

WIL/SEC/2022

November 22, 2022

Bombay Stock Exchange 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: WELSPUNIND)
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Dear Sirs/ Madam,

Subject: Intimation of Schedule of Analyst / Institutional Investor Meetings under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Further to our letter dated November 21, 2022 on the subject, please find attached herewith the presentation to the investors attending the meeting today. The presentation is being uploaded simultaneously on the Company website (www.welspunindia.com).

Please take the same on record.

Yours faithfully,
For **Welspun India Limited**

Shashikant Thorat
Company Secretary
FCS – 6505

PS:

Investor Relations: Mr. Jai Vachhaitani at jai_vachhaitani@welspun.com / +919833735548

Welspun India Limited

Welspun House, 6th Floor, Kamala City, Senapati Bapat Marg, Lower Parel (West), Mumbai 400 013, India.

T : +91 22 6613 6000 / 2490 8000 F : +91 22 2490 8020 / 2490 8021

E-mail : companysecretary_wil@welspun.com Website : www.welspunindia.com

Registered Address: Welspun City, Village Versamedi, Taluka Anjar, District Kutch, Gujarat 370 110, India.

T : +91 2836 661 111 F : +91 2836 279 010

Works: Survey No. 76, Village Morai, Vapi, District Valsad, Gujarat 396 191, India.

T : +91 260 2437437 F: +91 260 22437088

Corporate Identity Number: L17110GJ1985PLC033271

कल आज और कल

Har Ghar Welspun

WELSPUN



Management Team



Rajesh Mandawewala
MD; MEMBER OF BOARD

- ◆ Qualified Chartered Accountant; Played an instrumental role in establishing Welspun's Textile & Pipe business
- ◆ Leading new strategic initiatives of the Group



Dipali Goenka
CEO & JT. MD;
MEMBER OF BOARD

- ◆ Driving force behind Welspun's global leadership in home textile with focus on Innovation, Brands & ESG
- ◆ Graduate in Psychology & completed Management Program from Harvard



Altaf Jiwani
Director and COO

- ◆ 30+ years of experience in electrical, auto and textile
- ◆ Worked with organizations like RPG Group, Phillips Carbon Black Ltd and Crompton Greaves
- ◆ Has been Director on the Board of DCB Bank for 8 years



Keyur Parekh
Global Head (Home textile)

- ◆ 18+ years of experience in Sales, Marketing and New Business Development in International markets
- ◆ Instrumental in forging Strategic partnership with Top Retailers & Hotel chains across the globe



Manjari Upadhye
CEO (Domestic business)

- ◆ 20+ of rich experience & expertise in Strategic Portfolio management, Consumer Insights, Advertising and Innovation domains.
- ◆ Experience in FMCG sector with leading international marquee brands like Colgate, PepsiCo, Mondelez etc.



Sanjay Gupta
President (Finance) and CFO

- ◆ 29+ years of experience in corporate finance, accounts, strategy and M&A
- ◆ Worked with organizations like Tata Tesco JV, Bata, Glenmark Pharma, Roche, etc.



Rajesh Srivastava
President & CHRO

- ◆ 26+ years of experience in diverse sectors and roles.
- ◆ Worked with Aditya Birla Group. He has worked with Group HR of, UltraTech Cement, Birla Sun Life Insurance, Birla Sun Life Mutual Fund, and AB Money & Capital Foods



Mukesh Savlani
CEO (Flooring - exports)

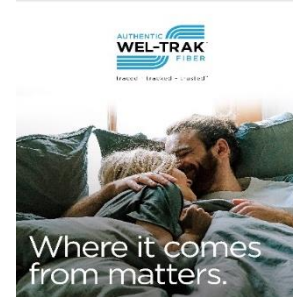
- ◆ Home-grown CEO with 17+ years experience in various roles at Welspun; Engineering graduate
- ◆ Leadership Program from Harvard



Cherian Thomas
CEO (Advanced textiles)

- ◆ 24+ years of experience across diverse functions & global functional expertise
- ◆ Worked with Essel Propack, ITW Signode, Packaging India Private India Limited, Amcor Flexibl

Welspun “कल”



1993

2000

2010

2022

- Terry towel facility set up at Vapi
- Partnership with Global Retailers

- Setting up of Welspun city Anjar
- Integrated Home textile manufacturer
- Acquisition of Christy

- Thought leader in home with consumer as bedrock
- Farm to Shelf traceability with Weltrak
- Domestic foray – Spaces & Welspun

- End-to-end solution provider Home solutions provider
- ESG leader in Home Textiles
- Digital & Ecommerce

Welspun “ आज ”

Delighting customers through Innovation & technology; achieving inclusive & sustainable growth to remain eminent in all our businesses

FARM TO SHELF

Capabilities, Vertically integrated facilities, DC's in US, UK, EU



THOUGHT LEADER

Capabilities, Vertically integrated facilities, Distribution Centers



ESG CHAMPIONSHIP

GIGAGURU, ESG roadmap, DJSI listed, Woman owned business



CATEGORY CAPTAINCY

1 in 5 Towels & 1 in 9 Sheets sold in US Complete Flooring solution



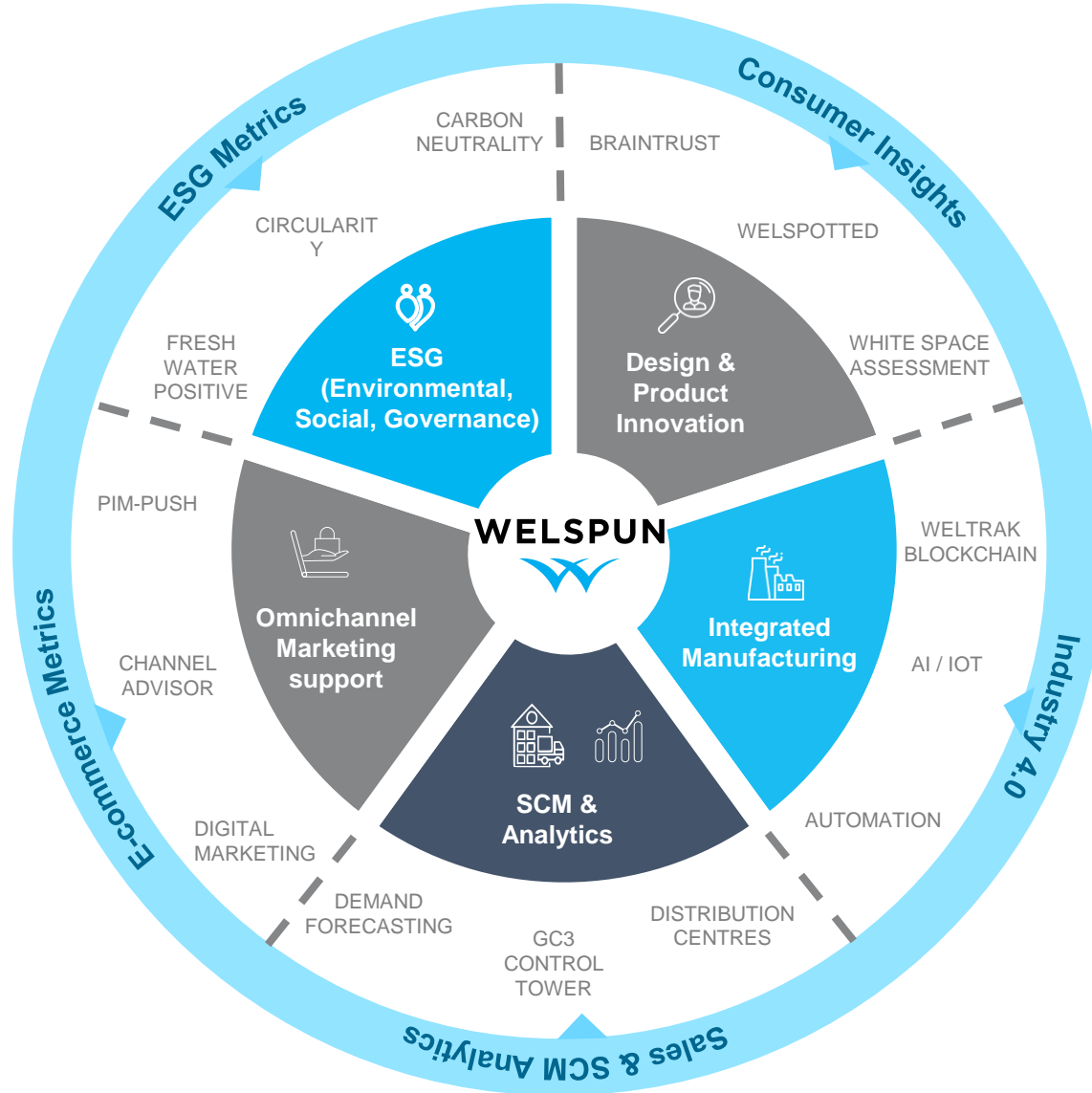
OMNI CHANNEL & CONSUMER FIRST

Content to Commerce, Diversified brand portfolio



Welspun 360 solution for customers “ आज ”

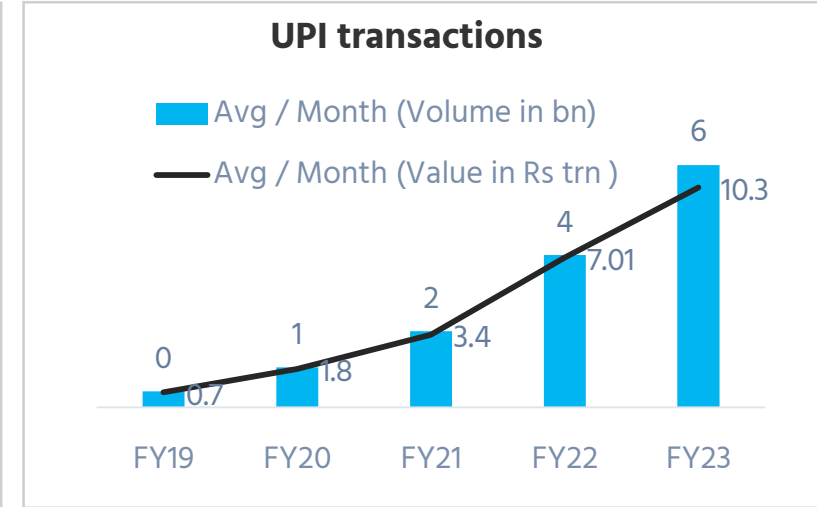
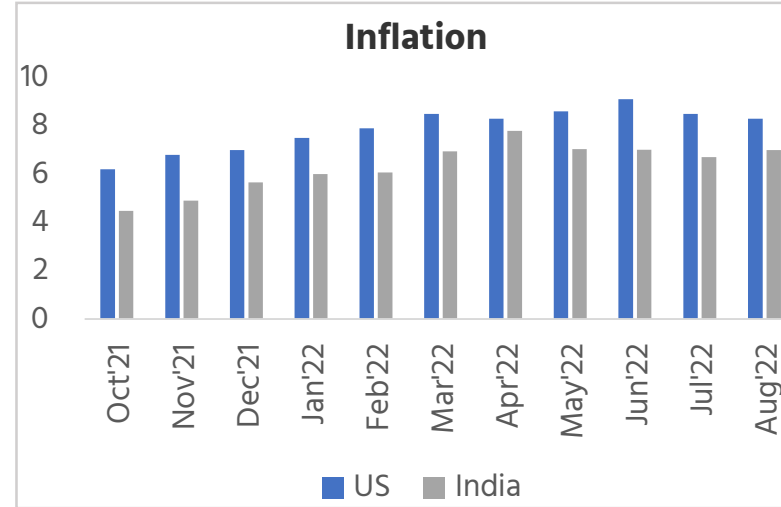
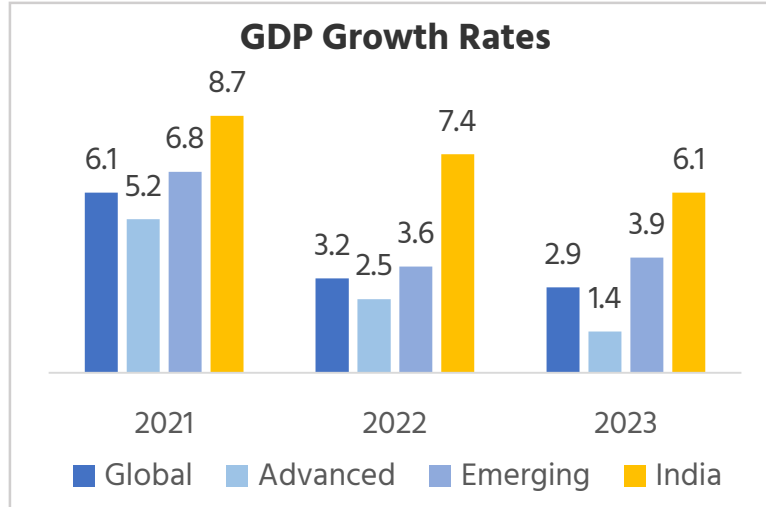
Welspun 2.0 - capturing new market opportunities and catering to ever-changing customer demand in an agile and responsible manner



Domestic Business & India Retail Opportunities

Buoyant Domestic Market Opportunity

World's 5th largest economy is backed by **strong fundamentals** and **improving broad base factors** like – Tax collections, Infrastructure growth, shift towards digital (UPI payments), sectoral growth presents a **huge domestic market opportunity**

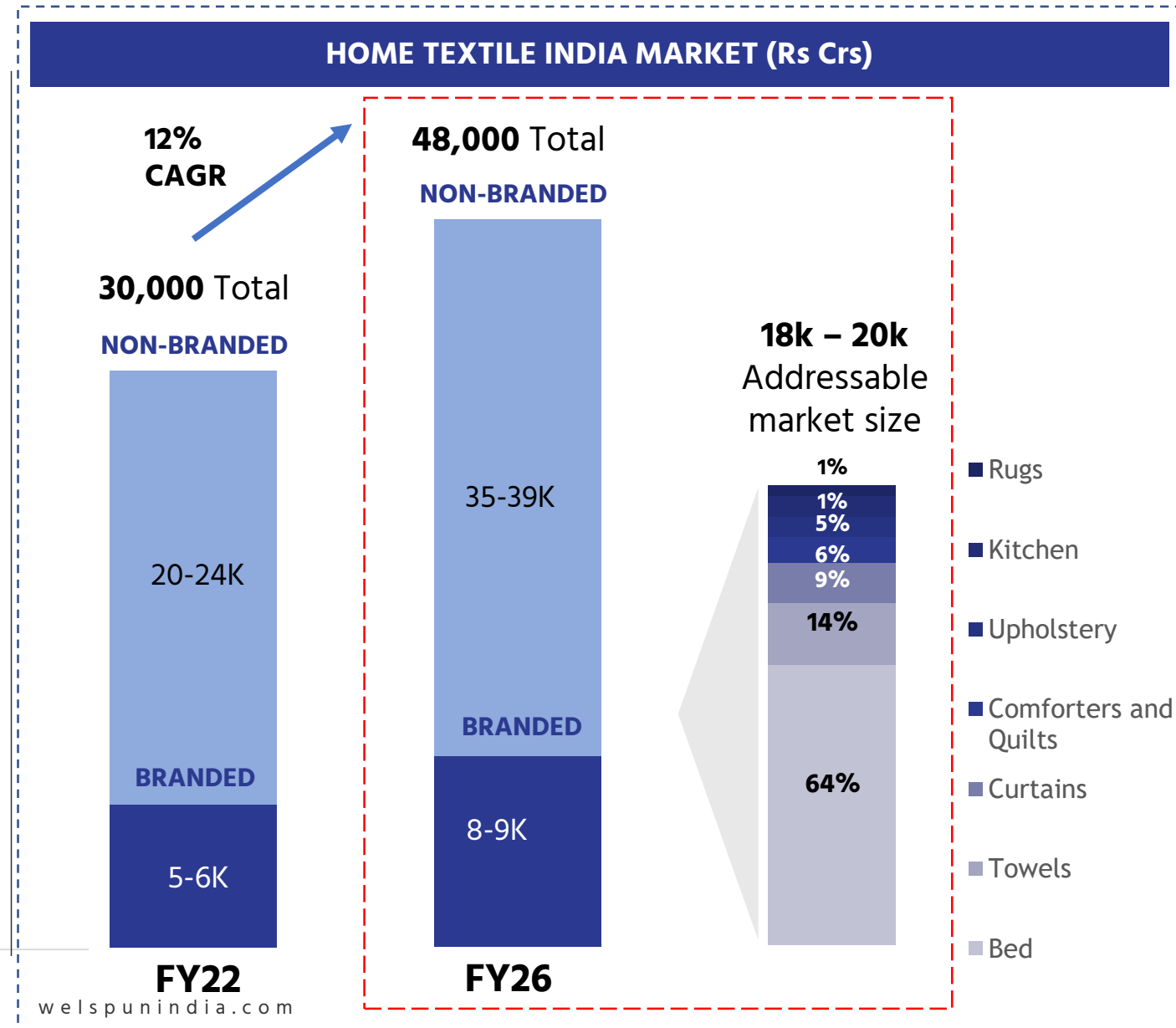


- **GST led formalization** of India Economy, \$19 Bn collections in Aug'22
- GDP/capita at **\$2277**, CAGR: **6%** (from 2014)
- **National Logistics Policy** to bring logistics cost from 14% to 8%-10%
- Changes in ITR to **bring more people** under tax bracket

- **3X** Increase in air passengers, **2X** growth in airports (from 2014)
- **40X** rise in **broadband** connection over a decade
- Strong Growth in **home loan market**; **strong** Home portfolio growth in **Tier3/4 cities (13% cagr.)**
- **Strong growth** in 2-wheeler sales

- **Jan Dhan, Aadhar** and **Mobile** leading to last mile financial inclusion
- **3x Bank accounts** in last decade
- **10 Cr+ Demat Accounts** in Aug'22
- **Rapid scaleup of Physical infrastructure** improving access

Domestic Market Opportunity: multiple drivers for growth



Welspun poised to grow at 3X of the market growth rate

Category expansion

“Har Ghar Welspun” has a well-defined category expansion strategy

Channel expansion

Expanding presence through TT/MT channels and Ecommerce

Industry Growth Drivers

Changing landscape

Increase in Urban Population aided by higher disposable income

Evolving sector

Shift towards organized retail; higher market in mass-premium, premium category

Consumers

Target age group: 25-45 yrs
More discerning consumers with aspirations for brands

Category preference

High awareness and increased involvement toward home décor

Welspun “ आज ” : Har Ghar Welspun

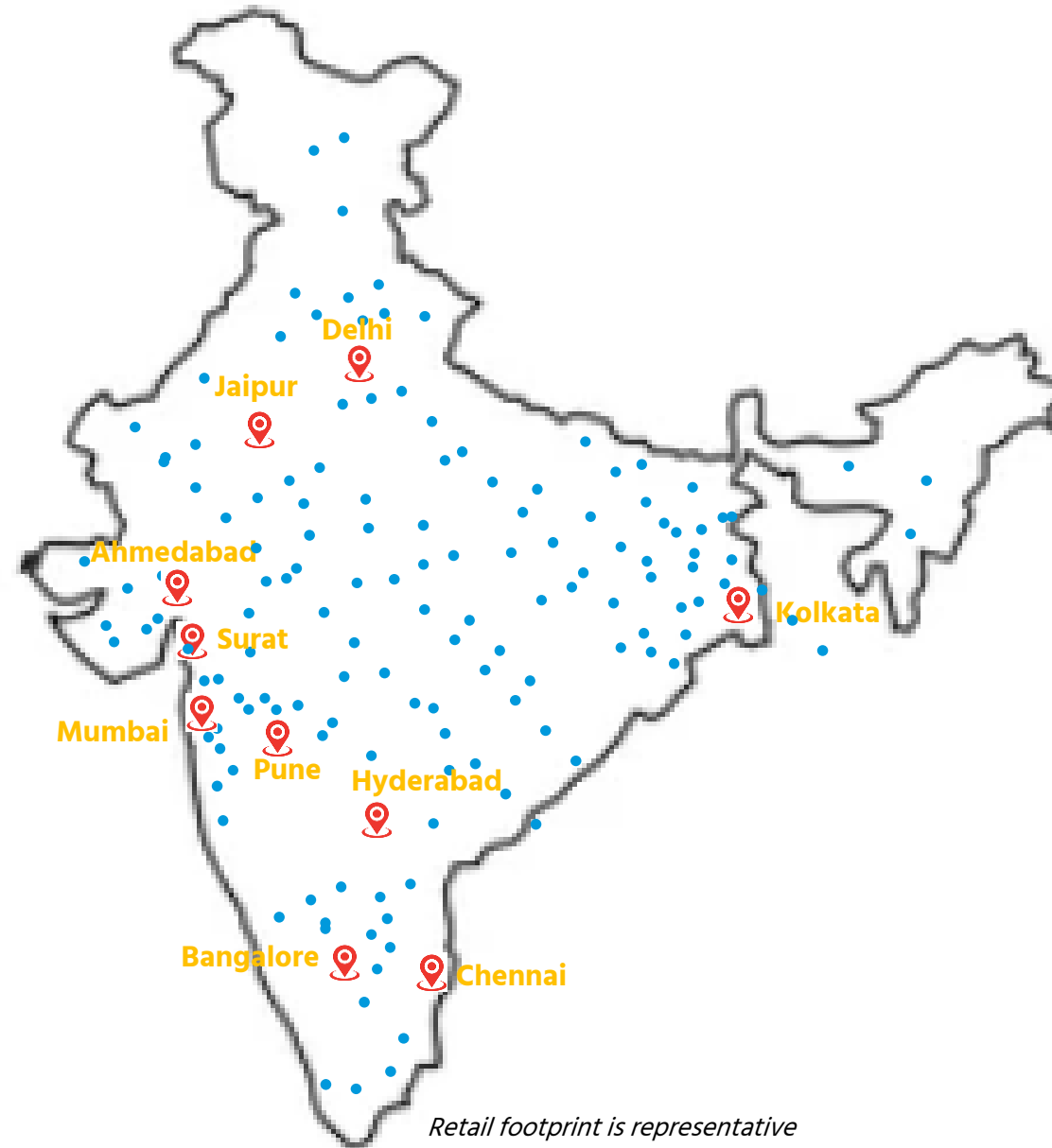
FY22: Domestic business

~INR 423 Crs*

Distribution network

- Towns: 500+
- Stores (MBO, EBO): 10,000+
- Channel Partners: ~125+
- 12+ large formats, across 550+ stores

- Includes Home textiles and Domestic Flooring
- All value figures are in Rs. Crores



Highlights



#1 shop-in-shops brand



Top Brand on Myntra (HT)



#1 distributed Brand of HT

Welspun “कल” : Har Ghar Welspun – Unfolding the domestic opportunity

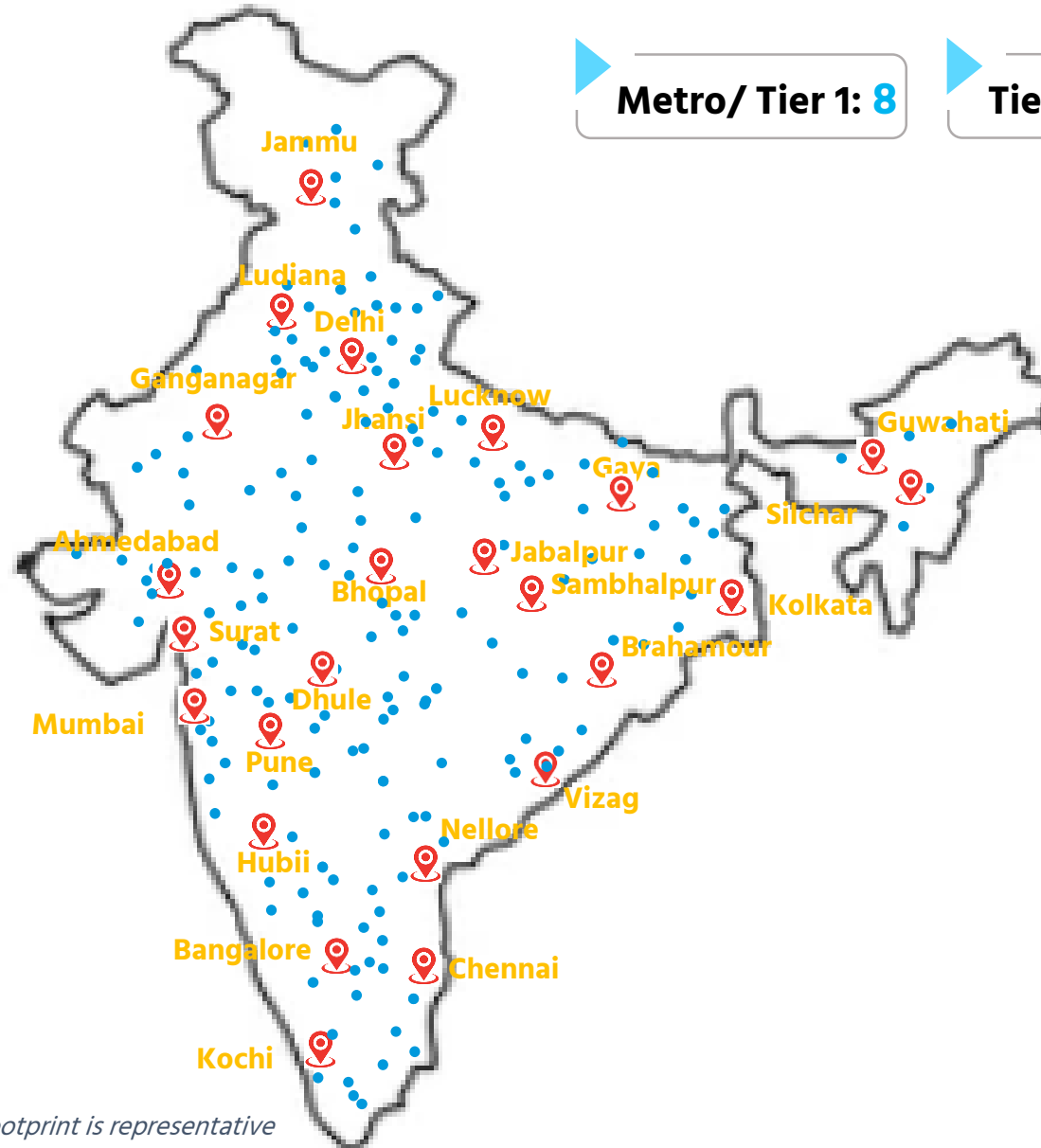
FY26: Domestic business
~INR 1700 Crs*, 40% CAGR

Distribution network

- **Towns: 600+**
- **Stores (MBO, EBO): *50,000+**
- **Channel Partners: ~400+**
- **15+ large formats, across 900+ stores**

**Retail outlet list with Annexe*

- *Includes Home textiles and Domestic flooring*
- *All value figures are in Rs. Crores*



Metro/ Tier 1: 8

Tier 2: ~100+

Tier 3: ~300+

Metro/Tier 1: 1mn +
Tier 2 1L-10L
Tier 3: 50K-1L
As per RBI classification

Domestic - Diversified Product Portfolio

PRODUCT PORTFOLIO

BED LINEN



Bedsheets
Comforters
Dohars
Pillow covers

BATH LINEN



Towels
Bath mats
Bath robes

RUGS



Door mats
Yoga mats
Bed side runner
Grass mats

CURTAINS & UPHOLSTERY



Cushion cover
Curtains
Blinds
Wall paper

MATTRESSES



FLOORING SOLUTIONS



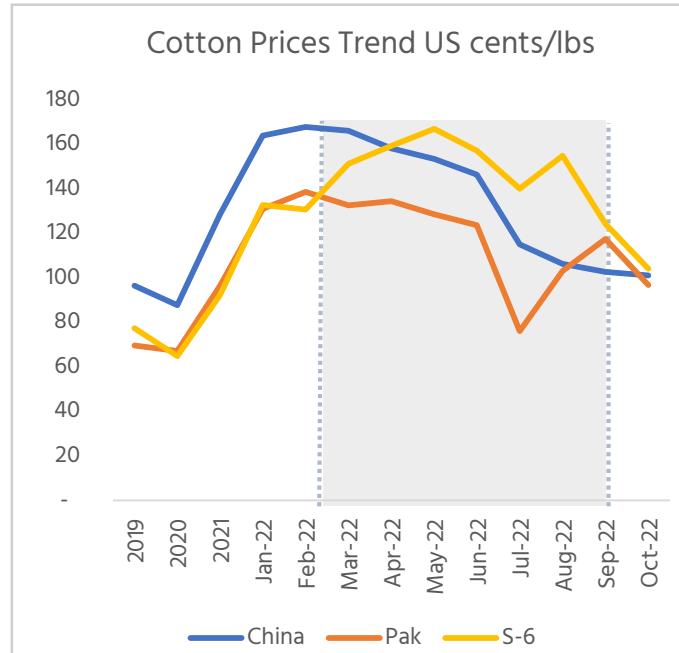
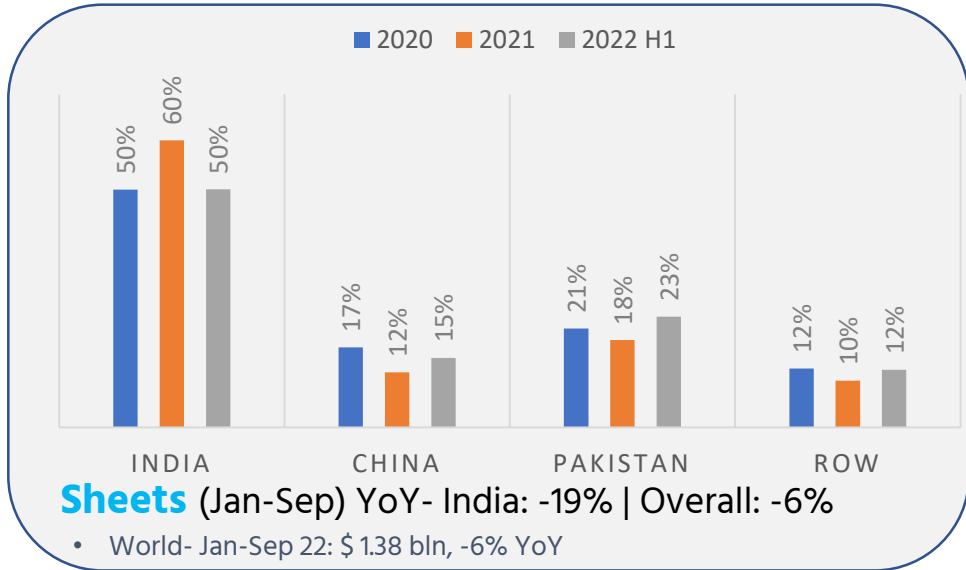
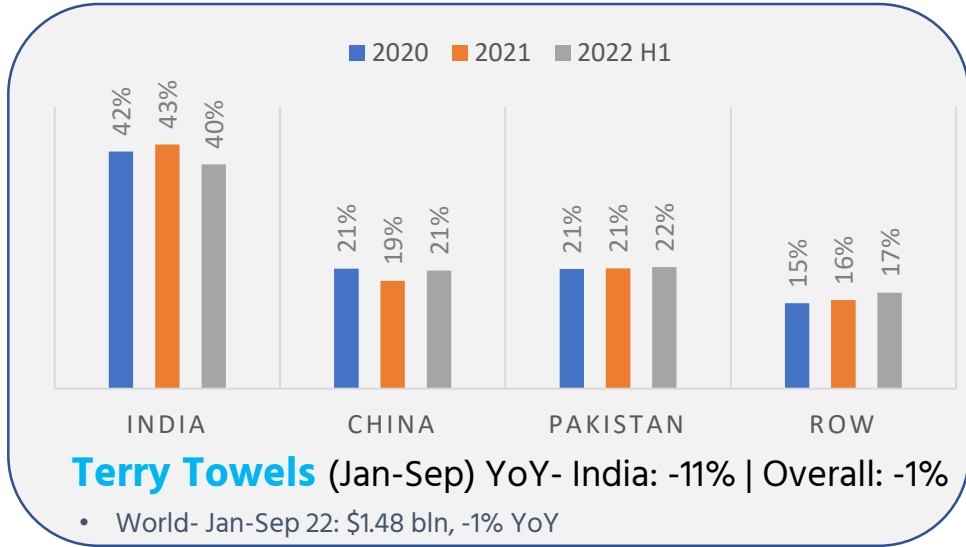
Click & Lock tiles
Carpet Tiles
W2W carpets
Greens

Segmented product offering across all "sweet consumer price points"



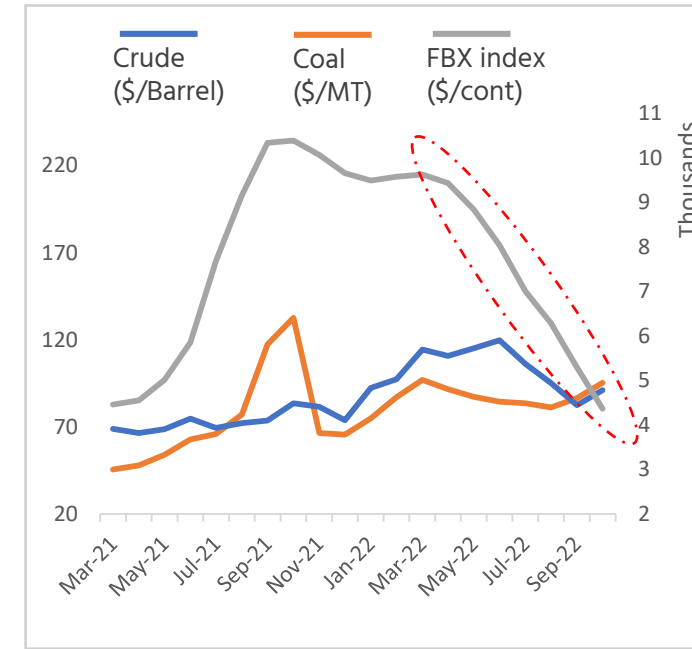
Core Business

Indian Exports – Changing Competitive Landscape



Cotton Prices	2019-21	2022
India wrt Pak	-4% to 11%	14% to 84%
India wrt China	-28% to -20%	-9% to 46%

- Indian cotton prices remained considerably out-priced against competing global peers (Pakistan & China) for a large part of FY22.
- Oct onwards, we are observing Indian cotton prices are in a downward trend



	YoY	QoQ
Crude	↑ 9%	↓ 14%
Coal (ICI4)	↓ 28%	↑ 14%
FBX Index (rolling)	↓ 58%	↓ 38%

- Reduction in freight by 58% YOY
- Reduction in Coal prices by 28% YOY(2X LY)
- Crude price remain higher by 9% YOY

We can expect demand pickup in the next couple of quarters

Core business – North America

To be the most trusted home solutions partner for consumers across the globe driven by Innovation, Brands, Digital and ESG

STRENGTHENING THE CORE

- Strengthen Bath & Sheets position
- Grow TOB & Basic Bedding (Pillow); Foray into Blankets & Throws
- Amongst top 3 in Bath Rugs & Area rugs



CONSUMER CONNECT

- Enhancing B2B2C reach
- Ecom & Omni – Global competency model (CBT)
- Amongst top 3 in US Hospitality linen
- Own: Welhome, Recology, Kindlier, Harmony, Co-lab
- License: Martha, Scott



INCREASING OUR REACH

- Expanding Brand & License business share in key markets: NA,UK,EU,SEA
- Leadership position in Canada, UK
- FTA Tail winds



ESG

- Industry beacon
- Preferred Partner
- Differentiation and Retention



SALES GROWTH

*10% CAGR over FY23

BRAND GROWTH 3.5X

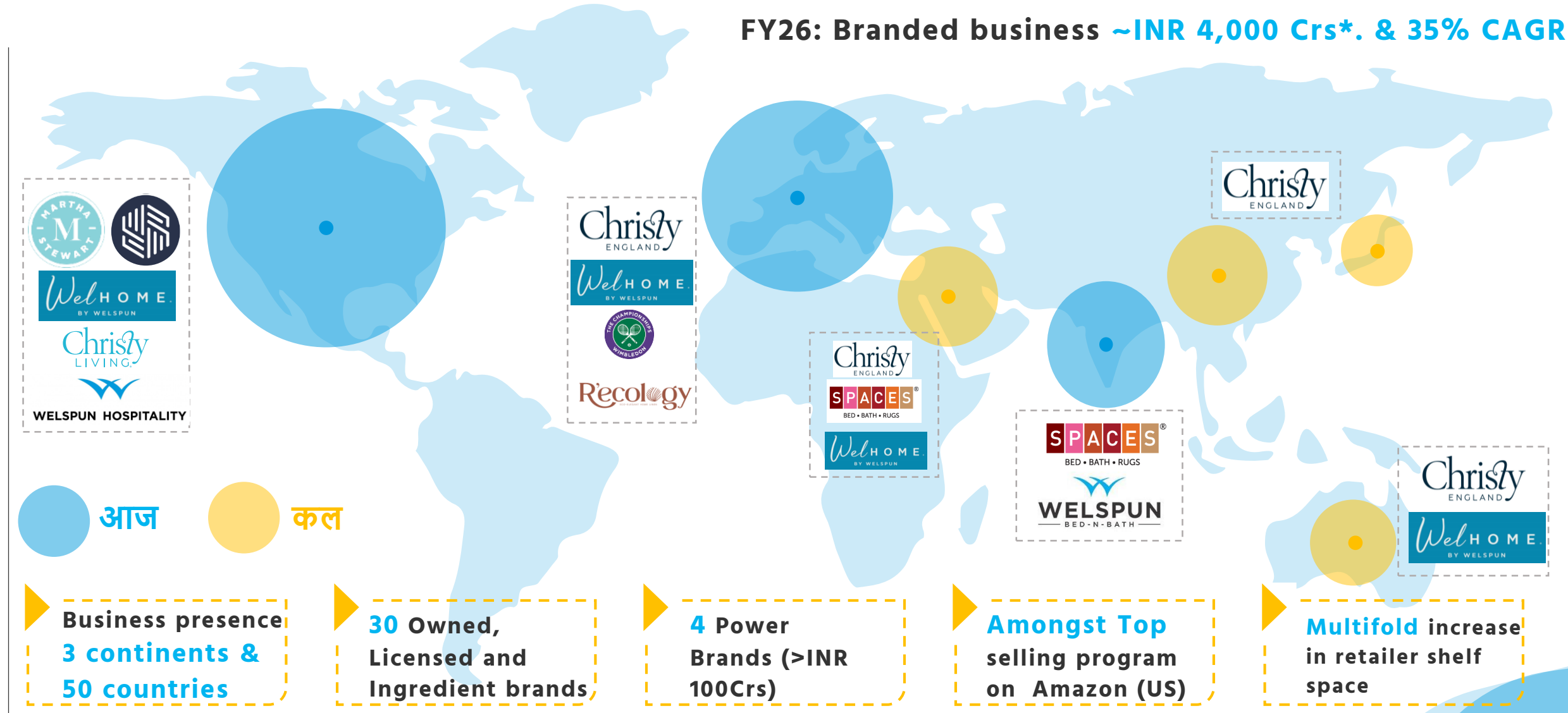
*17% Core revenue by FY26

E-COMM GROWTH 4X

*8% Core revenue by FY26

Brands powering profitable growth globally

FY26: Branded business ~INR 4,000 Crs* & 35% CAGR



Welspun Flooring

Tapping the flooring opportunity

Building Capabilities to tap the global and domestic market



Greenfield Fully Integrated facility spread over 600 acres



Annual Capacity
27 Mn Sq.Mt.



Warranty (5-15 YEAR)
Only company to offer warranty in flooring industry



India's **First** company to create **anti-viral flooring**



India's largest **LEED certified** production facility

Highlights

- **Top-line** : Business to grow by ~40% CAGR to reach INR 2,500 Crs by FY26 over FY22
- **Innovation**, key enabler for market differentiation
- **Capacity utilisation**: Expect full utilisation of annual installed capacity by FY26
- **Operational breakeven** achieved

Flooring business - International

Aggressive 360° global growth

Building Welspun brand



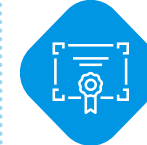
- Focus on close proximity market - ME & SEA
- Build hospitality global network - USA/ UK/ ME/ SEA/ AUS

Expanding Pvt Label



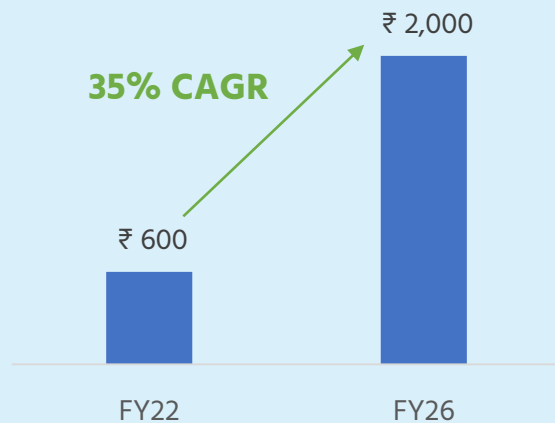
- Volume driver Market focus – USA/ UK
- Distributors & Big box/retailers – USA/ UK / ME
- FTA tail winds

Front end strategy

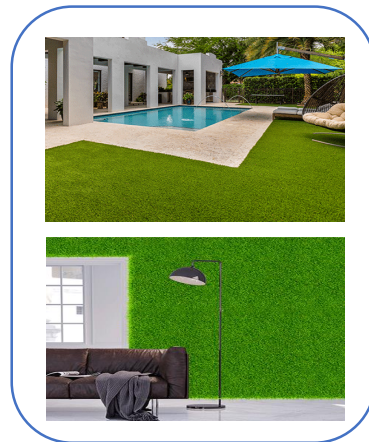


- Specification teams/ Global account managers
- Global sales & design team for branded business
- Experience Centers in Target Markets

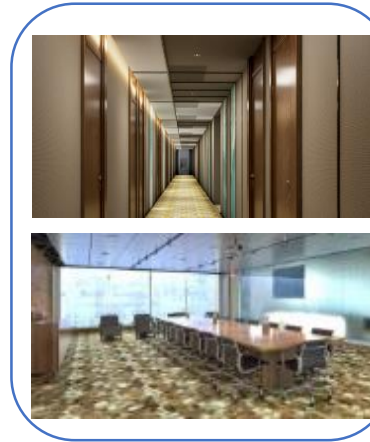
Business Projections (in Rs Crs)



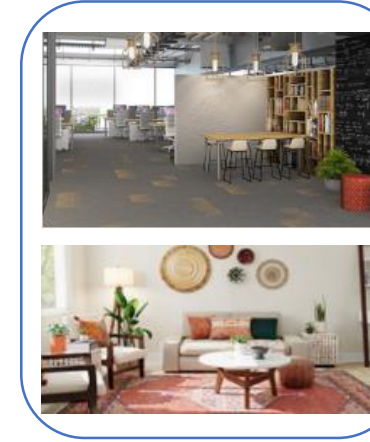
Product Portfolio



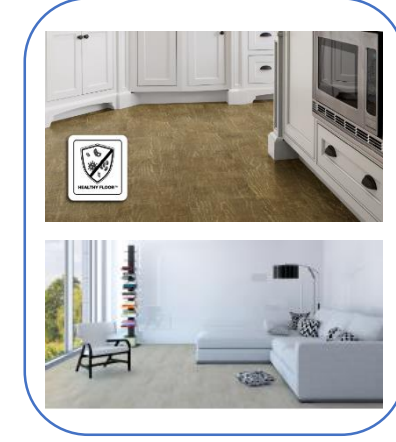
Grass



Wall to Wall



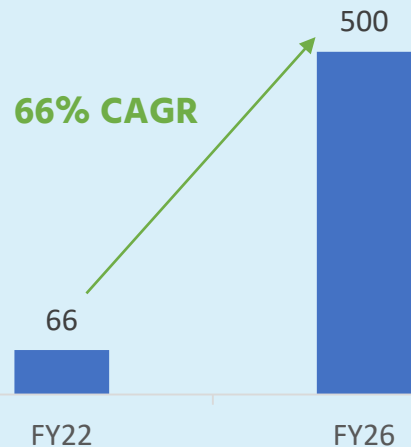
Carpet Tiles



Click N Lock/ SPC

Flooring business - Domestic

Business Projections (in Rs Crs)



Bridge Product Gaps

- Complete Design assortment
- Product value-engineering



Consumer Brand Building

- Sharper messaging – 1 day installation & redecoration
- ATL support & brand building activity



Channel & Placement

- Scale Distribution from 500+ stores to 5,100 stores



Influencer program

- Influencer Network – Interior designer, architects, real estate contractors, etc.



Differentiation via Services

- Expand beyond Installation Service, offer Interior Design Consultations.



Increase Share of wallet

- Global specifications and mandates in large MNCs
- New segment – Premium Automobile

Emerging Business: Advanced Textiles Opportunity

Trademarks



Certifications



Welspun is well positioned to leverage the underpenetrated consumption of technical textiles in India, still at 5-10% against 30-70% in advanced countries

FY26 expected to be upwards of Rs. 1,000 Crs at a CAGR of 35% over FY22

Spunlace

Annual Capacity
27,729 MT.

Needlepunch

Annual Capacity
3,026 MT.

Wet Wipes

Annual Capacity
100 Mn packs



WAMIL commercialized; expected to break even within the year

Innovation – Staying ahead of the curve

25% Innovation contribution
To total sales

Market leader

Highest patented technology in
Home Textiles segment

DUPONT SORONA



Sustainable Blend of Cotton and
Bio-based Polyester

welspunindia.com

WELSPUN
INNOVATION
35 INDUSTRY
HIGHEST
PATENTED
TECHNOLOGIES

WINNER

CLARIVATE SOUTH AND
SOUTH EAST ASIA
INNOVATION AWARD 2020,2021

WEL-TRAK™ 2.0
BLOCKCHAIN
BY WELSPUN

Patented
traceability
solution now on
Blockchain

the welspun
brain trust

SEQUENTIAL SLEEP SYSTEM



Complete range
of products for a
superior sleep
experience

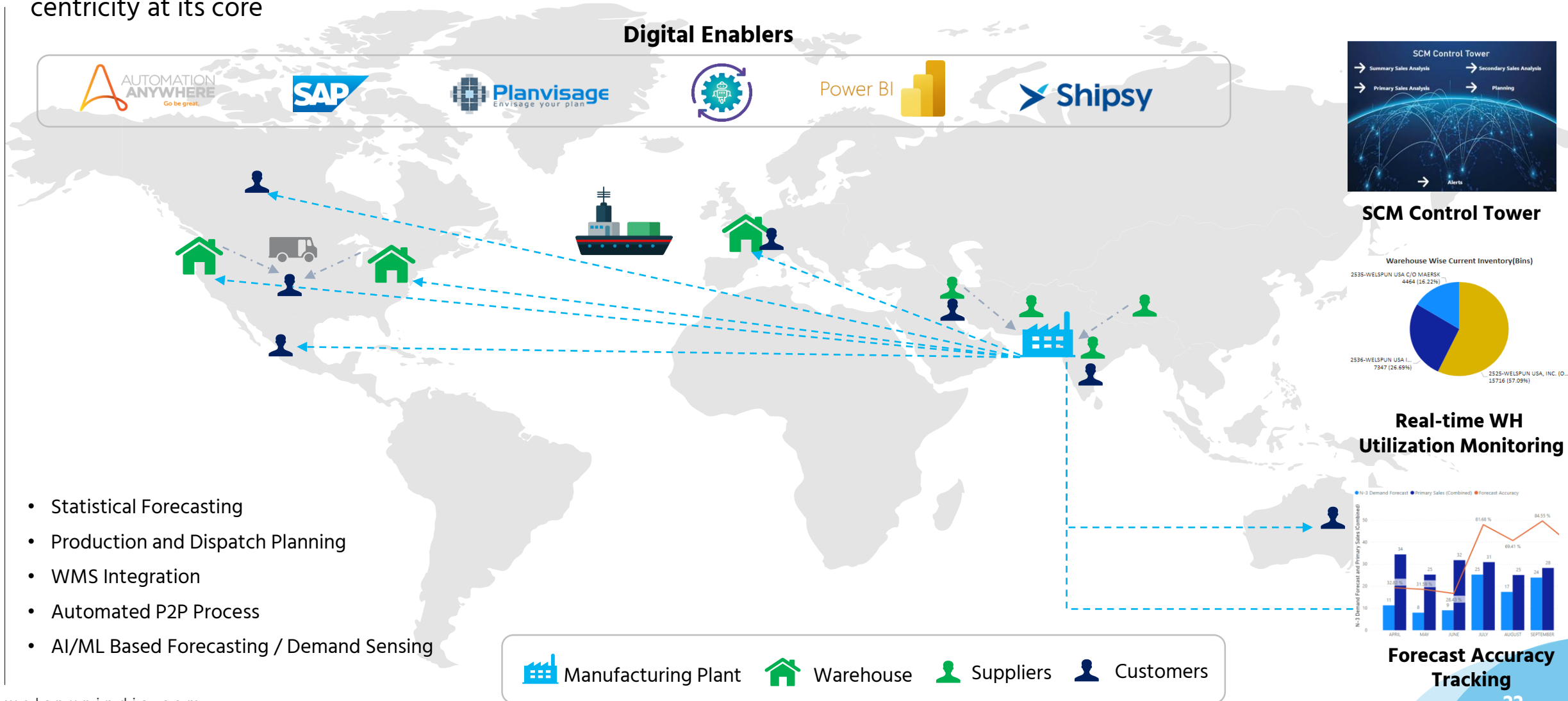
DREAMTEC™

A BEDSHEET REVOLUTION



Digitalization

Welspun aims to digitize all the existing processes and create a Digital Twin for better scenario analysis, keeping customer centricity at its core



- Statistical Forecasting
- Production and Dispatch Planning
- WMS Integration
- Automated P2P Process
- AI/ML Based Forecasting / Demand Sensing

Sustainability Initiatives – Growing business responsibly (1/2)

Rated “**Low Risk**” on ESG factors by one of the **top ESG rating agency**



Among **Top 100 Sustainable** companies in India by ET-Futurescape

Welspun India’s **Sustainability case study** is now a part of a curriculum across global universities

	Sustainalytics	DJSI ratings	Crisil ratings
ESG 2022	Score improved to 14.4 (May'22) from 17.9	Score improved to 48 (Nov'21) from 8	Score 63 – Strong (May'22)

Journey Till Date – Environmental Impact



1,60,600+ acres

Landbank of sustainable cotton farming



745 million

Liters of recycled water used in process (YTD)



41,470 GJ Energy

Saved through energy conservation (YTD)



64%

Of cotton used from sustainable sources (YTD)



1010 tons

Recycled cotton reused in process (YTD)

Journey Till Date – Social Impact



- ◆ Students reached ~81K



- ◆ Livelihood Impact – 1655
- ◆ Health Impact – Total beneficiaries ~61K



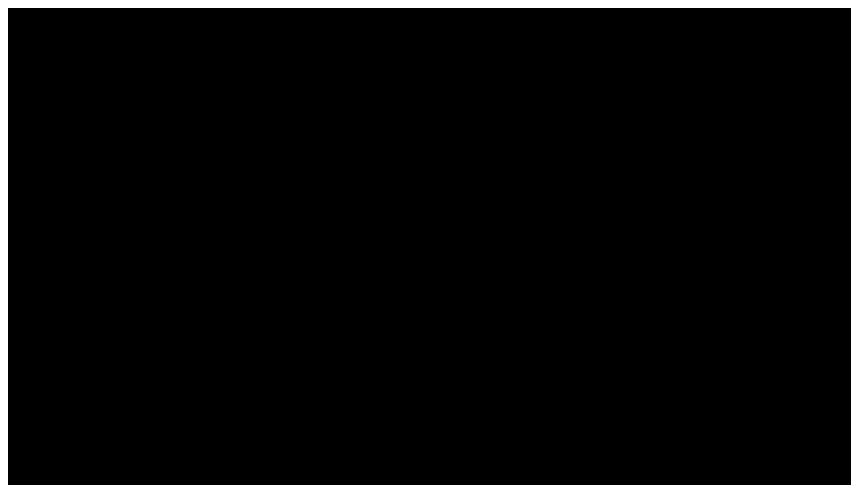
- ◆ To reduce road accidents on WEL constructed road
- ◆ Beneficiaries ~17K

Sustainability Initiatives – Growing business responsibly (2/2)

Aspects	Q2FY23	Goal 2025
Carbon Neutral (measured as % RE)	30MW plant by Q1FY24	20% RE
100% Sustainable Cotton	64%	50%
Fresh Water Positive in Production operations	13.5 KL/MT	5 KL/MT
Zero hazardous waste to Landfill	6.39 MT	0 MT
Impacting 1 million lives in CSV	188,336	5,00,000
Farmers in Welspun sustainable farming project (cumulative)	16,547	20,000

ESG Compass

EY ESG Compass



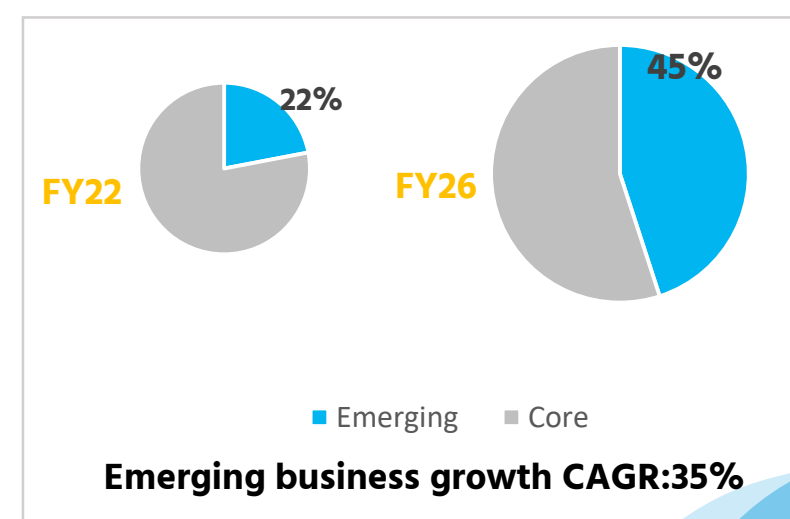
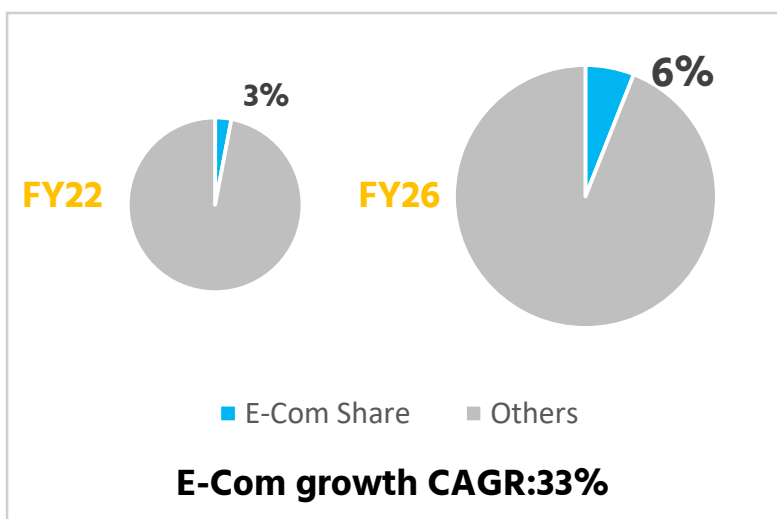
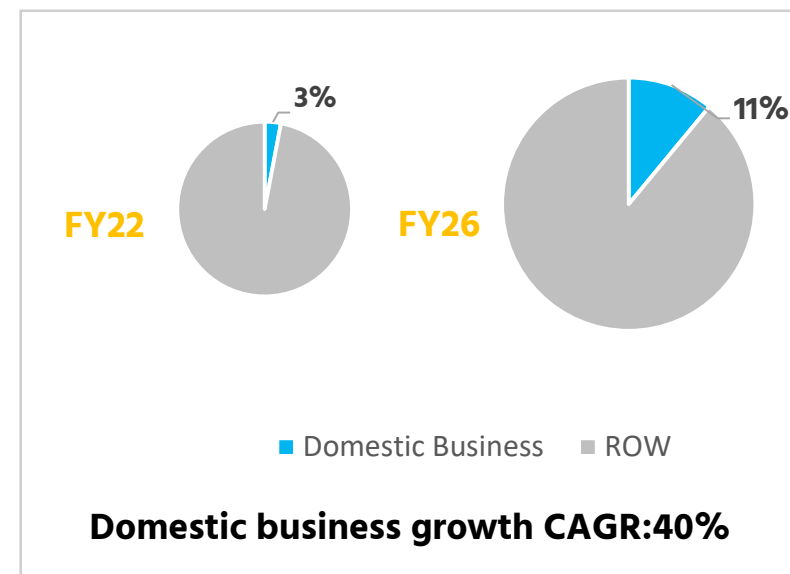
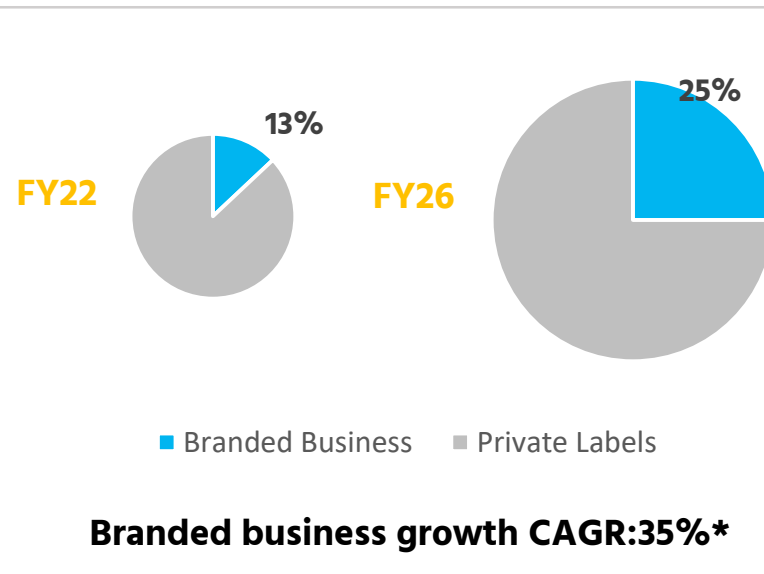
ESG compass QR code

- We have showcased this capability to one of our key customer
- Successful trail was conducted where QR code scan redirected to dummy page where necessary info (ESG compass dashboard)



Welspun – Changing Landscape

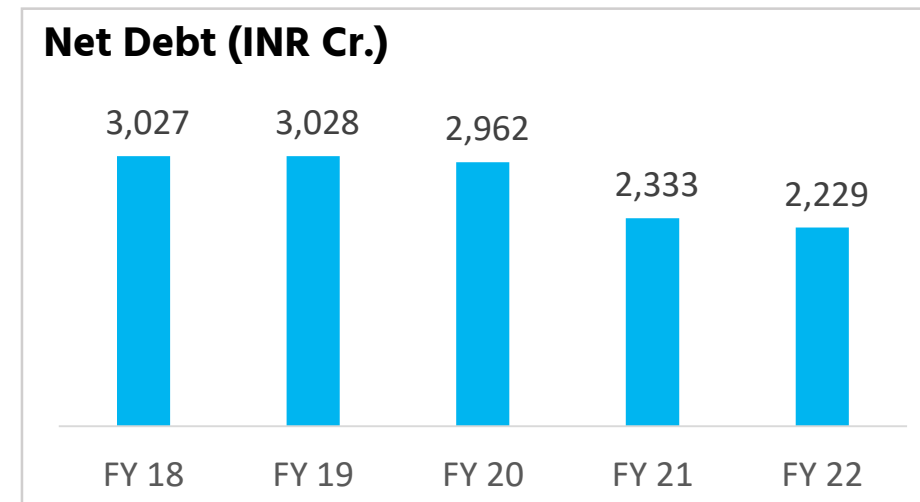
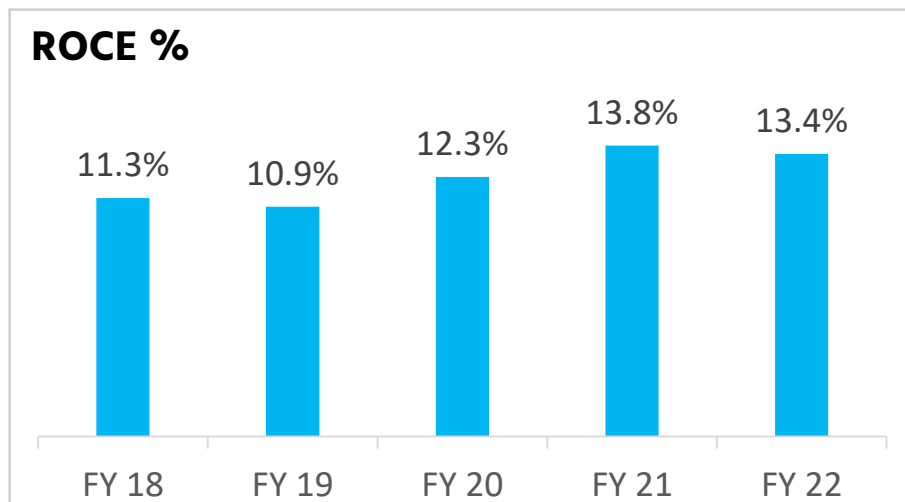
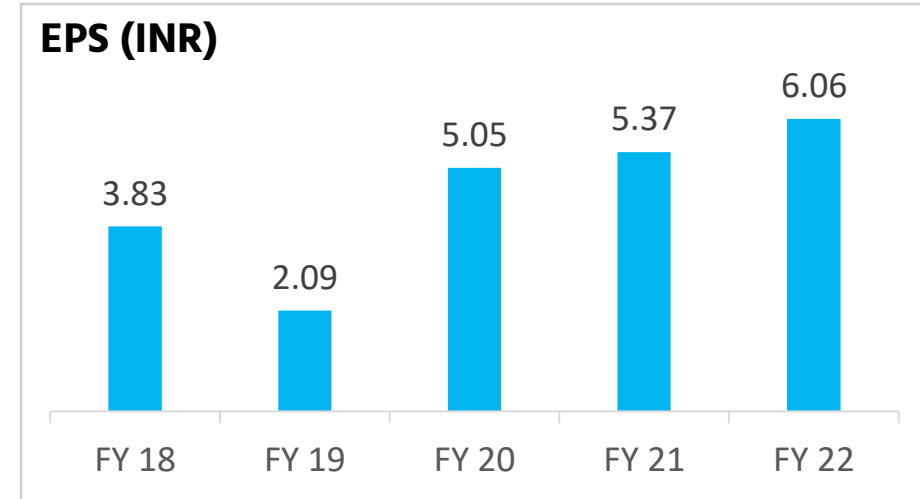
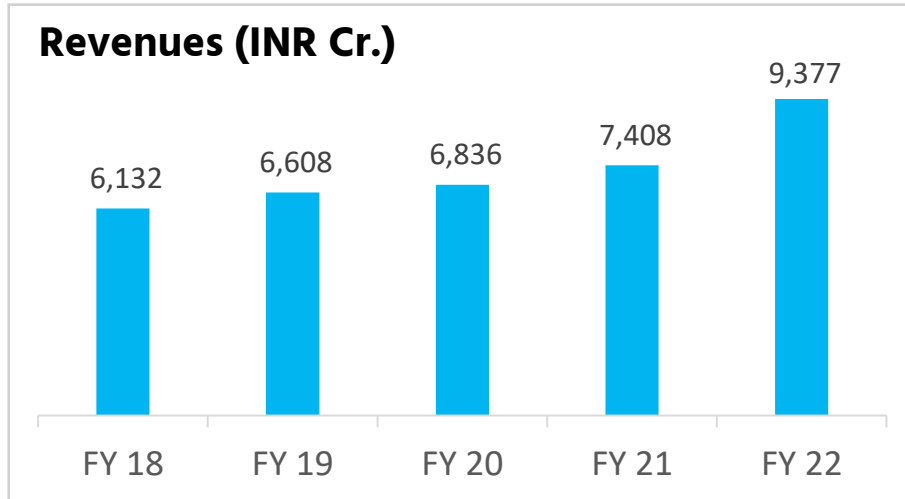
FY26 expected to be upwards of Rs. 15,000 Crs at a CAGR of 24% (over FY23 expected)



- All values in Rs Crores
 - Emerging business – Domestic retail, licensed and owned brands, e-commerce, flooring & advanced textiles.
 - Branded Business: Including E-Com
- w e l s p u n i n d i a . c o m

Financials

Proven track record of **consistent growth** with **strong Balance sheet**



Welspun Way



- Global leader in home textiles
- Strong distribution reach in over 50 countries
- Domestic Retail leadership
- Vertically integrated manufacturing facilities
- Own and Licensed brands growing globally
- Emerging businesses future engine of growth

Unlocking the domestic opportunity with increasing penetration to be 'Har Ghar Welspun' and growing at a CAGR of 40% in 3 years.

Focus on own global / brands & license portfolio – 25% share of business by FY26

Flooring Solutions driving new areas of growth worldwide

Ecommerce

Multipronged strategy to drive growth

A strong **focus on innovation** with 35 patents and collaborations with technology partners and industry associations

ESG initiatives are the cornerstone of every activity the Company undertakes



Har Ghar Welspun





**HarGhar
WELSPUN**



Thank you

