

CORPORATE PRESENTATION

July 2026

Arvind
FASHIONING POSSIBILITIES



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1 | The Arvind Story

Snapshot of Arvind's Listcos – Part of Lalbhai Group - a legacy of 100 years

From a Fibre to Fashion global conglomerate to an ensemble of Design & Engineering to Real Estate

Fashion and Retail

Arvind
FASHIONING POSSIBILITIES



Arvind FASHIONS



Engineering

Anup
ENGINEERING



Real Estate

Arvind
SMARTSPACES



The Lalbhai Legacy

The inception traces back to 1898 when Lalbhai Dalpatbhai initiated the establishment of a textiles firm, thereby founding The Saraspur Manufacturing Company. As part of the collective effort by Indian entrepreneurs during the Swadeshi Movement, Arvind Mill, the flagship company of the Lalbhai Group, was established in 1931, now demerged in to four listed entities of diversified business ventures, thereby fostering a positive cycle of value creation for stakeholders.

2 | Arvind Business at a Glance



Textiles

Yarn

- Inhouse cotton to yarn conversion capacity for multiple counts as part of fully integrated textile model



Fabric

- We produce Denim, Woven, Knits and Voiles.



Garments

- We manufacture Jeans, Shirts, Knits and Essentials as part of our garmenting division.



Retail

The Arvind Store houses the best brands from the house of Arvind like Arrow & US Polo, and now also its Ready To Wear called "Arvind".



Advanced Materials

Composites

- Glass Fiber and Carbon Fibers.
- Used for Products like Interior of Metro trains, Wind blades and Sports items.



Human Protection

- Protection from Fire, Hazardous Chemicals, Blades.
- Initiated Production for Indian Army.



Industrial Products

- Products like Conveyor Belt, Industry Filtration.



Other Segments

Water Solution

Envisol
POWERED BY Arvind

At Arvind Envisol, we are driven by care for the environment; beginning with preserving our planet's most valuable resource - water.



Telecom Solution

ARYA OMNITALK
WALKY TALKY | GPS TRACKING | TOLL & HTMS

Our business in telecommunication involves supply of equipment and solutions for small range communications including Mini-EPABXs for the SOHO, small & medium businesses.



3 | Product Suites Overview

Cotton



- In-house sustainable cotton operations
- Impacting farmers lives through sustainable supply chain
- Initiatives to recycle fabric waste & incorporating recycled cotton in fabric production

Yarn



Arvind Limited manufactures yarn across a range of qualities and specifications. The yarn produced caters to multiple industries and applications, including fashion, textiles, industrial and technical segments, and is used as an input across these end-uses.

Advanced Material business manufactures Technical yarns & Sewing threads for various applications using high performance fibres like Meta Aramid (Nomex®), Para Aramid (Kevlar®), Mod Acrylic, Nylon 6 & 66, Polyester Super High Tenacity, FR Polyester, High Quality Cotton, Core Spun Lycra, PPS, PTFE, Carbon, Anti-static, PBI etc.

Technical Yarns



Heat and Cut protection



Customize Application



Protective Clothing



Carpet Industries

Denim



Arvind manufactures denim fabric and was the pioneer company to introduce denim manufacturing in India. The Denim division produces fabric used across a range of garment applications.

Woven



Arvind's Woven division has been in operation since 1931. The division manufactures woven fabric for the textile and apparel industry.

Knits



Arvind Knits produces knit fabric across a range of fibre types, supplying fashion and apparel applications.

Voiles



The voile fabrics produced by our Ankur division are another offering rooted in Arvind's heritage. This fabric defines our origins in 1930s. Voiles retained a touch of tradition while evolving with time.

Jeans



Arvind's Garments division manufactures jeans, with uses of recycled water in its production process.

Shirts



Arvind's Shirting division manufactures a range spans lightweight viscose to denim. The division is vertically integrated across fabric and garment manufacturing.

Knits



Arvind Knits responds to the comfort-driven lifestyle shift. Strong internal practices define our Knit Essentials division, while our Indigo knits factory showcases our dedication to water stewardship, endorsed by ZLD & ZDHC approvals.

Essentials



Arvind's Essentials division is dedicated to crafting a wide range of undergarments, ensuring ethical practices throughout production. This specialized segment emphasizes comfort, quality, and ethical standards.



Human Protection

- ✓ Arvind produces yarn-dyed FR (flame-retardant) blends.
- ✓ Arvind holds patents across FR yarns, fabrics, and blends.
- ✓ Arvind supplies industrial FR garments, including to customers in the Oil & Gas sector and for electric arc protection applications.
- ✓ Arvind has developed a 'Star Weave' fabric using a five-fibre blend and a specific fabric construction designed for FR performance.



Composites

- ✓ Arvind manufactures complex pultruded profiles, including fan blades and double-web beams.
- ✓ Arvind has designed and developed composite lattice towers for telecom networks operating in high-humidity environments.
- ✓ Arvind produces Non-Fire Propagating (NFP) composite solutions for rail and mass transportation applications.



Industrials

- ✓ Arvind supplies a Tier-1 conveyor and industrial belting OEM, with a long-standing business relationship
- ✓ Arvind has capability across both woven and non-woven industrial solutions.
- ✓ Arvind provides application engineering support to co-develop solutions with customers in industrial environments.

Human Protection (1)

Why FR Products



Strong



Anti Corrosive



Cost Effective



Versatile



High-Visibility and Industrial Work-Wear

Our high visibility range complies to EN 20471/ANSI standards which helps the wearer with visibility in situations under lighting conditions. Work Wear series of garments are built from a wide range of fabrics from 100% cotton to multi-blends of poly cotton which provides maximum protection and comfort below various industrial conditions.

Flame Retardant Wear

Our Flame retardant clothing fulfills the objective of protecting people from flash fires & electric arc in hazardous working environments like Oil Rigs, Coal Mines, Steel industries and Atmosphere with a high risk of electric discharge in defense.



Human Protection (2)

Why FR Products



Strong



Anti Corrosive



Cost Effective



Versatile



Special Protection Group

These solutions are developed on the basis of expertise and deep-root understanding of protective wear technology. Our products in this group:

1. Turn Out Gear [TOG]
2. Extreme Cold Weather Suit [ECWS]
3. Chemical Biological Radiation Nuclear Suit [CBRN]

Enable-Wear

Our solutions provide maximum protection from weather elements of Rain. These products are certified and comply with EN-343 norms.



Composites



Why FR Products



Strong



Anti Corrosive



Cost Effective



Versatile

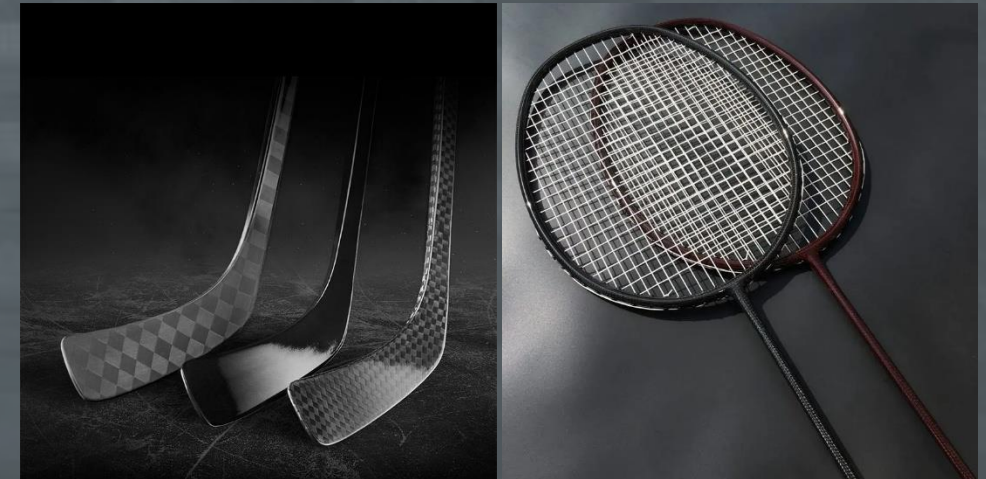


Glass Fiber

We manufacture glass fabrics using weaving and stitch fabric technology – we have Multi-Axial, Bi-Axial, Malliwat and Dornier looms. These facilities are certified by Global Wind Energy equipment manufacturers and large industrial customers.

Carbon Fiber

Creating carbon fiber involves both chemical and mechanical processes. Raw materials, known as precursors, are drawn into long strands and then heated to high temperatures in an anaerobic (oxygen-free) environment.





Application of Glass Fiber in Interior of Modern Trains



Application of Glass Fiber in Interior of Modern Trains

Industrial Products

Why FR Products



Strong



Anti Corrosive



Cost Effective



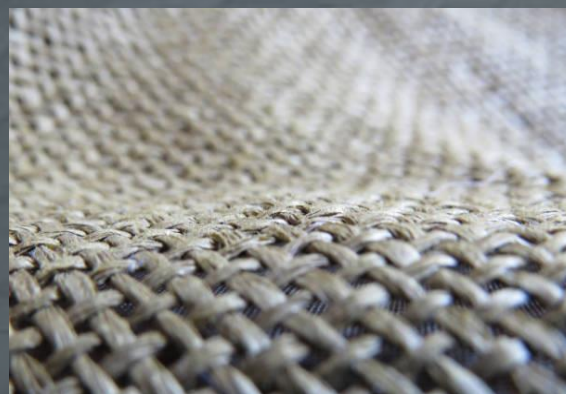
Versatile



Filtration

We provide air and wet filtration solutions to the customers all around the world. Arvind's commitment to sustainability drives us in providing diversified pollution control solutions for critical applications.

Reinforcement Fabrics



We are offering fabrics for reinforcements for various applications such as Diapharms, Automotive Hoses, Flexible tanks, etc. Our fabrics are produced with fibers such as meta aramid, para aramid, nylon 6 etc.

Conveyor Belt



We offer quality fabrics for Belting applications. These fabrics are produced in longer lengths. We are offering these products in Spun Yarns, Multifilament's, and Monofilaments.

1

Product Development Expertise

- Consistent track record of high performance products
- Global quality standards delivered at competitive cost across businesses

2

Long Standing, Sticky Customer Relationships

- Deep partnerships with leading global and domestic customers
- High revenue visibility driven by repeat orders and qualification cycles

3

Seamless Vertical Integration

- Diverse & quality asset base anchored in Arvind's textile heritage
- Only fully vertically integrated technical textiles platform in India
- Enables faster innovation, quality control and cost leadership

4

Large Growth Platforms with Clear Right to Win

- Favourable positions in Industrial Protection, Filtration and Renewables
- Expanding into Advanced Protective Gear, Advanced Filtration, Mobility, Aerospace and Defense - businesses with structural tailwinds

Strong Parentage & Experienced Management Team:

Backed by ~100-year-old Arvind Group's scale, reputation and ecosystem, while operating with an independent leadership team and governance

Long gestation businesses:

Capital intensive & deep technical know-how and longer qualification cycles limits competitive intensity and protect long-term profitability

Large Market Opportunity:

Operates in fast-growing technical textile and advanced materials segments with rising demand across industrial, infrastructure, mobility, and defense end-markets



Established
in FY 2011



4
Registered Patents
across the world



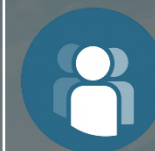
400+
Project Executed till
date



WE COVER 360 DEGREE ASPECTS OF WASTEWATER MANAGEMENT

At Envisol, we strive towards solving the world's water problems and creating sustainability by offering pioneering solutions and products for water and wastewater management across verticals like ETP, STP, DESALINATION, HIPURITY, and drinking water treatment.

SUSTAINABLE OUTCOME



CUSTOMERS
Clean, Efficient
operations and high
return on investment



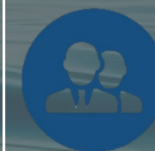
SOCIETY
Improved resource
efficiency, clean
environment, prosperity



SUPPLIER
We work on a
partnerships model with
our supplies



SHAREHOLDERS
Investing in a
responsible company



EMPLOYEES
Meaningful and
rewarding jobs



**ECOLOGICAL
FOOTPRINT**
Technologies with low
impact

ETP - Effluent Treatment Plant | STP - Sewage Treatment Plant



+150 Stores Globally



**Infinite
spectrum of
colours**



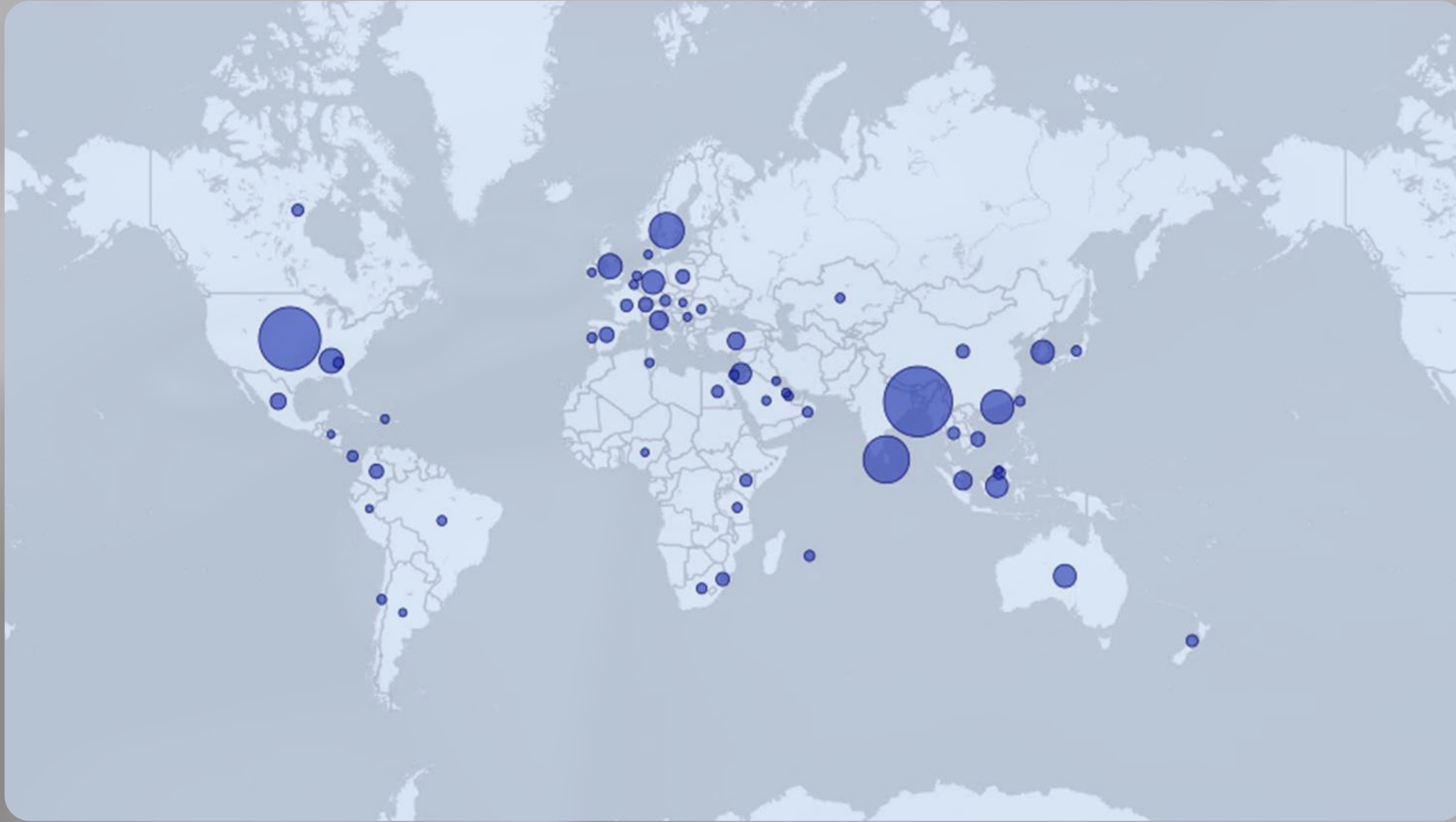
**Innovative
Design
Concept**



**Global Textile
Partnership**



The Arvind Store retails apparel and related products, including our Ready-to-Wear range under the "Arvind" brand, alongside other brands from within the Arvind group, such as Arrow and U.S. Polo. As of June 30, 2026, we operate over 150 Arvind Stores globally. Our retail offering spans a range of colours, fabrics and finishes across formal and casual wear categories.



~60 Countries

5 Continents

4 | The Creation Hub and our Footprint

GUJARAT

- Naroda
- Matoda
- Raipur
- Santej
- Chatral
- Santej PD
- Dholka

MADHYA PRADESH

- Indore

MAHARASHTRA

- Kolhapur

REST OF KARNATAKA

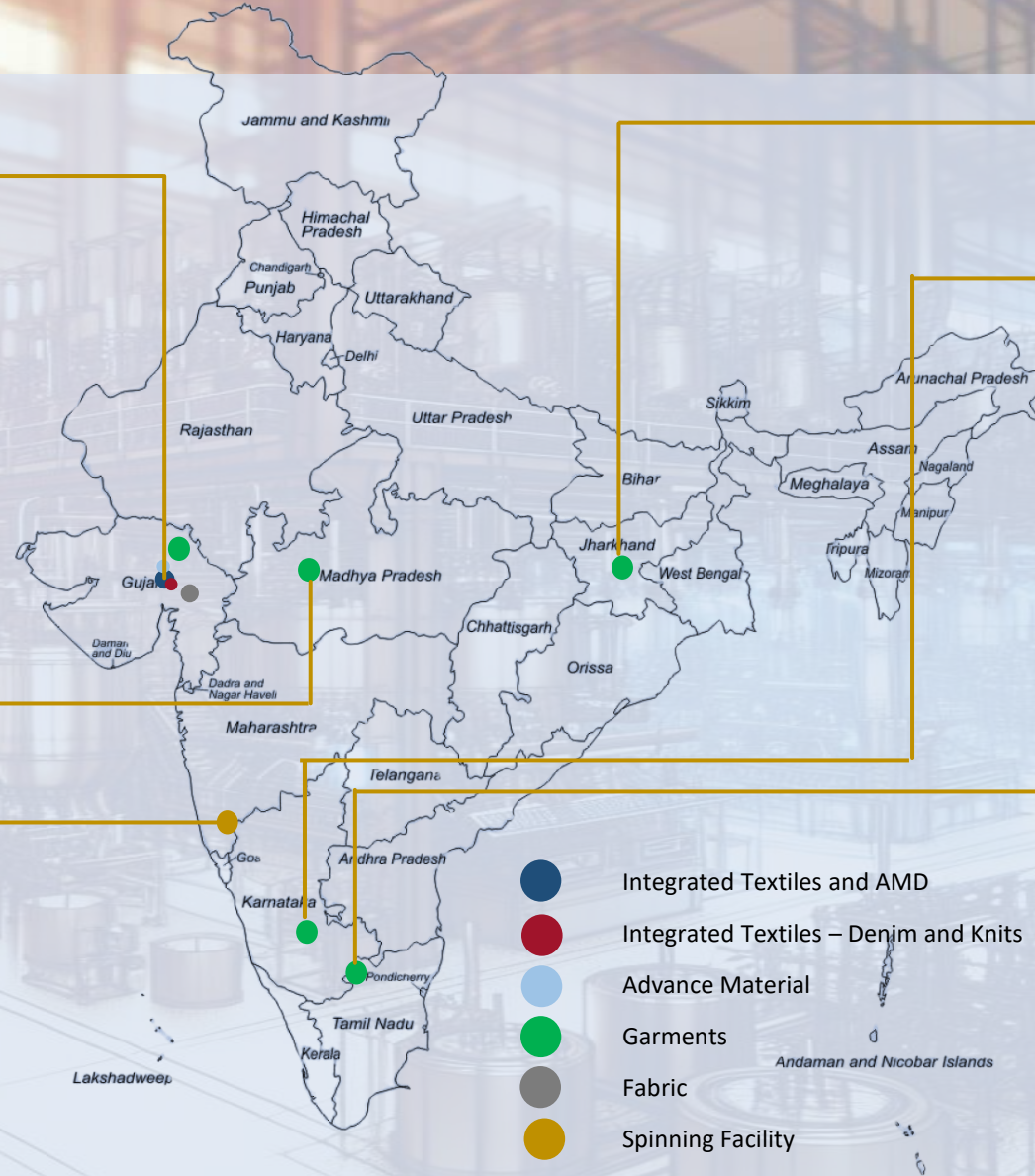
- Chitradurga

JARKHAND

- Ranchi

KARNATAKA, BANGALORE

- Ecity
- Yeswantpur
- Doddaballapura
- Mysore
- Bommasandra
- Asrikere



5 | Our Growth Plan

Growth and investment plan

Our growth and investment plans are informed by visible opportunities and current momentum

Textiles

- ❑ Arvind's customer increasingly asking for lower lead times (to take on Fast Fashion) and a one-stop solution (fabric-garment package)
- ❑ India is emerging as a manufacturing and sourcing location, irrespective of China+1
- ❑ Organized retail in India is expanding rapidly, and select players are achieving global scale making them attractive for Arvind to address

Advance Material

- ❑ Consistent financial performance for last 12 quarters validates this growth engine
- ❑ Unique proposition of fully compliant and compelling value offering
- ❑ Domestic opportunity starting to materialize as Indian companies and workforce mature

Investing ~₹450-500 crores in FY27, largely funded through internal accruals, to build capacity ahead of demand.

1

Denim

- ❑ Expanding presence with opening office in UK for targeting customer base in EU & UK markets.
- ❑ Completed 2023 design overhaul with customer-centric focus and tech alignment.
- ❑ Investing in washing process improvements and technology enhancements, implementing "Design at Source" and "Wash Development Centre" by 2024-25.

2

Woven

- ❑ Expanding wallet share of customer by including garment to build stronger relationships with power brands.
- ❑ Verticalization of global retailers underway, fostering deeper partnerships and market penetration.

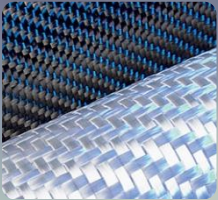
3

Knits

- ❑ Introduced global brands like Tommy, Patagonia.
- ❑ Elevating product range through technology upgrades such as de-oiling and peaching
- ❑ Introduced new categories like fleece, rib, fine gauges, and nylon/spandex to drive innovation and market competitiveness.



Our Vision is “To be the largest integrated textile, apparel & advance material player in India with a leadership position in several global markets”



Deep rooted and innovation driven model



Customer is at the core of our strategy



Sustainability

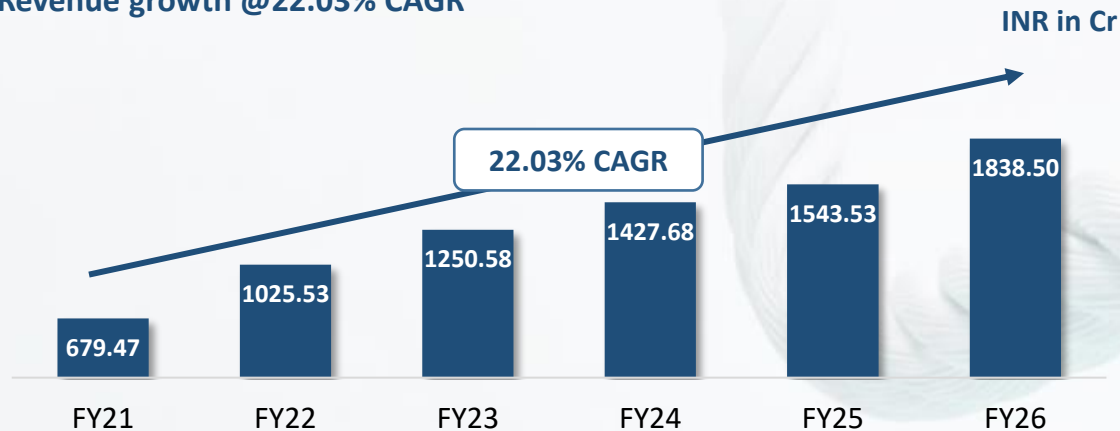
Sustainable practices embedded in all our activities.

6 | Dalco-GFT Acquisition

Advanced Materials Background and Overview

- Arvind Advanced Materials Ltd. (AAML), a 100% subsidiary of Arvind Ltd. is a scaled advanced materials platform with mission-critical applications
- Operates across three verticals - Human Protection, Composites, and Industrials and is backed by Arvind Group's century-long heritage in textiles and materials
- It's a innovation driven product portfolio with deep vertical integration spanning materials, processing, and finished product having cost leadership, and margin resilience

Revenue growth @22.03% CAGR



Business Verticals

Arvind
Human Protection

Protective work-wear
(Flame retardant,
Special Protection, High
visibility,
Arc Flash)



Arvind
COMPOSITES

FRP manufacturer
(Glass & Carbon Fibre
Fabrics,
Pultruded profiles)
For both intermediate &
End customer application
for industrial usage



Arvind
INDUSTRIAL

Woven & NW filtration
bags, fabrics
Reinforcement scrims,
coated fabrics



Key Synergies: Technology Transfer, Filtration Adjacency and Selective Cross-Sourcing

Access to Technology and Key Market

- Needle-punch nonwovens is a core manufacturing competency of AAML - operated and refined in India through our filtration product line
- Technology and process knowledge transfer to AAML on two vitally important needle-punch applications: Geotextiles and Auto expected to be large secular multi-decade domestic opportunities in India

Adjacency in Filtration Business

- AAML operates a filtration medium business in India - this is a segment we know deeply from a product, process, and customer standpoint
- Dalco's flexible, multi-line asset base is well-positioned to expand into US filtration
- AAML already has had inroads in the past to similar sectors, local manufacturing and sales will immediately enhance access and growth

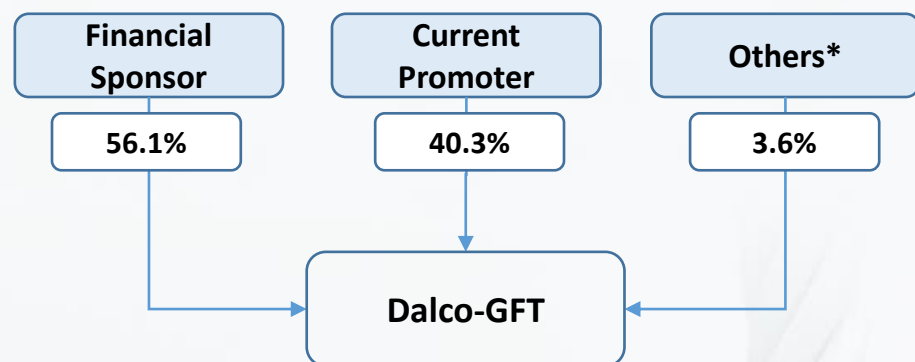
Selective Cross-Sourcing

- Over time, AAML and Dalco-GFT may evaluate selective sourcing, procurement and supply-chain optimization opportunities
- Cross-sourcing opportunities to be developed where tariff, logistics, and customer requirements support it

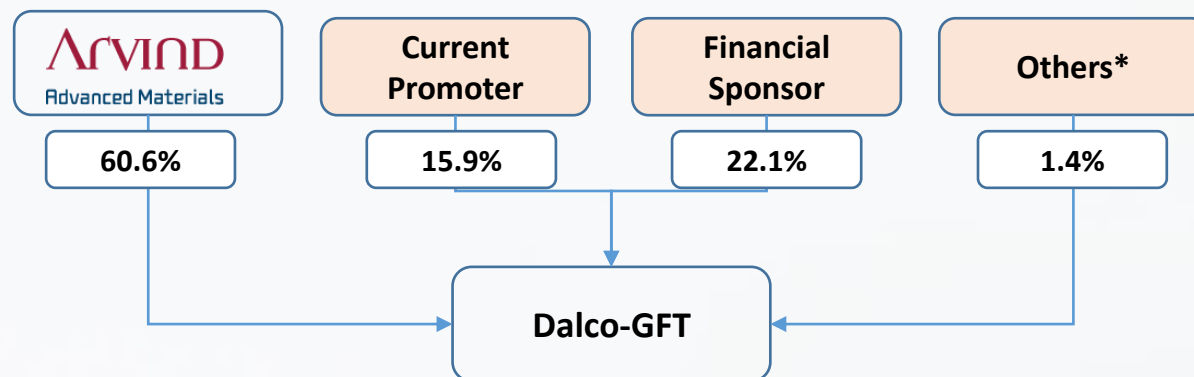
AAML Acquires Controlling Stake with a Defined Path to Full Ownership

Shareholding Structure

Pre-acquisition



Post-acquisition



- The acquisition (including expenses) will be financed through a combination of non-recourse debt raised at the US entity (~US\$50 Mn) and debt raised at AAML (~US\$60 Mn)
- AAML intends to acquire the remaining stake from rollover shareholders in 4 years

**Others includes Executive and Management team members*

Acquirer is AAML, a 100% owned subsidiary of Arvind Ltd.

7 | Financial Snapshot

Consolidated P&L for last three years

Rs. Cr

Particulars	FY26	FY25	FY24
Revenue from Operations	9,303.19	8,328.81	7,737.75
Other Income	56.32	65.19	40.83
EBITDA	1,060.74	918.59	886.04
EBITDA %	11.40%	11.03%	11.45%
Interest	164.85	165.77	159.30
Depreciation	290.33	258.71	265.82
PBT	605.56	494.11	460.92
Tax	168.07	125.49	110.67
PAT[^]	444.24	367.38	350.17
PAT[^] after Minority Interest	431.21	353.49	334.15

EBITDA = Profit before Share of Profit/(Loss) of Joint Ventures and Associates, Exceptional Items and tax + Finance Costs + Depreciation and amortisation expenses

PBT is before Exceptional items and Share of Profit/(Loss) of Joint Ventures and Associates accounted for using Equity Method | [^] PAT is before exceptional items

Consolidated Balance sheet for last three years

Rs. Cr

Particulars	31 st Mar 26	31 st Mar 25	31 st Mar 24
Shareholders' Fund	4,141.47	3,871.34	3,620.71
Share Capital	262.12	261.82	261.63
Reserves & Surplus	3,782.02	3,524.27	3,281.12
Minority Interest	97.33	85.26	77.95
Borrowings	1,440.97	1,375.96	1,325.37
Long Term Borrowings	431.65	394.39	399.26
Short Term Borrowings	1,009.33	981.57	926.11
Lease Liabilities (Current + Non Current)	218.55	186.26	122.61
Other Liabilities	3,035.48	2,665.38	2,191.68
Total	8,836.47	8,098.94	7,260.37
Assets	4,395.20	4,327.07	3,787.94
Fixed Assets	3,926.02	3,827.76	3,440.03
ROU Assets	188.57	159.55	98.71
Non Current Investments	43.14	149.20	159.98
Long term Loans & Advances	0.18	0.29	0.42
Other Non Current Assets	237.29	190.26	88.80
Cash and cash equivalents	284.28	116.58	75.81
Other Current Assets	4,156.99	3,655.30	3,396.62
Total	8,836.47	8,098.95	7,260.37

Thank You!

Arvind Limited

Naroda Road, Ahmedabad – 380 025, Gujarat, India

T: +91 79 68268465

Website: www.arvind.com

Investor Relations Team:

Mr. Satya Prakash Mishra

Head of Investor Relations

Email: satyaprakash.mishra@arvind.in

M: +91 7036228882

Mr. Himanshu Suthar

Email: himanshu.suthar@arvind.in

M: +91 9712540067