

WLL/SEC/2026

May 15, 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)
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Dear Sirs/Madam,

Subject: Disclosure of information pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In compliance with Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Company's Code of Practices and Procedure for Fair Disclosure of Unpublished Price Sensitive Information, kindly find attached Earnings Presentation, inter alia, on audited financial results of the Company for the quarter and year ended March 31, 2026.

Please take the same on record.

Thank you,

For Welspun Living Limited

Shraddha Mahesh Popat
Digitally signed
 by Shraddha
 Mahesh Popat
 Date: 2026.05.15
 14:07:52 +05'30'

Shraddha Popat
Company Secretary
ACS: 54561

Enclosed: Earnings Presentation as mentioned above

Welspun Living Limited

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 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
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Corporate Identity Number: L17110GJ1985PLC033271



Earnings Presentation

Q4 FY26 | 15th May, 2026

Redefining Home

COMPANY OVERVIEW

Welspun Living — Global Home Textiles Leader



Welspun Living Ltd (WLL)

Part of the \$3.6 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.

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 — B2B and Branded 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)



OUR BRANDED PLAY

~19% of Revenue | Building a Consumer-Led Growth Engine



BRAND PORTFOLIO

GLOBAL · ~12% of revenue

CHRISTY

LUXURY · GLOBAL

+15% FY26 growth

Iconic heritage British brand

· est. 1850

UK · US · ME

John Lewis · Bloomingdales · Fenwick

welhome
WELCOME HOME

PREMIUM · GLOBAL

\$19.4Min

FY26 revenue

North America · Japan · UK · China

Double-digit
growth trajectory

DOMESTIC · ~7% of revenue · fastest-growing

Welspun HOSPITALITY

INSTITUTIONAL

Premium hospitality bedding

Hyatt · IHG · Marriott · Wyndham
B2B → B2C bridge

Welspun

India's #1 distributed home brand · 600 districts

+44%
Q4 YoY

20,000+

stores

MASS · DOMESTIC

SPACES
YOUR SPACE. YOUR COMFORT

+19%
Q4 YoY

Premium bath, bed & home; expanding
into mattresses & fashion bedding

PREMIUM · DOMESTIC

WHY IT WINS

01

DISTRIBUTION SCALE

20,000+ stores · 600 districts · India's #1 distributed home brand

02

HERITAGE & TRUST

170+ year Christy legacy · category-defining brand equity in towels

03

FULL SPECTRUM BRAND PLAY

Multi-brand portfolio with relevance across consumer tiers

04

INSTITUTIONAL ANCHOR

Hyatt · IHG · Marriott · Wyndham — spec-led, sticky B2B demand

05

MULTI-GEOGRAPHY

Diversified — UK · US · Middle East · India · Japan · China · Taiwan

Branded portfolio = margin resilience + consumer stickiness + premiumization

QUARTER AT A GLANCE

Performance Summary (₹ Million)

Q4FY26 CONTEXT

TOTAL INCOME

₹24,512

vs ₹22,766 in Q3 FY26

▲ 7.7% growth QoQ

HOME TEXTILE REV.

₹23,196

EBITDA Margin: 10.5%

▲ 6.6% QoQ

EBITDA

₹2,649

Margin: 10.8%

▲ 313 bps QoQ

FLOORING REV.

₹1,889

EBITDA Margin: 3.2%

▲ 9.9% QoQ

PAT

₹1,037

Margin: 4.2%

▲ 422 bps QoQ

DOMESTIC BUSINESS

+29.2%

YoY growth in Q4 FY26

▲ Flooring +25.3% YoY

NET DEBT

₹7,754

vs ₹16,025 (Mar'25)

▲ 52% reduction

BRANDED SHARE

~19.3%

of revenue

Medium-Term Aspiration: Total Revenue ₹15,000crores | EBITDA Margins recovering to 15%+ | Net Debt/Equity < 1000crores

FY26 CONTEXT

TOTAL INCOME

₹94,679

▼ 11.5% YoY

EBITDA

₹8,620

Margin: 9.1%

▼ vs 13.6% FY25

PAT

₹2,044

Margin: 2.2%

▼ vs 6.0% FY25

FREE CASH FLOW

₹9,557

▲ vs 1,121 FY25

STRATEGIC PRIORITIES & MEDIUM-TERM TARGETS

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



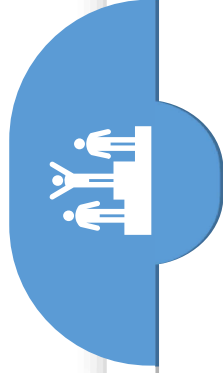
Portfolio Diversification

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

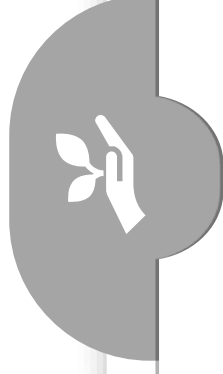


Margin Recovery & Improvement

TODAY: EBITDA Margin:
9.1% (FY26)

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 | ~22% 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



Q4FY26 marked a phase of improving momentum, with revenues growing 7.7% sequentially and EBITDA margins strengthening to 10.8%, reflecting the impact of sustained cost actions, mix improvement, and operating discipline. Our balance sheet also strengthened significantly, with net debt reducing to ₹775 crores supported by strong free cash flow generation.

The global trade landscape is structurally turning in India's favor. Progress on the India-US bilateral trade framework, along with the India-EU and India-UK FTAs, enhances India's tariff competitiveness and reinforces its position as a preferred sourcing destination—creating a multi-year growth opportunity across our businesses.

Our Domestic Consumer business continues to scale strongly, delivering 29.2% YoY growth in Q4 and achieving EBITDA breakeven, further strengthening our diversified growth profile.

While FY26 revenues were impacted by external headwinds, our focus on disciplined execution, sustainability leadership, and strategic positioning ensures we are well placed to drive recovery, gain share, and deliver long-term value.



Ms. Dipali Goenka

Managing Director & CEO,
Welspun Living Limited

QUARTERLY PROFIT & LOSS

(₹ Million)

Particulars	Q4 FY26	Q4 FY25	YoY	Q3 FY26	QoQ
Total Income	24,512	26,482	(7.4%)	22,766	7.7%
EBITDA	2,649	3,181	(16.7%)	1,747	51.6%
EBITDA Margin (%)	10.8%	12.0%	(121 bps)	7.7%	+313 bps
Finance Cost	366	569	(35.7%)	391	(6.4%)
Depreciation	1,031	928	11.0%	1,022	0.8%
PBT (after exceptional)	1,252	1,683	(25.6%)	144	-
PAT (after MI)	1,037	1,318	(21.3%)	2	-
PAT Margin	4.2%	5.0%	(75 bps)	0.01%	+422 bps
Cash Profit	2,158	2,108	2.3%	1,263	70.9%
EPS* (₹) (Not Annualised)	1.08	1.40	(22.5%)	0.01	-

Note: Cash Profit = PBDT less Current Tax
*3QFY26 EPS is after exceptional / item

SEGMENT RESULTS

Q4 FY26 & FY26 (₹ Million)

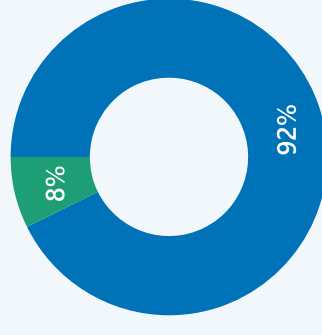
FY26 Home Textile		92.4% of revenue	
Revenue	₹89,399	EBITDA	₹7,792
		Margin	8.7%

FY26 Flooring		7.6% of revenue	
Revenue	₹7,355	EBITDA	₹289
		Margin	3.9%

Detailed segment financials

	Q4 FY26	Q4 FY25	YoY	Q3 FY26	QoQ	FY26	FY25	YoY
HOME TEXTILE								
Revenue	23,196	24,526	(5.4%)	21,752	+6.6%	89,399	98,344	(9.1%)
EBITDA	2,440	2,813	(13.3%)	1,597	+52.8%	7,792	12,903	(39.6%)
EBITDA Margin	10.5%	11.5%	(95 bps)	7.3%	+318 bps	8.7%	13.1%	(440 bps)
FLOORING								
Revenue	1,889	1,958	(3.5%)	1,719	9.9%	7,355	8,891	(17.3%)
EBITDA	60	139	(56.7%)	29	106.5%	289	738	(60.9%)
EBITDA Margin	3.2%	7.1%	(390 bps)	1.7%	+149 bps	3.9%	8.3%	(437 bps)

FY26 REVENUE SPLIT



■ Home Textile ■ Flooring

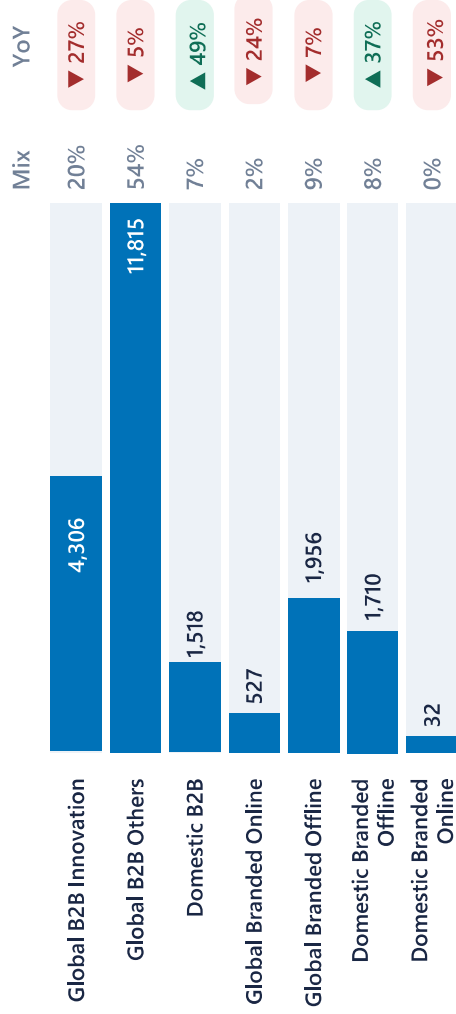
Home textile: improve margins to 15%

Flooring: improve margins to high-single digits

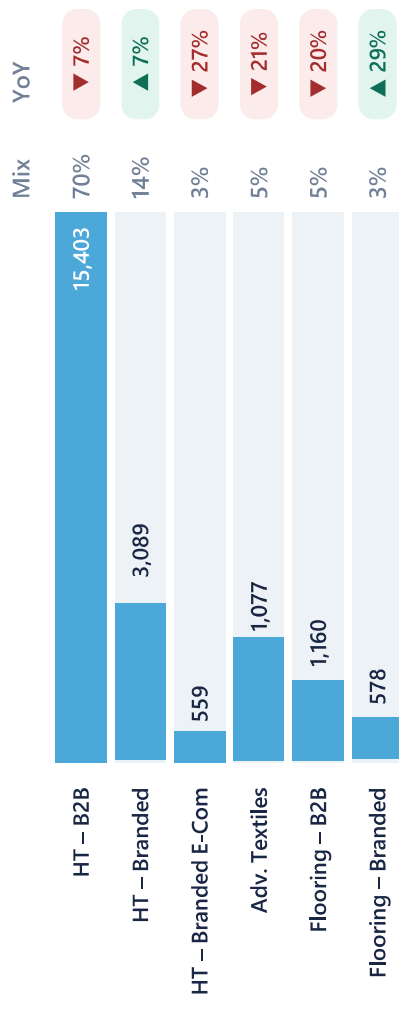
REVENUE MIX — QUARTERLY

Q4FY26 Channel & Business Breakdown (₹ Million)

Channel-wise Revenue (₹ Million)



Business-wise Revenue (₹ Million)



~30%
Emerging Business

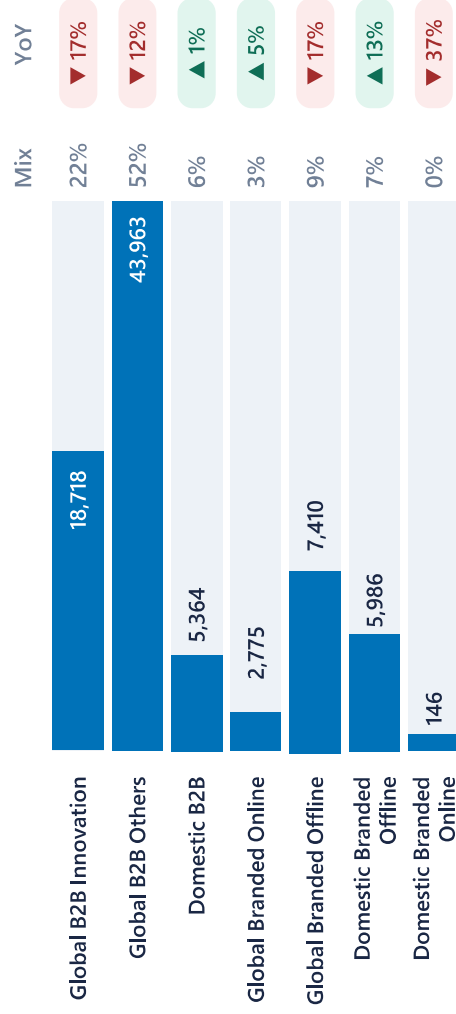
~19%
Branded Business

~20%
Innovation Business

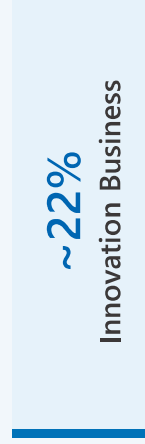
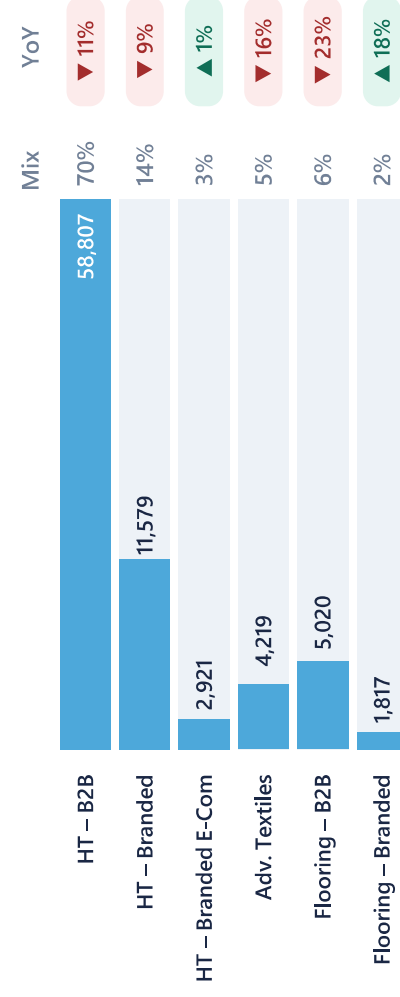
REVENUE MIX — FY26

FY26 Channel & Business Breakdown (₹ Million)

Channel-wise Revenue (₹ Million)



Business-wise Revenue (₹ Million)

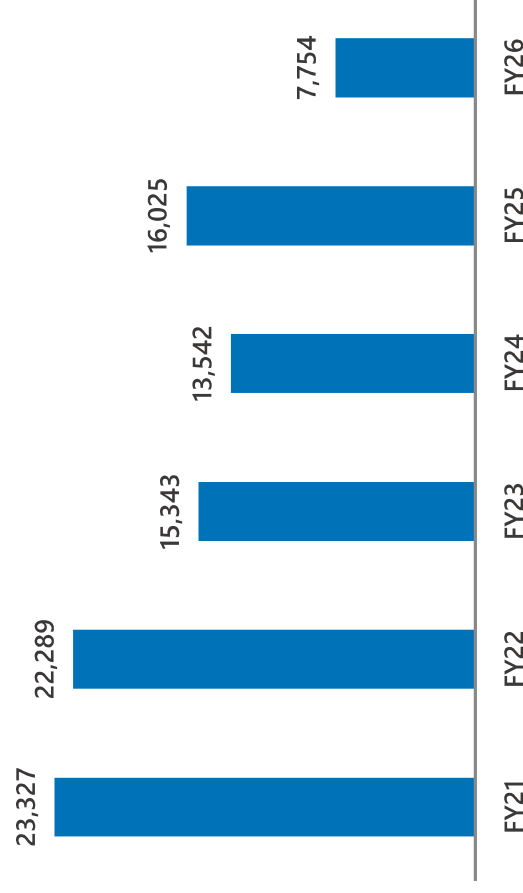


BALANCE SHEET SUMMARY

(₹ Million)

Particulars	Mar-26	Dec-25	Mar-25
Net Worth	49,172	48,434	48,211
Gross Debt	18,024	21,974	24,686
Short Term	7,645	11,623	14,552
Long Term	10,379	10,350	10,134
Cash & Equiv.	10,270	8,653	8,661
Net Debt	7,754	13,321	16,025
Total Assets	1,04,551	1,02,693	1,03,071

Net Debt Trajectory (₹ Mn)



Key Ratios

Net Debt / Equity
0.16x
 vs 0.33x (FY25)

Cash Conversion Cycle
82 days
 vs 94 days (FY25)

ROE
4.2%
 vs 13.7% (FY25)

ROCE
5.6%
 vs 12.9% (FY25)

OPERATIONAL HIGHLIGHTS

Manufacturing Capacity & Utilization — Q4 FY26

Home Textile

<p>79%</p>	<p>Bath Linen Cap: 96,400* MT Q4: 19,108</p> <p>▲ 5% QoQ ▼ 12% YoY</p>	<p>57%</p>	<p>Bed Linen Cap: 108 Mn mtrs Q4: 15.4</p> <p>▼ 19% QoQ ▼ 17% YoY</p>	<p>75%</p>	<p>Rugs & Carpets Cap: 12 Mn sq m Q4: 2.2</p> <p>▲ 0% QoQ ▼ 1% YoY</p>
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Advanced Textile

<p>52%</p>	<p>Spunlace Cap: 27,729 MT Q4: 3,653</p> <p>▲ 7% YoY ▼ 14% YoY</p>	<p>35%</p>	<p>Needle Punch Cap: 3,026 MT Q4: 263</p> <p>▼ 8% QoQ ▼ 12% YoY</p>	<p>18%</p>	<p>Wet Wipes Cap: 100 Mn Packs Q4: 4.6</p> <p>▼ 2% QoQ ▲ 6% YoY</p>
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Flooring

34%

Flooring
Cap: 18 (eff) Mn sq mtrs
Q4: 1.5

▲ 3% QoQ ▼ 22% YoY

Pillow — Ohio, USA

59%

Pillow
Cap: 4.7 (eff) Mn Pcs
Q4: 0.7

▲ 16% YoY ▲ 28% YoY

*Capacity increased by 6,400 MT from July'25. Flooring/Pillow: Effective capacity shown. ▲ Green = improved vs prior period ▼ Orange = declined vs prior period

OPERATIONAL HIGHLIGHTS

Manufacturing Capacity & Utilization — FY26

Home Textile

<p>78%</p>	<p>Bath Linen Cap: 96,400* MT FY26: 74,975</p> <p>▼ 12% YoY</p>
<p>69%</p>	<p>Bed Linen Cap: 108 Mn mtrs FY26: 74.2</p> <p>▼ 10% YoY</p>
<p>77%</p>	<p>Rugs & Carpets Cap: 12 Mn sq m FY26: 9.3</p> <p>▼ 9% YoY</p>

Advanced Textile

<p>54%</p>	<p>Spunlace Cap: 27,729 MT FY26: 14,966</p> <p>▼ 10%YoY</p>	<p>45%</p>	<p>Needle Punch Cap: 3,026 MT FY26: 1,350</p> <p>▼ 4% YoY</p>	<p>20%</p>	<p>Wet Wipes Cap: 100 Mn Packs FY26: 19.9</p> <p>▲ 2% YoY</p>
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Flooring

<p>36%</p>	<p>Flooring Cap: 18 (eff) Mn sq mtrs FY26: 6.5</p> <p>▼ 23% YoY</p>
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Pillow — Ohio, USA

<p>49%</p>	<p>Pillow Cap: 4.7 (eff) Mn Pcs FY26: 2.3</p> <p>▲ 21% YoY</p>
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*Capacity increased by 6,400 MT from July'25. Flooring/Pillow: Effective capacity shown. ▲ Green = improved vs prior period ▼ Orange = declined vs prior period

OPERATING ENVIRONMENT

Tariff Landscape & India's Competitive Position

Current Global Tariff Framework

Global Tariff

10%

For All countries

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

India: Strong, Stable, Sustainable Sourcing Hub



Trade Agreements

India-US deal progressing | India-UK FTA signed Jul'25 | 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, 24,000+ strong workforce, vertically integrated supply chain



Policy Support

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

Expanding FTA Network: Total addressable home textile market across active FTA partners exceeds \$85 Bn

US BTA (~\$35-40 Bn) | EU FTA (~\$25-30 Bn) | ASEAN (~\$15 Bn) | UK FTA (~\$4-5 Bn) | GCC (~\$2-2.5 Bn) | Australia (~\$2-2.5 Bn) | New Zealand (~300Mn)

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
Score: B
Improved from D to B

Q4 FY26 Environmental Impact

1,235 tons Recycled cotton reused

37,233 GJ Energy saved

953 Mn L Recycled water used

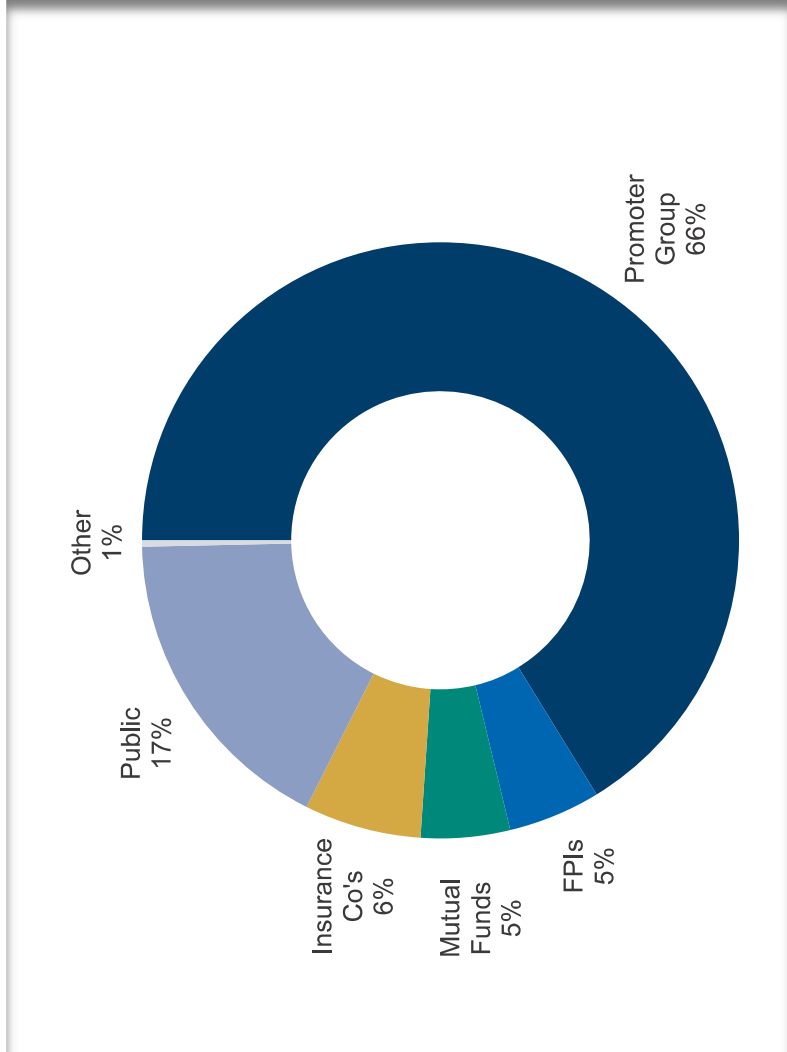
1,84,345+ acres Sustainable cotton farming

Progress Against Key Targets

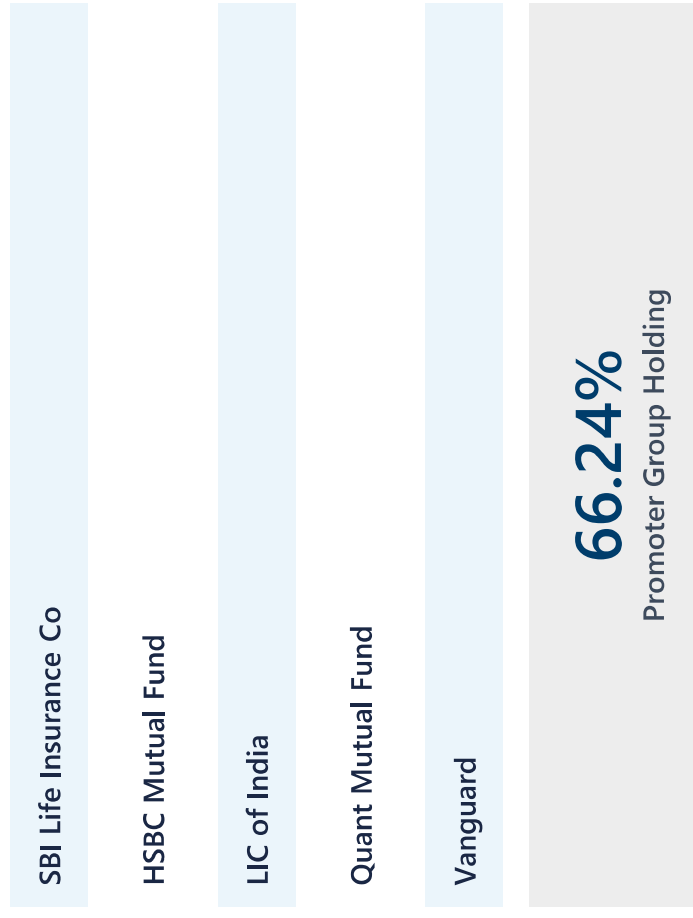
Target	FY26	Q4 FY26	Goal 2030
Carbon Neutral (% RE)	22%	23%	100%
100% Sustainable Cotton	95%	97%	100%
Zero Hazardous Waste (MT)	99.71	39.1	0
Impacting 1 Million lives in CSV (cumulative)	1,067,551	1,067,551	1,000,000
Farmers in sustainable farming (cumulative)	24,566	24,566	50,000

SHAREHOLDING PATTERN

As of March 2026



Top Institutional Shareholders



APPENDIX

Financials | Company Overview | Awards & Recognition

PROFIT & LOSS SUMMARY

Historical (₹ Million)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Total Income	74,080	93,773	82,151	98,251	1,06,972	94,679
Growth YoY %	8.4%	26.6%	(11.4%)	19.6%	8.9%	(11.5%)
EBITDA	14,198	14,246	8,739	15,147	14,507	8,620
EBITDA Margin	19.2%	15.2%	10.6%	15.4%	13.6%	9.1%
PAT (After MI)	5,397	6,012	1,988	6,811	6,392	2,044
Cash Profit	10,197	10,703	6,760	12,398	10,624	6,242
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

welspunliving.com

BALANCE SHEET SUMMARY

Historical (₹ Million)

Particulars	FY21	FY22	FY23	FY24	FY25	FY26
Net Worth	36,447	39,717	40,878	45,158	48,211	49,172
Gross Debt	28,414	31,884	23,504	25,205	24,686	18,024
Cash & Equiv.	5,087	9,595	8,161	11,663	8,661	10,270
Net Debt	23,327	22,289	15,343	13,542	16,025	7,754
Capital Employed*	71,305	79,053	72,389	80,767	86,037	80,704
Net Fixed Assets (incl. CWIP) [^]	38,042	39,881	37,777	36,737	42,110	45,274
Net Current Assets	24,536	24,839	23,135	27,450	29,393	18,170
Total Assets	86,778	94,368	86,501	95,500	1,03,071	1,04,551

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
Operations	EBIT/Interest	4.89	7.65	3.32	7.30	4.95	2.90
	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



Vision Awards

Gold Award – Industry Category



Vision Awards

Ranked #83 worldwide among all reports evaluated



Vision Awards

Technical Achievement Award



May Day Award 2026

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



S&P Global #1

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



BW Businessworld Magazine

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

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Thank You

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Head Investor Relations
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