

June 29, 2026

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

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

Symbol: WEWORK

Scrip Code: 544570

Dear Sir/ Madam,

Subject: Submission of Presentation for WeWork India Analyst Day 2026

Further to our letter dated June 22, 2026 intimating the schedule of WeWork India Analyst Day 2026 to be held on June 30, 2026, please find enclosed the presentation proposed to be made at the aforesaid event.

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

Kindly take the same on record.

Yours faithfully,

For **WeWork India Management Limited**

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


Encl.: As above

A modern office lounge area featuring two plush, brown armchairs with a dark, ribbed base. In the center is a round coffee table with a light-colored, marble-like top and a light wood base. Behind the chairs is a long, low shelf with various decorative items: a small black knot sculpture, a stack of books including one titled 'Van Gogh', a white spherical lamp, a piece of driftwood, and a brown ceramic vase. To the left, a green plant in a terracotta pot is visible. The background wall is a solid blue color.

wework

Analyst Day

2026

A modern conference room with a long wooden table, white chairs, and a large screen displaying a presentation. The room has a grid ceiling and wood-paneled walls. The screen on the left shows a presentation titled "wework Want to Connect?" with three numbered points. The text "Flex is no longer a temporary solution, it's becoming a core workplace strategy" is overlaid in the center of the image.

Flex is no longer a temporary solution, it's becoming a core workplace strategy

wework

Want to Connect?

1. Discover and define your needs
2. Find the right space and location
3. Partner to deliver the best experience



Work right
Place. Amenities. Culture. You get
the best. Choose your space and
location. Choose your partner.

The conversation has moved from sq ft to productivity

Flex was the alternative.
Now it's a **core, strategic decision**

Businesses demand more **fluid, adaptable, and collaborative** spaces

The office is no longer just a location - it's a **productivity tool** and a **culture enabler**

We serve every type of business.
Every size. Every industry. Every space type



What we have built is future ready

01

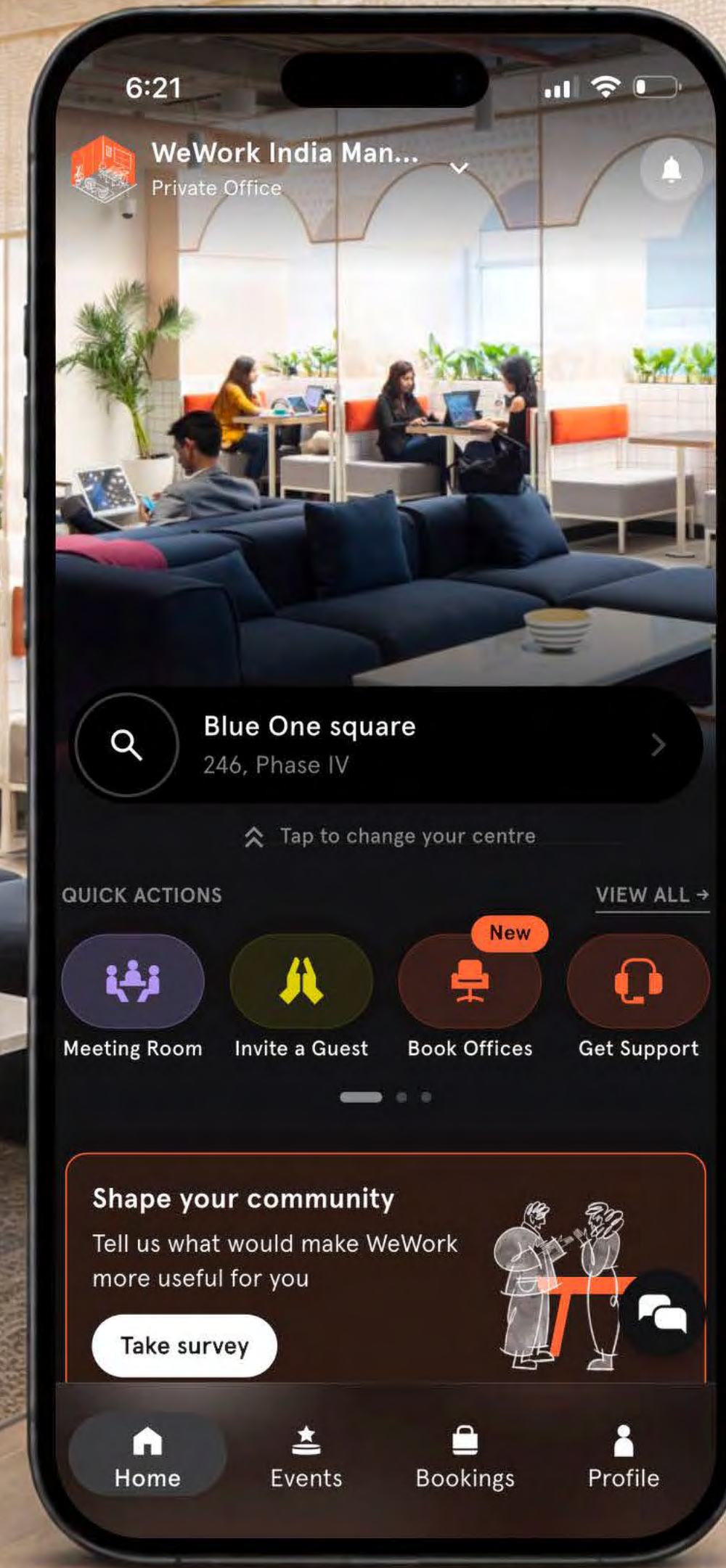
Our real estate platform is the **most future-ready** in the market

02

One ecosystem. An **extensive suite of products and services** for every type of business

03

Proprietary technology others can't replicate, including **the WeWork app**



A person is sitting at a desk, typing on a laptop. The desk is cluttered with various items: a black coffee mug with the text "ALWAYS Do What You Love" on it, a stack of books including one titled "RUE", and another book with "NO" visible on its cover. The person is wearing a light-colored, long-sleeved shirt. The background is a plain wall.

It's not just about what we
do, it's about how we built
it from the ground up

We didn't just earn a seat at the table We are at the head of the table

Landlords now see us as **strategic partners** - not just tenants

We are the **top choice** and one of the largest takers of flex space in India

Landlords have made us a **core part** of their **commercial ecosystem**

We have become an **integral part** of how businesses plan their workplace footprint

Today we are among the **largest occupiers** of **commercial office space** in India



wework

We have built the industry's widest range of workspace solutions



WeWork branded spaces

From private office space to coworking solutions, we give businesses access to a holistic ecosystem

Core

Ready-to-move-in or customised offices

Digital

Workspaces by the hour, day, or month, and tools to manage them



Managed Office

Spaces sourced, designed, built, and operated for your business



Design and build

Rivet by WeWork India builds workspaces, designed around how teams actually work

Today, our space is not what is hardest to replicate

It is the **intelligence** behind it

8.6m Operational Footprint

8 Cities

8+ Years of data

76 Locations



The journey behind our spaces
starts with the decisions we
make before we build them

Every signed lease is the outcome of market intelligence and investment discipline

Location
evaluation

Technical
due diligence

Financial
underwriting



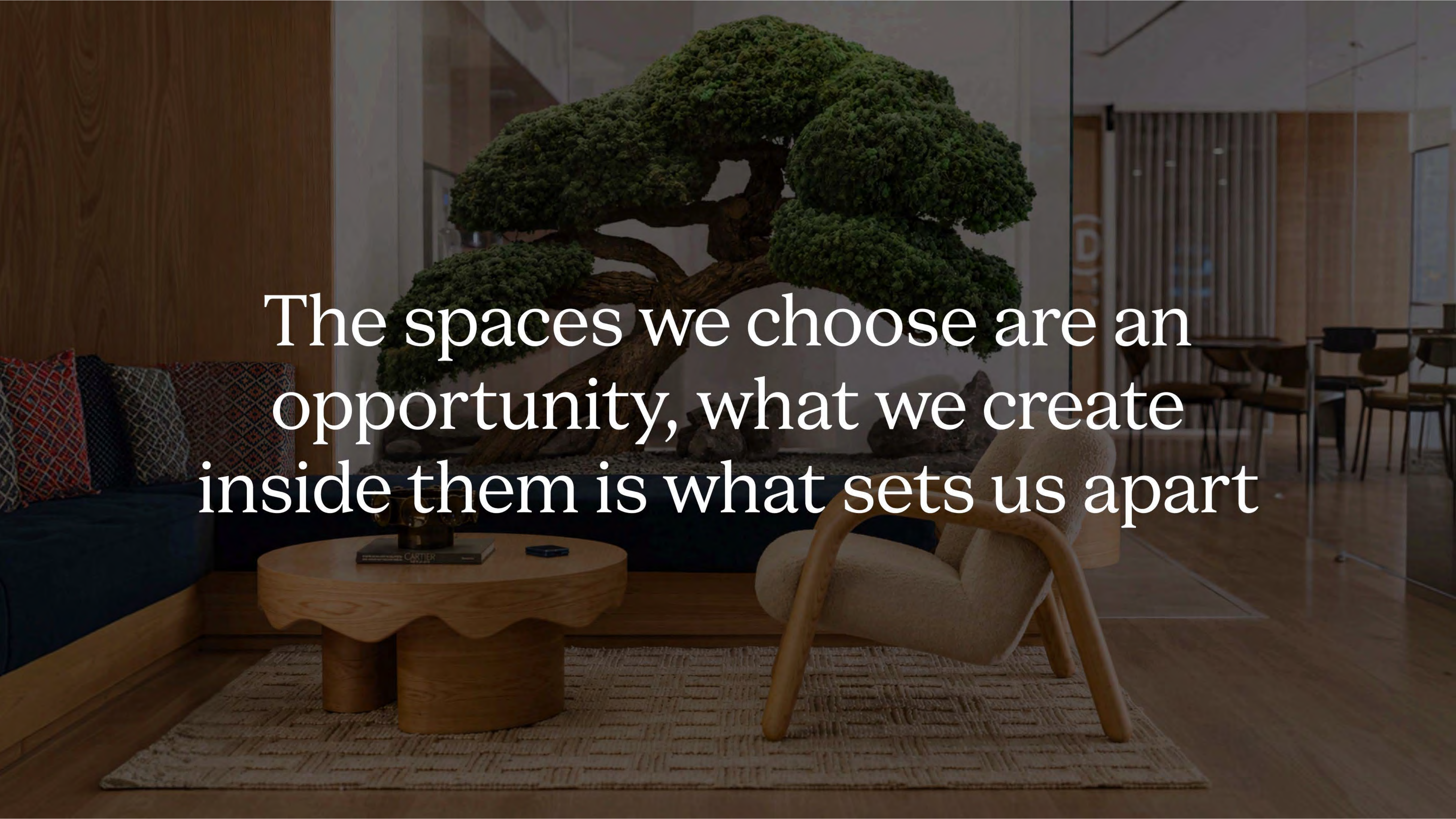
Tracks opportunities, micro-market signals, building-level intelligence, 32 evaluation criteria in one decision system.

PRIMO

Runs scenarios across commercials, risk and returns so negotiations start with conviction.



Our growth is built on
relationships and
disciplined by governance



The spaces we choose are an opportunity, what we create inside them is what sets us apart

Every space is designed to help people do their best work

Inspired by our global footprint of **45 Mn sqft** across **36 countries**

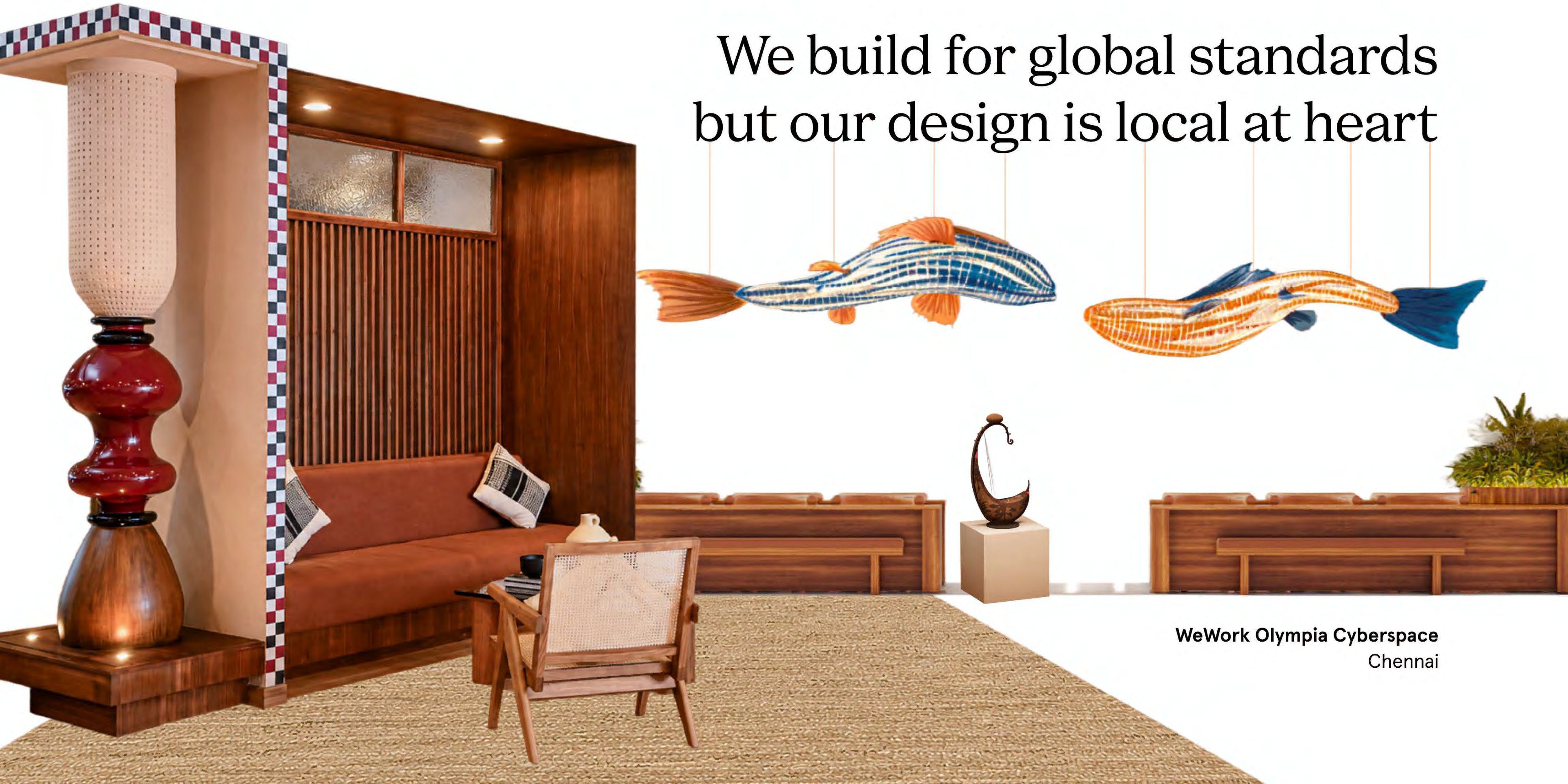
Designed around **human behaviour**, not just floorplans

Intentionally built for **focus, collaboration** and **connection**

Every detail curated to enhance **productivity** and **wellbeing**



We build for global standards
but our design is local at heart



WeWork Olympia Cyberspace
Chennai

Every detail is intentional, shaping our decisions by data-driven insights

Space utilisation



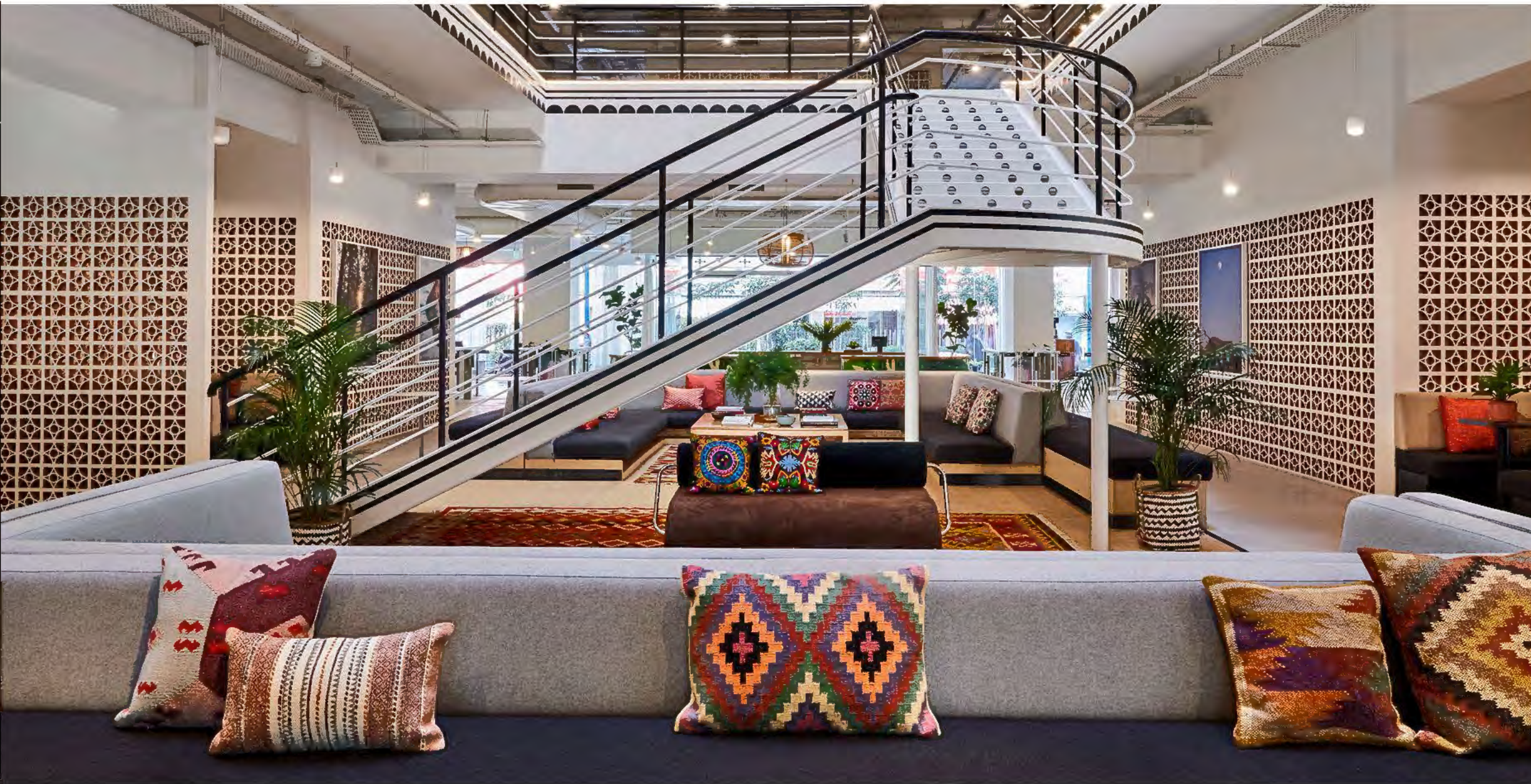
Spatial analytics



Data driven insights from 3000+ custom requests




The quality behind our spaces is what keeps them relevant year after year



WeWork Prestige Central
July, 2019



WeWork Gera Commerzone
February, 2025



We don't just design exceptional workspaces, we deliver them predictably, every single time

We have turned workplace delivery into a repeatable system



A photograph of two men sitting on a light-colored sofa in a modern living room. The man on the left is wearing glasses and a brown sweater, smiling. The man on the right is wearing a blue shirt and glasses, looking towards the first man. In front of them is a dark coffee table with a stack of books, including one titled 'PERU' by Ellsworth Kelly. A bowl of lemons sits on the table. The background features a large, colorful mural of tropical plants and a potted plant on a wooden stand to the left. The text 'Our space is built with thoughtfulness, but our community is at the heart of it all' is overlaid in white on the image.

Our space is built with
thoughtfulness, but our
community is at the heart of it all

While the space is why businesses choose us, the experience is what makes them stay

**1 lakh + members
and counting**

We use technology to make every centre more responsive, reliable and efficient

A modern lounge area with round tables, chairs, and pendant lights. The room features a light-colored wall with a framed picture of a yellow fruit. The ceiling has recessed lighting and several large, white, spherical pendant lights. The floor is a light-colored, polished material. There are several round tables with dark tops and white bases, each surrounded by four dark chairs. A large, curved blue rug is on the floor. In the background, there are large windows with light-colored curtains and a potted plant.

Command Centre

A 9 member centralised team for managing customer tickets

Impact:

6h 39m → 2m 37s

Building Management System


A fully linked system that turns intelligence into better member experiences.

Impact:

Comfort: live HVAC & air-quality monitoring

Reliability: automated alerts for critical risks

Efficiency: energy use tracked & optimised by occupancy

A modern office interior with large windows and contemporary decor. In the foreground, two men are shaking hands; one is wearing a white t-shirt and a black turban, the other is in a blue suit. In the background, a woman is sitting at a table working on a laptop. The scene is overlaid with a semi-transparent dark layer containing white text.

We pay attention to every detail and that's the crux of what makes us different

We measure success by how closely we listen, and how quickly we improve

74

FY 25-26 NPS

n = 11,220 responses

Member NPS: Our listening philosophy

Where we listen across the journey

01

Post-tour

02

Move-in

03

Relationship

04

Post-visit

05

Support request

06

Move-out

It's the little things that create our biggest advantage

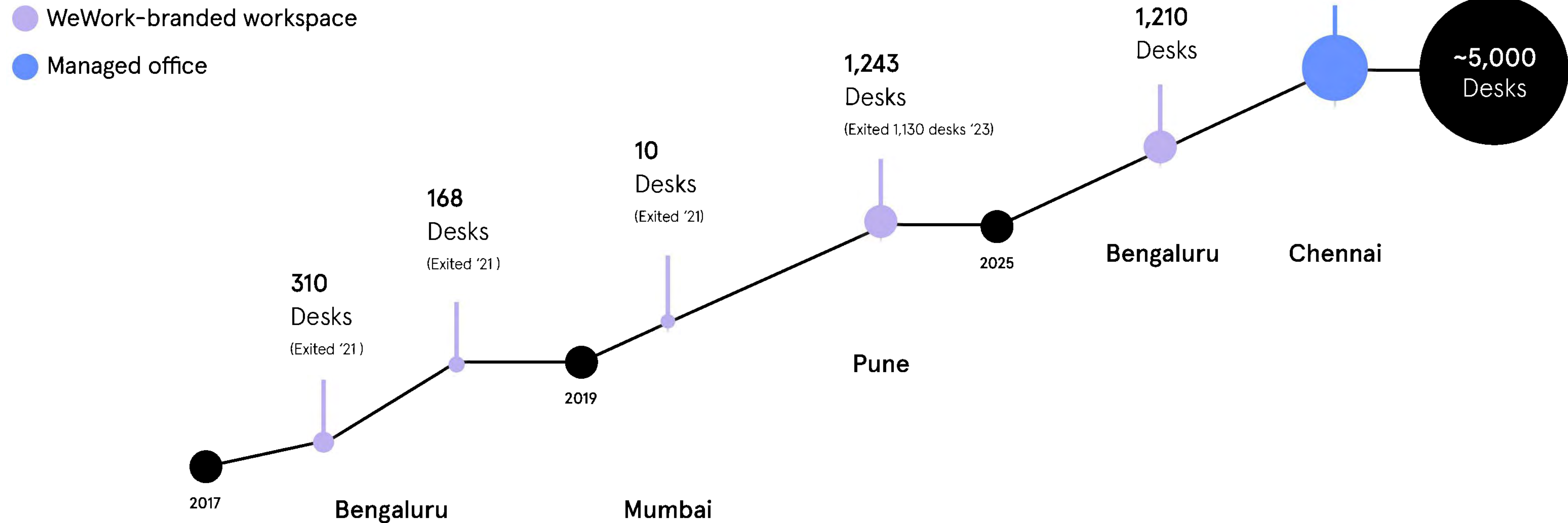
Curated moments
that **create loyalty**

Our **events and programming**
help people feel connected
to something bigger

We **design experiences** that
feel personal to each member



A Fortune 500 company's loyalty became a decade of growth



The experience doesn't just create satisfaction, it creates loyalty

>50%

sales from existing members

~80%

renewals rate



Our magic isn't in one part, it's how everything works together



Thank you

