

WEL/SEC/2025 November 11, 2025

To.

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

Dear Madam/Sir,

Sub: Investor Presentation pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")

Pursuant to Regulation 30 of the SEBI Listing Regulations, please find attached the Investor Presentation on the Un-audited Consolidated and Standalone Financial Results of the Company for the quarter and half year ended September 30, 2025.

The same is also updated on the website of the Company at www.welspunenterprises.com

You are requested to take the above information on record.

Thanking you,

For Welspun Enterprises Limited

Nidhi Tanna Company Secretary ACS-30465

Encl.: As above

Welspun Enterprises Limited

Welspun Enterprises

WELSPUN ENTERPRISES LIMITED

Q2FY26 Investor Presentation 11th November 2025



BSE: 532553 | NSE: WELENT | ISIN: INE625G01013

Safe Harbor



The information contained in this presentation is provided by Welspun Enterprises Limited (the "Company"). Although care has been taken to ensure that the information in this presentation is accurate, and that the opinions expressed are fair and reasonable, the information is subject to change without notice, its accuracy, fairness or completeness is not guaranteed and has not been independently verified and no express or implied warranty is made thereto. You must make your own assessment of the relevance, accuracy and adequacy of the information contained in this presentation and must make such independent investigation as you may consider necessary or appropriate for such purpose. Neither the Company nor any of its directors assume any responsibility or liability for, the accuracy or completeness of, or any errors or omissions in, any information or opinions contained herein. Neither the Company nor any of its directors, officers, employees or affiliates nor any other person accepts any liability (in negligence, or otherwise) whatsoever for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection therewith.

The statements contained in this document speak only as at the date as of which they are made, and the Company expressly disclaims any obligation or undertaking to supplement, amend or disseminate any updates or revisions to any statements contained herein to reflect any change in events, conditions or circumstances on which any such statements are based. By preparing this presentation, none of the Company, its management, and their respective advisers undertakes any obligation to provide the recipient with access to any additional information or to update this presentation or any additional information or to correct any inaccuracies in any such information which may become apparent. This document is for informational purposes and does not constitute or form part of a prospectus, a statement in lieu of a prospectus, an offering circular, offering memorandum, an advertisement, and should not be construed as an offer to sell or issue or the solicitation of an offer or an offer document to buy or acquire or sell securities of the Company or any of its subsidiaries under the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, both as amended, or any applicable law in India or as an inducement to enter into investment activity. No part of this document should be considered as a recommendation that any investor should subscribe to or purchase securities of the Company or any of its subsidiaries or affiliates and should not form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. This document is not financial, legal, tax, investment or other product advice.

This presentation contains statements of future expectations and other forward-looking statements which involve risks and uncertainties. These statements include descriptions regarding the intent, belief or current expectations of the Company or its officers with respect to the consolidated results of operations and financial condition, and future events and plans of the Company. These statements can be recognized by the use of words such as "expects," "plans," "will," "estimates," or words of similar meaning. Such forward-looking statements are not guarantees of future performance and actual results, performances or events may differ from those in the forward-looking statements as a result of various factors and assumptions. You are cautioned not to place undue reliance on these forward looking statements, which are based on the current view of the management of the Company on future events. No assurance can be given that future events will occur, or that assumptions are correct. The Company does not assume any responsibility to amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise.

Any reference herein to "the Company" shall mean Welspun Enterprises Limited, together with its consolidated subsidiaries.

Inside this Presentation



About Welspun World	04
Advantage Welspun Enterprises Ltd.	05
Financials Q2FY26	11
Infrastructure play across verticals	15
Welspun Michigan Enterprises Ltd.	17
WEL – ESG At the Core	20
Summary Historical Financials	23
Appendix – Project & Investment Details	27



Industrial Water Treatment Plant, Dewas, Madhya Pradesh

Welspun world

Global Conglomerate

The USD 5 Bn Welspun Group is one of India's fastest growing global conglomerates, with business interests in Line Pipes, Home Textiles, Building Materials, Infrastructure, Water, Steel, Warehousing, New Energy, **Advanced Textiles and Flooring** solutions.

The group has a strong foothold in 50+ countries and its clientele includes Fortune 500 companies.

USD 5 Bn* Revenue

USD 1.8 Bn* **Net Fixed Assets**

30,000+ Workforce

Manufacturing Facilities in India, USA, and Saudi Arabia.

Welspun LIVING



Global leader in Home Textiles

Welspun corp



Amongst world's largest Line-Pipe manufacturers

Welspun ENTERPRISES



Robust portfolio of Roads, Water & Tunnelling Infrastructure projects

Welspun one



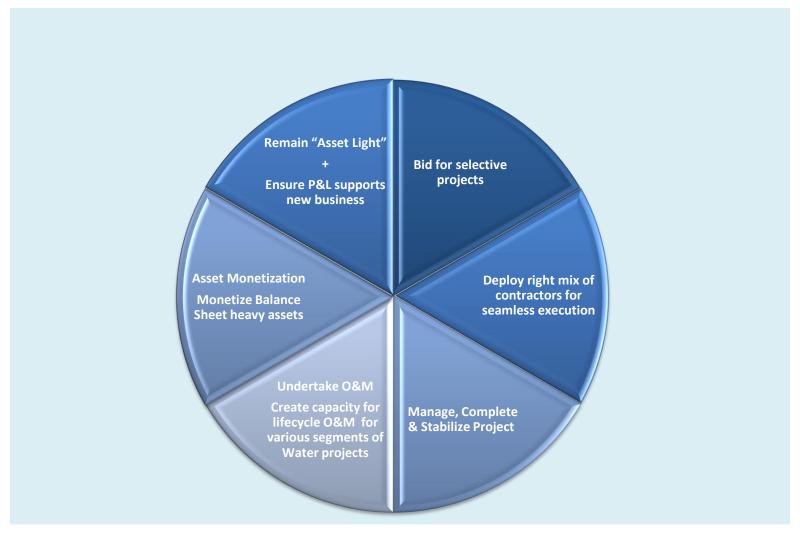
Integrated Grade-A Warehousing Solutions

^{*} As on 31st March 2025



Creating Value through a Clear Strategy







Municipal Water Treatment

Industrial Water Supply





Sewerage Treatment

Rural Water Supply





National/State Highways

Tunneling

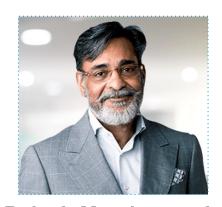


Independent & Experienced Board





Balkrishan Goenka Executive Chairman



Rajesh Mandawewala

Non-Executive Director



Sandeep Garg *Managing Director*



Deepak Chauhan *Director – Legal & Ethics*



S Madhavan

Lead Independent Director

(Ex-PWC, and Member, Eminent Boards)



Dr. Anoop Kumar Mittal
Independent Director
(Ex-CMD, NBCC)



Dr. Aruna Sharma
Independent Director
(Ex-Secretary, Steel)



Raghav Chandra
Independent Director
(Ex-Chairman, NHAI)

Through an Experienced Management





Sandeep Garg *Managing Director*



Yogen Lal
CEO – Strategy , Business
Development



Abhishek Chaudhary

CEO (Transportation)



Lalit Jain *Chief Financial Officer*



Saurin Patel
CEO, Integrated Water SBU



Hardik Dhebar

President Finance WEL &

Chief Financial Officer - WMEL



Asim Chakraborty

Executive Director



Lekha Raghavan Head - HR

Awards, Accreditation & Accolades



Letter of appreciation by Prime Minister of India Shri Narendra Modi

New Delhi 23 May, 2018

Shri B. K. Goenka Ji,

I am delighted to know of your valuable contribution to the completion of Package
I of Delhi-Meerut Expressway, which as you know got completed much before the
target date.

We, as a nation, are standing at the cusp of a wave of development that is driven by a young nation with great aspirations. The infrastructure we are building will create new pathways for India's all-inclusive development and open new vistas of opportunity for our people.

It was our former Prime Minister Shri Atal Bihari Vajpayee's vision to connect each and every village and city with all-weather roads. He envisioned India's future built on a firm foundation of enhanced connectivity for people and businesses.

Today, from highways to I-ways, we are ensuring that our nation is ahead of the curve in infrastructural development.

The Delhi-Meerut expressway has showcased India's engineering capabilities that are well integrated with our goal of sustainable development. Also appreciable is the way in which the expressway has been converted into a green belt with initiatives such as drip water irrigation, solar plant and landscape development.

It is a matter of immense joy to see pride in people's eyes when they experience seamless commute through these modern day marvels. The new expressway is one such marvel that will ease the lives of citizens by saving them time and money as well as ensuring that local economy flourishes.

It is my firm belief that the highways built today will become runways for dreams of tomorrow to take flight. I, once again, congratulate everyone associated with this project for achieving a remarkable feat and delivering not just an expressway, but a roadway to progress and prosperity.

I wish you success in all your future endeavours.

Yours Sincerely,

Gold Award for Excellence in Project
Management under PPP mode from
MoRTH



Wealth Creator Award at Construction World Global Awards 2025



Most Admired Company in the Transportation for ASRP at ET Now Infra Focus Awards



Best Brand in Construction & Infrastructure for Water Infrastructure at ET Now Infra Focus Awards



Excellence in OHS & Management System for Dharavi at OSH India 2025



Sustainable Organization – 2025 at UBS Forums 6th Sustainability & Summit Awards



Maharashtra Best Employer Brand Award at Employer Branding Awards 2025

Strong platform set for future growth



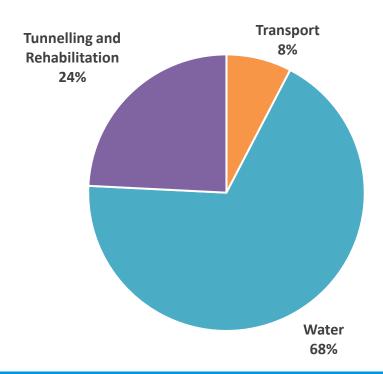
Robust portfolio of Water, Tunnelling and Transport



Current order book at

~₹ 15,600 Cr.*

Segment wise Break-up



Current Order Book provides strong growth visibility

^{*} Consolidated order book as on September 30, 2025 and incl. ∼₹ 5,393 cr. for O&M & asset replacement in MCGM STP project , Bhandup WTP project , UPJJM project and Panjrapur Project.



Income Statement Snapshot – Consolidated



Particulars (₹ Cr)	Q2 FY26	Q2 FY25	YoY %	H1 FY26	H1 FY25	YoY %
Revenue from Operations	784	815	-4%	1,629	1,745	-7%
Other Income	19	23	-14%	45	52	-14%
Total Income	803	838	-4%	1,674	1,798	-7%
EBITDA	192	150	28%	399	343	17%
EBITDA margin	23.9%	17.9%	598 bps	23.9%	19.1%	480 bps
PBT Before Exceptional Item	126	102	24%	279	255	9%
Exceptional Item	0	0		0	0	
РВТ	126	102	24%	279	255	9%
Profit from discontinuing operations (net of tax)	3	-12		-10	-18	
PAT	98	62	59%	199	171	16%

Income Statement Snapshot – Standalone



Particulars (₹ Cr)	Q2 FY26	Q2 FY25	YoY %	H1 FY26	H1 FY25	YoY %
Revenue from Operations	593	663	-11%	1,197	1,409	-15.1%
Other Income	25	25	-1%	57	55	3.6%
Total Income	618	688	-10%	1,254	1,464	-14.4%
EBITDA	116	99	18%	240	228	5.6%
EBITDA margin	18.8%	14.3%	448 bps	19.2%	15.5%	362 bps
PBT Before Exceptional Item	95	87	9%	212	206	3.0%
Exceptional Item	-	-		0	0	
PBT	95	87	9%	212	206	3.0%
PAT	73	65	13%	160	154	4.1%

Balance Sheet Snapshot



Consolidated Balance Sheet Snapshot (₹ Cr.)	30 ^s September 2025	31 ^s March 2025
Net worth	2,870	2,709
Gross Debt	1,731	1,300
- Long Term Debt	1,582	1,269
- Short Term Debt (Working Capital Loan)	149	31
Cash & Cash Equivalents#	1,043	1,155
Net Debt / (Cash)	688	145
Other Long-Term Liabilities	127	126
Total Net Fixed Assets (incl. CWIP)	222	228
Net Current Assets (Excl. Cash & Cash Equivalents) (adj.)*	674	368
Other Long-Term Investments and Assets (adj.)	2,790	2,383

Returned ~INR 800 crore through buyback & dividends over the last 8 years.

Standalone Balance Sheet Snapshot (₹ Cr.)	30 ^s September 2025	31 ^s March 2025	
Net worth	2,810	2,690	
Gross Debt	100	0	
- Long Term Debt	-	-	
- Short Term Debt (Working Capital Loan)	100	0	
Cash & Cash Equivalents#	986	1,061	
Net Debt / (Cash)	-886	-1061	
Other Long-Term Liabilities	11	8	
Total Net Fixed Assets (incl. CWIP)	26	18	
Net Current Assets (Excl. Cash & Cash Equivalents) (adj.)*	503	255	
Other Long-Term Investments and Assets (adj.)	1,405	1,364	

[#] Includes Fixed Deposits kept with banks & investments

^{*} Mobilization advance has been included into Net Current Assets

Infrastructure play across verticals



Water

- Exponential Budgetary surge for creating water infrastructure ~ ₹6 lakh crore between 2020-25 an increase of over ~6x over 2015-20
- Technology partners-Xylem, Veolia, etc.
- Strengthening O&M capabilities for a sustainable business model.

Transport

- 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 strong entry barrier

Tunnel

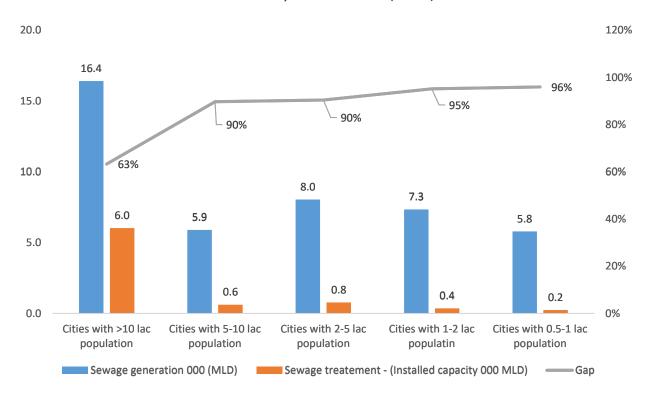
Tunnelling — a solution for urbanization

- ~ 3,000 km in 10 years as against ~2,500 km in 75 years.
- Enhancing in-house strong & specialized tunnelling capabilities

"SmartOps" Technology-led Decentralized Solutions for Water treatment



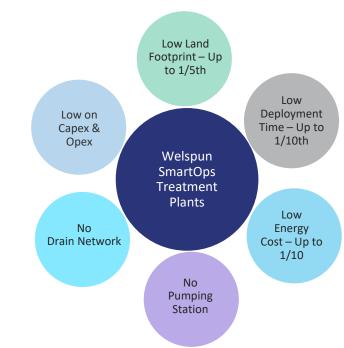




Source: Central Pollution Control Board

Building Water Resilience in India

Welspun SmartOps – Unique proprietary Bioengineered Solution S.A.B.R.E*



*Stabilized Aerobic & Anaerobic Bioengineered Reaction Environment

Key Projects

Holy Durga Kund, Varanasi (Uttar Pradesh): Rejuvenation completed

Chandrabhaga River, Vitthal Mandir (Pandharpur, Maharashtra): Project handover completed in July 2025

Mathura Project: The work is underway.



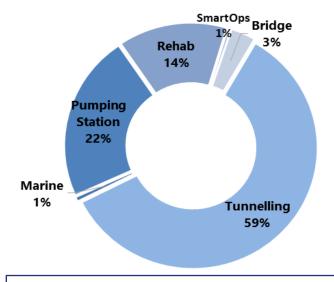
Welspun Michigan Engineers (WMEL)



- WMEL (60.09%), subsidiary of WEL, part of Welspun World, established in 1973
- Leading EPC firm in tunnelling and pipeline rehabilitation for water & wastewater
- Pioneer in trenchless technology with presence across tunnelling, micro tunnelling, pumping stations, bridges, and subways
- Strong ties with municipal corporations
- In-house capabilities in engineering, fabrication and assembly



- Executed diverse urban infrastructure projects — marine, drainage, tunnelling, and pumping systems
- Revenue and EBITDA growth over 5 years @ CAGR of 34% and 38% respectively
- As on 30th Sept. 2025, Order Book of ~
 ₹ 2,650 Cr (includes DGT order)



WMEL Order Book break-up (%)



Welspun Michigan Engineers (WMEL) - Snapshot



Financial Snapshot

Financial Year YoY YoY Q2 FY26 Q2 FY25 H1 FY26 H1 FY25 growth growth (₹. Cr.) Revenue 169 105 60% 377 249 51% 57 **EBITDA** 35 21 65% 81 42% -150 bps EBITDA Margin 20.8% 20.2% 60 bps 21.4% 22.9%

Types of Projects

- Segment tunnelling
- Micro tunnelling
- Rehabilitation of Underground pipelines
- Deep Storm water pumping stations
- Underwater, Drilling, Blasting, Dredging
- Bridges, Subways
- SmartOps







ESG Risk Rating

56
(Progressive Industry Average)

CRISIL

36
(Stable Transition Zone)

Sustainalytics

Carbon Emission

50,707 tCO₂e avoided through various initiatives

Water

17,163 KL water saved
3.11 lakh KL rainwater harvested

Waste

11.3 lakh MT pond ash used 18,189 MT fly ash used 96 % waste diverted

Note: ESG Data FY24-25

Board Committees



Audit Committee

• 3 Members - all Independent Directors

Nomination & Remuneration Committee

• 3 Members - all Independent Directors

Stakeholders' Relationship, Share Transfer & Investors' Grievance

• 3 Members - all Independent Directors

Risk Management

• 3 Independent Directors & Managing Director

Environment, Social & Governance & Corporate Social Responsibility

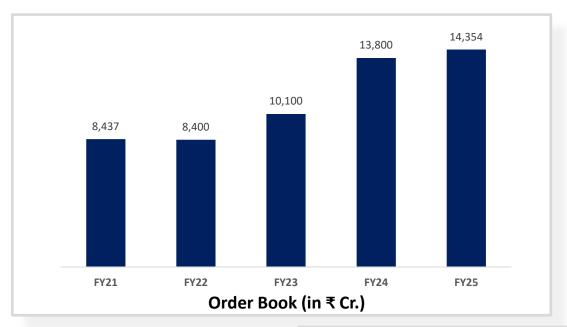
• 3 Independent Directors

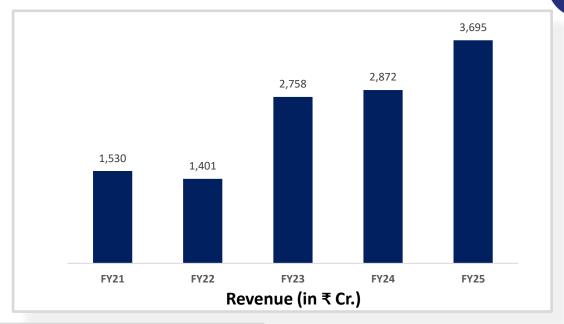
Project Review

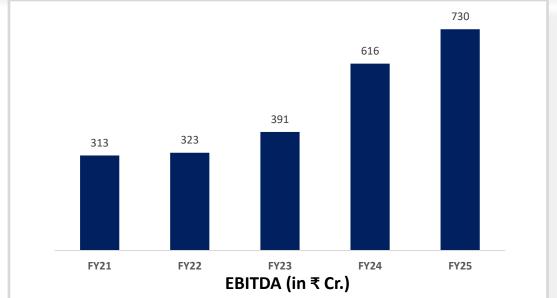
• 2 Independent Directors & Managing Director



Consistent Performance







Consolidated financial highlights



₹ Cr

Particulars	FY23	FY24	FY25
Revenue	2,758	2,872	3,695
EBITDA	391	616	730
EBITDA Margin (%)	13%	20%	19%
PAT	684*	349	384
Net Debt	(1,088)	(214)	145
Net Worth	2,362	2,490	2,709
Long term Investment	258	283	299
Payback to Investors	135	292	42

Steady & Robust Growth

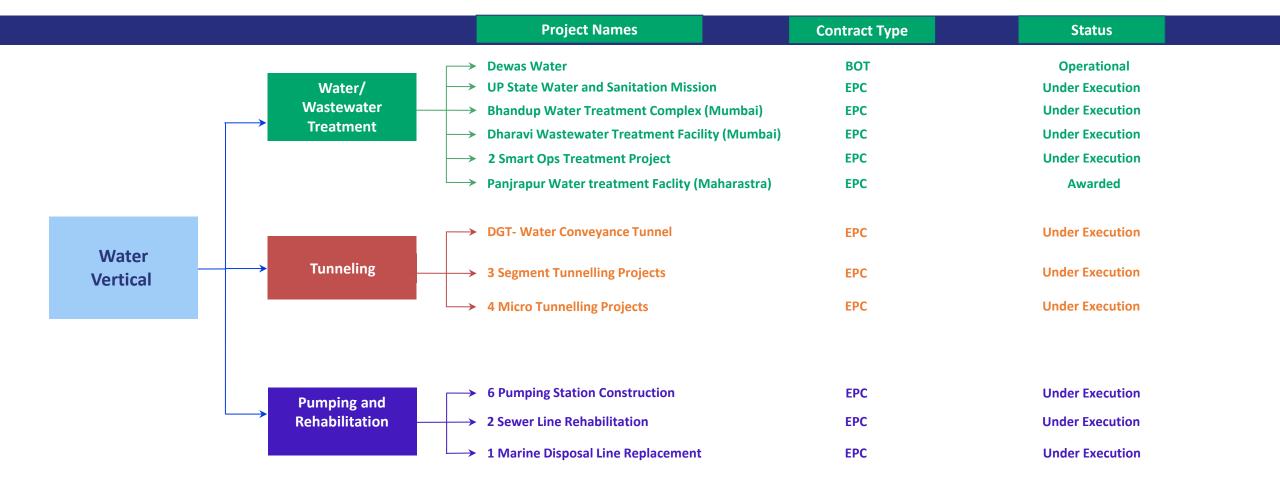
- EBITDA has increased by ~86% and Revenue by ~35%, over 2 years
- Average 3-year PAT margin of ~16% encapsulates our strategy of Value Creation through monetization of projects

^{*}This includes gain from divestment of Road assets to Actis ₹ 483 Cr

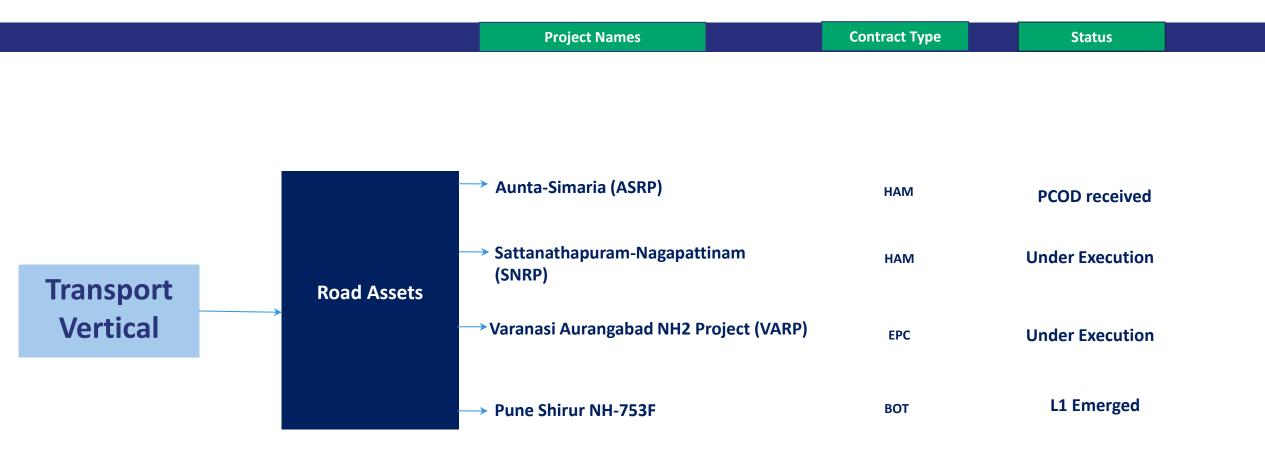


Water Vertical Portfolio at a Glance





Transport Portfolio





W

HAM

Aunta-Simaria (Ganga Bridge with Approach Roads)

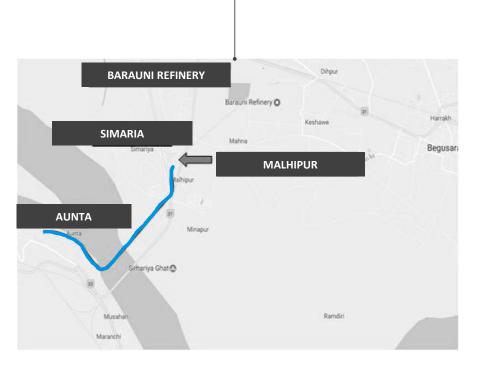
SCOPE

Six- Laning from Aunta-Simaria (Ganga Bridge with Approach Roads) Section from km 197.9 to km 206.1 of NH-31 in Bihar. Includes widest extradosed bridge on Ganga river

STATUS

NHAI declared the Appointed Date as 30th August 2018

The project is completed and inaugurated by PM.



Project details

Project Length (Kms)	08.15 Km
Acquisition Date	Aug 2018
Financial Closure	Achieved
Appointed Date	30 th Aug 2018
Scheduled Construction Period	42 Months^
Concession Period after COD	15 Years

[^] PCOD received on 15th May 2025

escalation)

Project cost & financing * (₹ Cr.)

Bid Project Cost (with escalation)	1,603.0
Means of Finance	
NHAI	624.0
Debt	648.0
Sponsor's Commitment	160.0
First year O&M Payment (excluding	9.9



W

HAM

Sattanathapuram-Nagapattinam (SNRP)

SCOPE

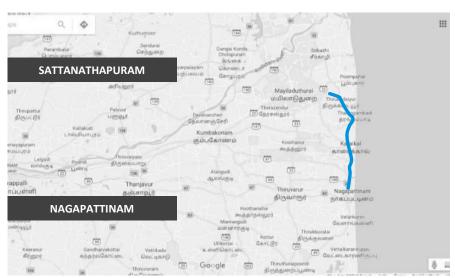
4 laning of Sattanathapuram to Nagapattinam (Design Ch Km 123.8 to Km 179.6) section of NH-45A (New NH -332) in Tamil Nadu

STATUS

Received Appointed Date on 5th October 2020 with 4 lane road & 4 lane structures as against 4 lane road & 6 lane structures specified in the Concession Agreement

The project is under execution.





Project details

Project Length (Kms)	55.755 Km
Award Date	July 2018
Financial Closure	Achieved
Appointed Date	5 th Oct 2020
Scheduled Construction Period	24 months^
Concession Period after COD	15 Years

[^] EOT up to 31st Oct 2025 received, & Further EOT is in process

Project cost & financing * (₹ Cr.)

Bid Project Cost (with forecasted escalation)	2,511.0
Means of Finance	
NHAI	1,000.9
Debt	1,057.0
Sponsor's Commitment	272.0

First year O&M Payment (excluding	5.0
escalation)	5.0

^{*} Forecasted figures



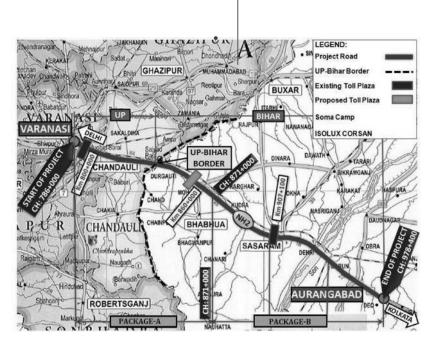
W

EPC

Varanasi Aurangabad NH2 Project (VARP)

SCOPE

Six laning of Varanasi – Aurangabad section of NH-2 from km 786.00 to km 978.00 (length 192.400 km) in the State of Uttar Pradesh & Bihar



Project details

Project Length (Kms)	192.4					
Original Contract						
Commencement Date	30th Sep 2021					
Construction Period	24 Months					
Additional Contract						
Construction Start Date	May 2022					
Construction End Date	Nov 2023^					

[^] EOT available up to 30th Jun 2025. EOT up to 28 February 2026 is under process with client.

Status

Total contract value of ~₹ 3,266 Cr. (excluding GST)

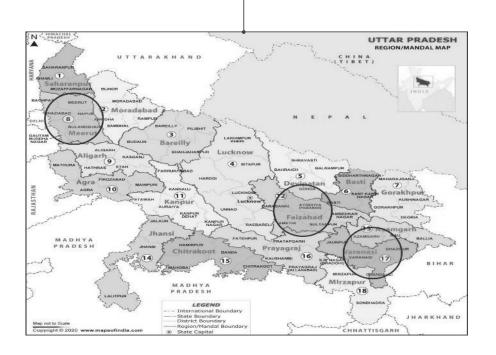




UP State Water and Sanitation Mission



Rural Water Supply project under Jal Jeevan Mission by State Water Sanitation Mission UP, scope includes Survey, Design, Preparation of DPR, Construction, Commissioning and O&M for 10 years of various Rural Water Supply Projects in the State of Uttar Pradesh



Project details

Project Scope	Water Supply to Villages
Est aggregate contract value (excluding O&M value and GST)	₹ ~ 2,800 Cr.

S No.	Revenue Division	District	No of Villages
1	Varanasi	Jaunpur	747
2	Varanasi	Sant Ravidas Nagar	877
3	Ayodhya	Ambedkar Nagar	241
4	Ayodhya	Amethi	240
5	Meerut	Bulandshahr	439
Total No of Villages			2,544





Wastewater Treatment Facility

- Mumbai Sewage Disposal Project, Dharavi



SCOPE

Design, Build, Operation and
Maintenance of 418 MLD Dharavi
Wastewater Treatment Facility
including 209 MLD Tertiary treatment
facility under Mumbai Sewage
Disposal Project, Stage II (Priority
Works)



Above is a 3-D model

Project details

Contract period

60 Months for Design Build, 15 years of operation and maintenance

Status

LOA received on May 27, 2022

Project Commencement date – July 4, 2022

Total consideration (includes O&M and Asset replacement) of ~₹ 4,636 Cr. (inclusive of GST)





Dharavi Project - India's First Multi-Storeyed Wastewater Treatment Facility

- A first-of-its-kind project in the country, this facility is being constructed vertically, due to the space constraints at the project site.
- Being built on just 12.7 acres of land, it has one of the lowest footprint per MLD
- Capable of treating sewage generated by a population of nearly 3.5 million people
- 50% of this treated wastewater will be tertiary treated



Above is a 3-D render





Water Treatment Plant – Bhandup Complex, Mumbai



Project details

Contract period

48 Months for Design Build, 15 years of operation and maintenance

SCOPE

Design, Build, Operation and
Maintenance of 2,000 MLD Water
Treatment Plant at Bhandup
Complex, Mumbai.



Above is an illustrative image

Status

LOA received on Feb 29, 2024

Received Notice to Commence effective July 23, 2024

Total consideration (includes O&M and Asset replacement) of ~ ₹ 4,123.8 Cr. (inclusive of GST)





Water Conveyance Tunnel from Dharavi WWTF to Ghatkopar WWTF— Mumbai



SCOPE

Design and construction of Tertiary
Treated Water Conveyance Tunnel of
8.48km length with a 3,500 mm
bored diameter.



Above is an illustrative image

Project details

Contract period

93 Months for Design Build of a 8.48 km tunnel with a 3,500 mm bored diameter

Status

LOA received on Oct 8, 2024

Received Notice to Commence effective Nov 29, 2024

Total consideration of ~₹ 1,989.4 Cr. (Excluding GST)





Water Treatment Plant (WTP) at Panjrapur, Maharashtra



SCOPE

Design, Build, Operation and
Maintenance of 910 MLD Water
Treatment Plant including
comprehensive civil, mechanical,
electrical and instrumentation works,
along with the construction of a
treated water pump and pumping
station.



Above is an illustrative image

Project details

Contract period

48 Months for Design Build, 15 years of operation and maintenance

Status

LOA received on Nov 6, 2025

Total consideration including GST ~₹ 3,145 Cr. (includes O&M and Asset replacement ~ ₹1,156 Cr.)





BOT Dewas Water

Sector	Project Name	Location	COD	Concession End
Water Supply	Dewas Water*	MP	Apr-20	Jun-37

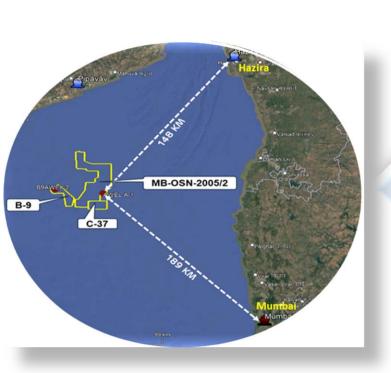
*Dewas Water – Modified Project

- Modified project involves the supply of treated water of up to 23 MLD to industrial customers in Dewas
- FY26 H1 revenue stands at ₹ 7.0 Cr. with EBITDA of ₹ 3 Cr.

Oil & Gas



- Collective GIIP*: ~1.1 TCF
- Gas Evacuation Plan Through a National Oil and Gas Company's Network in advance stages of discussion
- Monetization Expected in FY '29



Location of Fields



Gas Evacuation Schematic

Thank You

For further details please contact

investorrelations_WEL@welspun.com/Sangeeta_tripathi@welspun.com Sangeeta Tripathi- Head Investor Relations Mr Salil Bawa, Head – Group Investor Relations

CORPORATE OFFICE

WELSPUN ENTERPRISES LIMITED CIN: L45201GJ1994PLC023920

C/8, BKT House, Trade World, Kamala City, Senapati Bapat Marg, Lower Parel, Mumbai - 400 013, India

Connect with us:



| /WelspunWorld



f /WelspunWorld



/welspungroup



in /company/welspunworld