WEWORK INDIA MANAGEMENT LIMITED
(Formerly known as WeWork India Management Private Limited)
Regd. Office: 6th Floor, Prestige Central, 36 Infantry Road
Shivaji Nagar Bengaluru, Karnataka, 560001
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Telephone no.: 080-37880881
CIN: L74999KA2016PLC093227

July 16, 2026

Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai – 400 051

Symbol: WEWORK

Listing Department
BSE Limited
Phiroze Jeejeebhoy Towers, Dalal Street,
Fort, Mumbai – 400 001

Scrip Code: 544570

Dear Sir/ Madam,

Subject: Investor Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation on the highlights of the Financial Results of the Company for the period ended June 30, 2026.

The aforesaid Investor Presentation is also being made available on the website of the Company at https://wework.co.in/investors-relations/shareholders-information/#analysts.

This is for your information and records.

Yours faithfully,

For **WeWork India Management Limited**

UDAYAN SHUKLA
Digitally signed by UDAYAN SHUKLA
Date: 2026.07.16 20:40:08 +05'30'

Udayan Shukla
Company Secretary & Compliance Officer
Membership No.: F11744

Encl.: As above

INVESTOR PRESENTATION

Q1 FY27 Results.

July 2026

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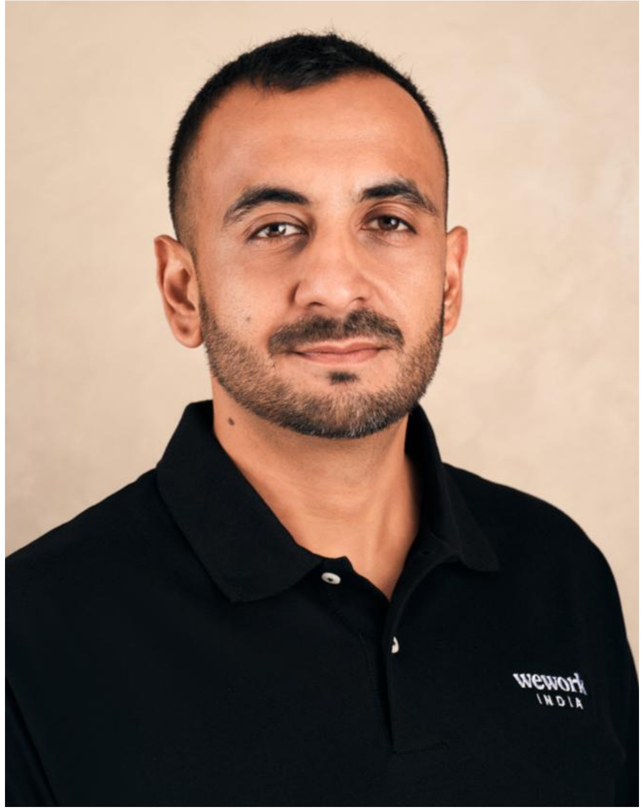


Karan Virwani

MANAGING DIRECTOR & CEO, WEWORK INDIA

A NOTE TO OUR INVESTORS

The compounding continues.

Dear shareholders,

The industry has moved decisively in our direction. Q2 CY26 was the highest quarterly leasing India has ever recorded. Flex has led that market for three consecutive quarters now, ahead of tech and ahead of BFSI. GCC tailwinds are running strong, domestic companies are driving 46% of all leasing, and more than half of India's occupiers today use flex in some form, on track to reach 2/3rds by 2027. Premiumisation is real, and businesses are in a clear flight to quality, with most new leasing going into younger, green-certified, institutional-grade buildings, which is precisely where we operate.

How work is being consumed is changing, and the shape of the office is changing with it. Businesses want space that grows and contracts with them rather than against them, teams are running distributed across cities and formats, and AI is reshaping the work itself. Flex sits naturally alongside all of these shifts. The behavioural shifts we track most closely are each running stronger today than they were a year ago.

We have started a new capex cycle. The demand signals through FY26 were clear enough that we chose to lean forward on supply, and Q1 was the first quarter that decision showed up on the ground. We added 6.6k desks in the quarter, and the pipeline of committed supply sitting behind it is deeper than at any point in our history. Businesses are writing longer, larger contracts, and writing them faster.

April was the biggest sales month we have ever recorded, at 7.5k desks. Across Q1 as a whole, more than half of our sales came from members already inside our network, growing with us. The product is doing the selling for us.

Margin expanded through the investment cycle. Q1 FY27 delivered a 19.8% EBITDA margin against 15% in Q1 FY26, with absolute EBITDA nearly 69% larger. The operating leverage we built through FY26 has carried into a quarter of accelerated supply, and the base of EBITDA generation is only widening from here.

The platform is ready for what comes next. Work is evolving from standalone workspaces into fully integrated ecosystems, and technology is the layer that will make that possible. We have been putting that layer together for years, and it is now taking real shape. The digital products already running on top of the physical network are performing at margins that punch above their revenue weight. We are positioned for the future of work.

FY27 is going to be a year of growth, and the outlook from here is promising. Thank you for the confidence you continue to place in us.

IN THIS PRESENTATION

Contents.

01

Q1 FY27 highlights.

wework INDIA

Operational highlights.

FOOTPRINT

79 centres | 8 cities

QoQ 3
YoY 11

OPERATIONAL AREA | TOTAL AREA

9.1 | 12 MSF

QoQ 0.5 MSF · 5.8% | 0.4 MSF · 3.2%
YoY 1.4 MSF · 18.5% | 2.8 MSF · 29.9%

OPERATIONAL DESK CAPACITY

133.6k desks

QoQ 6.7k · 5.3%
YoY 19.5k · 17.1%

NET PROMOTER SCORE

+78 NPS

PORTFOLIO LEVEL · MEMBERS & OCCUPANCY

113.4k members | 84.9%

QoQ 3.1k · 2.8% | 198 bps
YoY 26.1k · 29.9% | 844 bps

MATURE CENTRE >12M · OCCUPANCY

87.5%

QoQ 140 bps
YoY 590 bps

 Total Area includes LOI signed with landlords. MSF = million square feet. Mature centres are centres operational > 12 months

Financial highlights.

TOTAL REVENUE ₹ 698.0 Cr QoQ 1.7% YoY 28.5%	EBITDA[1] ₹ 138.3 Cr QoQ 16.0% YoY 69.3%	PAT ₹ 53.2 Cr QoQ 33.2% YoY 533.3%
TOTAL REVENUE / RENT MULTIPLE 2.8x	EBITDA MARGIN 19.8% QoQ 339 bps YoY 478 bps	PAT MARGIN 7.6% QoQ 359 bps YoY 608 bps

 All financial metrics on an IGAAP equivalent basis. 1 EBITDA after ESOP costs of ₹4.0 Cr and PAT is pre-exceptional items.

Capital highlights.

RETURN ON CAPITAL EMPLOYED	FREE CASH FROM OPERATIONS	FREE OPERATING CASH FLOW / EBITDA
28.6%	₹ **141.9** Cr	**1.03x**
QoQ 1,646 bps	QoQ 39.3%	QoQ 0.4x
YoY 1,955 bps	YoY 176.1%	YoY 0.4x

NET DEBT	FCFF	COST OF BORROWING I RATING
₹ **31.6** Cr	₹ **(46.1)** Cr	**8.5%** I **A+**
vs Q4 FY26 (11.7) ₹ Cr	QoQ –	QoQ –
vs Q1 FY26 297.3 ₹ Cr	YoY 1.5%	YoY 188 bps

 All financial metrics on an IGAAP equivalent basis. Net debt = Gross debt – Cash & cash equivalents.

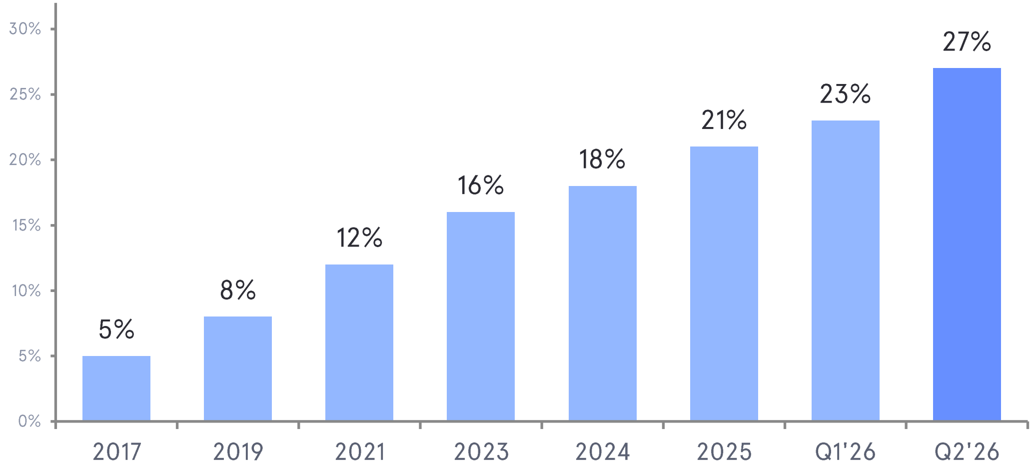
02

Industry.

Flex the largest occupier segment for three straight quarters.

H1 CY2026 ABSORPTION	H1 CY2026 FLEX LEASING	FLEX STOCK H1 CY2026	OCCUPIERS WITH FLEX
45.5 msf	11.4 msf	~118 msf	~55%
Record H1; 9.6% YoY	*Largest sector; 89% YoY*	*~20% YoY*	*Rising to ~65% by 2027*

FLEX SHARE OF OFFICE LEASING



Flex leasing grew 8.4x from 2.2 MSF (2017) to 18.6 MSF (2025).
Flex share doubled from 12% (Q1 2025) to 27% (Q2 2026).

FOUR STRUCTURAL FORCES · Q2 CY26

01 CRE GROWTH

24.6 msf

21% YoY

Q2 2026 absorption, highest ever quarterly.

Q2 supply also record at 21 msf. India crossed 1bn sq ft office stock in Q2.

02 FLEX Q2 CY2026 LEASING

27%

6.6 msf
Q2 flex leasing

72% YoY

Ahead of tech and BFSI.

Flex led three consecutive quarters as India's largest occupier segment.

03 DOMESTIC FIRMS LEAD

46%

11.3 msf
Q2 domestic leasing

7% YoY

vs Americas at ~30%.

Flex operators drove ~57% of Q2 domestic leasing.

04 PREMIUMISATION

76%

21% YoY

Green certified share of Q2 2026 completions.

70% of Q2 leasing in buildings under 10 years old. Institutional grade assets dominating supply.

 Sources: CBRE India Office Figures Q2 2026 (Jul 2026), Q1 2026 (Apr 2026); CBRE 'Flexplosion' (Mar 2026); JLL India Office Market Update (Jan 2026). msf = million sq ft.

03

Key performance metrics.

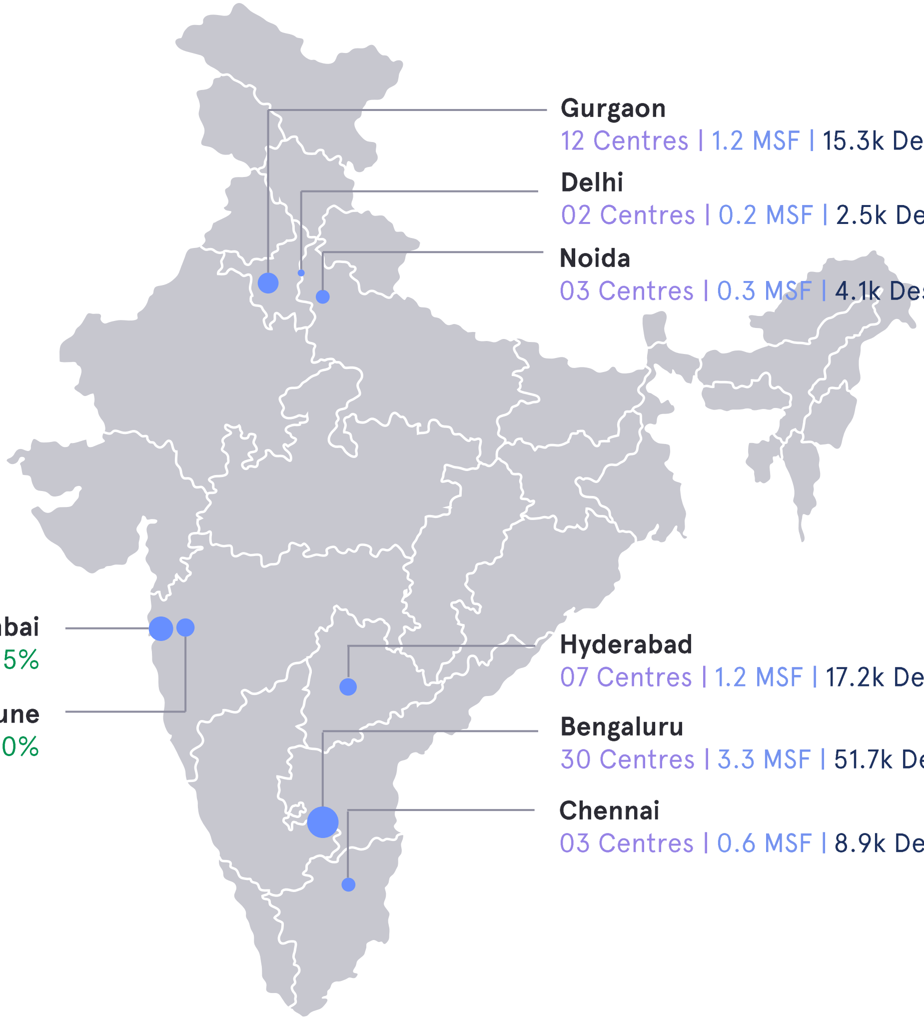
Our footprint in India's key growth corridors.

Total Operational Supply

79 Centres

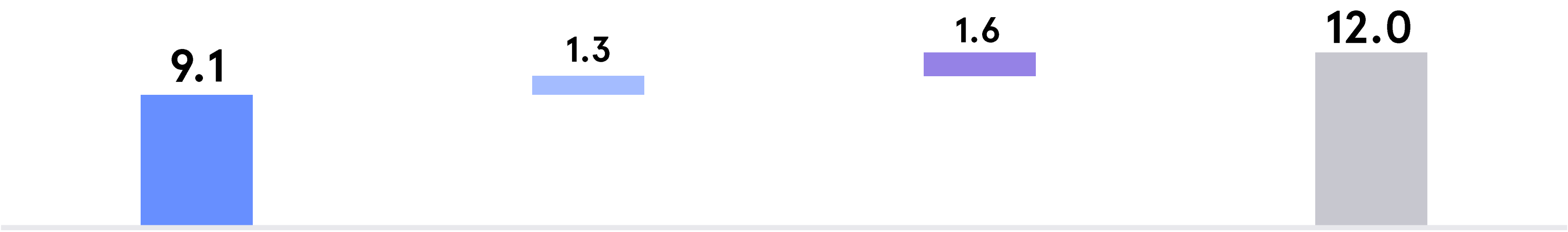
9.1 MSF

133.6k Desks



Operational Centres
Operational Leasable Area in million square feet
Operational Desks Capacity

32% capacity growth already committed.



Operational Leasable Area	Lease signed	LOI Signed	Total Area
135.8k Desks *(includes warm shell desks)*	**19.5k** Lease signed desks	**24.1k** LOI signed desks	**179.4k** Total desks

43.6k incremental desks committed via signed leases and LOIs

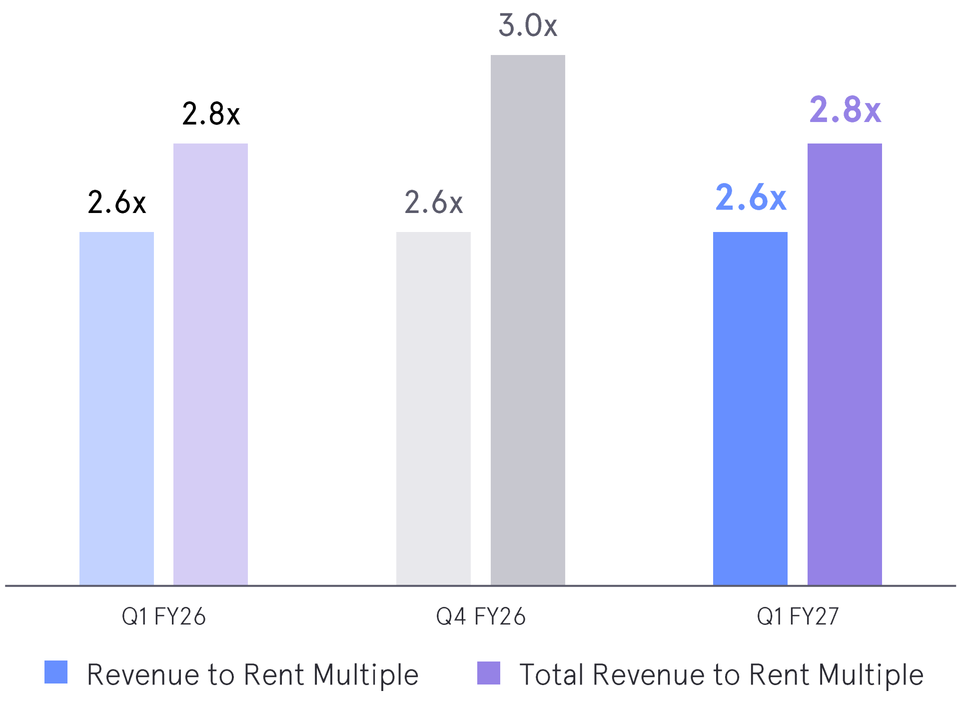
LOCKED IN SUPPLY FOR FUTURE CAPACITY ADDITION

March `26	June `26	March `27	Beyond March '27 →
8.6 MSF	**9.1 MSF**	**10.3 MSF**	**12.0 MSF**
128.2k Desks *(includes warm shell desks)*	**135.8k** Desks *(includes warm shell desks)*	**155.3k** Desks	**179.4k** Desks

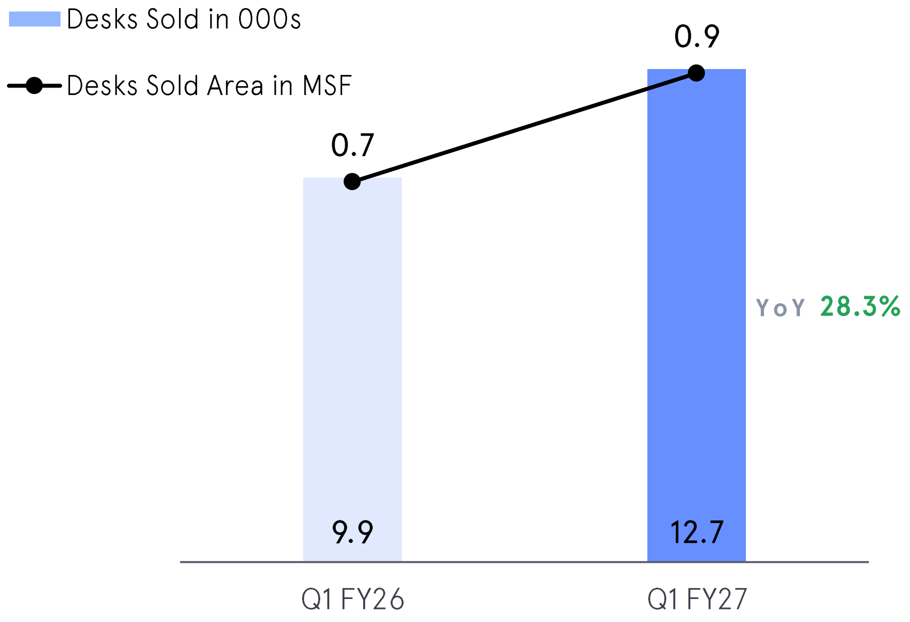
Further supply for FY28 & FY29 under negotiation

Sales velocity up over the year with disciplined pricing.

DEMONSTRATED ABILITY TO CHARGE PREMIUM PRICING



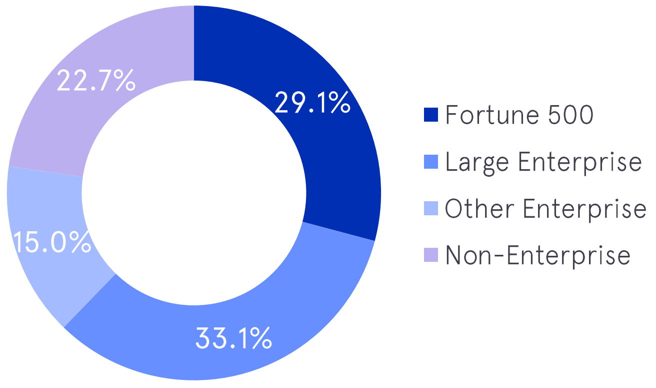
SALES VELOCITY



52% of new desk sales came from existing members → ***expansion not acquisition***

Diversified member mix, balanced across sectors and geographies.

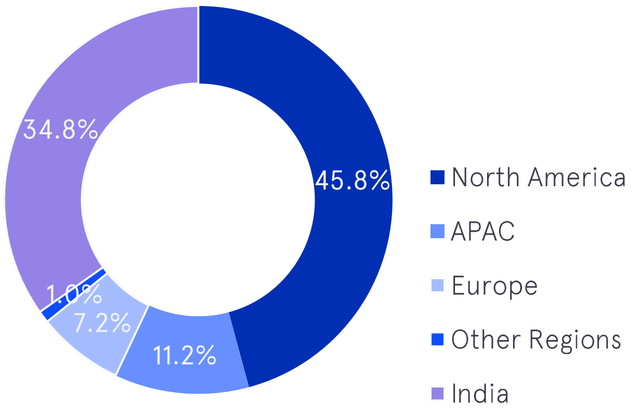
CORE REVENUE · BY MEMBER TYPE · Q1 FY27



77%

ENTERPRISE MEMBERS

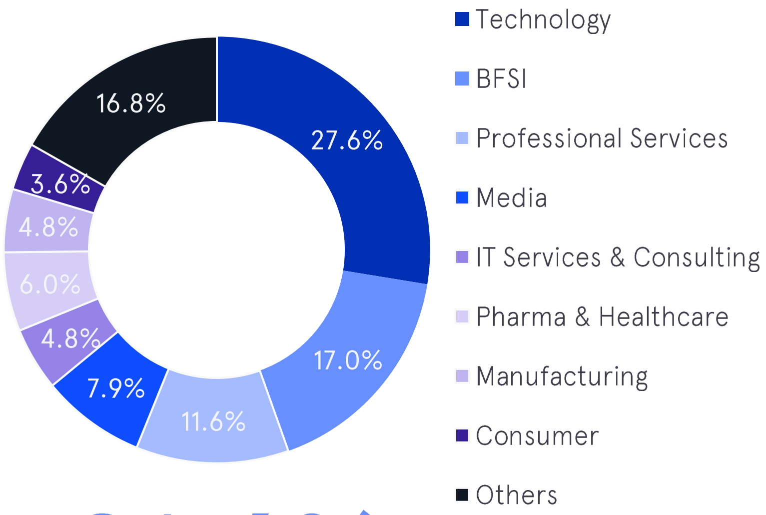
CORE REVENUE · BY DOMICILE · Q1 FY27



65%

GLOBAL MEMBERS

CORE REVENUE · BY SECTOR · Q1 FY27



21.6%

TOP 10 MEMBER CONTRIBUTION

 | *Enterprise members = organisations with > 200 FTEs (small 200–500, medium 500–1,000, large > 1,000). Non-enterprise = freelancers, early-stage startups, ≤ 200 FTEs.*

Contract backlog outpacing rent commitments.

COMMITMENT TERM · MONTHS

Portfolio average

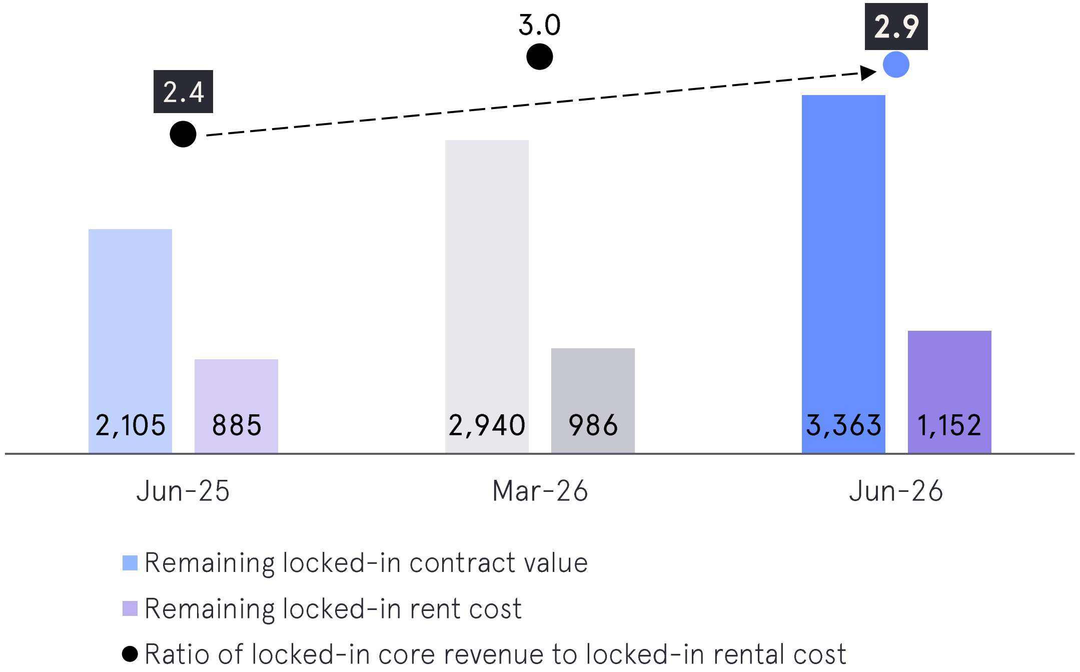
27 → **27**

Large enterprise

32 → **33** 1

Q1 FY26 → Q1 FY27

REMAINING LOCKED-IN CORE REVENUE · CR TO LOCKED-IN RENTAL COST · CR FOR OPERATIONAL CENTRES



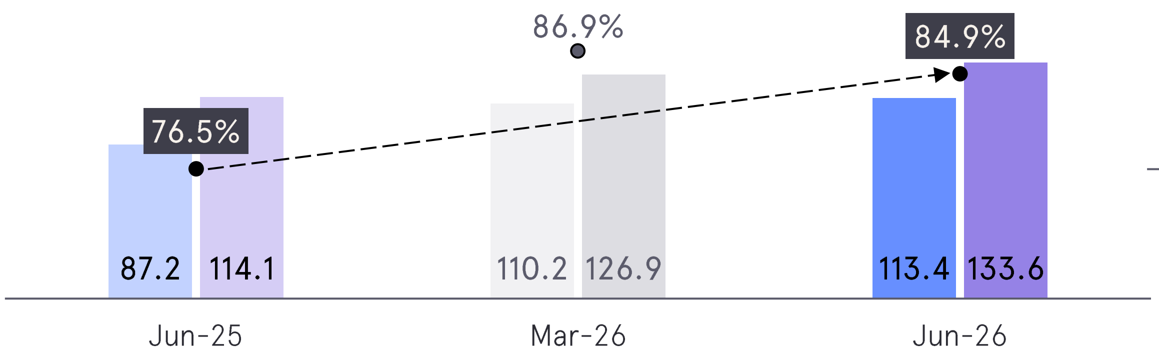
Contract Value QoQ 14.4% YoY 59.8%

Rent Cost QoQ 16.8% YoY 30.2%

4.7x YoY growth in incremental contract value compared to rent cost

Occupancy rate increased even as capacity scaled.

PORTFOLIO LEVEL · OPERATIONAL CAPACITY, OCCUPIED MEMBERS & OCCUPANCY %

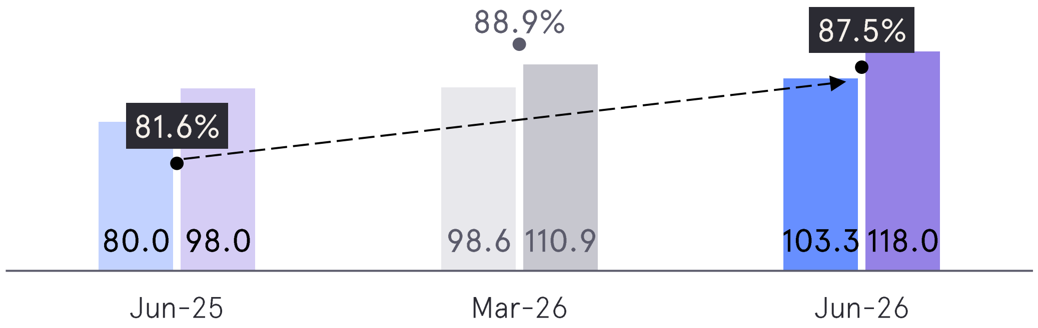


Capacity
QoQ 6.7k · 5.3%
YoY 19.5k · 17.1%

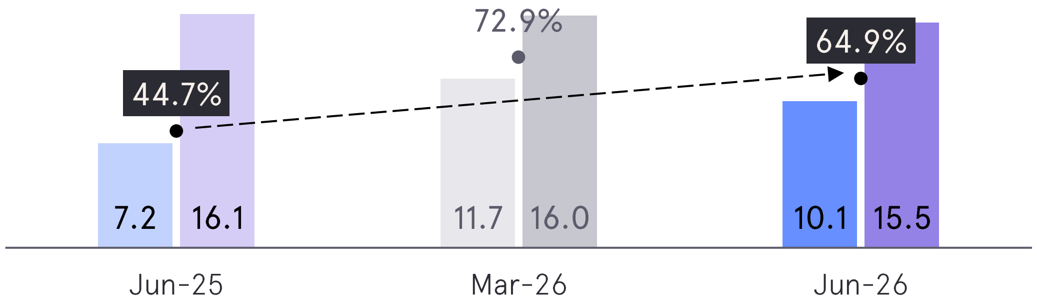
Members
QoQ 3.1k · 2.8%
YoY 26.1k · 29.9%

Member growth rate **1.7x** of capacity addition at portfolio level

MATURE CENTRES[1] · > 12 MO



GROWTH CENTRES · ≤ 12 MO



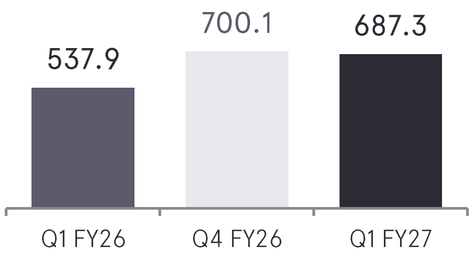
Every revenue segment grew over the year.

REVENUE FROM OPERATIONS

Workspace as a service

100%

₹ **687.3** Cr



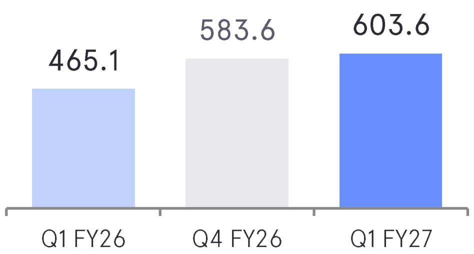
QoQ **–1.8%**
YoY **27.8%**

CORE OPERATIONS

Private Offices & Managed Office

64.1% & 23.7%

₹ **603.6** Cr



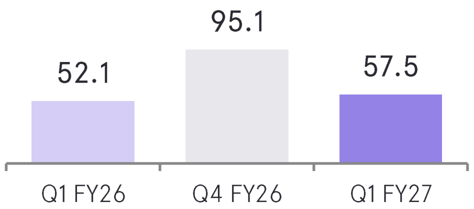
QoQ **3.4%**
YoY **29.8%**

VALUE ADDED SERVICES

Events, F&B, Customisation, Tech

8.4%

₹ **57.5** Cr



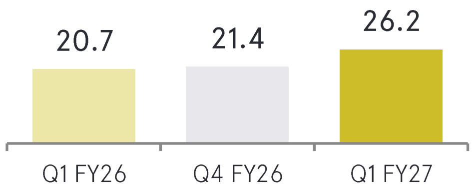
QoQ **39.5%**
YoY **10.5%**

DIGITAL PRODUCTS

Workplace, All Access, Virtual

3.8%

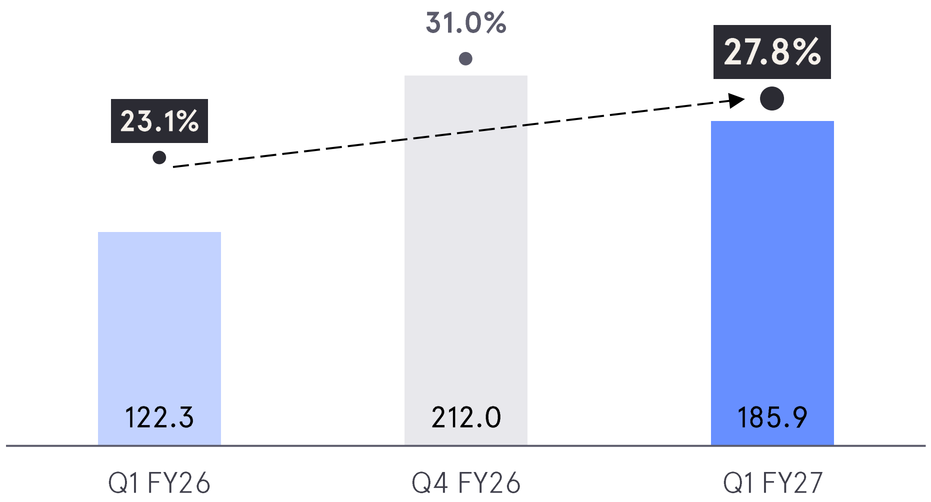
₹ **26.2** Cr



QoQ **22.2%**
YoY **26.5%**

Stronger centre-level economics year on year.

CENTRE LEVEL EBITDA · ₹ Cr · Margin %



QoQ

12.3% · 320 bps

YoY

51.8% · 470 bps

RENT

Rent per sq ft has remained stable YoY

OPERATING EXPENSES

Opex per sq ft has increased by 5.6% YoY

PORTFOLIO BREAKEVEN OCCUPANCY

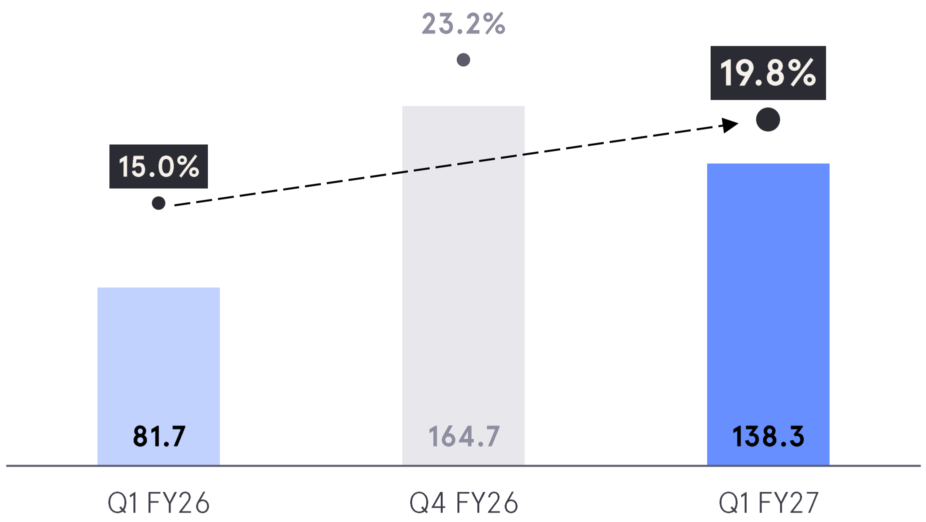
56.6%

Even our growth centres are comfortably above this level.

 | Centre-level EBITDA = Total Revenue – rental payouts to landlords – CAM – direct centre opex – brokerage – management fees – sales & marketing.

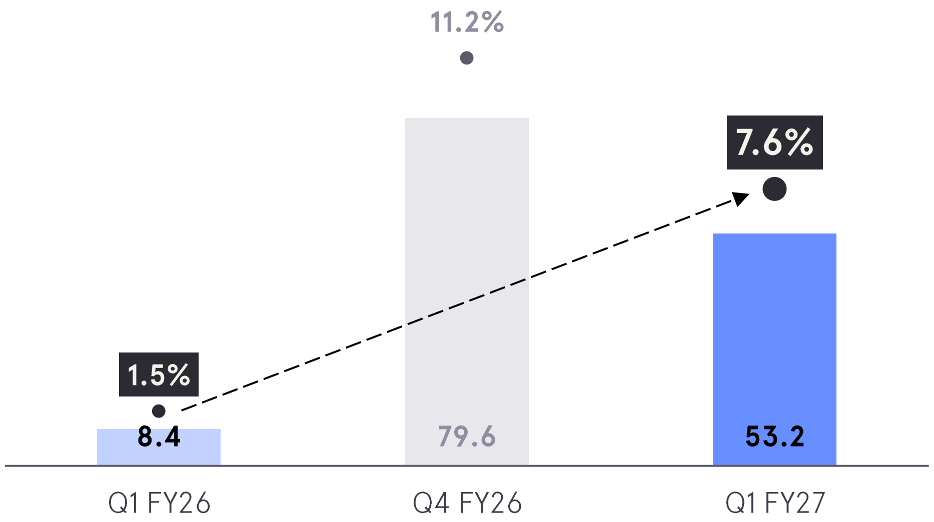
Margins expanding year on year.

EBITDA · ₹ Cr · Margin %



QoQ	YoY
16.0% · 339 bps	69.3% · 478 bps

PAT· ₹ Cr · Margin %

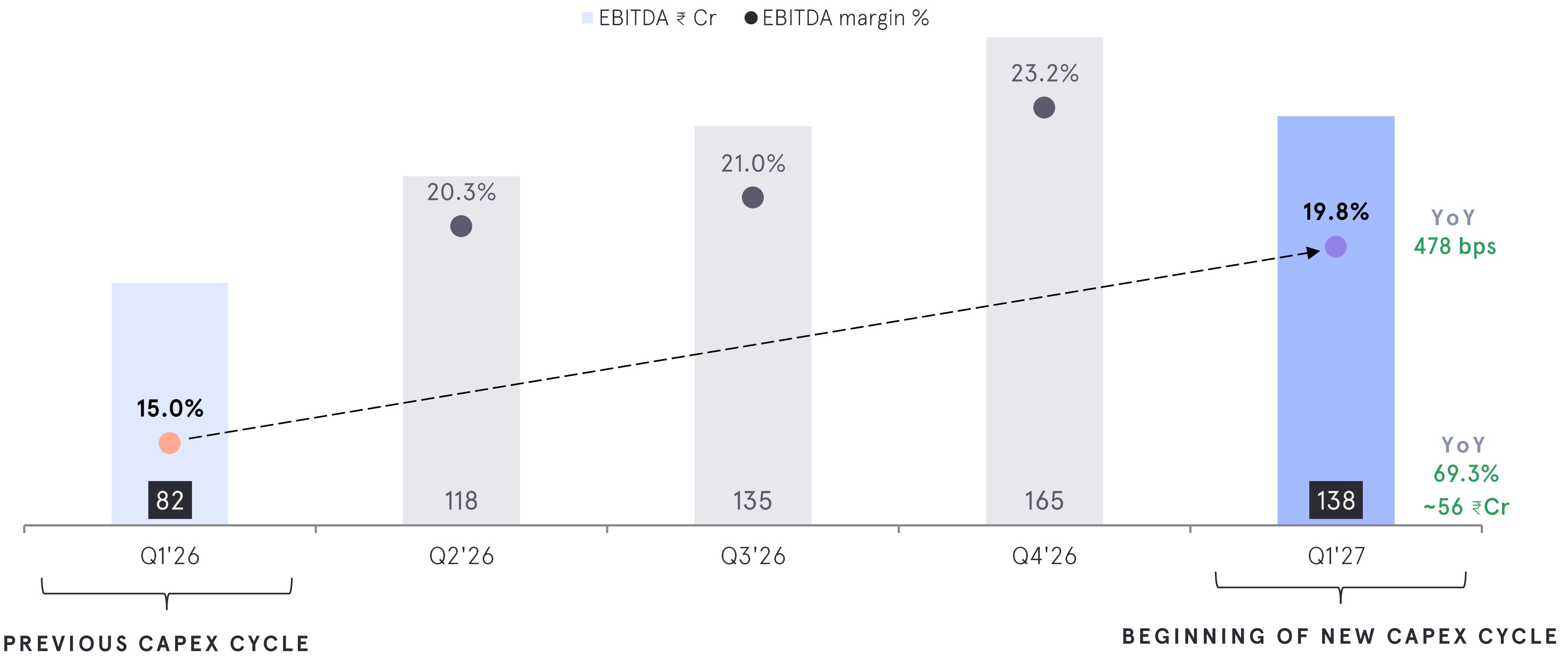


QoQ	YoY
33.2% · 359 bps	533.3% · 608 bps

 | All financial metrics on an IGAAP equivalent basis. 1 EBITDA after ESOP costs of ₹4.0 Cr and pre-exceptional items.

EBITDA steps up with each new capex cycle.

This capex cycle's margin dip is half of last year's. A larger stabilised base cushions the impact of new capacity.



 | All financial metrics on an IGAAP equivalent basis.

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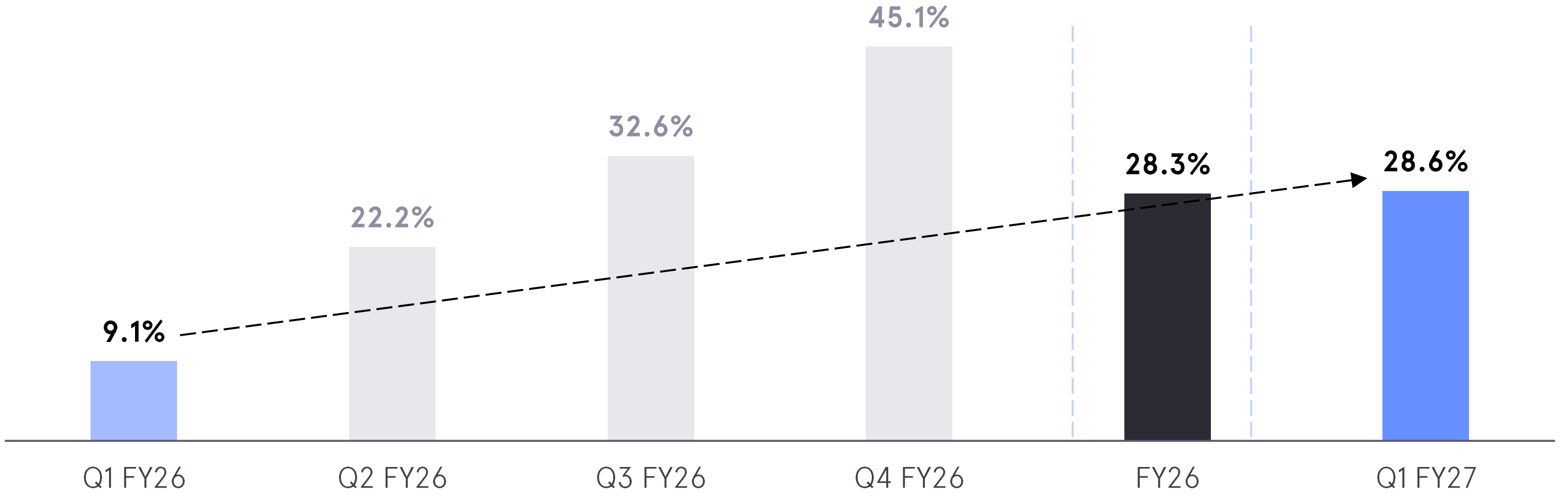
Higher ROCE over the year even as capacity expanded.

ROCE · QUARTERLY



QoQ	YoY
1,646 bps	1,955 bps

ROCE is calculated as IGAAP equivalent EBIT divided by total capital employed.

Total capital employed = net worth + net debt + net worth erosion on account of Ind AS 116 (leases) + lease liabilities towards finance leases – deferred tax asset.

Net debt down sharply over the year.

FREE CASH FLOW · ₹ Cr

Particulars	Q1 FY26	Q4 FY26	Q1 FY27	QoQ	YoY
Cash flow from operations	322.7	553.5	435.7		
Less: lease liability outflow	(237.9)	(269.7)	(278.4)		
Less: actual brokerage outflow	(72.2)	(50.1)	(15.4)		
Free Cash Flow from Operations	**51.4**	**233.7**	**141.9**	39.3%	176.1%
Less: capex	(98.2)	(107.7)	(188.0)		
FCFF	(46.8)	126.0	**(46.1)**		1.5%

DEBT & CASH POSITION · ₹ Cr

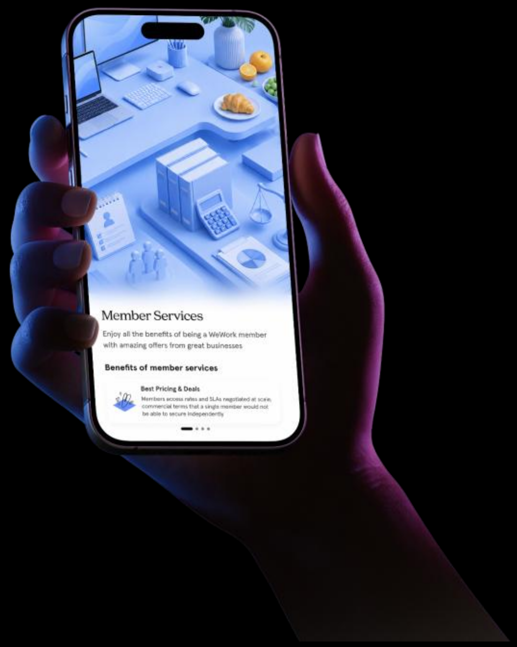
Particulars	Q1 FY26	Q4 FY26	Q1 FY27	QoQ	YoY
Gross debt	389.2	332.8	402.6		
Cash & cash equivalents	92.0	344.5	370.9		
Net debt	297.3	**(11.7)**	**31.6**		89.4%
Net debt / EBITDA	0.76	(0.02x)	0.06		
Avg. cost of borrowing	10.4%	**8.5%**	**8.5%**		188 bps
Credit rating	A-	A+	**A+**		

04

Business highlights.

We have launched Member Services, a business services platform exclusively for our members

- Curated marketplace of B2B service partners across key business functions e.g., transportation, hiring, gifting, payments, etc.
- Enterprise-level pricing and service standards negotiated with each partner; extended to all members irrespective of company size.
- Services & partners accessible across all WeWork India locations.
- Single platform to discover offers & enquire with partners, along with consolidated billing workflow for services procured, managed by WeWork India



Member Services, in the WeWork India app

Member feedback revealed a clear opportunity to play a deeper role in members' growth journeys

While our existing suite of services addresses a member's workspace-adjacent needs, member feedback points to clear opportunities to build on:

01

Expanded the scope of services

Existing services cover workspace-adjacent needs; members also need help across many other business services.

02

Enhanced discoverability

Services today are largely accessed on request, which limits how consistently members engage with them.

03

A connected experience

Members manage multiple vendors and invoices independently, with no centralised view.

The upside: A clear opportunity to increase wallet share from existing members and to deepen relationships across current buying centres while reaching new ones.

SERVICE CATALOGUE

A curated set of services at launch, expanding across categories over time

LIVE IN PHASE 1

Admin & IT

- Employee transport
- IT hardware rental / buy-up
- Corporate merchandise & gifting
- Network as a service

HR

- Executive hiring
- AI-led staffing platform
- Employee assistance programmes
- Group insurance

Global Capability Centre

- Consulting & advisory
- Legal & setup support
- Accounting & finance
- Talent acquisition & management
- Ops & managed services

MORE CATEGORIES PLANNED SOON

- Finance & Legal
- Marketing
- Sustainability & Governance

05

INDAS to IGAAP reconciliation.

wework INDIA

INDAS to IGAAP reconciliation.

Particulars	Q1 FY27			Q4 FY26			Q1 FY26		
	Reported IndAS	IndAS adjustment	IGAAP Equivalent	Reported IndAS	IndAS adjustment	IGAAP Equivalent	Reported Ind AS	IndAS adjustment	IGAAP Equivalent
Revenue from operations	683.8	3.5	687.3	696.1	4.0	700.1	535.3	2.6	537.9
Finance and Other Income	16.9	(6.2)	10.7	19.3	(9.5)	9.8	10.4	(5.0)	5.4
Total Revenue	**700.7**	**(2.7)**	**698.0**	**715.4**	**(5.5)**	**709.9**	**545.7**	**(2.4)**	**543.3**
Operating and Other expenses	245.9	313.8	559.7	245.9	299.3	545.2	199.5	262.1	461.6
EBITDA	**454.8**	**(316.5)**	**138.3**	**469.5**	**(304.8)**	**164.7**	**346.2**	**(264.5)**	**81.7**
Depreciation and amortisation Pure Fit outs incl finance lease	74.7	1.1	75.8	76.6	1.4	78.0	59.0	1.8	60.8
Depreciation and amortisation – ROU asset	208.1	(208.1)	-	190.6	(190.6)		164.5	(164.5)	
EBIT	**172.0**	**(109.5)**	**62.5**	**202.3**	**(115.6)**	**86.7**	**122.7**	**(101.8)**	**20.9**
Finance costs Borrowings & Others	18.6	(11.1)	7.5	15.1	(9.2)	5.9	18.7	(8.9)	9.8
Finance costs – Interest on Finance lease liability	1.8		1.8	1.9		1.9	2.3		2.3
Finance costs – Interest on ROU Lease liability	155.8	(155.8)		142.2	(142.2)		115.4	(115.4)	
Profit / (Loss) before share of profit/ (loss) in associate, exceptional item and tax for the period	**(4.2)**	**57.4**	**53.2**	**43.1**	**35.8**	**78.9**	**(13.7)**	**22.5**	**8.8**
Share of profit/ (loss) in associate	0.1		0.1	1.0		1.0	(0.4)		(0.4)
Profit / (Loss) before exceptional item and tax for the period	**(4.1)**	**57.4**	**53.3**	**44.1**	**35.8**	**79.9**	**(14.1)**	**22.5**	**8.4**
Exceptional item									
Profit / (Loss) before tax for the period	**(4.1)**	**57.4**	**53.3**	**44.1**	**35.8**	**79.9**	**(14.1)**	**22.5**	**8.4**
Current Tax / Deferred tax	0.1		0.1	(21.9)	22.2	0.3	-	-	-
Profit / (Loss) after tax for the period	**(4.2)**	**57.4**	**53.2**	**66.0**	**13.6**	**79.6**	**(14.1)**	**22.5**	**8.4**
EBITDA Margin	**64.9%**		**19.8%**	**65.6%**		**23.2%**	**63.4%**		**15.0%**
Profit / (Loss) after tax for the period, before exceptional item			**53.2**			**79.6**			**8.4**
PAT Margin	**(0.6%)**		**7.6%**	**9.2%**		**11.2%**	**(2.6)%**		**1.5%**

RENT COSTS · CASH FLOWS

Tracing rent paid to landlords, from the cash flow statement.

LEASE LIABILITIES · ₹ Cr · QUARTERLY

Particulars	Q1 FY26	Q4 FY26	Q1 FY27
Payment of principal portion of lease liabilities	126.8	129.5	126.3
Interest paid on lease liabilities	117.7	144.1	157.6
Total payment + interest on lease liabilities from cash flow statement	244.5	273.6	283.9
Rent paid to Landlords (A)	236.7	269.7	278.4
Principal Interest payout on Finance Lease (B)	7.8	3.9	5.5
Total A + B	244.5	273.6	283.9

BROKERAGE COST

Brokerage accrual.

BROKERAGE · ₹ Cr · QUARTERLY

Particulars	Q1 FY26	Q4 FY26	Q1 FY27
Brokerage Accrual	17.8	24.2	25.5

06

Annexure.

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Shareholders' letter.

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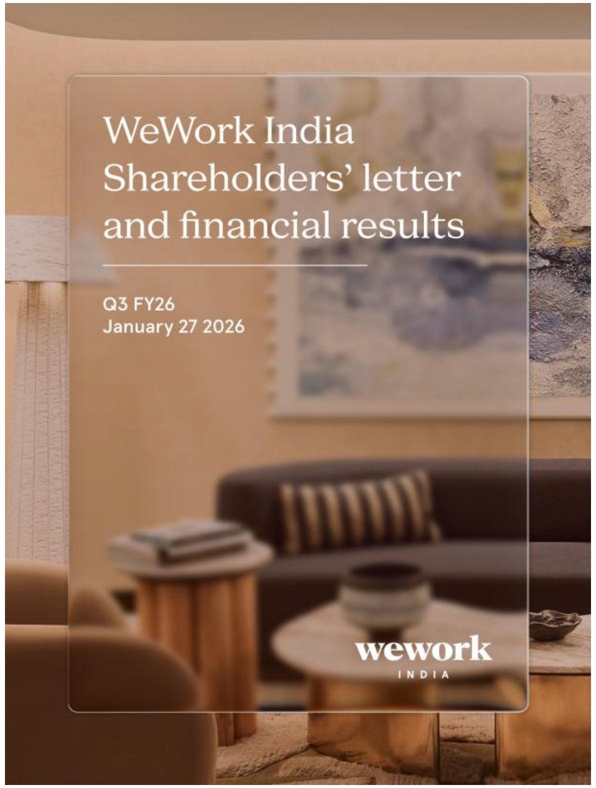

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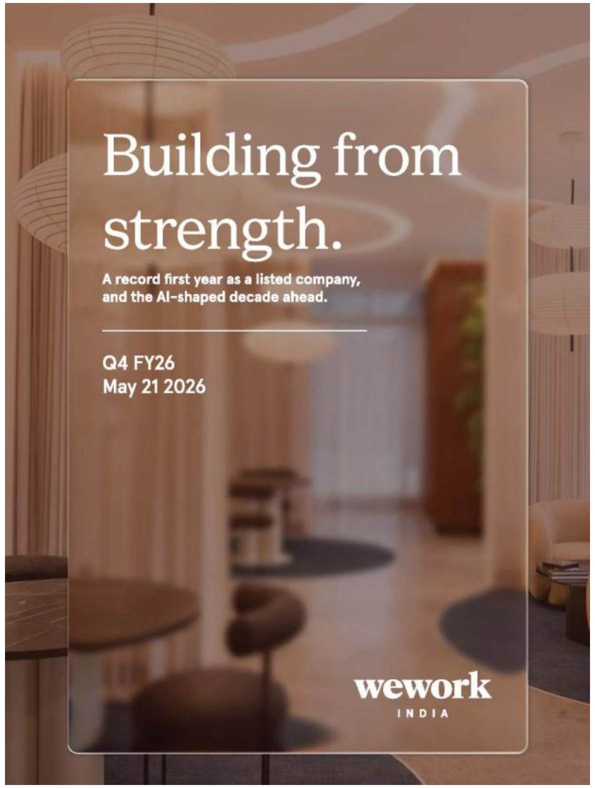

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Consolidated Statement of Profit & Loss

Particulars (INR Cr)	For the period ended June 30, 2026	For the period ended March 31, 2026	For the period ended June 30, 2025
Income			
Revenue from operations	683.8	696.1	535.3
Other income	7.4	9.6	0.6
Finance income	9.5	9.7	9.8
Total income	**700.7**	715.4	545.7
Expenses			
Sub-contracting cost	-	10	3.6
Cost of materials consumed	1.4	1.3	0.4
Employee benefits expense	58.3	51.1	47.3
Finance costs	176.1	159.3	136.4
Depreciation and amortisation expense	282.9	267.2	223.5
Operating expenses	163.2	151.2	130
Other expenses	22.9	32.2	18.2
Total expenses	**704.8**	672.3	559.4
Profit/(Loss) before tax and share of profit / (loss) in associate	(4.1)	43.1	-13.7
Share of profit / (loss) in associate	0.1	0.9	-0.3
Profit/ (Loss) before tax before exceptional item	**(4.0)**	44	-14
Exceptional item	-	0	0
Profit/ (Loss) before tax	**(4.0)**	44	-14
Tax expense			0
Current tax charge	0.2	0.3	0
Deferred tax (credit) / charge	(0.1)	-22.1	0.1
Total Tax expense	0.1	-21.8	0.1
Profit/(Loss) for the period/year	**(4.1)**	65.8	-14.1

Thank you.

INVESTOR RELATIONS

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