

WLL/SEC/2025

November 13, 2025

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

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

This is reference to our letter dated November 10, 2025, attached is the investor presentation of the Company, 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: 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: +91 22 6613 6000 / 2490 8000 | F: +91 22 2490 8020

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

# Resilience Today Transformative Tomorrow

Investor Relations Day 2025

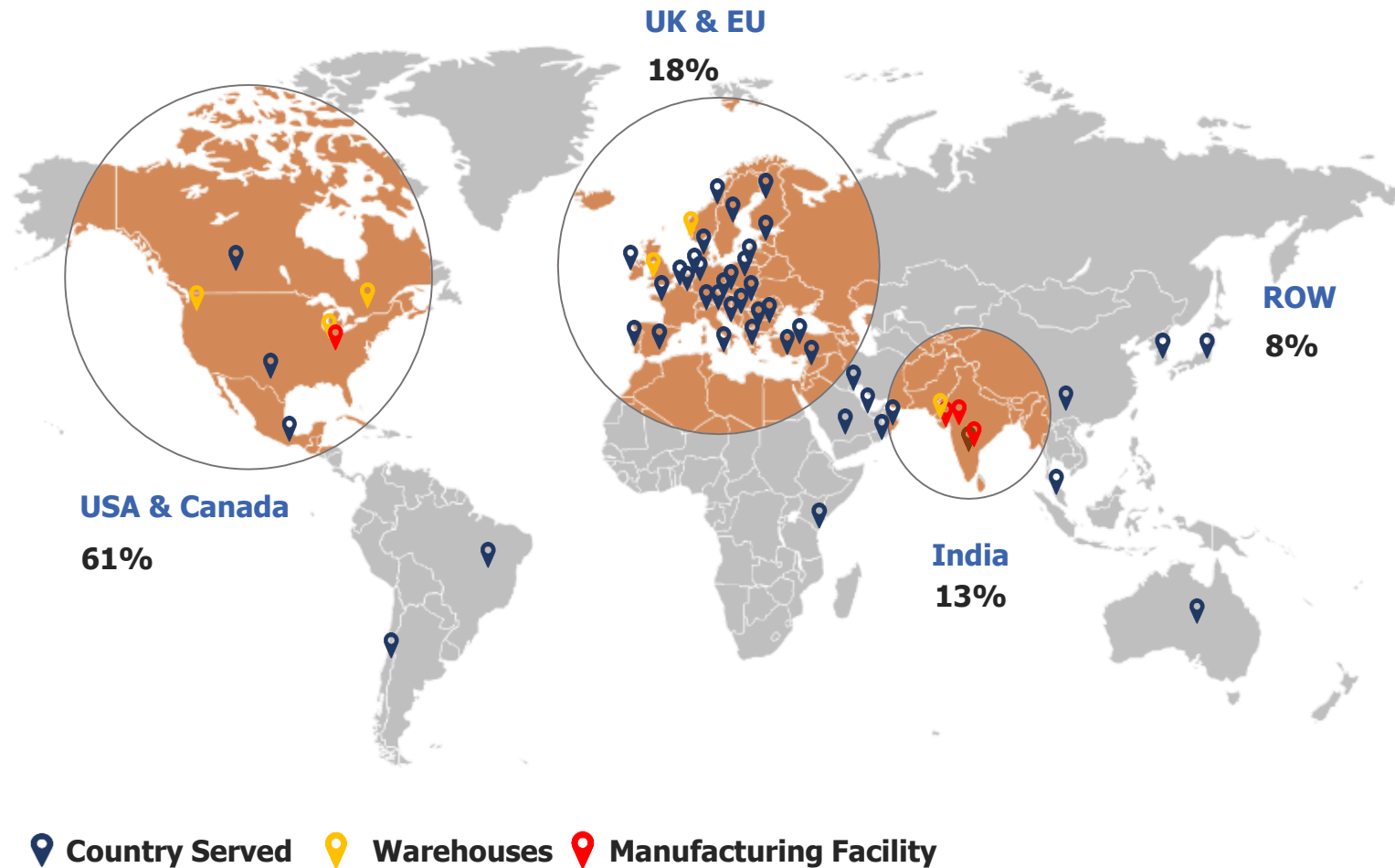
Welspun Living Limited



## Our Vision

*Rooted in Purpose  
→ Growing for  
centuries*

# Welspun Living – Global home solutions leader



**\$1.25 Bn** Revenue

**14-15%** EBITDA

**60+** Countries

**47** Patented technologies

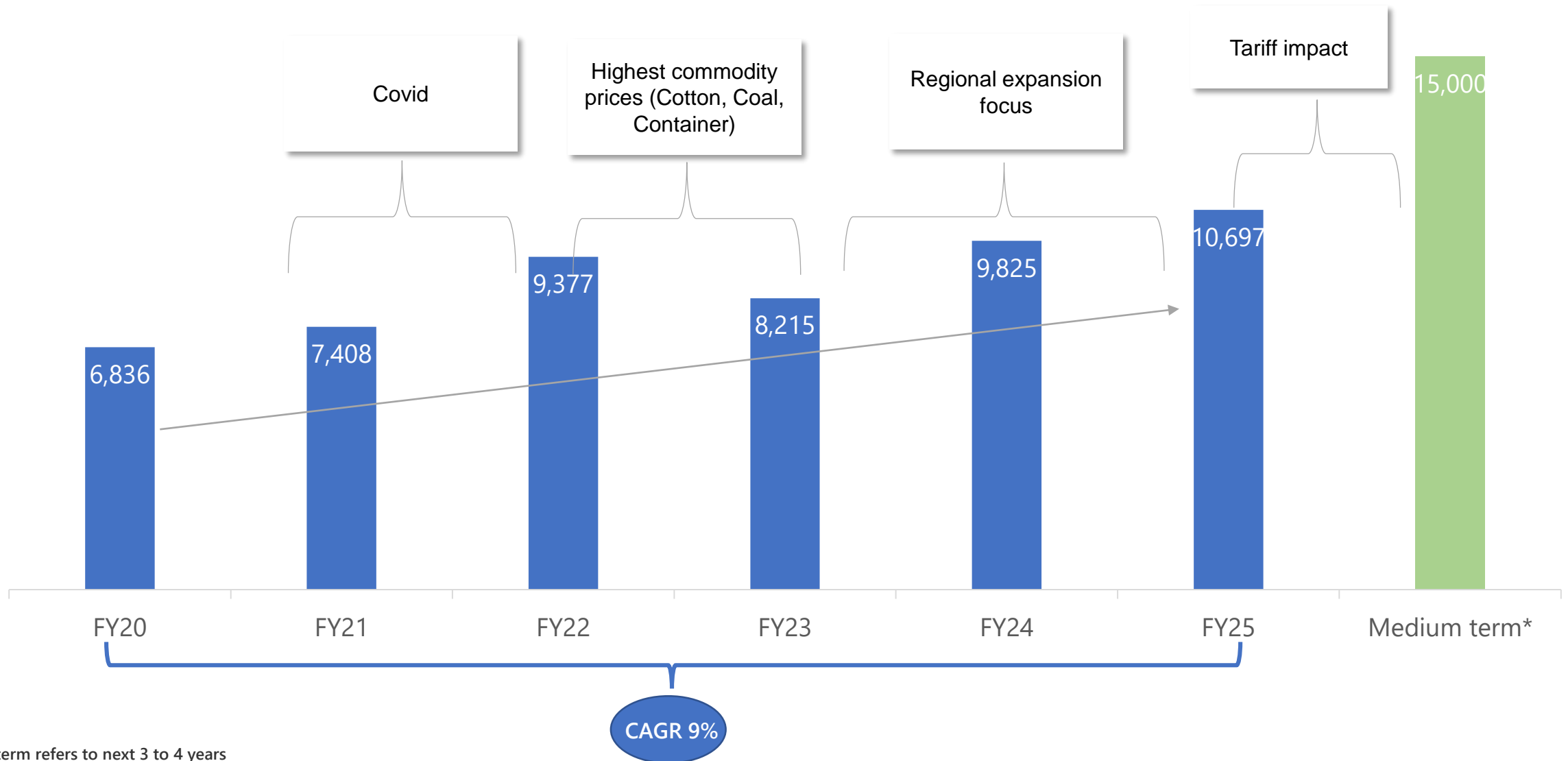
**Top 4** Globally in ESG  
| #1 in India (DJSI)

**Top 10** India's Best Companies to work for



# Steady track record with 9% revenue CAGR in the last 5 years

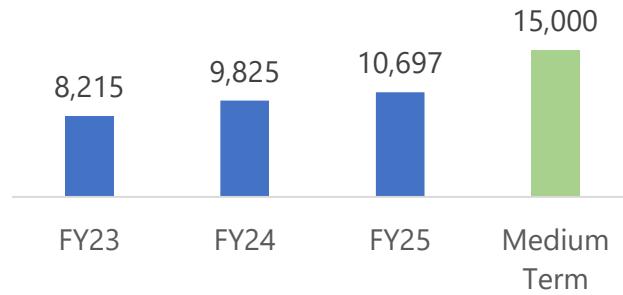
Revenue in Rs Cr





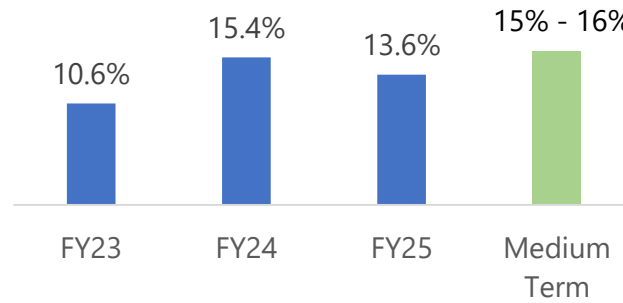
# We remain committed to long term value creation

Revenue (Rs Cr)



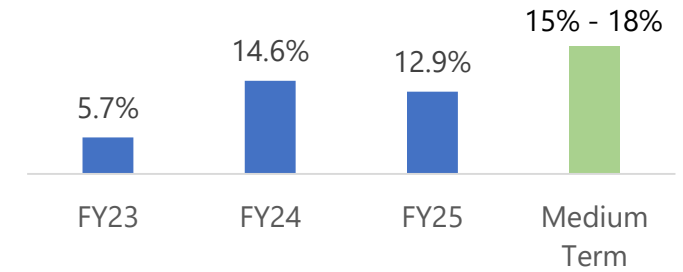
*Decade+ Long Consistent Performance.  
FY11-FY25: 12% CAGR*

EBIDTA (%)



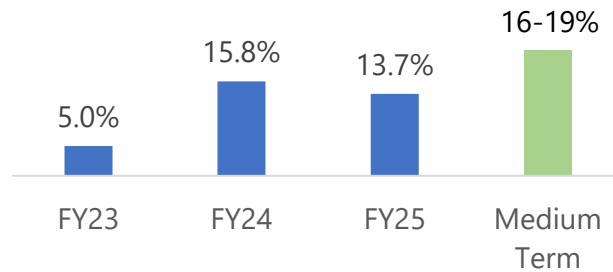
*Medium term: HT exports margin @16-17% + scale up of emerging businesses*

ROCE (%)



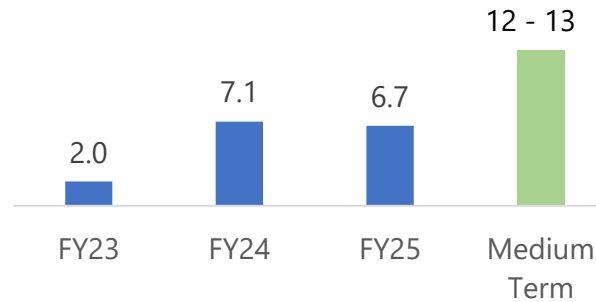
*Prudent new investment decisions*

RoE (%)



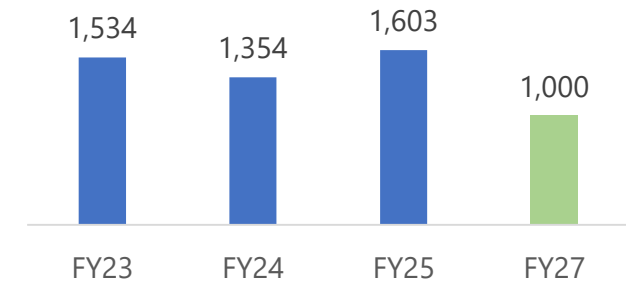
*Focus on significant increase in return on equity*

EPS (Rs per share)



*Delivering value to shareholders*

Net Debt (Rs Cr)



*Continue investments behind 'Brand' success and regional expansion*

# Rewarding our shareholders



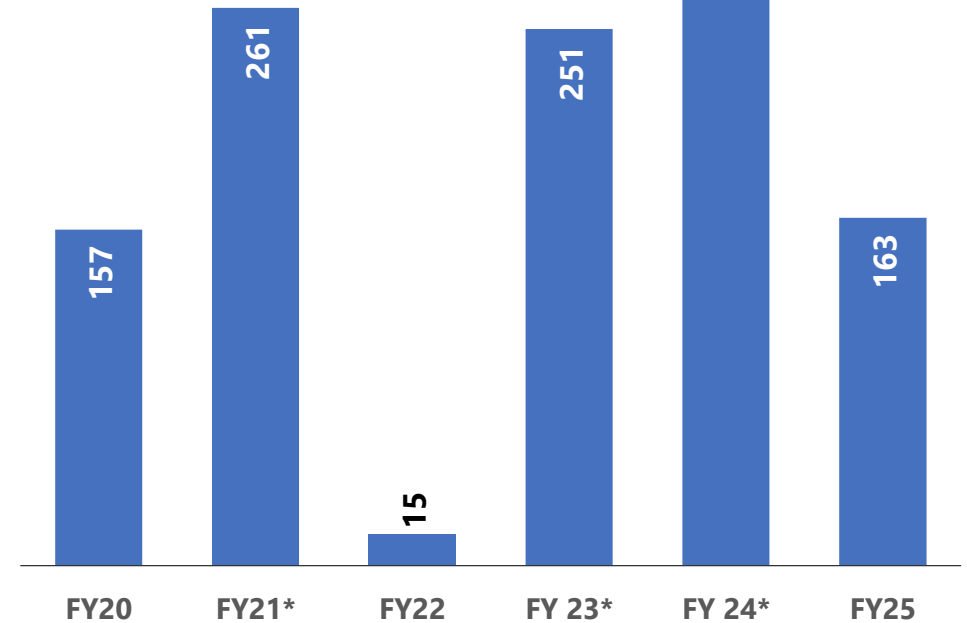
~110% return  
in last 5 years



Share Price

~Rs 1,200 Crs -  
distributed

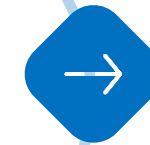
~Rs 2550 Crs -  
Cumulative FCF  
generated



Dividend / Buyback cash outflow

\* Includes Buyback, Buyback tax and Dividend





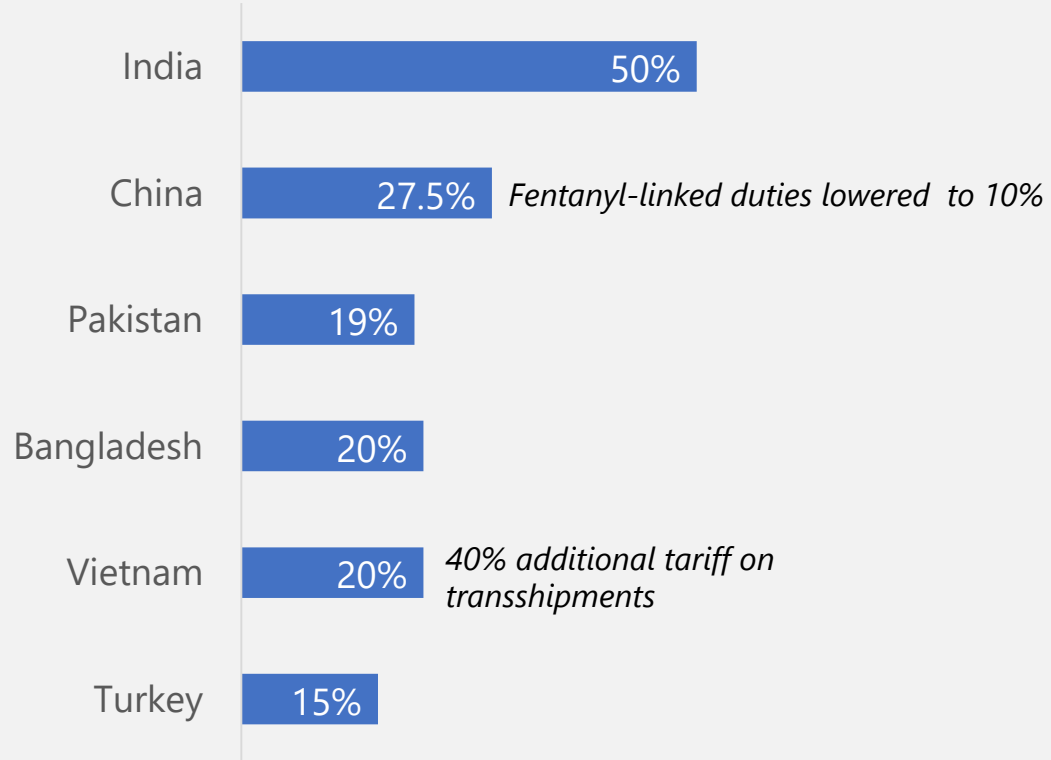
# Navigating the Near Term Headwinds



# B.A.N.I. World of Global Trade Dynamics



## US Tariff Scenario



US- India BTA under discussion

## India: Strong, Stable and Sustainable Sourcing Hub



**Economic Strength**



**Trade Agreements**



**Raw Material & Workforce**



**Government Initiatives**

# Our Strategic Response



02



**Maintain US Market Leadership**

04



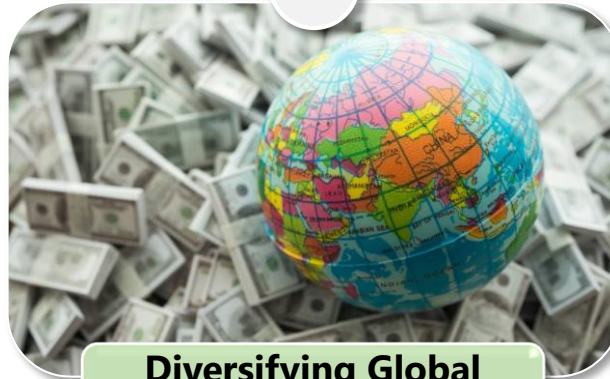
**Scaling Emerging Business**

01



**Crafting Brand Stories**

03



**Diversifying Global Footprint**

05



**Enablers for margin accretive growth**



# Our journey closer to the consumer

Welspun 360°



Warehouse capabilities



Consumer Insights



Leveraging AI / ML, OCR



White Space Analytics

Ingredient brands



Omni-Channel & Marketplace



Private Label



Owned Brands



Licensed Brands





# Christy: Iconic Heritage Brand, Positioned for Growth

*A premium home brand with global reach, strong repeat base, & 30%+ growth trajectory*

## FOUNDATION FOR SCALE

Gross margin **50%**

AOV Growth **12%**  
(GBP 50- GBP 56)

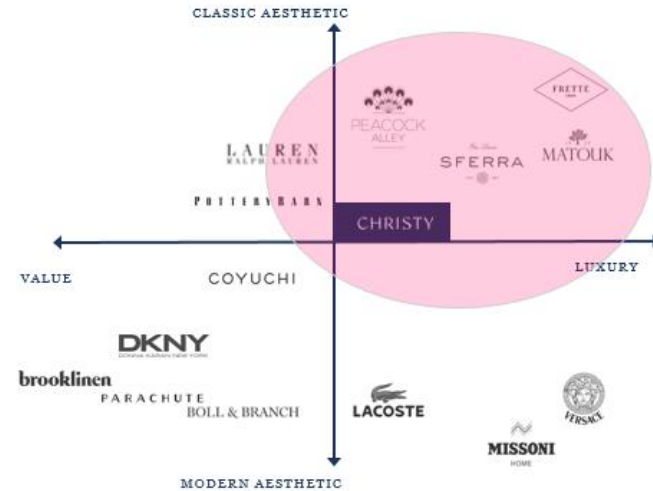
Repeat D2C customers **32%**

Ecom conversions (above industry avg) **5.2%**

Premium doors in the UK & USA **100+**

Geographic reach **20+**

## BRIDGE TO LUXURY



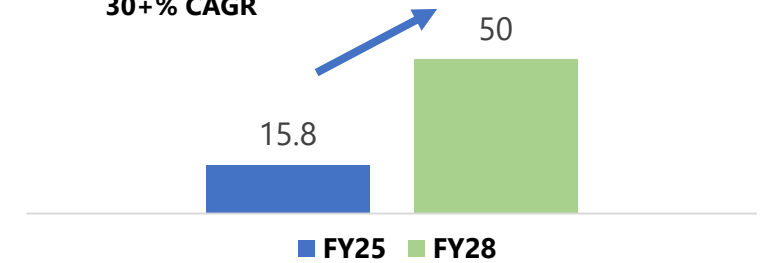
## PREMIUM & LUXURY RETAIL PRESENCE



## ROADMAP TO GROWTH

Revenue (GBP Mns)

30+% CAGR



Lever	Focus	Outcome
Geography	Expand share of US + ME to 50% (from 30%)	Targeted Scaling
Channel	Grow D2C mix to 50% (from 35%)	Higher margins, Brand stewardship
Category	Loungewear, Gifting & kids	Increase basket size & Purchase frequency
Collaborations	GP&J Baker, SoulCycle, Wimbledon	Design equity & lifestyle relevance



# Journey to building 1000 Cr branded business in India

## FOUNDATION FOR SCALE

Domestic Home Text.  
revenue (last 5-year) **1.8X**

Domestic Flooring  
revenue (last 4-year) **2.4X**

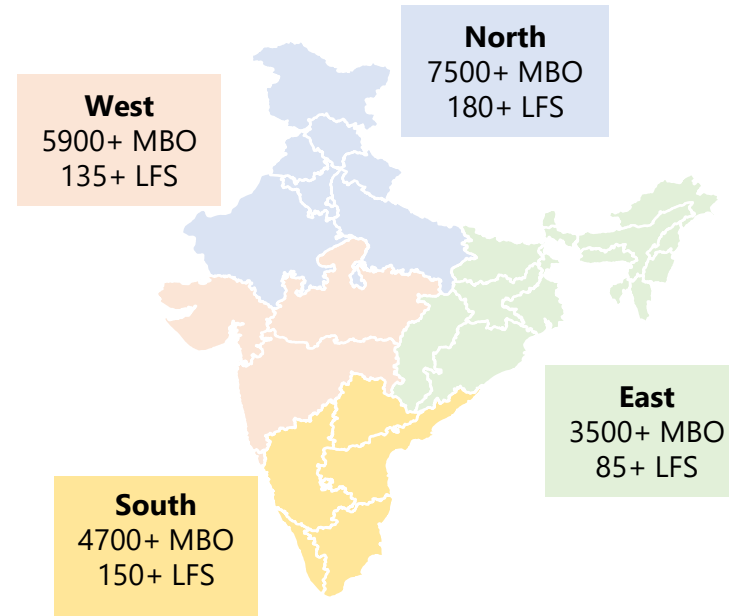
Addressable HT market  
(Rs'000 Cr) **67**

Organized addressable  
HT market (Rs'000 Cr) **15**

Multi Brand Outlets  
(MBO) **22000+**

Flooring player in  
Commercial and  
Hospitality **Top 2**

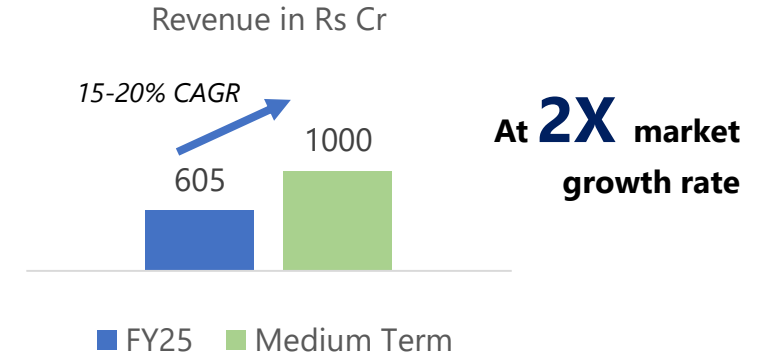
## STRONG DISTRIBUTION NETWORK



## LEADING HOSPITALITY PRESENCE



## ROADMAP TO GROWTH



Lever	Focus	Outcome
Distribution	Expand 'Welspun' Distribution by 2X+ Market share in Hospitality	Reach expansion
Category	Trademark collections in 'Spaces' Product portfolio expansion in flooring	Higher margins, Premiumization Reach expansion
Brand	Investment into Brand awareness	Improved brand recall and margins

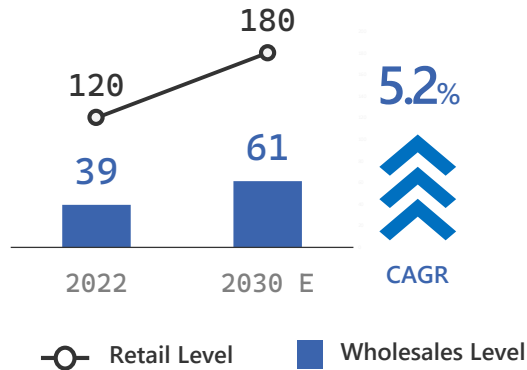


# USA Opportunity: India for the World

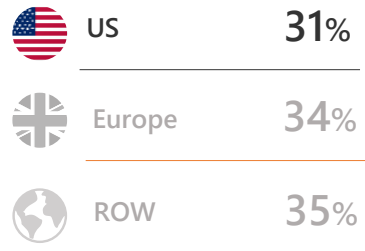
## FOUNDATION FOR SCALE

### Global Home Textile Market

(USD Bn)

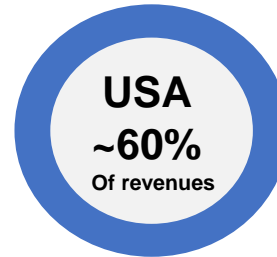


### Market Composition



*Addressable US Market: \$ 8 Bn (at wholesale)*

## STRATEGIC NETWORK EXPANSION



- ❑ Maintain market leadership - #1 in Towels, #1 in Bath Rugs
- ❑ Near term margin impact to maintain competitiveness
- ❑ Strengthen US footprint by building on-shore capability
- ❑ Continue to grow and diversify our owned and licensed brands

## GROWTH LEVERS

### Category Leadership and Expansion

Bath – Jacquard & Fashion Towels



Sleep - Filled bedding opportunity



### Strategic Partnerships and Serviceability



Driving growth through agile supply chains, global warehousing, and collaborative demand partnerships

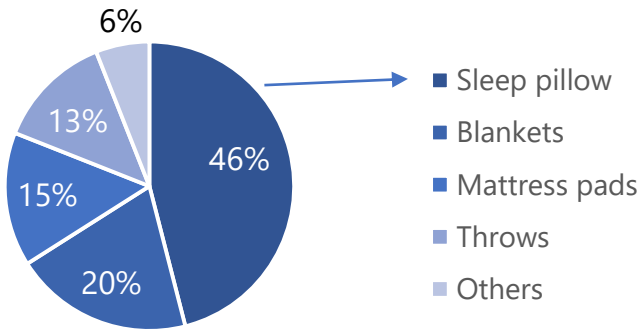


# Pillow Investment: A strategic anchor in the 'Sleep' ecosystem

## FOUNDATION FOR SCALE

Utility bedding sales  
in US in 2024

**\$ 4Bn**



US market size at  
wholesale level

**\$1.5Bn**

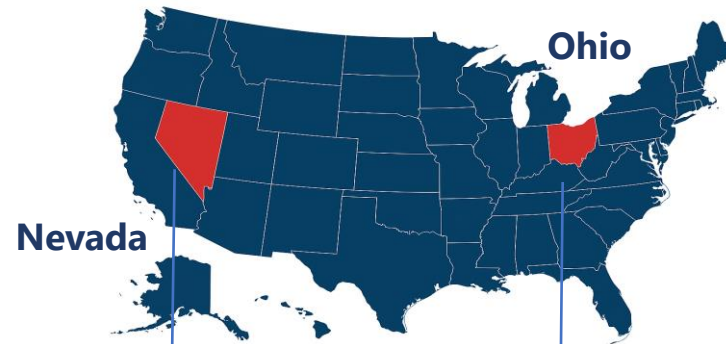
Most sold (by units)  
category after bath  
towels

**2<sup>nd</sup>**

Units sold in 2024

**300Mn**

## STRATEGIC NETWORK EXPANSION



**Investment:** \$ 13 Mn

**Installed Capacity:** 10.8 Mn pcs

**Investment:** \$ 12.5 Mn

**Capacity:** 4.7 Mn pcs (Installed:  
13.5 Mn pcs)

**Revenue Potential ~ \$110 Mn**

## FOCUS: BRANDED PLACEMENTS & HIGHER MARGIN BUSINESS





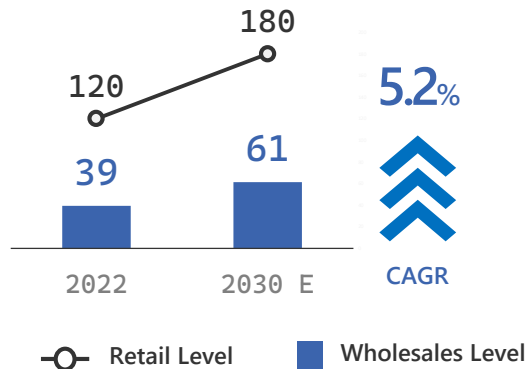


# UK & EU: Significant opportunity

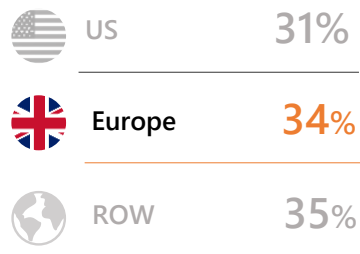
## FOUNDATION FOR SCALE

### Global Home Textile Market

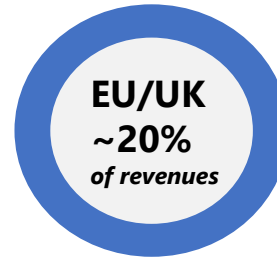
(USD Bn)



### Market Composition



## STRATEGIC NETWORK EXPANSION



#1 Exporter of Towels to UK from India  
Drive Multi-fold growth  
with upcoming India-UK and India-EU FTAs

## STRATEGIC PARTNERSHIP WITH KEY RETAILERS



## GROWTH LEVERS

Securing additional shelf space



Deepening penetration with Brands



Expanding Distribution Network



Foraying into category expansion  
(Bedding, Floor textiles,  
Advanced Textile)



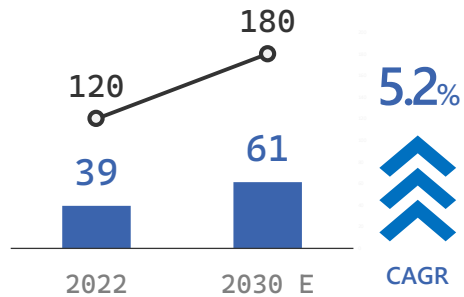


# ROW: APAC/GCC/ANZ Significant opportunity

## FOUNDATION FOR SCALE

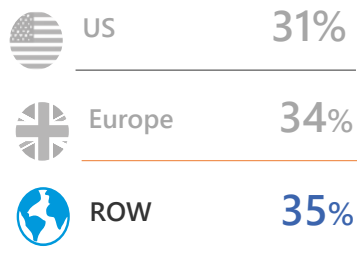
### Global Home Textile Market

(USD Bn)

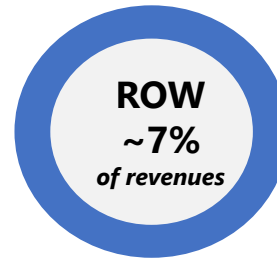


○ Retail Level ■ Wholesales Level

### Market Composition



## STRATEGIC NETWORK EXPANSION



*Goal: Building Global Relevance+  
Market Leader in Towels globally*

## STRATEGIC PARTNERSHIP WITH KEY RETAILERS



## GROWTH LEVERS



**Domestic partnerships and on-ground distribution presence**



**Regional Representation & Proximity**



**Market-Centric Design & Innovation**



**Harness retail insights and consumer understanding**



# Global Advance Textile Opportunity

## FOUNDATION FOR SCALE

Revenue (last 5-year) **2.4X**  
**~20% CAGR**

Average EBITDA Margin (last 5-year) **~20%**

Regional diversification mix\* **50%+**



## MANUFACTURING SCALE



**SPUNLACE** 27,729 MT



**NEEDLE PUNCH** 3,026 MT



**WET WIPES** 100 Mn packs

**SCALABLE, SUSTAINABLE, VERSATILE**

India's Largest Spunlace Platform:  
From Fiber to Fabric

## STRATEGIC SHIFT TOWARDS VALUE ADD

**Lever**

**Focus**

**SPUNLACE**



Sustainable Fibers. Smart Conversion. Strategic Integration into High-Growth Hygiene & Pharma Application

**NEEDLE PUNCH – SPECIALITY PLAYER**

Transforming from Material Supplier to End-to-End Solutions Partner in Apparel, Safety, and Filtration



\*our revenue mix outside US market



# Flooring Opportunity

## FOUNDATION FOR SCALE

Total Flooring  
Segment Revenue  
(last 3-year)

**10%  
CAGR**

Average EBITDA  
Margin (last 2-year)

**~8%**

US Addressable  
Flooring market (\$ Bn) **\$20Bn**

**Asia's largest Integrated  
flooring facility**



## OUR SCALE

### STRATEGIC PARTNERSHIP WITH KEY RETAILERS



### HOSPITALITY



### COMMERCIAL



## STRATEGIC SHIFT



Soft flooring: *Significant growth potential at 20%+ CAGR over medium term*



Regional diversification in EU & UK and Australia New Zealand



Scale up Hospitality and Commercial Segments



# Margin accretive Growth Enablers

## ESG – GROWING RESPONSIBLY

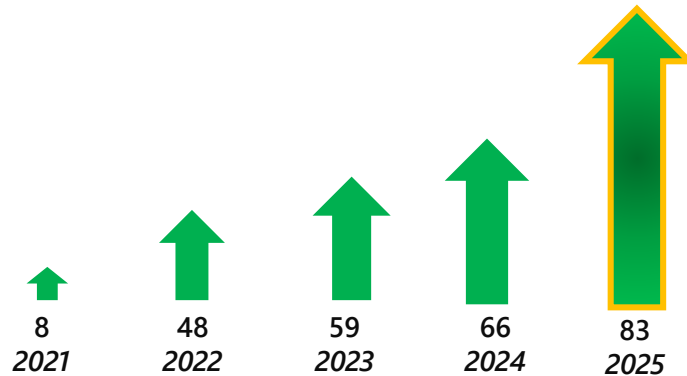
Dow Jones  
Sustainability Indices

**83** / 100

Global Rank Top 4

India: Rank 1 in Textile, Apparel & Luxury category

### S&P Global ESG Score



## INNOVATION



**24%** Share of business from innovative products



State of the art in house R&D capabilities



HYGROCOTTON



DRYLON



GX SUSPENSION PILLOW

## TECHNOLOGY



Consumer Insights



Planning, Design,  
Procurement



Industry 4.0 –  
Integrated  
Manufacturing



Customer Experience

Integrating AI across value chain



# Creating capacity while driving efficiency

## Bath



**96,400 MT**

*One of the largest terry towel manufacturers globally*

*End to end portfolio capability with new Jacquard facility (operational since July 2025)*

## Sleep



**108 Mn mtrs**

*Bed linen capacity*

**4.7 Mn pcs**

*Pillow Ohio (Installed: 13.5 Mn pcs)*

*Upcoming Nevada Pillow*

*US \$13M investment West Coast, (10.8M pillows annual capacity)*

## Advanced Textiles



**27,729 MT**

*India's largest Spunlace platform*

**3,026 MT**

*Needle punch – Engineered performance for complex applications*

**100 Mn Packs**

*Wet Wipes*

## Flooring



**18 Mn sq mtrs**

*Asia's largest integrated flooring facility (Installed: 27 Mn sq mtrs)*

# Way forward

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# Thank you

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