

WCL/SEC/2025

November 13, 2025

To,

BSE Ltd. Listing Department, P. J. Towers, Dalal Street, Mumbai – 400 001. (Scrip Code: Equity - 532144), (NCD – 960491 and 973309)	National Stock Exchange of India Ltd. Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051. (Symbol: WELCORP, Series EQ)
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Dear Sirs/ Madam,

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

Ref.: a. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time (“Listing Regulations”)
b. ISIN: INE191B01025

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.

Thanking you.

Yours faithfully,
For **Welspun Corp Limited**

Kamal Rathi
Company Secretary and Compliance Officer
ACS - 18182

Welspun Corp Limited

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E-mail: companysecretary_wcl@welspun.com | Website: www.welspuncorp.com

Registered Address: Welspun City, Village Versamedi, Taluka Anjar, District Kutch, Gujarat 370110. India

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Corporate Identity Number: L27100GJ1995PLC025609

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





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^WWORLD

Welspun^WLIVING



Global - Home Textiles

Flooring

Advanced Textiles

Welspun^WENTERPRISES



Water Infra & Treatment

Transport Infra

Tunnelling

O & M Capability

Welspun^WCORP

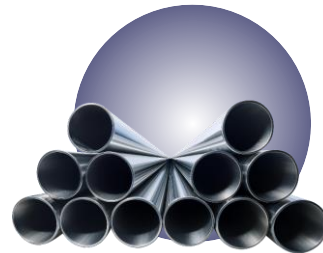


Global Line Pipe

Building Materials
(Plastic Pipes & Tanks, TMT)

Welspun^WSPECIALTY SOLUTIONS

Alloy & Stainless | Bars & Tubes



Integrated producer
from steel-making
to finished products



REVENUE
~₹30,000 Crores



EBITDA
₹4,000+ Crores



Workforce
35,000+

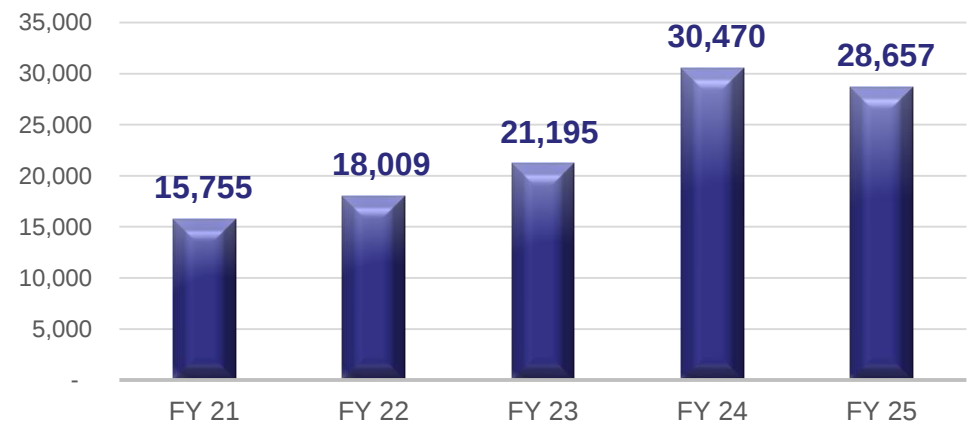


Customer Presence in
50+ Countries
Associated with fortune 100
(O&G majors, Top retailers)

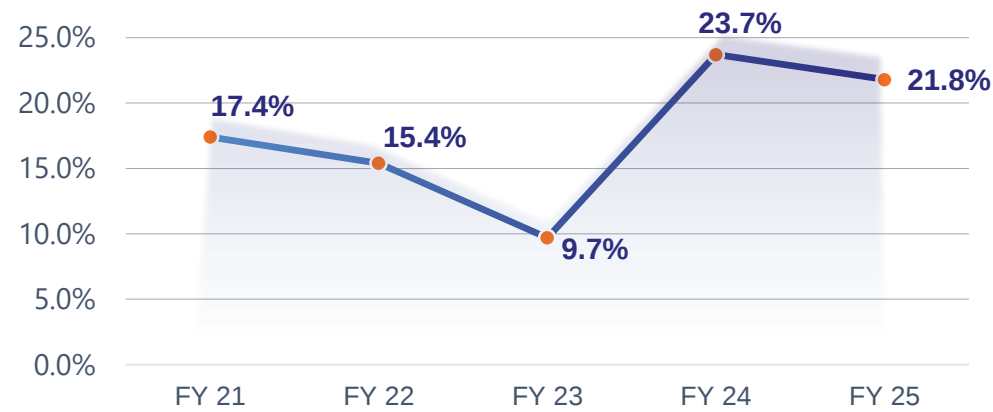
Continuous Growth Momentum



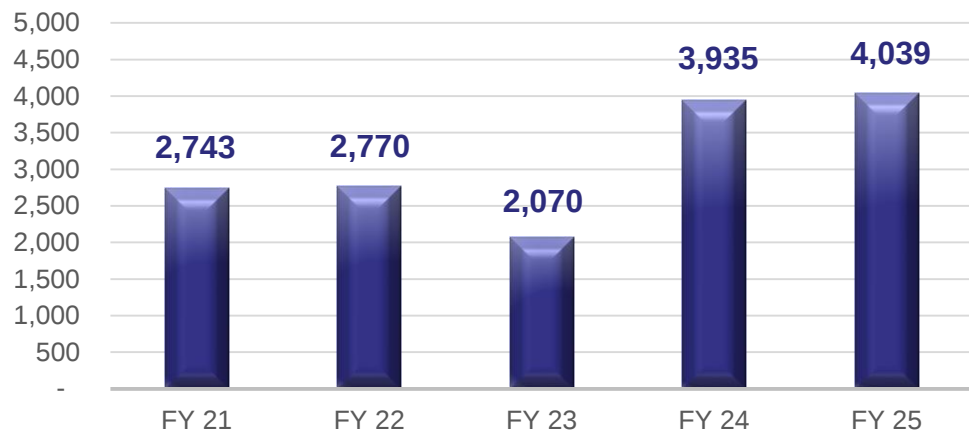
WELSPUN GROUP REVENUE



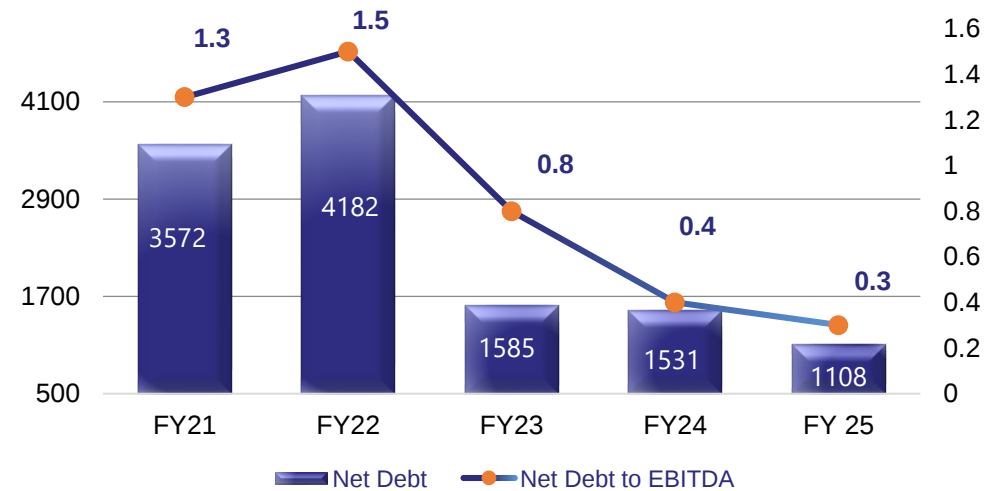
ROCE



WELSPUN GROUP EBITDA



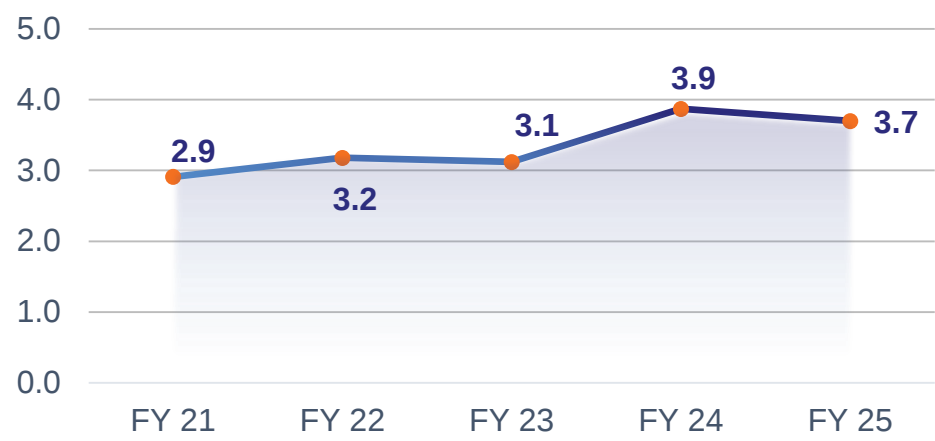
WELSPUN GROUP NET DEBT



Balance Sheet

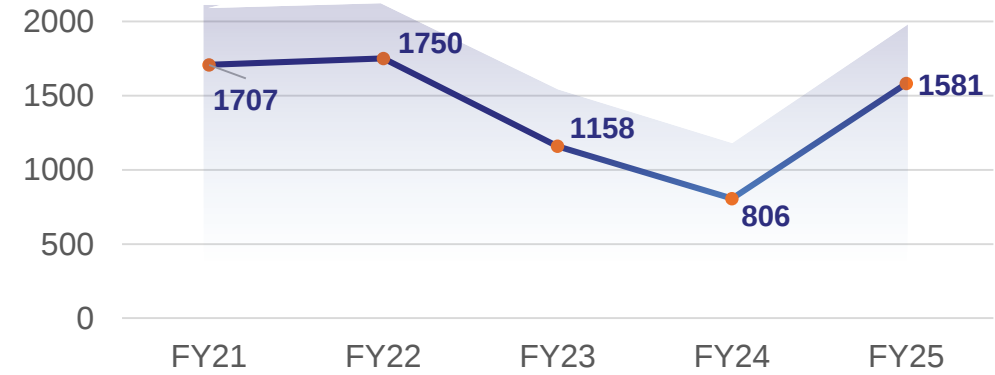


FIXED ASSET T/O RATIO



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

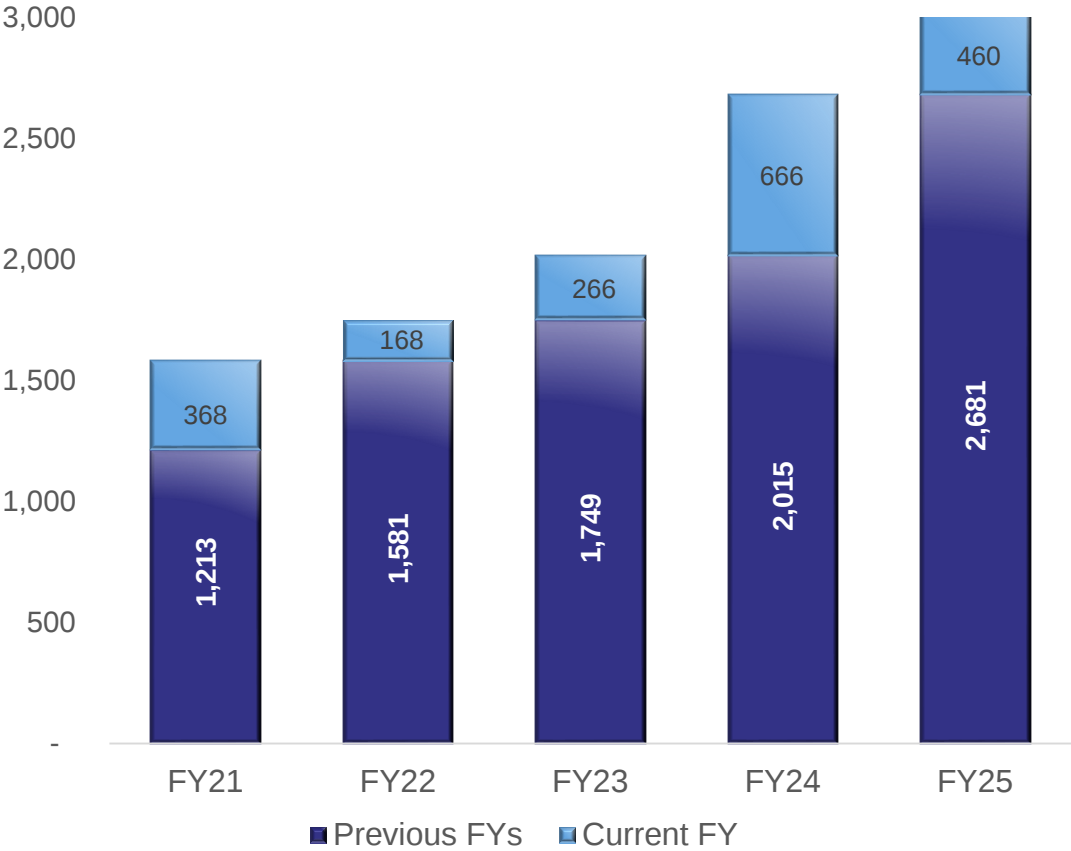
CREDIT RATING

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

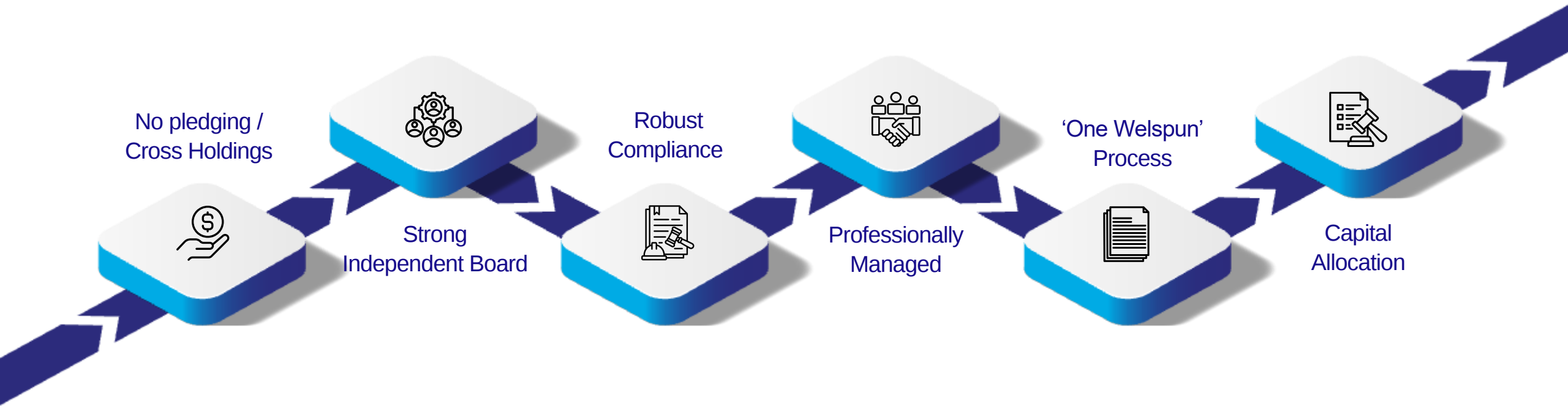


Green



Growth





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.

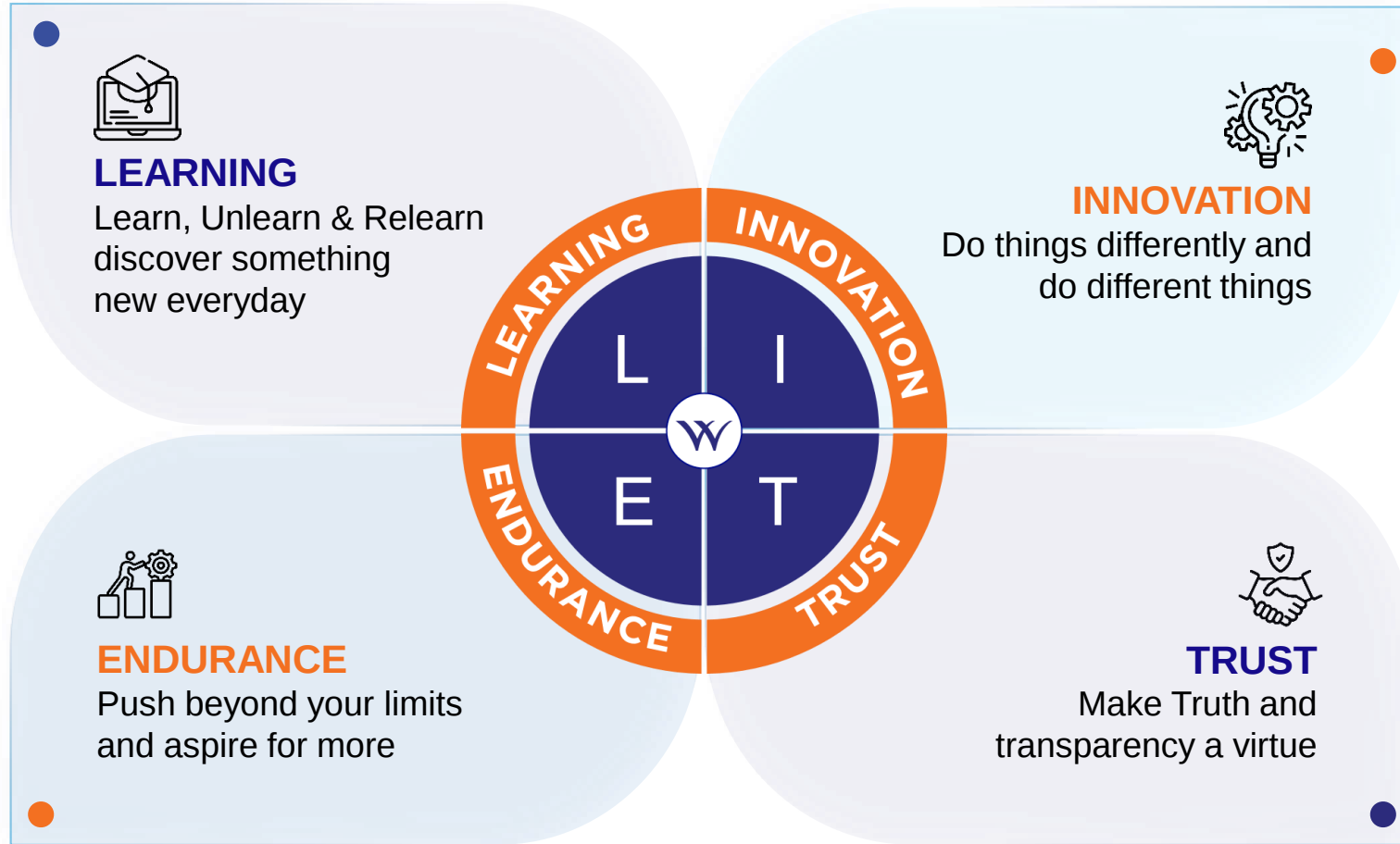


YASHOVARDHAN AGARWAL

MD, Welspun BAPL
& Director at Sintex



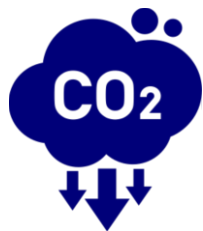
Values & Culture that Empower Success





- 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



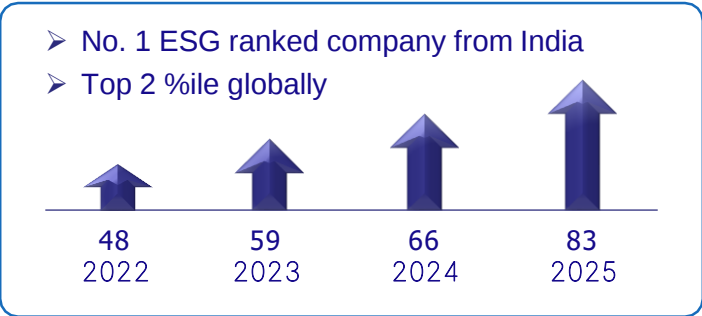
Farmers

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

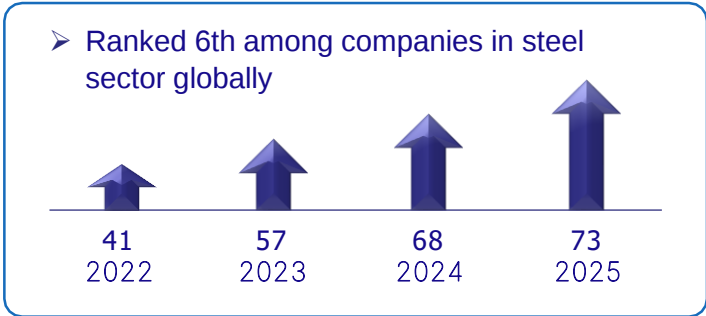


ESG ratings

Dow Jones
Sustainability Indices



Welspun Living Limited



Welspun Corp Limited



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	Large diameter Pipes	Transport and Water Infra	Integrated producer from steel-making to finished products
Welspun Living	Welspun Corp	Welspun Enterprises	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

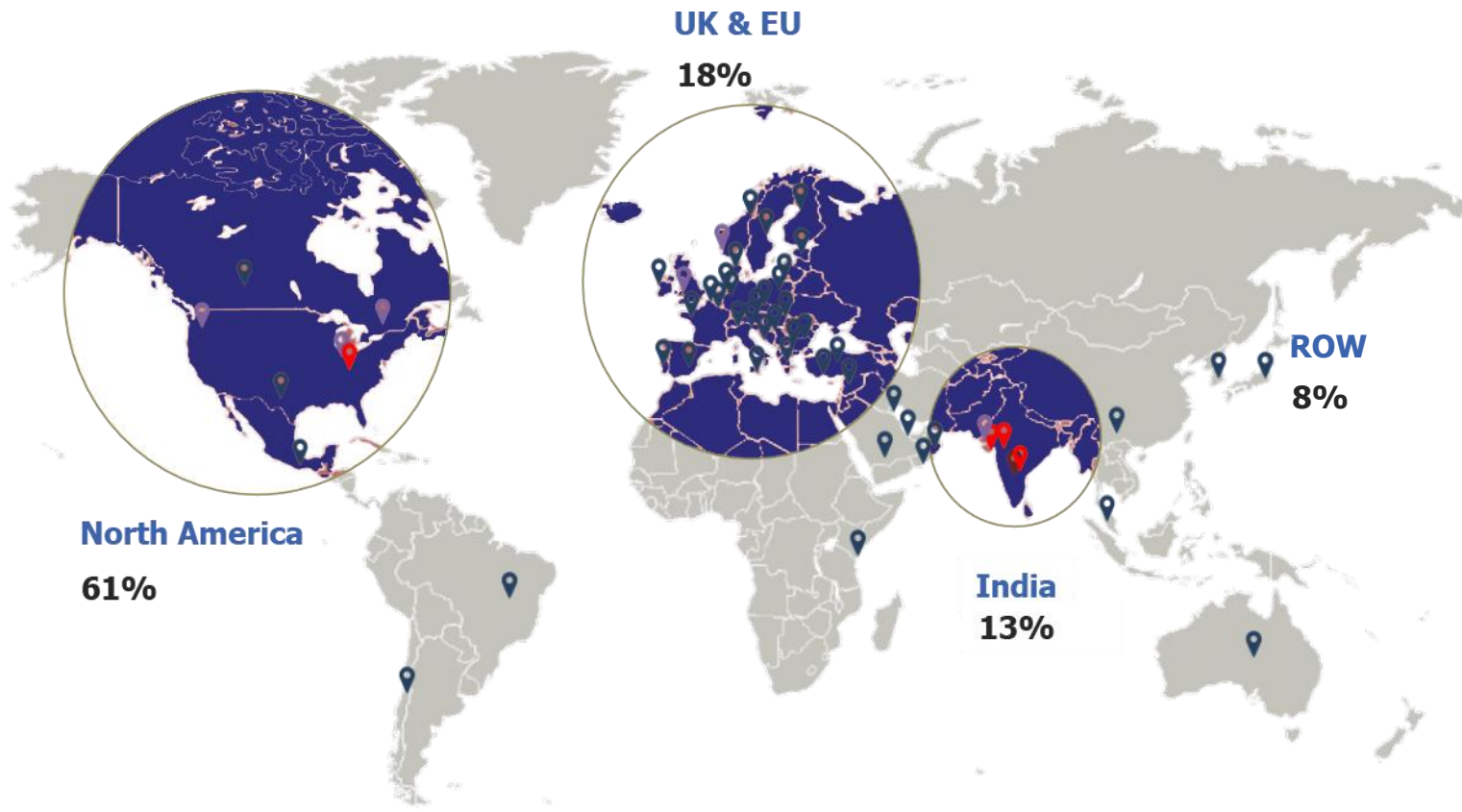
High US tariffs	Towels – Largest global capacity in the world	Sintex B2B, B2C Investment in pipe underway	USA/KSA – Globally largest LSAW company in the world and one of the largest in DI	₹ 5500 crores CAPEX spread over 3-4 years in USA	Focus is on Water	Water - Transportation, Treatment and distribution	Tunnelling
Welspun Living	Welspun Corp			Welspun Enterprises			



Welspun^WLIVING

Welspun Living: Global Home Solutions Leader

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



📍 Country Served 🏠 Warehouses 🏭 Manufacturing Facility

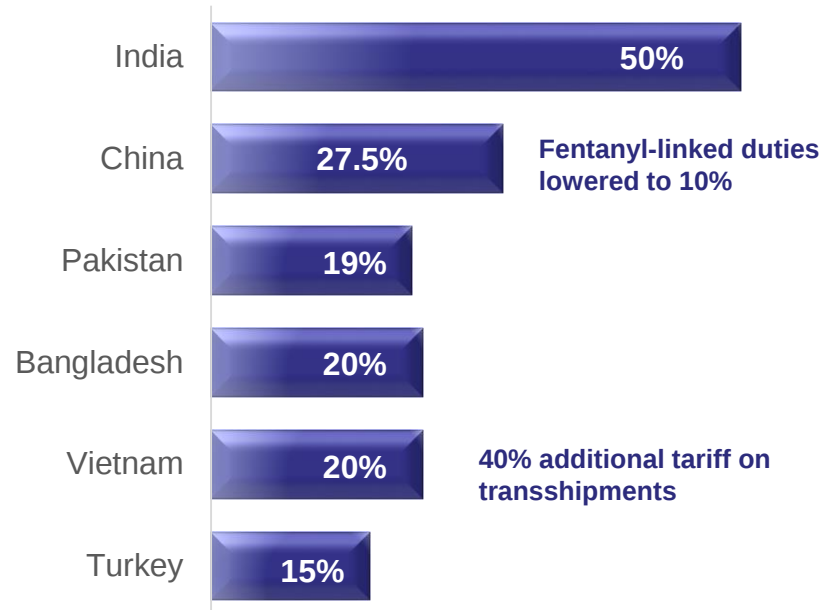


- **\$1.25 Bn** Revenue
- **14-15%** EBITDA (avg.)
- **50+** Countries
- **47** Patented Technologies
- **Top 4** Globally in ESG
#1 in India (DJSI)
- **Top 10** India's Best Companies to work for

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

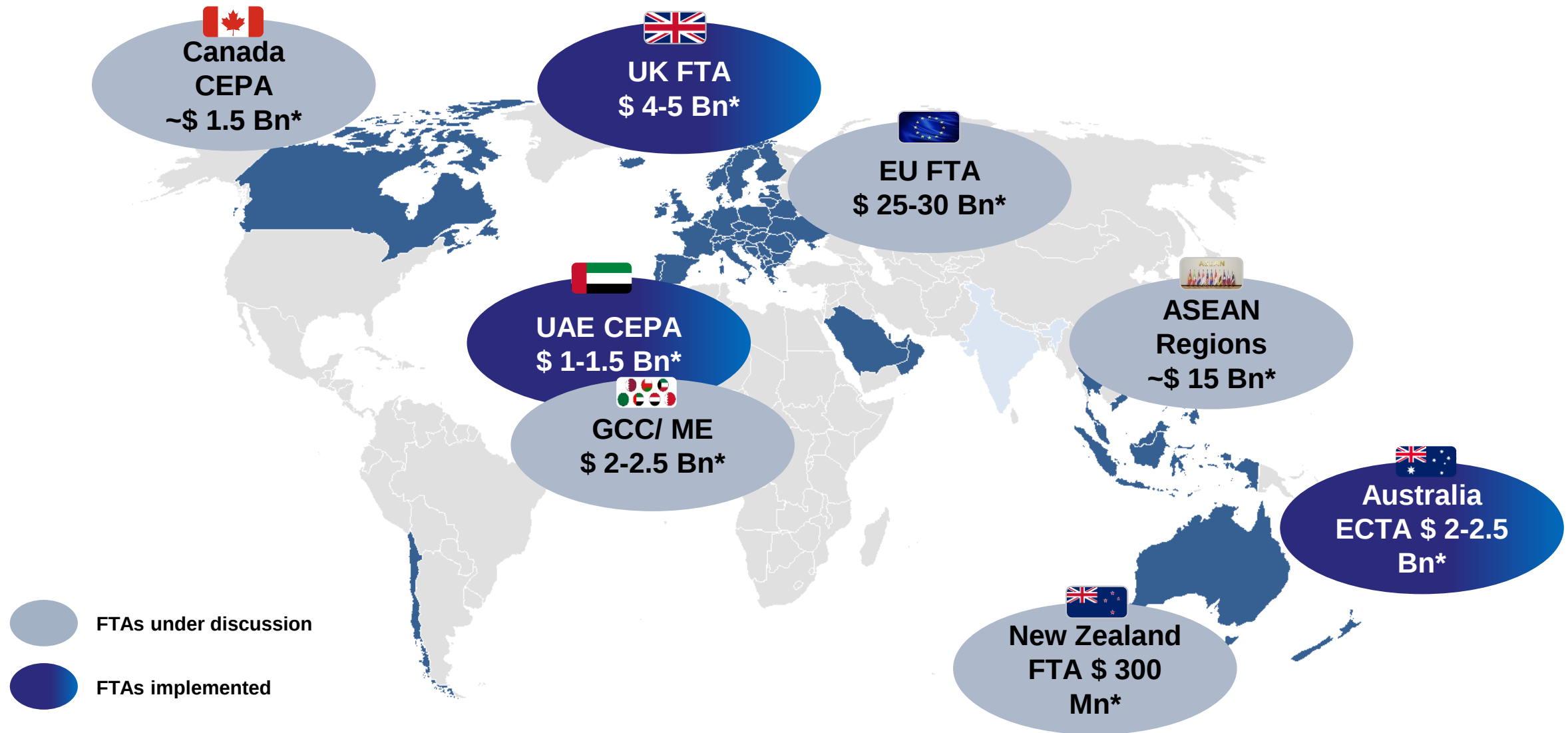
Aim to enhance their bilateral trade volume to \$500 billion by 2030

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



Building the next frontier: ROW business

~7% current share of business

#1 Vision to be global market leader in Towels

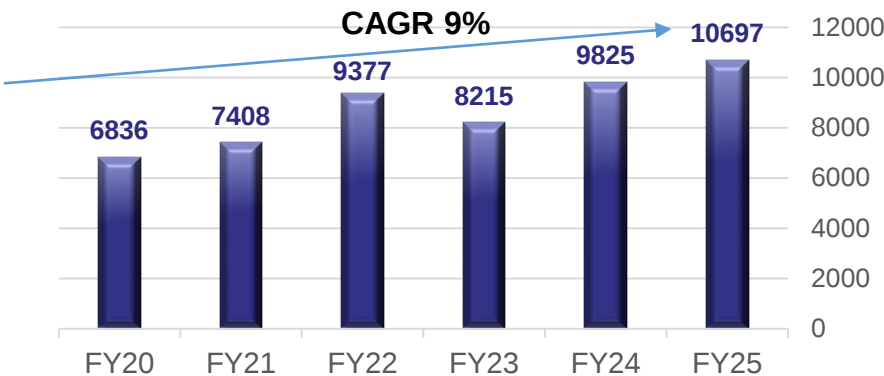
100+ countries vision from current footprint of 50+



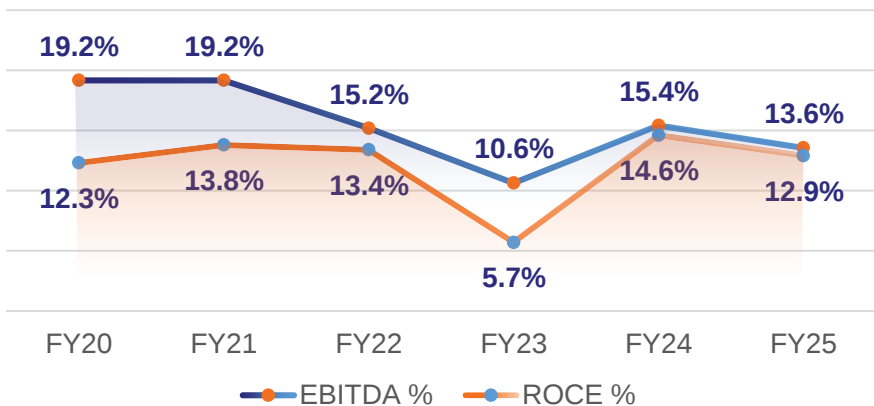
Steady Track Record in Last 5 Years



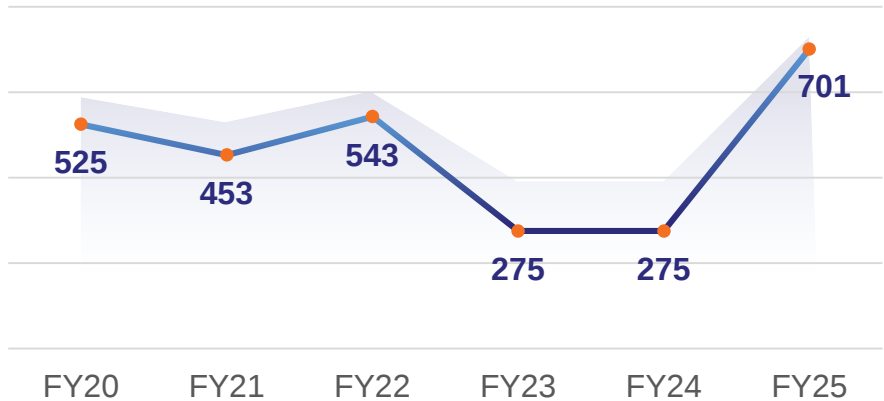
REVENUE (₹ Crores)



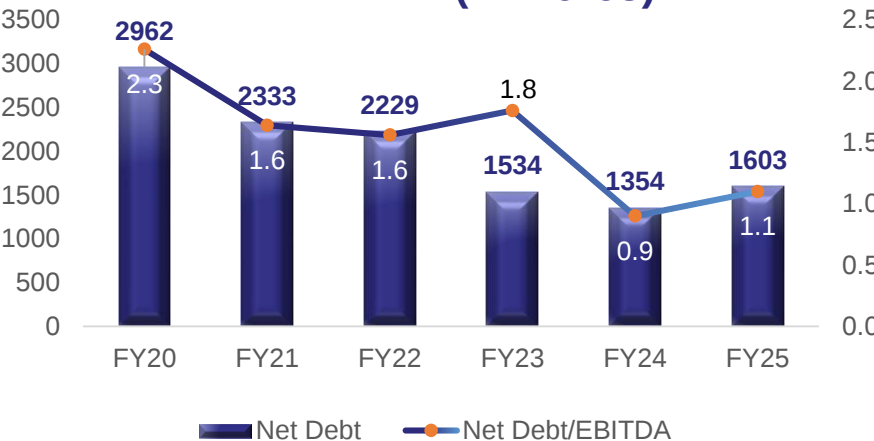
PROFITABILITY %



CAPEX (₹ Crores)



NET DEBT (₹ Crores)



Every Crisis is an Opportunity



15000
Medium Term



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

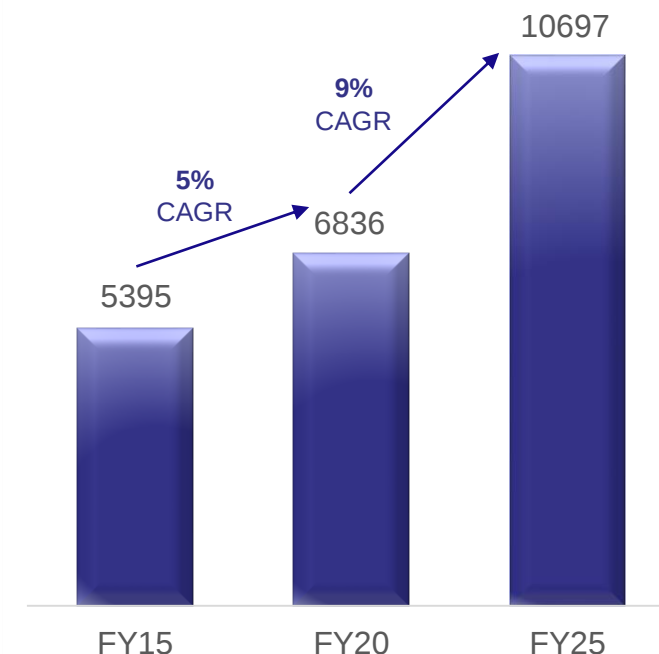
₹1500 Crores+ Own Brands
Business in Medium Term along
with India business

20+% growth aspiration in
soft flooring business

++ Cost and Efficiency Focus

EBITDA% >>> 15-16%

Revenue in ₹ Crores



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

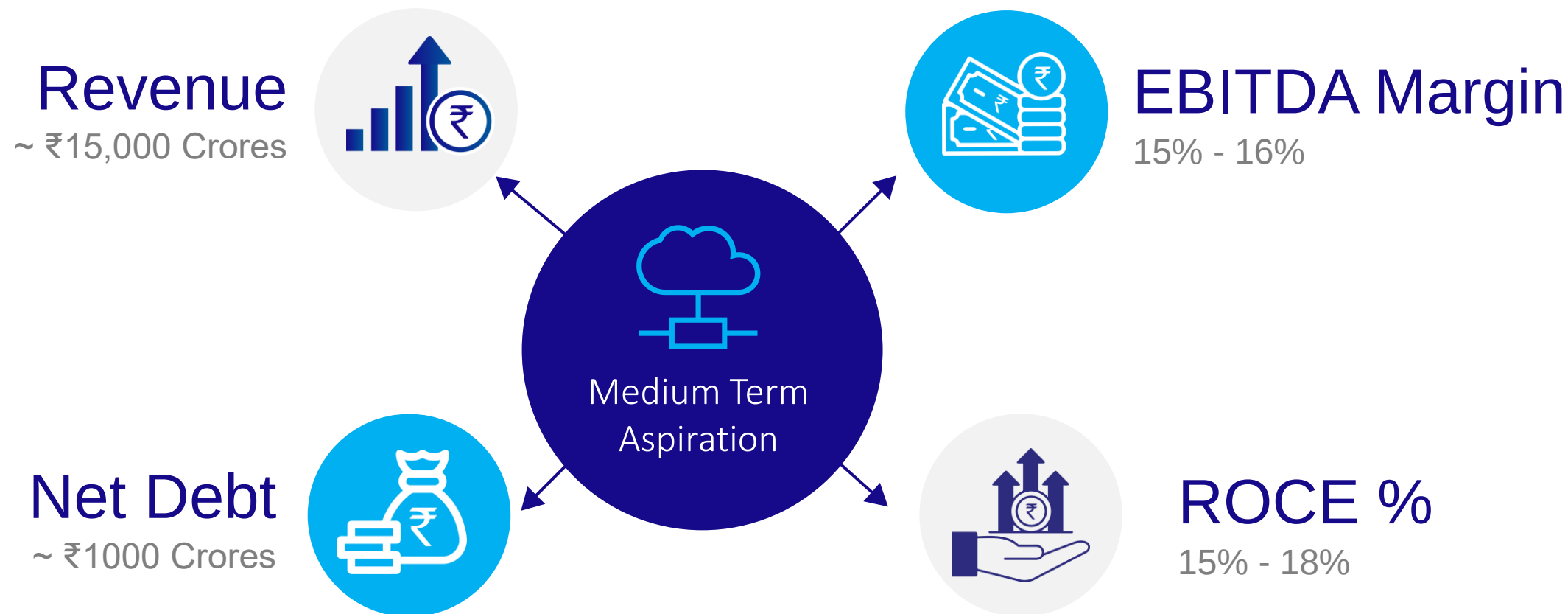
0 Hazardous waste to Landfill (MT)

1 Mn Lives in CSV (cumulative)

Summary: Welspun Living



We remain committed to long-term value creation



Regional Expansion

Category Expansion

Scaling up Brands



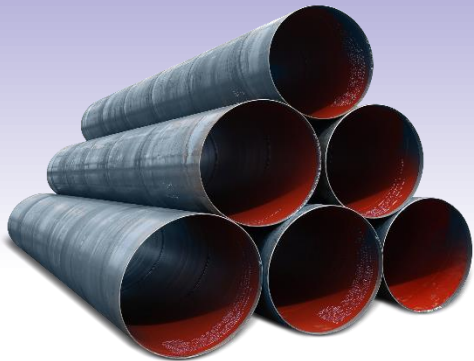
Welspun^WCORP

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

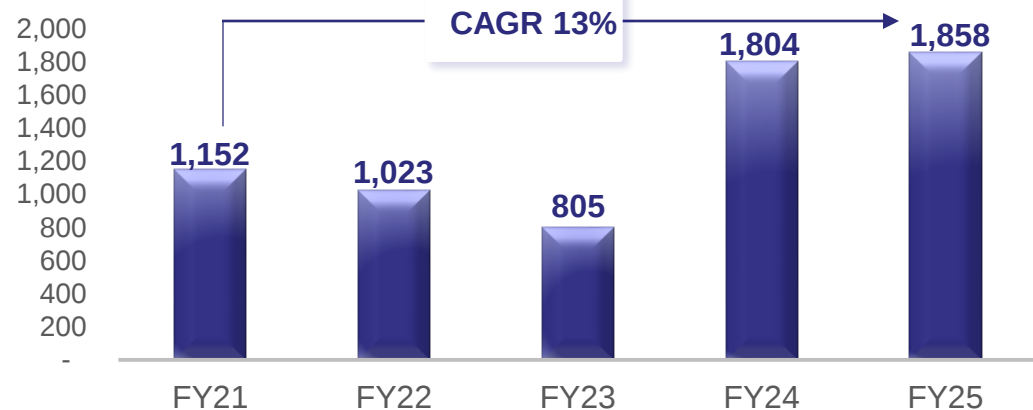
Integrated producer
from stainless steel-
making to finished
products



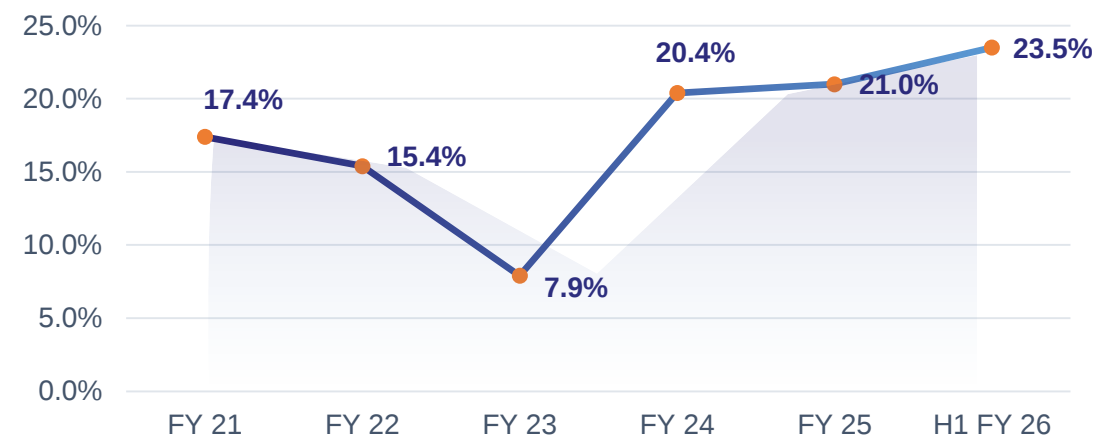
Welspun Corp – Continuous Growth Momentum



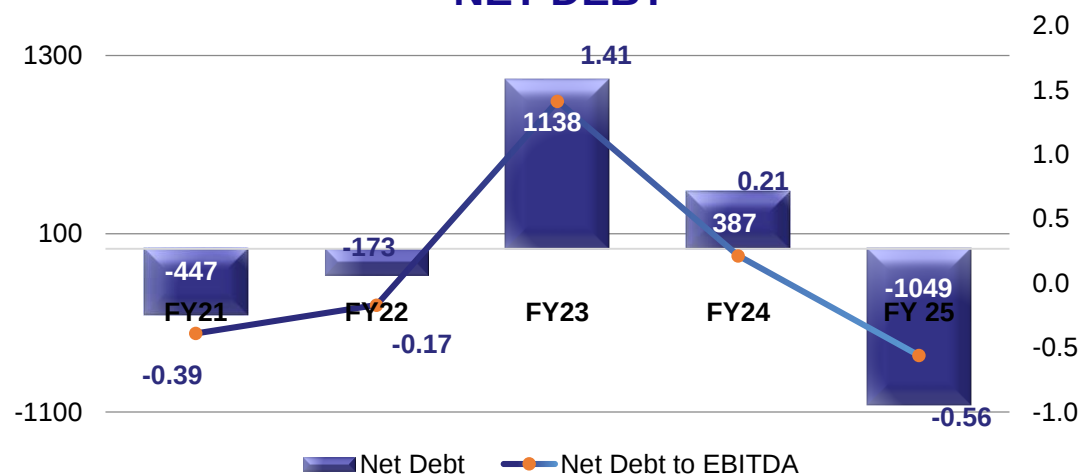
EBITDA



ROCE



NET DEBT

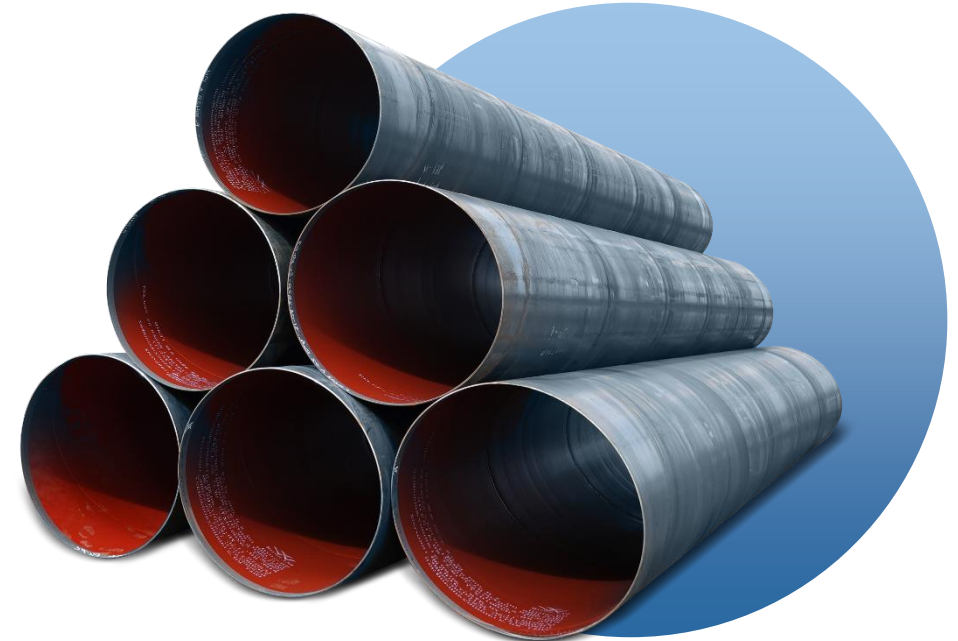


Total Order Book Value stands at
~ ₹23,500 Crores

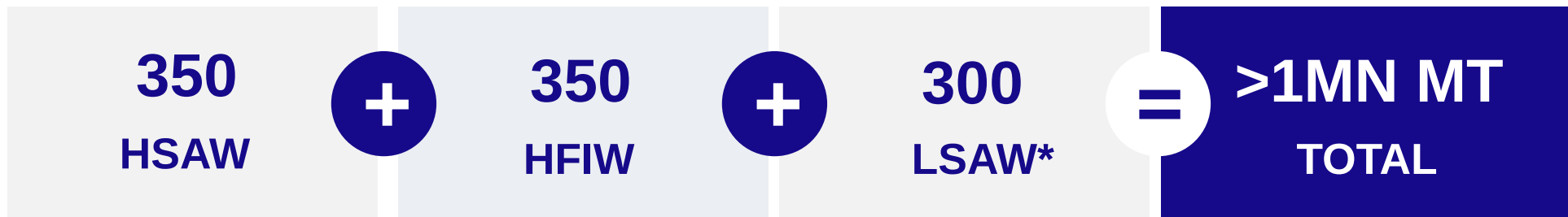
Line Pipes: USA



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



Capacity (KMTPA)



**Upcoming*

Growth Drivers: USA

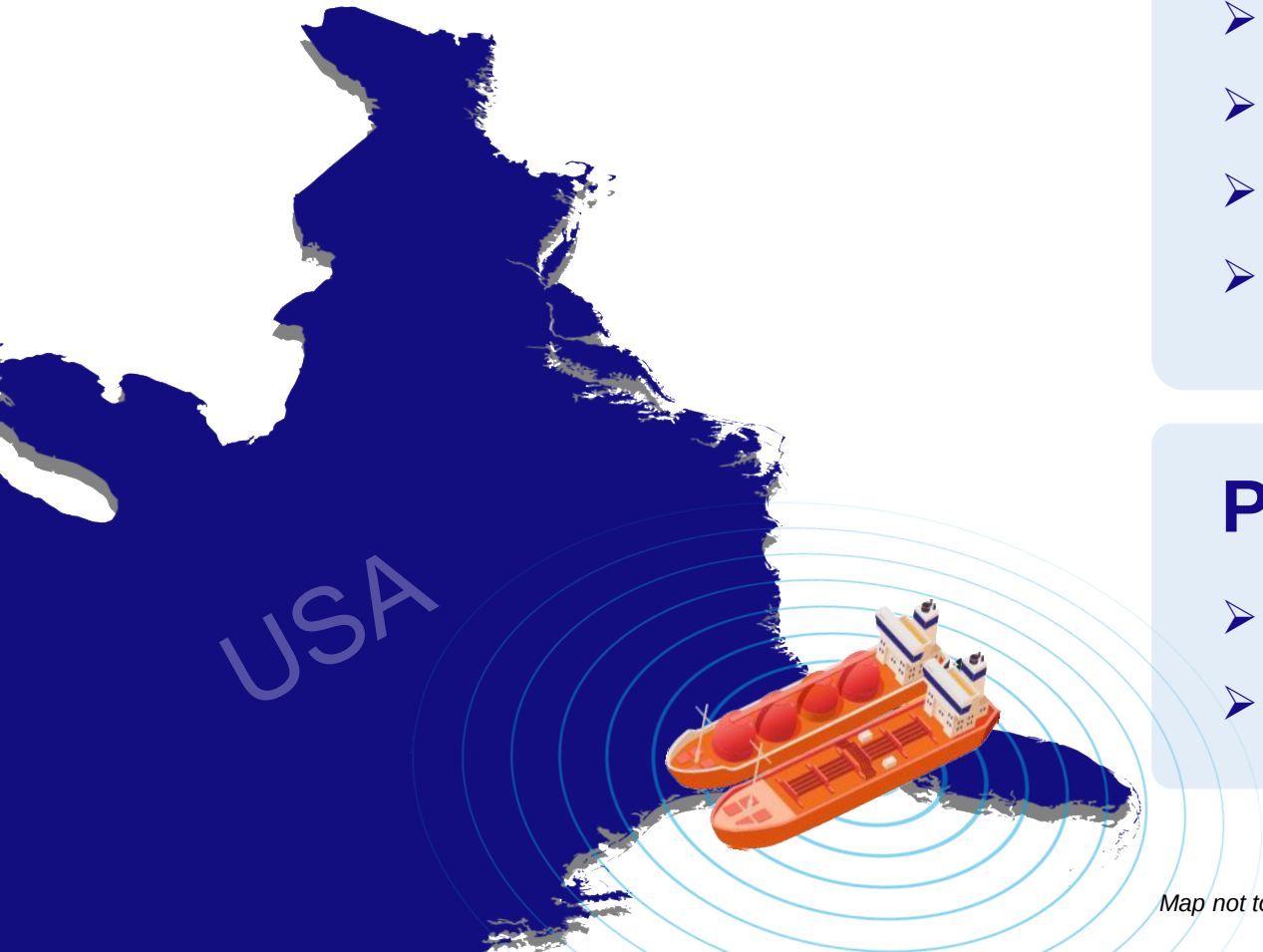


LNG Exports &
Permian Play

Data Centers

NGL





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.

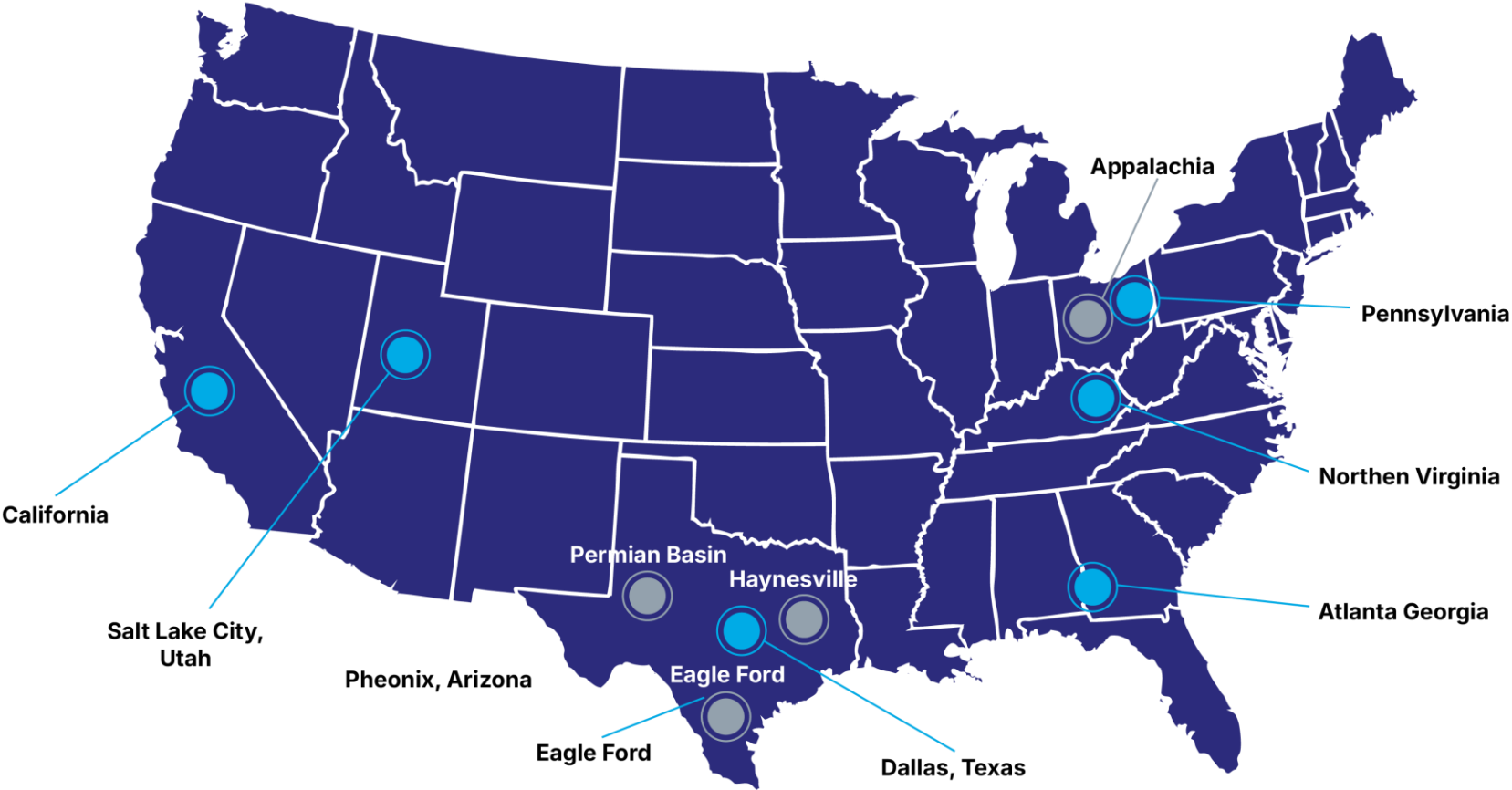


NGL (Natural Gas Liquids)

- 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

- Key Data Centers
- Key Gas Fields

Value Chain:



Summary: USA



**Largest
Player**

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

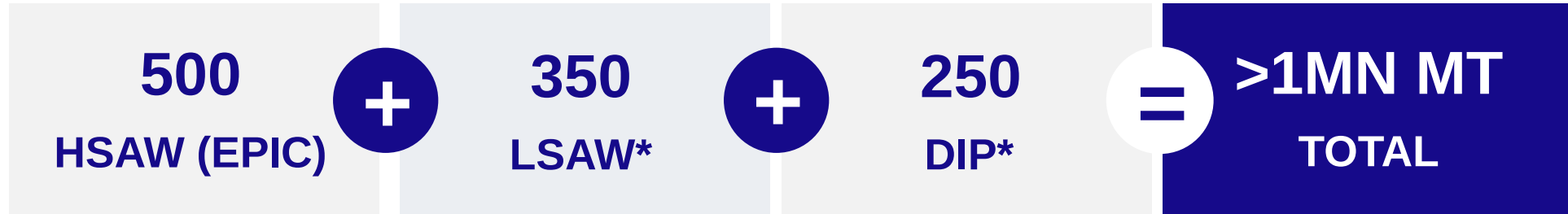
**Robust growth
potential**



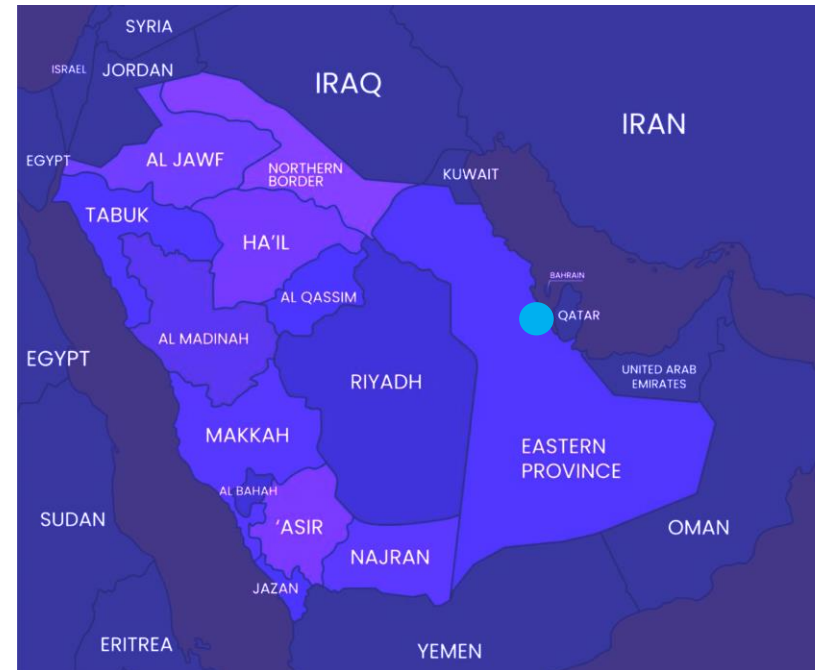
Pipes: Kingdom of Saudi Arabia



Capacity (KMTPA)



- 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

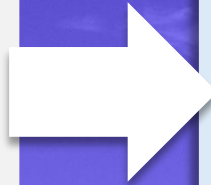
*Upcoming

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

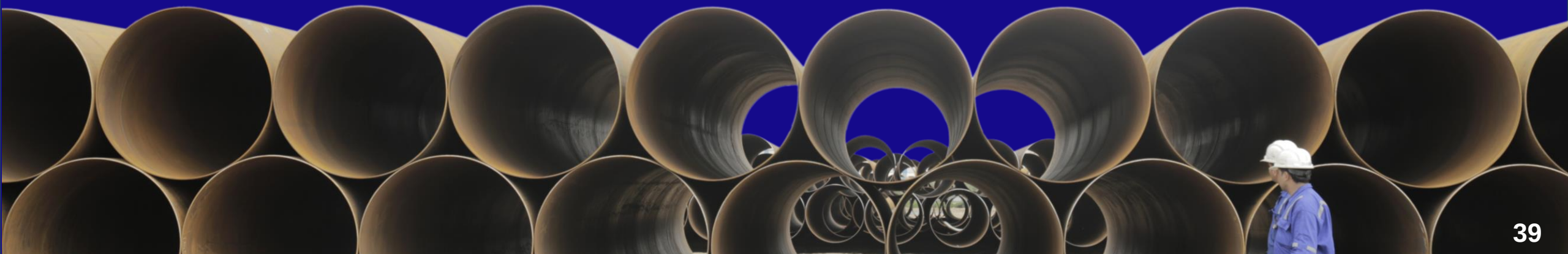
Pipes: India



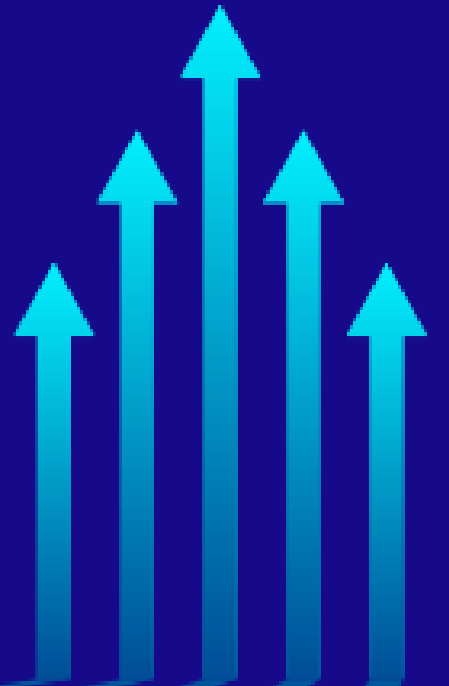
Capacity (KMTPA)



- 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



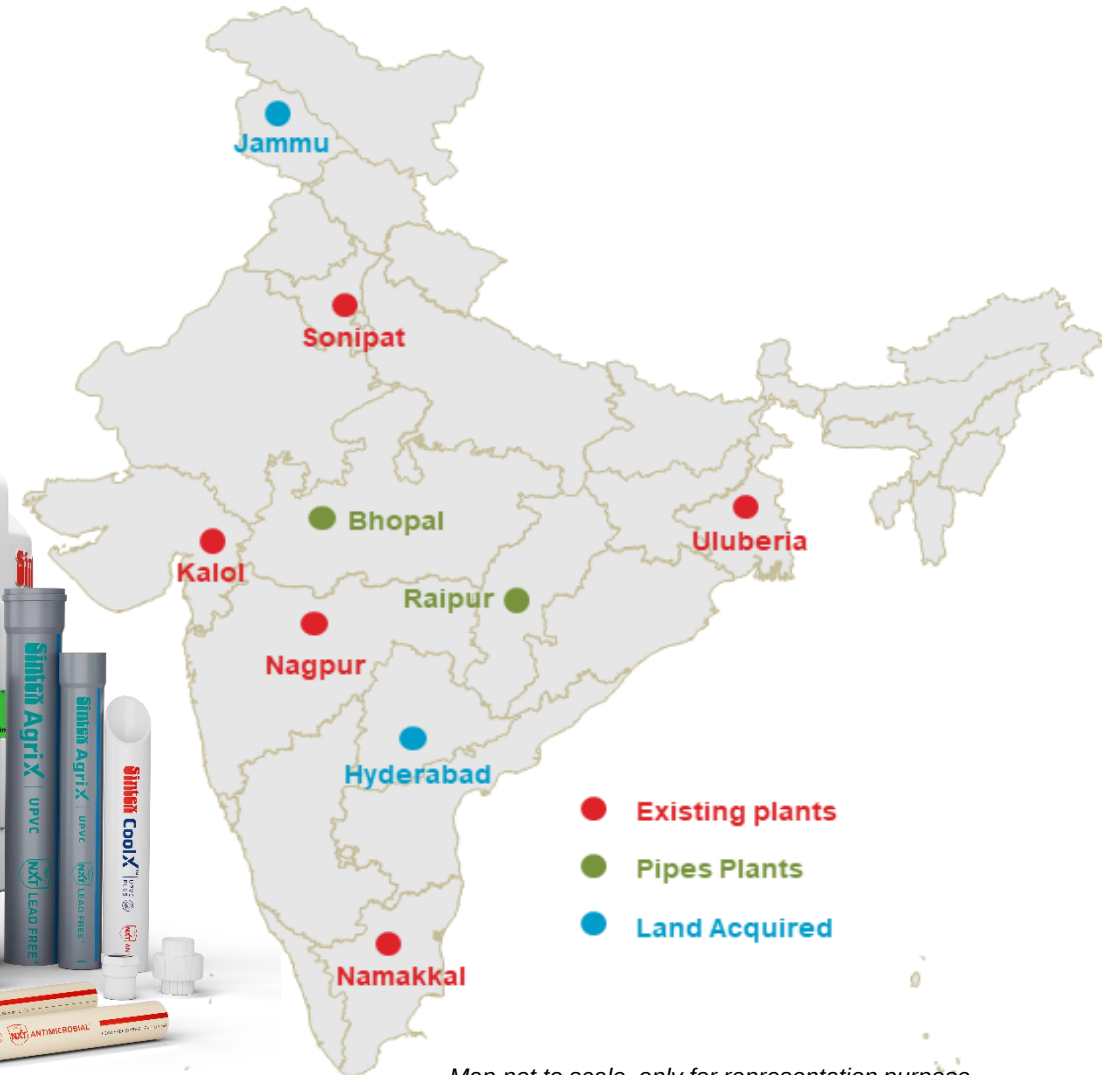
- **LSAW and DIP Exports**
- **Expansion of Gas Grid**
- **CGD**
- **Hydrogen Pipelines**
- **Ethanol blending**
- **River Interlinking Transmission**
- **Potable Water Distribution**
- **Sewage Network expansion**



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



HotX

Hot & water
Management System -
CPVC Pipes & Fitting



CoolX

Potable water
Management System -
UPVC Pipes & Fitting

+1: Anti-Rodent



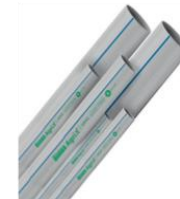
SWRX

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



GroundX

Drainage
System Pipes &
Fittings



AgriX

UPVC Pipes
& Fitting



ReclaimX

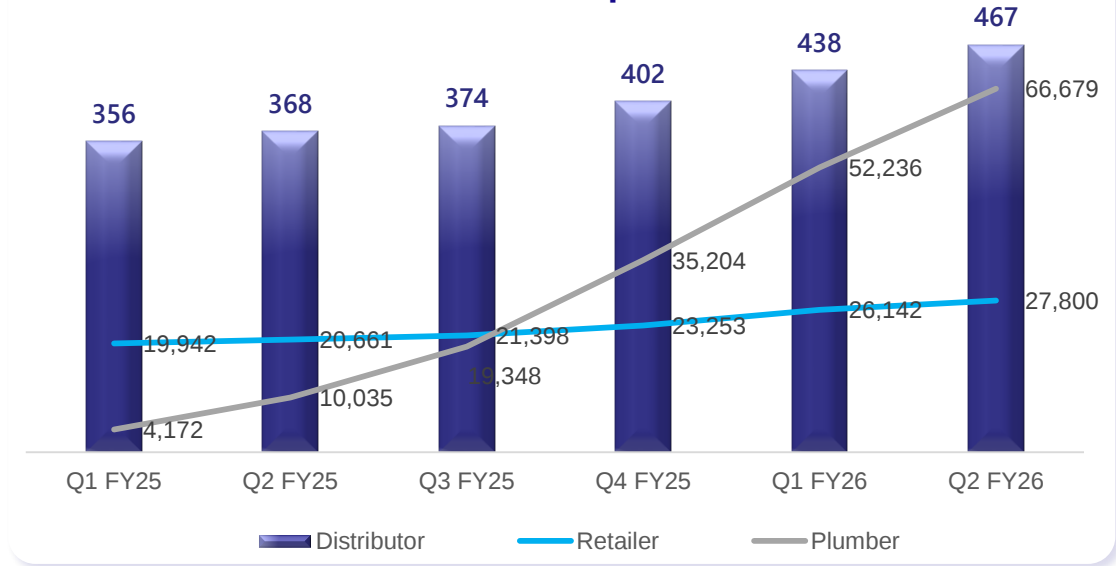
Reclaim Pipes



DrainX

Surface Drainage

Channel Expansion



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

SS Bars

18

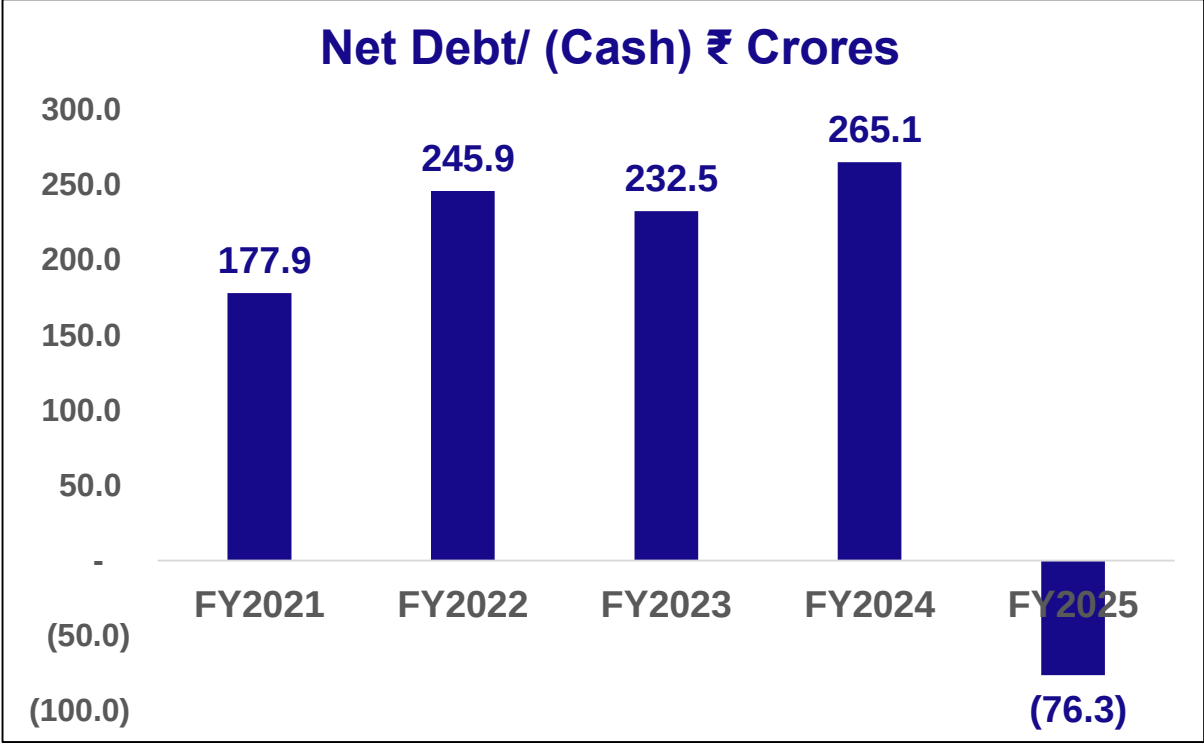
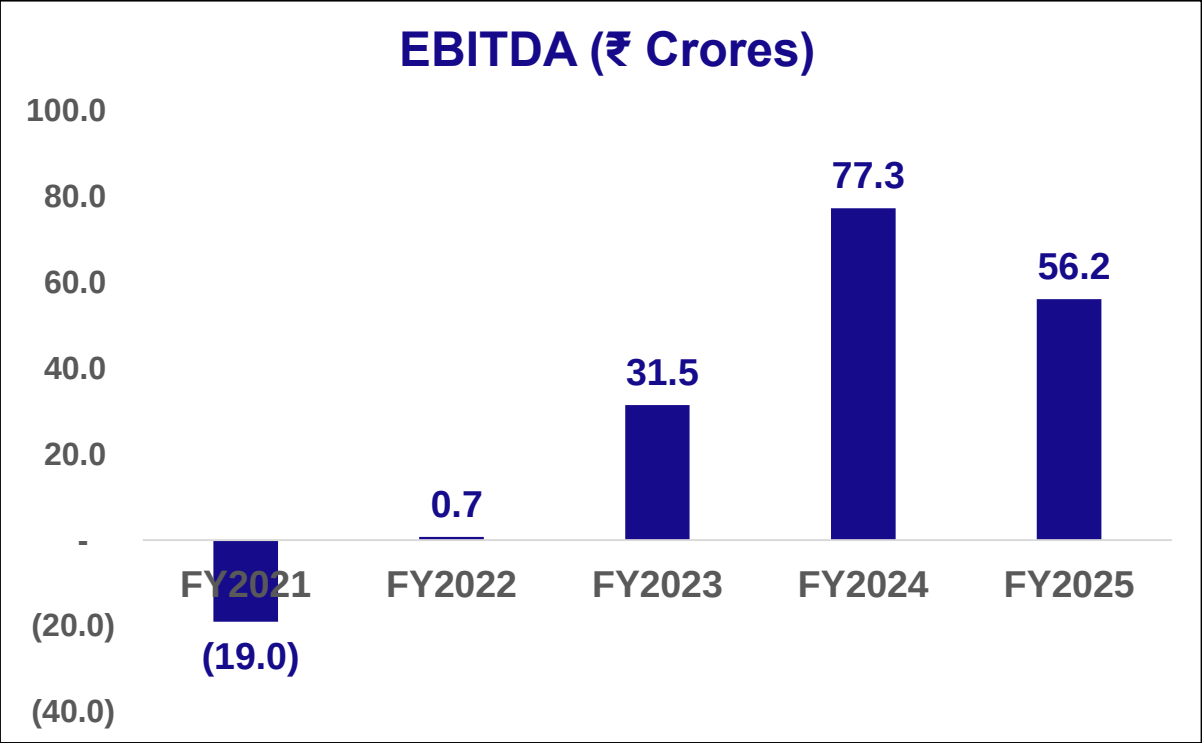
SS Pipes & Tubes

- 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





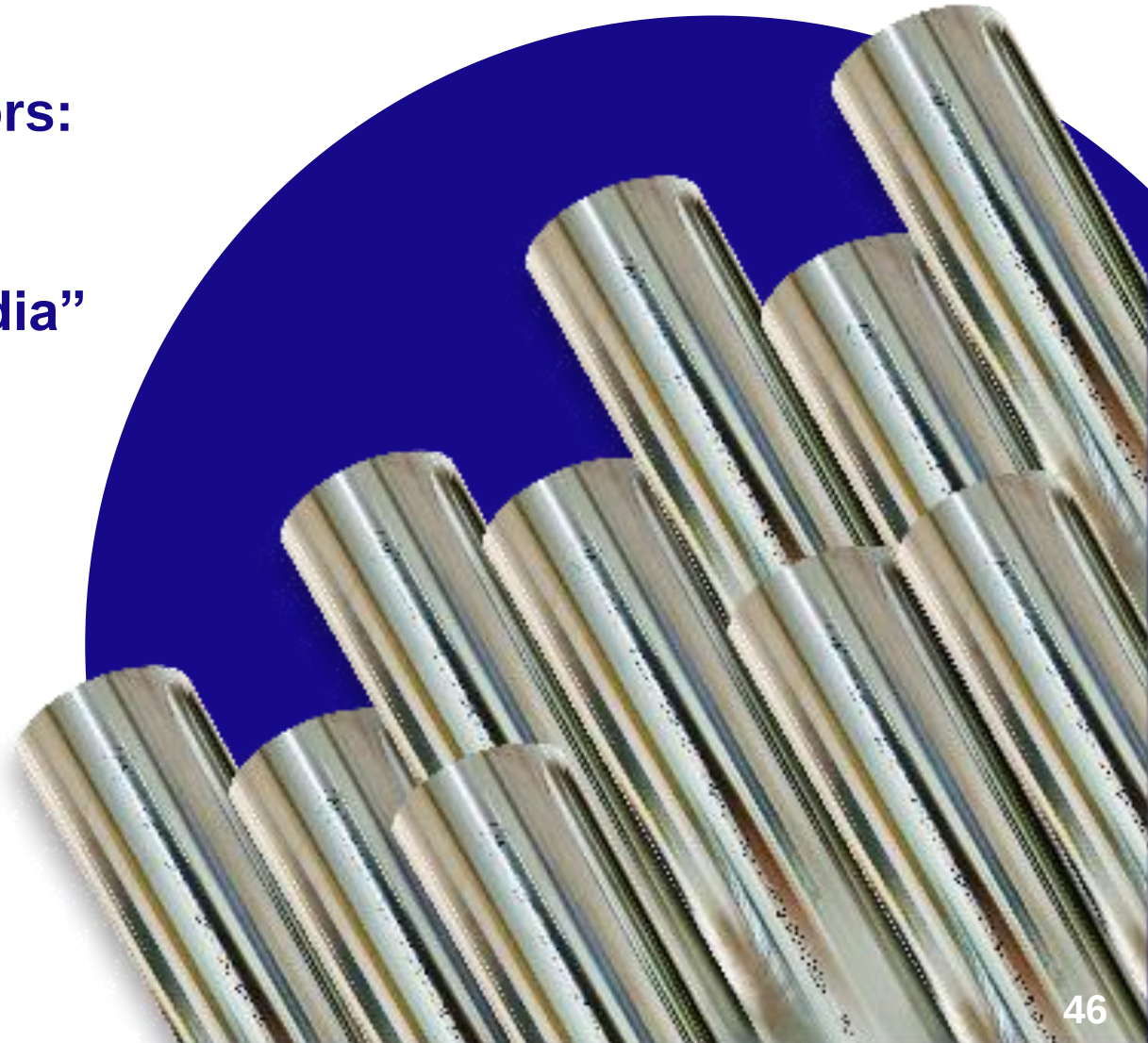
WSSL Financials: Turn-around Story



Growth Drivers: WSSL



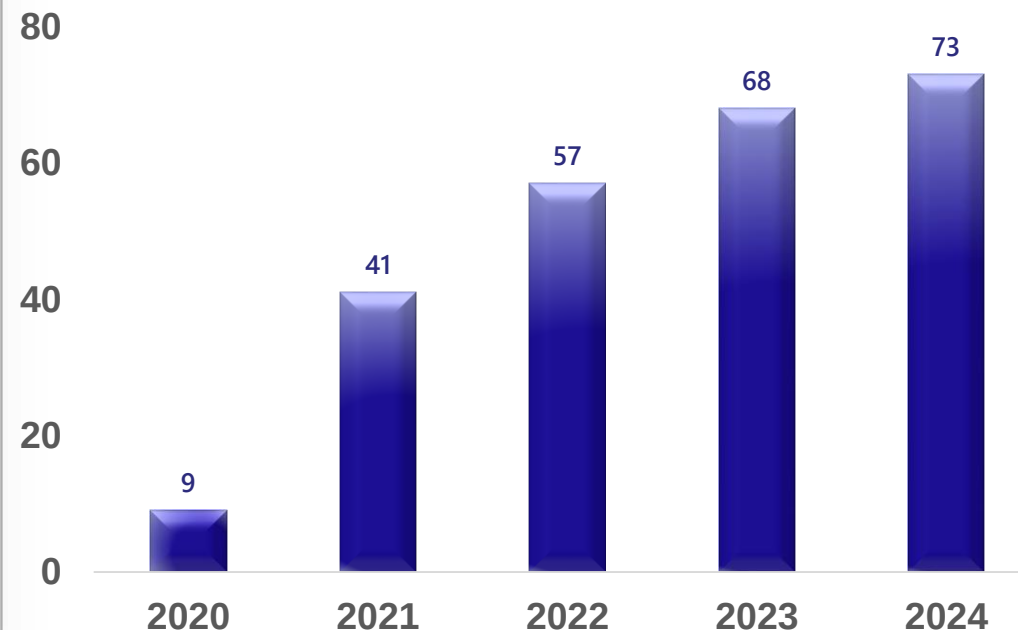
- **Power, Defence, Space and Nuclear sectors: Growth areas for next 5 years**
- **Strong Government support: “Make in India” initiative**
- **Import restrictions, quality control order and anti-dumping – eliminating cheap imports from China**





**Ranked 6th among
companies in Steel
Sector globally
in 2024**

S&P Global DJSI ESG RATINGS



**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^W 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)



Auntha-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

Governance Goals - Stakeholder focused



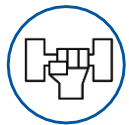
Prudent capital allocation:

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

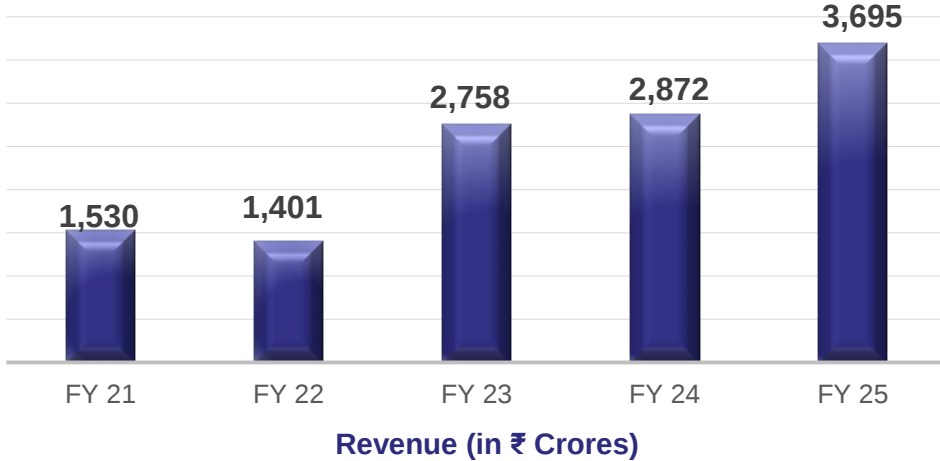
Steady Track Record in Last 5 Years*



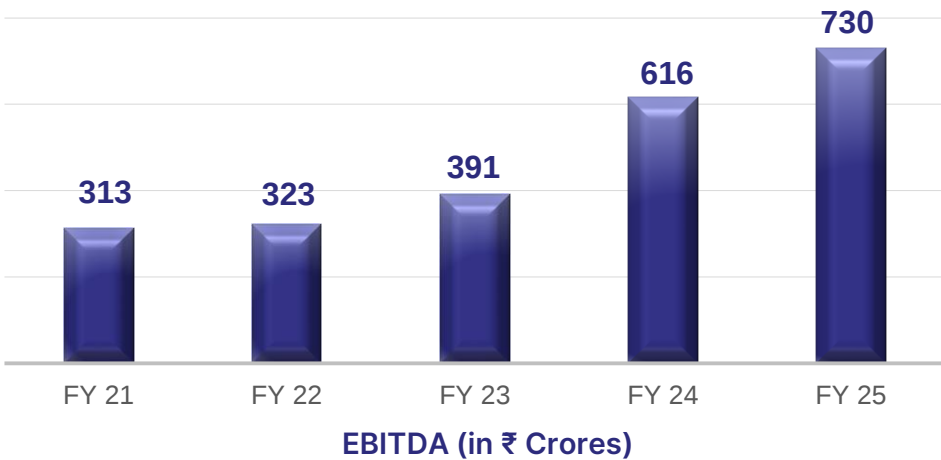
CAGR ~14%



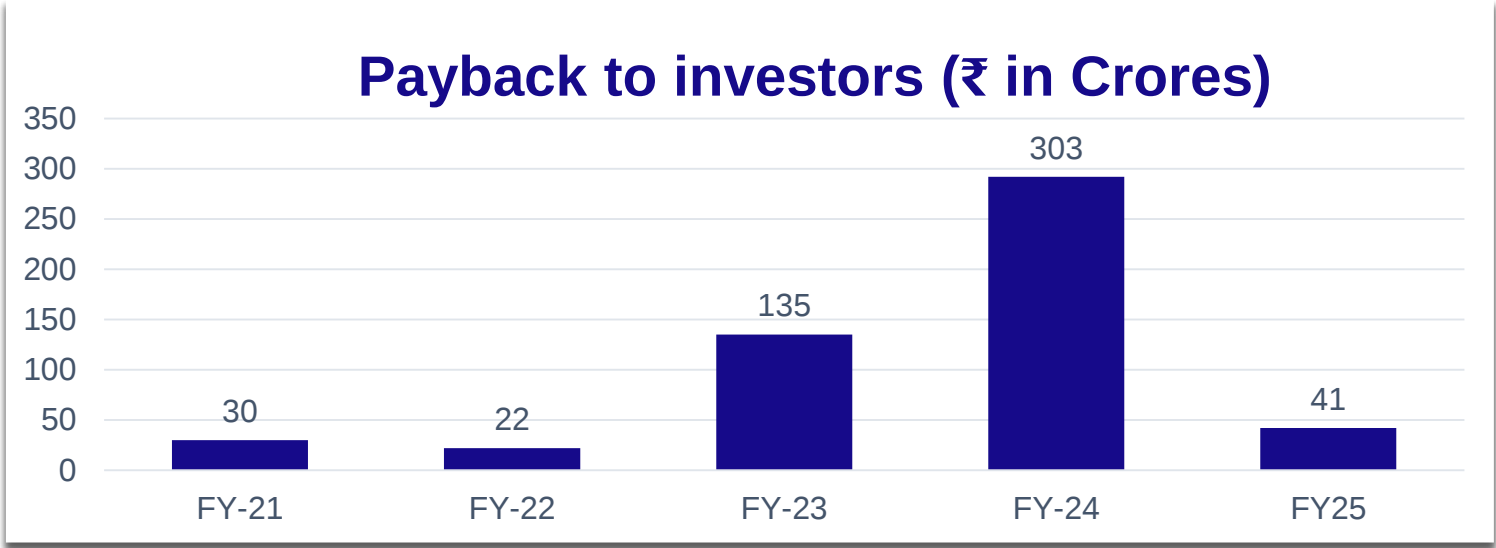
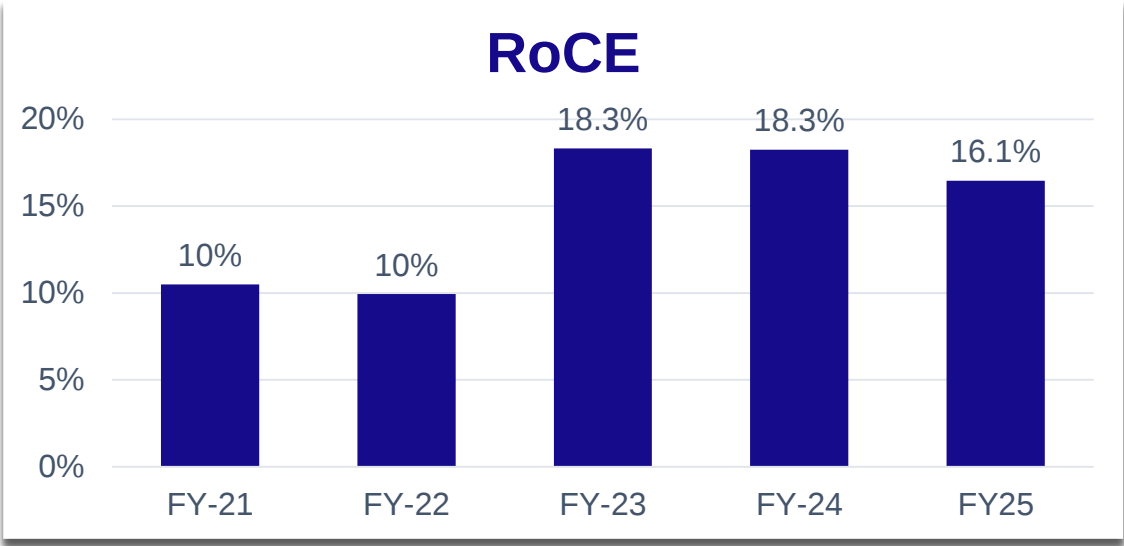
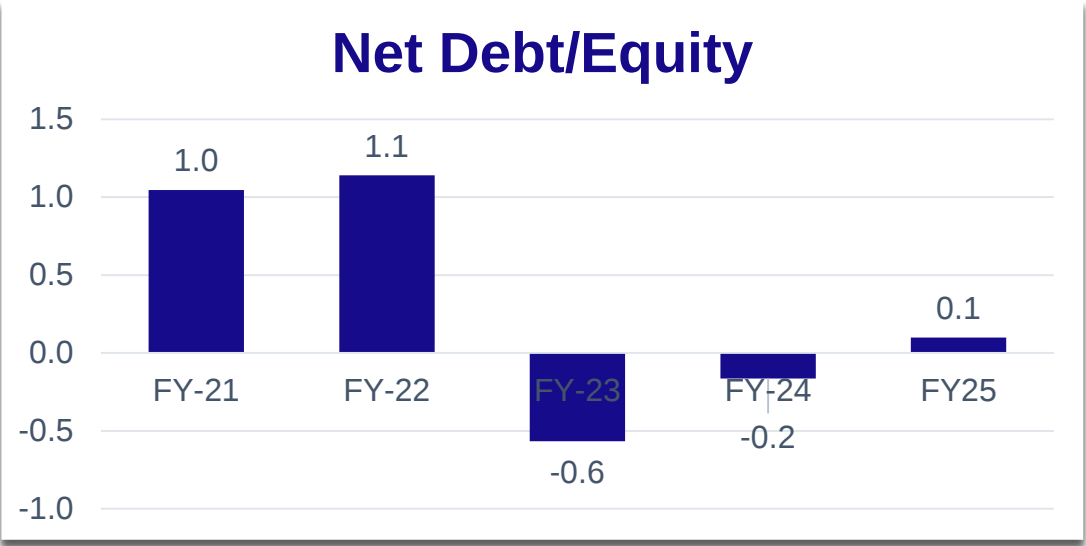
CAGR ~25%



CAGR ~24%



Steady Track Record in Last 5 Years



Green - Sector leading in ESG Rating



CRISIL

▼
55 Progressive
Industry Average

Sustainalytics

▼
36 Stable
Transition Zone



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



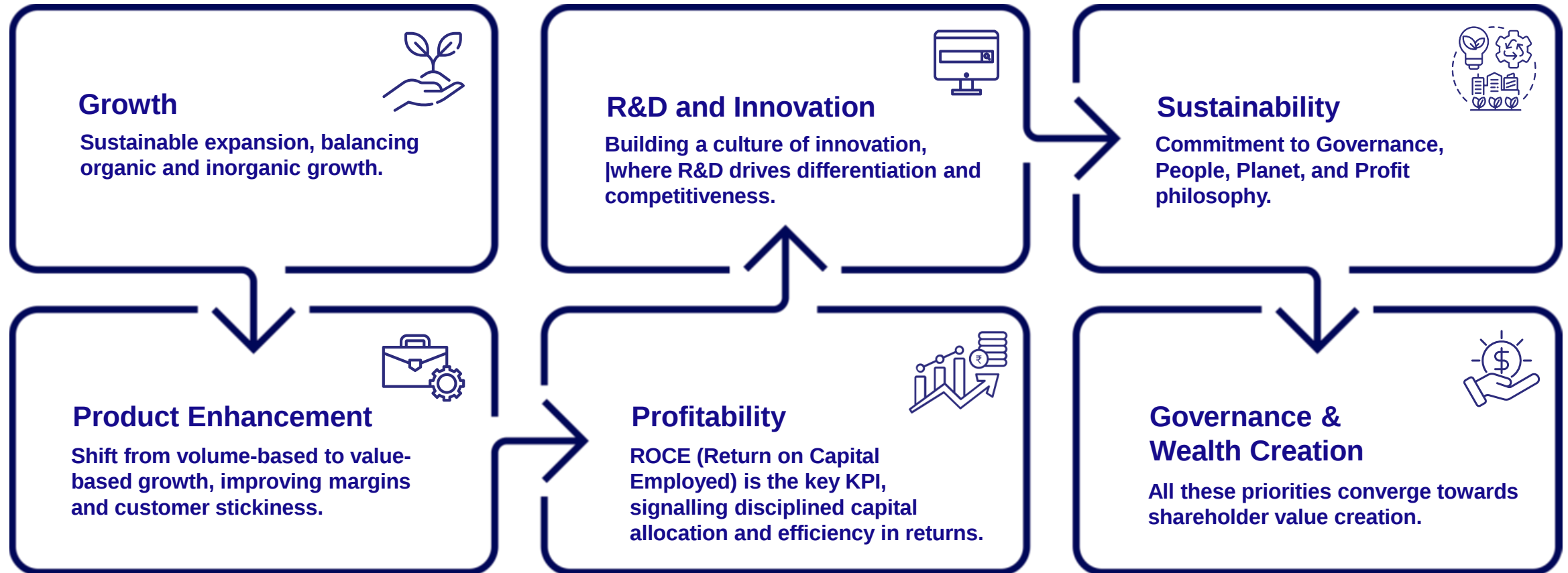
Credit rating



Other fundamentals - 'Always in place'



Strategic Pillars





THANK YOU

