agricultural Engineering businesses



2016-18

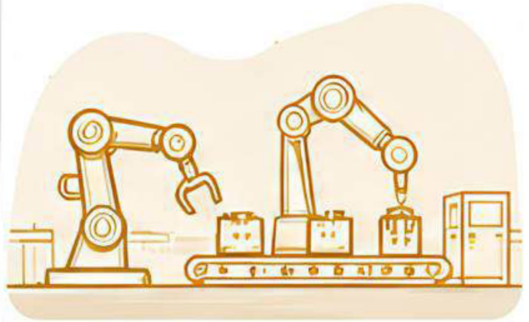
MARKET EXPANSION

- Supplies commenced to major 2-Wheeler OEMs
- Established 250+ dealer network under Swan Agro

2019-21

CAPABILITY ENHANCEMENT

- Expansion of manufacturing facilities
- Developed BS6 components for HMSI
- Added New Holland as customer



2022-23

CUSTOMER DIVERSIFICATION

- Added MG Motor
- Added TAFE
- Added Swaraj
- Added Mahindra Tractors

2024+

GROWTH PHASE

- Added Matter Motor
- Added John Deere
- Expanding OEM relationships across segments

Strong Foundation Built on Trust & Quality

Diversified Product Portfolio

Advanced Manufacturing Capabilities

Longstanding Relationships with Leading OEMs

Sustained Growth & Value Creation

LEADERSHIP TEAM

Experienced Leadership Driving Growth & Innovation

Swan Agro

Upkar Singh Ahuja

Chairman & Managing Director

40+ YEARS EXPERIENCE

- Built New Swan Group into a diversified engineering platform
- Strong track record in manufacturing growth and MSME development
- Driving long-term strategy, expansion and stakeholder value

Kanwardeep Singh

Technical Director

32+ YEARS EXPERIENCE

- Extensive expertise in automotive and agricultural engineering
- Led manufacturing expansion and new product development
- Driving operational excellence and technology advancement

Barunpreet Singh

Executive Director

12+ YEARS EXPERIENCE

- Leading automotive and agricultural operations
- Driving innovation, exports and business development
- Focused on scaling domestic and international presence

40+ YEARS COMBINED LEADERSHIP EXPERIENCE

MANUFACTURING EXCELLENCE

PRODUCT INNOVATION

LONG-TERM VALUE CREATION

PRODUCT PORTFOLIO

Diverse Range. Engineered for Performance. Built for Reliability.

Swan Agro

AUTOMOTIVE COMPONENTS

Structural Components | Assemblies | Brackets & Mountings

Hinge Body Cover

Stay Comp Fr Cover

Stay Comp Fr Fender

Bar Comp Side Stand

Stand Comp Main

Link Assy Engine Hanger

300+ SKUs

Across Automotive & Agricultural Segments

Serving Automotive OEMs & Agricultural Mechanization Markets

AGRICULTURAL EQUIPMENT

Land Preparation | Seeding & Planting | Crop Management

Rotavators

Pneumatic Planter

Mulchers

Disc Ploughs

Super Seeders

Fertilizer Spreaders

WIDE RANGE. Consistent Quality. | **ENGINEERED TO PERFORM.** | **BUILT TO LAST.**

Delivering Value Across Industries & Generations

AUTOMOTIVE COMPONENTS BUSINESS

Engineering & Manufacturing Critical Components for Automotive OEMs

Swan Agro

HOW OUR BUSINESS WORKS

RAW MATERIAL
Steel, Tubes, Sheet Metal

→

STAMPING & FABRICATION
Precision forming and cutting

→

WELDING & ASSEMBLY
High precision welding and assembly

→

PRECISION COMPONENTS
Engineered for performance & durability

→

AUTOMOTIVE OEMs
Supplied to leading vehicle manufacturers

→

END VEHICLES
Integrated into Two Wheelers, Passenger Vehicles & more

WHAT DOES NEW SWAN MANUFACTURE?

STRUCTURAL COMPONENTS

- Engine Hangers
- Engine Guard Plates
- Main Stand Assemblies

BRACKETS & MOUNTING COMPONENTS

- Reservoir Brackets
- Exhaust Brackets
- Fuse Block Brackets
- Air Cleaner Brackets

PRECISION ASSEMBLIES

- Battery Trays
- Rear Brake Arm Assemblies
- Fuel Filler Components
- Cable Guide Assemblies

WHERE ARE THESE COMPONENTS USED?

TWO WHEELERS

- **Handle Area** – Cable Guide
- **Fuel Tank Area** – Fuel Filler Components
- **Engine Area** – Engine Hanger
- **Bottom Chassis** – Main Stand Assembly
- **Underbody** – Engine Guard Plate

PASSENGER VEHICLES

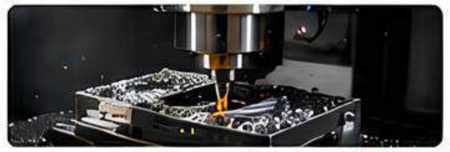
- **Engine Bay** – Air Cleaner Brackets
- **Under Hood** – Structural Mounts
- **Chassis Area** – Battery Tray
- **Exhaust System** – Exhaust Brackets

OUR CORE MANUFACTURING CAPABILITIES

SHEET METAL FABRICATION

ROBOTIC WELDING

PRECISION MACHINING



POWDER COATING

ASSEMBLY & TESTING

OUR FOCUS

Delivering precision, reliability and value to our OEM partners

> “New Swan Multitech manufactures precision-engineered metal components and assemblies that form an integral part of vehicle structures, engine systems, chassis systems and mounting applications for leading automotive OEMs.”

AGRICULTURAL EQUIPMENT BUSINESS

Mechanization Solutions for Modern Agriculture

Supporting Farmers Through Advanced Farm Implements & Equipment

Swan Agro

HOW OUR BUSINESS WORKS

DESIGN & ENGINEERING
Product development for performance and reliability

›

MANUFACTURING
Advanced fabrication, machining and welding

›

ASSEMBLY & TESTING
Precision assembly and rigorous quality testing

›

DEALER NETWORK
Wide distribution through strong channel partners

›

FARMERS
Reliable equipment that improves farm productivity

›

IMPROVED PRODUCTIVITY
Higher yields, efficiency and profitability

WHAT DOES SWAN AGRO MANUFACTURE?

SOIL PREPARATION
- Rotavators
- Disc Ploughs
- Puddlers


Rotavator


Disc Plough

SEEDING & PLANTING
- Seeders
- Super Seeders
- Potato Planters


Super Seeder


Potato Planter

CROP MANAGEMENT
- Weeders
- Fertilizer Spreaders
- Mulchers


Mulcher


Fertilizer Spreader

LAND DEVELOPMENT & HARVEST SUPPORT
- Laser Land Levellers
- Potato Diggers


Laser Land Leveller


Potato Digger

WHERE ARE THESE PRODUCTS USED?

Supporting the Entire Agriculture Lifecycle

LAND PREPARATION
- Rotavators
- Disc Ploughs
- Puddlers

↓

SEED SOWING
- Seeders
- Super Seeders
- Potato Planters

↓

CROP MAINTENANCE
- Weeders
- Fertilizer Spreaders
- Mulchers

↓

HARVEST SUPPORT
- Potato Diggers
- Laser Land Levellers
- Mulchers (Residue Mgmt.)

OUR CORE MANUFACTURING CAPABILITIES

- FABRICATION
- WELDING
- MACHINING
- POWDER COATING
- ASSEMBLY & TESTING

KEY MARKET DRIVERS

FARM MECHANIZATION
Increasing adoption of modern equipment

PRODUCTIVITY ENHANCEMENT
Better yield through efficient operations

LABOUR COST REDUCTION
Mechanization reduces dependency on manual labour

EFFICIENT RESOURCE UTILIZATION
Optimized use of land, water and inputs

Swan Agro offers a comprehensive range of reliable and high-performance agricultural implements that empower farmers to achieve higher productivity, improve efficiency and build a sustainable future.

- DURABLE & RELIABLE
- BUILT FOR PERFORMANCE
- STRONG DEALER NETWORK
- FOCUSED ON FARMER SUCCESS

MANUFACTURING FOOTPRINT

Two Strategically Located Manufacturing Facilities

Swan Agro

GUJARAT FACILITY

Vithlapur, Ahmedabad

FOCUS AREA

Automotive Components

- Fabrication
- Welding
- Assembly
- OEM Supplies

KEY PRODUCTS

STRATEGIC PRESENCE ACROSS INDIA

PUNJAB
Raian, Ludhiana
Agricultural Equipment

GUJARAT
Vithlapur, Ahmedabad
Automotive Components

2 Manufacturing Facilities	**~300+** SKUs Across Both Segments	**500+** Skilled Employees	**Quality** Driven Operations

PUNJAB FACILITY

Raian, Ludhiana

FOCUS AREA

Agricultural Equipment

- Farm Implements
- Assembly
- Testing
- Distribution

KEY PRODUCTS

GUJARAT PLANT

Automotive Components

Precision engineered components for leading automotive OEMs.

PUNJAB PLANT

Agricultural Equipment

High performance farm implements for modern agriculture.

OUR STRATEGY

Leverage strong manufacturing capabilities, operational excellence and a customer–centric approach to drive sustainable growth.

CAPACITY UTILISATION

Swan Agro

SWAN AGRO Plant at Raian, Ludhiana, Punjab

CAPACITY UTILISATION

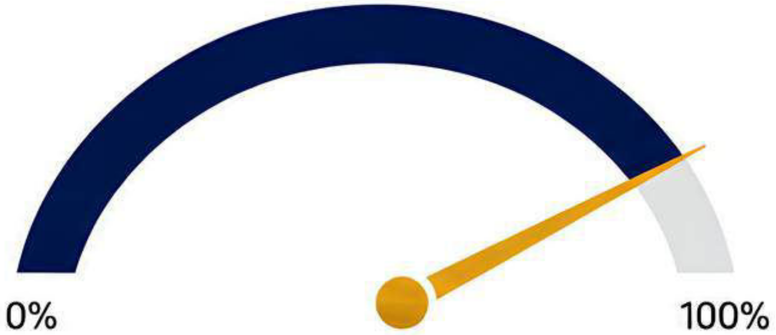
60%

Capacity Utilisation

- Healthy utilisation with further headroom to scale and grow
- Supports dealer network expansion and future demand
- Capacity available for volume ramp-up without immediate capex

NEW SWAN Plant at Vithlapur Ahmedabad, Gujarat

CAPACITY UTILISATION



80%

Capacity Utilisation

- High utilisation reflects operational efficiency
- Strong demand visibility from OEM customers
- Operating near optimal capacity levels

BUILT FOR GROWTH

Continued focus on operational excellence, process optimisation and capacity expansion to support future growth opportunities across automotive and agricultural segments.

CUSTOMER ECOSYSTEM

Trusted Partner to Leading Automotive & Agricultural OEMs

Swan Agro

AUTOMOTIVE CUSTOMERS

- Honda Motorcycle & Scooter India
- MG Motor
- Matter Motor

AUTOMOTIVE SEGMENTS

Two Wheeler OEMs
Supplying precision engineered components

Passenger Vehicle OEMs
Partnering in quality and innovation

EV Manufacturers
Enabling the future of mobility

LONG STANDING RELATIONSHIPS WITH LEADING OEMS

Supporting customers through:

- Product Development
- Precision Manufacturing
- Consistent Quality
- Timely Deliveries

AGRICULTURAL CUSTOMERS

- John Deere
- New Holland
- TAFE
- Swaraj
- Mahindra Tractors

AGRICULTURAL SEGMENTS

Tractor Manufacturers
Supplying durable & high performance parts

Farm Equipment Companies
Supporting a wide range of farm machinery

Agricultural Mechanization Players
Contributing to productivity and efficiency

TRUSTED OEM PARTNER ACROSS INDUSTRIES

Delivering Value. Building Relationships. Driving Progress.

Quality & Reliability
Consistent quality that meets global standards

Engineering Collaboration
Working closely with OEMs from concept to production

Timely Supply
On-time delivery ensuring uninterrupted operations

Long Term Partnerships
Built on trust, performance and shared growth

MARKET PRESENCE & DISTRIBUTION NETWORK

Building a Strong Pan-India Presence Across Automotive & Agricultural Markets

Swan Agro

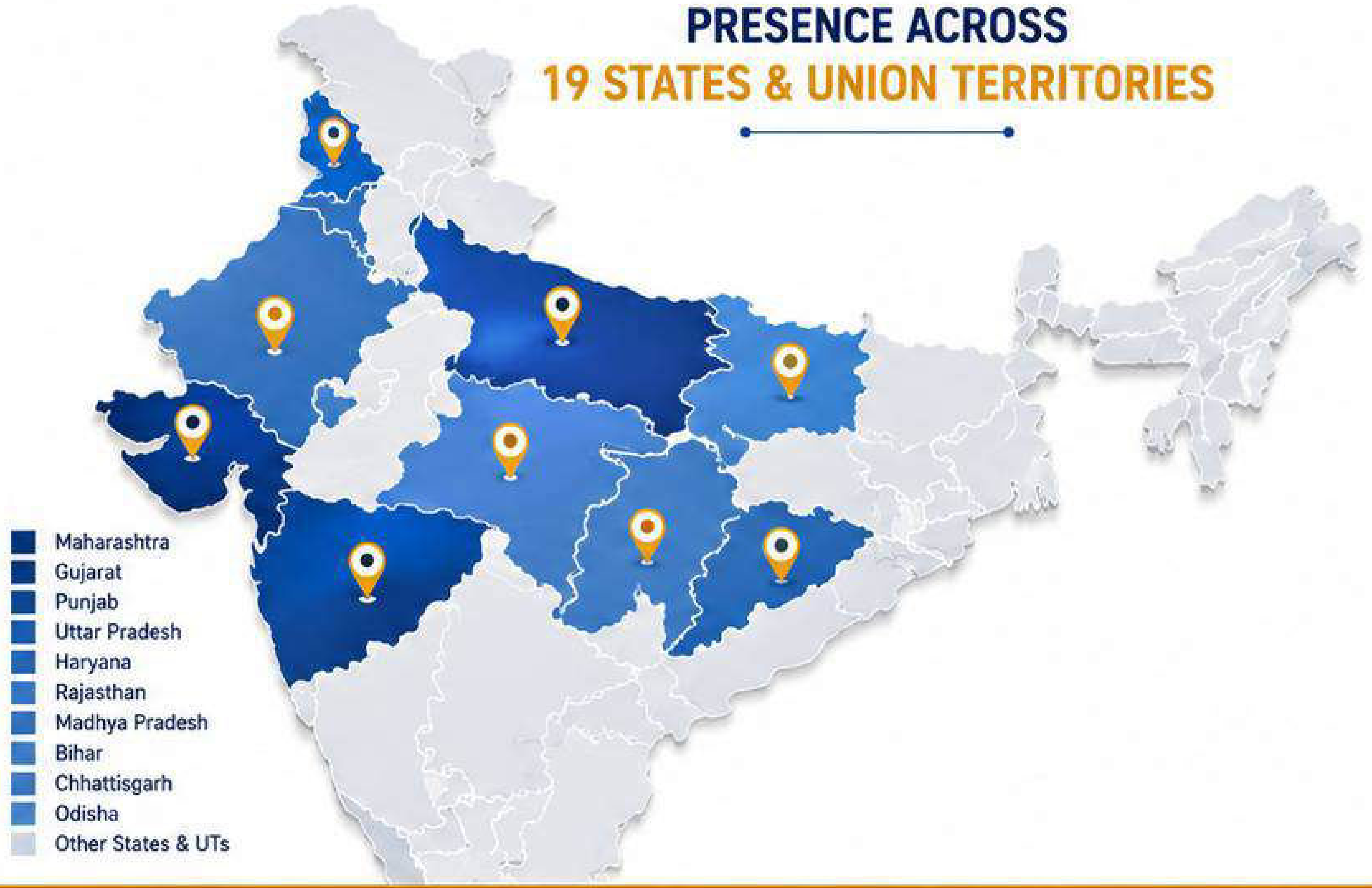
19+ States & UTs Served

250+ Dealer Network

300+ SKUs

2 Manufacturing Facilities

PRESENCE ACROSS 19 STATES & UNION TERRITORIES



AUTOMOTIVE COMPONENTS

- Supplying Leading Automotive OEMs
- Two-Wheeler & Passenger Vehicle Platforms
- Precision Engineered Components

AGRICULTURAL EQUIPMENT

- **250+** Dealer Network
- Farm Mechanization Solutions
- Multi-State Distribution Presence

STRONG MANUFACTURING BASE | **EXTENSIVE DISTRIBUTION NETWORK** | **DIVERSE PRODUCT PORTFOLIO** | **PAN-INDIA MARKET REACH**

DEALER-LED GROWTH STRATEGY

Expanding Distribution Network to Drive Agricultural Growth

Swan Agro

GROWTH ROADMAP

113
Dealers Added

347
New Dealers Planned

15,544
Target Volume (FY27)

173%
Projected Growth

KEY GROWTH MARKETS

	TARGET VOLUME (FY27)	NEW DEALERS (PLANNED)
MAHARASHTRA	7,674	81
UTTAR PRADESH	3,002	79
PUNJAB	1,000	16
BIHAR	1,000	28
GUJARAT	500	25

OUR STRATEGIC GROWTH PILLARS

DISTRIBUTION EXPANSION
347 new dealer appointments planned across key markets

MARKET PENETRATION
Strengthening presence in high-potential agricultural regions

VOLUME GROWTH
Targeting sales volume growth from 5,690 to 15,544 units

EXECUTION ROADMAP BEHIND FY27 GROWTH

BUILDING GROWTH THROUGH EXECUTION, NOT JUST PROJECTIONS

A strong foundation is already in place. We are focused on execution through dealer expansion, manufacturing scale and long-standing OEM relationships.

Swan Agro

EXECUTION SNAPSHOT – WHAT WE HAVE BUILT

113
New Dealers Already Added

Strengthening our distribution network across key agricultural markets to drive deeper reach and availability.

250+
Active Dealer Network

Pan-India presence across **19 States & Union Territories.**

MANUFACTURING INFRASTRUCTURE READY

- Gujarat Plant – **80%** Capacity Utilisation
- Punjab Plant – **60%** Capacity Utilisation

Existing capacity provides headroom for future scale.

DIVERSIFIED BUSINESS PLATFORM

- Automotive Components
- Agricultural Equipment

Balanced platform supporting sustainable long-term growth.

KEY DRIVERS SUPPORTING FY27 GROWTH

DEALER EXPANSION

Continue expanding our dealer network in high-potential agricultural markets to increase market penetration.

IMPROVING CAPACITY UTILISATION

Improve utilisation of existing manufacturing facilities to enhance productivity, efficiency and operating leverage.

STRONG OEM RELATIONSHIPS

Leverage long-standing relationships with leading automotive and agricultural OEMs to drive volume growth.

PAN-INDIA DISTRIBUTION

Expand market presence through wider dealer reach, stronger distribution and customer engagement.

OUR EXECUTION JOURNEY

Manufacturing Capacity → Dealer Expansion → Higher Market Reach → Volume Growth → Operating Leverage → Long-Term Value Creation

MANAGEMENT PERSPECTIVE

The Company's FY27 growth strategy is focused on execution through dealer expansion, stronger OEM relationships and improved utilisation of existing manufacturing capacity.

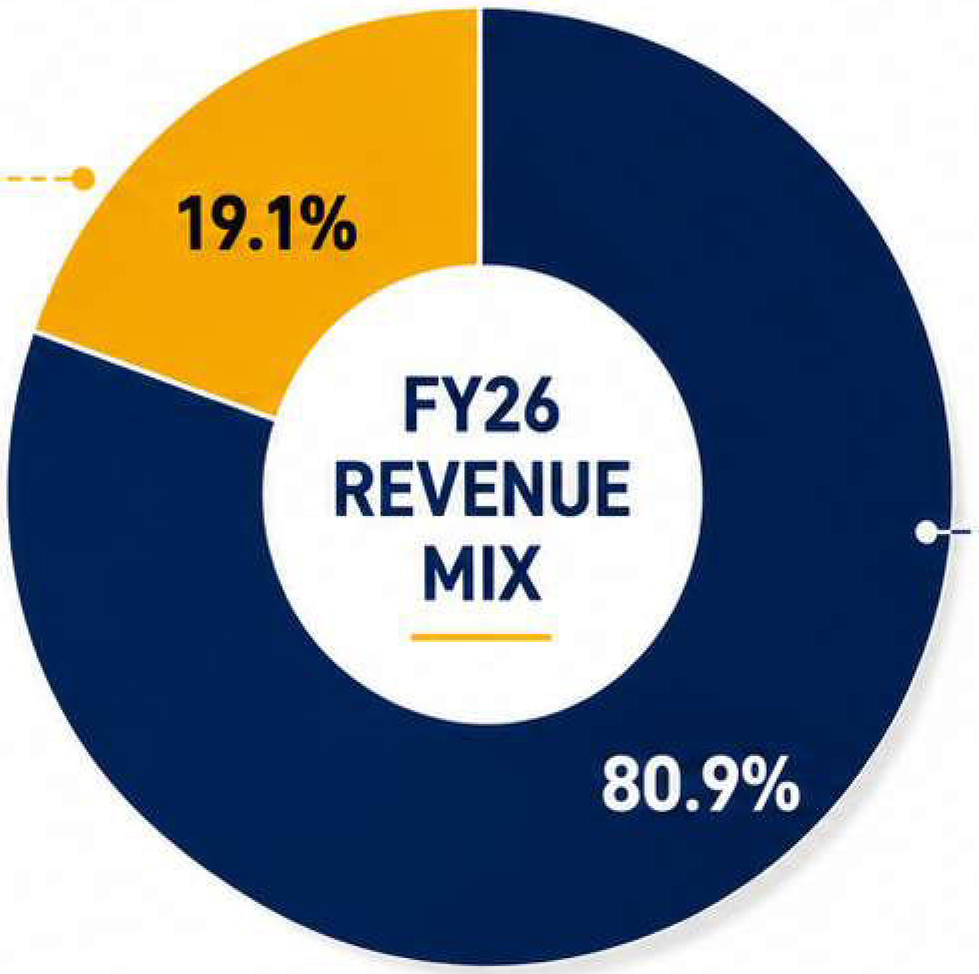
Detailed dealer productivity, capex plans and funding roadmap will be shared as execution progresses.

BUSINESS REVENUE MIX (FY26)

Balanced Business Model Combining Stable Cash Flows with Long-Term Growth

Swan Agro

FY26 REVENUE MIX



19.1%
Agricultural Equipment (Swan Agro)

80.9%
Automotive Components

AUTOMOTIVE COMPONENTS

Our Cash Engine

- Largest contributor to revenue
- Long-standing relationships with leading OEMs
- Stable and recurring revenue base
- Strong manufacturing capabilities
- Generates cash flows to support future expansion

AGRICULTURAL EQUIPMENT (SWAN AGRO)

Our Growth Engine

- Large addressable market in farm mechanization
- Expanding dealer network across India
- New product introductions and innovation
- Increasing market penetration
- Positioned to drive long-term growth

New Swan's diversified business model is built on two complementary engines. **Automotive Components** generate stable earnings and operating cash flows, while **Swan Agro** represents the Company's strategic growth platform, driving future expansion and long-term value creation.

STRONG TODAY.
STRONGER TOMORROW.

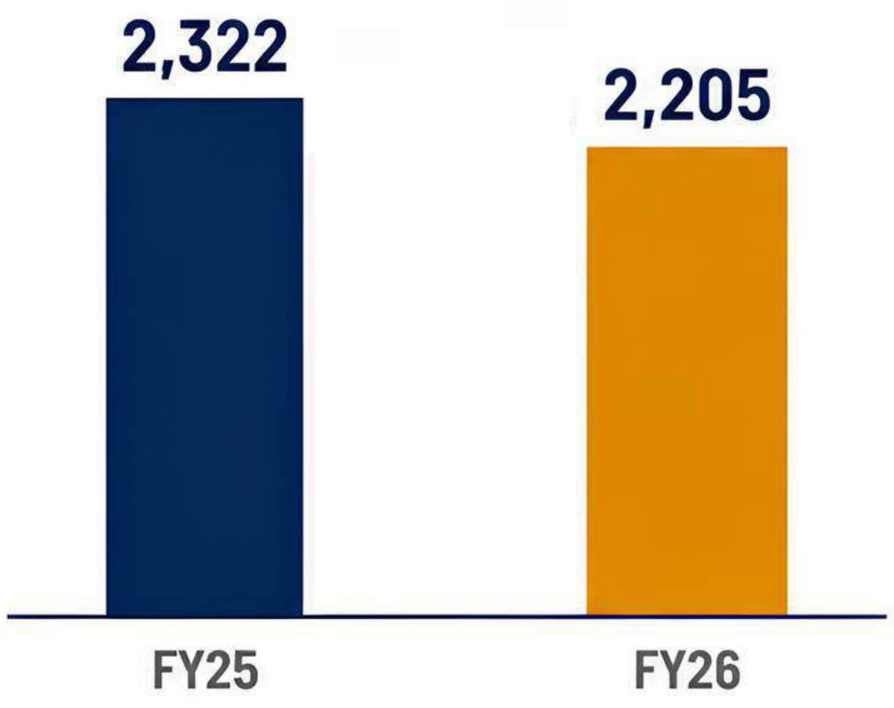
FINANCIAL HIGHLIGHTS

REVENUE

(₹ Lacs)

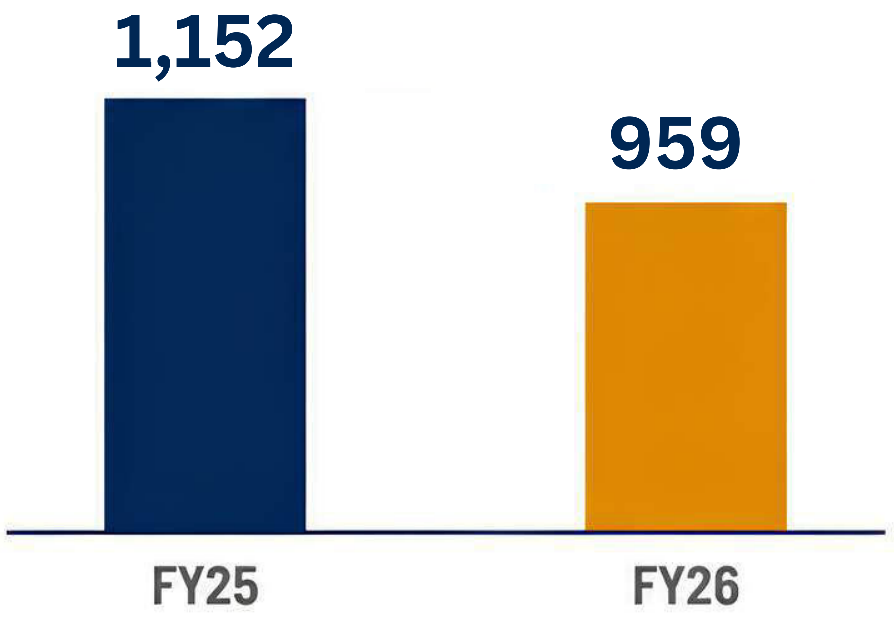
EBITDA

(₹ Lacs)



PAT

(₹ Lacs)

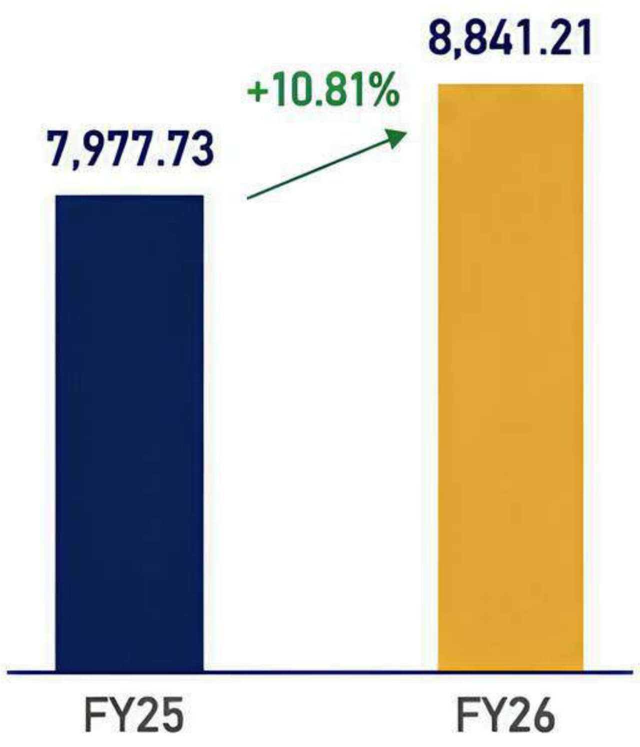


FINANCIAL HIGHLIGHTS

Swan Agro

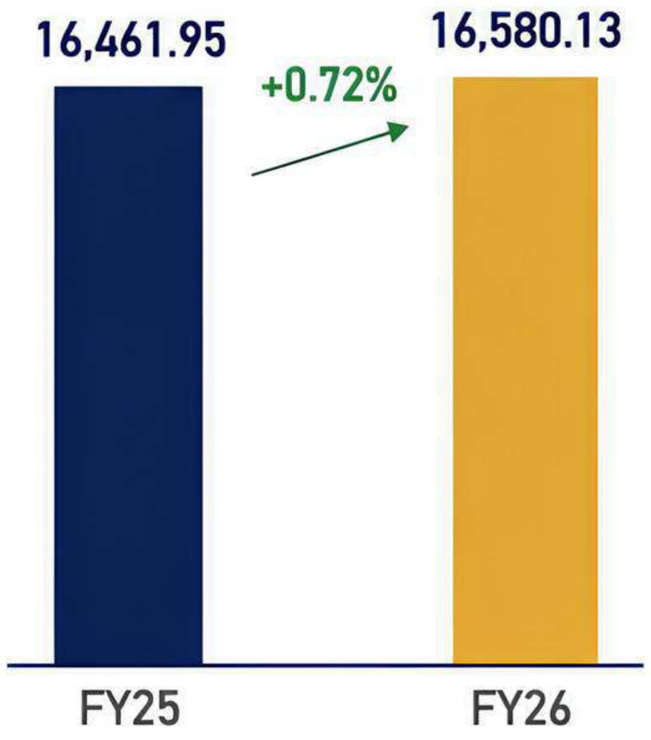
NET WORTH

(₹ Lacs)



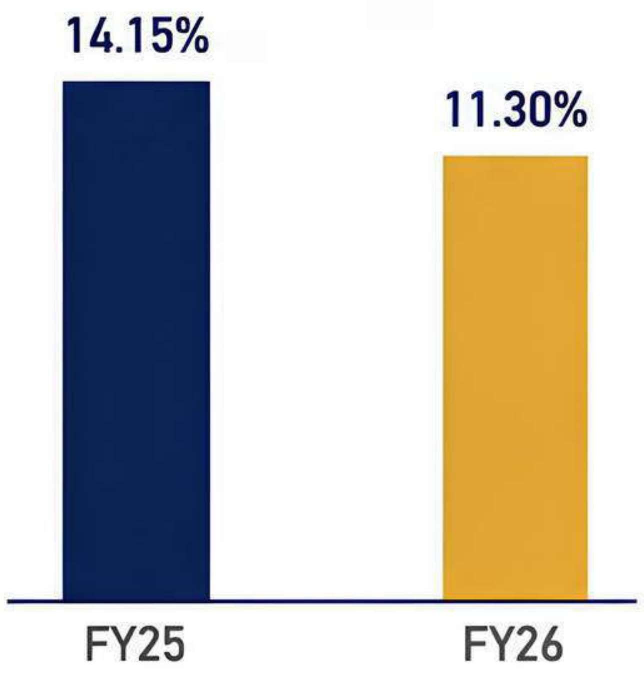
TOTAL ASSETS

(₹ Lacs)



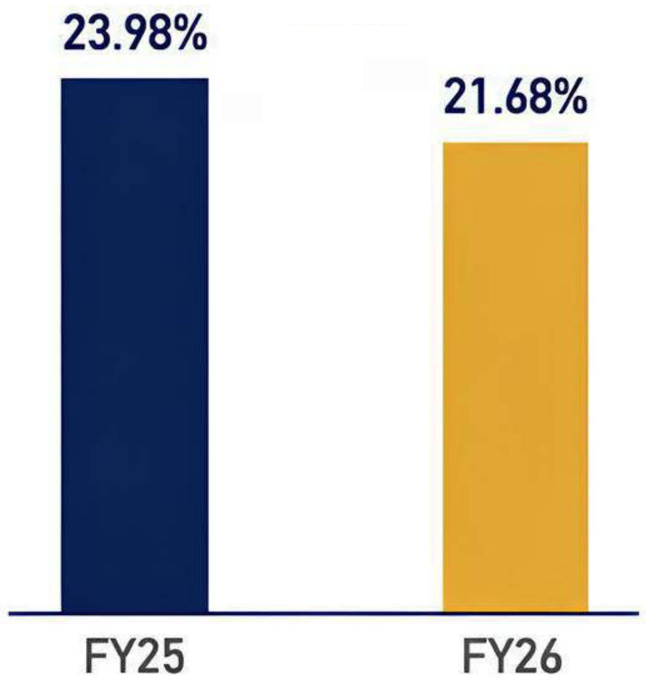
ROE

(%)



ROCE

(%)



(All figures in ₹ Lacs, unless otherwise stated)

FY26: MARGIN TRANSITION YEAR

Revenue Growth Maintained While Profitability Was Temporarily Impacted

Swan Agro

FINANCIAL PERFORMANCE OVERVIEW

Particulars	FY25	FY26	YoY Change
Revenue (₹ Crores)	159.7	177.2	▲ 10.9%
EBITDA (₹ Crores)	23.2	22.1	▼ 5.0%
PAT (₹ Crores)	11.5	9.6	▼ 16.8%
EBITDA Margin	14.5%	12.4%	▼ 210 bps
ROE	14.2%	11.3%	▼ 290 bps

WHY MARGINS SOFTENED

- Increase in raw material and input costs
- Change in product mix towards lower-margin products
- Initial costs related to capacity expansion and business scale-up
- Higher employee and operating expenses to support future growth
- Temporary lag in passing on cost increases to customers

RECOVERY ROADMAP

- Focus on improving product mix and higher-margin portfolio
- Better procurement, cost optimization and efficiency initiatives
- Operating leverage from higher capacity utilization
- Margin improvement expected as expansion stabilizes
- Continued emphasis on profitable and sustainable growth

MANAGEMENT PERSPECTIVE

"FY26 was a transition year where the Company prioritized sustainable revenue growth while investing in future scale. The temporary pressure on margins reflects strategic investments and changing business dynamics. Management remains focused on improving operating efficiencies and restoring profitability as these initiatives mature."

All figures in ₹ Crores, unless otherwise stated

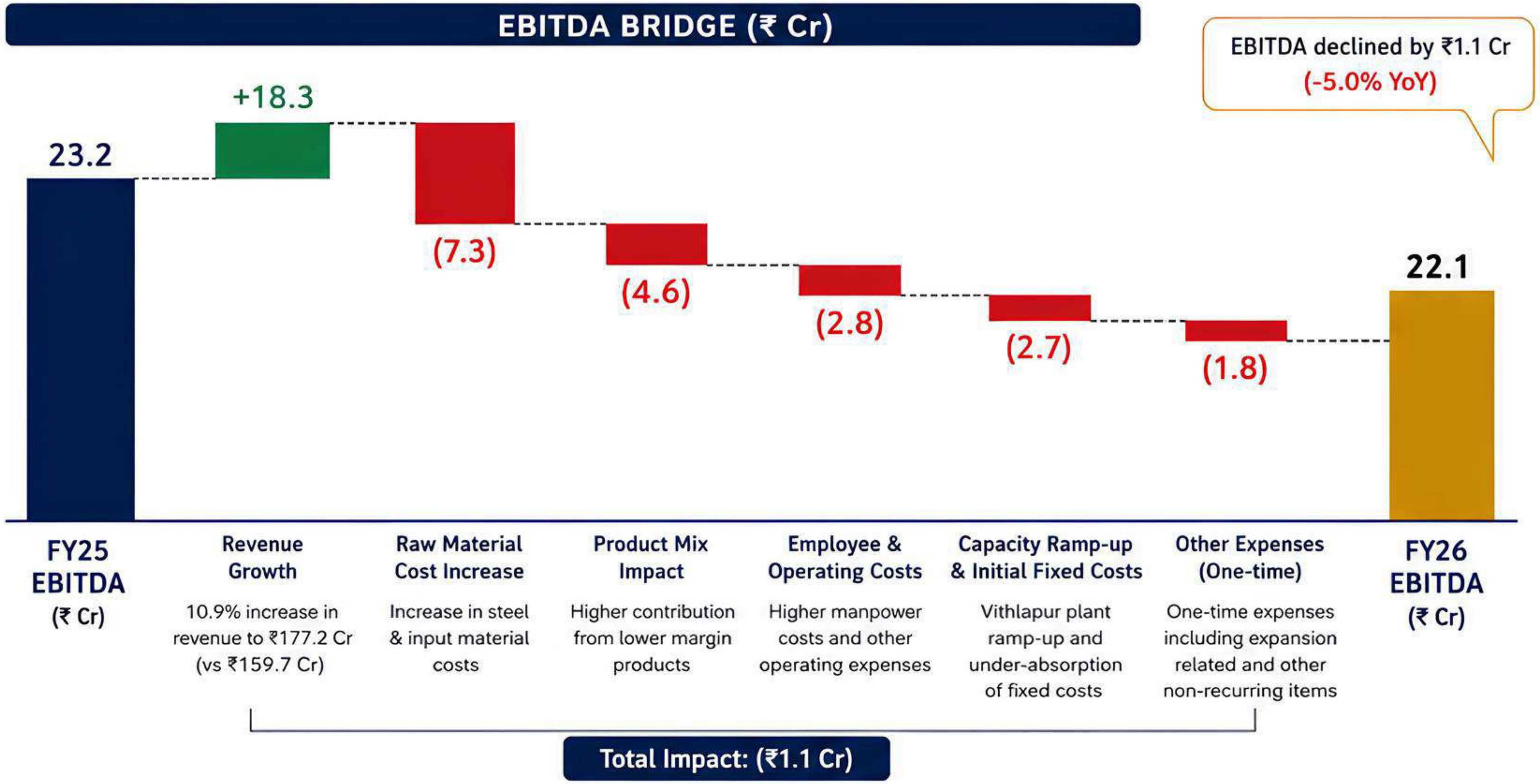
FY26 EBITDA BRIDGE

Understanding the Margin Transition Year

Swan Agro

Revenue grew by 10.9% YoY, however EBITDA declined due to a combination of external cost pressures, product mix impact, strategic investments and one-time expenses during the year.

EBITDA BRIDGE (₹ Cr)



KEY DRIVERS BEHIND MARGIN SOFTENING

REVENUE GROWTH
Strong top-line growth of 10.9% YoY driven by healthy demand across Automotive and Agricultural segments.

RAW MATERIAL COST INCREASE
Increase in steel and other input material costs impacted gross margins.

PRODUCT MIX IMPACT
Higher contribution from lower-margin products and traded goods impacted overall profitability.

EMPLOYEE & OPERATING COSTS
Investments in people, capabilities and higher operational costs to support future growth.

CAPACITY RAMP-UP & INITIAL FIXED COSTS
Vithlapur plant ramp-up phase and under-absorption of fixed costs impacted margins.

OTHER EXPENSES (ONE-TIME)
One-time expenses including expansion, ERP implementation and other non-recurring items.

MANAGEMENT PERSPECTIVE

- FY26 was a strategic investment year where the Company prioritized long-term growth over short-term profitability.
- Margin pressure was temporary and driven by external cost inflation, product mix, capacity ramp-up and one-time expenses.
- We remain confident that these investments will yield strong operating leverage and better profitability in the coming years.

FY27 AND BEYOND: FOCUS ON RECOVERY & PROFITABILITY

- ✔ Improving capacity utilization
- ✔ Better product mix and higher value addition
- ✔ Cost optimization & operational efficiency
- ✔ Stronger margin profile ahead

Note: *Above bridge represents actual impact based on FY25 to FY26 numbers.*

RECOVERY PATH & MARGIN IMPROVEMENT PLAN

Building Today for Stronger, Profitable Tomorrow

Swan Agro

FY26 was a margin transition year with strategic investmerrs and temporary headwinds.
We are executing on multiple levers to drive margin expansion and deliver stronger profitability ahead.

KEY LEVERS FOR MARGIN IMPROVEMENT

BETTER PROCUREMENT
Stronger vendor negotiations and backward integration to lower raw material costs.

HIGHER CAPACITY UTILISATION
Ramp-up of Vithlapur plant to optimal levels enabling better operating leverage.

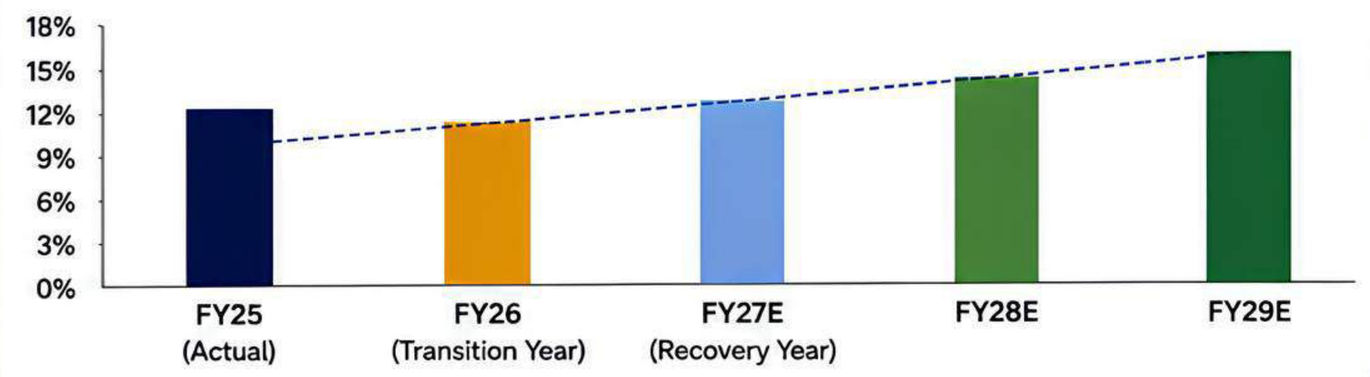
MORE OEM ORDERS
Growing share of high-value OEM business with long-term partnerships and higher margin potential.

BETTER PRODUCT MIX
Shift towards high-margin, high-precision and value-added products across automotive and agri segments.

OPERATING LEVERAGE
Scale benefits from volume growth, process efficiencies and cost optimization across operations.

COST OPTIMIZATION
Continuous focus on lean manufacturing, energy efficiency and overhead rationalization.

EBITDA MARGIN RECOVERY OUTLOOK (%)



RECOVERY ROADMAP – MARGIN IMPROVEMENT TIMELINE

FY27 (BUILD & STABILIZE)
- Vithlapur plant ramp-up moves towards optimal utilization
- Better absorption of fixed costs
- Focus on reducing input costs
- Product mix enrichment strategy in progress

FY28 (ACCELERATE)
- Higher capacity utilization drives operating leverage
- Increasing contribution from OEM business
- Margin accretive product mix
- Efficiency improvements across processes

FY29+ (SUSTAIN & EXPAND)
- Full benefit of scale and operating leverage
- Stronger gross & EBITDA margins
- Consistent profitability and cash generation
- Sustainable long-term value creation

OUR COMMITMENT
- Short-term investments for long-term gains
- Disciplined execution of recovery roadmap
- Focused on sustainable growth and profitability

STRONGER MARGINS. STRONGER FUTURE.
That is our commitment.

FINANCIAL HIGHLIGHTS

Statement of Profit & Loss for the Year Ended 31st March

Swan Agro

Particulars	FY26 (₹ Lakhs)	FY25 (₹ Lakhs)
Revenue from Operations	17,723.36	15,974.93
Other Income	88.95	134.37
Total Income	**17,812.32**	**16,109.30**
EXPENSES		
Cost of Materials Consumed	10,363.98	9,928.79
Purchases of Stock in Trade	1,276.22	509.35
Changes in Inventories	(354.83)	(430.10)
Employee Benefits Expense	1,991.39	1,929.75
Finance Cost	403.23	455.77
Depreciation & Amortization Expense	509.74	408.59
Other Expenses	2,330.83	1,849.80
Total Expenses	**16,520.54**	**14,651.95**
Profit Before Tax (PBT)	**1,291.77**	**1,457.35**
Prior Period Adjustments	(1.00)	–
Deferred Tax	(4.98)	(40.77)
Current Tax	339.19	338.09
Taxes Relating to Earlier Years	–	8.31
Profit After Tax (PAT)	**958.56**	**1,151.72**
EPS (₹)	**5.04**	**6.06**

BALANCE SHEET SUMMARY

As at 31st March, 2026

Swan Agro

(₹ Lakhs)

EQUITY AND LIABILITIES	AS AT 31.03.2026	AS AT 31.03.2025
1. Shareholders' Funds		
(a) Share Capital	1,901.62	1,901.62
(b) Reserves & Surplus	6,939.59	6,076.11
2. Non-current Liabilities		
(a) Long-term borrowings	882.70	1,257.64
(b) Deferred tax liabilities (Net)	408.41	413.39
(c) Long Term Provisions	35.80	33.92
3. Current Liabilities		
(a) Short-term borrowings	2,851.34	2,917.01
(b) Trade Payables		
(A) total outstanding due of Msme; and	113.96	14.79
(B) total outstanding due of creditors other than Msme.	1,762.75	1,452.62
(c) Other current liabilities	1,025.60	1,681.99
(d) Short-term provisions	658.37	712.85
TOTAL	**16,580.13**	**16,461.95**

ASSETS	AS AT 31.03.2026	AS AT 31.03.2025
1. Non-current Assets		
(a) Property, Plant and Equipment and Intangible assets		
(i) Property, Plant and Equipment	4,901.95	5,660.47
(ii) Intangible assets	45.39	-
(iii) Capital Work In Progress	-	55.64
(b) Non-current investments	113.46	198.98
(c) Long-term loans and advances	108.83	111.45
(d) Other non-current assets	-	-
2. Current Assets		
(a) Inventories	7,776.47	7,272.93
(b) Trade receivables	1,725.50	1,638.52
(c) Cash and cash equivalents	208.63	37.45
(d) Short-term loans and advances	1,699.91	1,486.49
TOTAL	**16,580.13**	**16,461.95**

All figures in ₹ Lakhs, unless otherwise stated

BALANCE SHEET QUALITY & CAPITAL ALLOCATION

Strengthening Balance Sheet | Optimizing Working Capital | Deleveraging for Sustainable Growth

Swan Agro

1 INVENTORY POSITION

FY26 Closing Inventory

₹77.8 Cr

- Inventory build-up is primarily driven by seasonal stocking of agricultural equipment ahead of peak sowing demand.
- Higher inventory levels ensure product availability for our dealer network during the critical season.
- Inventory levels are expected to normalize post seasonal dispatches.

MONTHLY INVENTORY PATTERN (₹ Cr)

FY26 Average Inventory Days	Normalised Inventory (Ex-Season Build)
~125 DAYS	55 – 60 DAYS

* Normalised inventory days represent levels during non-seasonal period

2 LOANS & ADVANCES

Short Term Loans & Advances

₹17.0 Cr

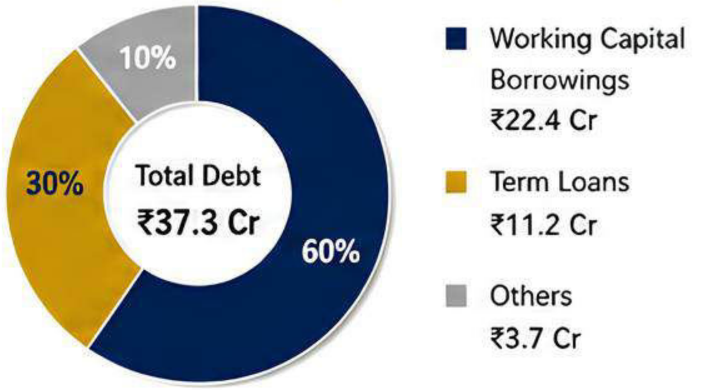
COMPOSITION (₹ Cr)	
Advances to Suppliers	7.1
Statutory Advances (GST, TDS, Duty Drawback etc.)	4.6
Security Deposits	2.1
Employee Advances	1.2
Other Advances	2.0
Total	**17.0**

- All advances are in the normal course of business.
- No material deployment towards non-core business activities.

3 DEBT PROFILE & DELEVERAGING PLAN

Gross Debt	₹37.3 Cr
Cash & Cash Equivalents	₹2.1 Cr
Net Debt	₹35.2 Cr
Finance Cost (FY26)	₹4.0 Cr
Cost of Debt (Avg.)	~11.0%

DEBT BREAK-UP (₹ Cr)



DELEVERAGING APPROACH

- Strong operating performance to drive internal accruals
- Optimize working capital cycle & inventory turns
- Target gradual debt reduction
- Target D/E ratio to be below 0.50x over medium term

4 CASH FLOW & WORKING CAPITAL

Operating cash flow impacted due to strategic inventory build-up. Cash conversion expected to improve with normalization.

CFO vs PAT (₹ Cr)

Particulars	FY25	FY26
Profit After Tax (PAT)	7.0	9.6
Adjustments for Working Capital Movement		
Increase / (Decrease) in Inventory	(41.5)	(33.1)
Increase / (Decrease) in Trade Receivables	(6.9)	(3.4)
Increase / (Decrease) in Trade Payables	8.1	5.6
Other Working Capital Changes	1.6	1.3
Cash Flow from Operations (CFO)	**(31.7)**	**(19.6)**
CFO Margin (%)	**(18.9%)**	**(11.1%)**

- Working capital outflow is temporary due to seasonal inventory build-up.
- CFO expected to turn positive as inventory normalizes and collections improve.

MANAGEMENT PERSPECTIVE

The FY26 balance sheet reflects strategic working capital investment to support seasonal demand and future growth. Management is committed to inventory normalization, improved operating cash flows and gradual deleveraging, while maintaining adequate liquidity to support long-term growth objectives.

OUR BUSINESS. OUR STRATEGY.

AUTOMOTIVE: OUR CASH ENGINE | SWAN AGRO: OUR GROWTH ENGINE

Swan Agro

Two strong businesses. One clear strategy. Delivering today, building tomorrow.

AUTOMOTIVE – OUR CASH ENGINE

Strong Today. Dependable Always.

- Established relationships with leading OEMs across multiple vehicle segments
- Advanced manufacturing with focus on quality, precision and reliability
- Consistent cash generation supporting profitability and growth
- Deep domain expertise and long-standing customer partnerships

The foundation that powers our growth

Strong cash flows. Strong performance.

SWAN AGRO – OUR GROWTH ENGINE

Investing Today. Growing Tomorrow.

- Large and growing market opportunity in agricultural mechanization
- Expanding dealer network and distribution reach across India
- Strong product portfolio with focus on innovation and farmer productivity
- Investing for scale to drive future revenue acceleration and market leadership

Building the future with scale

Expanding reach. Creating long-term value.

OUR GROWTH STRATEGY

- Capacity expansion & operational excellence to improve scale and efficiency
- Strengthen customer relationships and win new opportunities
- Focus on product innovation, quality and technology adoption
- Disciplined capital allocation and strong balance sheet management

EXPORTS – A SELECTIVE OPPORTUNITY

We are selectively exploring international markets to diversify revenue opportunities and leverage our manufacturing strengths.

A BALANCED BUSINESS MODEL

Powered by Two Engines

Automotive delivers today's earnings and cash flows.

Swan Agro is building tomorrow's growth and value.

STRONG TODAY.

STRONGER TOMORROW.

ONE VISION. TWO ENGINES. SUSTAINABLE GROWTH.

INDUSTRY OUTLOOK

Supporting Long-Term Growth Across Automotive Components & Agricultural Equipment

Swan Agro

MANUFACTURING GROWTH

- Continued focus on Make in India
- Increasing localization across supply chains
- Rising demand for precision-engineered components

AGRICULTURAL MECHANIZATION

- Focus on improving farm productivity and efficiency
- Rising adoption of modern farm implements
- Expanding mechanization across Indian agriculture

OEM EXPANSION

- Capacity additions by leading automotive and tractor OEMs
- Growing component outsourcing opportunities
- Long-term supplier partnership potential

INFRASTRUCTURE & INDUSTRIAL DEVELOPMENT

- Government-led infrastructure investments
- Expansion of manufacturing ecosystem
- Growth in demand for engineered and fabricated products

EXPORT OPPORTUNITIES

- Diversification of global sourcing destinations
- Increasing acceptance of Indian engineering products
- Opportunities in emerging international markets

INVESTMENT HIGHLIGHTS

Strong Foundations. Scalable Growth. Long-Term Value.

Swan Agro

19+
States & UTs

250+
Dealer Network

DIVERSIFIED BUSINESS MODEL

Automotive Components
+ Agricultural Equipment

STRONG OEM RELATIONSHIPS

Serving Honda, MG Motor, Matter, John Deere, New Holland, TAFE, Swaraj and Mahindra Tractors

PAN-INDIA PRESENCE

Wide reach across 19 States & UTs with 250+ dealer network

MANUFACTURING CAPABILITIES

2 Manufacturing Facilities with 300+ SKUs

GROWING EXPORT PRESENCE

Exports to Russia and Cameroon

ESTABLISHED INDUSTRY TRACK RECORD

Operating since 2014 with long-standing customer relationships

STRONG BALANCE SHEET

Net Worth of
₹88.4 Cr as of FY26

SCALABLE GROWTH PLATFORM

Dealer expansion and export growth to drive future growth

Building Long-Term Value for All Stakeholders

ESTIMATED BUSINESS GROWTH & NEW BUSINESS OPPORTUNITIES

Swan Agro

Expanding with Key Customers | Developing New Products | Driving Sustainable Growth

1 NEW MOTORCYCLE PRODUCTION LINE BY HMSI

- HMSI is planning to add a new motorcycle production line at NSMLV location
- Expected to drive higher component requirements and volumes
- Strengthens our partnership with HMSI and opens scope for future models & volumes

2 NEW PART DEVELOPMENT & ADDITION

- New part development opportunities identified with HMSI
- Exploring new part development and business opportunities with MG Motor and others
- Diversifies customer base and strengthens presence in passenger vehicle segment

OVERALL BUSINESS GROWTH POTENTIAL

Estimated additional business potential of

₹36.00 to 40.00

crore per annum

- Expansion with existing key customers
- Increased customer share & long-term association
- Better utilization of existing capacities
- Growth in new product & component development
- Diversification across 2W and PV segments
- Opportunities from upcoming models & programs
- Strengthening position as a preferred supplier

PATH TO GROWTH

New Opportunities with HMSI & Others → New Part Development & Program Addition → Higher Volumes & Capacity Utilization → Stronger Customer Relationships → Sustainable Revenue Growth & Value Creation

GROWTH STRATEGY & FUTURE ROADMAP

Swan Agro

Driving Sustainable Growth Across Automotive & Agricultural Segments

EXPAND DEALER NETWORK

- Increase agricultural dealer footprint
- Strengthen presence in high-potential states
- Improve market penetration

250+
Dealer Network

DEEPEN OEM RELATIONSHIPS

- Increase business from existing customers
- Expand wallet share with leading OEMs
- Add new automotive & agricultural customers

7+
Leading OEM Customers

GROW EXPORT BUSINESS

- Expand beyond Russia & Cameroon
- Enter new international markets
- Build global distribution partnerships

International Market Expansion

ENHANCE MANUFACTURING & PRODUCT CAPABILITIES

- Improve operational efficiencies
- Support higher production volumes
- Introduce new agricultural equipment
- Strengthen product diversification

2
Manufacturing Facilities

300+
SKUs

Focused on Sustainable Growth and Long-Term Value Creation

AWARDS & RECOGNITION

Honouring Excellence. Recognising Impact. Inspiring Growth.

Swan Agro

NEW SWAN MULTITECH HONOURED
with Most Progressive Company of North India AWARD at Bharat Ki Udaan

Recognised for outstanding progress, innovation and contribution to the region.

EMERGING MSME AWARD
by ZEE PHH Channel

Honoured for excellence in performance, growth and contribution to the MSME ecosystem.

EMERGING MSME AWARD
by ZEE PHH Channel

Award presented by Punjab Finance Minister S. Harpal Singh Cheema.

45TH ANNIVERSARY CELEBRATIONS & AWARDS FUNCTION

New Swan Multitech Limited, incorporated in 2014, is backed by **over 45 years** of New Swan Group's engineering excellence, innovation and customer trust.

- Recognition that reinforces our values
- Motivates us to aim higher
- Strengthens trust with stakeholders
- Drives our commitment to sustainable & inclusive growth

> "*These recognitions inspire us to continue creating value for our customers, partners and communities.*"

KEY STRENGTHS

Swan Agro

DIVERSIFIED BUSINESS MODEL

- Automotive Components
- Agricultural Equipment

STRONG OEM RELATIONSHIPS

Trusted supplier to leading OEMs

HONDA | MG MOTOR | MATTER | JOHN DEERE

NEW HOLLAND | TAFE | SWARAJ | Mahindra Tractors

EXTENSIVE DISTRIBUTION NETWORK

250+ Dealers

Presence across **19** States & UTs

MANUFACTURING EXCELLENCE

- 2 Manufacturing Facilities
- Punjab & Gujarat

BROAD PRODUCT PORTFOLIO

300+ SKUs

Multiple End Applications

GROWING EXPORT PRESENCE

- Russia
- Cameroon
- International Expansion Strategy

THANK YOU

Swan Agro

AUTOMOTIVE COMPONENTS

AGRICULTURAL EQUIPMENT

MANUFACTURING EXCELLENCE

EXPORT PRESENCE