WLL/SEC/2026 November 23, 2026

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

Dear Sirs/Madam,

Subject: Analyst / Institutional Investor meeting – Investor Presentation of the Company.

This is reference to our letter dated November 16, 2026, attached is the investor presentation of the Company, which will be made during investor meeting.

The Welspun World Investor Day is scheduled from 10:00 a.m. to 5:00 p.m., with registration and breakfast available until 10:30 a.m., following which the presentations and subsequent sessions will commence as per the event agenda.

The same is for your information and record, please.

Thanking you,

For **Welspun Living Limited**

Shraddha Mahesh Popat
Digitally signed by Shraddha Mahesh Popat

Shraddha Popat
Company Secretary & Compliance officer
ACS: 54561

Enclosed: Investor Presentation as mentioned above

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

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Corporate Identity Number: L17110GJ1985PLC033271



ONE LEGACY.
INFINITE POSSIBILITIES

INVESTOR DAY 2026

Welspun LIVING

23rd November, 2026

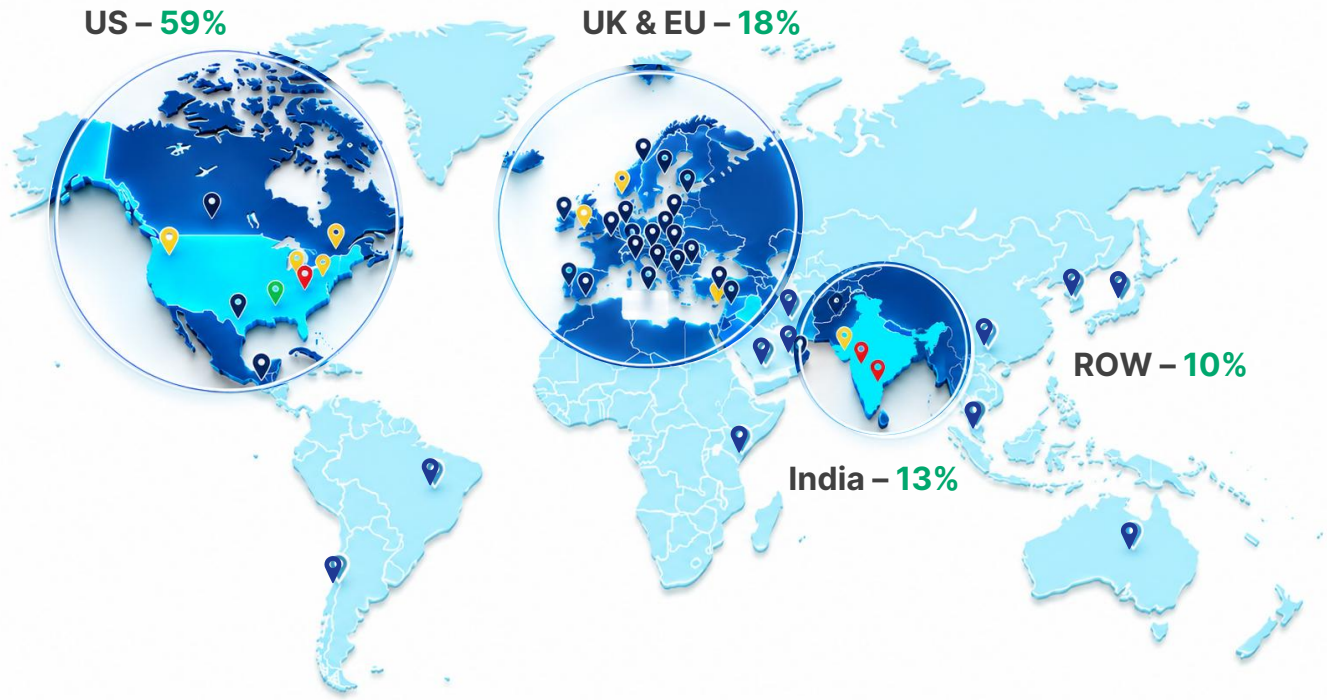
Global Home Textile Leader with Unmatched Scale…

- **50+** Countries
- **5** Manufacturing Locations (3 in India; 2 in US)
- **#1** supplier of towels and bath rugs in the US
- **#1** Globally in ESG S&P Corporate Sustainability in Textiles, Apparels & Luxury Goods category

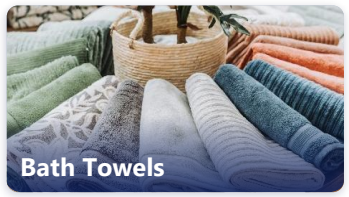
Welspun **Most widely** distributed Home Textiles brand in India

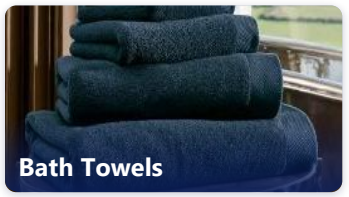
SPACES FABRIC OF HAPPY HOMES **#1** Brand in Modern Trade in India

Revenue by region: 41% earned outside the US



..Operating Across A Diversified Portfolio









Bath

- **Largest** Terry Towel manufacturing capacity **in the world**
- **#1 in Towels and Rugs** in the US; **1 in 5 Towels** imported into the US are Welspun's
- **#1 exporter of Towels** from India to the UK







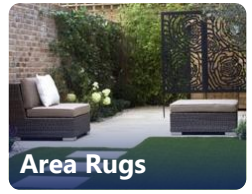


Sleep & Fashion Bedding

- **#2** exporter of bed sheets to the US
- **Onshore pillow capacity** (Ohio and Nevada) with ~5% US market share potential







Flooring

Focus on driving profitable growth maintaining double digit EBITDA margin







Advanced Textiles

High-value hygiene, healthcare and industrial products, **targeting $100 Mn revenue in the medium term**

India's Right to Win in the Home Textile Market

US tariffs at par or better vs. peer exporters

India	**10%**
Pakistan	10%
Bangladesh	10%
Vietnam	12.5%
China	12.5%
Turkey	12.5%

50+ FTAs under discussion, mostly zero duty on textiles

ASEAN	Live
Australia	Live
UK	Live
New Zealand	Live
EU	Early 2027
US BTA	In discussion
GCC	In discussion

Integrated manufacturing base gives India an edge

#2 cotton producer
Local raw material base

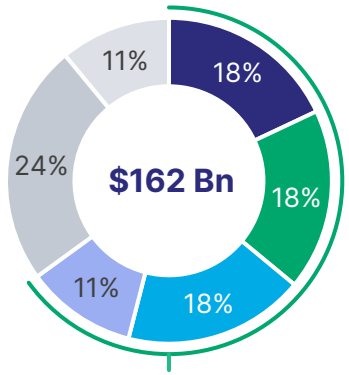
#2 spindle capacity
Global scale in spinning

Cost competitiveness
Integrated supply chain from fibre to finish

Policy support & talent
Incentives and skilled workforce

Global Home Textile: Where We Play and How will We Grow?

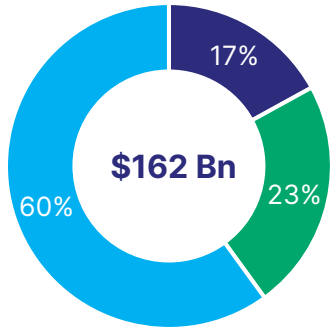
Category-wise Global HT Mix, CY26E



- Sheets
- Pillows & Top of Bed
- Towel
- Carpet
- Curtains and Blinds
- Others

Present across major categories (**~65%**)

Geography-wise Global HT Mix, CY26E



- US
- EU & UK
- RoW

Extend bath leadership, targeting double-digit growth

~INR 3,000 Cr capex adds ~30% incremental capacity

Diversify through new trade access, targeting high-teens growth

FTAs across 50+ countries, mostly at zero duty on textiles

Scale US-made pillows, targeting 2x growth this year

Move up the value chain through innovation

Patented and functional products (GX Pillow®, HygroCotton®, temperature-regulating, anti-microbial) command better prices

Move closer to consumers through brands

Turning Welspun from supplier into design partner

Source: (a) Market Size, Product Segment split: Business Research Insights;
(b) Geographical Split: Mordor Intelligence; (c) Bedding split: OTEXA, Company estimates

Domestic Brands on Track for ₹1,500 Cr in the Medium-term

Proven track record

2X+ Domestic brands revenue growth, last 5 years

EBITDA Breakeven in FY27

Widest distributed brand in India — Welspun

#1 brand in modern trade — SPACES FABRIC OF HAPPY HOMES

Roadmap to growing at 20+% CAGR, 2X of market growth rate

Premiumisation of Indian homes
Design-led ranges; seasonal collections

Quick and e-commerce doubling online business
#1 in pillows, #2 in towels on leading quick-com platform

Expanding reach sustaining "Welspun" brand's double-digit growth
Double-digit growth in FY25, 26 and H127 with 14,500+ outlet reach

Pillows scaling targeted at 4-5x growth in 2 years

GCC and flexible-workspace growth driving flooring demand
Preferred partner to Google, Microsoft, Airbus, Smartworks, WeWork

Integrated solutions for Hospitality driving 20+% growth
Providing range of Home textiles and flooring



Focused on Profitable Growth from Flooring Business

670 bps

EBITDA margin expansion from FY26

Highest

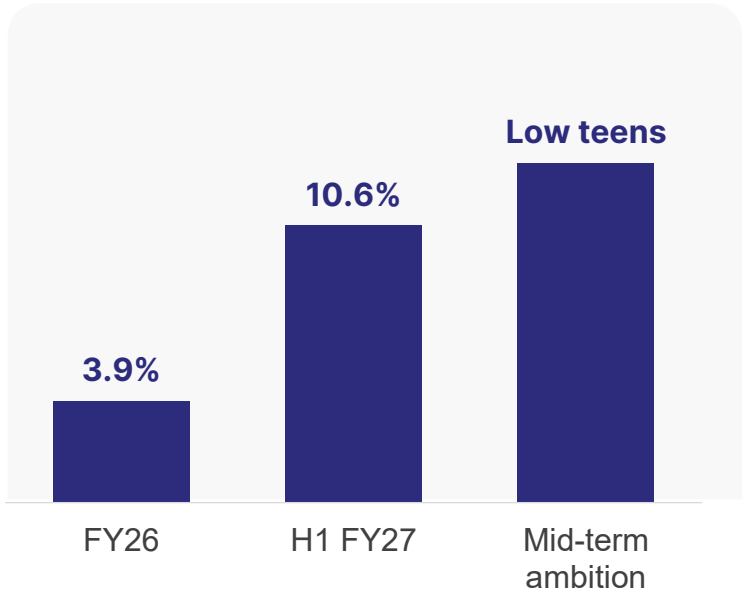
Flooring EBITDA margin, achieved in H1 FY27

Double-digit

CAGR in the medium term

Results delivered

Flooring EBITDA margin



Choices creating the difference:

Exited low-margin business to protect margins

Shifted the mix to premium products
Carpet tiles vs. hard flooring

Entered diverse markets
Australia, New Zealand & Canada

Priced for margin
Shared higher raw material costs on to customers, protecting margins

ACTION TESCO ArmstrongFlooring END OF THE ROLL

WYNDHAM IHG Radisson BLU GRAND HYATT

IMAX DOLBY PVR INOX ONGC

What Differentiates Welspun?



Why Customers choose Welspun?



Integrated manufacturing at scale
World's largest Terry Towel manufacturer, scaling to ~130,000 MT post capex

Long-standing retailer relationships across geographies
Helps navigate uncertainty – US Tariff, Vapi Flooding

360° serviceability and a solution provider
Maintained 98%+ OTIF despite logistics challenges

Industry leader in driving sustainability
78% power serviced through green energy; Maintaining industry-best power costs

Investing ahead in innovation, automation and AI enablement
Vision AI (US Pillows, Fabric Inspection), Productivity monitoring and manpower planning

360-degree Serviceability
Not a Vendor, a Solution-partner to our Customers

1. **Design & Product Innovation**
   Co-create with consumer insight from BrainTrust & Welspotted

2. **Integrated Value Chain**
   Fibre-to-finish control in-house; 100% audit pass rate

3. **SCM & Analytics**
   Demand planning along with retailers

4. **Omnichannel Approach**
   Retailers' online shelves, from product content to marketing

5. **ESG**
   Help retailers meet their ESG goals with product-level metrics, Welkrishi farming and circular ranges



Sustainability Leadership that Gives Us A Competitive Edge



#1 globally in S&P Global CSA 2025
Score up from 78 to 90 in a year

Access to large retailers, where verified ESG performance is required to win

78% of overall power requirements are met by green energy

Lower, more predictable power costs

Freshwater-independent manufacturing at Anjar

Room to scale production without straining local water resources

SBTi-validated net zero by FY2040
95% sustainable cotton; Wel-Trak® traceability

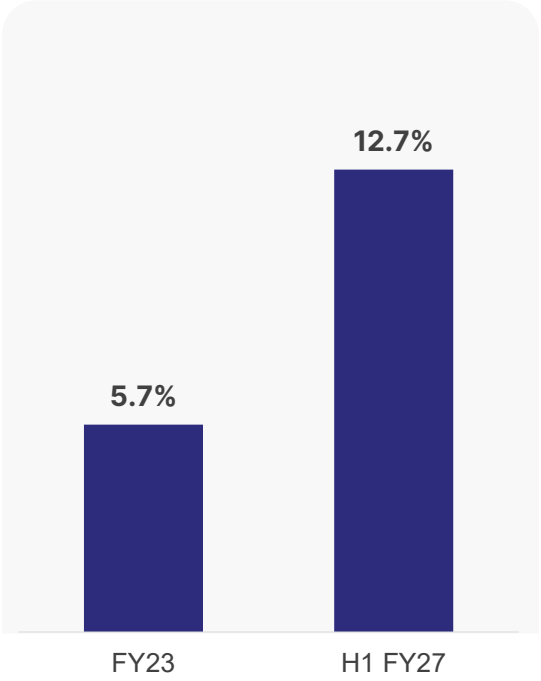
Preferred-supplier status as retailers demand

Consolidated Financials

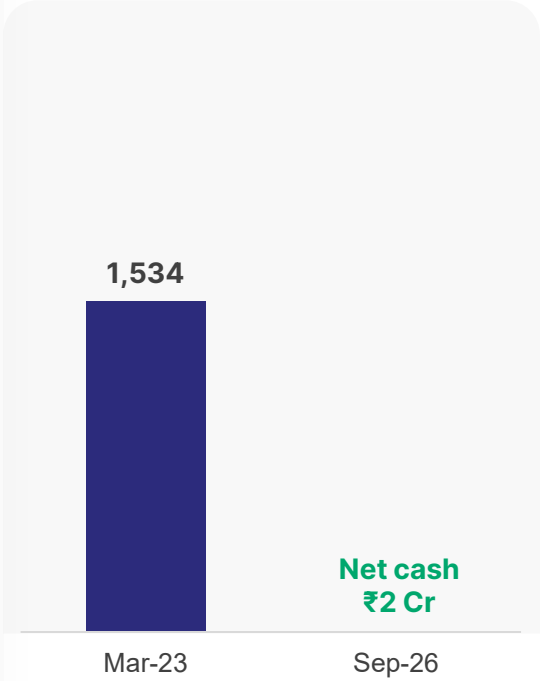


Financials: Strengthening Balance Sheet over the years

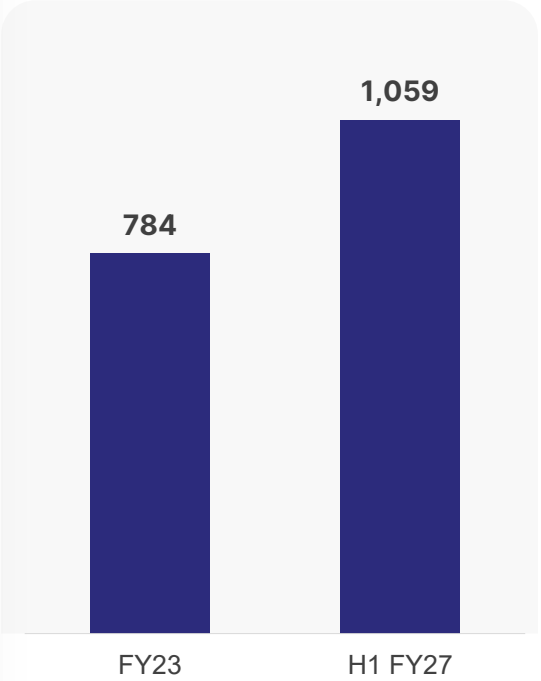
ROCE, %



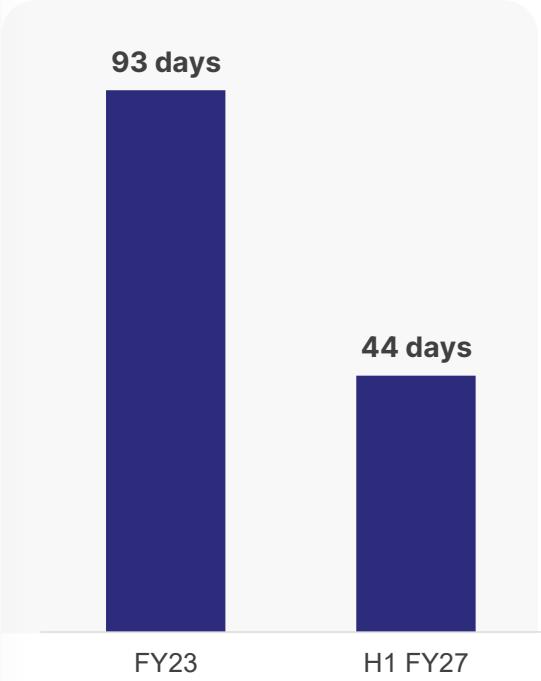
Net debt, ₹ Cr



Free cash flow, ₹ Cr

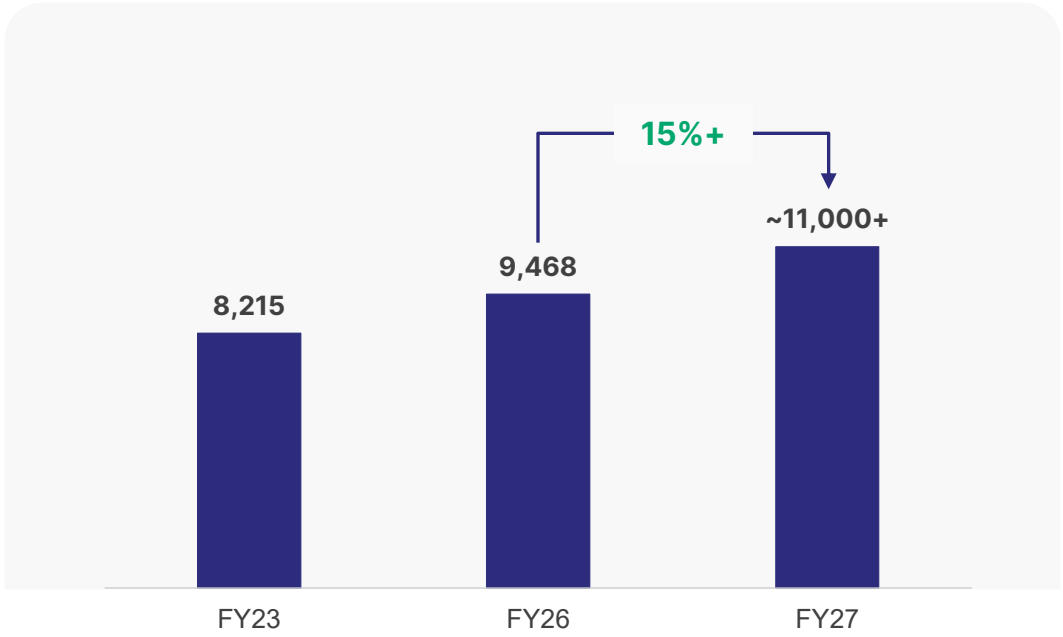


Cash conversion cycle, days

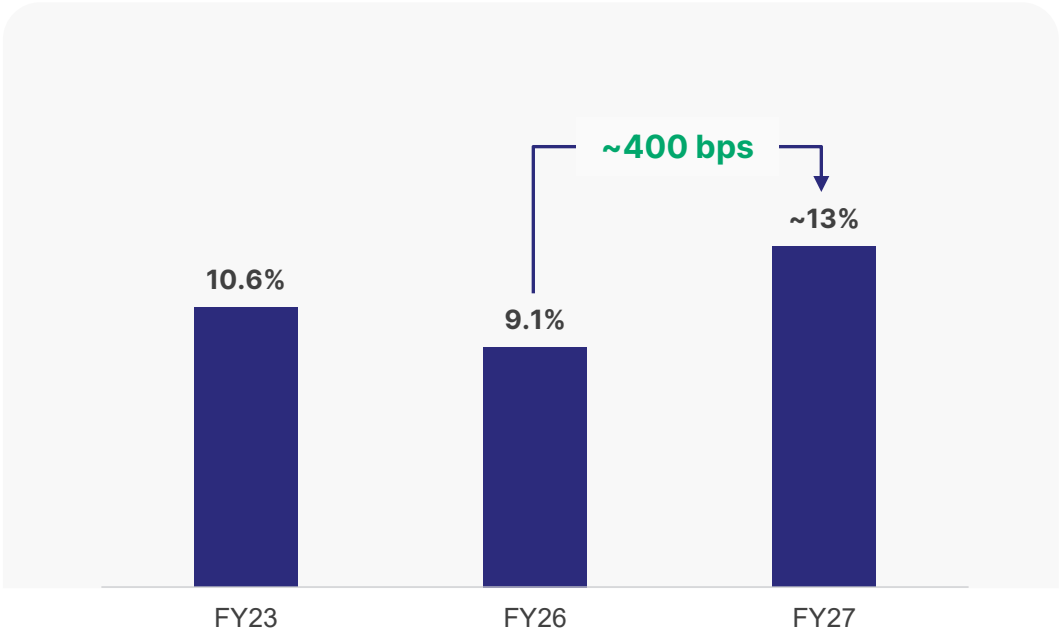


Financials: Growth and Margin Re-building

Revenue, ₹ Cr



EBITDA margin, %



Leading to Compounding Shareholder Value

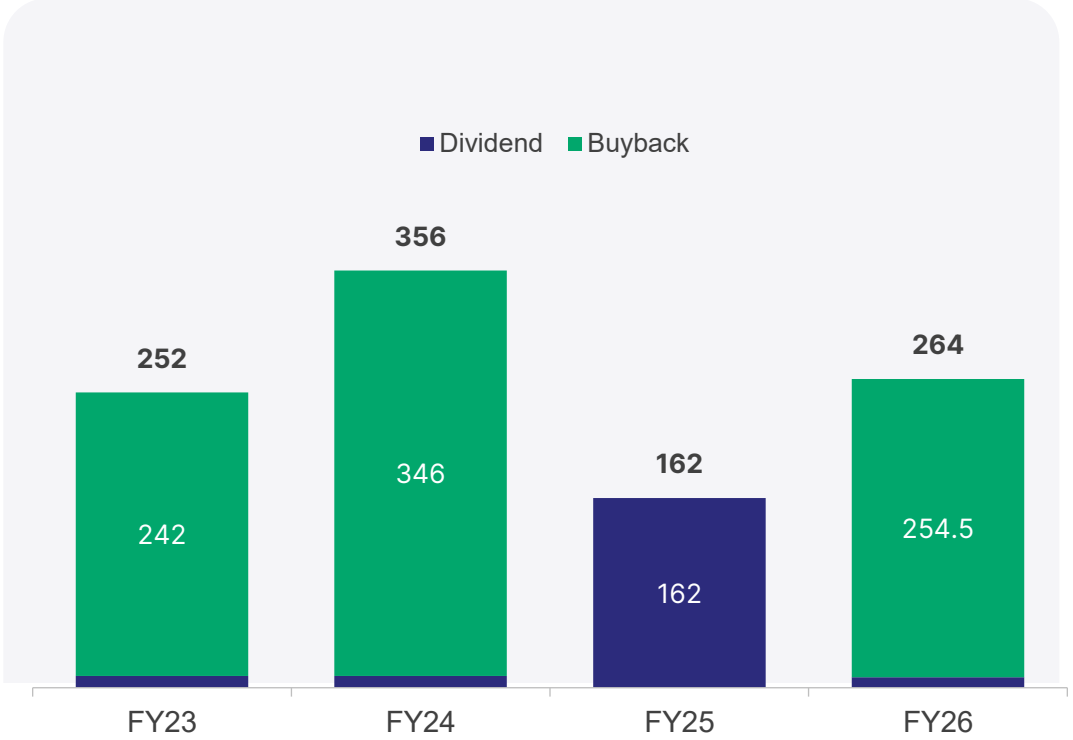
Stock price performance

45%+ CAGR in last ~3.5 years, Mar'23 – Nov'26



Dividends + buybacks, ₹ Cr

₹1,034 Cr returned to shareholders, FY23–FY26



~4.0x share price in ~3.5 years; ₹1,000+ Cr returned to shareholders

What we did differently: Choices behind the recovery

Stood by customers through the tariff period Worked collaboratively with US retailers	**-**	Not a single US customer lost
Moved closer to the customer in the US Ohio and Nevada plants	**2.4x**	pillow sales YoY in Q2 FY27
Driving cost leadership Long-term logistics contracts, planned procurement	**12.9%**	EBITDA margin, up from 9.1% in FY26
Invested early in green energy 60 MW of renewables	**100%**	Anjar on track for 100% renewable electricity
Enforced capital discipline Focus on cash generation; Lower inventory, receivables and standardized payment terms	**Net cash**	in H1 FY27; cash cycle down from 93 to 44 days

Investing ahead in the Next Wave of Growth

~₹3,200 Cr investment over next 18-24 months

~₹1,600 Cr

Terry towel capacity expansion by ~30% to **~130K MT, largest in the world**

~₹1,600 Cr

Backward integration into spinning and weaving

What it will deliver

200-300 bps EBITDA uplift

From backward integration, lowering input yarn cost

Headroom for incremental growth

With demand from existing retailers already in place

More efficient and reliable supply chain

Faster lead times with less dependence on outsourcing partners and improved compliance

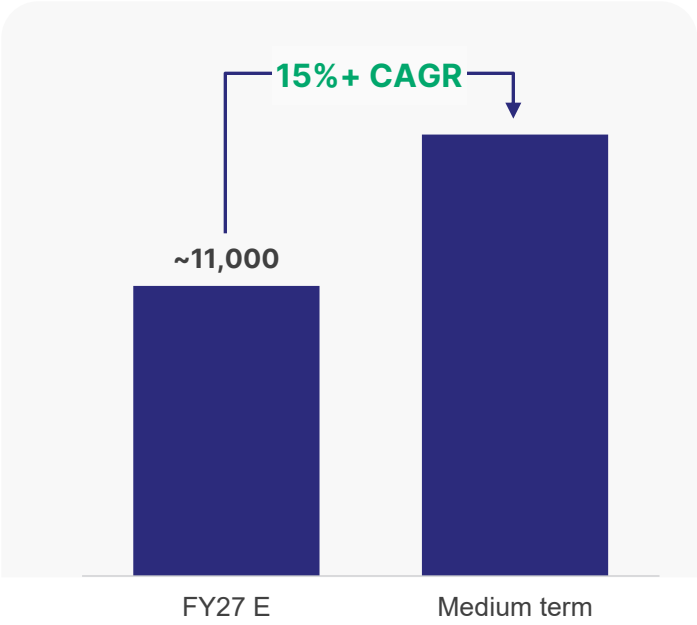
Investment in R&D Centre

Drive product innovation and value-added capabilities

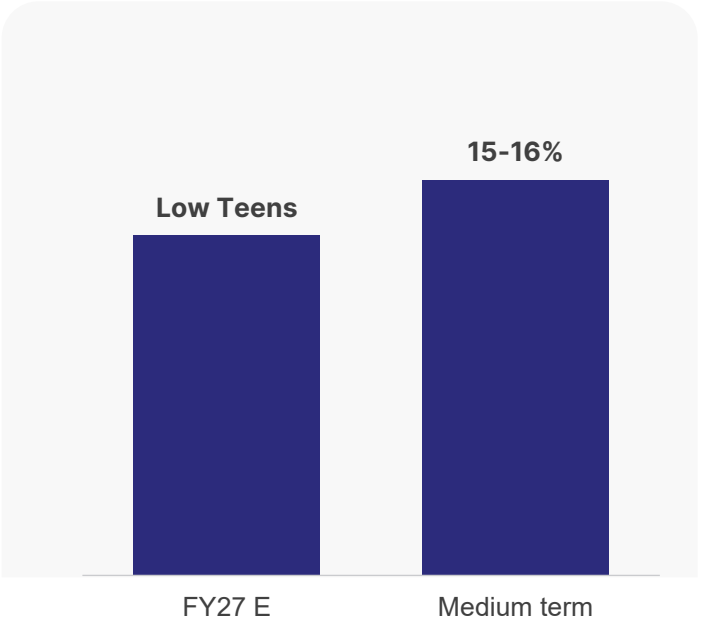


Medium-Term Aspiration

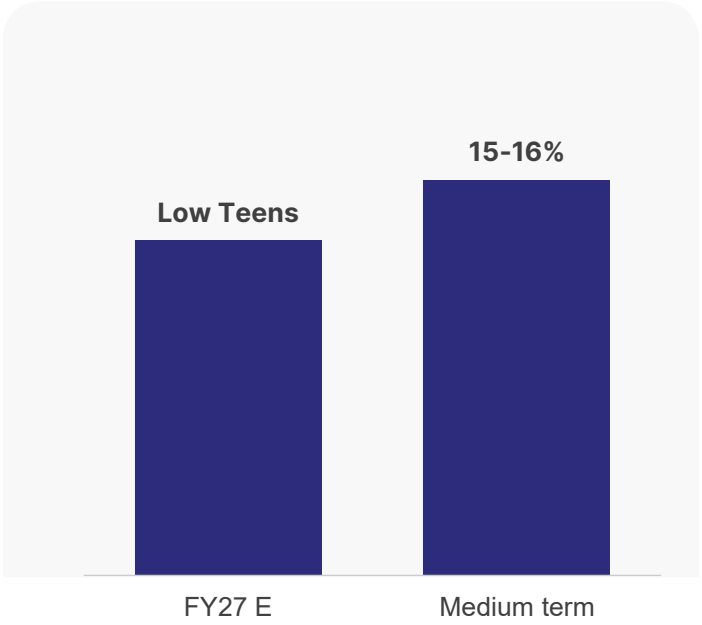
Revenue, ₹ Cr



EBITDA margin, %



ROCE, %



Maintain Net debt to EBITDA of **<1x**

Maintain Cash conversion cycle of **55–60 days**

Summary: Welspun Living

1

India's largest home textile exporter for over 3 decades, with a resilient core

Through 50% US tariffs: **zero customers lost** and **market share held**

2

The recovery is already visible

H1 FY27 revenue **+20%**, EBITDA margin **12.9%**, **net cash** balance sheet

3

India is poised to lead the global home textile export market

US Tariff parity and new FTAs open the UK,EU and more at **zero duty for Home Textiles**

4

Building a structural cost advantage to be the most competitive manufacturer

₹1,500 Cr backward integration, **expanding renewable footprint**, and automation

5

Investing for growth, with clear targets

~30% more Terry Towel Capacity; **15%+** revenue CAGR, **15–16%** EBITDA and ROCE



Welspun LIVING

THANK YOU

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