

Date: 27th November 2025

The Secretary BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street Mumbai – 400 001 [Scrip Code: 517146] The Manager
National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra Kurla Complex, Bandra
Mumbai – 400 051

[Symbol: USHAMART]

Societe de la Bourse de Luxembourg 35A Bouleverd Joseph II L-1840, Luxembourg [Scrip Code: US9173002042]

Dear Sir/Madam,

Sub.: Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed Investor Presentation – November 2025.

The said presentation is also being made available on the website of the Company i.e. www.ushamartin.com

This is for your information and records.

Thanking you,

Yours faithfully,

For Usha Martin Limited

Manish Agarwal Company Secretary & Compliance Officer

Enclosed: As above



Regd. Office: 2A Shakespeare

Sarani, Kolkata - 700071, India







INVESTOR PRESENTATION

Specialty wire rope and engineering solutions provider





November 2025



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Leading global and India's no.1 specialty steel wire rope solutions provider...

OFFERING WIDE RANGE OF:

- Specialty wire ropes
- High quality wires
- Low relaxation prestressed concrete steel strand (LRPC)
- Bespoke and end-fitments, related services

~65 yrs.

Rich Legacy

06

Continents

~3,100

Worldwide Employees

06

Manufacturing Facilities

₹ 3,474 Cr.

Consolidated Revenue

₹~30,000

EBITDA per tonne

₹406 Cr.

Consolidated PAT

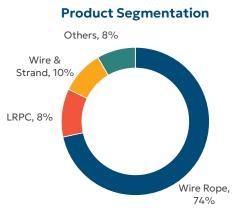
19.3%

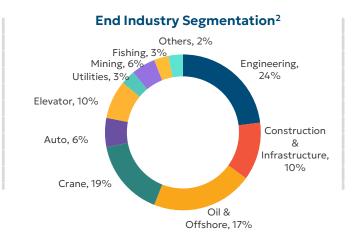
ROCE

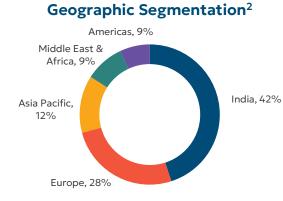
...with diversified presence across geographies and end-industries

- State-of-the-art manufacturing facilities: Ranchi, Hoshiarpur, Dubai, Bangkok, UK and Silvassa
- Global Development Center (GDC) at Italy: Engaged in using proprietary design software to develop best in class products
- Worldwide network: Extensive and dedicated network spread across the globe enabling proximity to international market
- SKUs: Highly customized offerings has led to a broad SKU portfolio serving critical applications across diverse industries

Consolidated Revenue Break-up¹









Usha Martin's strategic transformation



TURNAROUND Deleveraging, steel divestment



CONSOLIDATION

Focus on value mix, organization alignment, ESG integration



GROWTH

Capex-led growth, digital integration, One Usha Martin initiatives

FY19 - FY21

Divestment of steel business resulting in:

- Sharp deleveraging
- Reshaped balance sheet

FY22 - FY25

- Renewed focus on high-value specialty wire rope business
- Initiation of One Usha Martin program to unify global operations and leadership alignment in FY25
- Strengthened governance and ESG integration across geographies

FY26 onwards

- Value-accretive capex onstream
- Broadening specialty portfolio across critical applications to enhance margin resilience
- Increase geographical reach and customer penetration in strategic markets
- Full-scale realization of "One Usha Martin" benefits, driving sustainable growth and efficiency





In an industry with high entry barriers...



Critical
Component Of
End-product

High-end applications of wire ropes are a mission critical component of end-product, making safety an absolute priority



Close Customer Engagement

Long cycles for new customer and OEM approvals foster deep, sticky relationships



High Customer Switching Costs

Customers have little incentive to switch once a product is entrenched in their ecosystem because of requalification effort, performance uncertainty, and downtime risks

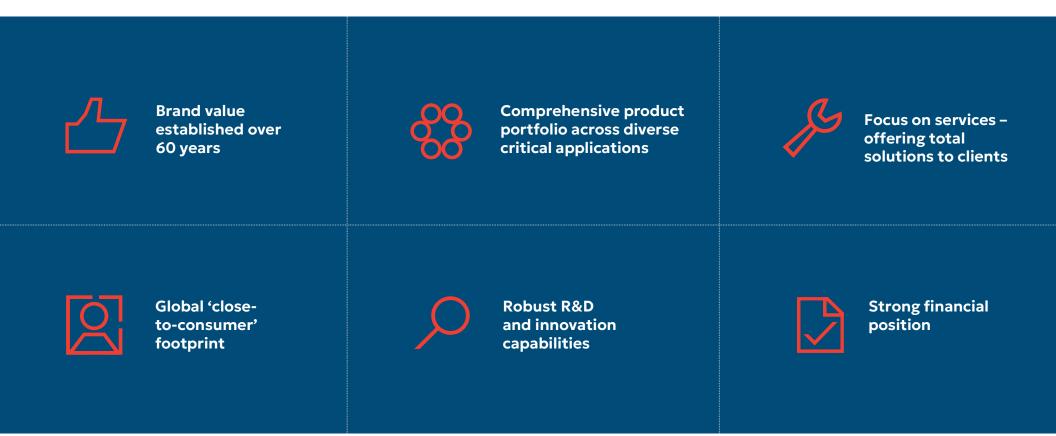


Technical Know-how

Years of niche design, research & development, and application experience are required to compete



...Usha Martin holds a competitive edge to fuel growth





Brand value established over 60 years



Foundation of a wire rope plant in Ranchi (India) in collaboration with Martin Black (UK)



Acquisition of European Management & Marine Corp in Scotland

Setting up the distribution center in the USA

Incorporation of UM Cables at Silvassa



Setting up the distribution center in Indonesia

JV with Tesac Wire Ropes Co. Ltd of Japan

Set up of GDC – Global Development Center in Italy

Setting up a new facility for Oceanmax at Brunton Shaw

1960s 1990s 2010s

1970s - 80s



Incorporation of Usha Siam in Bangkok



2000s

Acquisition of Brunton Shaw UK

Setting up the distribution center in Singapore

Incorporation of Brunton Wolf Wire Ropes in UAE

Acquisition of the Hoshiarpur factory

Setting up the distribution center in Australia

JV with Joh Pengg Austria in Ranchi

Acquisition of De Ruiter Staalkabel in the Netherlands

Setting up the distribution center in Vietnam

2020s



Acquisition of remaining stake in Brunton Wire Ropes

Setting up a subsidiary in Saudi Arabia

Acquisition of the remaining 50% stake in TESAC Usha to form Usha Siam Specialty Wire Rope

Setting up the Usha Martin Learning Academy (UMLA) in Ranchi



Comprehensive product portfolio across diverse critical applications



Oil & offshore ropes



Elevator ropes: 8 years - 10 years



Surface mining: 45 days - 150 days Dragline dump: 7 days - 14 days



Crane wire ropes: 6 months - 18 months Piling: 60 piles - 120 piles



Underground mining: 1.5 – 3 years



Cable supported bridges & structures



Fishing: 6 months – 12 months



Aerial transportation: 2 years – 3 years



Focus on services – offering total solutions to clients



Spooling & Cutting of Heavy Reels



Mechanical Splicing



Long Splicing



Testing & Site Inspection Services



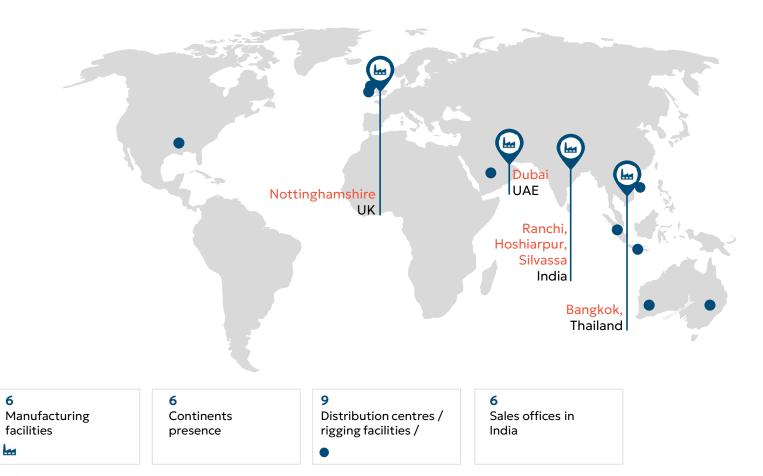
2000-tons Capacity Test Bench Facility



Socketing



Global 'close-to-consumer' footprint



Distribution Centre / Rigging Facilities:

- Aberdeen, UK
- · Ho Chi Minh City, Vietnam
- · Houston, USA
- · Al Khobar, Saudi Arabia
- · Jakarta, Indonesia
- · Rotterdam, Netherlands
- Singapore, Singapore
- Perth, Australia
- · Sydney, Australia

R&D Centres:

- · Concesio City, Italy
- Ranchi, India



Robust R&D and innovation capabilities – (I)

Global Development Centre – Usha Martin Italia

- GDC has >40 years experience in rope design and application engineering
- Actively engaged in designing of wire ropes with a proprietary design software
- Responsible for technical guidance on product development, conducting training for customers about rope properties, and managing specialized tests
- Project management and quality assurance for critical supplies
- Close co-operation with customers, universities and research institutes
- Active part of the most important international committees (CEN, IMCA, OIPEEC, OITAF, IABSE)









Robust R&D and innovation capabilities – (II)

In-house machine manufacturing capability driving operational excellence

- Integrated in-house machinery design and manufacturing unit
- Deep engineering expertise
- End-to-end integration
- Accelerated modernization cycles
- Sustained reliability and uptime advantage
- Strategic differentiator













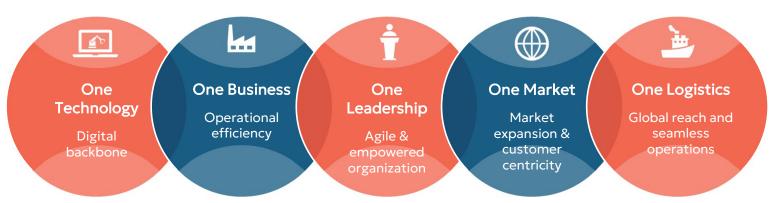


One Usha Martin – Transforming into a unified global enterprise

Building a lean, agile and integrated organization to drive long-term growth

- Enterprise-wide program bringing together people, operations, and geographies into a single, unified organization
- Designed to break down silos and create agility, alignment, and transparency across the global business
- Embeds a culture of accountability, collaboration, and future-readiness through common systems and leadership practices
- Strategic focus on customer centricity, cost optimization and working capital efficiency

Core Pillars of Transformation:





Pillar-wise initiatives & execution progress

| TRANSFORMATION PIL | LAR KEY INITIATIVES | BENEFITS |
|--------------------|---|---|
| ONE TECHNOLOGY | Digital platforms are being rolled out globally - SAP S/4 HANA for core operations, Salesforce for CRM, and SuccessFactors for HR and talent development Real-time dashboards and analytics being created a single source of truth for performance tracking | Global process integration, improved transparency and data-driven decision-making |
| ONE BUSINESS | Operations have been streamlined by establishing a shared service center in India to transition certain support functions from overseas teams and refocus them on customer growth Processes have been harmonized by sharing best practices globally e.g., in procurement - strengthening vendor negotiations and unlocking economies of scale Manufacturing has been integrated e.g., Brunton Shaw UK with India operations - rope production for certain segments has shifted to Ranchi while UK retains specialized segments Policies such as transparent inter-company pricing to ensure closer collaboration, efficiency, and compliance | Significant cost savings, improved competitiveness, strong controls and governance |
| ONE LEADERSHIP | A unified reporting structure has improved collaboration and transparency across geographies and functions A global performance management scheme has linked incentives and KPIs to group-wide priorities The Employee Stock Option Plan (ESOP) has empowered the workforce as long-term stakeholders Succession planning and training through common platforms like the Usha Martin Learning Academy | Improved organization alignment, accountable workforce, future-ready organization |
| ONE MARKET | Brand identity harmonized across geographies, presenting a consistent global face Cross-functional global teams have been created for key segments such as elevators, ports, mining, and oil & offshore, combining commercial, technical, and operational expertise | Consistent global presence and deeper application expertise to capture growth across critical segments |
| ONE LOGISTICS | A unified global logistics team has been created to centralize planning, negotiations, and shipment tracking | Optimized freight costs, enhanced visibility, and timely, reliable deliveries |



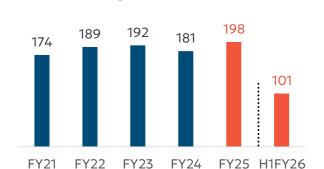


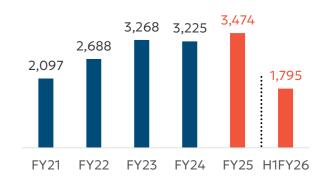


Strategic initiatives have strengthened Usha Martin's consolidated operational and financial performance

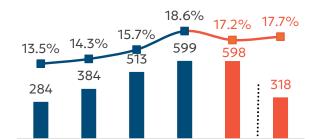
Delivery Volumes ('000 MT)

- Volume growth to be further supported by capacity expansion and debottlenecking initiatives
- Greater focus on high value offerings to continue driving margins and overall growth
- Ongoing cost optimization initiatives driving operating leverage and efficiency gains





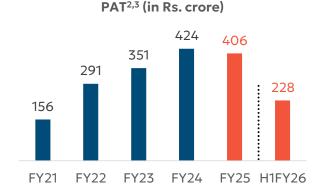
Revenue (in Rs. crore)



FY24

FY25 H1FY26

EBITDA¹ (in Rs cr) & Margin(%)





Note 2: PAT from continuing operations adjusted for normalized tax for FY20; FY22 PAT includes exceptional income of Rs. 31 crore

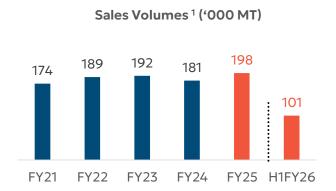
FY23

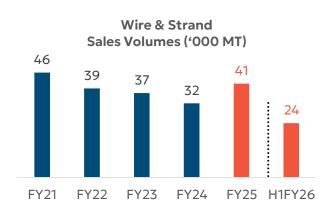
Note 3: PAT for FY22 includes Rs. 20 crore of deferred tax credit; H1FY26 PAT is from continuing operations

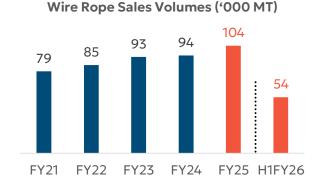


Key operational highlights

- Overall sales volumes registering stable growth, reflecting steady demand across key segments
- Wire rope and wire segments contributing strongly to the overall increase in volumes
- Segment-wise contribution to overall volumes (H1 FY26):
 - Wire Rope 54%
 - Wire 23%
 - LRPC 23%









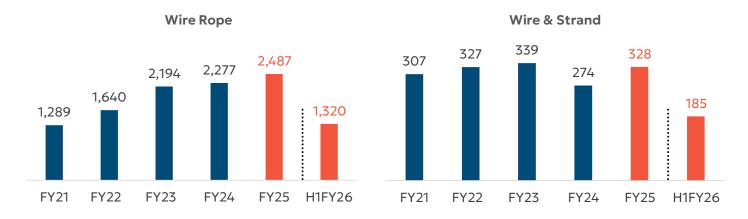


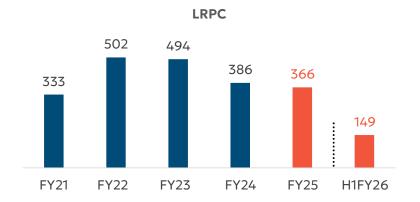
Note 1: For all product segments

Note 2: All figures mentioned in the slide are consolidated volumes

Segmental revenue overview

- Core wire rope segment revenues increased by 5.1% Y-o-Y in H1 FY26
- Wire segment revenues increased by 22.7% and LRPC segment registered a 14.6% Y-o-Y decline
- Segment-wise contribution to overall sales (H1 FY26):
 - Wire Rope 74%
 - Wire 10%
 - LRPC 8%

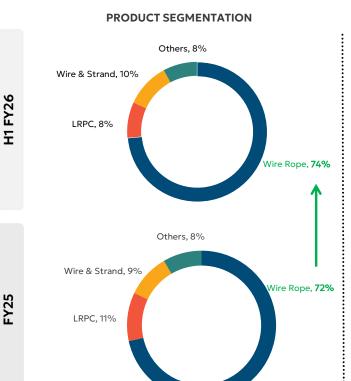


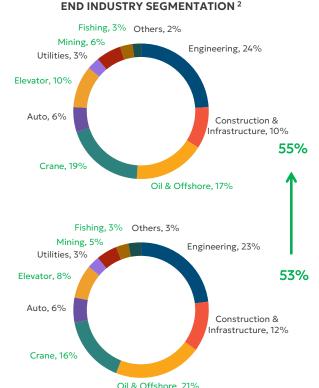


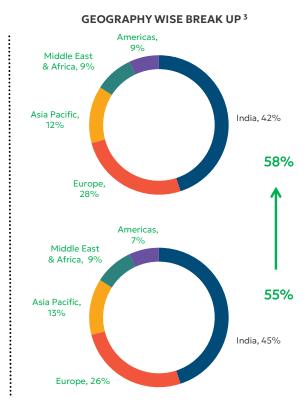


Continuing shift towards value accretive products, applications and geographies

Consolidated Revenue Break-up¹









Note 1: For all product segments and excluding intra-group sales

Note 2: The data label highlighted in green represents value-added segments

Note 3: Data labels in green represents international operations

Resilient business model insulated from raw material volatility

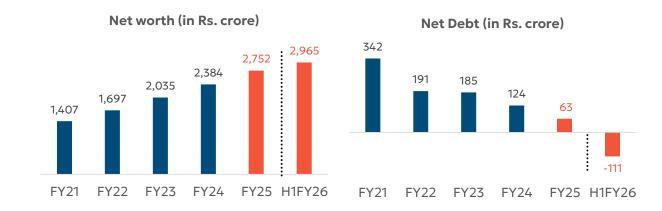
 Effective management of input cost volatility has supported consistent EBITDA/ton delivery

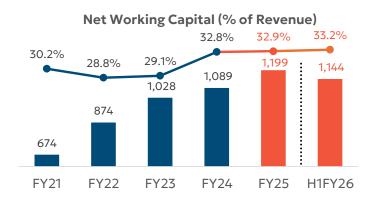




Healthy balance sheet to support growth initiatives

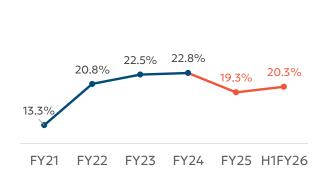
- Sustained working capital efficiencies and improved cash flows continue to enable consistent, self-funded investments
- Continued focus on prudent capital allocation to fund expansion while preserving balance sheet resilience
- One Usha Martin initiatives to drive operational integration and improved working capital discipline across global operations







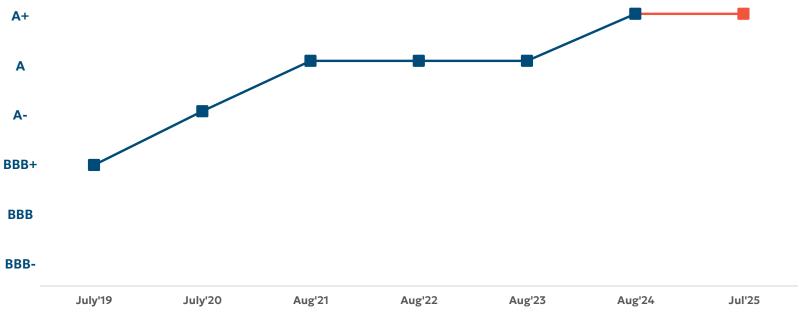
Net Debt to Equity

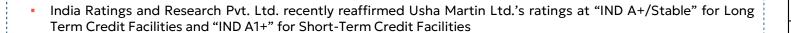


ROCE



Long term issuer rating at 'IND A+' / Outlook: Stable







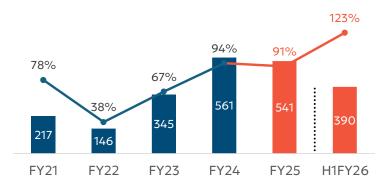
| Current Rating | A+ |
|-----------------------|---------|
| Outlook | Stable |
| Last Review | July'25 |



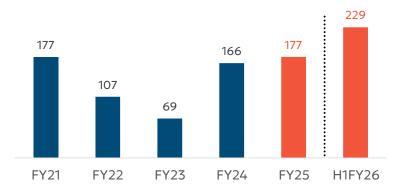
Robust cash flows

- OCF to EBITDA during H1FY26 at 123%, Effective working capital management continue to strengthen free cash flow generation
- Healthy free cash flows reflect prudent capital allocation and strong cash conversion, providing sufficient headroom for future growth initiatives

Operating Cash Flow (% of EBITDA)

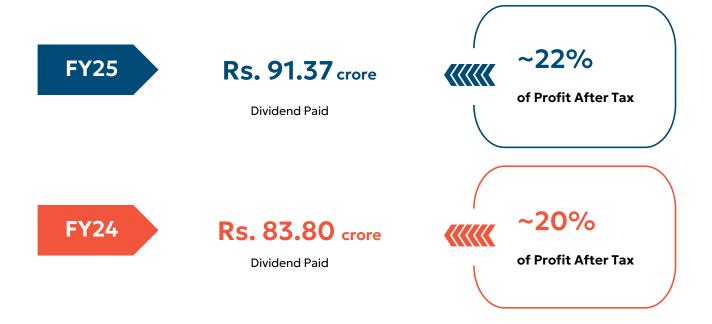


Free Cash Flow





Focus on enhancing shareholder value



Dividend Payout Policy

Dividend distribution policy (Link)

Aspires to maintain healthy dividend payout





Resilient. Global. Future-Ready



Global Leadership

Among the world's top 5-speciality wire rope manufacturers with presence across 6 continents



Diversified Business Model

Balanced portfolio across mining, elevators, oil & offshore, infrastructure and industrial applications



Innovation & Value Migration

Focused capex, R&D and product upgrades (e.g., Galstar, Plasticated LRPC, Ocean Fibre) to support and drive higher-margin growth



Strategic Transformation

"One Usha Martin" driving operational efficiency, global integration, increased competitiveness and enhanced governance



Financial Strength

Net-debt-free, strong cash generation and disciplined capital allocation enabling self-funded growth





ESG strategy - Key focus areas

Care for Environment



- Climate stewardship
- Air emissions management
- Water stewardship
- Waste management and circular economy
- Biodiversity management

Product Stewardship



- Sustainable product design & innovation
- Operational efficiency and resource optimization
- Ethical and transparent labelling

Care for People



- Retention and development of diverse talent
- Ensuring employee health and wellbeing
- Upholding and protecting human rights
- Creating diversity and inclusivity
- Fostering safe work environment

Sustainable Partnerships



- Community engagement
- Customer centricity
- Responsible sourcing

Ethical Business



- Corporate governance
- Code of conduct
- Regulatory compliance
- Data privacy and security

RESHAPING THE INDUSTRY WITH RESPONSIBILITY



ESG achievements and targets

Accelerating sustainability impact through targeted initiatives

97% Average attendance of directors

| | | Achievements FY25 | Targets |
|----------|-----------------------------|--|--|
| | Care For Environment | Water audits conducted for Ranchi and Hoshiarpur Energy audit conducted for Ranchi and Hoshiarpur 1.22 tCO2e/MT GHG emission intensity (scope 1 & 2) | Achieve a 10% reduction in energy intensity in manufacturing operations by FY 2029–30 from baseline FY 2024–25 Achieve a 50% reduction in water withdrawal by FY 2029–30 from baseline FY 2024–25 |
| <u>i</u> | Care For People | Zero Accidents 29% increase in female workforce 4.3/5 People Pulse Survey Score 43.9% increase in average training hours per employee/worker | Achieve and maintain an annual 'Zero Harm' status Provide 16 + hours of training to each employee (Officer grade) annually. Maintain at least 25% female representation in new officer level hires each year |
| | Product Stewardship | Life Cycle Assessment (LCA) three products Ongoing EPD certification Zero non-compliance regarding product and services, health and safety impact of product | Obtain Environmental Product Declaration (EPD) certification for 10 products by FY 2029-30 |
| | Sustainable Partnerships | 66% of critical suppliers assessed for ESG performance 89/100 Customer Satisfaction Index 21,262 lives impacted through CSR initiatives compared to 18,445 in FY 2023-24 | Conduct ESG assessment for top 50 critical suppliers by FY 2029- 30 |
| X | Ethical Business | Manufacturing units are ISO 9001, 14001 & 45001 certified 4 Independent Directors and 3 Whole Time Directors on the Board | Ensure 100% annual compliance with Human Rights and Anti- Corruption policies and Code of Business Ethics across all operations while dealing with suppliers and customers |



ESG action highlights

Accelerating sustainability through focused initiatives



- Decarbonization roadmap in progress, anchored on renewable energy adoption, alternate fuels substitution, and energy efficiency enhancement
- 4 MWp Rooftop solar capacity under installation
- Fuel switching initiatives to reduce Scope 1 emissions
- Optimizing water utilization through treatment and reuse



- Regular safety training programs across manufacturing units
- Ongoing health and safety training to all employees /workers
- Continued focus on diversity and inclusion in new hiring



- Board-level ESG oversight through a dedicated ESG Committee and clear reporting mechanisms
- Strengthened disclosures and stakeholder engagement
- Alignment with global sustainability reporting standards
- Strict adherence to polices and code of conduct



- Lifecycle Assessments (LCAs) conducted for key product lines
- Strengthened responsible sourcing and packaging initiatives
- Responsible and transparent market communication



- Supplier assessments initiated to strengthen ESG compliance
- Enhanced customer engagement on sustainable solutions
- Expanded community development programs focusing on education, healthcare, women empowerment and livelihood initiatives
- 66% of suppliers (by procurement value) evaluated on ESG criteria, - Environment, Labour, H&S, Ethics, and Human Rights



Corporate Social Responsibility (CSR) Initiatives











Natural Resource Management

Addressing waterbody restoration, adoption of productive agricultural methods, soil preservation & social forestry.

Health, Nutrition & Sanitation

Addressing preventive care through mobile camps, health counselling in schools, nutrition promotion, and cataract operations.

Education & Learning

Providing support in operating a school for the underprivileged including repairs & maintenance, conducting yoga classes, introducing Smart Learning, adopting Ekal Vidyalaya and building awareness of the environment.

Livelihood & Financial Inclusion

Supporting skill development courses like electrician, plumbing, tribal artwork, solar panel, jute and paper bag making, beautician, F&B, two-wheeler motor servicing & other vocational training.

Sport & Infrastructure Development

Promoting sports activities in school, solar light installation, access to safe drinking water, repairing of village library, distributing sports kits & Anganwadi, etc.

Empowering Differently Abled

Capacity building of disabled on life skill education, caregivers, distribution of aids & appliances.

21,262 TOTAL BENEFICIARIES

2,912

Natural Resource Management 11.359

Health & Sanitation

2,097

Skill Development & Training

2,198 Education and Learning

385 Livelihood & Entrepreneur

2311 Infrastructure, Sports & Others



Governance structure in place to drive transparency, accountability and sustainability

Governance Framework:

- Three-tier governance structure: Board → Strategic →
 Operational levels for sustainability and risk oversight.
- The Board of Directors provides overall ESG and strategic guidance through the Sustainability Council.
- Sustainability Council monitors ESG progress and reviews key environmental and social initiatives.
- Sustainability performance is reported to the Board half-yearly, ensuring accountability and performance tracking.

Ethics & Compliance:

- Zero-tolerance approach to corruption, bribery, and human rights violations.
- All employees trained under anti-bribery and ethical conduct programs.

| Board of Directors 4 Independent Directors, 3 Whole Time Directors | | | | |
|--|---|---|--|--|
| Audit Committee | Risk Management Committee | Stakeholders Relationship Committee | | |
| Finance Committee | Nomination & Remuneration Committee | CSR Committee | | |
| Sustainability Council | | | | |
| Management Team | | | | |



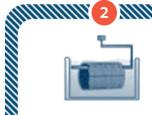


Usha Martin's new visual identity

| Mother brand | USHA MARTIN | ENGINEERED TO TRANSFORM | | |
|-----------------------|----------------------------|---|-------------------------|--|
| Manufacturing Units | USHA MARTIN | BRUNTON SHAW USHA MARTIN | BRUNTON WIRE ROPES | USHA SIAM USHA MARTIN |
| Service Centres | EMM CORP USHA MARTIN | EMM CORP SAUDI ARABIA USHA MARTIN | DE RUITER STAALKABEL | USHA MARTIN GLOBAL DEVELOPMENT CENTR |
| Other Divisions | USHA MARTIN CABLES | PENGG USHA MARTIN | | |
| Corporate Initiatives | USHA | USHA | | |



Wire rope production process



Surface treatment (Descaling)

Descaling wire rod eliminates rust and scales, while surface coating facilitates drawing.



Wire Rod (Rolled Product)

Steel wire products begin with wire rod supplied by steel mills, produced via hot rolling from billet.

1st stage of Drawing

The descaled and surface-coated wire rod undergoes the initial drawing process to achieve the required diameter and mechanical properties for further processing or for the intended application.



Patenting

Heat treatment is applied to transform the wire into the necessary microstructure and to facilitate further drawing.



Following the initial wire drawing and patenting, the final drawing process is carried out to achieve required diameter and mechanical properties for the intended application.





Wires are positioned helically over a central member, forming the structure of the strand.





Closing

Strands are positioned around the core, completing the construction of the wire rope.



Manufacturing set-up - India



Ranchi Facility: Spread across an area of more than 100 acres, this facility is one of the world's largest wire rope manufacturing facility



Ismal Unit, Ranchi: Well-equipped facility with over 3 decades of experience in manufacturing and supply of pre-stressing machines & accessories



Hoshiarpur Plant: Set up in 1974 in Punjab, India, spread over 8 hectare is the largest wire & wire rope unit in Northern India



UM Cables Plant, Silvassa: A dedicated manufacturer and exporter of high-quality telecommunication cables, fiber reinforced plastic rods (FRP)



Pengg - Usha Plant, Ranchi: Pengg Usha is a JV between Usha Martin and Joh Pengg AG of Austria to produce oil tempered wire, required by the automotive industry



Manufacturing set-up - International













UAE

Located at Jebel Ali Free Zone in Dubai (UAE), this facility was set up in the year 2003. Apart from the Middle East market, Brunton Wire Ropes also caters to 33 countries, which includes Europe, North America, South America, North Asia, Australia, Africa and Southeast Asia.

UK

Located in Nottinghamshire, UK, the company manufactures high-quality wire ropes for a wide range of applications. Its state-of-the-art production facility is one of the most modern in Europe, allowing to produce single-length wire ropes of up to 400 tons.

THAILAND

Usha Siam has been operating in Bangkok, Thailand, since the early 1980s. As the largest wire rope manufacturer in the country, it produces a wide range of products, including steel wire ropes, auto cables, fine ropes, strands, and specialty wires catering to the domestic and international markets.



Marquee projects



New Pamban Bridge, Rameswaram - operating with structural wire ropes



Chenab Bridge (World's highest railway arch bridge) - Cable cranes with locked coil ropes lifted all bridge segments.



World's longest hanging bridge for adventure tourism in Italy - Cables with special end connection



Disneyland, Shanghai, China - Full locked coil, supporting cables



Ambargodlu – Kalasavalli Bridge, Karnataka (India's second-longest cablestayed bridge) - PE Coated LRPC



Anchor Mooring Ropes delivered to one of the largest rigs in the world located in China



Lions Gate Vancouver, Canada - Supporting locked coil



Reliance Sasan Coal Mine (one of the world's largest dragline - Caterpillar) - Hoist & drag rope



Globally recognized certifications and licenses

ISO 45001: 2018 Occupational Health & Safety



ISO 14001: 2015 Environmental management systems



Certificate of Authority issued by American petroleum institute



ISO 9001: 2015 Quality management Systems



DGMS Approval



Manufacturing Assessment issued by ABS



NABL Testing



CEN Certification for Cableways



Approved Manufacturer of Steel Wire Rope issued by Lloyd's





Commitment to global sustainability standards



- Assessed by EcoVadis, a global sustainability rating platform
- Received Bronze Medal for sustainability performance
- Evaluation covers Environment, Labor & Human Rights, Ethics, and Sustainable Procurement
- Continuous improvement plan in place to achieve higher rating tiers

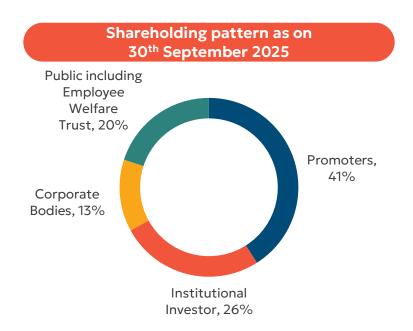


- Signatory to the UNGC in July 2025, aligning business strategy with the 10 Principles on Human Rights, Labour, Environment, and Anti-Corruption
- Initiating first Communication on Progress (CoP) to demonstrate transparency and accountability in sustainability practices
- Demonstrates commitment to the UN Sustainable Development Goals (SDGs)



Market snapshot

| Key Market Statistics | As on 30 th September 2025 | |
|--------------------------------------|--|--|
| BSE/NSE Ticker | 517146 / USHAMART | |
| CMP (Rs.) | 460.30 | |
| Market Cap (Rs. Crore) | 14,027.27 | |
| Number of outstanding shares (Crore) | 30.47 | |
| Face Value | 1.00 | |
| 52-week High / Low (Rs.) | 481.10 / 278.80 | |





Contact us

About Us:

Established in the year 1960, Usha Martin is a leading global and India's No. 1 specialty steel wire rope solutions provider. The Company is also engaged in the manufacturing of high-quality wires, low relaxation prestressed concrete steel strand (LRPC), bespoke end-fitments, accessories and related services.

Usha Martin's wire rope manufacturing facilities in Ranchi, Hoshiarpur, Dubai, Bangkok and UK produce the widest range of wire ropes that find application in various industries across the world. All of the company's facilities are equipped with the latest state-of-the-art high-capacity machines to manufacture world-class products.

Usha Martin's global R&D center located in Italy is actively engaged in designing of wire ropes and uses proprietary design software to develop products that are the best in class. The Company also has a comprehensive R&D facility in its manufacturing unit at Ranchi, India. Usha Martin has an extensive and dedicated network of distribution centers located across the globe.

Corporate Identification No: L31400WB1986PLC091621

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