



**TEMBO**  
*Powering Ahead*

Date: May 28, 2026

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

**Company Code: TEMBO**

**Subject: Investor Presentation on the Financial Results (Standalone & Consolidated) for the quarter and year ended March 31, 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 year ended March 31, 2026.

Request you to kindly take the same on record.

Thanking You,

Yours faithfully,  
For Tembo Global Industries Limited

Sanjay Patel  
Managing Director  
DIN-01958033

**Tembo Global Industries Ltd.**



# Tembo Global Industries Ltd

Q4 & FY26 - Investor Presentation | May 2026  
Geared for Value Creation

Engineering Solutions & EPC



Defence Solutions








Solar Power



Textiles



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# Business & Financial Highlights



# Q4 & FY26: Robust Financial Performance

*“FY26 has been a transformational year for Tembo Global Industries, marked by strong financial performance, execution excellence, and decisive progress across our strategic growth pillars. The Company delivered robust growth with revenues rising **46.7% YoY to INR 1,090 crore**, while EBITDA and PAT grew by **55.4% and 79.7% YoY**, respectively, reflecting improved scale, operating leverage, and disciplined execution.*

*Our **Engineering Solutions segment remained the primary growth driver**, scaling significantly on the back of strong demand from infrastructure-linked sectors such as oil & gas, marine, water, and EPC.*

*During the year, we strengthened our **global project credentials** with our qualification as the **L1 bidder for a prestigious offshore revamp project by a leading company in Kuwait**, with an estimated value of **~INR 300 crore**. The project involves complex engineering systems including fire protection, marine equipment, and integrated infrastructure, underscoring our ability to deliver high-value, technically demanding international assignments.*

*Our **order book remains robust at ~INR 1,548 crore**, supported by a strong **order bidding pipeline of over INR 2,256 crores**, providing strong medium-term revenue visibility. Additionally, we are actively pursuing **INR 700+ crore opportunities** in port construction and fuel farm systems, further strengthening our EPC pipeline across civil, MEP, and HVAC segments.*

*Our solar projects continue to advance in line with the planned timeline, with all sites expected to be **fully operational by the end of Q2 FY27**. Commercial operations in the solar segment are slated to commence from Q3 FY27, which are expected to contribute meaningfully to the Company’s diversified revenue streams and support its long-term growth strategy.*

*A key highlight of the year has been our strategic entry and rapid progress in the defence manufacturing segment, where our subsidiary secured a **Defence Manufacturing Licence from the Government of Maharashtra** to establish a small arms facility following our WEF 2025 MoU with MIDC, along with a **Government of India licence for ammunition manufacturing**. Additionally, we have entered into an **NDA with a leading defence PSU** to explore opportunities in indigenous design, development, and production, strengthening our position in India’s defence ecosystem. These milestones collectively position Tembo to participate meaningfully in India’s defence indigenisation journey under initiatives such as Make in India and Atmanirbhar Bharat, while opening long-term growth avenues in both domestic and export markets.*

*Our balance sheet remains strong, with a debt-to-equity ratio of 0.77:1 as of 31<sup>st</sup> March 2026. Even while undergoing a phase of capital expenditure, the company maintained healthy return ratios, with Return on Capital Employed (ROCE) at 18.4% and Return on Equity (ROE) at 20.0% as on 31<sup>st</sup> March 2026.*

*Looking ahead, we remain focused on executing our strong order book, ramping up capacity utilisation, and scaling our presence across engineering, EPC, defence, and renewable energy businesses. With a strong pipeline, improved global participation, and clear visibility towards our growth targets, we expect to achieve **revenues of approximately INR 1,600 crore in FY27**, driven primarily by the engineering business. We are confident of sustaining our growth momentum and delivering long-term value for all stakeholders.”*

**Sanjay J Patel, Managing Director**



# Consolidated Income Statement – Q4 & FY26

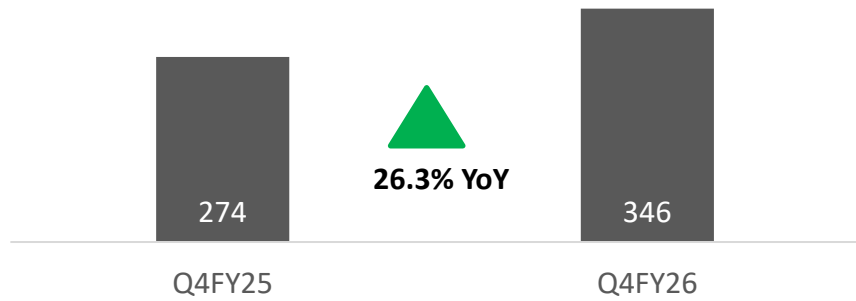
Particulars (in INR Crores)	Q4 FY26	Q4 FY25	YoY	Q3 FY26	QoQ	FY26	FY25	YoY
<b>Revenue</b>	<b>346.0</b>	<b>274.0</b>	26.3%	<b>250.7</b>	38.0%	<b>1,090.2</b>	<b>743.2</b>	46.7%
Cost of Goods Sold	298.4	227.0	31.5%	199.7	49.5%	912.8	614.6	48.5%
<b>Gross Profit</b>	<b>47.5</b>	<b>47.0</b>	1.1%	<b>51.0</b>	(6.9%)	<b>177.3</b>	<b>128.6</b>	37.9%
Gross Profit Margin	13.7%	17.2%	(342 bps)	20.4%	(662 bps)	16.3%	17.3%	(104 bps)
Employee Expenses	2.9	1.1	165.8%	3.5	(18.3%)	11.8	7.6	55.6%
Other Expenses	5.6	17.1	(67.0%)	4.3	31.3%	23.0	29.3	(21.5%)
<b>EBITDA</b>	<b>39.0</b>	<b>28.8</b>	35.2%	<b>43.2</b>	(9.7%)	<b>142.5</b>	<b>91.7</b>	55.4%
EBITDA Margin	<b>11.3%</b>	<b>10.5%</b>	75 bps	<b>17.2%</b>	(596 bps)	<b>13.1%</b>	<b>12.3%</b>	74 bps
Depreciation	1.9	0.4	370.6%	3.0	(35.7%)	6.6	2.3	185.4%
<b>EBIT</b>	<b>37.1</b>	<b>28.4</b>	30.5%	<b>40.3</b>	(7.8%)	<b>135.9</b>	<b>89.3</b>	52.1%
Finance Costs	8.5	5.1	66.5%	5.9	44.7%	25.0	16.8	48.6%
EBIT and Other Income	28.6	23.3	22.5%	34.4	(16.8%)	110.9	72.5	52.9%
Other Income	9.9	0.7	1,232.5%	1.0	858.3%	18.6	3.6	411.7%
<b>EBT after Other Income</b>	<b>38.4</b>	<b>24.1</b>	59.8%	<b>35.4</b>	8.7%	<b>129.5</b>	<b>76.2</b>	70.1%
Tax	(8.4)	(8.5)	N/A	(9.3)	N/A	(31.3)	(21.5)	N/A
<b>PAT</b>	<b>30.1</b>	<b>15.6</b>	93.3%	<b>26.1</b>	15.1%	<b>98.2</b>	<b>54.7</b>	79.7%
PAT Margin	<b>8.7%</b>	<b>5.7%</b>	302 bps	<b>10.4%</b>	(173 bps)	<b>9.0%</b>	<b>7.4%</b>	166 bps
<b>Diluted EPS (in INR)</b>	<b>16.87</b>	<b>8.84</b>	90.8%	<b>15.38</b>	9.7%	<b>51.23</b>	<b>31.13</b>	64.6%



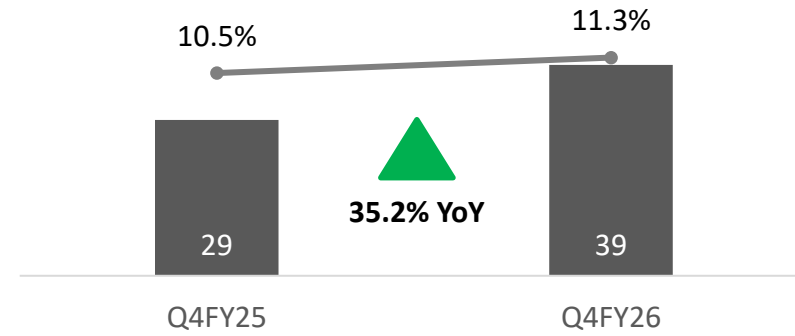
- ▶ **Revenue:** The Revenues during Q4 FY26 grew by 26.3% YoY to INR 346 Crores owing to the growth in Engineering division.
- ▶ **EBITDA:** EBITDA increased by 35.2% YoY to INR 39 Crores due to the Company's prudent focus on margin accretive Engineering Business. EBITDA margin expanded by 75 bps YoY to 11.3 % in Q4 FY26 led by operational efficiencies and better margins in engineering & EPC segment.
- ▶ **PAT:** PAT grew by 93.3% YoY to INR 30 Crores. PAT margin expanded by 302 bps YoY to 8.7% during the quarter.

# Operational Excellence: Q4 FY26

OPERATING REVENUE (in INR Crores)



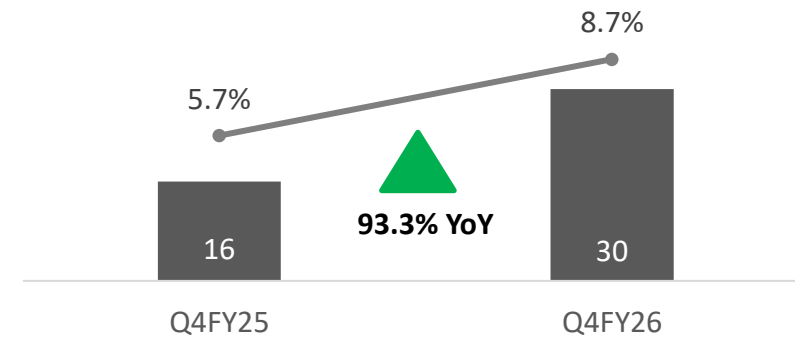
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)

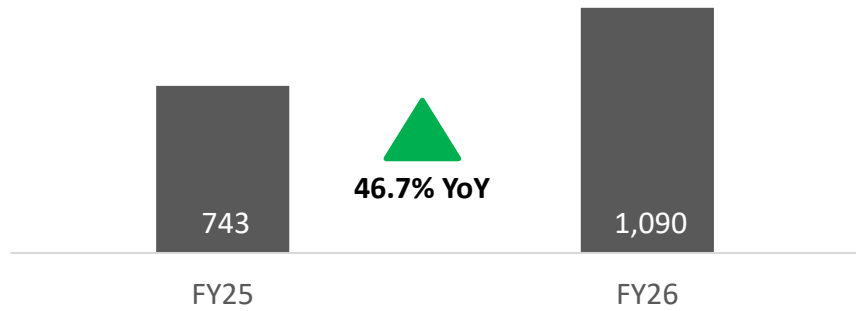


PAT (in INR Crores) and PAT margin (%)

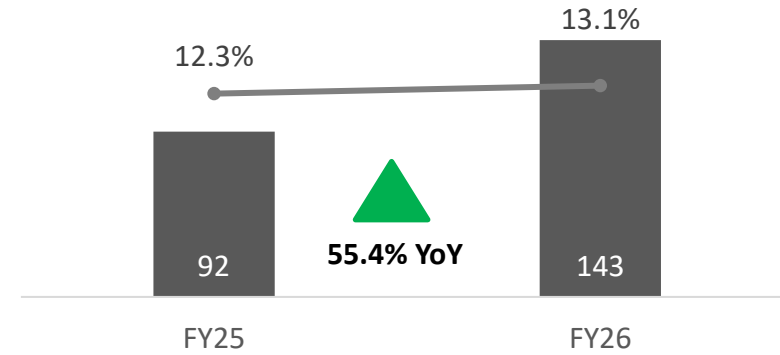


# Operational Excellence: FY26

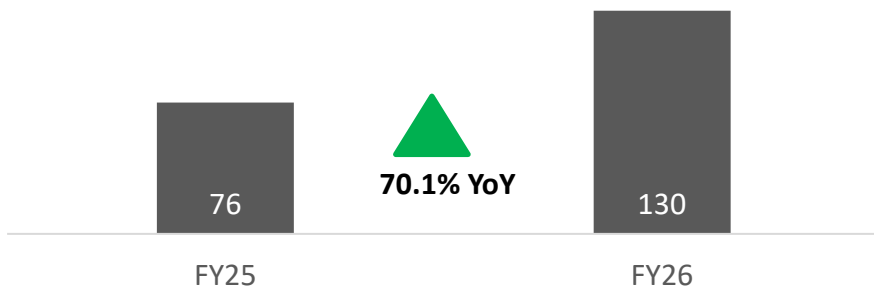
OPERATING REVENUE (in INR Crores)



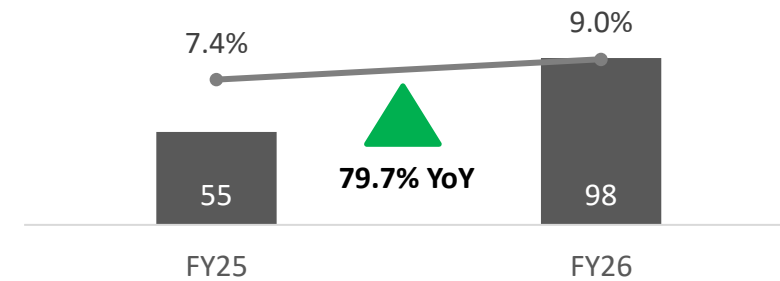
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)



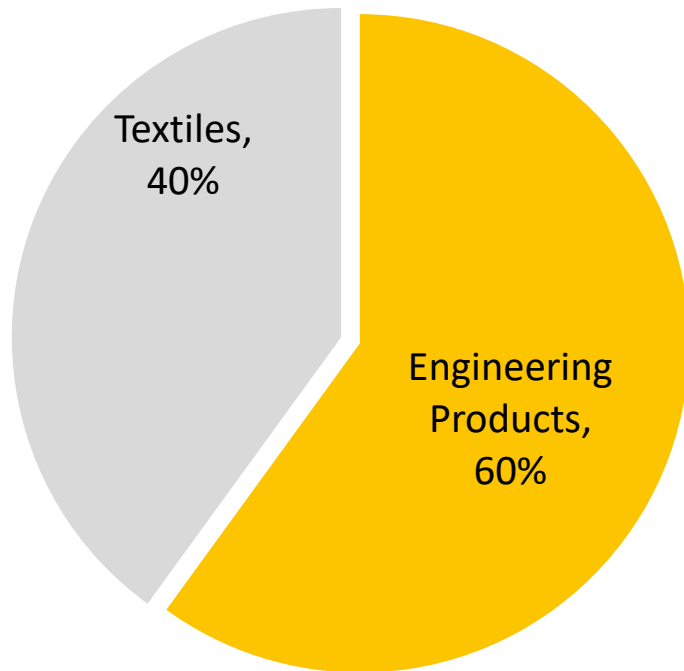
PAT (in INR Crores) and PAT margin (%)



# Revenue Break-up: FY26



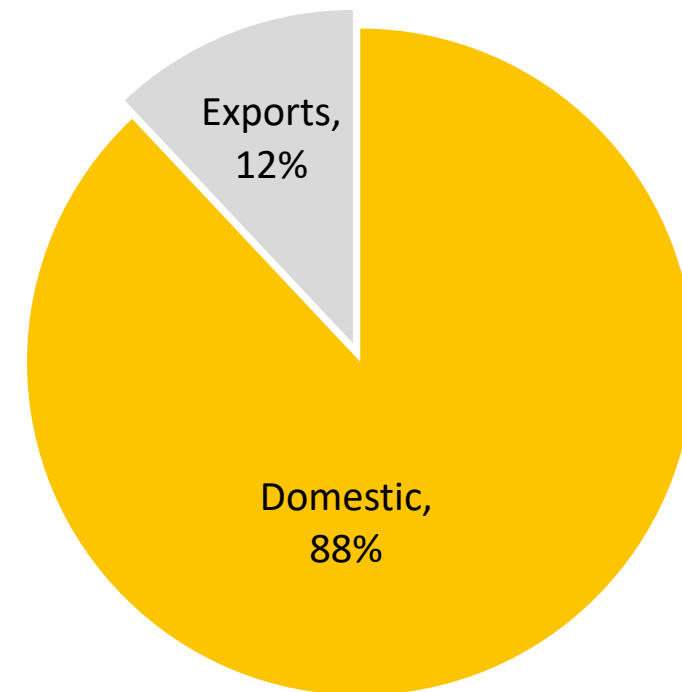
## Segment Wise Revenue Mix (%)



■ Engineering Products ■ Textiles



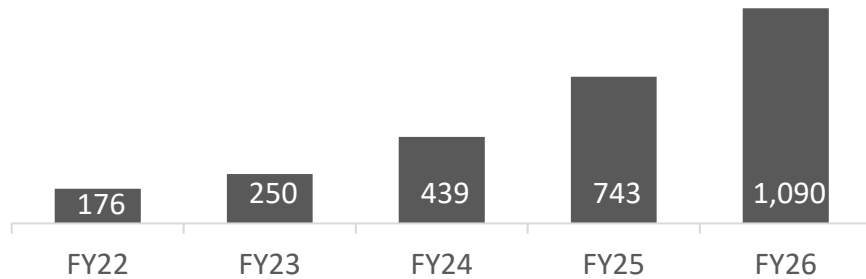
## Geographical Mix



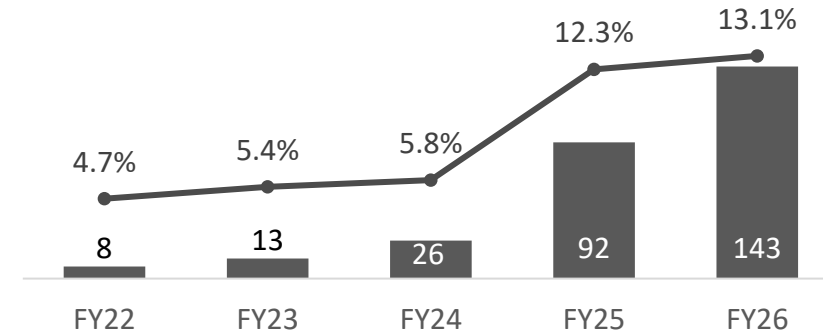
■ Domestic ■ Exports

# Historical Key Performance Metrics

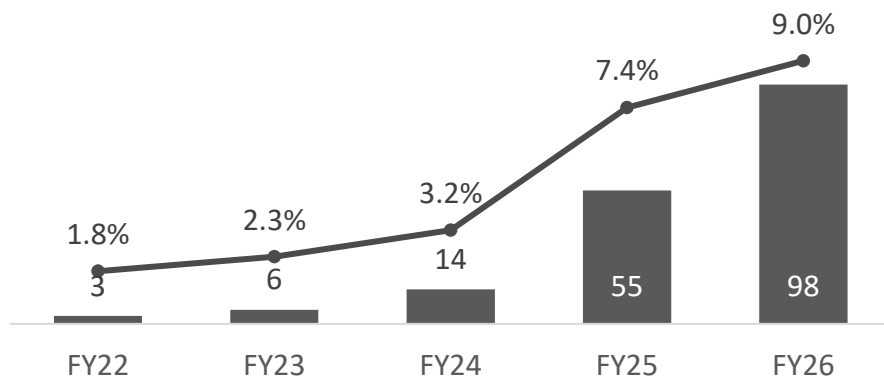
### Revenue



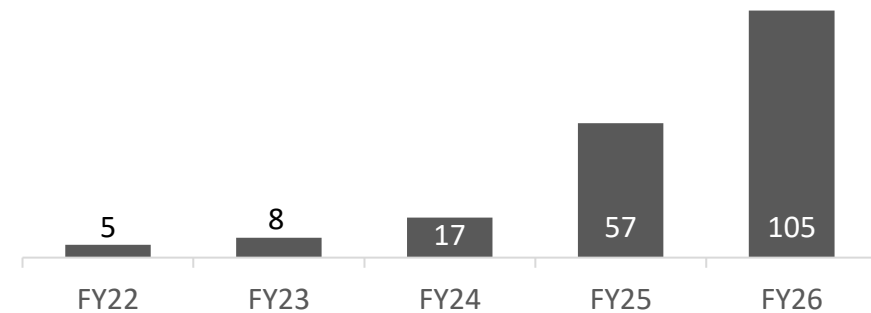
### EBITDA & EBITDA Margin (%)



### PAT & PAT Margin (%)



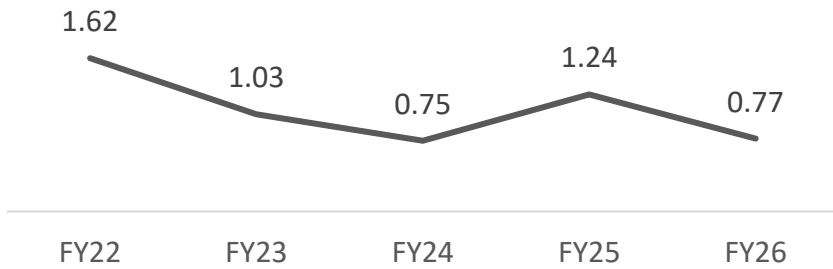
### Cash PAT (PAT + Depreciation)



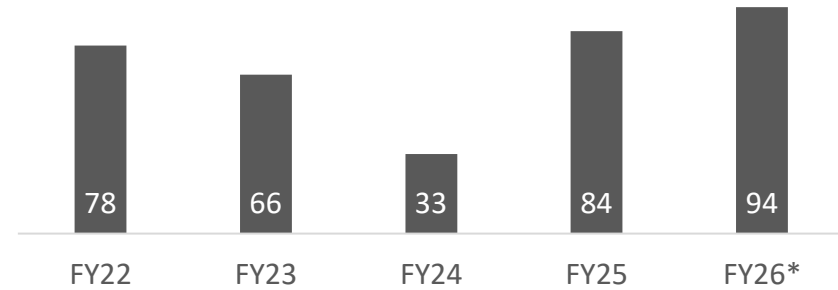
(in INR Crores)

# Historical Key Performance Metrics

### Debt to Equity (%)

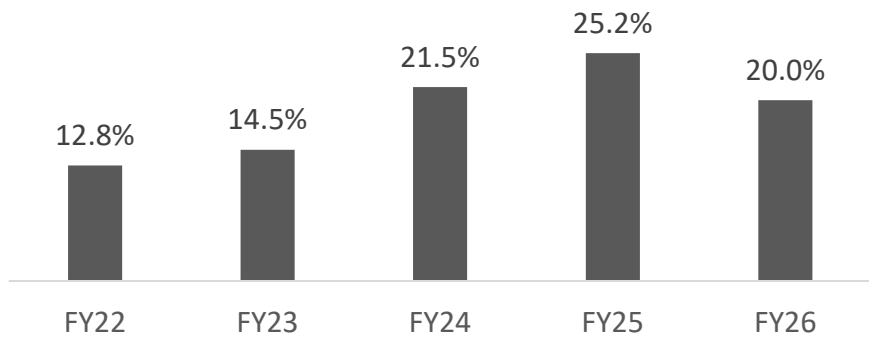


### Working Capital (in Days)

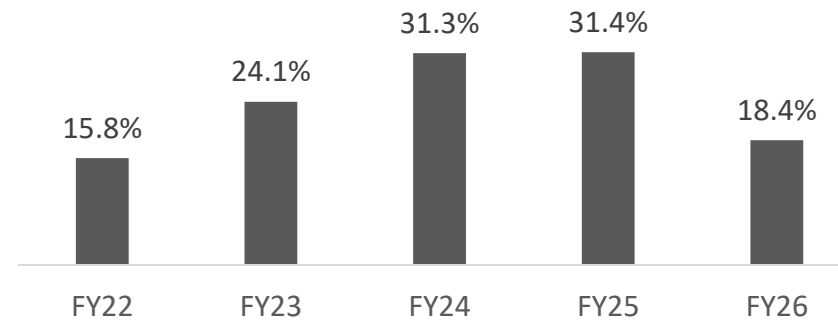


\*Working capital days are elevated due to extended credit periods in EPC projects and longer conversion timelines in engineering projects.

### ROE % (Return on Equity)



### ROCE % (Return on Capital Employed)



# Consolidated Income Statement

Particulars (in INR crores)	FY 22	FY 23	FY 24	FY25	FY26
<b>Revenue</b>	<b>175.9</b>	<b>249.8</b>	<b>438.5</b>	<b>743.2</b>	<b>1,090.2</b>
Cost of Goods Sold	137.7	206.5	378.2	614.6	912.8
<b>Gross Profit</b>	<b>38.2</b>	<b>43.3</b>	<b>60.3</b>	<b>128.6</b>	<b>177.3</b>
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
<b>EBITDA</b>	<b>8.2</b>	<b>13.4</b>	<b>25.5</b>	<b>91.7</b>	<b>142.5</b>
EBITDA Margin	<b>4.7%</b>	<b>5.4%</b>	<b>5.8%</b>	<b>12.3%</b>	<b>13.1%</b>
Depreciation	2.3	2.6	2.7	2.3	6.6
<b>EBIT</b>	<b>5.9</b>	<b>10.8</b>	<b>22.7</b>	<b>89.3</b>	<b>135.9</b>
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
<b>EBT after Other Income</b>	<b>4.3</b>	<b>7.9</b>	<b>18.9</b>	<b>76.2</b>	<b>129.5</b>
Tax	(1.1)	(2.1)	(4.7)	(21.5)	(31.3)
<b>PAT</b>	<b>3.2</b>	<b>5.8</b>	<b>14.2</b>	<b>54.7</b>	<b>98.2</b>
PAT Margin	<b>1.8%</b>	<b>2.3%</b>	<b>3.2%</b>	<b>7.4%</b>	<b>9.0%</b>
<b>Diluted EPS (in INR)</b>	<b>3.14</b>	<b>5.22</b>	<b>10.46</b>	<b>31.13</b>	<b>51.23</b>
<b>No. of Shares</b>	1,00,46,000	1,11,03,746	1,11,03,746	1,54,67,146	1,85,45,198
<b>Face Value</b>	10	10	10	10	10
<b>Share Capital (in INR crores)</b>	10.05	11.11	11.11	15.47	18.55

# Consolidated Balance Sheet

Particulars (in INR crores)	As on 31 <sup>st</sup> March 2022	As on 31 <sup>st</sup> March 2023	As on 31 <sup>st</sup> March 2024	As on 31 <sup>st</sup> March 2025	As on 31 <sup>th</sup> March 2026
<b>ASSETS</b>					
Non - Current Assets	26	33	41	143	218
Current Assets	66	77	122	435	1,088
<b>Total Assets</b>	<b>92</b>	<b>110</b>	<b>163</b>	<b>579</b>	<b>1,306</b>
<b>EQUITY &amp; LIABILITIES</b>					
Equity	25	40	66	217	492
Non – Current Liabilities	25	7	10	68	246
Current Liabilities	42	63	87	294	568
<b>Total Equity &amp; Liabilities</b>	<b>92</b>	<b>110</b>	<b>163</b>	<b>579</b>	<b>1,306</b>
<b>Debt*</b>	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.



# 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

<b>Diversified Business Segments:</b>	Manufacturing of Engineering Products   Textiles   Defence Products (from FY26)   Solar Power (Additionally Strategic Partnership with MASA company has identified the opportunities in Solar & Defence in Gulf countries)
<b>High Quality Standards:</b>	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
<b>Marque Customers:</b>	Global presence is marked by exports to USA, Middle East, and a robust customer base including prominent domestic and international customers
<b>Integrated Manufacturing Capacities:</b>	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 1,548 Crores**  
Order Book
- 30+ Countries**  
Strong Exports
- 1,00,000 MTPA**  
New Proposed Capacity

# Ready to Yield the Benefits of Diversification



## Key Financials

**CAGR Growth (%)  
(FY21-FY26)**



Revenue **58.9%**

EBITDA **80.0%**

PAT **111.0%**

**Return Ratios (FY26)**

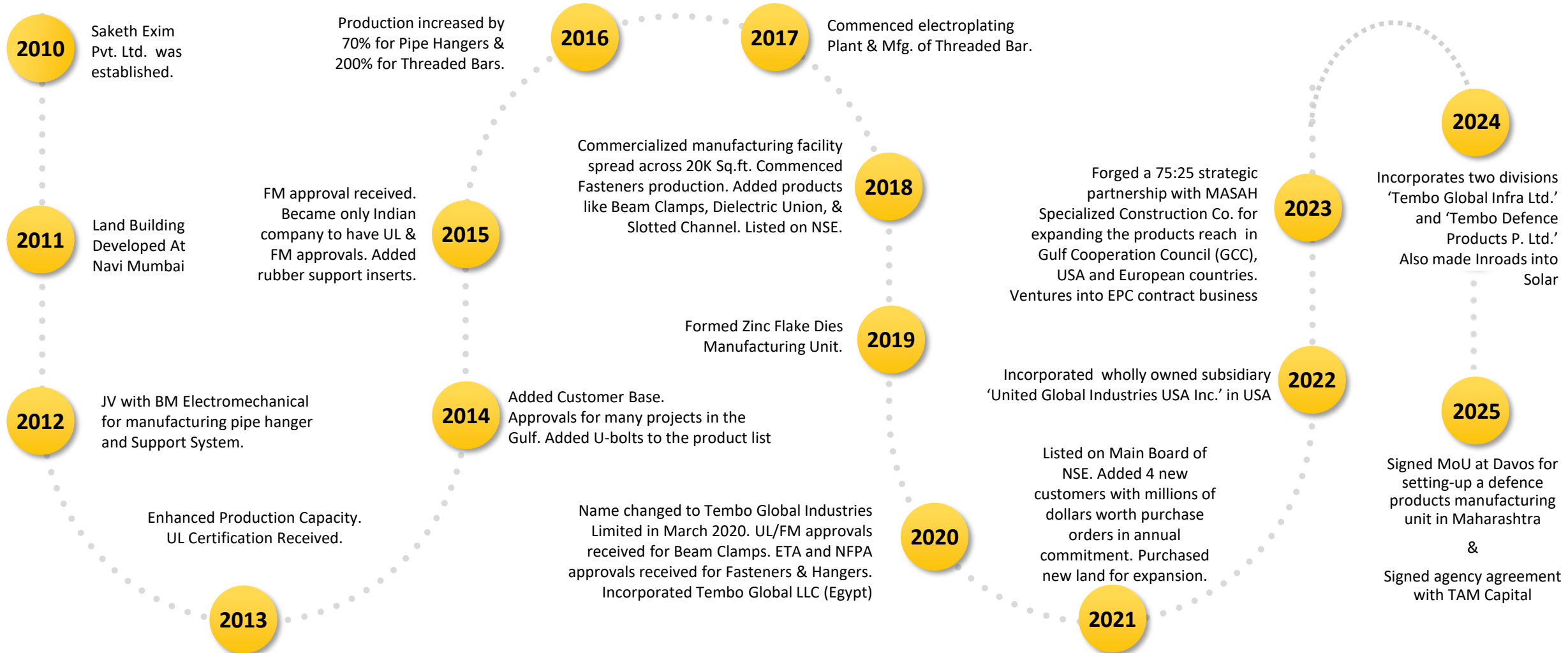


ROCE **18.4%**

ROE **20.0%**

Key Business Verticals	Engineering Solutions	Textiles	Defence	Power
<b>Segment Highlights</b>	EPC Project Delivery and Manufacturing Structural Support Systems	Processing of Fibres & Yarn	Array of Products	Solar Power
<b>Expertise</b>	<ul style="list-style-type: none"> <li>▶ Fuel Farm &amp; Piping</li> <li>▶ Infrastructure</li> <li>▶ Building &amp; Factories</li> <li>▶ Refinery Projects</li> <li>▶ Renewable Energy</li> <li>▶ Marine Jetty Projects</li> <li>▶ Manufacturing of Engineering Products used in Construction &amp; Infra</li> </ul>	<ul style="list-style-type: none"> <li>▶ Processing &amp; Supply of Fibres &amp; Yarn as per the Client's Requirement</li> </ul>	Ventured into Defence with Tembo Defence Products Ltd in Q2FY25	Power Purchase Agreement with Maharashtra State Electricity Distribution Co. Ltd (MSEDCL)
<b>EBIT Margin FY26 (%)</b>	21.9%	1.8%	NA	NA
<b>Revenue Growth FY26 (%)</b>	93.8%	7.0%	NA	NA
<b>Expected Revenue Contribution FY27 (%)</b>	75%	10%	10%	5%

# Journey from Trading to a Leading Engineering Solutions Player



# 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 Amit Awasthi**  
General Manager at  
Tembo Defence Pvt. Ltd.

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

# Seasoned Board of Directors



**Ms. Homai Daruwalla**  
*Independent Director*

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



**Ajay Madan**  
*Independent Director*

- ▶ A distinguished Chartered Accountant with over three and a half decades of extensive 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.



# Business Proposition



# Creating Value through Engineering Know-how

## Capacity Expansion and Foray into High Margin Business

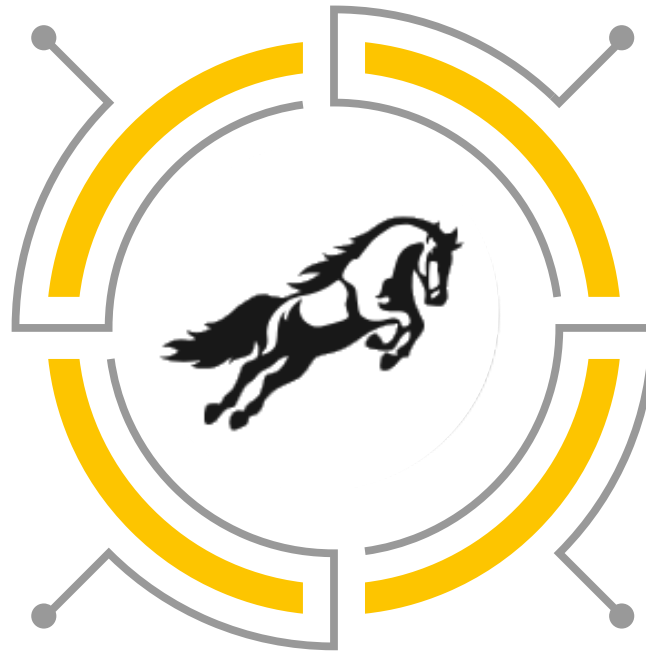


- ▶ **Capacity Expansion:** The Company's current capacity is pegged at 1,00,000 tons per annum.
- ▶ **Venturing into High Margin Business:** The Company aims to take it leverage engineering expertise foray into high margin manufacturing business including: ERW Pipes, EPC Business (Tembo Global Infra 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 1,548 Crores as on 31<sup>st</sup> March 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

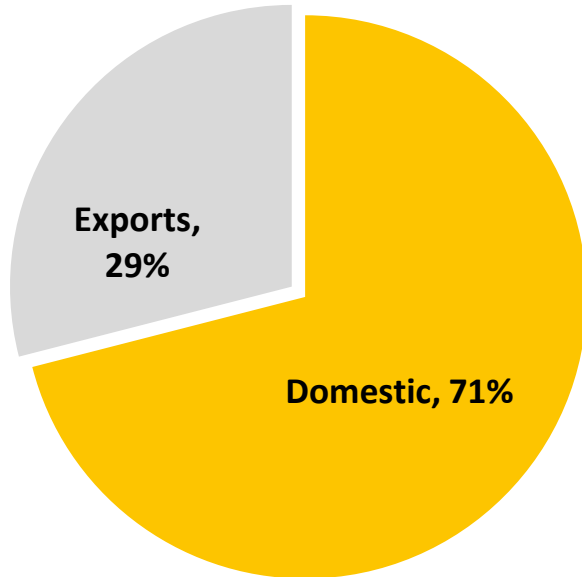


- ▶ **Plants:** 2 Existing Operational Facilities & 1 New Plant at Vasai
- ▶ **Current Capacity:** 1,00,000 TPA (Commissioned in Jan 2026)
- ▶ **Team Expertise:** 100+ Engineering Professionals

# Engineering Solutions: Driving Revenue Visibility



## Revenue Mix: FY26



**Order Book:**  
INR 1,478 Crores

*Order Book for  
Engineering & EPC  
segments*

**Order Bidding Pipeline  
(including L1):**  
INR 2,256 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
			 <p><small>Near Mumbai, Maharashtra, India VGFOWP1, Near Mumbai, Maharashtra 400702, India Lat: 18.874286° Long: 72.971707° 23/05/24 (15:22 PM GMT +05:30)</small></p>				
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

# 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



Fibre & Yarn



Shirting Fabric



Suiting



Handkerchiefs & Bedsheets



Uniform Fabric



Knitted Fabric

- ▶ 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 31<sup>st</sup> March 2026



Textiles revenue in FY26 stood at INR 439 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



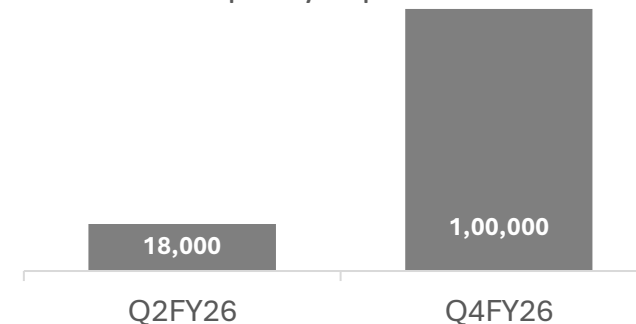
# Expanding Manufacturing Capacity to 1,00,000 MTPA

## 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

### Capacity Expansion



## New Products Pipeline (FY26)



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

## Key Edge



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

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

# Foray into Solar Power

## Leadership



**Richa Varshney**

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

## Project Details

- ❑ 120 MW PPA signed with Maharashtra Government
- ❑ Commissioning by Q2FY27 – Extending till 25 years
- ❑ Land Finalized & First Disbursement of Loan is done by Financial institutions
- ❑ Revenue Potential of ~ INR 80 Crores in FY27
- ❑ For our Solar Special Purpose Vehicles (SPVs), we have successfully acquired land for 28 out of 30 sites

**CAPEX REQUIRED  
INR 640 CRORES**

INR 420 Cr. Funded by Debt

INR 100 Cr.  
Government subsidy to be received post commissioning

INR 120 Cr. Funded by Equity

**Amount sanctioned with financial institution of approximately INR 471 crores**



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

# Enhancing Capabilities & Entry into Defence



## Enhancing Capabilities

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



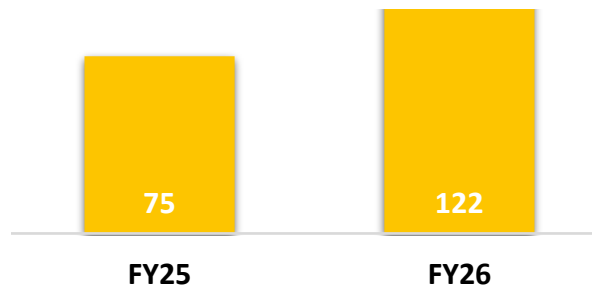
## Defence Update

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



## Skilled Engineering Human Capital

Engineering Human Capital Count



# 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 Amit 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

# Defence: Business Dynamics and Industry Tailwinds

## Technology Tie-up: Salient Features



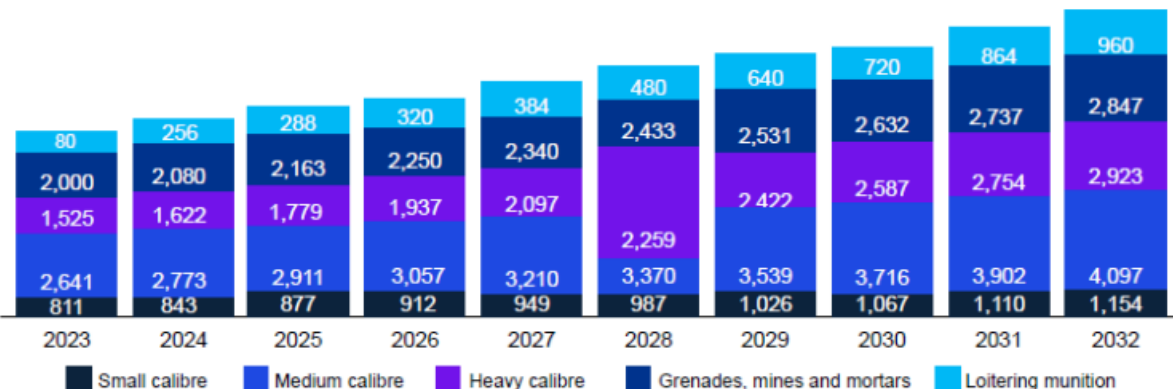
- ▶ Strategic Partnership with a Leading European Company
- ▶ Signed MoU for Assisting Establishment of a new state-of-the-art Arms and Ammunition Manufacturing Plant in India
- ▶ Includes Strategic Buy-back Arrangement wherein European Partner Committing to Purchase 100% of Production Output
- ▶ The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

## MoU Signed at Davos

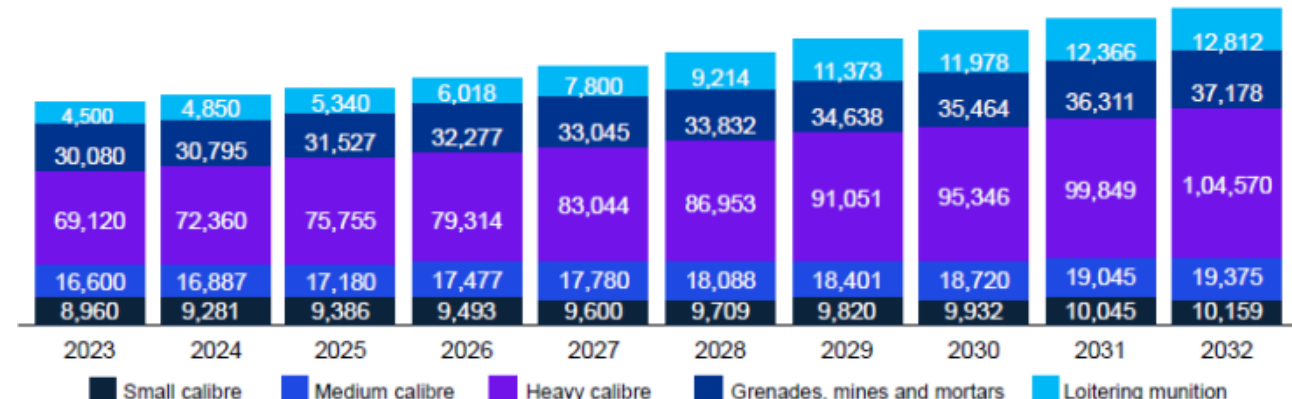


- ▶ Signed MoU with the Government of Maharashtra for setting-up a Defence Products Manufacturing Unit at Davos
- ▶ Capex Outlay: INR 1,000 Crores
- ▶ Promotes Make in India for Defence and Defence Products, thereby Maintaining National Security

## Small Arms Ammunition: Domestic Opportunity



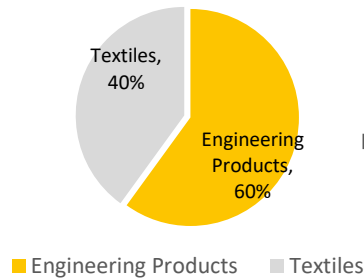
## Small Arms Ammunition: Global Opportunity



# Manufacturing Shift for Creating Value

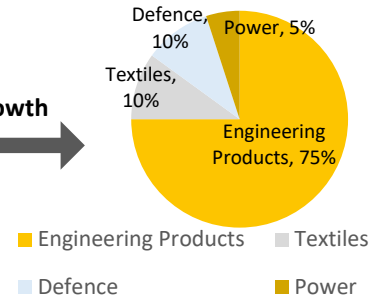
## Shift towards Margin Accretive Business

Segment Wise Revenue Mix (%) – FY26



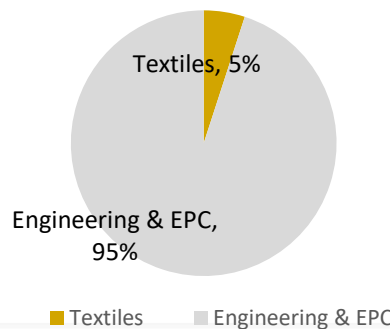
Geared for Growth

Segment Wise Revenue Mix (%) – FY27



## Order Book & Order Bidding Pipeline (incl. L1)

Order Book as on 31 March 2026(%) – INR 1,548 Crores



**FY26 Orders Bidding Pipeline (incl. L1) (%) – INR 2,256 Crores**

**FY27 Revenue Guidance: INR 1,600 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

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# Thank You



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Building a better  
working world

