CIN NO. L19202MP2016PLC041903

November 04, 2026

To,
BSE Limited
Corporate Relationship Department,
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai- 400001

Scrip Code: 544964

Subject: Submission of Investor Presentation on the Financial Results for the Half Year ended September 30, 2026.

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the Investor Presentation on the Unaudited Financial Results of the Company for the half year ended September 30, 2026.

The presentation will also be available on the Company's website at https://www.acmeuniversal9.com/investor-relations/ in accordance with Regulation 46 of the SEBI Listing Regulations.

Please take the above on record.

Thanking You,

Yours Faithfully,

For Acme Universal Safezone 9 Limited

NITIN TIWARI
Digitally signed by NITIN TIWARI
Date: 2026.11.04 16:56:16 +05'30'

Nitin Tiwari
Managing Director
DIN: 00852402

Encl: as above

acme safetyshoes

TOUGH NEVER STOPS

ACME UNIVERSAL SAFEZONE 9 LIMITED

H1 FY27

Investor Update

BSE SME: 544964



Company Profile

Background and positioning

Company Background

- Manufactures and supplies industrial safety footwear under the brand ‘ACME’
- Caters to safety footwear industry which is mandated across construction, oil & gas, mining, heavy engineering, automotive, pharmaceuticals, chemicals, foundry and power
- Products designed to customer needs using ICad3D; SAP S/4 HANA runs finance, operations and logistics across plants



Tough Never Stops Our operating philosophy, in every shoe and every shift

WHO WE ARE

India’s largest safety shoemaker

- Over three decades ago, ACME set out to reshape an industry that merely complied with norms into one that truly protects a growing workforce
- From 100 pairs a day to over 13,000 pairs a day, backed by trained techno-managers and after-sales service

46 mn+
Pairs sold to date

₹35.93 cr
Raised through the IPO

Timeline of Excellence

Key milestones in ACME's journey

1994 Founded as partnership firm M/s Acme Fabrik Plast Co., Gwalior

2001 60-station PU pouring machine installed

2006 Gwalior plant commissioned

2008 24-station DIP PVC and 12-station gumboot machines installed

2010 First DESMA DIP machine installed

2011 Kanpur Plant 1 commissioned; CE-certified shoe production started

2012 Banmore plant commissioned

2013 Kanpur Plant 2 commissioned

2016 Second DESMA DIP machine, with robotics, installed; incorporated as Acme Universal Safezone 9 Pvt. Ltd. in November

2017 Corporate operations moved to Mumbai; two triple-density DIP PVC machines installed; Banmore plant expanded

2018 Eco-friendly manufacturing initiative launched

2020 Digital transformation with SAP, CRM and HRM

2022 Third DESMA DIP machine, with robotic arm, installed

2025 Kanpur Plant 3 commissioned; converted to a public limited company in July

2026 **Listed on BSE SME on October 6**

Board of Directors

Promoter directors



Nitin Tiwari

Promoter & Managing Director

Nitin Tiwari, 54 years, is the Promoter and Managing Director of the Company. He holds a Bachelor's degree in Engineering (Electronics & Telecommunication) from Jiwaji University, Gwalior, and has over 30 years of experience in the leather and safety footwear industry. He drives the overall growth strategy, brand building, business development, governance, automation and overall delivery of value for all stakeholders



Ruchi Tiwari

Promoter & Director

Ruchi Tiwari, 46 years, is a Promoter and Director of the Company. She has over 20 years of experience in the manufacturing industry, particularly leather and safety footwear, as well as in business administration and organisational management. She plays an important role in strategic planning, policy formulation and operational oversight, contributes to stronger corporate governance and operational efficiency, and supports management in achieving sustainable growth while maintaining quality standards.

Senior Management

Finance and compliance leadership

SG

Satyam Gehlot

Chief Financial Officer

Satyam Gehlot, 51 years, is the Chief Financial Officer of the Company. He holds Bachelor of Commerce and Bachelor of Laws degrees from Jiwaji University, Gwalior. Associated with the company since 1994, he has over 30 years of experience in finance, accounts, taxation and statutory compliance, and played a pivotal role in overall growth of the company.

PM

Priya Darshil Mody

Company Secretary & Compliance Officer

Priya Mody, 31 years, a qualified Company Secretary, she holds an MBA Finance. She has over 5 years of experience in corporate compliance, secretarial matters and regulatory filings.

Products Overview

Portfolio & specialisation



PRODUCT PORTFOLIO

- **DIP PU range**
- **DIP PU-Rubber range**
- **DIP PU-PU-Rubber range**
- **DIP PU-PU-TPU range**
- **DIP PU-TPU range**
- **E-TPU-Rubber range**
- **EVA-Rubber range**
- **Phylon-Rubber range**
- **SCF-Rubber range**
- **Nitrile-Rubber range**
- **PVC range**

PRODUCT SPECIALISATION

- Fire-retardant (hot insulation)
- Snow boots (cold insulation)
- Penetration resistant (metallic & non-metallic insole)
- Water-resistant and waterproof
- Electrical shockproof
- Antistatic / ESD / ESR
- Heat-resistant outsole
- Chemical and fuel resistant
- Slip resistant
- Metatarsal protection

Industry Overview

Safety footwear demand is rising with industrialisation and stricter workplace safety norms

India's Footwear Industry

- 2nd largest footwear producer globally, after China
- ~11.6% of global footwear output
- ~2,065 million pairs produced annually
- Leather availability of ~3 billion sq. ft. annually

Market Demand Drivers

- Industrialisation and infrastructure expansion
- Demand from construction, manufacturing, logistics, mining, oil & gas and engineering
- Stronger workplace safety regulations and certified PPE adoption
- MSME formalisation and rising safety awareness

Global & Domestic Opportunity

- India ranked 4th largest global exporter of safety footwear in CY2024
- Manufacturing hubs: Agra, Kanpur, Chennai and Ranipet
- Domestic demand expanding in warehousing, e-commerce logistics, healthcare and renewable energy
- Export opportunities across Europe, the Middle East, Africa and Southeast Asia

Outlook

- Shift toward technology-enabled, sustainability-oriented production
- Industry 4.0: AI-based quality control, automation and digital traceability
- Growing use of PU, TPU, EVA, composite and recycled materials
- Higher demand for EN ISO 20345, ASTM and BIS-certified products
- Emerging smart footwear and ESG-linked procurement

Source: Company; industry report

Geographical Presence

A strong national base, a growing global network

PAN-INDIA PRESENCE



40+
Warehousing & distributor network

50+
Sales force

7,000+
Corporate clients

9
Pairs sold per minute

GLOBAL PRESENCE



Europe
Germany, Netherlands, Switzerland, Serbia, Greece, UK

Middle East & South Asia
Israel, Bahrain, Qatar, UAE, Saudi Arabia, Kuwait, Sri Lanka, Bhutan, Bangladesh

Africa
Kenya, Tanzania, South Africa, Cameroon, Nigeria, Guinea, Mauritius

Central America Guatemala

Southeast Asia Cambodia

Clientele & Sector-wise Presence

Trusted by industry leaders across sectors

MARQUEE CUSTOMERS



SECTOR-WISE PRESENCE

- Automobile
- Aviation
- Cement
- Chemicals & Paint
- Construction
- Electronic Systems
- Engineering & Manufacturing
- FMCG & Food Processing
- Metals & Mining
- Oil & Gas
- Pharmaceuticals
- Power
- Science & Technology
- Services & Hospitality

Certifications & International Partners

Recognised standards and global material partners

QUALITY STANDARDS & CERTIFICATIONS

PLANT

- Environmental management
- Quality management
- Occupational health & safety
- Sedex member: responsible business practices

PRODUCT

- European norm
- CE marked
- Bureau of Indian Standards

RAW MATERIAL

- Leather Working Group

OVERSEAS SUPPLIER PARTNER BRANDS

SAFIT, BASF (We create chemistry), 3M, Morón (Future is now), Vibram, Hawa Italia, Astico Scamosceria, Freelock, Contender

Kontoor audit

For Genesco, which sources for Dockers and Wrangler (US)

Certification pipeline

Expanding international standards to unlock new export geographies

Integrated Manufacturing Infrastructure

Inside our plants














GWALIOR | BANMORE | KANPUR 1 | KANPUR 2

Manufacturing Footprint

Four fully owned plants in Gwalior and Kanpur, with total installed capacity of 4.32 mn per annum

Managed entirely by ACME, with an end-to-end in-house workflow that keeps every process under direct supervision

Complete shoe production

Plant	Built-up area	Capacity per annum
Girwai Plant, Gwalior	1,35,000 sq ft	2.50 mn pairs
Banmore Plant, Gwalior	2,00,000 sq ft	0.82 mn pairs
Kanpur Plant 2	2,50,000 sq ft	1.00 mn pairs

Upper production

Plant	Built-up area	Capacity per annum
Girwai Plant, Gwalior	1,35,000 sq ft	0.73 mn uppers
Kanpur Plant 2	2,50,000 sq ft	0.88 mn uppers
Kanpur Plant 1	36,000 sq ft	2.00 mn uppers

Machinery Advanced machinery sourced from leading global manufacturers

Asia's Largest Safety Footwear Plant

Kanpur | 2,50,000 sq ft next-generation facility



ENGINEERED FOR

- Complete automation & smart manufacturing
- India's first-of-its-kind state-of-the-art experience centre
- Sustainability-driven, premium product lines

State of the Art Manufacturing Facility

Automated, robotics-enabled production lines



DESMA DIP



ROBOTIC ARM



DIGITAL DIELESS CUTTING



ORISOL STITCHING

- Digital dieless cutting for precision cutting, optimised material use and zero tooling dependency
- Orisol automated stitching for consistent, high-strength upper construction with minimal manual intervention

3	**DESMA DIP units**
2	**Robotic DIP lines**
78	**Injection stations (30 + 24 + 24)**

Quality, Testing & R&D Excellence

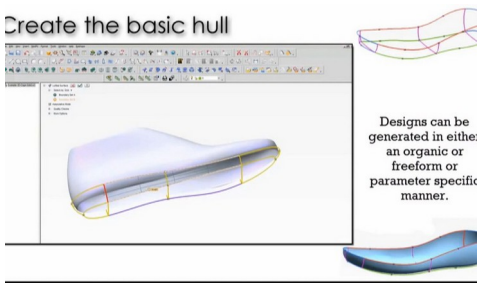
Testing and product development capabilities













TESTING STANDARDS

Indian (IS 15298)

- IS 15298-2:2024
- IS 15298-3:2024
- IS 15298-4:2024

European (EN ISO)

- EN ISO 20344:2024
- EN ISO 20345:2024
- EN ISO 20346:2024
- EN ISO 20347:2024

American (ASTM)

- ASTM F2412-24
- ASTM F2413-24

QUALITY & R&D

- **In-house testing labs perform rigorous tests on all raw materials and finished products for durability and performance**
- **A dedicated R&D team, integrated across all ACME plants via SAP S/4 HANA, develops products for diverse industrial hazards**
- **Stringent quality checks at every production stage ensure consistency and excellence**

ADDITIONAL TESTING

- Lace-to-eyelet and lace-to-lace abrasion (ISO 22774:2004)
- Lace breaking strength (SATRA TM 94)
- Velcro fatigue (ISO 22776:2024)
- Elastic fatigue (ISO 10768:2010)

Digital Infrastructure & Design Team

Enterprise systems and international design partners

DIGITAL INFRASTRUCTURE

SAP S/4 HANA

Red21

ICad3d designsolutions





DESIGN TEAM

Solofrizzo Daniela Design

AC STUDIO

claudio franco design&development

FUDJI STUDIO

Sustainability & Environment Initiatives

Reducing our environmental footprint

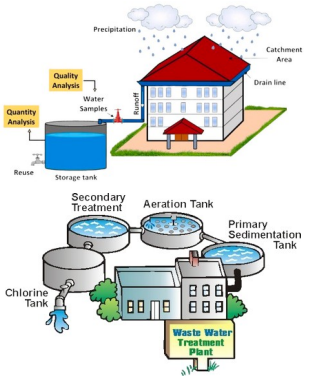
01 Energy saving

- Solar panel installation
- 200 BLDC-technology 20 W fans
- 400 LED bulbs, saving 40% with six times the lifespan; 1,560 kWh saved monthly
- Saint-Gobain reflective solar-control glass



02 Water saving

- Rainwater harvesting saves approx. 6 million litres of water a year
- Sewage treatment plant



03 Waste management

- Waste segregated at material level, with separate bins for each material
- Waste recycled in-house or through outsourced recyclers



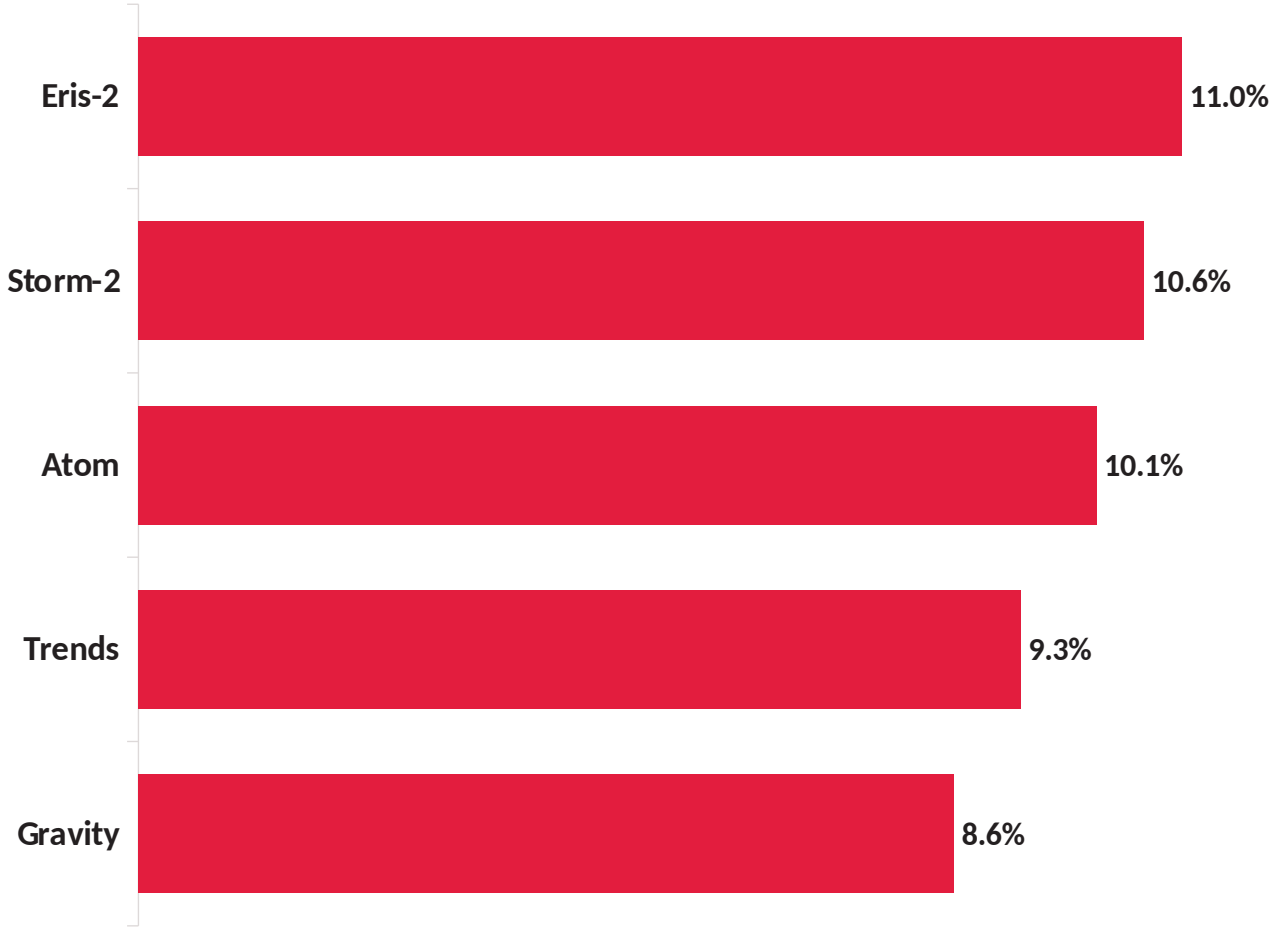
04 GHG reduction

- Car pooling
- Transport efficiency through full-truck-load dispatch and planned raw-material procurement



Growth Drivers

Top 5 products by share of FY26 sales



74%

of total revenue now comes from the top 10 products (up from ~65% three years ago), a brand-led, best-seller driven business with quarterly new launches

Export & Recurring Business

Export performance, key accounts and focus markets

8.51%

Of the Revenue from exports in H1FY27, exports revenues would grow at double digits in FY27

80%

Year-on-year customer retention

MONTHLY CONTAINER ORDERS, SHIPPED TILL SEPT 30, 2026

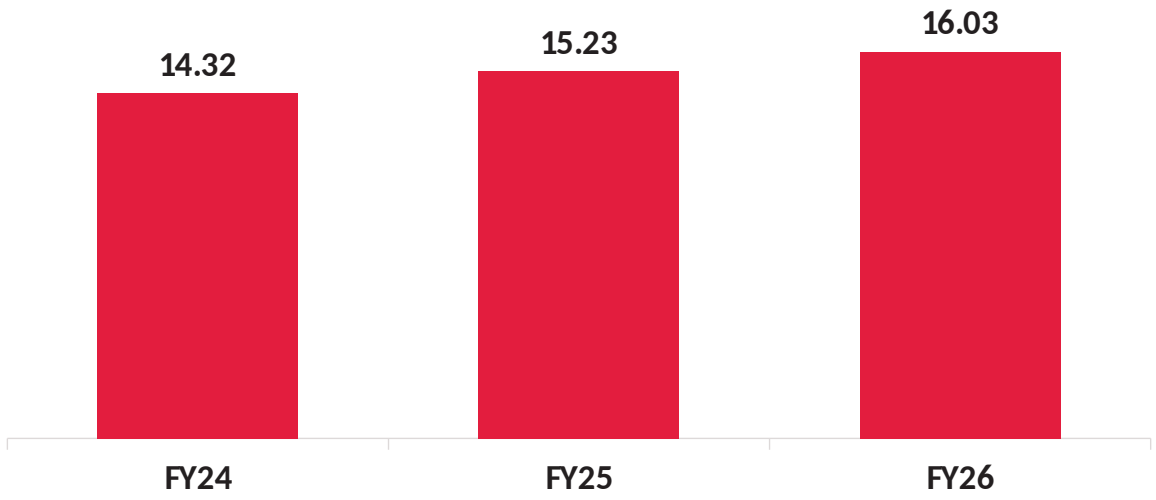
11,650 pairs

SMI

35,480 pairs

Eyevex

EXPORT REVENUE (₹ CRORE)



Source: Company

STRATEGIC FOCUS FOR EXPORT GROWTH

Expand in the US market

Increase presence with key customers

Grow in the European market

Strengthen presence through new distribution opportunities

Distributors & white label

Engage with more distributors and white-label customers

Larger global brands

Explore association with additional international brands

H1FY27 Key Financial Highlights

Key takeaways from the half

- **Revenue up by 19.11% vs ₹ 100.69 cr in H2 FY26, the preceding half**
- **Gross margin improved by 110 bps to 30.67%, due to benefits from increasing scale of operations**
- **Prior-period expenses of ₹11.21 crore drove the H1 FY26 loss**
- **Export sales of ₹10.29 crore, about two-thirds of FY26's full-year exports of ₹15.61 crore**

10.88%

EBITDA margin in H1 FY27

Vs 8.17% in H1 FY26, up by 271 bps



Highest half-yearly revenue

Reported in the Company's first results after listing

Financial Performance – H1 FY27

H1 FY27 versus H1 FY26 • Standalone • ₹ in crore

Total Revenue

119.93

Vs ₹ 103.31 cr, grown by 16.09% in H1 FY26

EBITDA

13.05

Vs ₹ 8.44 cr, up by 54.56% in H1 FY26

PAT

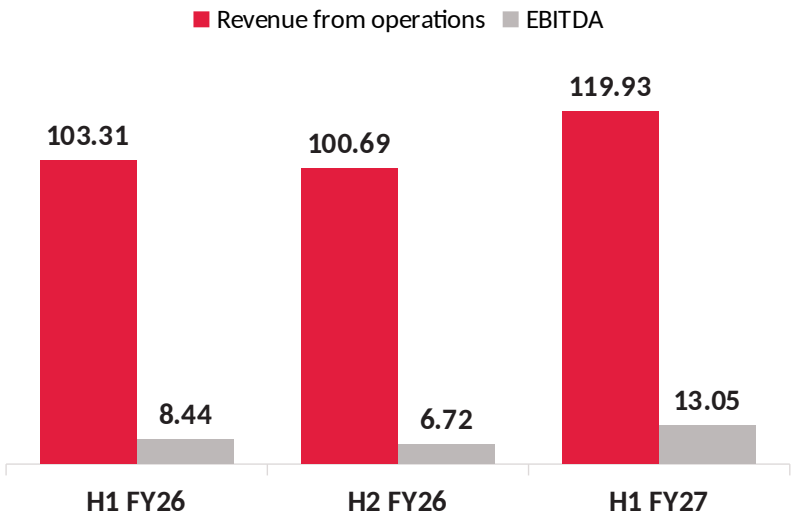
7.02

Vs ₹ (7.55) cr in H1 FY26

Standalone P&L Summary

₹ in crore	H1 FY27	H1 FY26	YoY
Revenue from Operations	**119.93**	**103.31**	**16.09%**
Other Income	2.81	1.99	41.11%
EBITDA	**13.05**	**8.44**	**54.56%**
EBITDA Margin	10.88%	8.17%	+271 bps
PAT	**7.02**	**(7.55)**	**-**
EPS (₹) per share	5.00	(16.15)	-

HALF-YEARLY REVENUE & EBITDA (₹ CRORE)



Cash Flow & Balance Sheet Highlights

Capex funded from operating cash flow

₹9.26 cr

Operating cash flow

Net cash generated from operating activities in H1 FY27

₹6.71 cr

Capital expenditure

Investment in property, plant and equipment during the first half of the year

₹59.78 cr

Net worth

Vs ₹ 52.77 cr at March 31, 2026, up by 13.29%; before IPO proceeds

0.94x

Debt-to-equity

Vs 1.10x at March 31, 2026

Sales Performance – H1 FY27

Pairs sold and order book versus H1 FY26

Total pairs sold

15,55,764

Vs 14,71,001 in H1 FY26, up by 5.76%

Domestic pairs

13,82,694

Vs 13,27,406 in H1 FY26, up by 4.17%

Export pairs

1,73,070

Vs 1,43,595 in H1 FY26, up by 20.53%

Order book (pending, pairs)

2,58,724

Vs 1,91,327 in H1 FY26, up by 35.23%

Pairs	H1 FY27	H1 FY26	H2 FY26	FY26
Total pairs sold	**15,55,764**	**14,71,001**	**14,37,442**	**29,08,443**
Domestic	13,82,694	13,27,406	12,53,609	25,81,015
Export	1,73,070	1,43,595	1,83,833	3,27,428
Order book (pending)	2,58,724	1,91,327	-	-

Value Domestic sales of ₹109.38 cr made up 91.2% of revenue from operations

Source: Company

Production Performance – H1 FY27

Pairs manufactured by product type

Finished goods

14,82,834

Vs 14,33,336 in H1 FY26, up by 3.45%

Lasted uppers

59,730

Vs 37,665 in H1 FY26, up by 58.58%

Uppers

13,200

Vs nil in H1 FY26

Pairs	H1 FY27	H1 FY26	H2 FY26	FY26
Total pairs manufactured	**15,55,764**	**14,71,001**	**14,37,442**	**29,08,443**
Finished goods	14,82,834	14,33,336	13,59,907	27,93,243
Lasted uppers	59,730	37,665	41,801	79,466
Uppers	13,200	0	35,734	35,734

Source: Company

Strategic Initiatives

Customer additions, partnerships and distribution

New customers acquired

339

Vs 272 in H1 FY26, up by 24.63%

Key partnerships

28

Vs 36 in H1 FY26, down by 22.22%

Distribution network developments

6

Vs 7 in H1 FY26, down by 14.29%

Count	H1 FY27	H1 FY26	H2 FY26	FY26
Customer acquisition	**339**	**272**	**329**	**601**
Key partnerships	28	36	26	62
Distribution network developments	6	7	6	13

Source: Company

Manufacturing Excellence

Two machines installed at Plant 1020 (Girwai) in September 2026, one at Plant 1070



01 Shibang SB-2816-A

Genuine leather nesting machine with high-grade nesting software

- High nesting accuracy
- Suited to high-grade leather

Production: To commence



02 Shibang 1630S / 1624S / 1616S

Intelligent vibrating-knife dieless cutting machine

- Double head, projector and nesting software with feeder

Production: 13,180 pairs per month



03 Shibang 1670S-I

Intelligent double-head vibrating-knife cutting machine

- Cuts linings and microfibre without dies
- High precision across multiple materials

Production: 6,14,175 pairs till H1 FY27

Gradually moving towards a smarter, automated manufacturing ecosystem to optimise capex, reduce manpower and drive higher efficiency and consistency

Product Development

New designs for international and domestic markets

International 3 projects with an Italian designer, mainly for the US and Europe



Project 1

Fireman Boot

IN PROGRESS

- Fire-resistant design
- High-durability sole



Project 2

DIP PU/Rubber Boot

IN PROGRESS

- Improved comfort
- Enhanced durability



Project 3

Cemented Phylon Rubber

YET TO START

- Lightweight design
- Cemented construction

Domestic 2 new designs per range, low-end segment

Pouring range





PVC range





Earlier developments EU-compliant rubber sole moulds, triple-density moulds and 30 new designs for the NSC Fair (US)

Business Expansion

Building capacity for what tomorrow demands



PLANT 1070 EXPANSION

Increased manufacturing capacity
To meet growing demand

Advanced construction technologies
To support new applications

Integrated ecosystem
Materials, construction and finishing under one roof

Global readiness
Built for international markets



Direct Vulcanised Rubber

- High durability and performance
- For robust, demanding applications
- Expands the portfolio for industrial segments



Goodyear Welted

- Premium, resoleable construction
- For heavy-duty, professional use

Objects of the IPO Additional machinery, a solar power plant and working capital

Forward-Looking Statements

Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like government actions, local political or economic developments, technological risks, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward looking statements. Acme Universal Safezone 9 Limited will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.



For further information

CS Rama Naidu

Managing Partner, Intellect IR

M: +91 9920209623

E: rama@intellectpr.com

acme safetyshoes

TOUGH NEVER STOPS

Thank you

Acme Universal Safezone 9 Limited | BSE SME: 544964

+91 80802 70327

www.acmeuniversal9.com

info@acmeuniversal9.com | corporate@acmeuniversal9.com

1209, Remi Commercio, Opp. Yash Raj Studios, Off Link Road, Andheri (W), Mumbai 400053

