



TEMBO
Powering Ahead

To,
Listing Compliance,
National Stock Exchange of India Ltd ("NSE")
Exchange Plaza Block G, C 1,
Bandra Kurla Complex, G Block BKC,
Bandra East, Mumbai, Maharashtra 400051

Subject: Intimation under Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Investor Presentation on the Financial Results (Standalone & Consolidated) for the quarter ended June 30, 2025

Dear Sir(s) /Madam(s),

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

Request you to kindly take the same on record.

For Tembo Global Industries Limited

Sanjay Jashbhai Patel
Managing Director
DIN: 01958033

Tembo Global Industries Ltd.

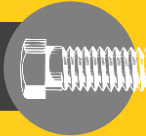
GST NO. 27AAPCS4498C1ZV | CIN - L24100MH2010PLC204331 | Toll Free : 1800 123 7991 | sales@tembo.in | www.tembo.in
Reg. Off. : Plot No.D-146/147, Turbhe MIDC, TTC Industrial Estate, S Cental Road, Opp. Balmer Lawrie Vaan Leer, Navi Mumbai, Maharashtra 400 705.
Factory Add.: Unit No.1/B - Badrinath, Ground Floor, Tungareshwar Industrial complex, Sativali Village, Vasai (East), Dist.Palghar- 401208.



Tembo Global Industries Ltd

Q1 FY26 - Investor Presentation | August 2025
Geared for Value Creation

Engineering Solutions & EPC



Defence Solutions



Solar Power



Textiles



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Business & Financial Highlights



Q1 FY26: Robust Financial Performance

“We kicked off FY26 on a strong note, achieving a remarkable 93% YoY revenue growth, reaching INR 248 Crores in Q1FY26, driven by significant advancements in both our Engineering and Textiles divisions. Our focus on Engineering segment led a significant EBIT margin increase of 1,236 bps YoY to 24.9%. We also inaugurated Phase I of our new manufacturing facility, which has quadrupled our capacity to meet rising demand

Highlighting updates on our key projects, the Maldives jetty project, in collaboration with Tembo Pes JV P. Ltd., is nearing completion and is set to be handed over by the end of Q2FY26. For our Solar Special Purpose Vehicles (SPVs), we have successfully acquired land for 10 out of 30 sites, positioning us well for future renewable energy developments. Land acquisition for our Defence Project is ongoing, and we plan to discuss subsidy claims with the Maharashtra government soon.

On the financing front, we have secured loan approvals from financial institutions for INR 471 crores and for INR 138 crores, with additional loans for our SPVs currently under review. We are actively negotiating terms with banks, aiming to finalize these arrangements by August 31, 2025.

Our order book remains robust, with a strong order book of nearly INR1,350 Crores as of June 30, 2025, along with L1 order bidding pipeline worth INR 2,000 Crores. We have identified an INR 600 crores EPC-designated project, in the June quarter, we secured an order worth INR 24 Crores, additionally INR 50 Crores currently under negotiation. The company is confident of securing a major share of the INR 600 crores project and completing it by 31 March 2026. We have also submitted bids for various projects, including international opportunities, totalling approximately INR 800 crores, reflecting our strategy to diversify our portfolio and enhance our market presence.

Tembo is focused on the precision engineering sector, with a diverse portfolio of 288 products serving high-growth industries such as construction, aerospace, and solar power. We are strategically positioning ourselves to capitalize on opportunities in the solar and defence sectors, which present substantial growth potential.

Our commitment to driving growth and delivering value to stakeholders remains steadfast as we navigate the evolving industry landscape.”

Sanjay J Patel, Managing Director



Consolidated Income Statement – Q1 FY26

Particulars (in INR Crores)	Q1 FY26	Q1 FY25	YoY	Q4 FY25	QoQ	FY25
Revenue	248.1	128.4	93.2%	274.0	(9.4%)	743.2
Cost of Goods Sold	191.0	106.6	79.2%	185.1	3.2%	522.2
Gross Profit	57.1	21.8	161.9%	88.9	(35.7%)	221.1
Gross Profit Margin	23.0%	17.0%	604 bps	32.4%	(942 bps)	29.7%
Employee Expenses	2.1	1.6	32.9%	1.1	94.8%	7.6
Other Expenses	26.8	11.9	126.1%	58.9	(54.5%)	121.8
EBITDA	28.2	8.3	237.4%	28.8	(2.3%)	91.7
EBITDA Margin	11.4%	6.5%	485 bps	10.5%	82 bps	12.3%
Depreciation	0.8	0.6	40.8%	0.4	106.5%	2.3
EBIT	27.3	7.8	252.5%	28.4	(3.9%)	89.3
Finance Costs	4.7	1.8	158.2%	5.1	(7.5%)	16.8
EBIT and Other Income	22.6	5.9	281.7%	23.3	(3.1%)	72.5
Other Income	2.2	1.4	59.1%	(0.2)	N/A	-0.1
EBT after Other Income	24.8	7.3	239.8%	23.2	7.0%	72.5
Tax	-5.8	(1.9)	203.4%	(8.5)	(32.3%)	(21.5)
PAT	19.0	5.4	252.6%	14.7	29.8%	51.0
PAT Margin	7.7%	4.2%	346 bps	5.3%	232 bps	6.9%
Diluted EPS (in INR)	15.96	4.00	299.0%	8.84	80.5%	31.13



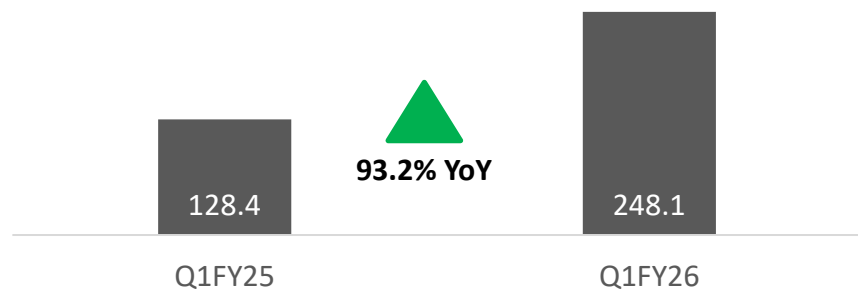
► **Revenue:** The Revenues grew by 93.2% YoY to INR 248 Crores owing to the growth in Engineering & Textiles division.

► **EBITDA:** EBITDA surged by 2.4x YoY to INR 28 Crores due to the Company's prudent focus on margin accretive Engineering Business. EBITDA margin expanded by 485 bps YoY to 11.4% in Q1 FY26 led by operational efficiencies and better margins in engineering & EPC segment.

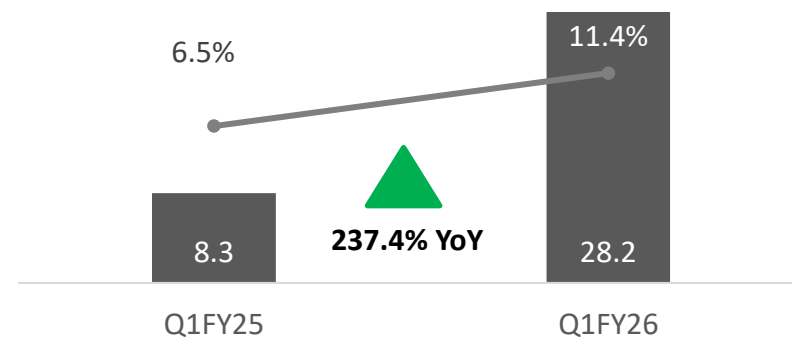
► **PAT:** PAT grew by 252.6% YoY to INR 19 Crores. PAT margin expanded by 346 bps YoY to 7.7% during the quarter.

Operational Excellence: PAT grew by 2.5x in Q1 FY26

OPERATING REVENUE (in INR Crores)



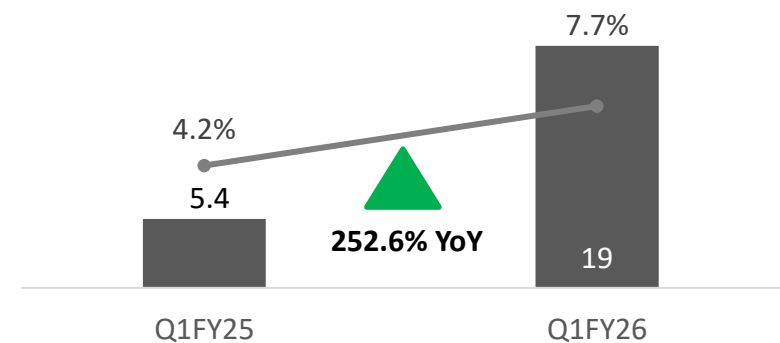
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)

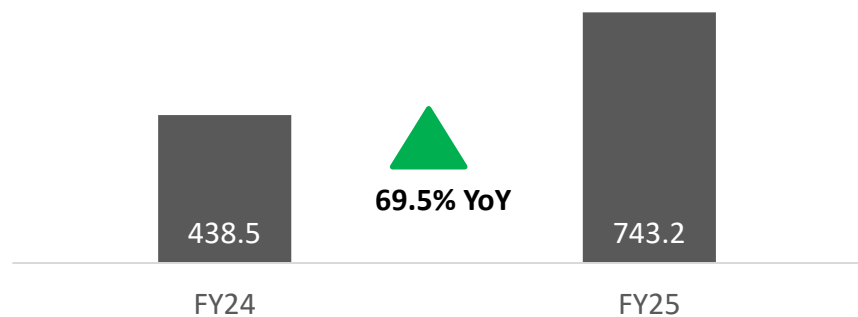


PAT (in INR Crores) and PAT margin (%)

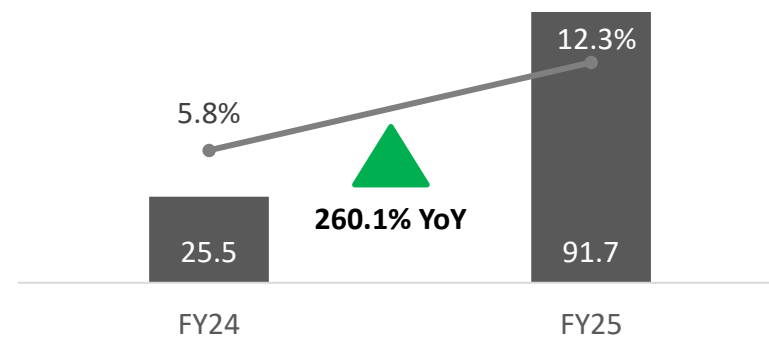


Operational Excellence: PAT surged by 2.6x in FY25

OPERATING REVENUE (in INR Crores)



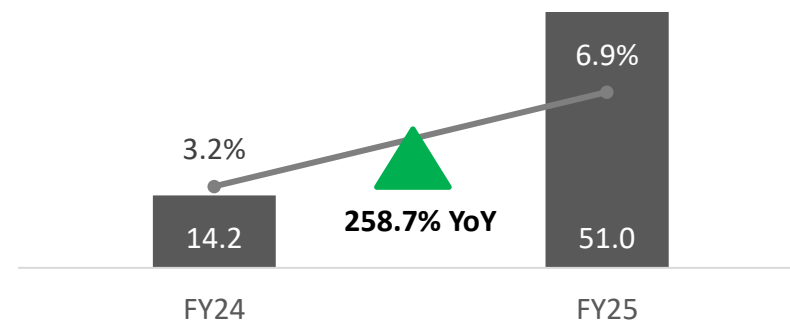
EBITDA (in INR Crores) and EBITDA margin (%)



PROFIT BEFORE TAX (in INR Crores)



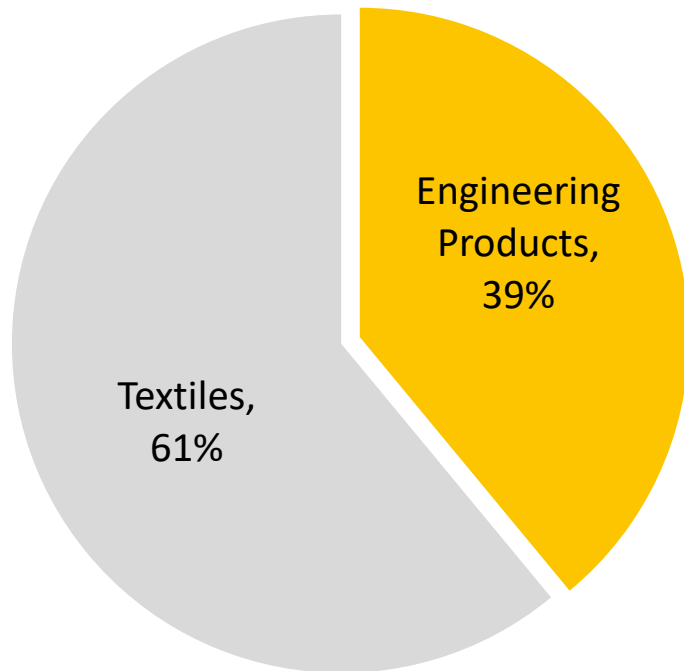
PAT (in INR Crores) and PAT margin (%)



Revenue Break-up: Q1 FY26



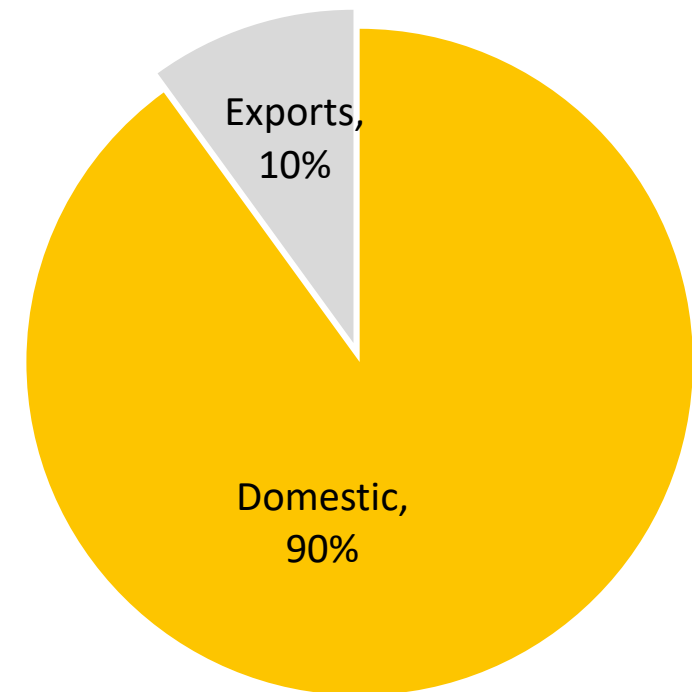
Segment Wise Revenue Mix (%)



■ Engineering Products ■ Textiles



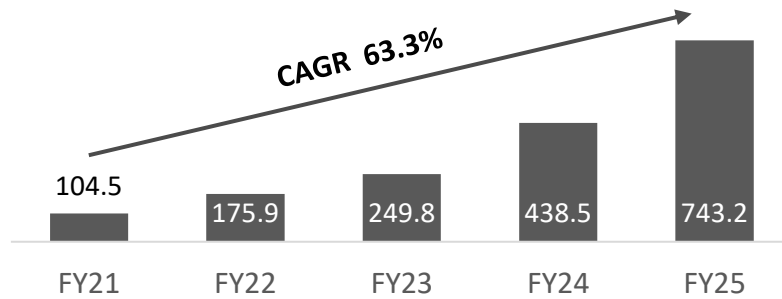
Geographical Mix



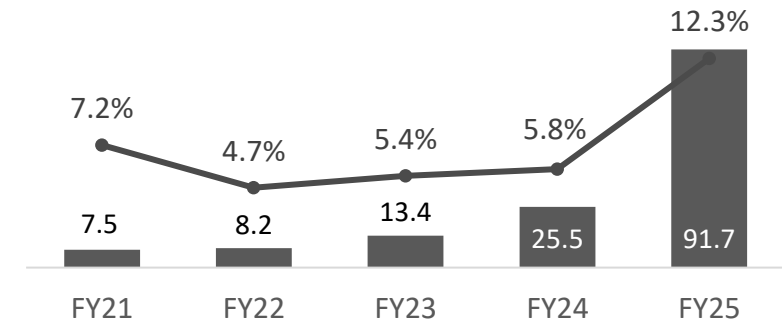
■ Domestic ■ Exports

Historical Key Performance Metrics

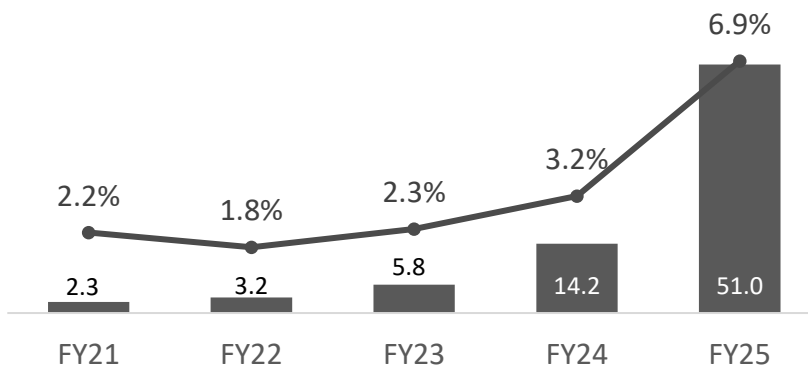
Revenue



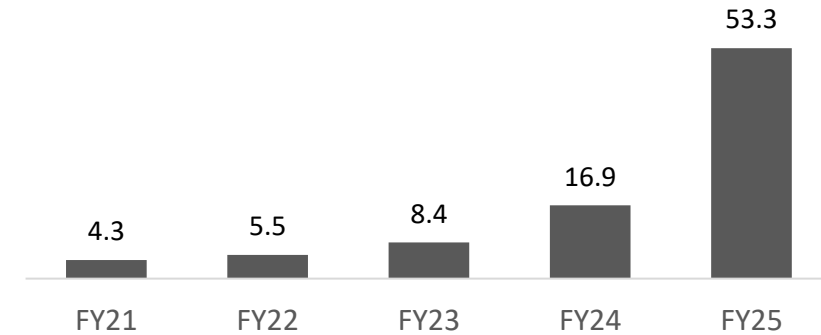
EBITDA & EBITDA Margin (%)



PAT & PAT Margin (%)



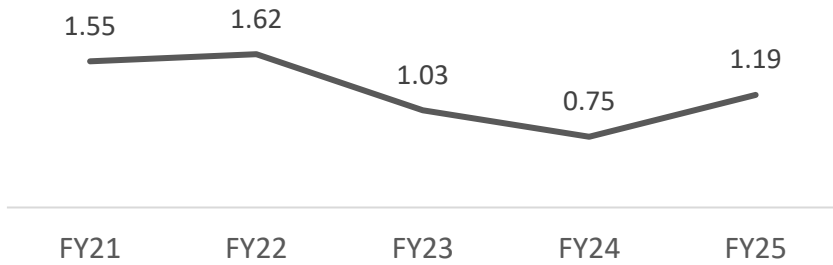
Cash PAT (PAT + Depreciation)



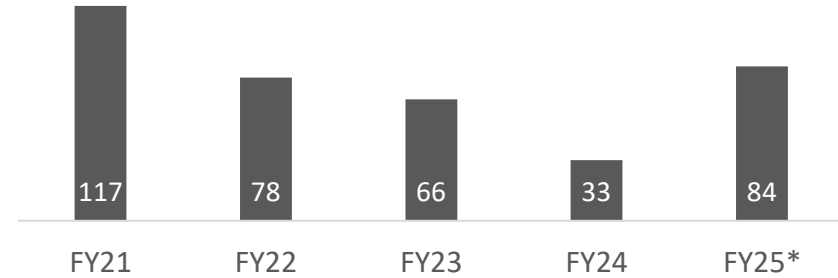
(in INR Crores)

Historical Key Performance Metrics

Debt to Equity (%)

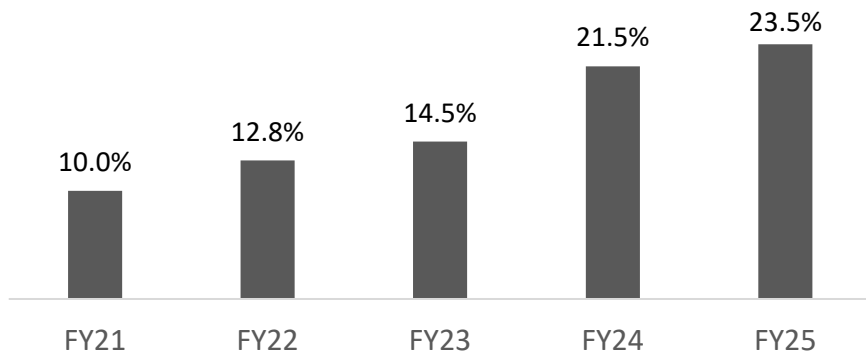


Working Capital (in Days)

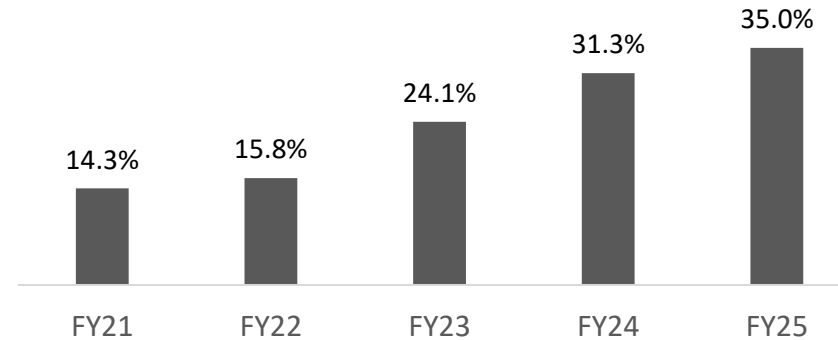


*Working Capital Days is 84 days due to high credit period in EPC projects & timeline conversion in Engineering projects

ROE % (Return on Equity)



ROCE % (Return on Capital Employed)



Consolidated Income Statement

Particulars (in INR crores)	FY 21	FY 22	FY 23	FY 24	FY25
Revenue	104.5	175.9	249.8	438.5	743.2
Cost of Goods Sold	74.1	137.7	206.5	378.2	522.2
Gross Profit	30.4	38.2	43.3	60.3	221.1
Gross Profit Margin	29.0%	21.7%	17.3%	13.8%	29.7%
Employee Expenses	3.0	4.9	5.7	8.0	7.6
Other Expenses	19.9	25.1	24.2	26.8	121.8
EBITDA	7.5	8.2	13.4	25.5	91.7
EBITDA Margin	7.2%	4.7%	5.4%	5.8%	12.3%
Depreciation	2.0	2.3	2.6	2.7	2.3
EBIT	5.6	5.9	10.8	22.7	89.3
Finance Costs	2.4	3.6	3.4	5.2	16.8
EBIT and Other Income	3.2	2.3	7.4	17.6	72.5
Other Income	0.2	2.0	0.4	1.3	(0.1)
EBT after Other Income	3.3	4.3	7.9	18.9	72.5
Tax	(1.0)	(1.1)	(2.1)	(4.7)	(21.5)
PAT	2.3	3.2	5.8	14.2	51.0
PAT Margin	2.2%	1.8%	2.3%	3.2%	6.9%
Diluted EPS (in INR)	2.34	3.14	5.22	10.46	31.13

Consolidated Balance Sheet

Particulars (in INR crores)	As on 31 st March 2021	As on 31 st March 2022	As on 31 st March 2023	As on 31 st March 2024	As on 31 st March 2025
ASSETS					
Non - Current Assets	23	26	33	41	248
Current Assets	58	66	77	122	326
Total Assets	81	92	110	163	574
EQUITY & LIABILITIES					
Equity	24	25	40	66	217
Non – Current Liabilities	17	25	7	10	39
Current Liabilities	40	42	63	87	319
Total Equity & Liabilities	81	92	110	163	574
Debt*	36	41	41	50	259

*Debt includes short term debt and long term debt



- Higher Loans & Advances due to foray in Solar and Defence.
- 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.
- 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.

Company Overview



Tembo Global Industries Limited – At a Glance



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

KEY STRENGTHS

Diversified Business Segments:

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

High Quality Standards:

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

Marque Customers:

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

Integrated Manufacturing Capacities:

15,000 MTPA capacity with forward and backward integration of our manufacturing facilities has resulted in cost savings and increased profitability. Ongoing Capex to enhance the capacity by 6x i.e., up to 90,000 MTPA by the end of Q2FY26

~40 Years

Management Experience

INR 1,350 Crores

Order Book

27+ Countries

Strong Exports

15,000 MTPA

Current Capacity

Ready to Yield the Benefits of Diversification

Key Financials

**CAGR Growth (%)
(FY21-FY25)**



Revenue **63.3%**

EBITDA **86.8%**

PAT **115.8%**

Return Ratios (FY25)

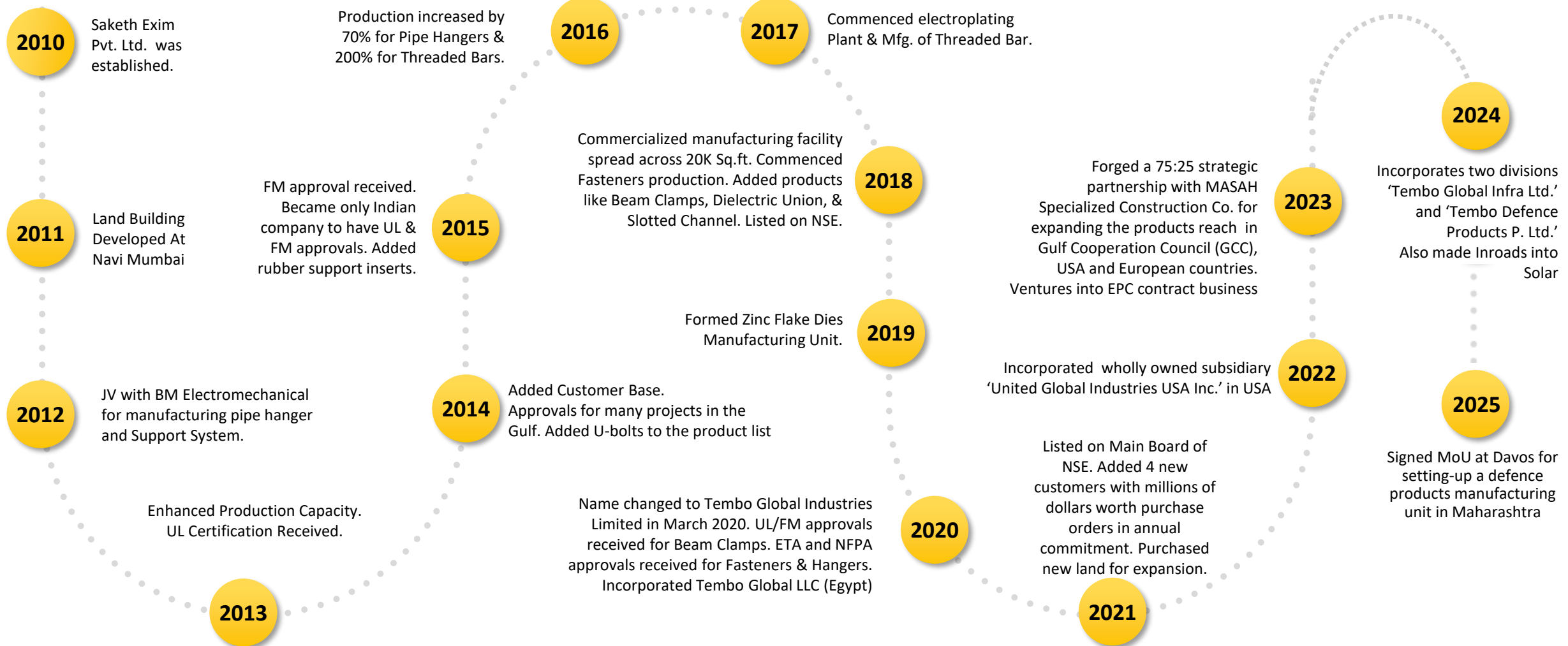


ROCE **35.0%**

ROE **23.5%**

Key Business Verticals	Engineering Solutions	Textiles	Defence	Power
Segment Highlights	EPC Project Delivery and Manufacturing Structural Support Systems	Processing of Fibres & Yarn	Array of Products	Solar Power
Expertise	<ul style="list-style-type: none"> ▶ Fuel Farm & Piping ▶ Infrastructure ▶ Building & Factories ▶ Refinery Projects ▶ Renewable Energy ▶ Marine Jetty Projects ▶ Manufacturing of Engineering Products used in Construction & Infra 	<ul style="list-style-type: none"> ▶ Processing & Supply of Fibres & Yarn as per the Client's Requirement 	Ventured into Defence with Tembo Defence Products Ltd in Q2FY25	Power Purchase Agreement with Maharashtra State Electricity Distribution Co. Ltd (MSEDCL)
EBIT Margin FY25 (%)	17.6%	2.1%	NA	NA
Revenue Growth FY20-24 CAGR (%)	23.5%	77.9%	NA	NA
Expected Revenue Contribution FY27 (%)	60%	10%	20%	10%

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's 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's digital transformation.



Nitin Tiwari
Accounts & Finance
Head

- ▶ Chartered Accountant with 10 years of experience in financial planning, due diligence of Merger & Acquisition (M&A) fund raising, budgeting, forecasting, investor relations, MIS reporting, statutory compliance, and B4 audit management.

Seasoned Board of Directors



Firdose Vandrevalla
Non-Executive Director

- ▶ A seasoned business leader with over five decades of multi-industry experience across steel, power, telecommunications, real estate, and management consultancy
- ▶ Played an active role in shaping public policy through his involvement with committees formed by SEBI and the Ministry of Finance



Ms. Homai Daruwalla
Independent Director

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



Ajay Madan
Independent Director

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



Sumantra Sarathi Mahata
Independent Director

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



Nikunj Barot
Independent Director

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

Business Proposition



Creating Value through Engineering Know-how

Capacity Expansion and Foray into High Margin Business

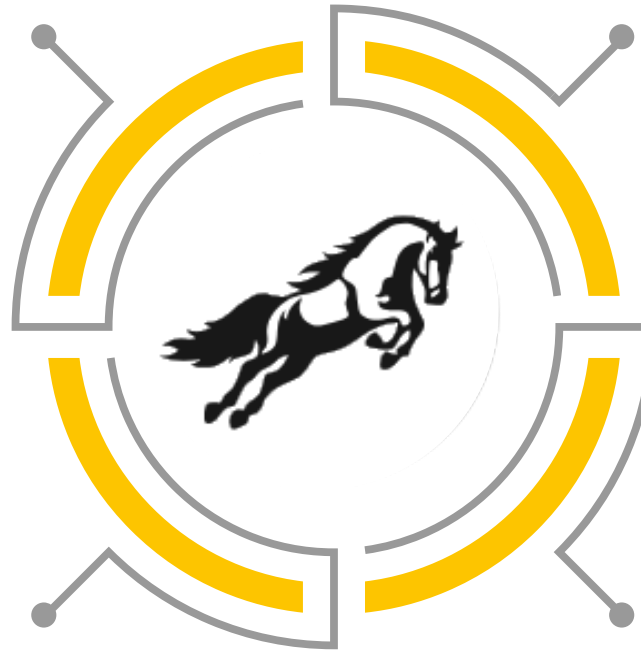


- ▶ **Capacity Expansion:** The Company's current capacity is pegged at 15,000 tons per annum. The ongoing green field expansion at Vasai will bolster Tembo Global Industries overall capacity by 6x times by the end of Q2FY26
- ▶ **Venturing into High Margin Business:** The Company aims to take it leverage 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 1,350 Crores as on 30th June 2025



Domain Expertise

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

Business Segments



Engineering Solutions: Core Focus Area

Product Portfolio

Heavy Duty Clamps Fabrication



Construction:
Bridges, Buildings,
Offshore Platforms



Manufacturing:
Pressure Vessels,
Industrial
Machinery,
Storage Tanks



Transportation: Ship
Building, Heavy-duty
Vehicles, Mining



Refinery:
MEP, HVAC & Fire
and Safety

Industry Applications

Competitive Edge



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

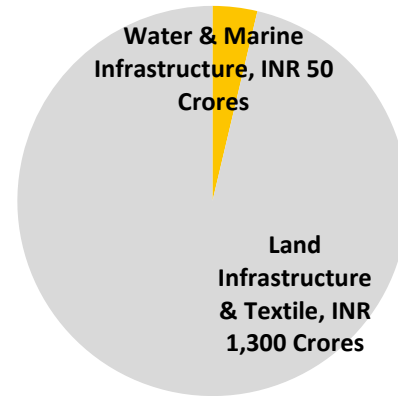
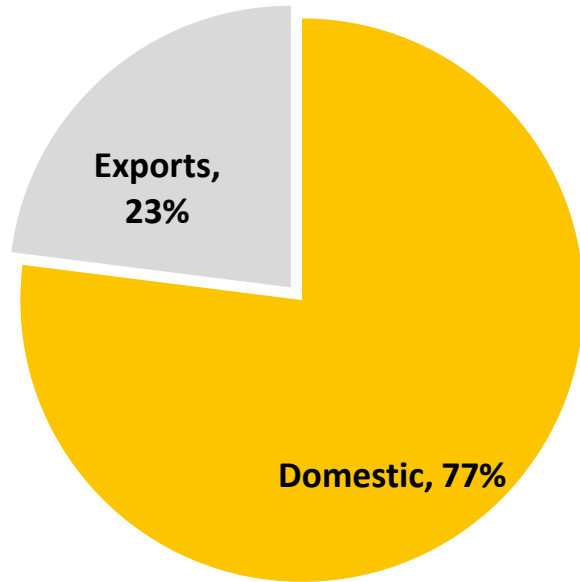
Facilities and Team



- ▶ **Plants:** 2 Existing Operational Facilities & 1 Upcoming Greenfield Plant at Vasai
- ▶ **Current Capacity:** 15,000 tons per annum (TPA) – Operating at Single Shift
- ▶ **Ongoing Capacity Expansion:** by 6x to 90,000 TPA
- ▶ **Team Expertise:** 80+ Engineering Professionals

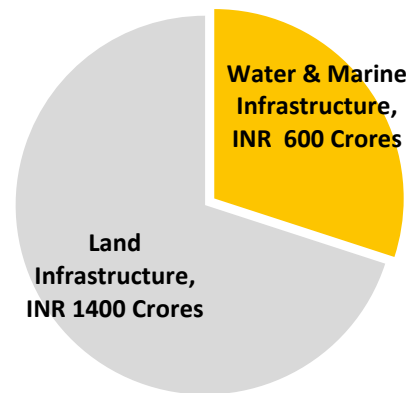
Engineering Solutions: Driving Revenue Visibility

Revenue Mix: Q1 FY26



Order Book:
INR 1,350 Crores

*Ventured into EPC as a
Forward Integration to
Engineering Products*



**Order Bidding Pipeline
(including L1):**
INR 2,000 Crores
(including EPC Projects)

FY26 Revenue Guidance: INR 800 Crores

Engineering Solutions: Key Ongoing Projects

Marine Jetty



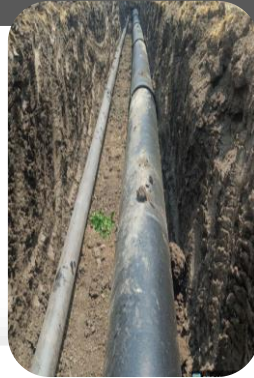
**Construction of
Fuel Jetty**

**New Water
Injection**



**Support
Infrastructure for
Key Refinery
Project**

Pipe Supply



**Laying Pipe
Supply**

**Bottling
Terminal**



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

Refinery



**Applying VGO and
CDU-VDU units**

**Refinery
Expansion**



**MEP & Fire Fighting
Support System
Fabrication &
Installation**

Fuel Farm



**Construction of
Fuel Farm**

**Hotel
Construction**



**MEP & HVAC
EPC**

**Water & Marine Infra
Projects**

Land Infra Projects

Scope of work

EPC Projects Nearing Completion

Fuel Farm



Completion Status: 90%

Marine Jetty



Completion Status: 90%

Propels the Company to Bid and Win New Projects

Senior EPC Team



Suhas Deshpande
Senior Project Director
Ports & Jetty

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



Shantanu Ghosh
Project Director
Fuel Farm / Water

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



Manas Mukherjee
Project Director
Jetty

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



Dharmanshu Rawal
Vice President – Projects
Ports & Jetty

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



Probir Biswas
Project Director

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



Jayant Kumar
Project Director

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

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 130 Crores as on 30th June 2025

FY26 Revenue Guidance: INR 300 Crores



Textiles revenue in Q1 FY26 stood at INR 141 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

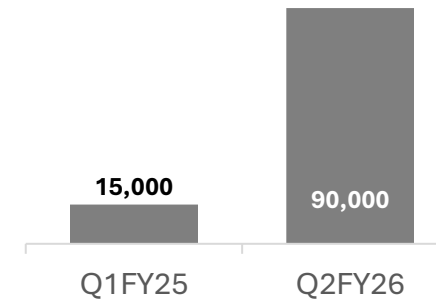


Expanding Manufacturing Capacity by 6x to 90,000 MTPA

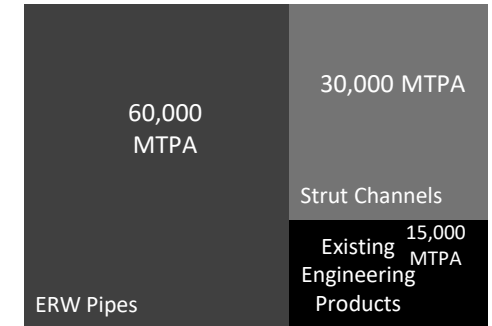
New Capacity: Commissioning Expected by the end of Q2FY26



- ▶ **New Facility:** Vasai
- ▶ **Capex Incurred:** INR 75 Crores
- ▶ **Funding:** INR 50 Crores Debt & Balance Funded by the Company & Promoters
- ▶ **Capex Status:** Factory Work Completed (Shifting & Machinery installation still in progress)
- ▶ **Expected Revenue (FY26):** INR 300 Crores



Capacity Breakup: FY26



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 end FY26 – Extending till 25 years
- ❑ Land Finalized & Financial Closure in process
- ❑ Revenue Potential of ~ INR 70 Crores in FY27
- ❑ For our Solar Special Purpose Vehicles (SPVs), we have successfully acquired land for 10 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



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



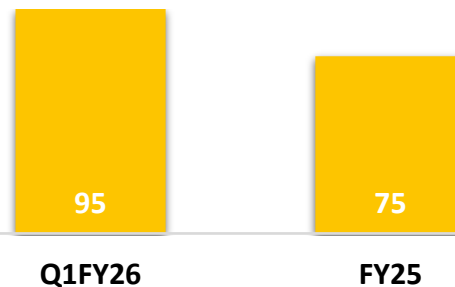
Rationale for Foray into Defence

- ▶ Sets up 'Tembo Defence Products P. Ltd' Aligned with the Government's increasing Focus to Source Quality and 'Made in India' Defence Products
- ▶ Engineering Products Division Manufacturing Prowess led to foray into Defence
- ▶ Aim to Manufacture and Deliver the Best Quality of Defence Products mirroring the Government's increasing Self-Reliance on Defence
- ▶ Explore Opportunities to Export Defence Products



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

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



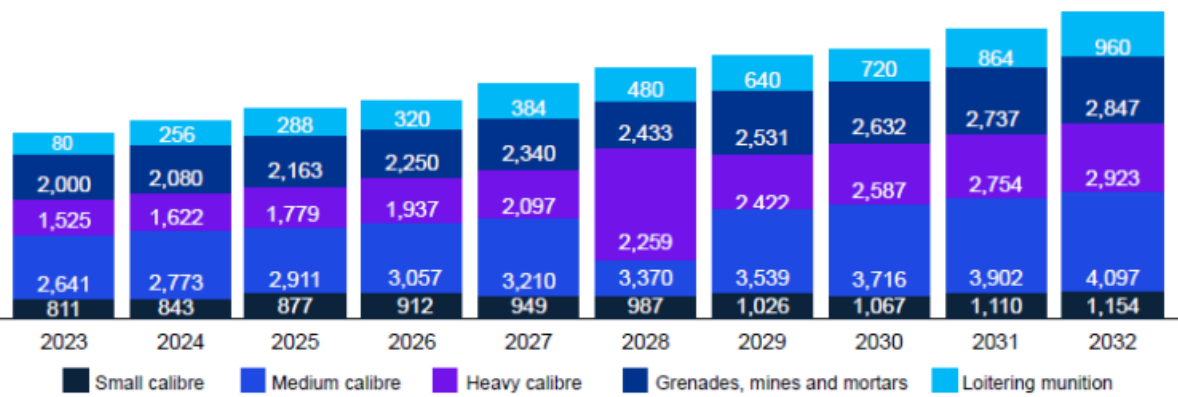
- ▶ Strategic Partnership with a Leading European Company
- ▶ Signed MoU for Assisting Establishment of a new state-of-the-art Arms and Ammunition Manufacturing Plant in India
- ▶ Includes Strategic Buy-back Arrangement wherein European Partner Committing to Purchase 100% of Production Output

MoU Signed at Davos

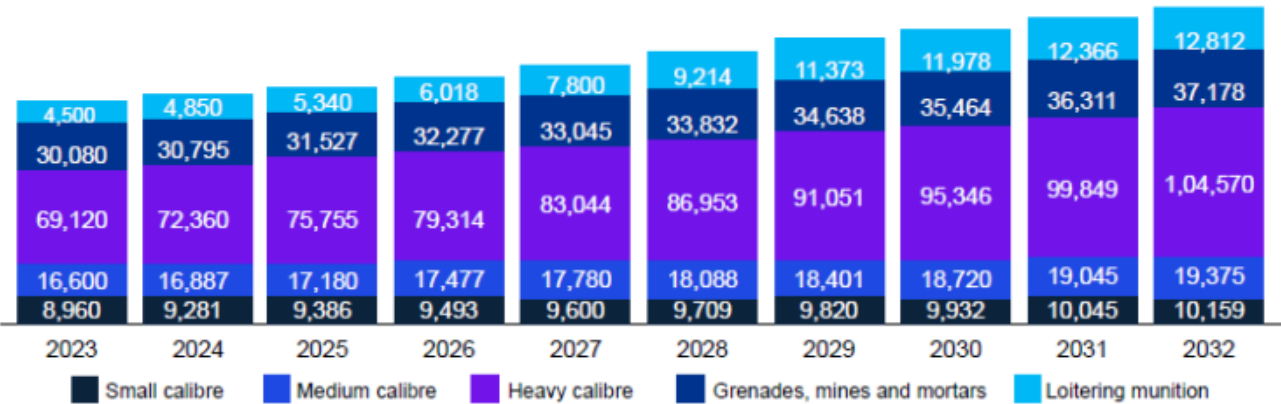


- ▶ Signed MoU with the Government of Maharashtra for setting-up a Defence Products Manufacturing Unit at Davos
- ▶ Capex Outlay: INR 1,000 Crores
- ▶ Promotes Make in India for Defence and Defence Products, thereby Maintaining National Security

Small Arms Ammunition: Domestic Opportunity



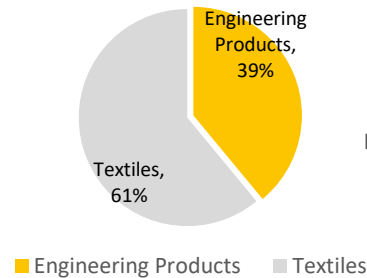
Small Arms Ammunition: Global Opportunity



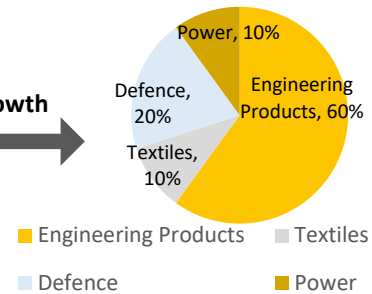
Manufacturing Shift for Creating Value

Shift towards Margin Accretive Business

Segment Wise Revenue Mix (%) – Q1 FY26



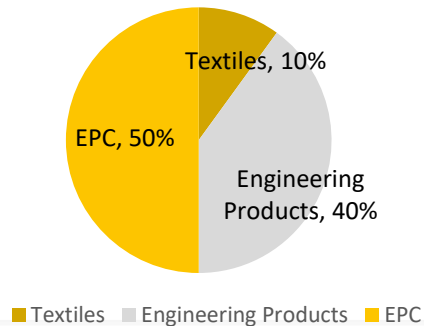
Segment Wise Revenue Mix (%) – FY27



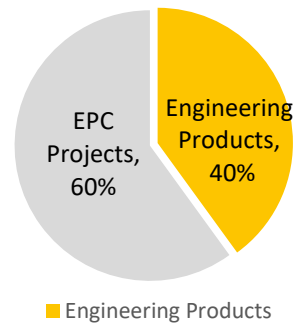
Geared for Growth

Order Book & Order Bidding Pipeline (incl. L1)

Order Book as on 30 June 2025(%) – INR 1,350 Crores



Q1 FY26 Orders Bidding Pipeline (incl. L1) (%) – INR 7,000 Crores



Market Size

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

FY26 Revenue Guidance: INR 1,100 Crores



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Thank You



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TEMBO
Powering Ahead

Q1FY26 Earnings Call -----

TEMBO GLOBAL INDUSTRIES LIMITED

August 18, 2025, Monday

*(The Call has been preponed to **18th August 2025 at 4:00 PM IST** from
20th August 2025 at 11:30 AM)*

You are cordially invited to join Tembo Global Industries Limited

Q1FY26 Earnings Conference Call

August 18, 2025

4:00 PM (IST)

Dial in Details:

For Tembo Global Earnings Call

Universal Dial In

+91 22 6280 1341

+91 22 7115 8242

International Toll-Free Numbers

UK – 08081011573

USA – 18667462133

Diamond Pass

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