

WLL/SEC/2025 November 13, 2025

BSE Limited	National Stock Exchange of India Limited
Department of Corporate Services,	Listing Compliance Department
SP. J. Towers, Dalal Street,	Exchange Plaza, Bandra-Kurla Complex,
Mumbai – 400 001	Bandra (E), Mumbai – 400 051
(Scrip Code-514162)	(Symbol: WELSPUNLIV)

Dear Sirs/Madam,

Subject: Analyst / Institutional Investor meeting – Welspun World Investor Presentation.

This is reference to our letter dated November 10, 2025, attached is the Welspun world investor presentation, which will be made during investor meeting.

The Welspun World Investor Day is scheduled from 9:00 a.m. to 5:00 p.m., wherein registration and breakfast will take place from 9:00 a.m. to 11:00 a.m., followed by the presentations commencing at 11:00 a.m. and subsequent sessions as per the event agenda.

The same is for your information and record, please.

Thank you,

For Welspun Living Limited

(Formerly known as Welspun India Limited)

Shraddha Popat Company Secretary ACS: 54561

Enclosed: Welspun World Investor Presentation as mentioned above

Welspun Living Limited (Formerly known as Welspun India Limited)

Welspun House, 6th Floor, Kamala City, Senapati Bapat Marg, Lower Parel (W), Mumbai 400013. India T: +912266136000 / 24908000 | F: <math>+912224908020

E-mail: companysecretary_wil@welspun.com | Website: www.welspunliving.com

Registered Address: Welspun City, Village Versamedi, Taluka Anjar, District Kutch, Gujarat 370 110. India T: +91 28 3666 1111 | F: +91 28 3627 9010

Works: Survey No. 76, Village Morai, Vapi, District Valsad, Gujarat 396 191. India T: $+91\ 26\ 0243\ 7437$ | F: $+91\ 26\ 0224\ 37088$

Corporate Identity Number: L17110GJ1985PLC033271

WELCOME TO WELSPUN WORLD'S INVESTOR DAY 2025

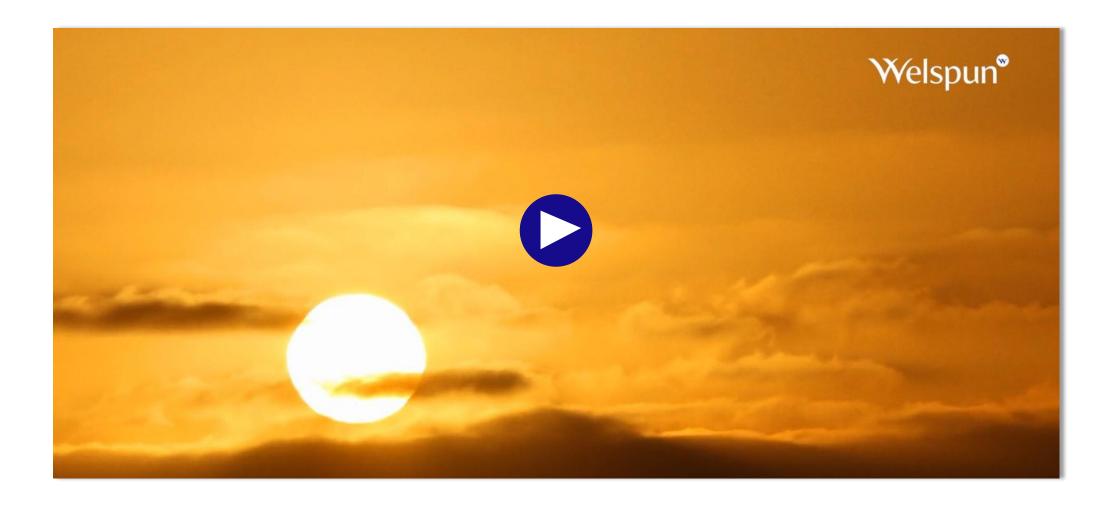
Schedule



Time	Event
11:00 am to 1:00 pm	Chairman's Presentation
1:00 pm to 2:00 pm	Lunch / Networking
2:00 pm to 3:00 pm	Presentation by WCL/WEL/WLL
3:00 pm to 4:00 pm	Presentation by WCL/WEL/WLL

Corporate Film







Recapping Last Year





Capital Allocation Focus, Exit non-core



Guide to hi-quality return

ROCEs @ ~20% across companies

Revenue CAGRs @ 15-20% EBITDA margins @ mid-teen



Credit rating



Other fundamentals – 'Always in place'







Welspun world

Welspun LIVING



Global - Home Textiles

Flooring

Advanced Textiles

Welspun corp



Global Line Pipe

Building Materials (Plastic Pipes & Tanks, TMT)

Welspun ENTERPRISES



Water Infra & Treatment

Transport Infra

Tunnelling

O & M Capability

Welspun SPECIALTY SOLUTIONS Alloy & Stainless | Bars & Tubes



Integrated producer from steel-making to finished products



REVENUE ~₹30,000 Crores



EBITDA ₹4,000+ Crores



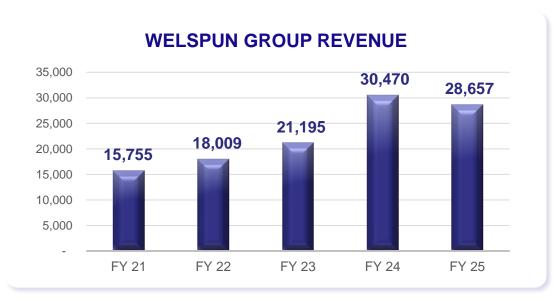
Workforce **35,000+**

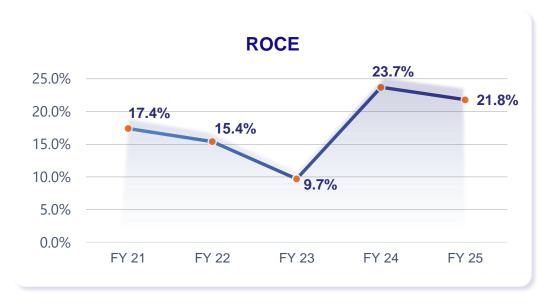


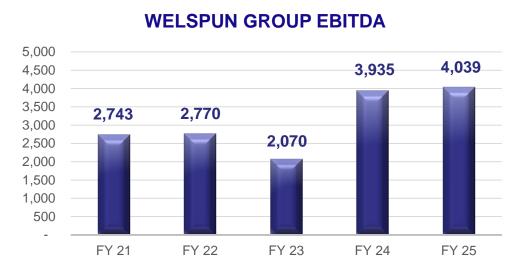
Customer Presence in 50+ Countries
Associated with fortune 100 (O&G majors, Top retailers)

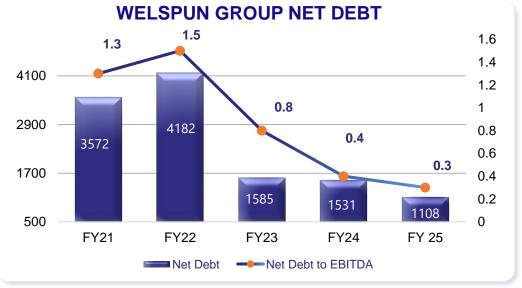
Continuous Growth Momentum





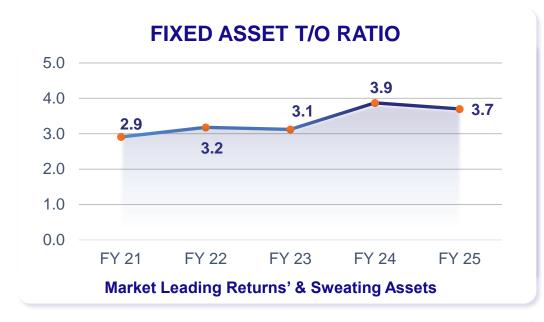


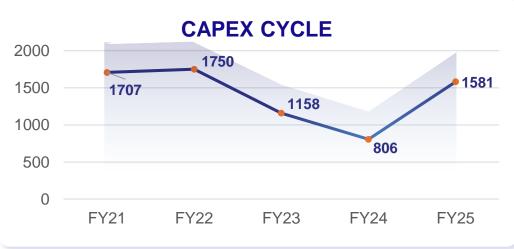




Balance Sheet







Despite Group spending ₹ 7,000 Crores over 5 years, our Net debt has gone down and Credit rating has improved

CREDIT RATING

Welspun Corp CRISIL Ratings

CRISIL/AA+/Stable

Welspun
Enterprises Limited

CRISIL Ratings

CRISIL AA-/Stable

Welspun Living Limited

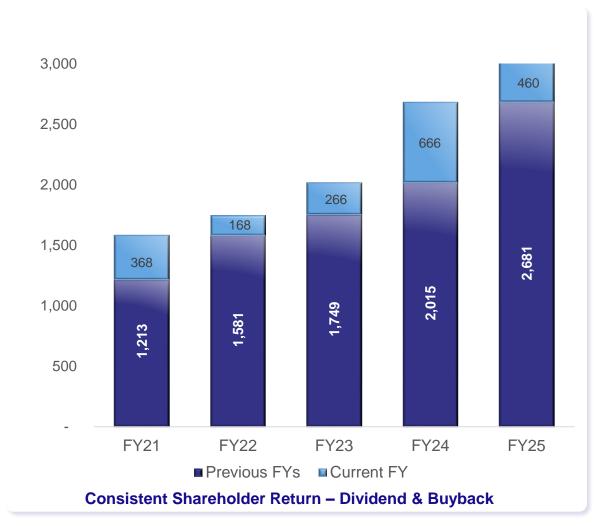


CARE AA/Stable

Continuous Growth Momentum



CUMULATIVE ~₹3,200 CRORES RETURNED TO SHAREHOLDERS



GROUP MARKET CAPITALISATION (₹ CRORES)





Framework

3G's





Governance





Leadership Team in Place



Robust leadership programs drive next level of growth



BALKRISHAN GOENKA Chairman Welspun World



RAJESH MANDAWEWALA Vice Chairman Welspun World



DIPALI GOENKAMD & CEO
Welspun Living Ltd.



VIPUL MATHUR MD & CEO Welspun Corp Ltd.



SANDEEP GARG MD Welspun Enterprises Ltd.



ALTAF JIWANI
Director, Group Executive
Office, Welspun World



VIKRAM BECTOR
Director, Group CHRO
Welspun World



DEEPAK
CHAUHAN
Director & Group Legal
Welspun World



ANUJ BURAKIA ED & CEO WSSL



VANSHIKA GOENKA MISRA MD, Welspun UK Ltd.



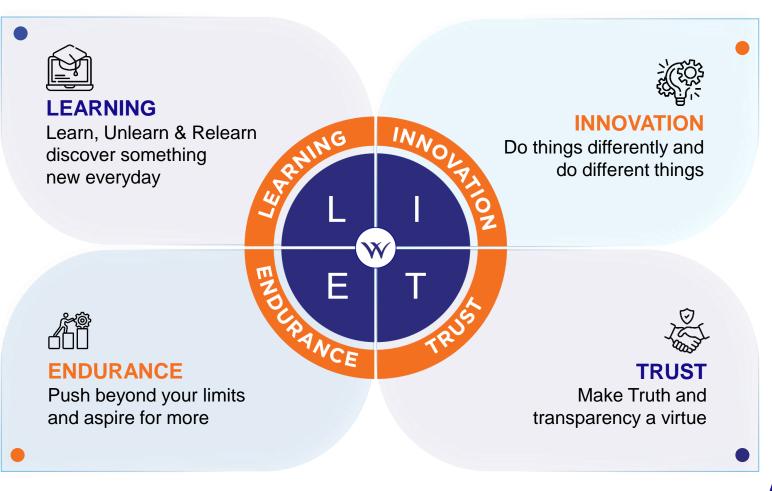
YASHOVARDHAN AGARWAL MD, Welspun BAPL & Director at Sintex







Values & Culture that Empower Success









- ▶ Digitized 790+ classrooms, reaching 180,000+ students and training 3,000+ government teachers
- > Agricultural initiatives across 450+ villages, benefiting 98,000+ farmers and farmworkers
- Supported 370+ women entrepreneurs across 120+ villages, impacting 71,000+ individuals

Green - Growing Business Responsibly





Carbon Neutral

- Around 17 crore units (kWh) of green electricity consumed in last FY avoiding 1.2 Lakh MT of CO2 emissions
- Commissioned 60+ MW of solar power plants to date



Community

- Program operational in over 9 states across India
- ➤ In FY25, community initiatives benefitted 1.1+ million lives



Water

- Zero fresh water used for industrial operations at Anjar
- Over 8 billion litres of sewage treated and recycled annually



Farmers

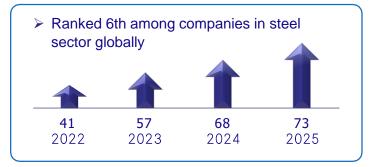
- > 76% of cotton sourced from certified sustainable sources
- Sustainable farming program active in 5 states covering over
 2.5 lakh acres of farmland



ESG ratings Dow Jones Sustainability Indices



Welspun Living Limited



Welspun Corp Limited



Welspun World: Future Growth



Continuing dominance in CORE businesses; driving high growth in NEW businesses





Home Textiles - Export

Welspun Living



Large diameter Pipes

Welspun Corp



Transport and Water Infra

Welspun Enterprises



Integrated producer from steelmaking to finished products

WSSL



Scale new business



Profitable Growth



Solid Execution



Deepen core business MOATs

Exponential Growth in **NEW** businesses 15-20% CAGR



High US tariffs

Towels – Largest global capacity in the world

Sintex B2B, B2C

Investment in pipe underway

USA/KSA –
Globally largest
LSAW company in
the world and one
of the largest in DI

₹ 5500 crores CAPEX spread over 3-4 years in USA



Focus is on Water

Water Transportation,
Treatment and
distribution



18

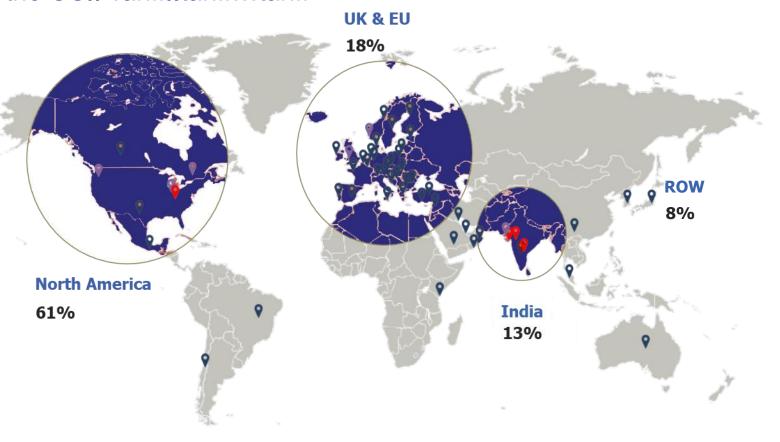
Welspun Living Welspun Corp Welspun Enterprises



Welspun LIVING

Welspun Living: Global Home Solutions Leader

Near term headwinds because of the largest market in the US.. Tariff...tariff



Warehouses Manufacturing Facility



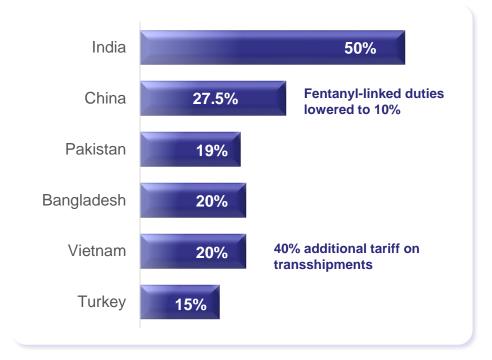
- **\$1.25 Bn** Revenue
- 14-15% EBITDA (avg.)
- **50+** Countries
- 47 Patented Technologies
- > **Top 4** Globally in ESG #1 in India (DJSI)
- Top 10 India's Best Companies to work for

Q Country Served

The Tariff Tango...

W

Reciprocal Tariff:



India: Strong, Stable, Sustainable Sourcing Hub



Economic Strength



Trade Agreements



Raw Material & Workforce



Government Initiatives like GST



India-US BTA in progress
Aim to enhance their bilateral trade
volume to \$500 billion by 2030

India's rising trade - Upcoming FTAs:

Any kind of challenges gives an opportunity









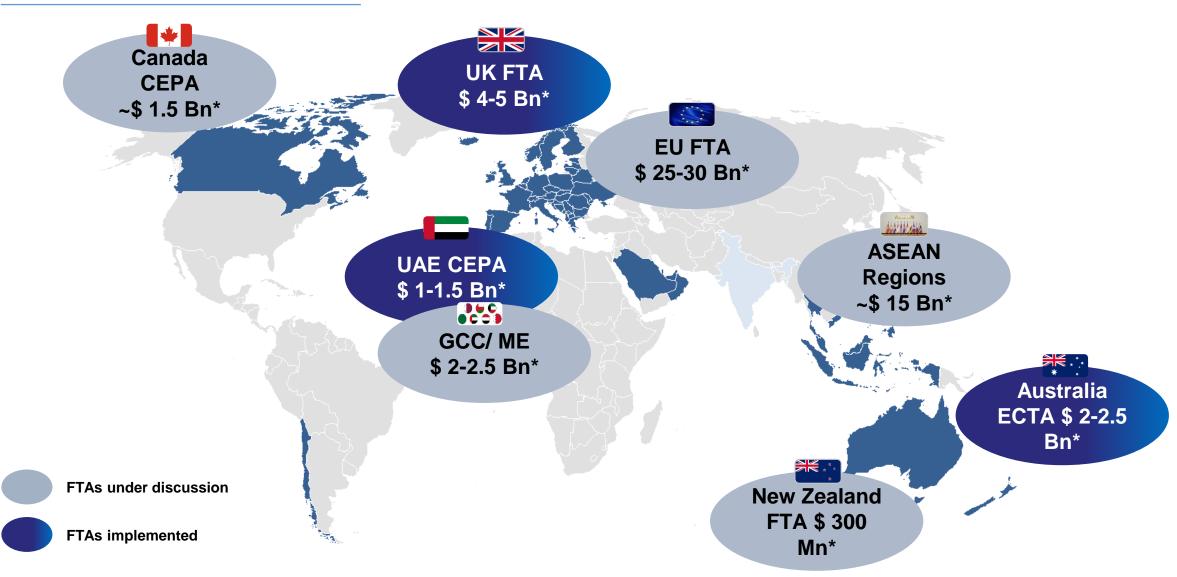






Future Opportunity





Global Footprint & Category Expansion





Scaling Onshore in US through Pillows

\$1.5 Bn Us market

2nd most sold (by units) after bath towels

13.5 mn pcs Annual capacity of Ohio facility

10.8 mn pcs Upcoming Investment in Nevada

\$110M Revenue potential



Strengthening Market share: EU and UK

#1 Exporter of Towels to UK from India

~20% current share of business

2X-3X growth potential with upcoming FTAs

IKEA



John Lewis









Building the next frontier: ROW business

~7% current share of business

#1 Vision to be global market leader in Towels

100+ countries vision from current footprint of 50+





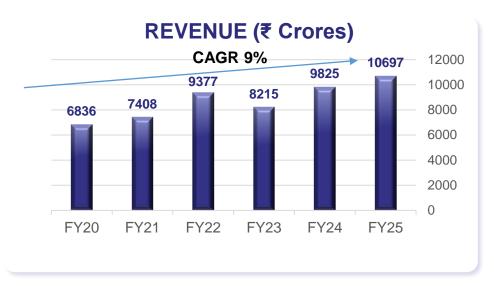


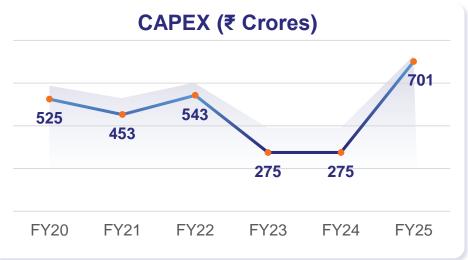


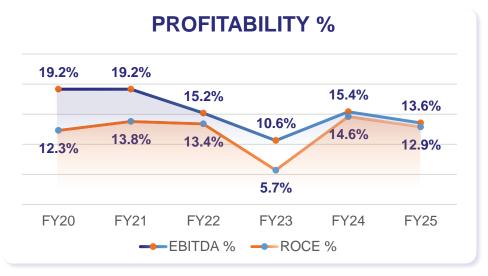


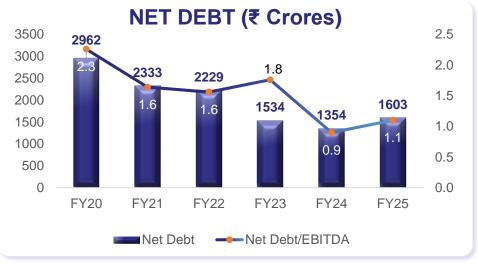
Steady Track Record in Last 5 Years





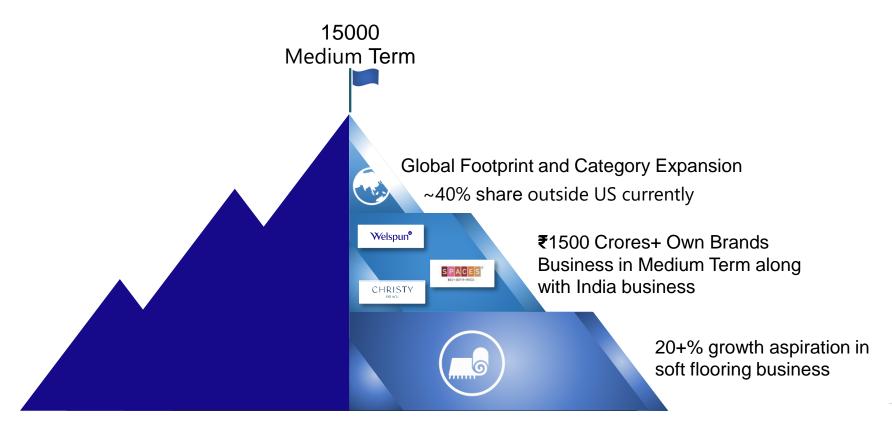




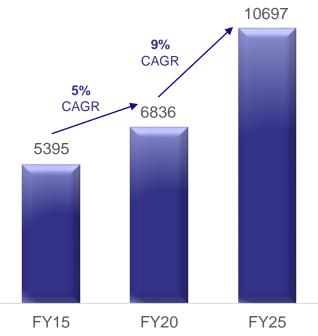


Every Crisis is an Opportunity









++ Cost and Efficiency Focus

EBITDA% >>> 15-16%

Branded business share* >>>

11%

14%

18%

Sustainability: Growing Business Responsibly

Dow Jones Sustainability Indices



83 / 100 Global Rank Top 4

India: Rank 1 in Textile, Apparel & Luxury category



Goal 2030

100% Carbon Neutral (measured as % RE)

100% Sustainable Cotton

0 Fresh Water (+) in Production operations

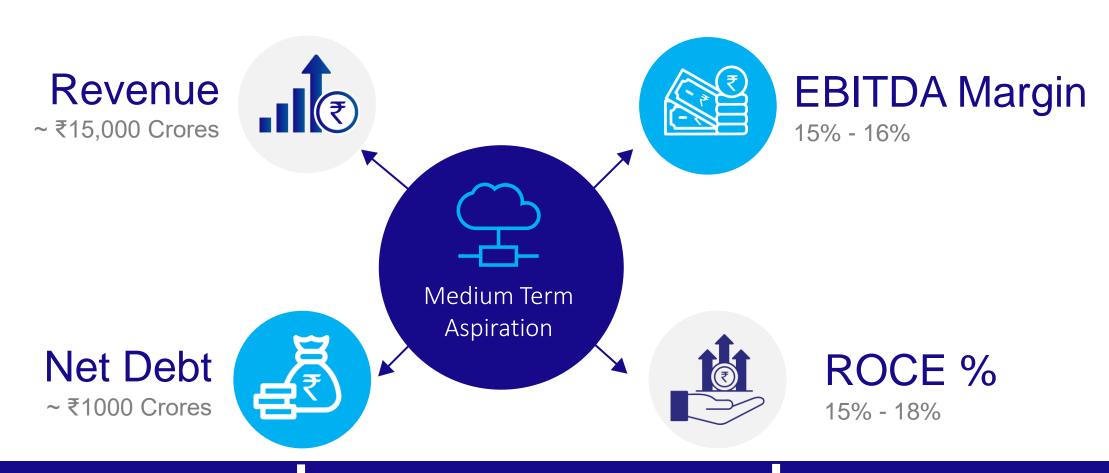
O Hazardous waste to Landfill (MT)

1 Mn Lives in CSV (cumulative)

Summary: Welspun Living



We remain committed to long-term value creation





Welspun corp

Product Portfolio



LARGE DIAMETER LINE PIPES

Largest Player Globally



DUCTILE IRON PIPES

Formidable player in India and KSA

Pipes up to DN 2600 (very few plants in the world)



SINTEX

National iconic brand with pan-India presence



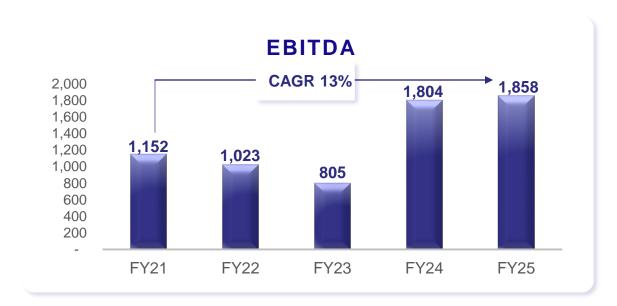
WSSL

Integrated producer from stainless steelmaking to finished products

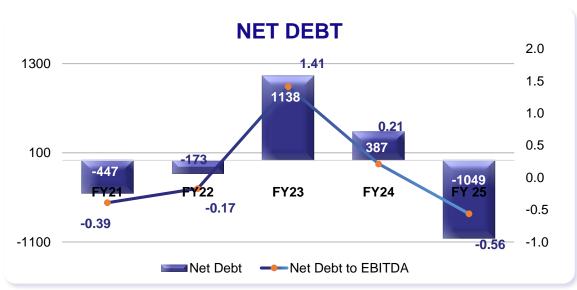


Welspun Corp – Continuous Growth Momentum







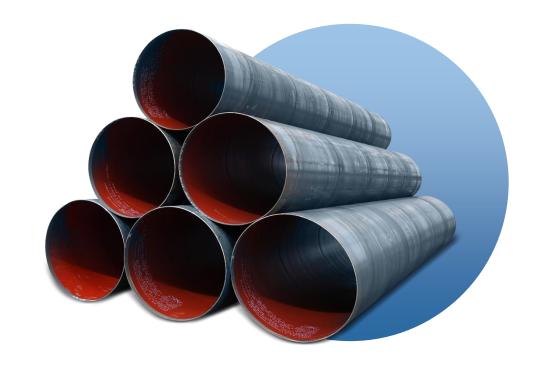


Total Order Book Value stands at ~ ₹23,500 Crores

Line Pipes: USA



- Largest player in USA
- Only player offering Pipes 6" to 60" OD incl.DJ and Coating
- Impeccable quality track record



Capacity (KMTPA)

350 HSAW



350 HFIW



300 LSAW*



Growth Drivers: USA



LNG Exports & Permian Play

Data Centers

NGL



LNG Exports & Permian Play





LNG Export

- > To grow from 16 bcfd to >25 bcfd in next 3 years
- USA is the largest producer and exporter of LNG
- Key LNG export destinations: Asia & Europe
- Alaska LNG also being developed

Permian Play

- To grow from ~22 bcfd in 2024 to >28 bcf/d by 2030
- Additional 2 to 3 Permian pipelines for LNG exports

Map not to scale, only for representation purpose.

NGL



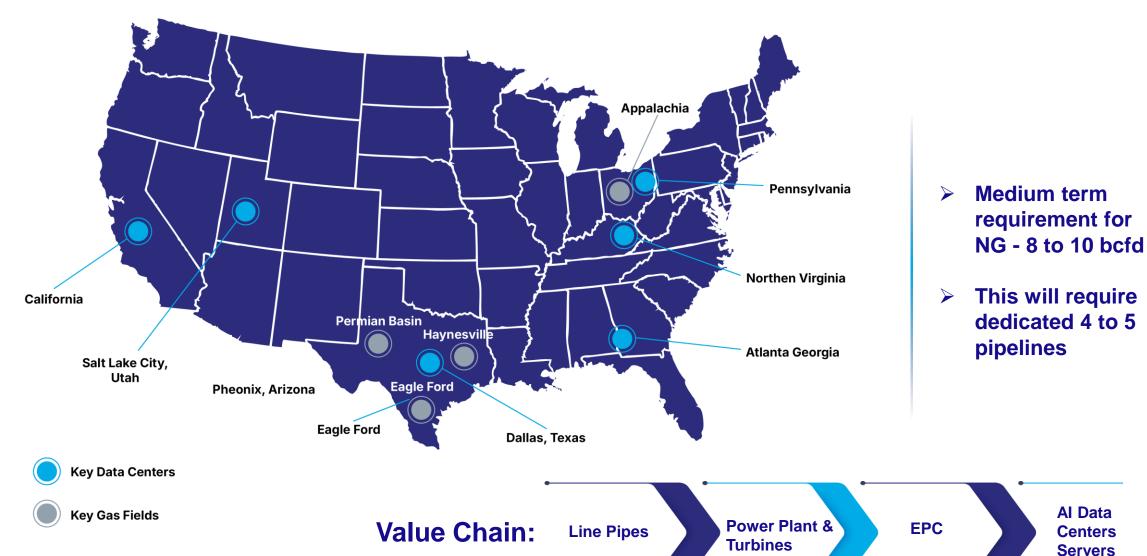
NGL (Natural Gas Liquids)

- ➤ Total NGL production in USA is ~7 MMbpd
- > Permian contributes >55% of total NGL production

Map not to scale, only for representation purpose.

Data Centers





Summary: USA



Largest Player

Robust potential of 8,000 to 9,000 miles of Pipelines

Robust growth potential



Pipes: Kingdom of Saudi Arabia



Capacity (KMTPA)

500 HSAW (EPIC)

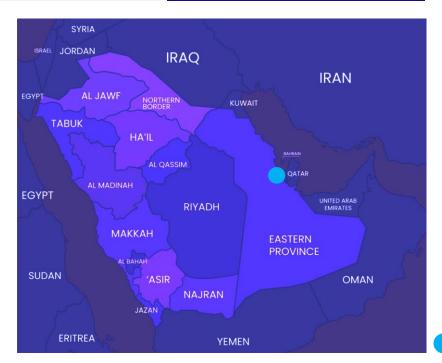
350 LSAW*



250 DIP*



- > To be the largest player in KSA
- Greenfield projects: Both of them to be operational by Q1FY27
- Impeccable track record with Aramco
- DIP size range up to DN 2600 (very few plants in the world)



Welspun Presence

VISION 2030: Kingdom of Saudi Arabia



- ➤ New Energy: capture 25% of the global hydrogen demand by 2030
- Oil for Exports and NG for Domestic Consumption
- Gas Production
- Water Transmission
- Water Distribution
- > Export Opportunity

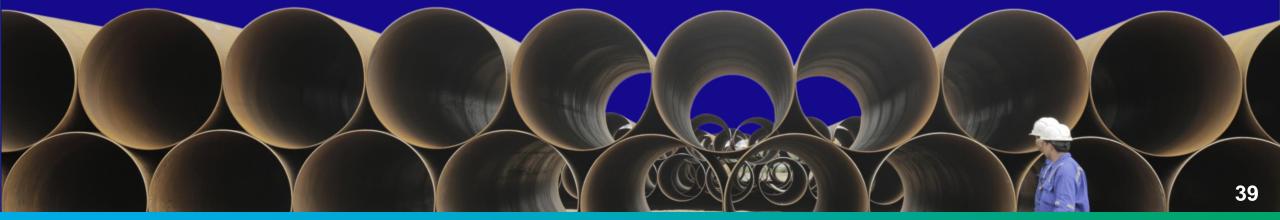
- > 4,000 KM of Pipelines for O&G
- 2,000 KM of Large Dia Transmission Lines (HSAW) for Desalinated water
- Import Substitution of 200 KMT of DIP for Infra, Sewage and Water Distribution

Pipes: India



Capacity (KMTPA)

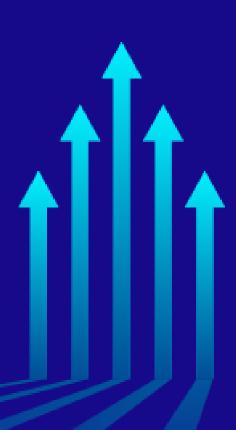
- Offering full range of pipes: 1.25" to 144" OD along with all types of coatings
- > Largest exporter of LSAW pipes to niche projects globally
- **▶** Complete solutions for water: MS + DIP + Plastic pipes
- > State of the art and the only H2 lab in India for testing in collaboration with DNV



Growth Drivers: India

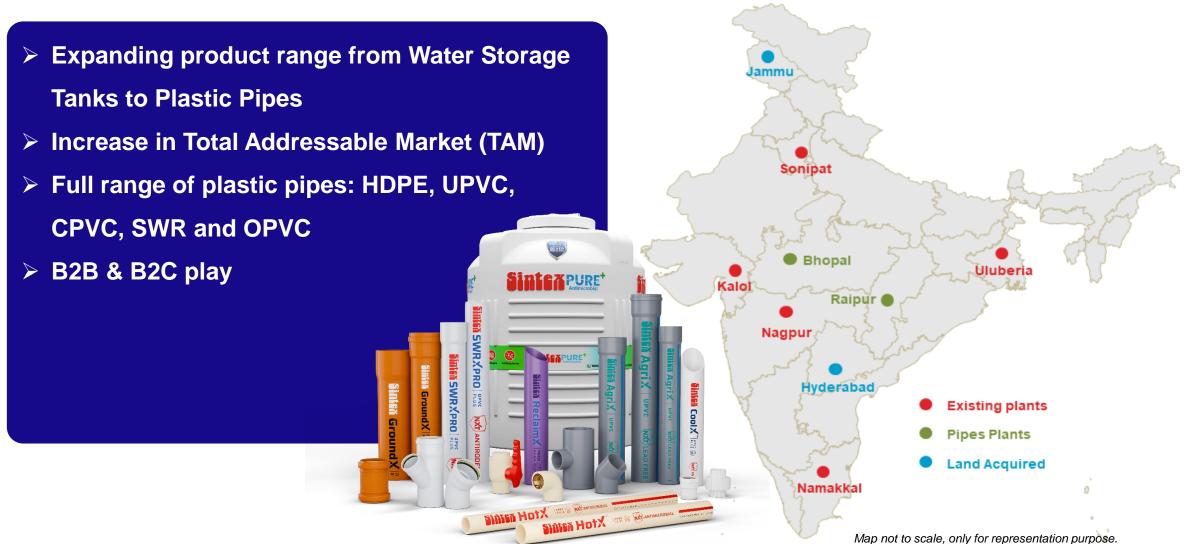


- > LSAW and DIP Exports
- > Expansion of Gas Grid
- > CGD
- > Hydrogen Pipelines
- > Ethanol blending
- > River Interlinking Transmission
- > Potable Water Distribution
- > Sewage Network expansion



Sintex: National Iconic Brand with Pan-India Presence





Growth Drivers: Sintex



467

Q2 FY26

66,679

27,800

438

Q1 FY26

----Plumber

52,236

26,142

WST AND PLASTIC PIPES



Channel Expansion



Premiumization



Brand Building



Digitization



Plastic Pipes

7 Systems Launched

+1: Anti-Microbial



Hot & water
Management System CPVC Pipes & Fitting



Potable water
Management System UPVC Pipes & Fitting

+1: Anti-Rodent





Sewerage, Waste, Rain water Management System - PVC Pipes & Fittings



Q1 FY25

356

Drainage System Pipes & Fittings



Channel Expansion

374

.348

Q3 FY25

368

Q2 FY25

10,035

Distributor

402

Q4 FY25

Retailer

35,204

23,253

UPVC Pipes & Fitting



Reclaim Pipes



Surface Drainage

Sintex: Way Forward



- CAPEX restricted to ~ ₹1150 Crores
- > Soft launch for pipes done. Encouraging endorsement
- Revenue ~ ₹2000 Crores+
- > Industry level margins : Mid teens EBIDTA
- > Profitability to improve over next 3 to 4 quarters



WSSL - Integrated producer from steel-making to finished products

Capacity (KMTPA)

150SS Bars

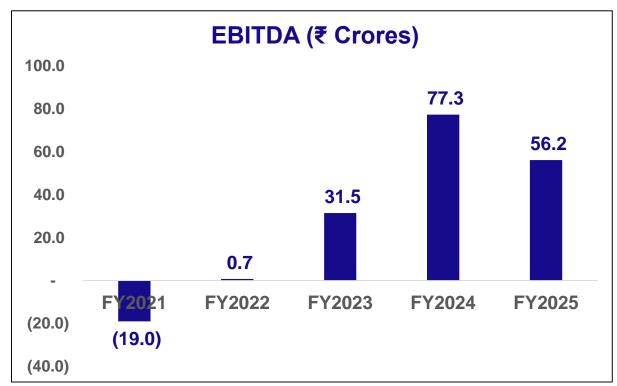
18 SS Pipes & Tubes

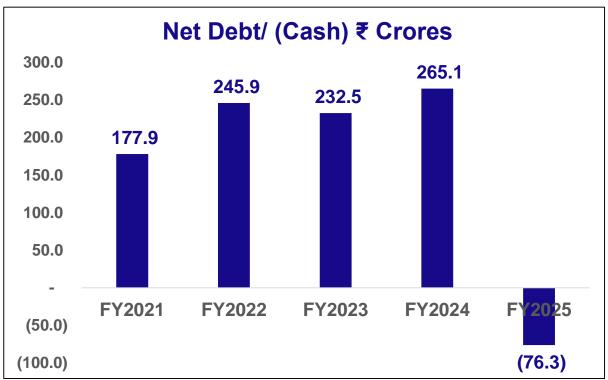
- Only fully integrated facility in India from Stainless Steel making to Pipes
- Product acceptance in both domestic and international markets
- Recognized Player in Premium and Niche markets





WSSL Financials: Turn-around Story





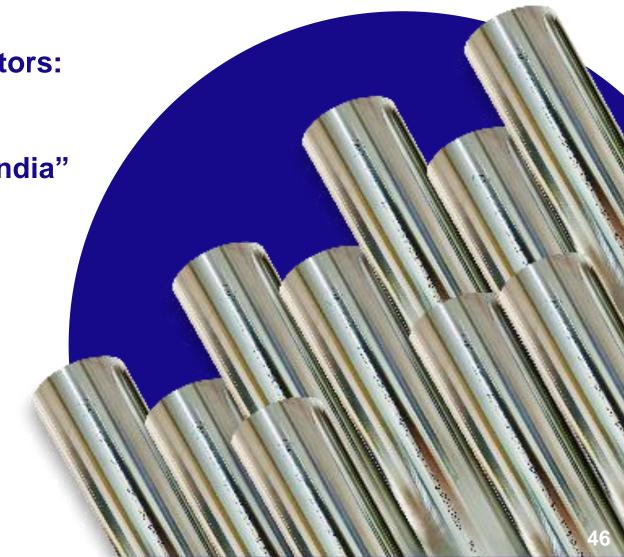
Growth Drivers: WSSL



Power, Defence, Space and Nuclear sectors: Growth areas for next 5 years

Strong Government support: "Make in India" initiative

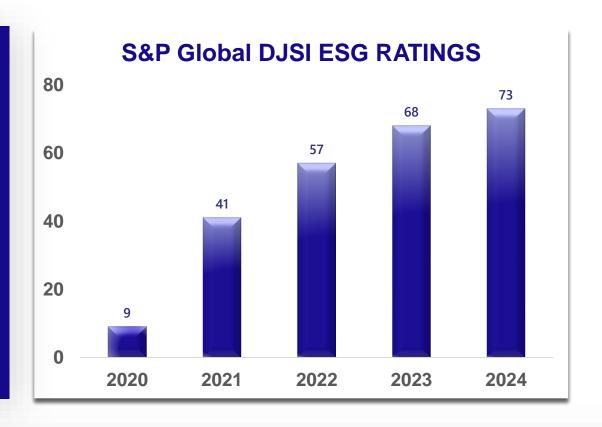
➤ Import restrictions, quality control order and anti-dumping – eliminating cheap imports from China



Welspun Corp - ESG



Ranked 6th among companies in Steel Sector globally in 2024



Long Term
Sustainability Goals





Water Neutrality by 2040



Summary: Welspun Corp



- Largest Global Player in Line Pipes
- > Size, Scale and Approvals
- Growth from KSA, USAData Centers, India Waterand Exports
- > Sintex: B2B + B2C
- Governance GoldStandard
- Sharp Focus on Sustainability

Growth:	3 Years
Revenue	EBITDA
10% to 12% CAGR	>15% CAGR
ROCE	Capex
22% to 23%	₹ 5,500 CRORES
Net Debt	Net Cash



Welspun Enterprises



Welspun Enterprises: Delivered what we promised



Water

Unique & valuable water company

- Largest multi-storied WwTP (Dharavi)
- ➤ Largest Water treatment plant (Bhandup)
- > Bagged Panjrapur Water treatment plant



Dharavi WWTP
India's First multi -storied WWTP

Transmission

Treatment

Transport

High Quality BOOT project

Won Pune Shirur Elevated Highway BOT (Toll)



Aunta-Simaria Bridge
India's widest extra-dosed cable-stayed

Roads

Elevated structure

Metro Rail

Tunnel

- Acquired Michigan & built inhouse capabilities
- Strengthening the capabilities to drive growth



Mithi Tunnel

Micro

Medium

Large

Infrastructure Play across Verticals with Opportunity of ~₹ 18 Lakh Crores



Water



Opportunity Size - ₹ 5,75,000 Crores TAM - ₹ 2,10,000 Crores

- Budgetary surge of ~ ₹6 lakh Crores between 2020-25 - an increase of ~6x over 2015-20 & expected to grow at a min. CAGR of 10%
- Technology partners- Xylem, Veolia, etc.
- Strengthening O&M capabilities for a sustainable business model.

Transport



Opportunity Size - ₹ 6,50,000 Crores TAM - ₹ 2,50,000 Crores

- Rapidly expanding highway network ~1,46,000 kms in 2025 to ~1,85,000 kms in 2030
- Clear focus on BOT (Toll) and HAM projects
- Stringent NHAI norms plus larger project sizes present a huge opportunity for well capitalized players

Tunnel



Opportunity Size - ₹ 6,00,000 Crores TAM - ₹ 2,00,000 Crores

- Tunnelling a solution for urbanization
- ~ 3,000 km in 10 years as against ~2,500 km in 75 years.
- Enhancing in-house tunnelling capabilities including large diameter tunnels.

Additional medium term order book ~ ₹ 65,000 - ₹ 70,000 Crores





Prudent capital allocation:

Selective bidding, Clear focus on margins



Asset light:

6 assets monetized, ASRP on track for monetization



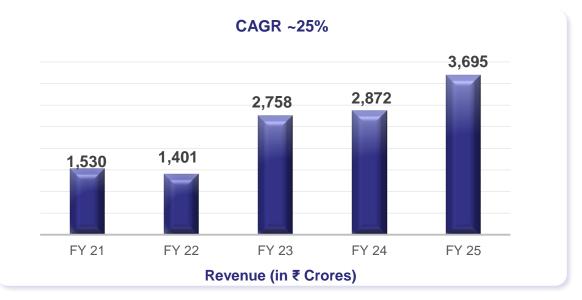
Independent & Strong Board:

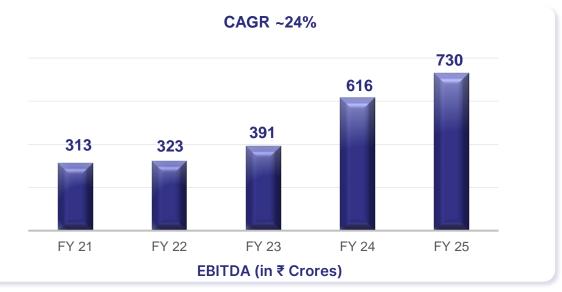
All statutory committees chaired & comprise of majority Independent Directors

Steady Track Record in Last 5 Years*



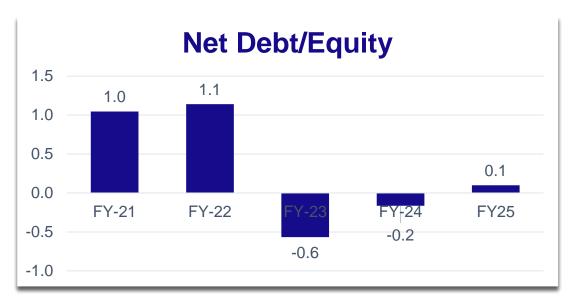


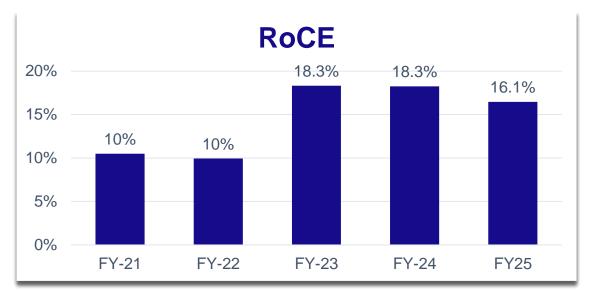


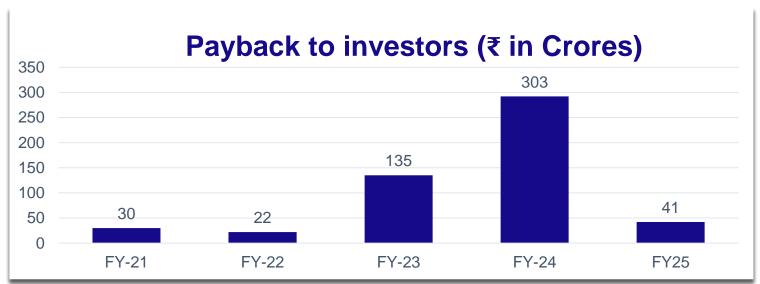


Steady Track Record in Last 5 Years









Green - Sector leading in ESG Rating



CRISIL

55 Progressive Industry Average

Sustainalytics

36 Stable Transition Zone







SUMMING UP



Governance & Stakeholder focused





Capital Allocation Focus



Guide to hi-quality return

ROCEs @ ~20% across companies

Revenue CAGRs @ 15-20% EBITDA margins
@ mid-teen



Credit rating



Other fundamentals - 'Always in place'



Strategic Pillars





Sustainable expansion, balancing organic and inorganic growth.



Building a culture of innovation, |where R&D drives differentiation and competitiveness.

Sustainability

Commitment to Governance, People, Planet, and Profit philosophy.



Product Enhancement

Shift from volume-based to valuebased growth, improving margins and customer stickiness.



Profitability

ROCE (Return on Capital Employed) is the key KPI, signalling disciplined capital allocation and efficiency in returns.



Governance & Wealth Creation

All these priorities converge towards shareholder value creation.



THANK YOU

