

Usha Martin (USM IN)

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September 11, 2026

☒ Estimate Change | ☒ Target | ☐ Reco.

Change in Estimates

	Current		Previous	
	FY28E	FY29E	FY28E	FY29E
Rating	BUY		BUY	
Target Price	596		594	
Sales (INR mn)	46,379	51,673	46,263	51,588
% Chng.	0.3	0.2		
EBITDA (INR mn)	9,454	10,615	9,417	10,588
% Chng.	0.4	0.3		
EPS (INR)	22.4	25.2	22.3	25.2
% Chng.	0.4	-		

Key Data USBL.BO | USM IN

BSE Code	517146
NSE Code	USHAMART
52-W High / Low	INR 529 / INR 378
Face Value	1
Sensex / Nifty	74,782 / 23,398
Market Cap	INR 151 bn / \$ 1,575 mn
Shares Outstanding	304.74 mn
3M Avg. Daily Value	INR 319.87 mn

Shareholding Pattern (%)

Promoters	40.28
FII's	15.10
Mutual Funds	12.14
Domestic Institutions	3.12
Public & Others	29.36
Promoter's Pledge (Rs bn)	-

Stock Performance (%)

	1M	3M	6M	12M
Absolute	(3.1)	2.9	16.2	28.8
Relative	1.2	1.6	19.4	40.4

Key Financials - Consolidated

Y/e Mar	FY26	FY27E	FY28E	FY29E
Sales (INR mn)	36,911	42,600	46,379	51,673
EBITDA (INR mn)	7,051	8,644	9,454	10,615
Margin (%)	19.1	20.3	20.4	20.5
PAT (INR mn)	4,660	6,248	6,841	7,699
EV (INR mn)	147,368	144,606	140,521	136,905
Total Debt (INR mn)	1,455	1,305	1,105	805
C&C Eq. (INR mn)	4,778	7,393	11,281	14,600
EPS (INR)	15.3	20.5	22.4	25.2
Gr. (%)	14.4	34.1	9.5	12.5
DPS (INR)	3.8	4.1	4.5	5.0
Yield (%)	0.8	0.8	0.9	1.0
RoE (%)	15.4	17.6	16.8	16.5
RoCE (%)	18.0	19.9	19.2	19.1
EV/Sales (x)	4.0	3.4	3.0	2.6
EV/EBITDA (x)	20.9	16.7	14.9	12.9
PE (x)	32.3	24.1	22.0	19.6
P/BV (x)	4.6	4.0	3.5	3.0

Multiple levers, One direction

Quick Pointers

- New 6ktpa elevator capacity to commission by Mar'27, with potential for another 4ktpa within a year as demand scales.
- New furnaces are being installed and existing furnaces are revamped and modernized to meet the increasing demand of patented & galvanised wire.

We visited Usha Martin's mother plant spread across ~140 acres in Ranchi and were impressed by USM's in-house manufacturing capabilities to move up the value chain into high-margin specialized products. The visit reinforced our positive view on the company, with the combination of in-house machinery development, increasing focus on VASP and planned capacity additions providing visibility for sustained value growth. We believe USM could unlock further value from rest of its overseas operations under the *One Usha* initiative. With most of the UK restructuring benefits started flowing, there is significant potential for cost savings at other locations too. Post Covid, USM had initiated a turnaround plan with modernization capex to shift Thailand ops towards specialty ropes, which is still at lower margins than consolidated entity. Although middle east crisis may hamper near term volume growth, we believe USM is well placed to benefit from the volume growth opportunities in domestic as well as global markets with planned expansions, integration and value addition. The key monitorable remains the pace of commercialization of these capabilities, particularly in elevators and other specialized applications.

The process of conversion of wire rods to wires to strands and finally to wire ropes used in multiple applications is labour intensive, multiple SKUs & customer approvals makes it difficult to replicate; safety is most critical aspect and customer specific requirements gives USM an opportunity to add value. Post selling off steel business, USM has gradually penetrated in high margin OEM businesses across US and Europe. USM is targeting 20% EBITDA CAGR over FY26-29E, supported by (a) organic 10-11% volume growth driven by planned capacity additions; (b) increasing the share of specialized products to drive value growth; and (c) gradual capacity expansion in other high-margin ropes. We remain positive on USM and maintain our conservative 15%+ EBITDA CAGR over FY26-29E, reiterate Buy with TP of INR596 assigning 25x PER to Sep'28 EPS.

Focus on value addition and innovation: Over the last few years, USM has focused on value-added products within the wire rope segment to cater to high-margin end-user industries, while also developing machinery to support expansion. For instance, the Lock Coil machine was internally designed at ~25-30% of the cost of a new machine if purchased, enabling USM to produce a wider variety of innovative products. During our plant visit, we observed that a significant portion of the machinery is developed in-house, with management indicating that around 60-70% of certain required machines can be manufactured internally. This not only lowers capex but also provides greater flexibility to develop products for niche applications.

USM is increasingly focusing on products where technical specifications and customer requirements are more important than simply competing on price. The plant has capabilities across wire drawing, patenting, galvanizing and zinc-aluminum coating, allowing USM to manufacture a wide range of products across applications. USM currently processes more than 100 grades of wire rods in the 5.4–14mm range.

USM is also developing capabilities for high-strength and ultra-high-strength wires for transmission-line applications. Galstar, the company's zinc-aluminum coated wire used as rockfall barriers and protection against landslides, is seeing strong demand outside India, with production targeted to increase from 150-200 tonnes/month currently to 500-600 tonnes/month. The company is also adding another zinc-aluminum coating line by FY27.

Another area of focus is large-diameter and specialized ropes. USM has recently commissioned a machine capable of processing 50-95mm wire rods, at a cost of INR500mn, which management indicated is only the second such machine globally after Bridon-Bekaert. The machine allows USM to cater to specialized mining and sub-sea applications. USM is also targeting niche opportunities across synthetics, specialized wire ropes and other products where there are synergies with its existing capabilities.

One Usha initiative offers further scope for international operations: The *One Usha* Martin initiative has already delivered INR650-700mn of cost savings over the past 18 months, with the UK operations undergoing significant changes to improve efficiency by the end of FY25. The UK integration provides a tangible example of the benefits from greater coordination between international operations and the Ranchi facility. Shifting manufacturing to India's cost-efficient operations, while leveraging the UK's proximity to customers for sales and distribution, has helped reduce manufacturing and supply-chain costs, improve working-capital efficiency and enhance competitiveness. With Thailand being one of USM's larger international manufacturing operations, we see scope for similar benefits from deeper integration and operational optimization over time.

Strong cash flow generation opens M&A opportunities: With strong cash flow generation of INR6bn/year, management is evaluating inorganic opportunities across synthetics, wire rope manufacturing and front-end opportunities, providing sufficient headroom to pursue acquisitions while continuing to invest organically. The focus remains on value-accretive businesses where USM can leverage its existing capabilities, rationalize products or gain market share. Given USM's conservative mindset and its experience in the cyclical steel business, we expect efficient capital allocation in any potential transaction.

Elevator ropes: Key near-term growth driver: The new elevator rope capacity is expected to be a key near-term growth driver. USM currently manufactures 11-12ktpa of elevator ropes, with ~85% sold in India, and has 70% market share in the domestic market. Currently ~300 new elevators are being installed in India each day and the management expects the Indian elevator market to grow at over 15-20%.

USM is also in discussions with few leading elevator companies for specialized elevator ropes and is working to expand its export presence. Management indicated that elevator rope realizations in the US are US\$7,000-8,000/t before duty, roughly twice the NSR in India.

The upcoming 6ktpa elevator ropery line is expected to be commissioned by Mar'27, followed by a 3-4-month ramp-up period. The project involves an investment of INR2bn. The subsequent 4ktpa capacity is expected to require less than INR1bn, as the furnace currently being constructed will be common to both capacities. Management indicated that the additional 4ktpa capacity can be commissioned within a year when supported by demand and does not intend to build this capacity ahead of demand.

Plasticated LRPC: Significant value-addition opportunity: Plasticated LRPC is another key area of value addition. USM has started supplying plasticated LRPC to Vietnam, having previously supplied the customer through its Indian operations. Current year volumes are ~3.5kt and are expected to increase in line with expansion in capacity.

Management indicated that increasing plasticated LRPC capacity from 6ktpa to 12ktpa would require only INR200mn of investment. Within this segment, the triple-nested plasticated LRPC generates 10-15x higher EBITDA than black LRPC, highlighting the significant opportunity to improve profitability through a richer product mix.

High-margin Ropes: flexible capacity expansion: USM is also targeting gradual capacity additions in high-margin ropes. ~70% of its 140-acre Ranchi facility is currently utilized, leaving sufficient land for expansion over the next 3-4 years. This provides USM with flexibility to add capacity in response to demand rather than committing large amounts of capital upfront, supporting a measured approach to capacity expansion.

Specialized synthetic products: High-margin growth: Specialized synthetic products provide another avenue for value-led growth. OceanFibre generated around GBP1.5mn of revenue last year, with management targeting GBP3mn this year and GBP10mn over the next four years, at a targeted EBITDA margin of ~60%. While these products may not contribute meaningfully to overall volumes, their high-value and high-margin profile can support EBITDA growth ahead of revenue growth.

Specialized Applications: USM is increasingly leveraging its manufacturing flexibility to move towards higher-value applications. The Kedarnath ropeway project, involving a 14km ropeway, is one such example, with USM has potential to supply around 300-400 tonnes of high-quality ropes over next few years. These ropes would be initially used for material handling, with passenger handling expected after the required qualifications are completed.

Our plant visit provided further comfort on the depth of USM's manufacturing capabilities. The Ranchi facility has an integrated manufacturing setup, with operations spanning wire rod processing, pickling, drawing, patenting, galvanizing, zinc-aluminum coating, stranding and rope manufacturing. The ability to handle multiple grades, sizes and product specifications provides USM with flexibility to cater to a wide range of applications.

We also see an opportunity in the domestic rope business, where USM sells ~48ktpa of ropes in India and USM's ability to cater to multiple SKUs and customer-specific requirements remains an important differentiator in this market.

Overall, we believe USM's next leg of growth is likely to be driven less by volume alone and more by a combination of moderate organic volume growth, higher specialized product mix, new capacity in attractive end markets and operating improvements across its international businesses. The successful ramp-up of elevator capacity, scaling up of plasticated LRPC and specialized ropes, and operational optimization of Thailand will be key monitorables over the next 2-3 years.

Exhibit 1: GALSTAR wires installed at Mumbai's Gilbert Hill



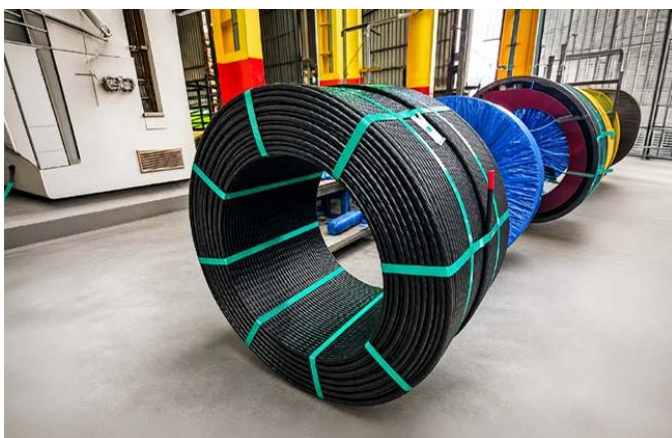
Source: Company, PL

Exhibit 2: Oceanmax: 180t single rope produced at Ranchi



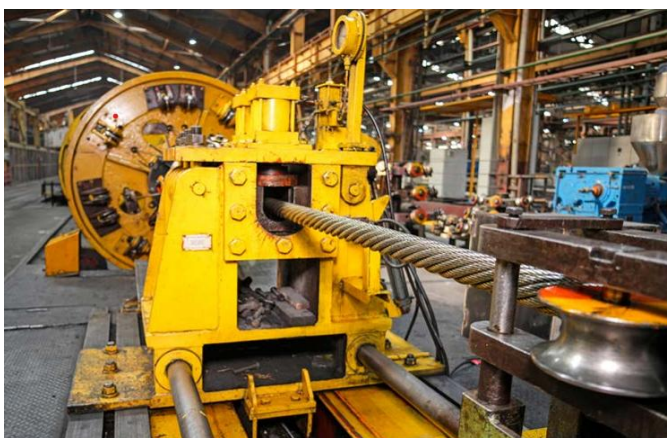
Source: Company, PL

Exhibit 3: Plasticated LRPC Strands



Source: Company, PL

Exhibit 4: Manufacturing of wire rope



Source: Company, PL

Exhibit 5: Inside the Ranchi plant



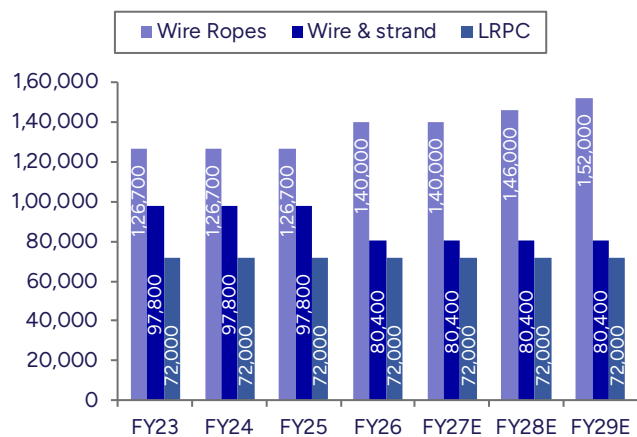
Source: Company, PL

Exhibit 6: Volume growth across high-value wire ropes & plasticated LRPC

Cons. Sales volumes (MT)	FY25	FY26	FY27E	FY28E	FY29E
Wire rope	104,000	106,000	113,961	123,991	136,971
Wire and strand	41,000	53,000	60,375	66,947	73,019
Black LRPC	54,000	48,000	44,000	42,000	40,500
Plasticated LRPC		2,000	4,000	6,000	7,500

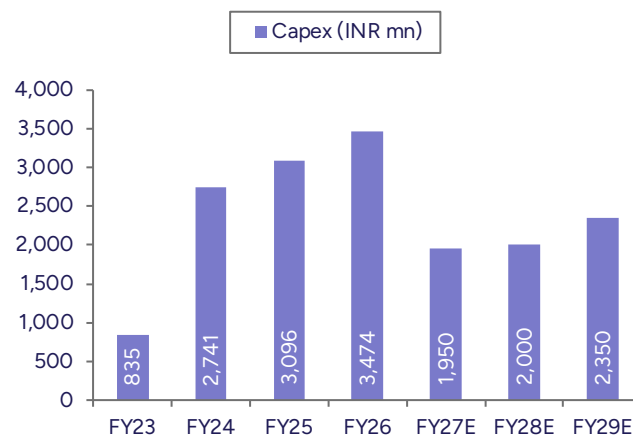
Source: Company, PL

Exhibit 7: Product-wise capacity (kt)



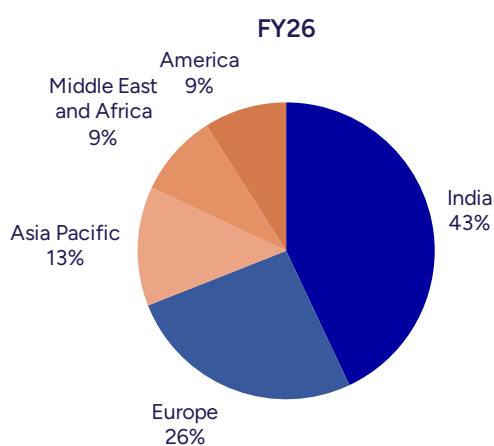
Source: Company, PL

Exhibit 8: Annual Capex



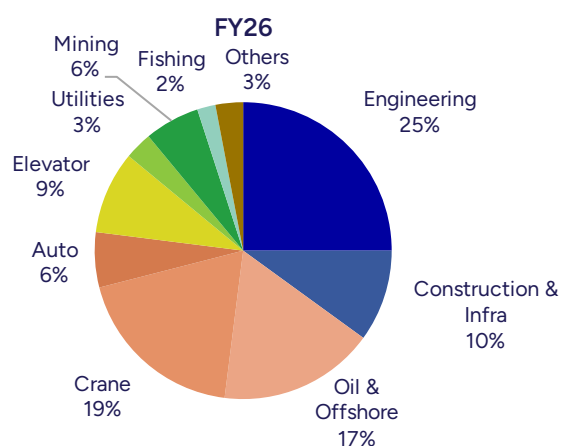
Source: Company, PL

Exhibit 9: Growing share in high margin international market



Source: Company, PL

Exhibit 10: Diversified end-user industry



Source: Company, PL

Financials

Income Statement (INR mn)

Y/e Mar	FY26	FY27E	FY28E	FY29E
Net Revenues	36,911	42,600	46,379	51,673
YoY gr. (%)	6.2	15.4	8.9	11.4
Cost of Goods Sold	18,675	21,471	23,421	26,198
Gross Profit	18,236	21,130	22,957	25,475
Margin (%)	49.4	49.6	49.5	49.3
Employee Cost	4,605	5,019	5,421	5,855
Other Expenses	6,580	7,466	8,082	9,005
EBITDA	7,051	8,644	9,454	10,615
YoY gr. (%)	18.1	22.6	9.4	12.3
Margin (%)	19.1	20.3	20.4	20.5
Depreciation and Amortization	1,164	1,291	1,404	1,529
EBIT	5,887	7,353	8,050	9,086
Margin (%)	15.9	17.3	17.4	17.6
Net Interest	196	110	96	76
Other Income	689	730	789	852
Profit Before Tax	5,962	7,973	8,743	9,861
Margin (%)	16.2	18.7	18.9	19.1
Total Tax	1,484	1,913	2,098	2,367
Effective Tax Rate (%)	24.9	24.0	24.0	24.0
Profit After Tax	4,478	6,059	6,644	7,494
Minority Interest	3	3	3	3
Share Profit from Associate	185	193	200	208
Adjusted PAT	4,660	6,248	6,841	7,699
YoY gr. (%)	14.4	34.1	9.5	12.5
Margin (%)	12.6	14.7	14.8	14.9
Extra Ord. Income / (Exp)	-	-	-	-
Reported PAT	4,660	6,248	6,841	7,699
YoY gr. (%)	14.4	34.1	9.5	12.5
Margin (%)	12.6	14.7	14.8	14.9
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	4,660	6,248	6,841	7,699
Equity Shares O/s (mn)	305	305	305	305
EPS (INR)	15.3	20.5	22.4	25.2

Source: Company, PL

Balance Sheet (INR mn)

Y/e Mar	FY26	FY27E	FY28E	FY29E
Non-Current Assets				
Gross Block	24,855	25,855	28,825	30,275
Tangibles	22,224	23,224	26,194	27,644
Intangibles	2,631	2,631	2,631	2,631
Acc: Dep / Amortization	9,161	10,452	11,856	13,385
Tangibles	7,428	8,719	10,123	11,652
Intangibles	1,733	1,733	1,733	1,733
Net Fixed Assets	15,694	15,403	16,969	16,889
Tangibles	14,796	14,505	16,071	15,991
Intangibles	898	898	898	898
Capital Work In Progress	891	1,841	871	1,771
Goodwill	552	552	552	552
Non-Current Investments	1,298	1,298	1,298	1,298
Net Deferred Tax Assets	(571)	(571)	(571)	(571)
Other Non-Current Assets	790	790	790	790
Current Assets				
Investments	-	-	-	-
Inventories	9,578	10,738	11,182	12,458
Trade Receivables	6,434	7,236	7,878	8,777
Cash & Bank Balance	4,778	7,393	11,281	14,600
Other Current Assets	1,157	1,157	1,157	1,157
Total Assets	42,118	47,353	52,924	59,239
Equity				
Equity Share Capital	305	305	305	305
Other Equity	32,714	37,704	43,161	49,338
Total Network	33,019	38,009	43,466	49,643
Non-Current Liabilities				
Long Term Borrowings	241	91	91	91
Provisions	563	563	563	563
Other Non Current Liabilities	-	-	-	-
Current Liabilities				
ST Debt / Current of LT Debt	1,214	1,214	1,014	714
Trade Payables	3,110	3,501	3,812	4,247
Other Current Liabilities	2,633	2,633	2,633	2,633
Total Equity & Liabilities	42,118	47,353	52,924	59,239

Source: Company, PL

Cash Flow (INR mn)

Y/e Mar	FY26	FY27E	FY28E	FY29E
PBT	6,123	7,973	8,743	9,861
Add. Depreciation	1,164	1,291	1,404	1,529
Add. Interest	196	110	96	76
Less Financial Other Income	689	730	789	852
Add. Other	186	(538)	(588)	(643)
Op. Profit before WC Changes	7,669	8,837	9,655	10,824
Net Changes-WC	(310)	(1,570)	(775)	(1,741)
Direct Tax	(806)	(1,913)	(2,098)	(2,367)
Net Cash from Op. Activities	6,553	5,354	6,781	6,716
Capital Expenditures	(1,660)	(1,950)	(2,000)	(2,350)
Interest / Dividend Income	185	730	789	852
Others	(2,191)	-	-	-
Net Cash from Invst. Activities	(3,667)	(1,220)	(1,211)	(1,498)
Issue of Share Cap. / Premium	-	-	-	-
Debt Changes	(2,123)	(150)	(200)	(300)
Dividend Paid	(914)	(1,259)	(1,384)	(1,523)
Interest Paid	(179)	(110)	(96)	(76)
Others	-	-	-	-
Net Cash from Fin. Activities	(3,215)	(1,519)	(1,681)	(1,899)
Net Change in Cash	(328)	2,615	3,889	3,319
Free Cash Flow	4,573	3,404	4,781	4,366

Source: Company, PL

Quarterly Financials (INR mn)

Y/e Mar	Q2FY26	Q3FY26	Q4FY26	Q1FY27
Net Revenues	9,076	9,171	9,793	10,330
YoY gr. (%)	1.8	6.6	9.3	16.4
Raw Material Expenses	4,641	4,649	4,754	5,193
Gross Profit	4,435	4,522	5,039	5,137
Margin (%)	48.9	49.3	51.5	49.7
EBITDA	1,730	1,759	2,115	2,080
YoY gr. (%)	7.6	23.3	51.6	43.8
Margin (%)	19.1	19.2	21.6	20.1
Depreciation / Depletion	277	288	312	335
EBIT	1,453	1,471	1,803	1,745
Margin (%)	16.0	16.0	18.4	16.9
Net Interest	51	48	35	39
Other Income	227	41	267	86
Profit before Tax	1,451	1,331	1,999	1,792
Margin (%)	16.0	14.5	20.4	17.3
Total Tax	402	301	493	421
Effective Tax Rate (%)	27.7	22.6	24.6	23.5
Profit After Tax	1,049	1,030	1,507	1,371
Minority Interest	1	1	2	1
Share Profit from Associate	49	47	45	50
Adjusted PAT	1,097	1,076	1,549	1,420
YoY gr. (%)	-	16.2	53.4	40.7
Margin (%)	12.1	11.7	15.8	13.7
Extra Ord. Income / (Exp)	-	-	-	-
Reported PAT	1,097	1,076	1,549	1,420
YoY gr. (%)	-	16.2	53.4	40.7
Margin (%)	12.1	11.7	15.8	13.7
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	1,097	1,076	1,549	1,420
Avg. Shares O/s (mn)	305	305	305	305
EPS (INR)	3.6	3.5	5.1	4.7

Source: Company, PL

Key Financial Metrics

Y/e Mar	FY26	FY27E	FY28E	FY29E
Per Share (INR)				
EPS	15.3	20.5	22.4	25.2
CEPS	19.1	24.7	27.0	30.2
BVPS	108.2	124.6	142.5	162.7
FCF	15.0	11.2	15.7	14.3
DPS	3.8	4.1	4.5	5.0
Return Ratio (%)				
RoCE	18.0	19.9	19.2	19.1
ROIC	15.8	18.9	20.0	21.0
RoE	15.4	17.6	16.8	16.5
Balance Sheet				
Net Debt : Equity (x)	-	-	-	-
Net Working Capital (Days)	128	124	120	120
Valuation (x)				
PER	32.3	24.1	22.0	19.6
P/B	4.6	4.0	3.5	3.0
P/CEPS	25.9	20.0	18.3	16.3
EV/EBITDA	20.9	16.7	14.9	12.9
EV/Sales	4.0	3.4	3.0	2.6
Dividend Yield (%)	0.8	0.8	0.9	1.0
FCFF Yield (%)	3.0	2.3	3.2	2.9
PEG Ratio	2.2	0.7	2.3	1.6

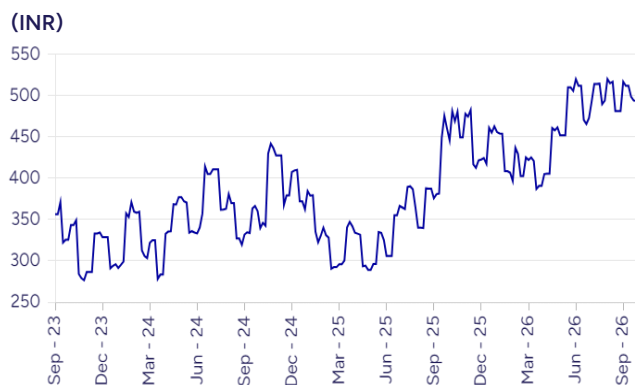
Source: Company, PL

Key Operating Metrics

Y/e Mar	FY26	FY27E	FY28E	FY29E
Total Volumes (kt)	207	222	239	258
Blended NSR (INR/t)	178,312	191,603	194,103	200,290
Average EBITDA/t (INR)	34,062	38,878	39,568	41,146

Source: Company, PL

Price Chart



Recommendation History

No.	Date	Rating	TP (INR)	Share Price (INR)
1	30-Jul-26	BUY	594	511
2	08-Jul-26	BUY	585	490
3	24-Jun-26	BUY	570	466

Analyst Coverage Universe

Sr. No.	Company Name	Rating	TP (INR)	Share Price (INR)
1	ACC	BUY	2198	1384
2	Adani Port & SEZ	BUY	2113	1720
3	Ambuja Cement	BUY	504	435
4	Dalmia Bharat	Buy	2173	1897
5	Hindalco Industries	Accumulate	1162	1060
6	Jindal Stainless	Buy	867	702
7	Jindal Steel	BUY	1298	1040
8	JK Cement	Accumulate	6205	5453
9	JK Lakshmi Cement	BUY	714	571
10	JSW Cement	Accumulate	139	130
11	JSW Infrastructure	Accumulate	361	345
12	JSW Steel	Accumulate	1351	1237
13	National Aluminium Co.	Accumulate	401	369
14	NMDC	Hold	86	84
15	Nuvoco Vistas Corporation	BUY	510	341
16	Shree Cement	Accumulate	29085	26055
17	Steel Authority of India	Accumulate	185	171
18	Tata Steel	Accumulate	212	190
19	Ultratech Cement	BUY	13832	11903
20	Usha Martin	BUY	594	511

PL's Recommendation Nomenclature (Absolute Performance)

BUY	: > 15%
Accumulate	: 5% to 15%
Hold	: +5% to -5%
Reduce	: -5% to -15%
Sell	: < -15%
Not Rated (NR)	: No specific call on the stock
Under Review (UR)	: Rating likely to change shortly

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Indian Clients

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