Welspun LIVING

Welspun 40

Earnings Presentation

Q1FY27

Date: 13th August, 2026

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COMPANY OVERVIEW

Welspun Living — Global Home Textiles Leader

Welspun Living Ltd (WLL)

Part of the $5 bn Welspun Group, WLL is a global leader in the Home Textiles landscape with world-class vertically-integrated manufacturing facilities in India and strategic partnerships with top global retailers.

Differentiated by Branding, Innovation and Sustainability.

US Market Position	Rank 1 *in Towels & Bath Rugs*		Top 2 *in Sheets*
ESG Leadership	90/100 *S&P Global ESG Score*		1 *Global Rank*
Innovation	50 *patents globally*		
Workforce	24,000+ *employees*	28% *women*	Certified Woman Owned

Business Segments

Home Textile

Bath Linen, Bed Linen, Rugs & Carpets — Branded and Private Label across 60+ countries

Advanced Textile

Spunlace, Needle Punch, Wet Wipes — Strategic shift to value addition

Flooring Solutions

Disrupting the world of flooring

Branded Portfolio (Own+Licensed)

CHRISTY · SPACES YOUR SPACE, YOUR COMFORT · welhome WELCOME HOME · Welspun · Welspun HOSPITALITY · The Creative CO/Lab · Disney HOME · The Championships Wimbledon · Martha Stewart

STRATEGIC PRIORITIES & MEDIUM-TERM TARGETS

Building a Resilient, Diversified, Sustainability-Led Home Solutions Company

Portfolio Diversification

TODAY: Non-US ~41%

Emerging Businesses ~30% of revenue

ASPIRATION:
Non-US: 50%+

Branded Businesses: Double digit growth

Product Mix, Geography Mix, Brand expansion, Category expansion

Leadership in Core

TODAY: #1 in Towels & Bath Rugs in US

#1 in Towels in UK and EU from India

ASPIRATION:
#1 in Bath globally

Leadership in Sleep ecosystem

Strategic Partnership & Serviceability

Category Leadership & Expansion

Margin Recovery & Improvement

TODAY: EBITDA Margin: 12.5% (Q1FY27)

ASPIRATION:
Normalized Target:
15%+ EBITDA

Premiumization, cost optimization, utilization improvement

Innovation & ESG – Competitive Moat

TODAY: S&P Global ESG: 90/100 — #1 Globally

50 Patents | ~25% Innovation revenues

ASPIRATION:
Net Zero by 2040, 100% Sustainable Cotton, Most Innovative Home textile company

Preferred supplier with top retailers, long standing relationship

MANAGEMENT COMMENTARY

"

FY27 has commenced on a strong footing, with consolidated revenues in Q1 growing 23.5% YoY to ₹2,828 crore and EBITDA margins expanding to 12.5%, driven by healthy volume recovery, operating leverage and an improving business mix.

The external environment continues to strengthen in India's favor. The India–UK Free Trade Agreement, and evolving global sourcing strategies reinforce India's competitiveness and support a multi-year market share opportunity. We are already witnessing encouraging traction, with our UK and Europe businesses delivering 20%+ growth during the quarter. Home Textile exports grew ~28% YoY, the Domestic Consumer business maintained strong momentum with 21.3% YoY growth, and our US pillow platform continued to scale with the Ohio facility operating at over ~80% utilization and Nevada now operational. We remain on track to double our pillow business to USD 60mn this year.

Innovation and sustainability continue to differentiate Welspun Living. Innovation-led sales grew 16% during the quarter, constituting 25% of revenues. Our continued leadership in exports, innovation and sustainability was recognized at the TEXPROCIL Export Awards 2026, where we received the Platinum Trophy for Highest Global Exports and Gold Trophies for Innovation and Excellence in ESG.

Supported by structural industry tailwinds, diversified growth engines and disciplined execution, we believe Welspun Living is well positioned to deliver double-digit revenue growth and EBITDA margins in the low teens for FY27, creating sustainable long-term value for all our stakeholders.



Ms. Dipali Goenka

Managing Director & CEO,

Welspun Living Limited

QUARTER AT A GLANCE

Performance Summary

Q1FY27 CONTEXT

TOTAL INCOME

₹2,828 Crs

▲ 23.5% growth YoY

▲ 15.4% growth QoQ

EBITDA

₹354 Crs

Margin: 12.5%

▲ 170 bps QoQ; ▲ 140 bps YoY

PAT

₹161 Crs

Margin: 5.7%

▲ 145 bps QoQ; ▲ 186 bps YoY

HOME TEXTILE REV.

₹2,680 Crs

▲ 26.2% YoY

EBITDA Margin: 11.7%; ▲ 121 bps QoQ

FLOORING REV.

₹188 Crs

▼ 3.1% YoY

EBITDA Margin: 10.4%; ▲ 721 bps QoQ

OVERALL BRANDED

+25% YoY

18% revenue contribution

DOMESTIC BUSINESS

+21.3% YoY

▲ Home Textile +24.3% YoY

▲ Flooring +14.3% YoY;

PILLOW BUSINESS

2.3X YoY

On track to double revenue to USD 60Mn in FY27

INNOVATION

50 Patents

▲ 16% growth YoY

QUARTERLY PROFIT & LOSS

(₹ Crores)

Particulars	Q1 FY27	Q1 FY26	YoY	Q4 FY26	QoQ
Total Income	2,828	2,289	23.5%	2,451	15.4%
EBITDA	354	254	39.1%	265	33.6%
EBITDA Margin (%)	12.5%	11.1%	+140 bps	10.8%	+170 bps
Finance Cost	34	42	(19.1%)	37	(6.1%)
Depreciation	100	88	14.3%	103	(2.6%)
PBT	219	124	76.6%	125	74.9%
PAT (after MI)	161	88	83.6%	104	55.0%
PAT Margin	5.7%	3.8%	+186 bps	4.2%	+145 bps
Cash Profit	253	172	47.2%	216	17.3%
EPS (₹) (Not Annualised)	1.69	0.92	83.2%	1.08	55.4%

Note: Cash Profit = PBDT less Current Tax

SEGMENT RESULTS

Q1 FY27 (₹ Crores)

Q1FY27 Home Textile

₹2,680	₹314	11.7%
Revenue	EBITDA	Margin

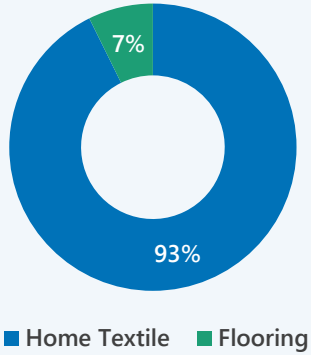
Q1FY27 Flooring

₹188	₹20	10.4%
Revenue	EBITDA	Margin

Detailed segment financials

	Q1 FY27	Q1 FY26	YoY	Q4 FY26	QoQ
HOME TEXTILE					
Revenue	2,680	2,123	+26.2%	2,320	+15.6%
EBITDA	314	223	+40.9%	244	+28.8%
EBITDA Margin	11.7%	10.5%	+122 bps	10.5%	+121 bps
FLOORING					
Revenue	188	194	(3.1%)	189	(0.7%)
EBITDA	20	16	20.5%	6	-
EBITDA Margin	10.4%	8.4%	+204 bps	3.2%	+721 bps

Q1FY27 REVENUE SPLIT



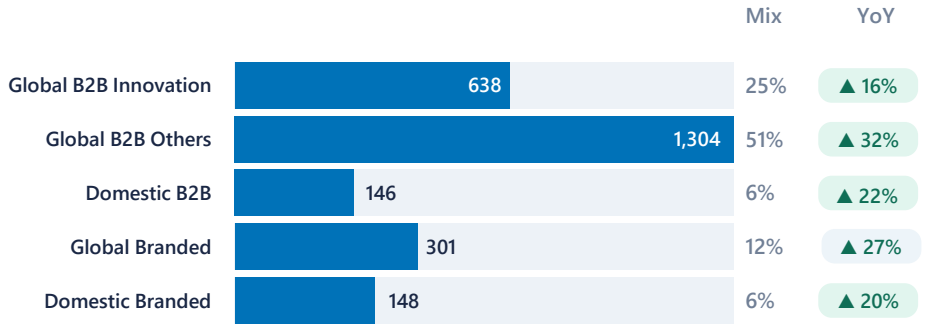
Home textile: strong double digit growth with margin improvement

Flooring: Margins expanded to 10.4% (+721 bps QoQ)

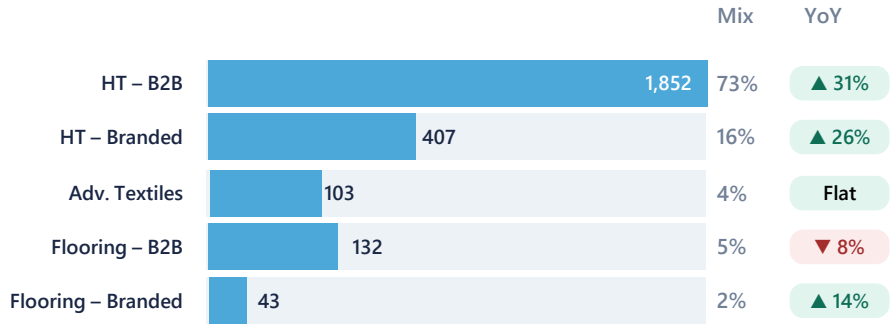
REVENUE MIX — QUARTERLY

Q1FY27 Business Breakdown

Channel-wise Revenue (₹ Crores)



Business-wise Revenue (₹ Crores)



Note: based on net sales (w/o other operating income)

Innovation
~25% of sales

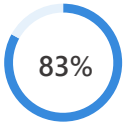
Branded
~18% of sales

Non-US
~41% of sales

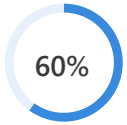
OPERATIONAL HIGHLIGHTS

Manufacturing Capacity & Utilization — Q1 FY27

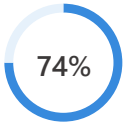
Home Textile



Bath Linen
Cap: 96,400 MT
Q1: 20,048 MT

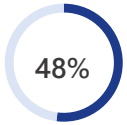


Bed Linen
Cap: 108 Mn mtrs
Q1: 16.1 Mn mtrs

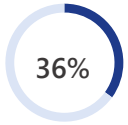


Rugs & Carpets
Cap: 12 Mn sq m
Q1: 2.2 Mn sq m

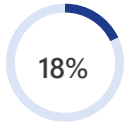
Advanced Textile



Spunlace
Cap: 27,729 MT
Q1: 3,333 MT

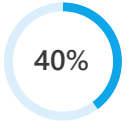


Needle Punch
Cap: 3,026 MT
Q1: 275 MT



Wet Wipes
Cap: 100 Mn Packs
Q1: 4.6 Mn Packs

Flooring



Flooring
Cap: 18 (eff) Mn sq mtrs
Q1: 1.8 Mn sq mtrs

Pillow — Ohio, Nevada USA



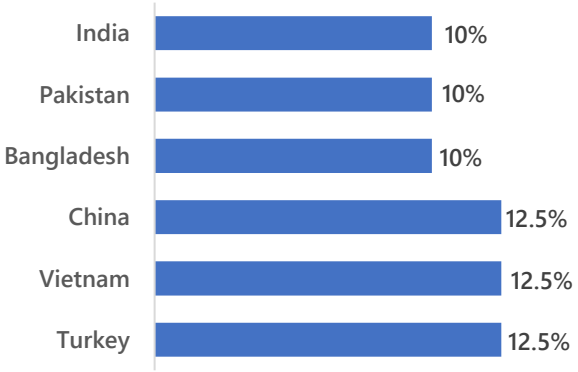
Pillow
Cap: 10.1 (eff) Mn Pcs
Q1: 1.4 Mn Pcs
Nevada fully commenced production with effect from June 15, 2026

Flooring/Pillow: Effective capacity shown.

OPERATING ENVIRONMENT

Tariff Landscape & India's Competitive Position

Section 301 Tariff (24th July 2026)



India is the largest exporter of cotton terry towel and sheets to US

Commodity & Freight Watch

West Asia conflict keeps Brent volatile;
fibre & freight costs a swing factor to monitor

India: Strong, Stable, Sustainable Sourcing Hub



Trade Agreements

India-US BTA in advanced talks | India-UK FTA LIVE (Jul'26) | India-EU FTA concluded Jan'26



Economic Strength

Stable GDP growth, competitive manufacturing base, government push for textile exports



Raw Material & Workforce

Largest cotton producer, strong workforce, vertically integrated supply chain



Policy Support

PLI scheme, textile parks, expanding FTA network covering EU, UK, ASEAN, GCC markets

India's Expanding FTA Network: Total home textile market across active FTA partners exceeds $85 Bn

 US BTA

 EU FTA

 UK FTA

 ASEAN

 NZ FTA

 GCC/UAE

SUSTAINABILITY – OUR STRONG SUIT

Global No. 1 in S&P CSA 2025 — Textile, Apparel & Luxury Goods

S&P Global ESG Score

90/100

GLOBAL RANK 1 | INDIA RANK 1

Score journey: 48 → 59 → 66 → 83 → 90

DJSI Ratings

Score: 90/100

Global Rank 1 in Textile, Apparel & Luxury Goods

EcoVadis

Score: 74/100

Silver Badge — Top 9 percentile

CDP Rating

Climate Change: B, Water: A-

Improved from D to B

Q1 FY27 Environmental Impact

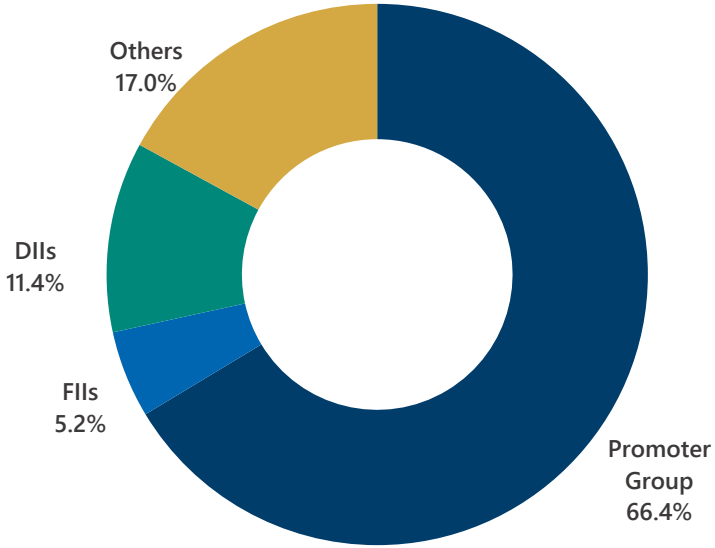
1,239 tons Recycled cotton reused	**59,915 GJ** Energy saved
1,071 Mn L Recycled water used	**1,80,965+ acres** Sustainable cotton farming

Progress Against Key Targets

Target	FY26	Q1 FY27	Goal 2030
Carbon Neutral (% RE)	22%	27%	100%
100% Sustainable Cotton	95%	94%	100%
Fresh Water (+) in Production operations (KL/MT)	13	12.5	0
Zero Hazardous Waste (MT)	99.71	22.09	0
Impacting 1 Million lives in CSV (cumulative)	1,067,551	224,070	1,000,000
Farmers in sustainable farming (cumulative)	24,566	23,646	50,000

SHAREHOLDING PATTERN

As of June 2026



Top Institutional Shareholders

- SBI Life Insurance
- HSBC Mutual Fund
- LIC of India
- Quant Mutual Fund
- Government Pension Fund Global

66.4%
Promoter Group Holding

APPENDIX

Historical Financials | Awards & Recognition

PROFIT & LOSS SUMMARY

Historical (₹ Crores)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Total Income	7,408	9,377	8,215	9,825	10,697	9,468
EBITDA	1,420	1,425	874	1,515	1,451	862
EBITDA Margin	19.2%	15.2%	10.6%	15.4%	13.6%	9.1%
PAT (After MI)	540	601	199	681	639	204
Cash Profit	1,020	1,070	676	1,240	1,062	624
EPS* (₹)	5.37	6.06	2.02	7.06	6.70	2.14

Note:

* FY 22 numbers adjusted for ROSCTL of Q4 FY 21 of Rs.1050 Mn

^ Cash Profit = PBDT less Current Tax

*FY26 EPS is after exceptional item

BALANCE SHEET SUMMARY

(₹ Crores)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Net Worth	3,645	3,972	4,088	4,516	4,821	4,917
Gross Debt	2,841	3,188	2,350	2,521	2,469	1,802
Cash & Equiv.	509	960	816	1,166	866	1,027
Net Debt	2,333	2,229	1,534	1,354	1,603	775
Capital Employed*	7,131	7,905	7,239	8,077	8,604	8,070
Net Fixed Assets (incl. CWIP)^	3,804	3,988	3,778	3,674	4,211	4,527
Net Current Assets	2,454	2,484	2,314	2,745	2,939	1,817
Total Assets	8,678	9,437	8,650	9,550	10,307	10,455

Note:
*Capital Employed = Net worth + Gross Debt + Other long term liabilities | ^Net current assets does not include Cash & cash equivalents

RATIOS SUMMARY

Category	Ratio	FY21	FY22	FY23	FY24	FY25	FY26
Solvency	Net Debt/Equity	0.64	0.56	0.38	0.30	0.33	0.16
	Net Debt/EBITDA	1.64	1.56	1.76	0.90	1.10	0.90
	EBIT/Interest	4.89	7.65	3.32	7.30	4.95	2.90
Operations	Current Ratio	1.33	1.37	1.66	1.72	1.68	1.58
	Fixed Asset Turnover	1.93	2.33	2.14	2.63	2.50	1.99
	Total Asset Turnover	0.85	0.99	0.94	1.01	1.02	0.90
	Inventory Days	88	78	89	78	76	84
	Debtor Days	59	39	43	47	57	51
	Payable Days	54	36	39	34	39	53
	Cash Conversion Cycle	93	80	93	91	94	82
Returns	ROE	16.3%	15.8%	4.9%	15.8%	13.7%	4.2%
	ROCE (Pre-tax)	13.8%	13.4%	5.7%	14.6%	12.9%	5.6%

Note:
- ROCE = EBIT / Average Capital Employed & ROE = Net Profit / Average Net worth
- Total asset turnover = Sales/ (Fixed assets + Gross current assets)

AWARDS & RECOGNITION

Recent Accolades



Platinum Trophy – for Highest Global Exports in the Industry



Gold Trophy – Innovation Leaders



Gold Trophy – Excellence in ESG



Wins “Best Management” Award at Telangana Govt. May Day Awards 2026



World No. 1 in S&P Global ESG Ranking for Textile, Apparel & Luxury Goods (2025) — Score 90/100



Rank One by Business World Magazine at the 5th edition of India’s Most Sustainable Companies in Consumer Services, Retail and Entertainment

THANK YOU

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