WEL/SEC/2025 **November 13, 2025**

To,

BSE Limited Corporate Relationship Department, 2nd Floor, New Trading Wing, Rotunda Building, P.J. Towers, Dalal Street, Mumbai – 400 001. **Scrip Code: 532553**	**National Stock Exchange of India Limited** Exchange Plaza, 5th Floor, Plot No. C-1, Block-G, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 051. **NSE Symbol: WELENT**

Dear Madam/Sir,

Sub: Welspun World - Investor Presentation pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 on Welspun World - Investor Day

In compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and with 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 said presentation is also hosted on the Company's website at: www.welspunenterprises.com

The same is for your information and record, please.

Thanking you.

Yours faithfully,
For **Welspun Enterprises Limited**

NIDHI MANAS TANNA
Digitally signed by NIDHI MANAS TANNA
Date: 2025.11.13 10:25:16 +05'30'

Nidhi Tanna
Company Secretary
ACS-30465

Encl.: As above

WELCOME TO WELSPUN WORLD'S

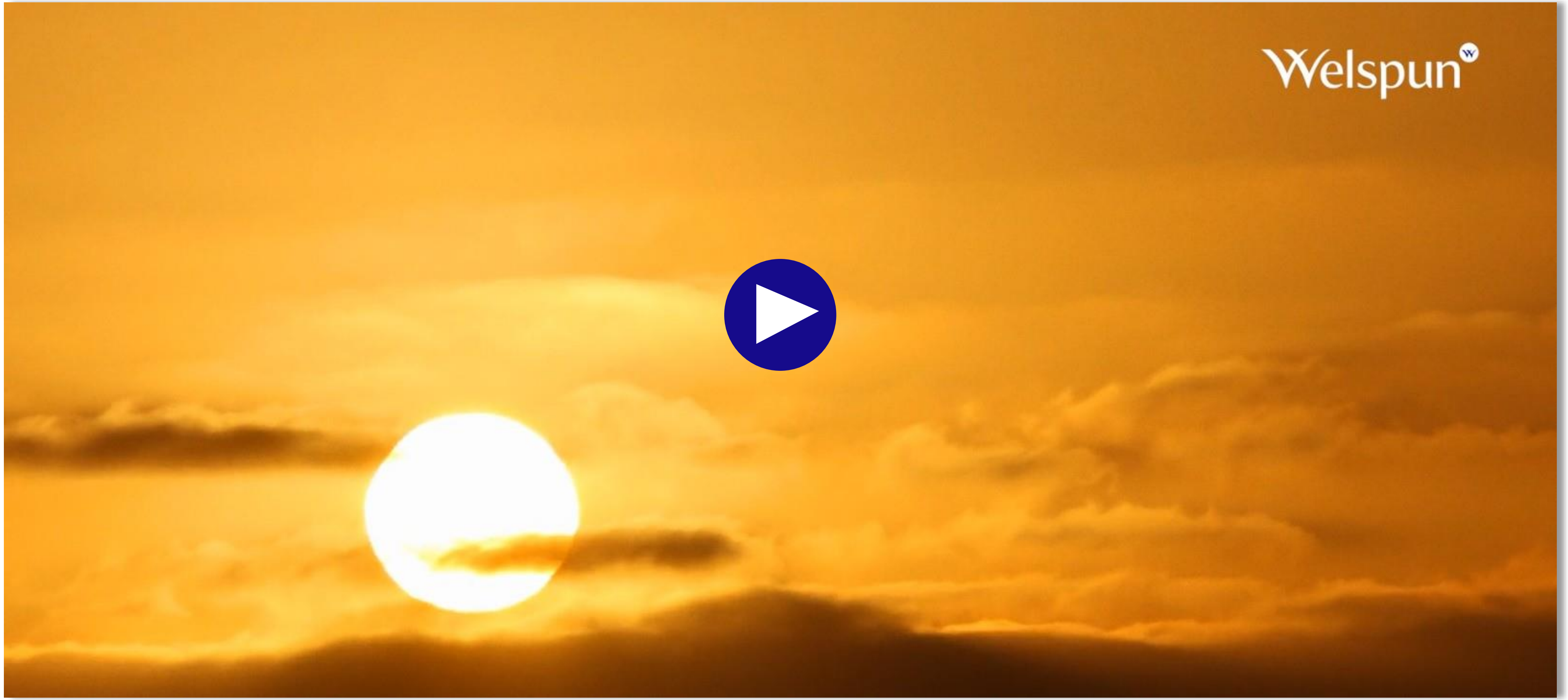
INVESTOR DAY

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




SintexPURE+
Antimicrobial
SPACES

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

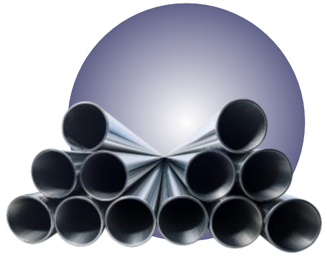
- Global Line Pipe
- Building Materials (Plastic Pipes & Tanks, TMT)

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

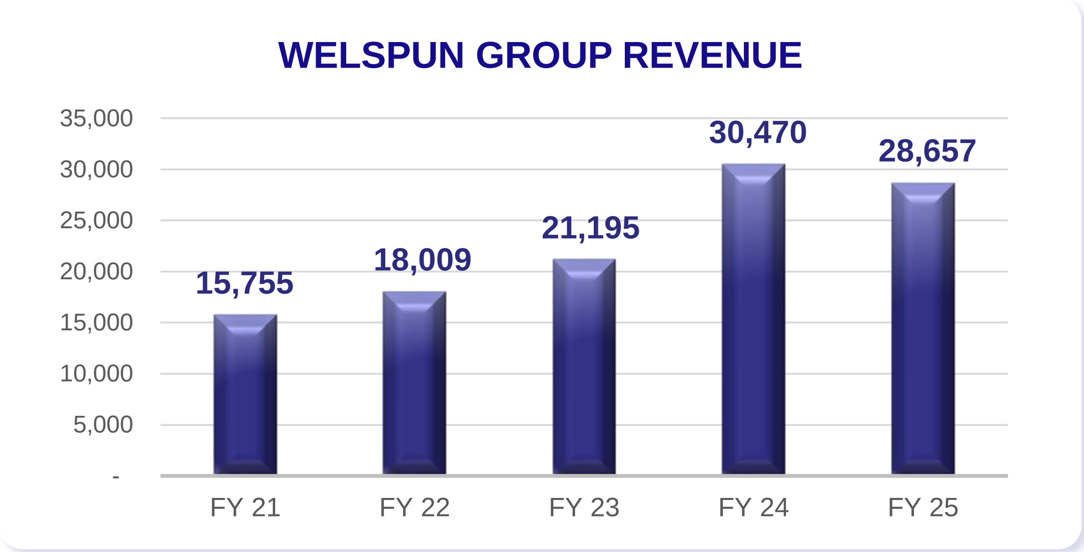
REVENUE
~₹30,000 Crores

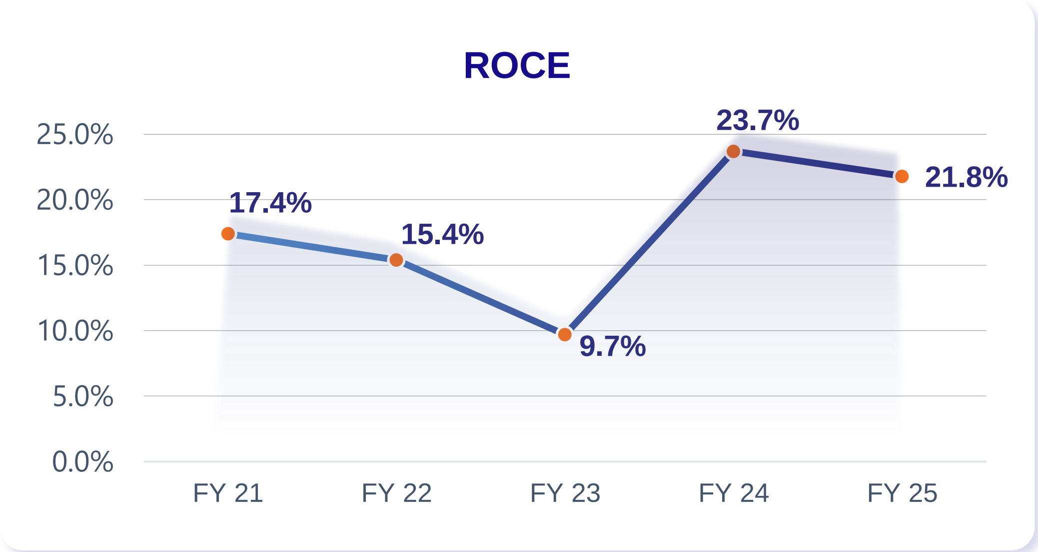
EBITDA
₹4,000+ Crores

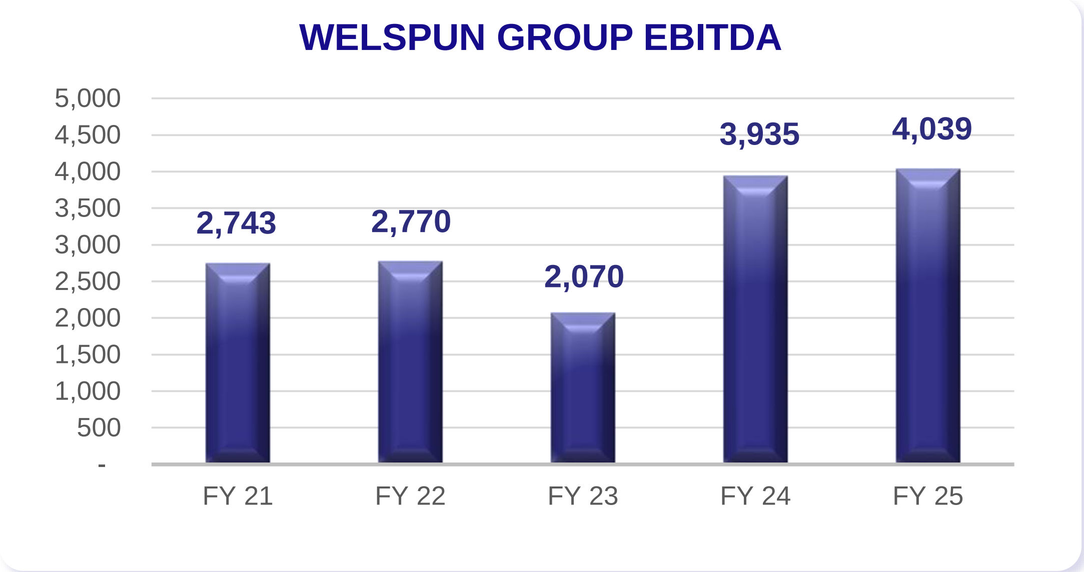
Workforce
35,000+

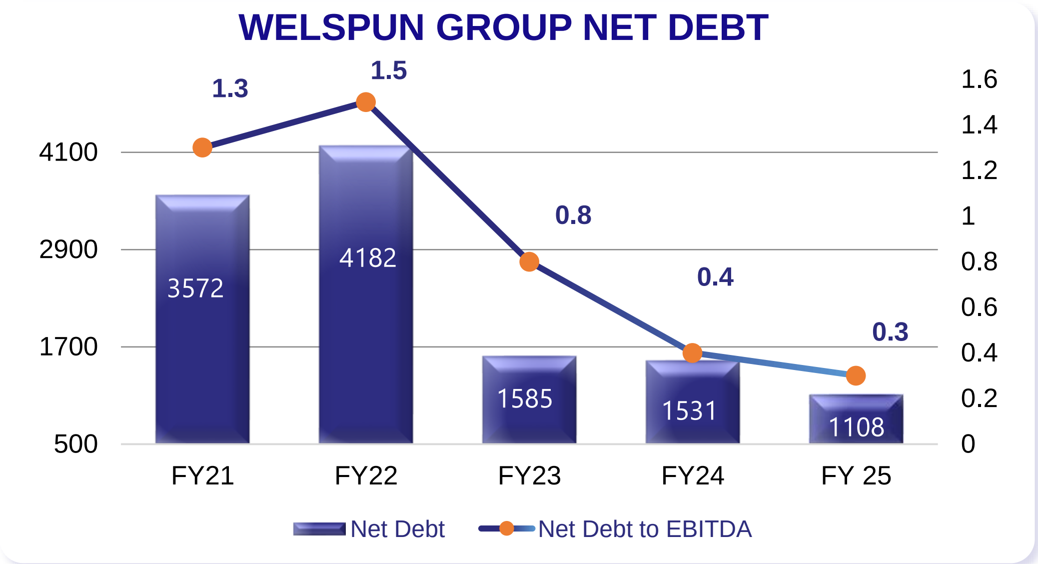
Customer Presence in
50+ Countries
Associated with fortune 100 (O&G majors, Top retailers)

Continuous Growth Momentum



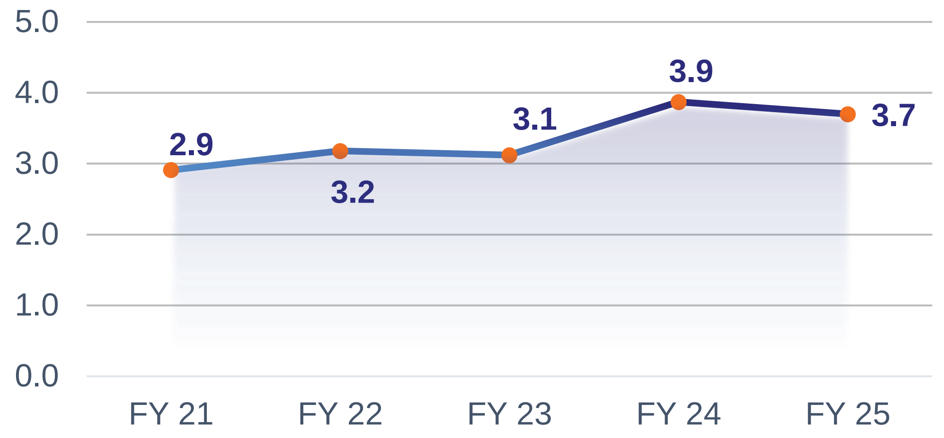






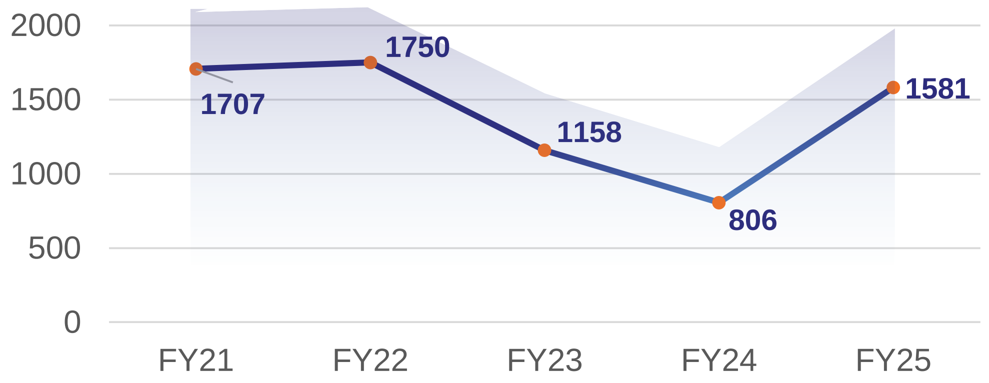
Balance Sheet

FIXED ASSET T/O RATIO



Market Leading Returns' & Sweating Assets

CAPEX CYCLE



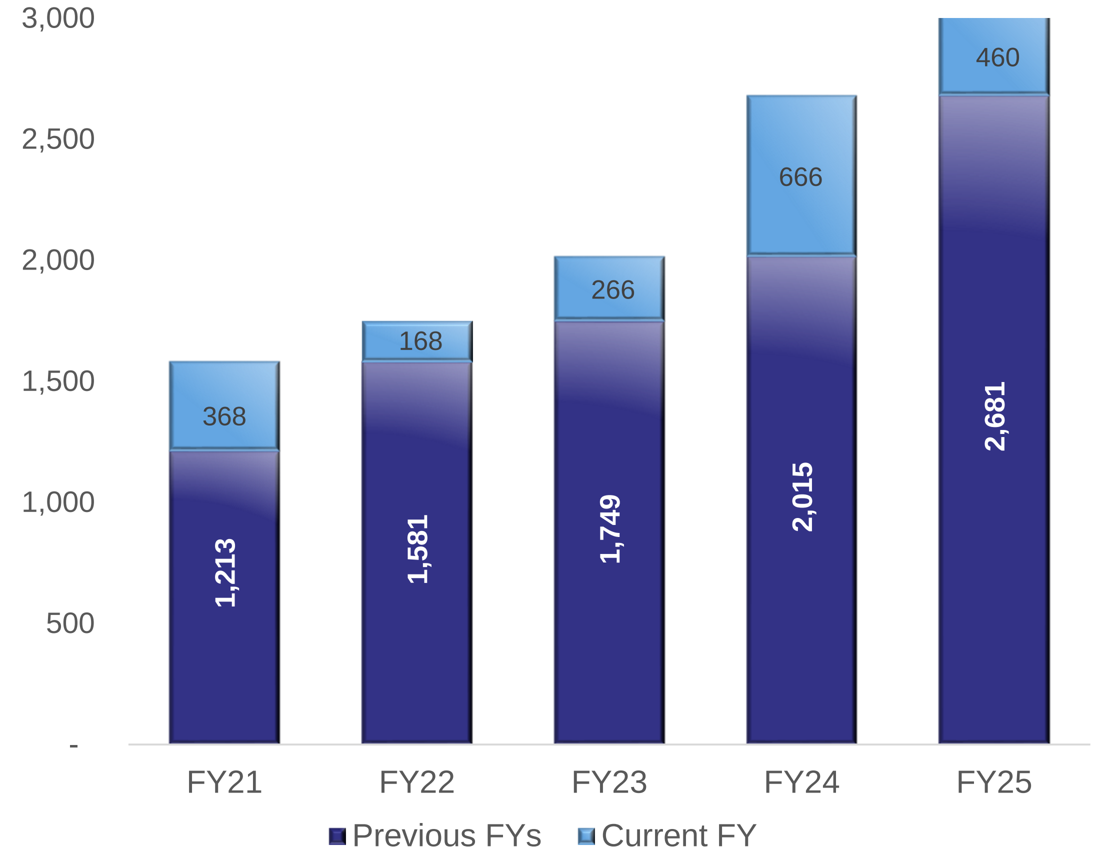
Despite Group spending ₹ 7,000 Crores over 5 years, our Net debt has gone down and Credit rating has improved

CREDIT RATING

Welspun Corp Limited	CRISIL Ratings	CRISIL/AA+/Stable
Welspun Enterprises Limited	CRISIL Ratings	CRISIL AA-/Stable
Welspun Living Limited	CareEdge RATINGS	CARE AA/Stable

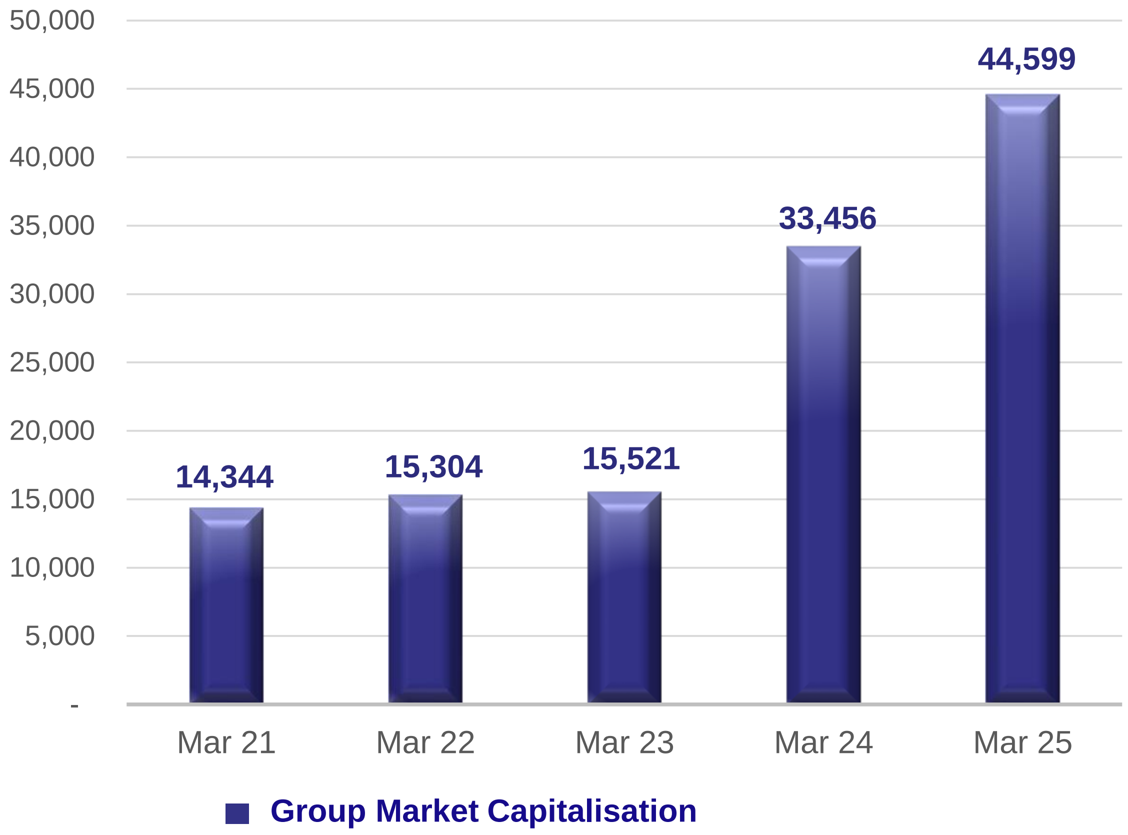
Continuous Growth Momentum

CUMULATIVE ~₹3,200 CRORES RETURNED TO SHAREHOLDERS



Consistent Shareholder Return – Dividend & Buyback

GROUP MARKET CAPITALISATION (₹ CRORES)



Vision

HAR GHAR SE
HAR DIL TAK
WELSPUN

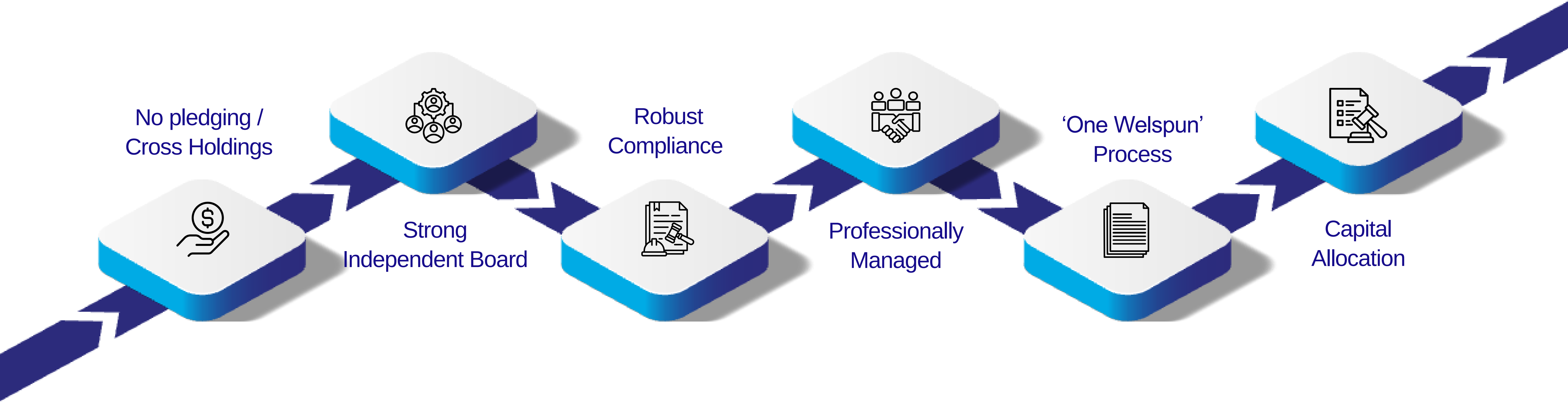
#HarDilWelspun

TOUCHING 1.4 BILLION HEARTS

Framework

3G’s

Governance



THE FOUNDATION – FIRMLY IN PLACE

Leadership Team in Place

Robust leadership programs drive next level of growth

BALKRISHAN GOENKA
Chairman
Welspun World

RAJESH MANDAWEWALA
Vice Chairman
Welspun World

DIPALI GOENKA
MD & 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

GROUP LEADERSHIP PROGRAMME
Building the One Welspun Culture

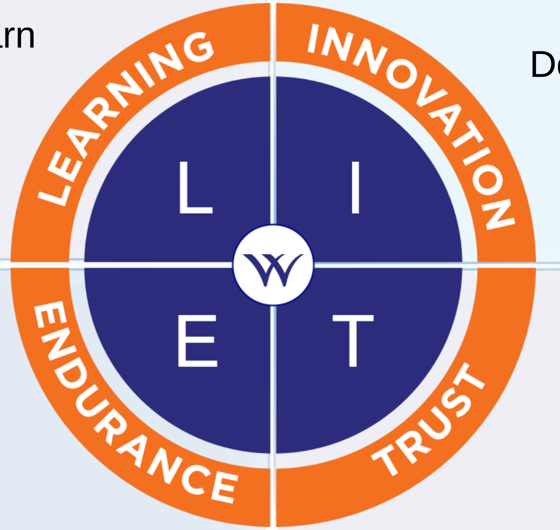
FUTURE LEADERS PROGRAM
Building The One Welspun Culture

WeLearn
Re-imagining Learning

Values & Culture that Empower Success

LEARNING
Learn, Unlearn & Relearn discover something new everyday

INNOVATION
Do things differently and do different things



ENDURANCE
Push beyond your limits and aspire for more

TRUST
Make Truth and transparency a virtue

- **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 CO_2 emissions
- Commissioned 60+ MW of solar power plants to date

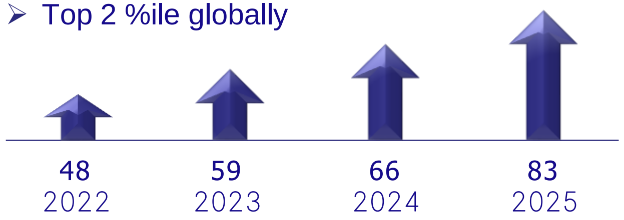
Community
- Program operational in over 9 states across India
- In FY25, community initiatives benefitted 1.1+ million lives

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

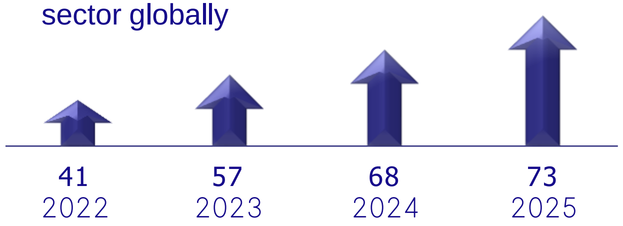
ESG ratings
Dow Jones Sustainability Indices

- No. 1 ESG ranked company from India
- Top 2 %ile globally



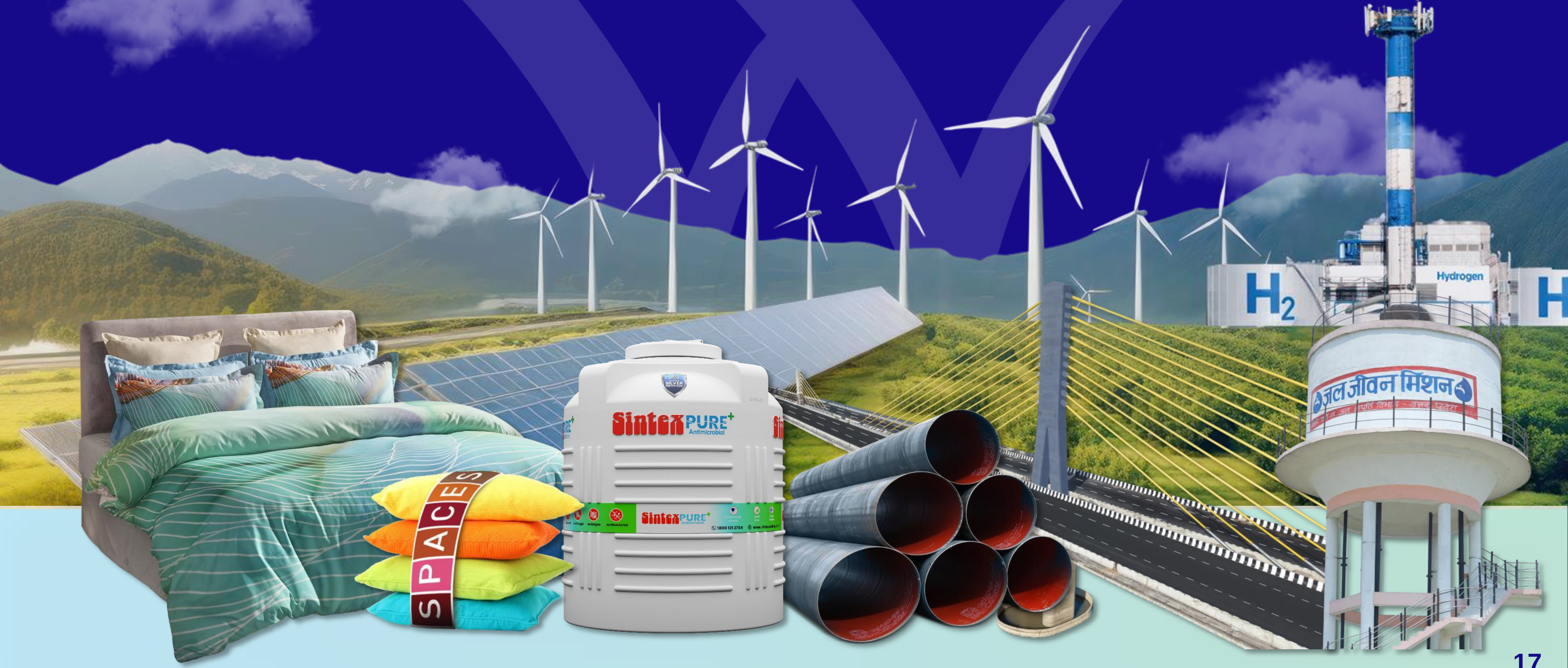
Welspun Living Limited

- Ranked 6th among companies in steel sector globally



Welspun Corp Limited

OUR TOMORROW



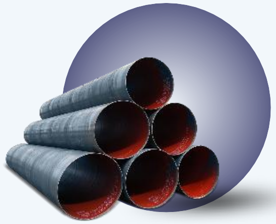
Welspun World: Future Growth

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

Maintain ~20% ROCEs & healthy Asset Turns >3.0x

Home Textiles – Export

Welspun Living

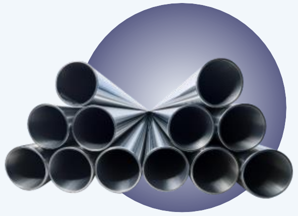


Large diameter Pipes

Welspun Corp

Transport and Water Infra

Welspun Enterprises



Integrated producer from steel-making to finished products

WSSL

Scale new business

Profitable Growth

Solid Execution

Deepen core business MOATs

Exponential Growth in NEW businesses 15-20% CAGR

Multiples of Growth – business & value @ 15-20% CAGR

Welspun Living

High US tariffs

Towels – Largest global capacity in the world

Welspun Corp

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

Welspun Enterprises

Focus is on **Water**

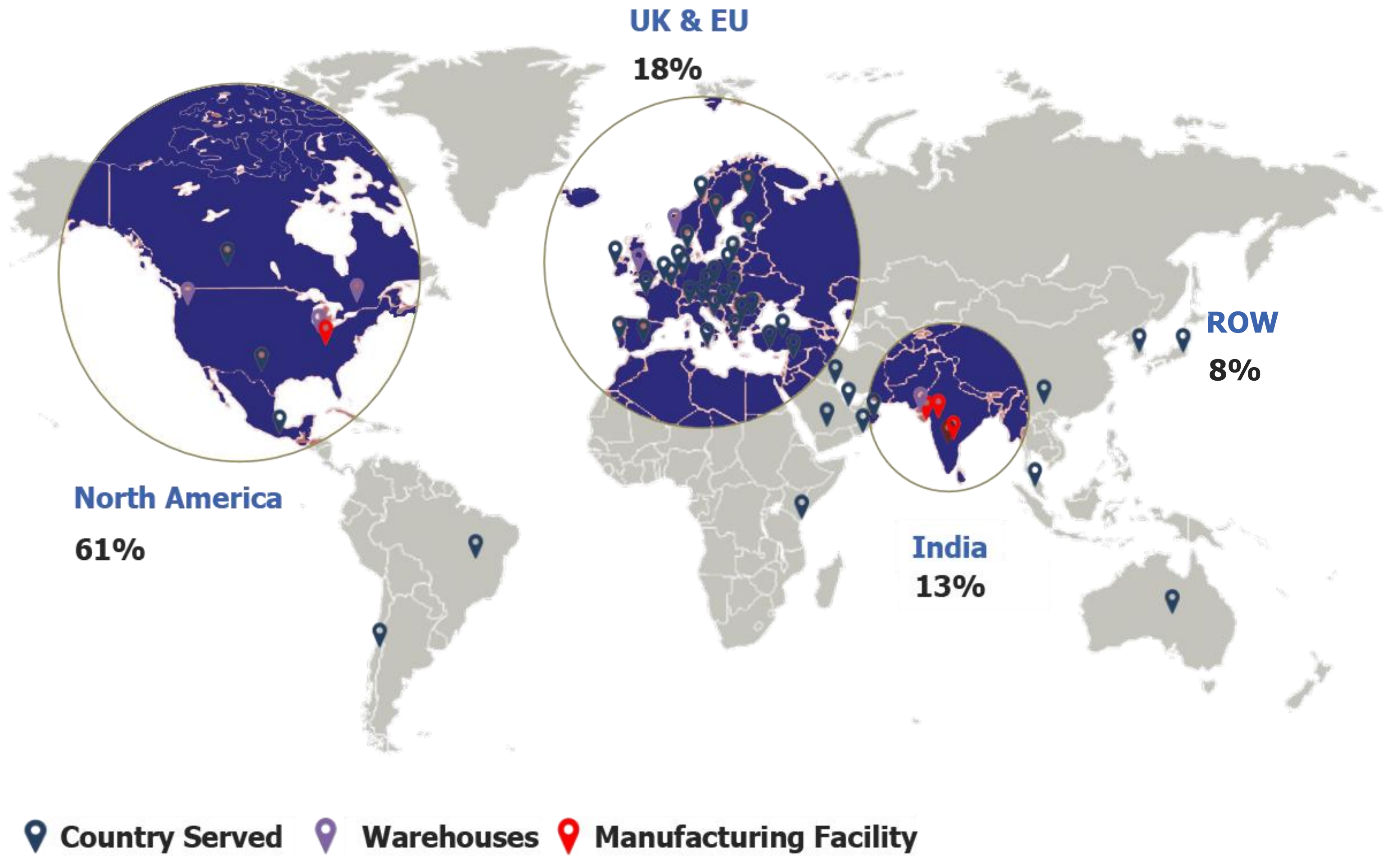
Water - Transportation, Treatment and distribution

Tunnelling

Welspun LIVING

Welspun Living:
Global Home Solutions Leader

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

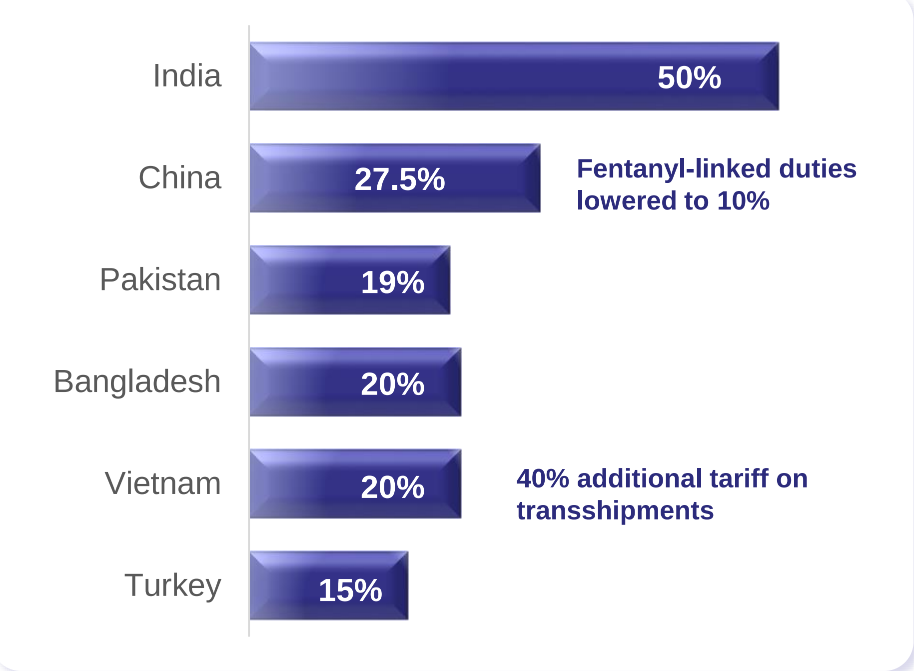


Map not to scale, only for representation purpose.

- **$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

The Tariff Tango…

Reciprocal Tariff:



India: Strong, Stable, Sustainable Sourcing Hub

Economic Strength

Trade Agreements

Raw Material & Workforce

Government Initiatives like GST

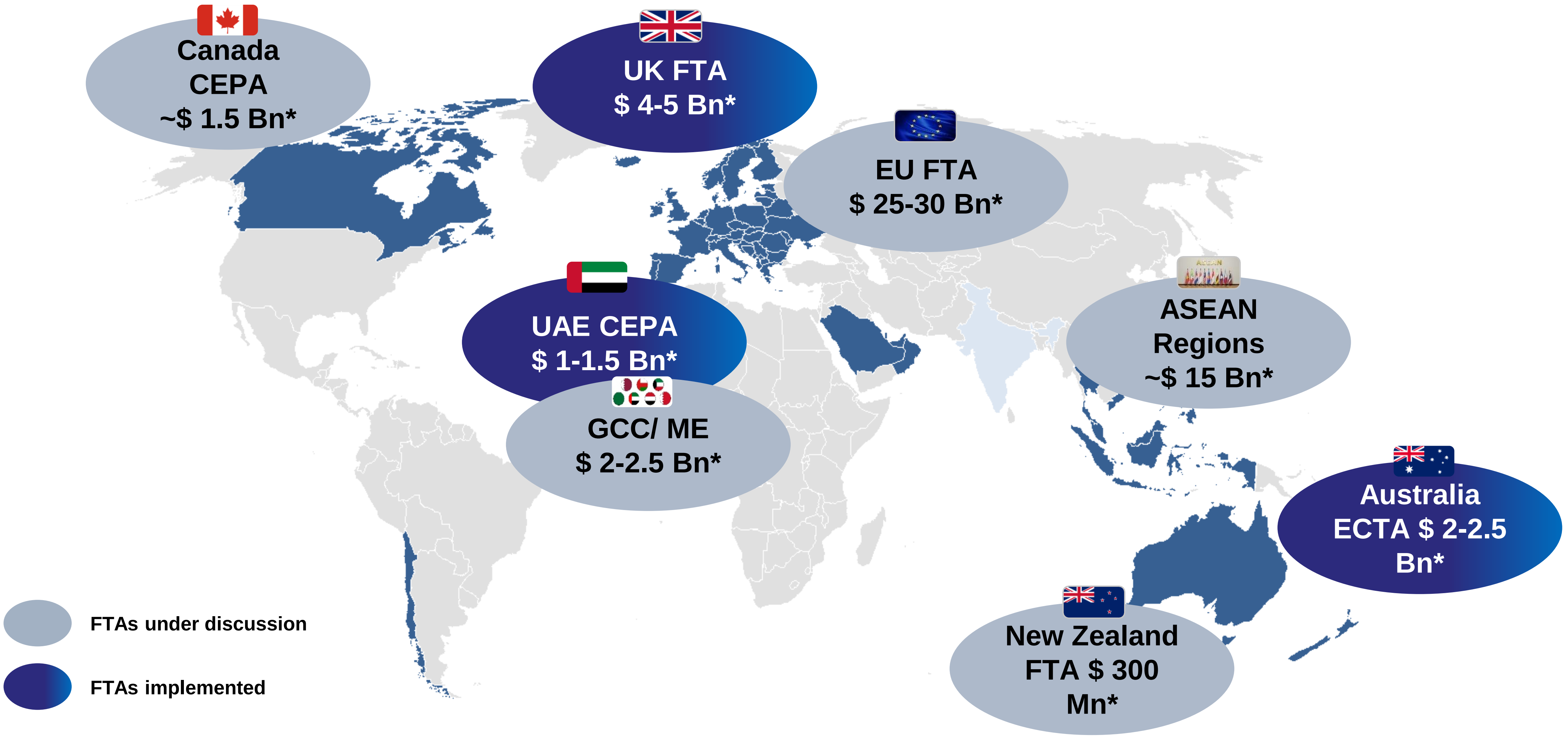
India-US BTA in progress

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



Note: * Indicates home textile market size (Source: Mordor Intelligence, Internal analysis)

Map not to scale, only for representation purpose.

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 Sainsbury's John Lewis

JYSK TESCO Carrefour

Building the next frontier: ROW business

~7% current share of business

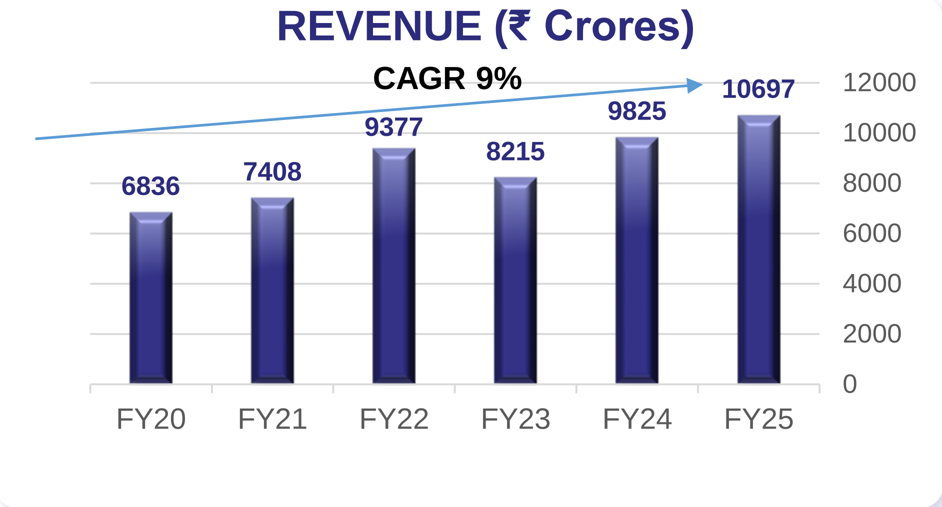
#1 Vision to be global market leader in Towels

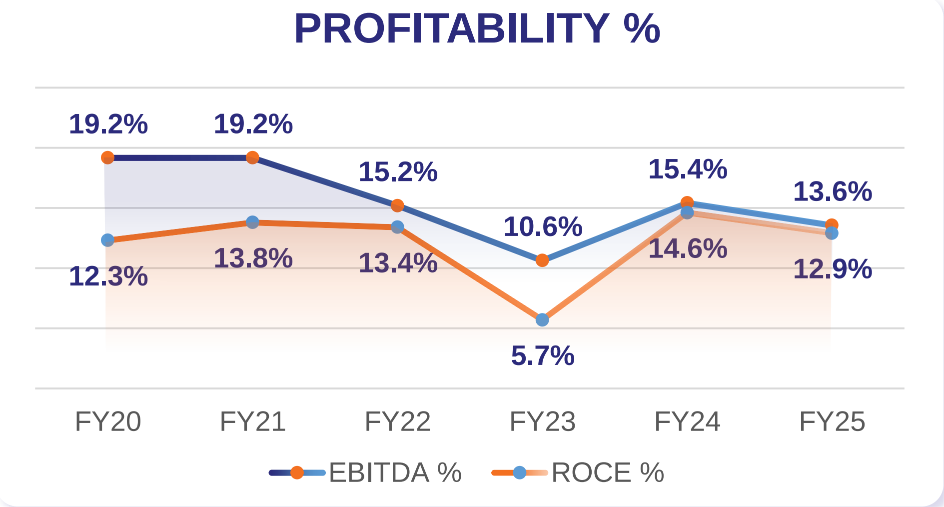
100+ countries vision from current footprint of 50+

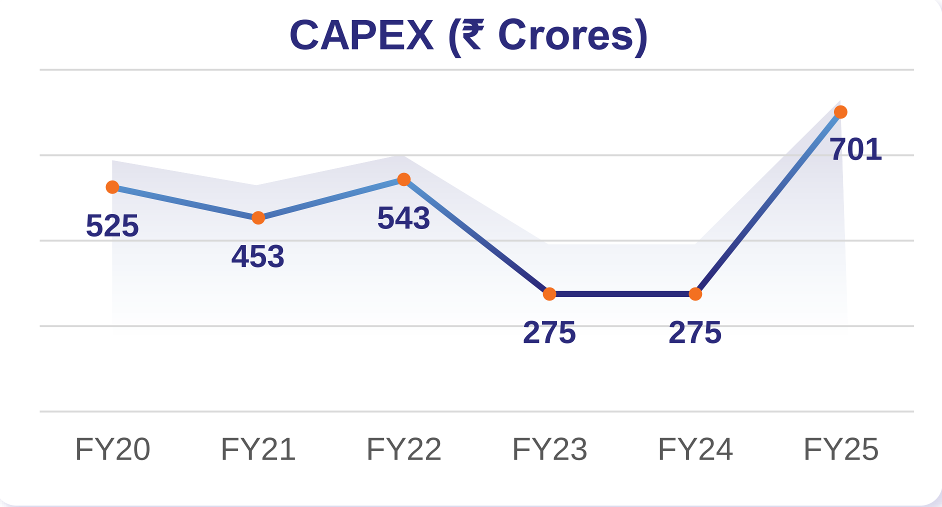
SHERIDAN EST. 1967 homecentre LuLu

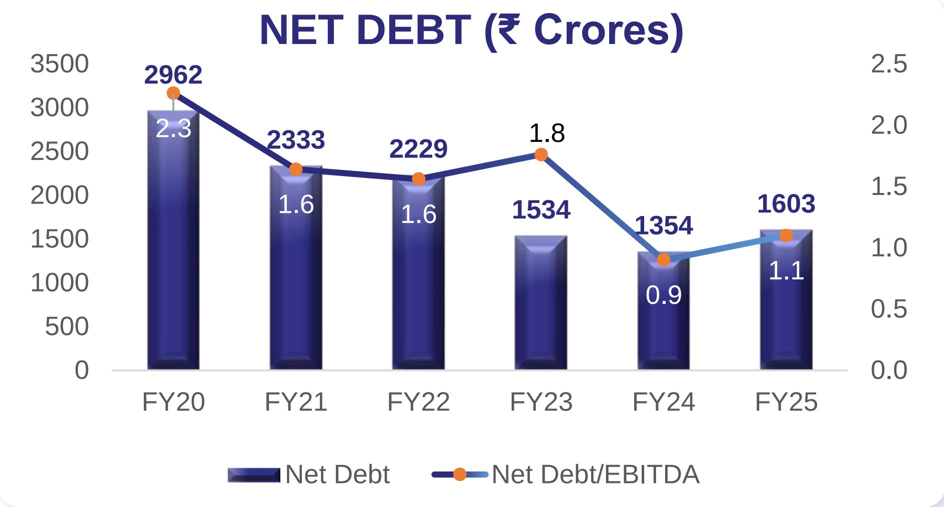
BRISCOES HOMEWARE NITORI

Steady Track Record in Last 5 Years









Uncertainty in the current environment because of Tariff

Every Crisis is an Opportunity

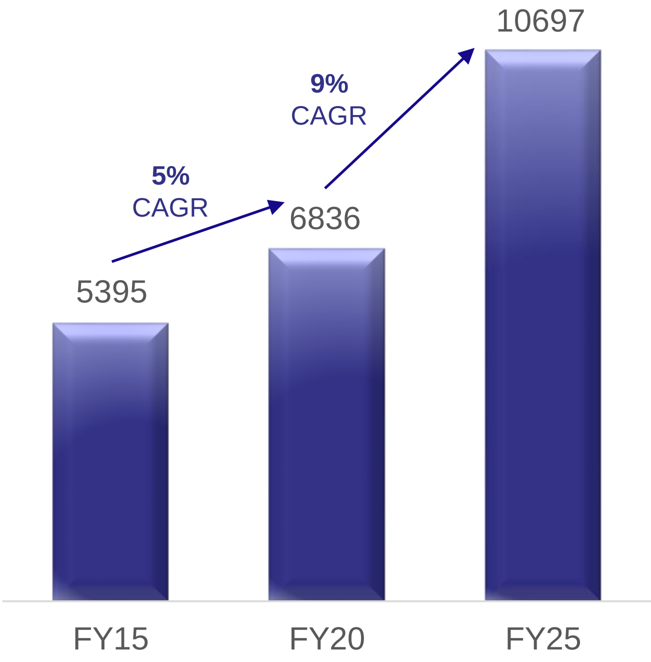
15000
Medium Term

Global Footprint and Category Expansion
~40% share outside US currently

₹1500 Crores+ Own Brands Business in Medium Term along with India business

20+% growth aspiration in soft flooring business

Revenue in ₹ Crores



Branded business share* >>>

11% **14%** **18%**

++ Cost and Efficiency Focus

EBITDA% >>> 15-16%

Note: Medium Term refers to next 3 to 4 years; * Including Own and licensed brands

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
- **0** Hazardous waste to Landfill (MT)
- **1 Mn** Lives in CSV (cumulative)

Another example of how we used Crisis as an opportunity

Summary: Welspun Living

We remain committed to long-term value creation

Medium Term Aspiration

Revenue
~ ₹15,000 Crores

EBITDA Margin
15% - 16%

Net Debt
~ ₹1000 Crores

ROCE %
15% - 18%

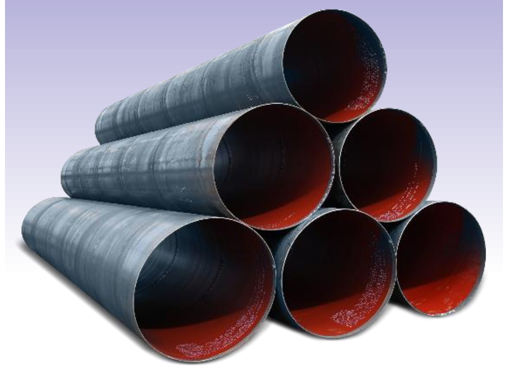
Regional Expansion	Category Expansion	Scaling up Brands

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)

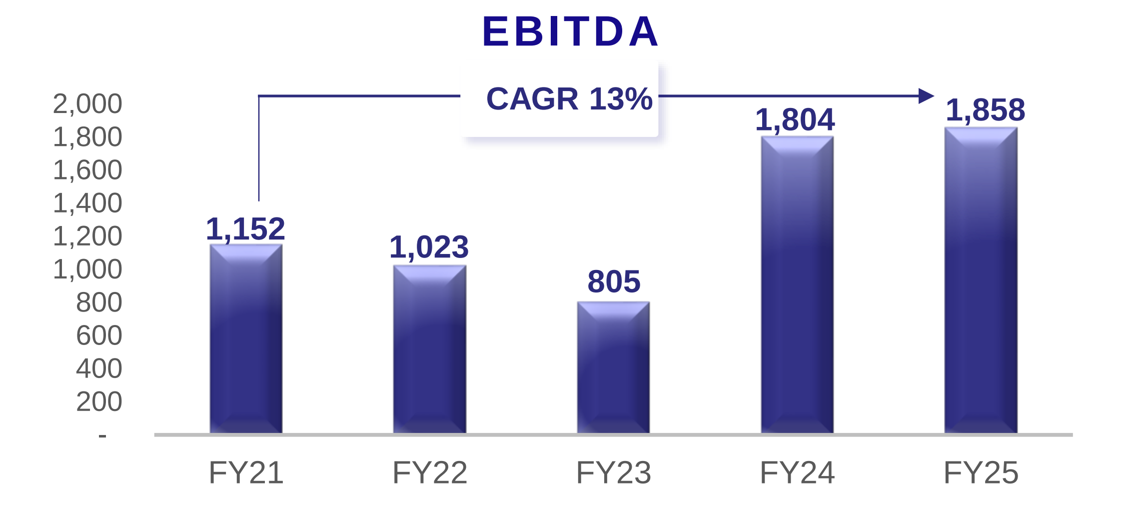
SINTEX

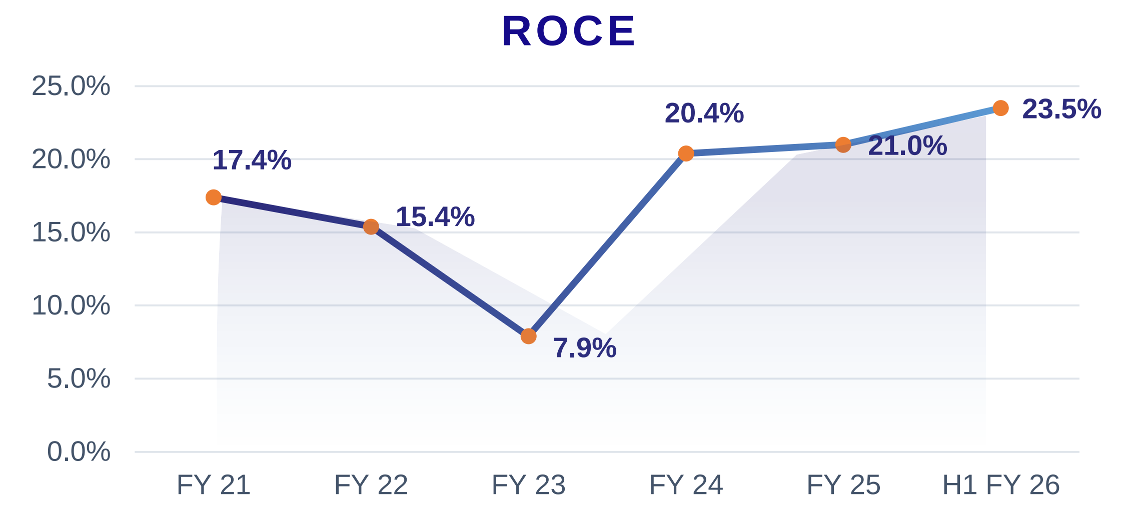
National iconic brand with pan-India presence

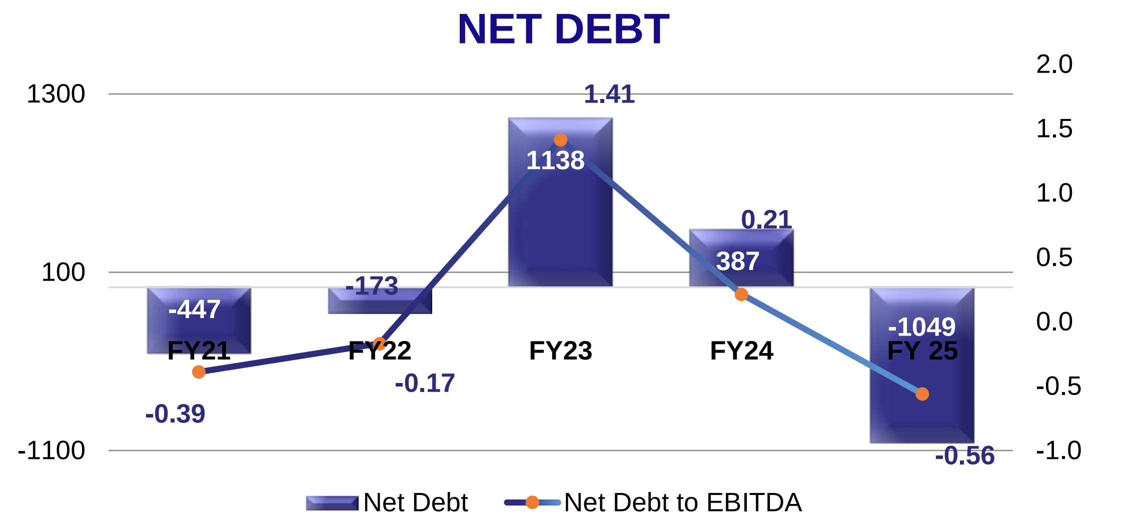
WSSL

Integrated producer from stainless steel-making to finished products

Welspun Corp – Continuous Growth Momentum





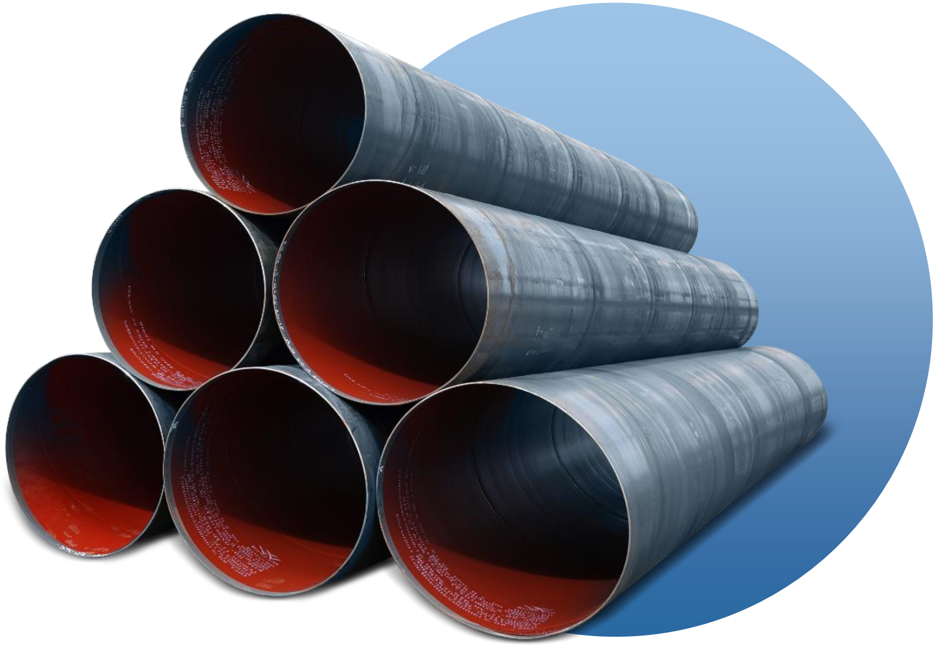


Total Order Book Value stands at

~ ₹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*	=	>1MN MT TOTAL

*Upcoming

Growth Drivers: USA

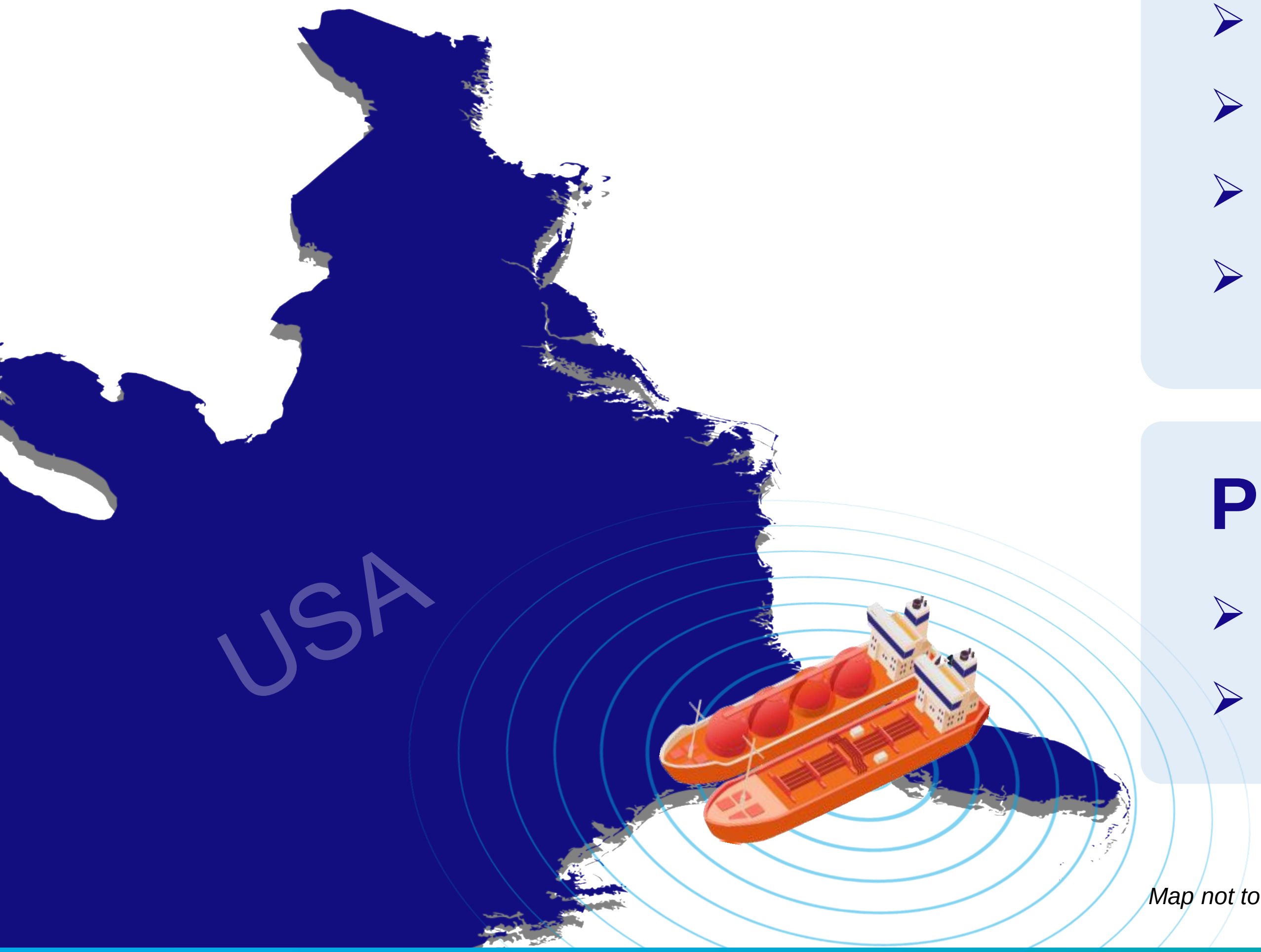
LNG Exports & Permian Play

Data Centers

NGL

Map not to scale, only for representation purpose.

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.

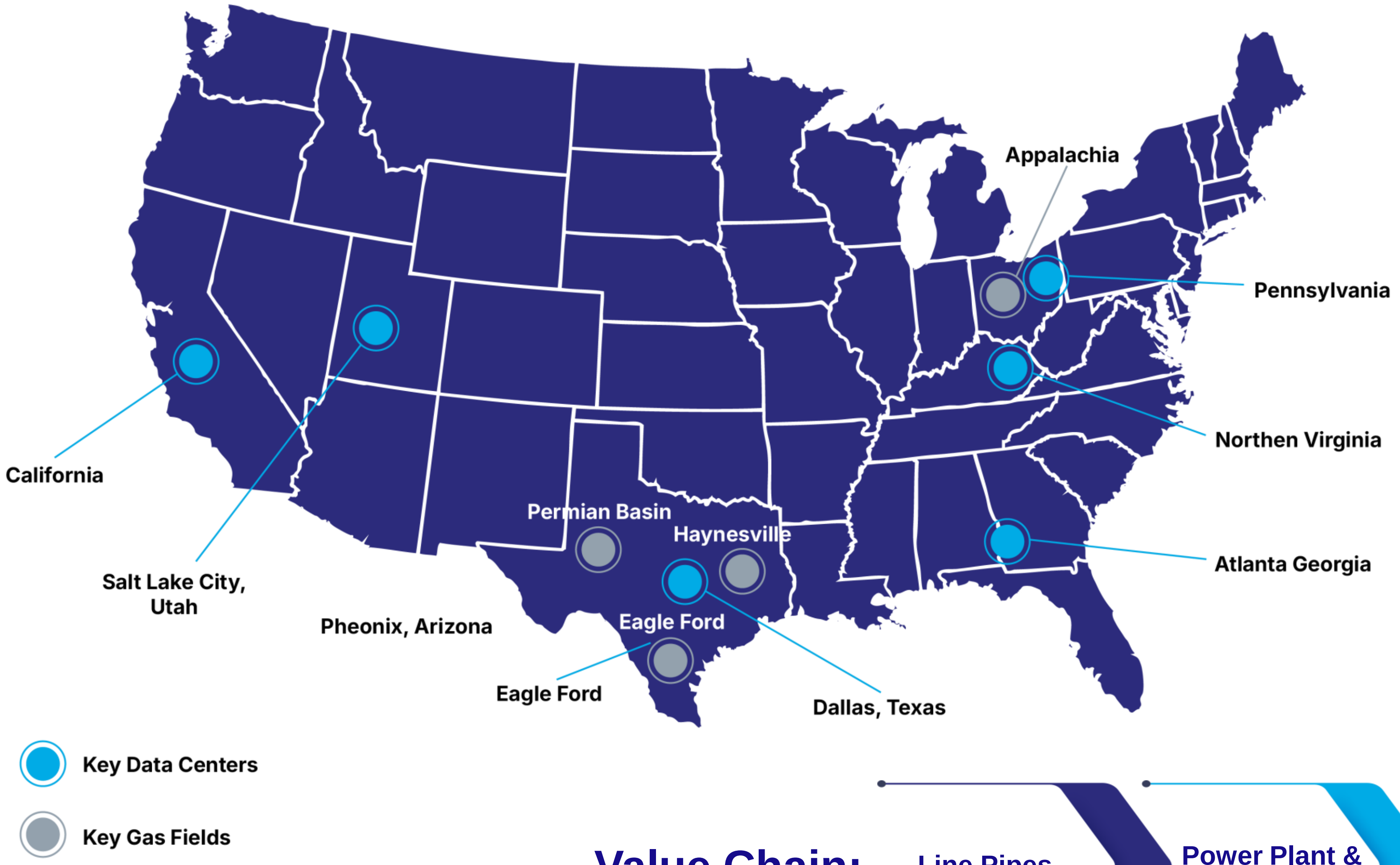
NGL

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



- Medium term requirement for NG - 8 to 10 bcfd
- This will require dedicated 4 to 5 pipelines

Value Chain: Line Pipes → Power Plant & Turbines → EPC → AI Data Centers Servers

Summary: USA

Largest Player

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

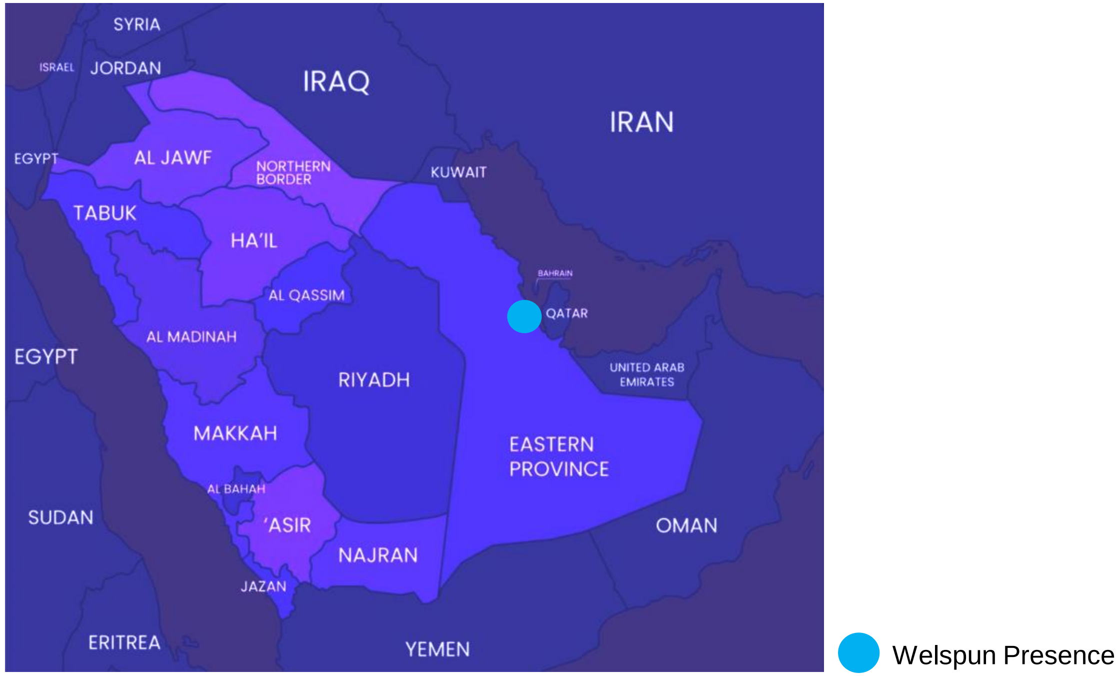
Robust growth potential

Pipes: Kingdom of Saudi Arabia

Capacity (KMTPA)

500	+	350	+	250	=	>1MN MT
HSAW (EPIC)		LSAW*		DIP*		TOTAL

- 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)



*Upcoming

Map not to scale, only for representation purpose.

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

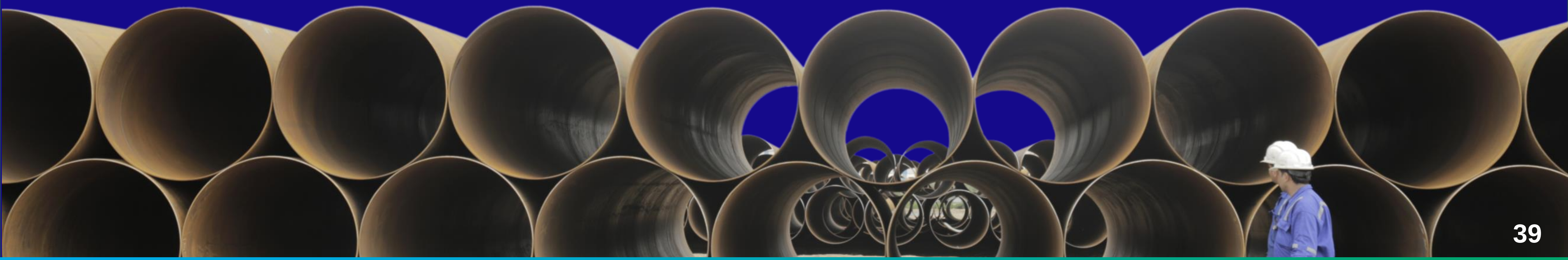
- 4,000 KM of Pipelines for O&G
- 2,000 KM of Large Dia Transmission Lines (HSAW) for Desalinated water
- Import Substitution of 200 KMT of DIP for Infra, Sewage and Water Distribution

Pipes: India

Capacity (KMTPA)

765	350	200	600	~2MN MT
HSAW	LSAW	ERW	DIP	TOTAL

- 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

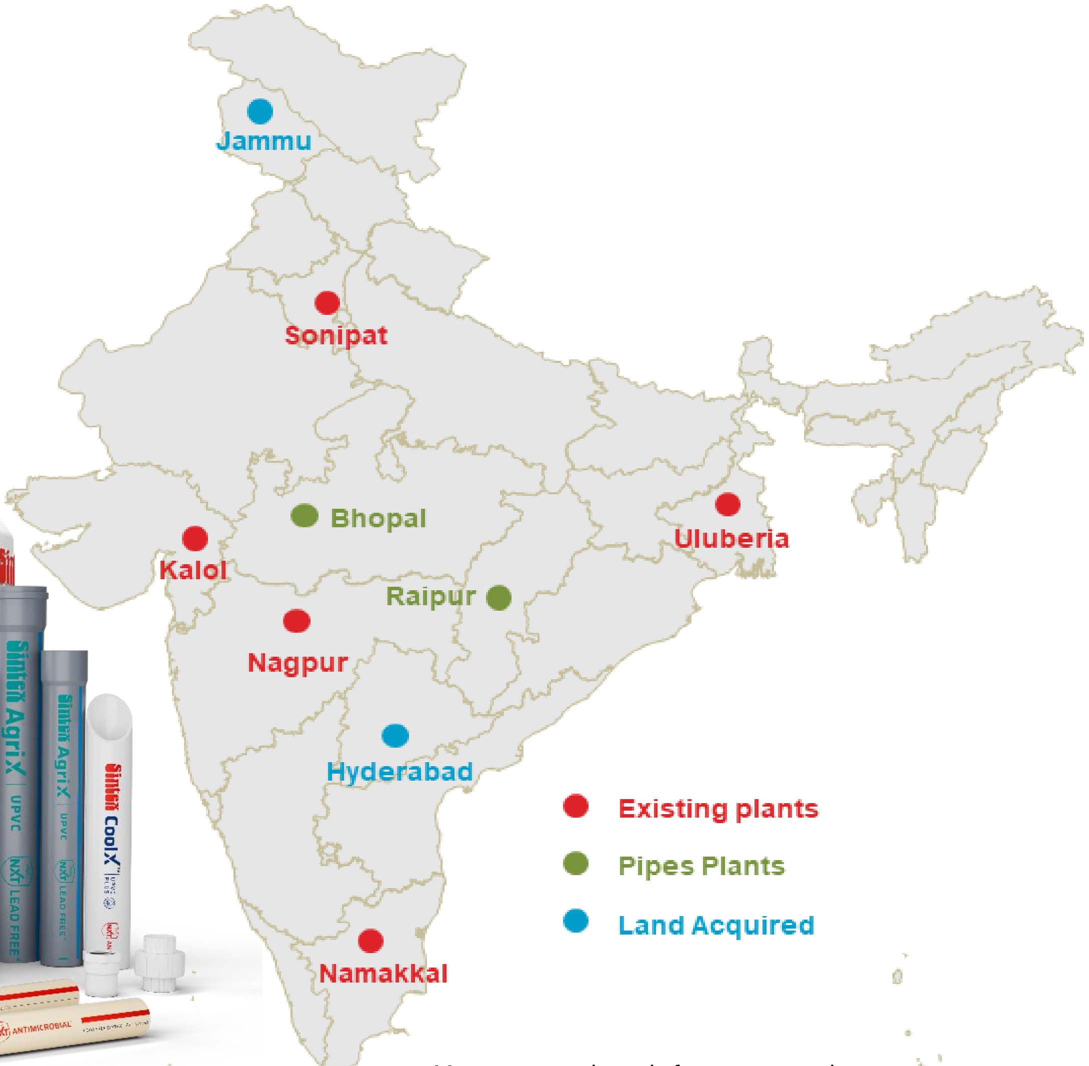


Growth Drivers: India

- 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

- Expanding product range from Water Storage Tanks to Plastic Pipes
- Increase in Total Addressable Market (TAM)
- Full range of plastic pipes: HDPE, UPVC, CPVC, SWR and OPVC
- B2B & B2C play

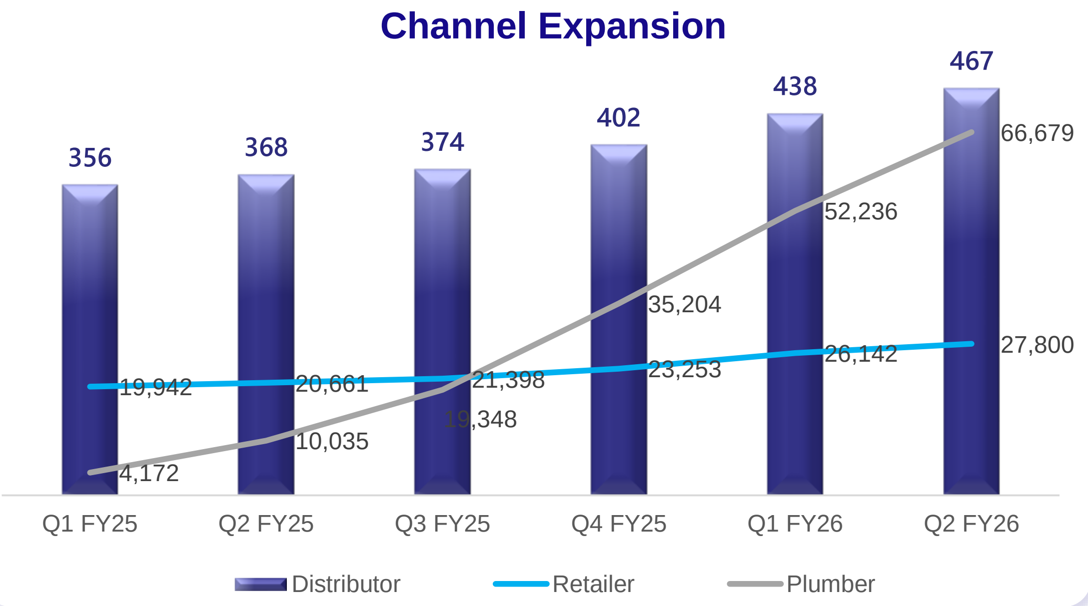


Map not to scale, only for representation purpose.

Growth Drivers: Sintex

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

Drainage System Pipes & Fittings

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

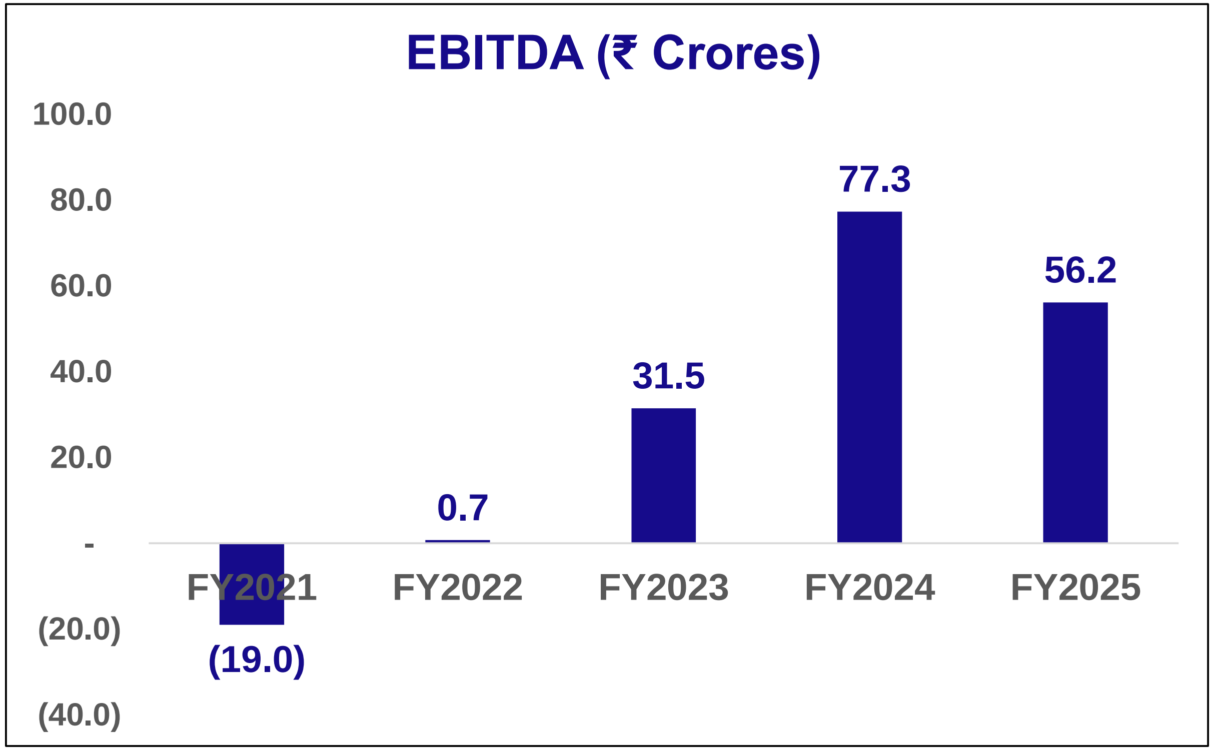
WSSL - Integrated producer from steel-making to finished products

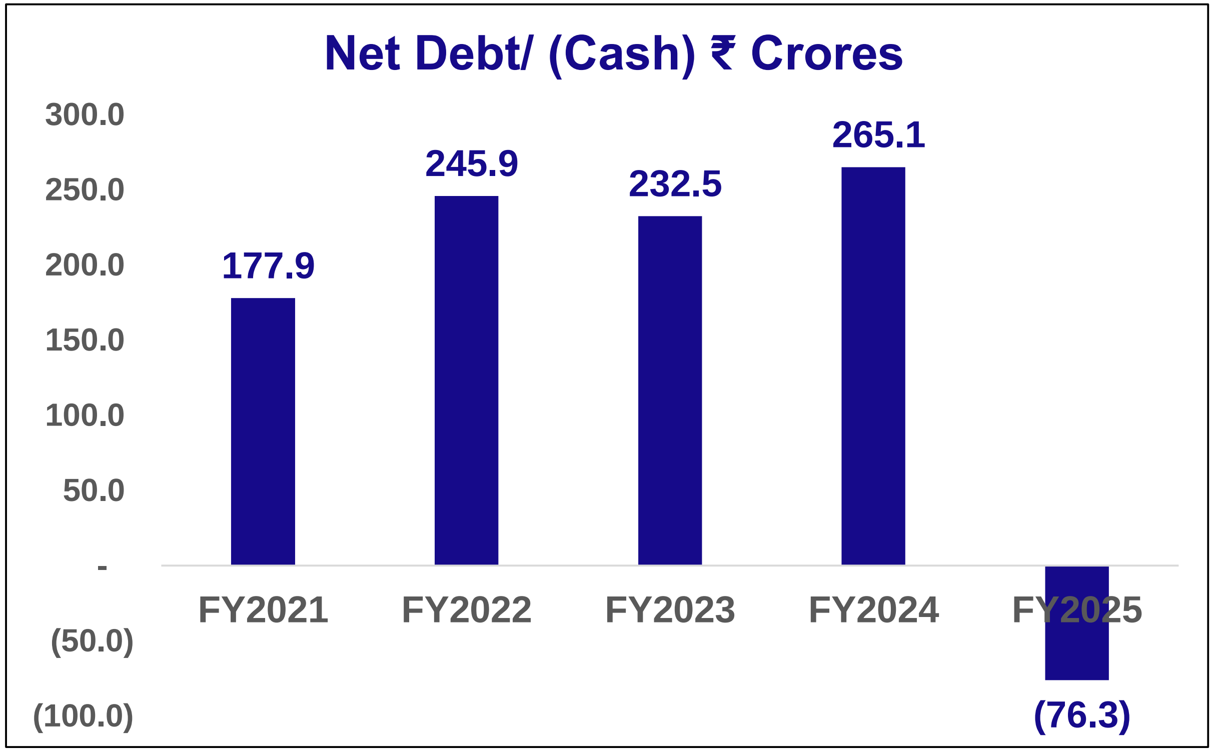
Capacity (KMTPA)

150	18
SS Bars	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

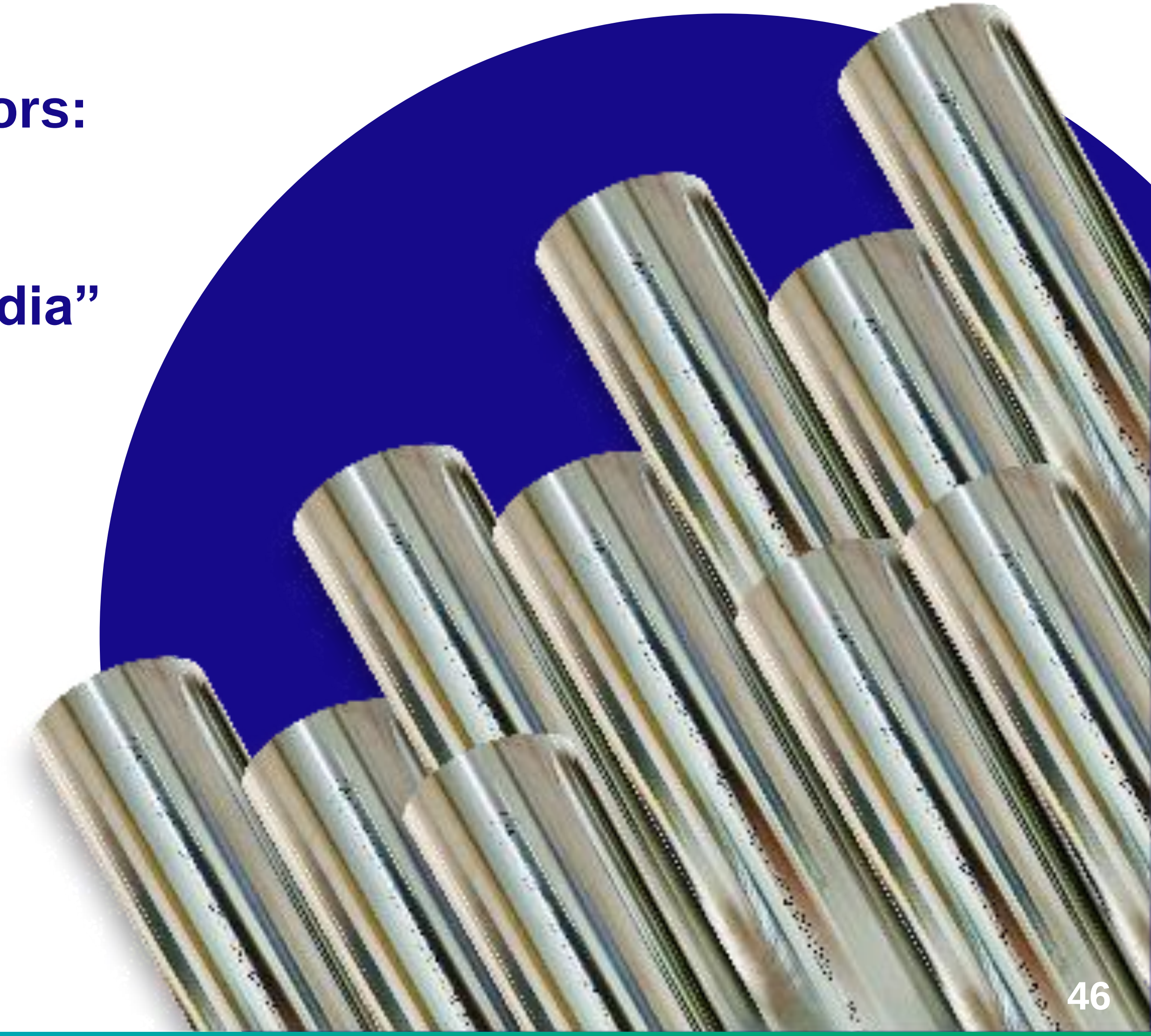
WSSL Financials: Turn-around Story





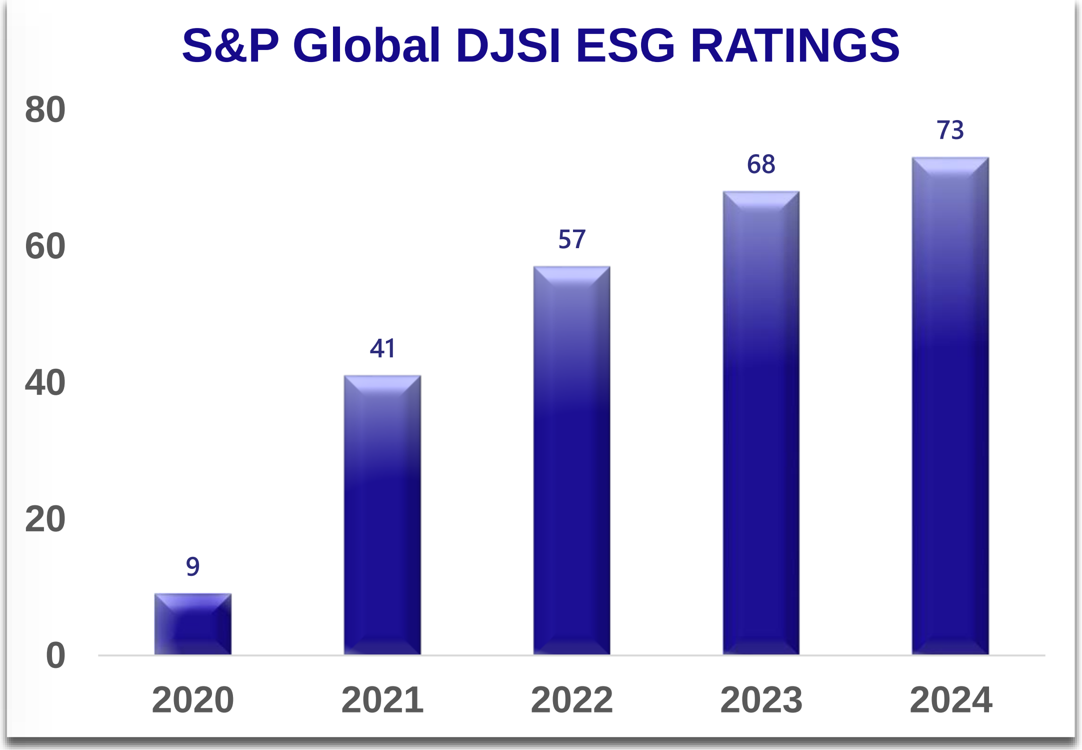
Growth Drivers: WSSL

- **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

- Carbon Neutrality by 2040
- Water Neutrality by 2040
- Zero waste to landfill

Summary: Welspun Corp

- Largest Global Player in Line Pipes
- Size, Scale and Approvals
- Growth from KSA, USA Data Centers, India Water and Exports
- Sintex: B2B + B2C
- Governance – Gold Standard
- 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 Limited

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

TAM- Total Addressable Market

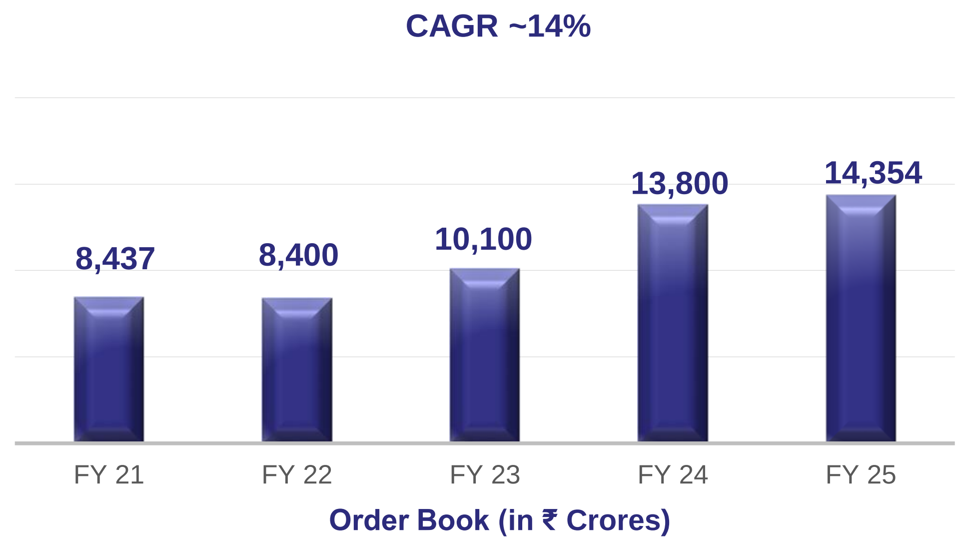
Governance Goals - Stakeholder focused

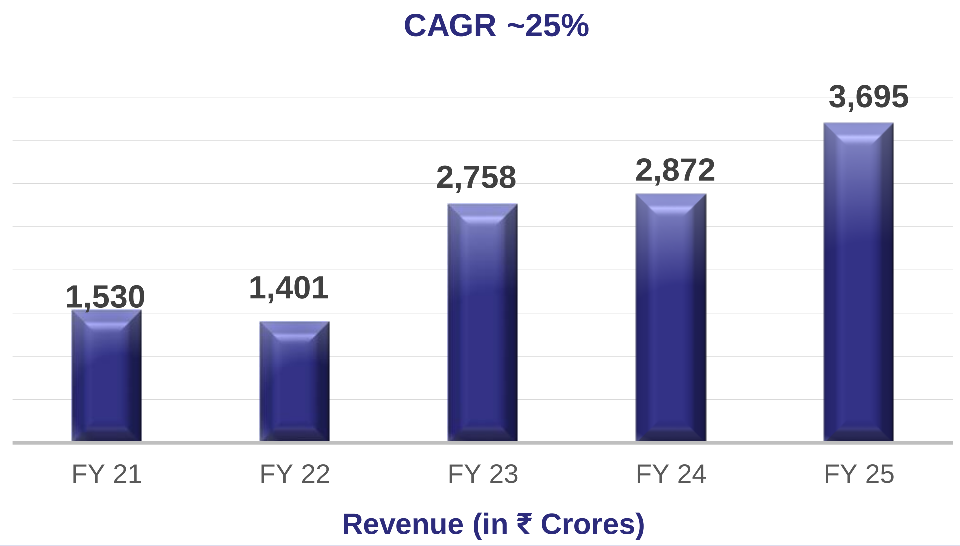
Prudent capital allocation:
Selective bidding, Clear focus on margins

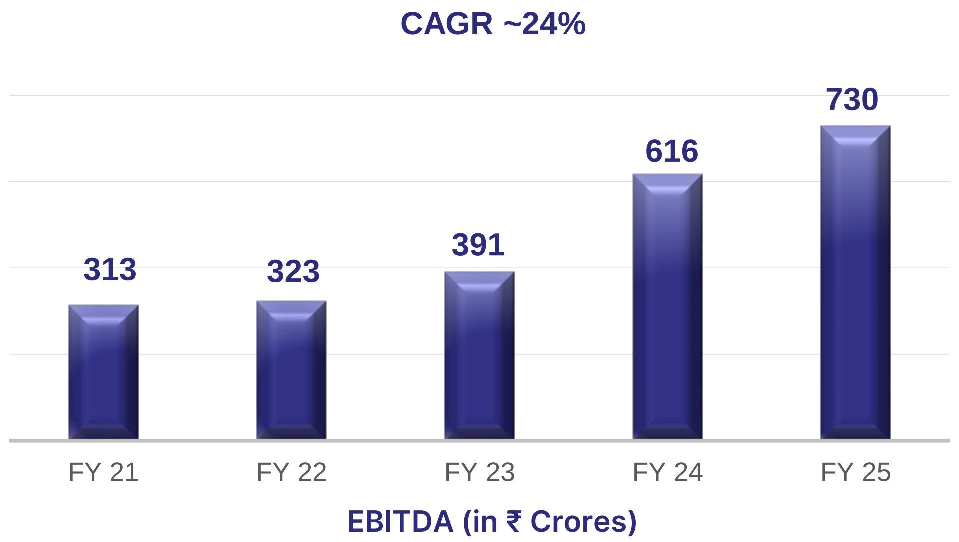
Asset light:
6 assets monetized, ASRP on track for monetization

Independent & Strong Board:
All statutory committees chaired & comprise of majority Independent Directors

Steady Track Record in Last 5 Years*

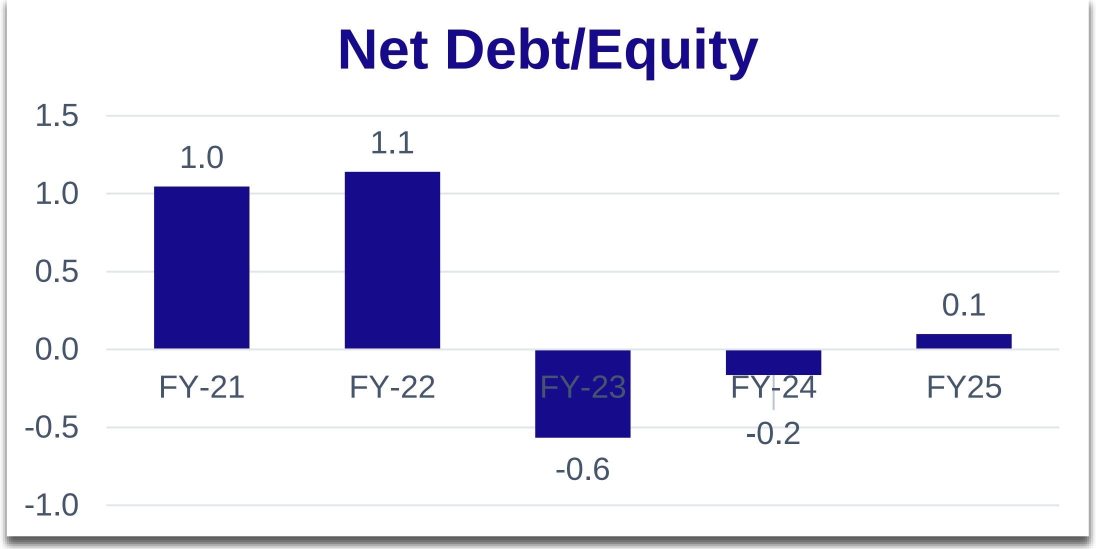


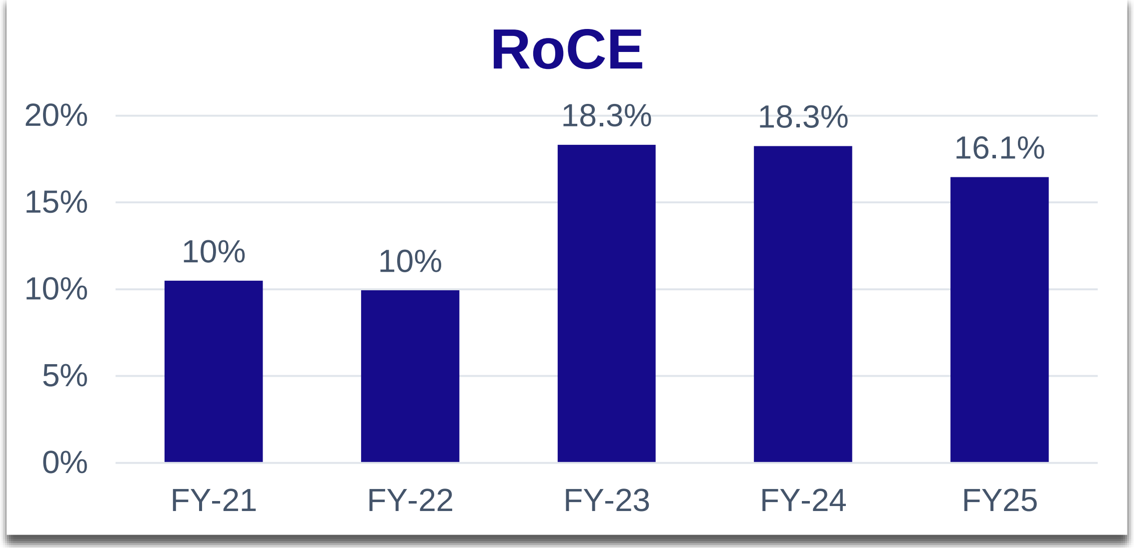


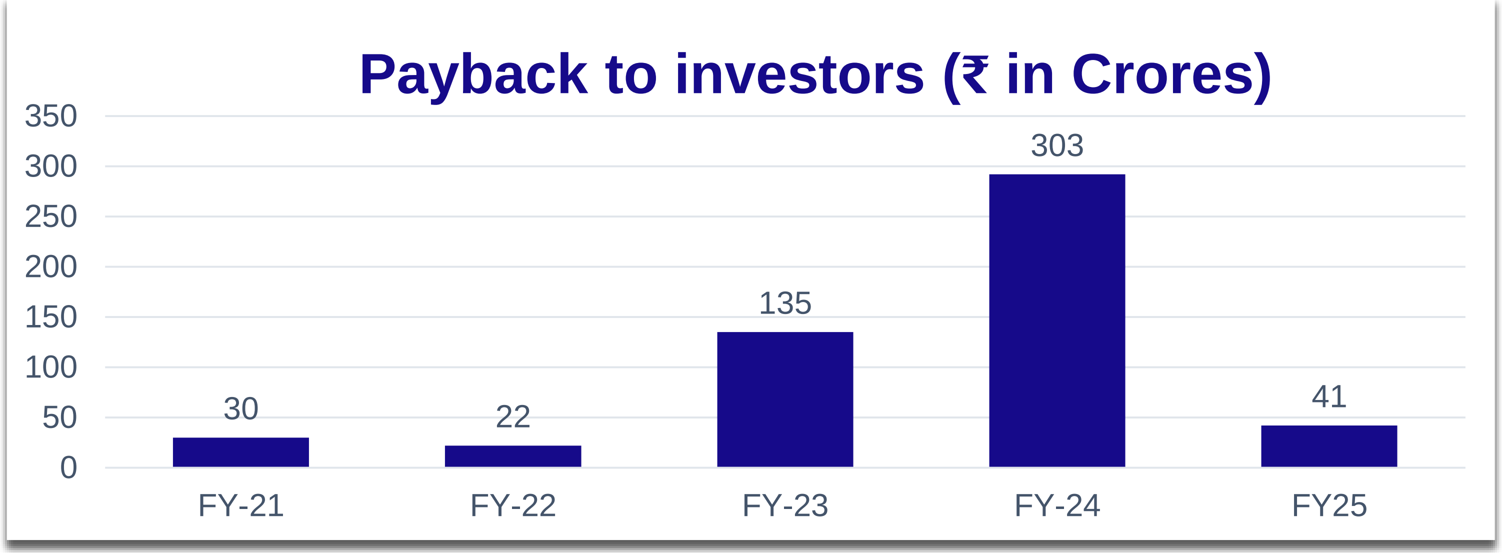


** At Consolidated level*

Steady Track Record in Last 5 Years







Green - Sector leading in ESG Rating

CRISIL

55 Progressive
Industry Average

Sustainalytics

36 Stable
Transition Zone

Advancing Low-Carbon Infrastructure

Note: ESG Data. FY 24 - 25

Summary: Welspun Enterprises

- Order book continues to grow at CAGR @~ 20-25%
- Revenue continues to grow at CAGR @ ~15-16%
- EBITDA margins @ ~18-20%
- Average RoCE continues @~18-20%
- Maintain strong liquidity position
- Strong Credit Rating in AA Category

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

Growth
Sustainable expansion, balancing organic and inorganic growth.

Product Enhancement
Shift from volume-based to value-based growth, improving margins and customer stickiness.

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

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

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

Governance & Wealth Creation
All these priorities converge towards shareholder value creation.

THANK YOU