



New Swan Multitech Ltd

INVESTOR PRESENTATION

BSE - SME: 544082



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COMPANY SNAPSHOT

NEW SWAN
MULTITECH LIMITED



Swan Agro



Diversified Engineering Platform
Serving Automotive & Agricultural Markets



2014
ESTABLISHED



300+ SKUs
ACROSS AUTOMOTIVE &
AGRICULTURAL SEGMENTS



2 MANUFACTURING FACILITIES
PUNJAB & GUJARAT



PRESENCE ACROSS
19 STATES & UTs



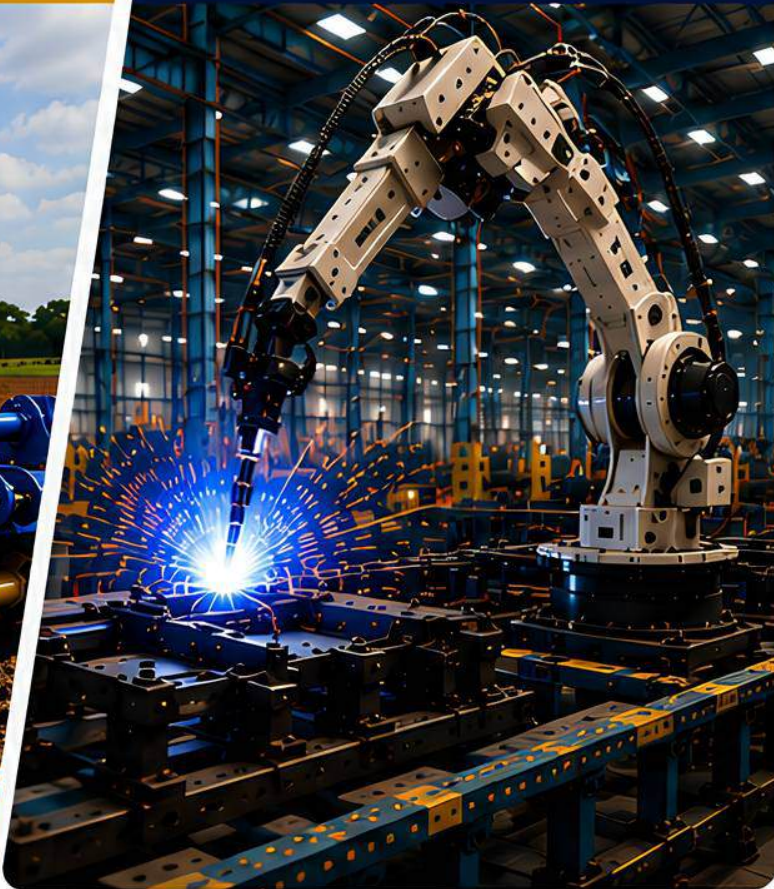
AUTOMOTIVE
COMPONENTS



AGRICULTURAL
EQUIPMENT



MANUFACTURING
EXCELLENCE



FY26 REVENUE
₹177 Cr



FY26 PAT
₹9.6 Cr

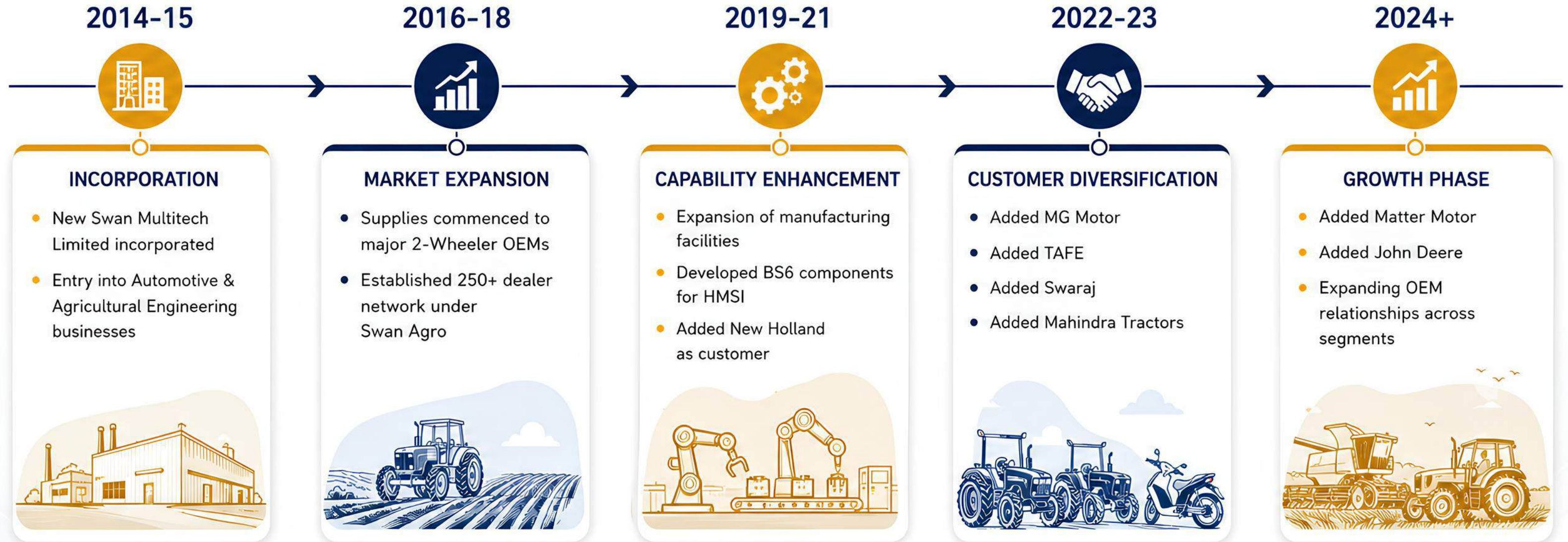


FY26 NET WORTH
₹88.4 Cr

(Year ended 31st March, 2026)

JOURNEY OF NEW SWAN MULTITECH LIMITED

Building a Diversified Automotive & Agricultural Engineering Platform



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



Hinge Body Cover

Assemblies



Stay Comp Fr Cover

Brackets & Mountings



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



Rotavators

Seeding & Planting



Pneumatic Planter

Crop Management



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

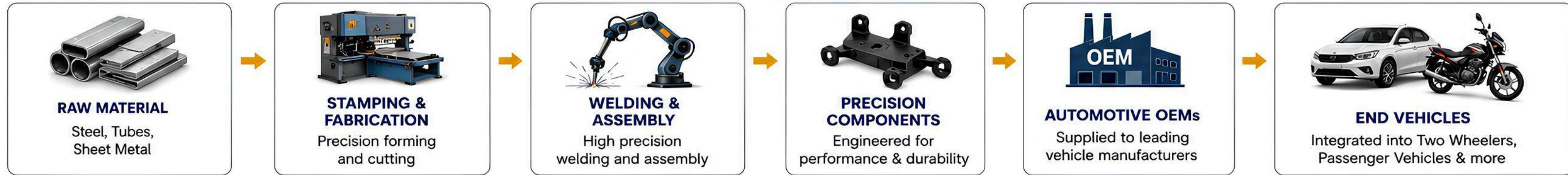
Engineering & Manufacturing Critical Components for Automotive OEMs



Swan Agro



HOW OUR BUSINESS WORKS



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

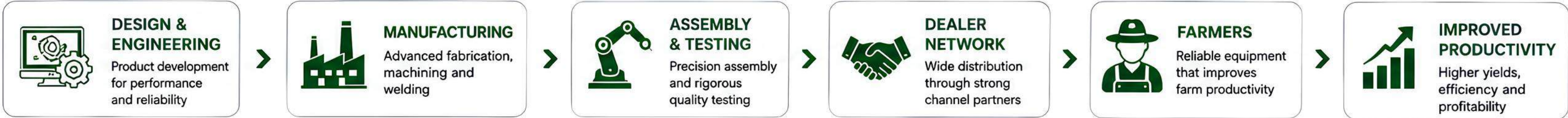
Supporting Farmers Through Advanced Farm Implements & Equipment



Swan Agro



HOW OUR BUSINESS WORKS



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.

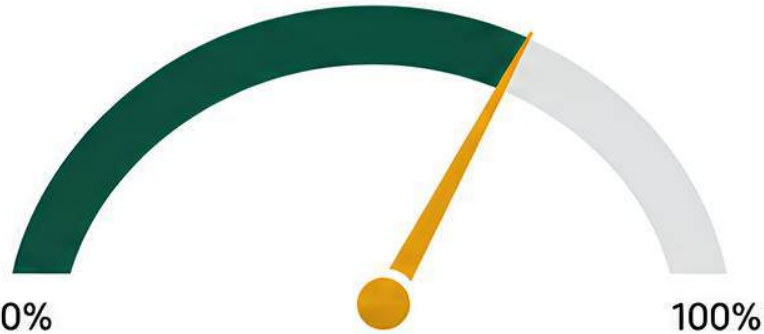
CAPACITY UTILISATION



SWAN AGRO Plant at Raian, Ludhiana, Punjab



CAPACITY UTILISATION



60%

Capacity Utilisation

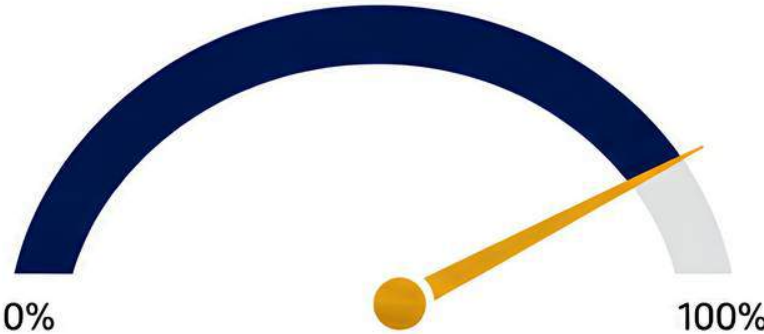


- ✓ Healthy utilisation with further headroom to scale and grow
- ✓ Supports dealer network expansion and future demand
- ✓ Capacity available for volume ramp-up without immediate capex

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



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



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

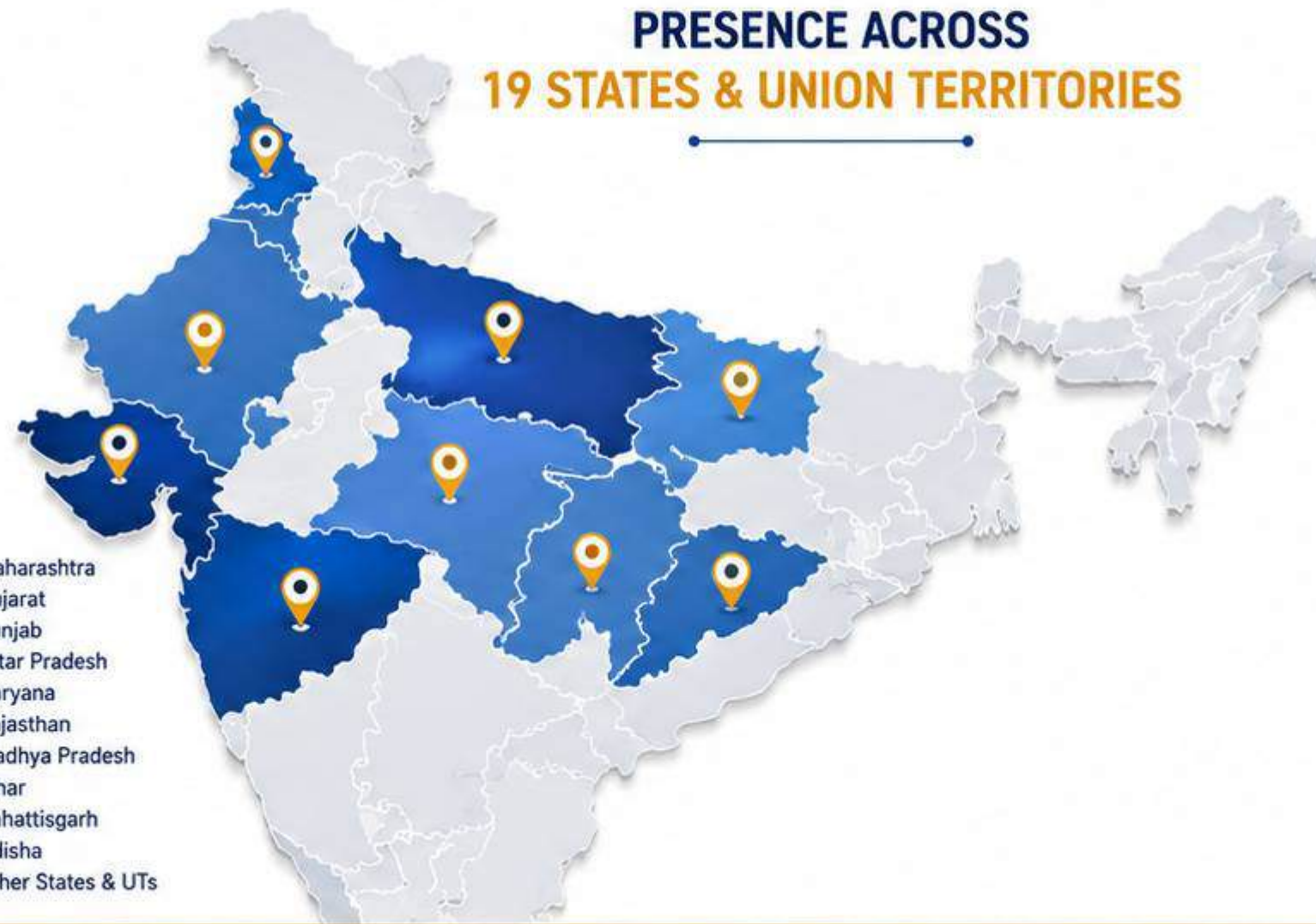


Two-Wheeler &
Passenger Vehicle
Platforms



Precision
Engineered
Components

Maharashtra
Gujarat
Punjab
Uttar Pradesh
Haryana
Rajasthan
Madhya Pradesh
Bihar
Chhattisgarh
Odisha
Other States & UTs



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



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.



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.

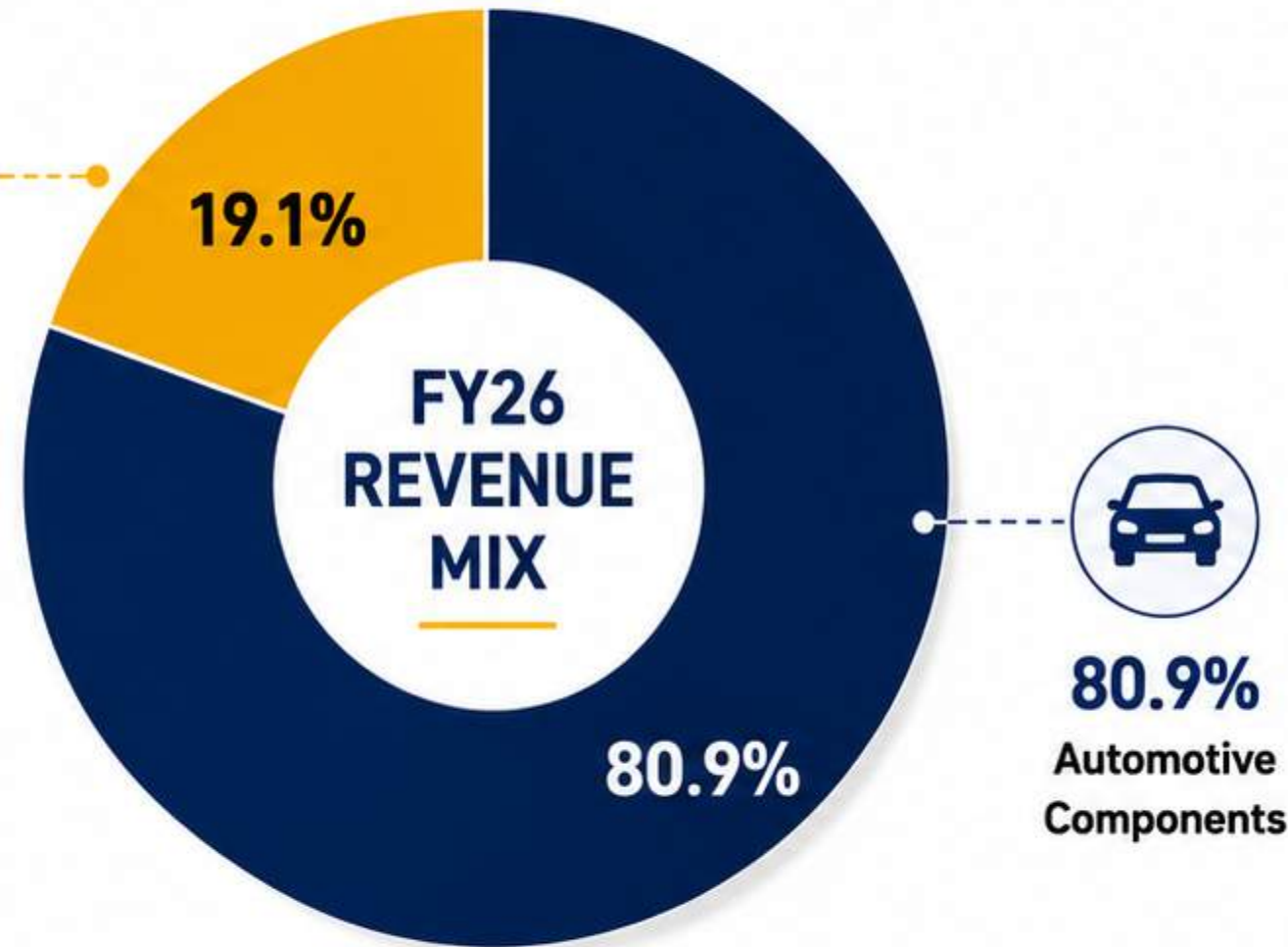
Detailed dealer productivity, capex plans and funding roadmap will be shared as execution progresses.

BUSINESS REVENUE MIX (FY26)

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



FY26 REVENUE MIX



19.1%
Agricultural
Equipment
(Swan Agro)



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



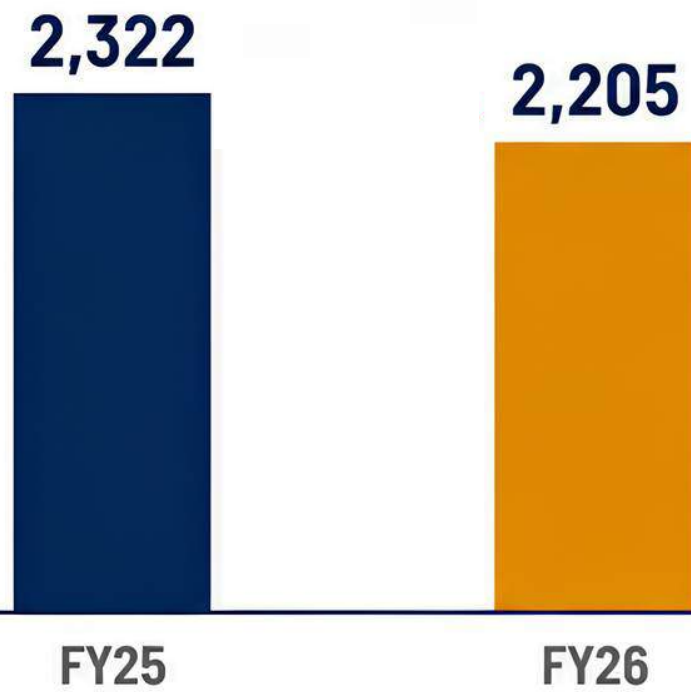
REVENUE

(₹ Lacs)



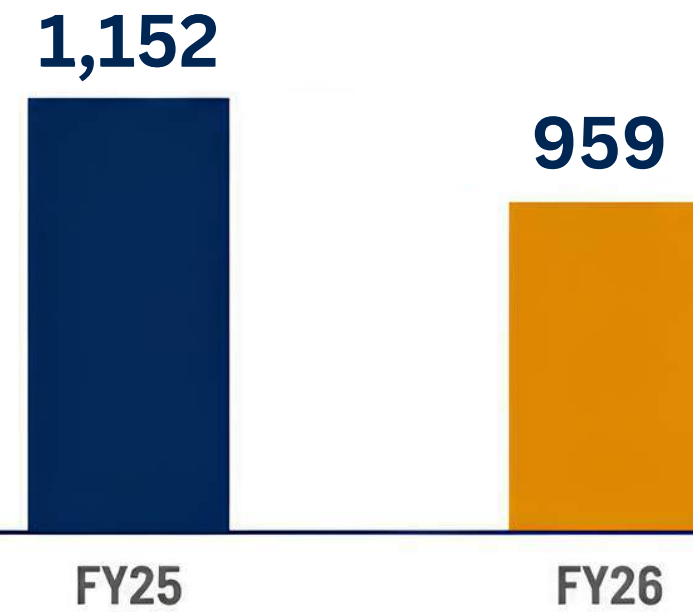
EBITDA

(₹ Lacs)



PAT

(₹ Lacs)

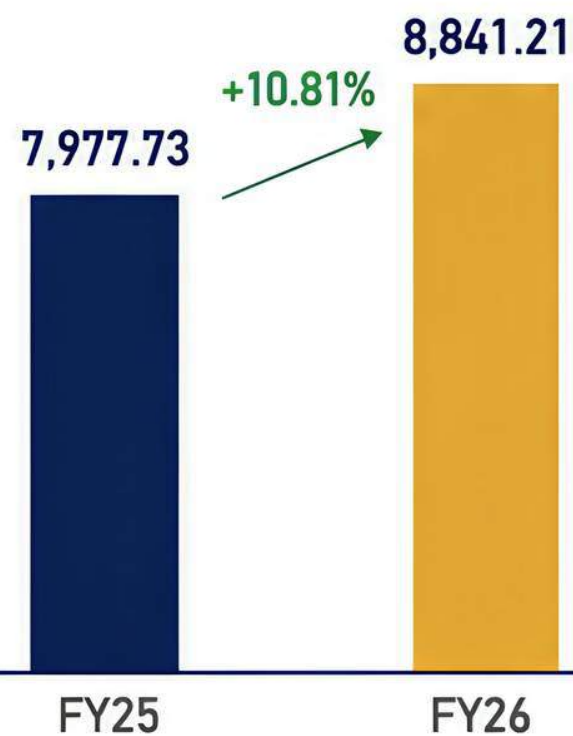


FINANCIAL HIGHLIGHTS



NET WORTH

(₹ Lacs)



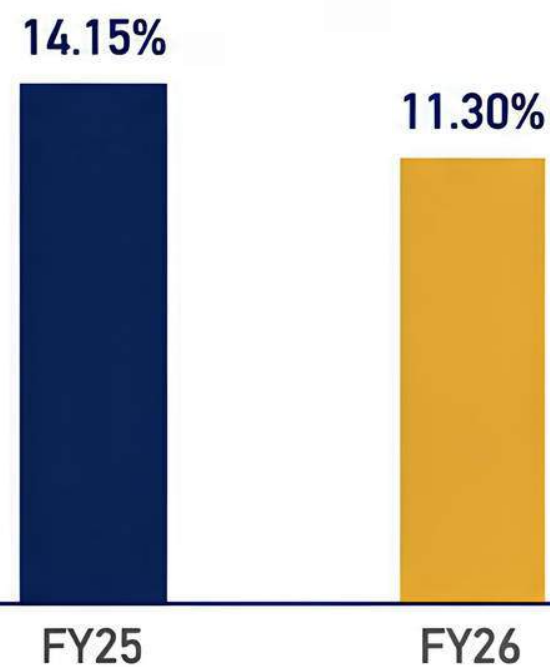
TOTAL ASSETS

(₹ Lacs)



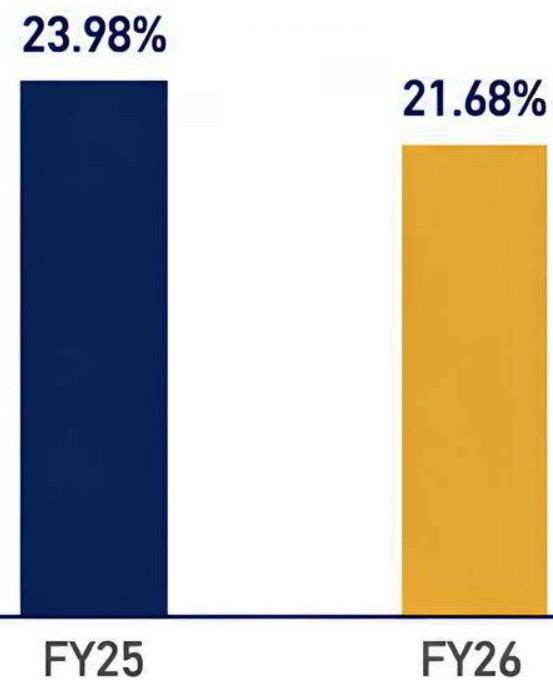
ROE

(%)



ROCE

(%)



FY26: MARGIN TRANSITION YEAR

Revenue Growth Maintained While Profitability Was Temporarily Impacted



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



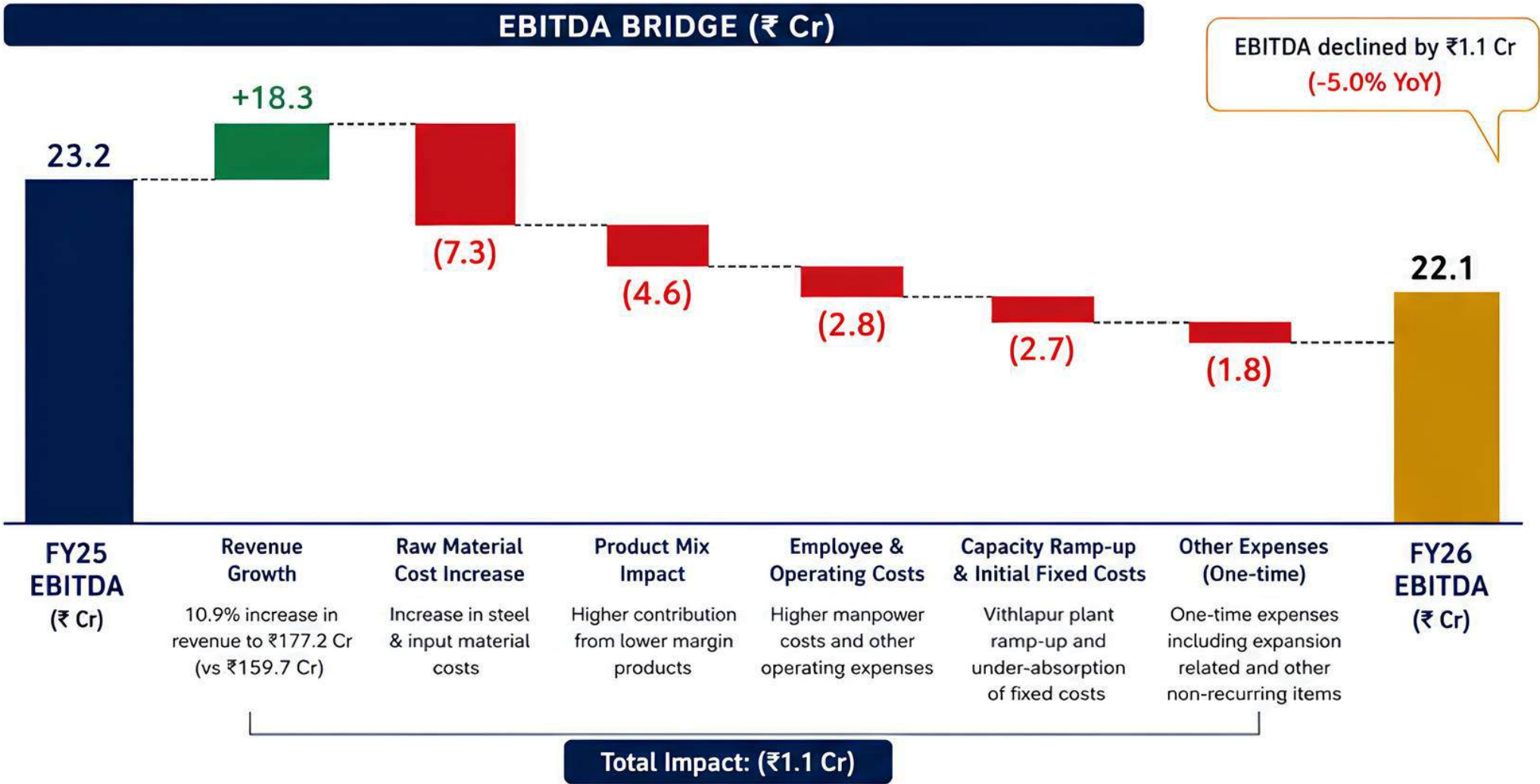
MANAGEMENT PERSPECTIVE

“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.”

FY26 EBITDA BRIDGE

Understanding the Margin Transition Year

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.



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

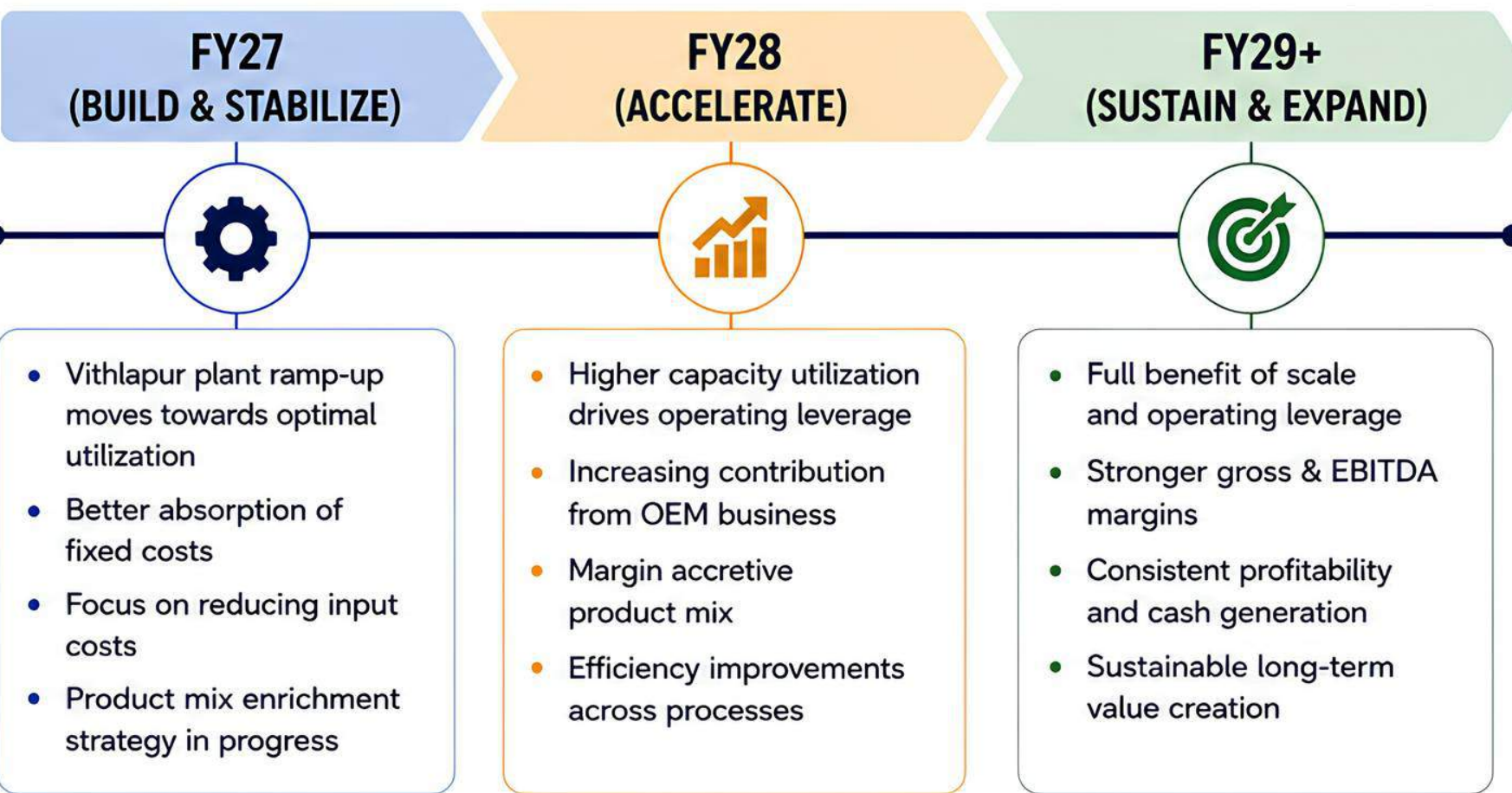


FY26 was a margin transition year with strategic investments and temporary headwinds. We are executing on multiple levers to drive margin expansion and deliver stronger profitability ahead.

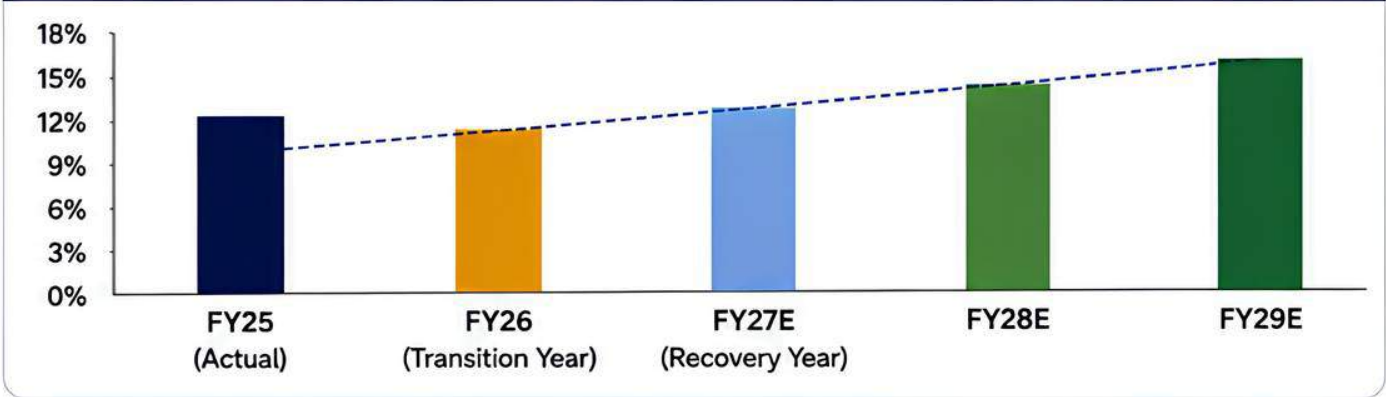
KEY LEVERS FOR MARGIN IMPROVEMENT

 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.

RECOVERY ROADMAP – MARGIN IMPROVEMENT TIMELINE



EBITDA MARGIN RECOVERY OUTLOOK (%)



**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



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



(₹ Lakhs)

EQUITY AND LIABILITIES	AS AT 31.03.2026	AS AT 31.03.2025	ASSETS	AS AT 31.03.2026	AS AT 31.03.2025
1. Shareholders' Funds			1. Non-current Assets		
(a) Share Capital	1,901.62	1,901.62	(a) Property, Plant and Equipment and Intangible assets		
(b) Reserves & Surplus	6,939.59	6,076.11	(i) Property, Plant and Equipment	4,901.95	5,660.47
			(ii) Intangible assets	45.39	-
2. Non-current Liabilities			(iii) Capital Work In Progress	-	55.64
(a) Long-term borrowings	882.70	1,257.64	(b) Non-current investments	113.46	198.98
(b) Deferred tax liabilities (Net)	408.41	413.39	(c) Long-term loans and advances	108.83	111.45
(c) Long Term Provisions	35.80	33.92	(d) Other non-current assets	-	-
3. Current Liabilities			2. Current Assets		
(a) Short-term borrowings	2,851.34	2,917.01	(a) Inventories	7,776.47	7,272.93
(b) Trade Payables			(b) Trade receivables	1,725.50	1,638.52
(A) total outstanding due of Msme; and	113.96	14.79	(c) Cash and cash equivalents	208.63	37.45
(B) total outstanding due of creditors other than Msme.	1,762.75	1,452.62	(d) Short-term loans and advances	1,699.91	1,486.49
(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	TOTAL	16,580.13	16,461.95

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)



Inventory (₹ Cr) Inventory Days (Days)

FY26 Average
Inventory Days

~125 DAYS

Normalised Inventory
(Ex-Season Build)

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.

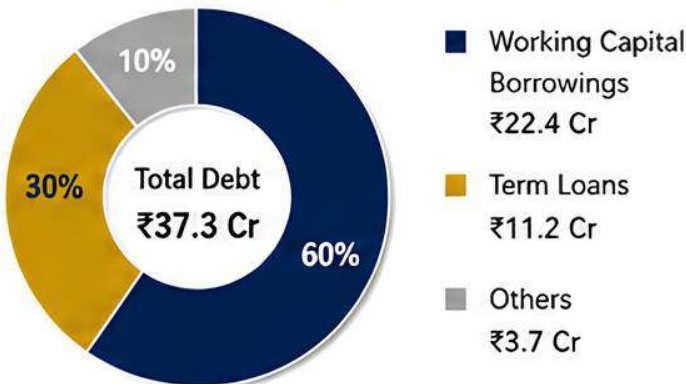
3

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



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.



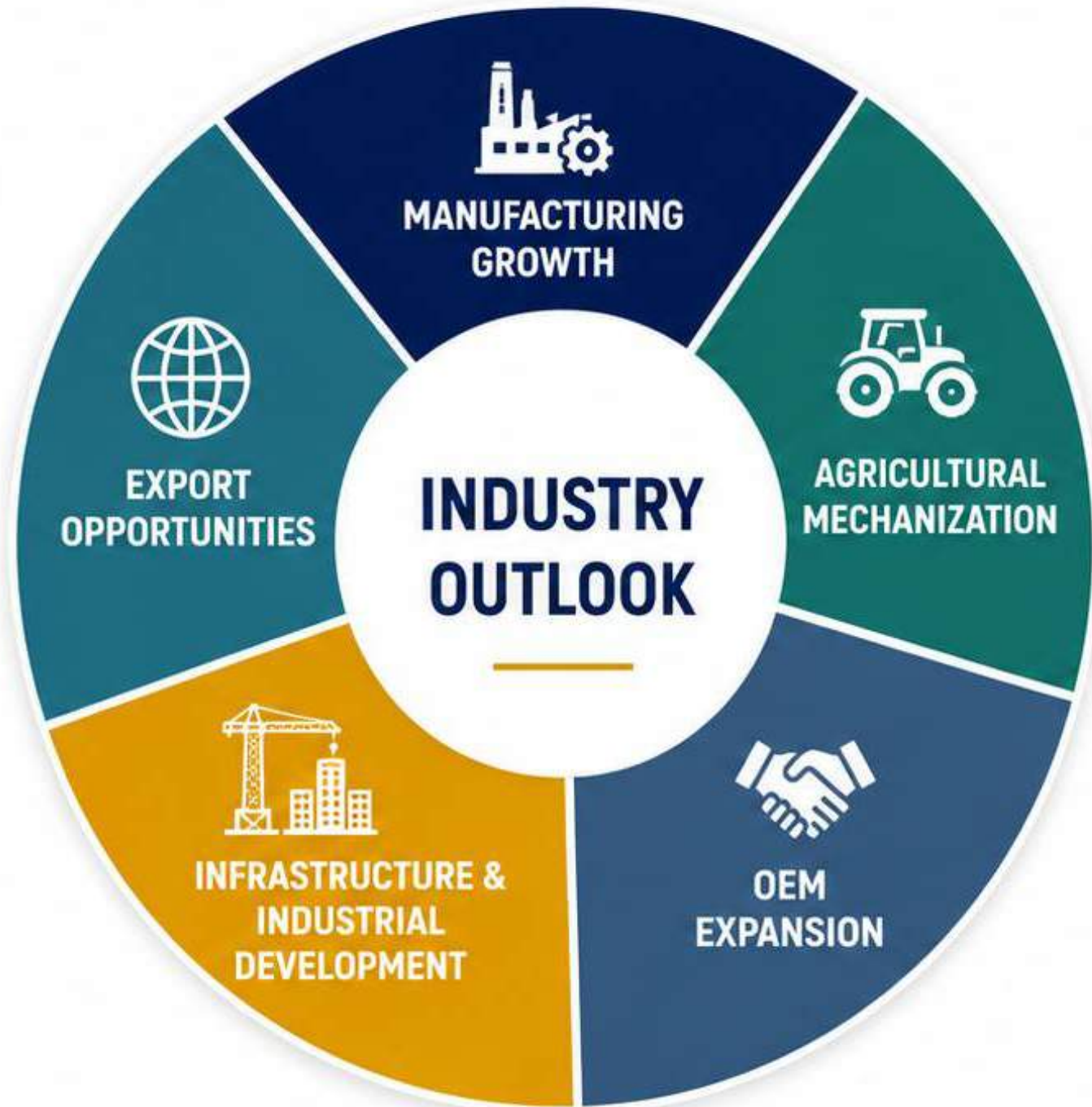
STRONG TODAY.
STRONGER TOMORROW.

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.



DIVERSIFIED BUSINESS MODEL

Automotive Components
+ Agricultural Equipment



STRONG OEM RELATIONSHIPS

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



19+
States & UTs

250+
Dealer Network

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



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

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

AWARDS & RECOGNITION

Honouring Excellence. Recognising Impact. Inspiring Growth.



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



DIVERSIFIED BUSINESS MODEL

- ▶ Automotive Components
- ▶ Agricultural Equipment



STRONG OEM RELATIONSHIPS

Trusted supplier to leading OEMs



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**