Borosil Limited
CIN : L36100MH2010PLC292722
Registered & Corporate Office :
1101, Crescenzo, G-Block, Opp. MCA Club, Bandra Kurla Complex,
Bandra (E), Mumbai - 400 051, India.
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November 02, 2026

BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001 **Scrip Code: 543212**	**National Stock Exchange of India Limited** Exchange Plaza, C-1, Block - G, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051 **Symbol: BOROLTD**

Dear Sirs,

Sub: Investor presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached the presentation on the performance of the Company for the quarter and half-year ended September 30, 2026.

The said presentation is also being uploaded on the Company's website at www.borosil.com.

Thanking you.

Yours faithfully,
For **Borosil Limited**

Pradeep Joshi
Digitally signed by Pradeep Joshi
Date: 2026.11.02 11:09:29 +05'30'

Pradeep Joshi
Company Secretary & Compliance Officer
FCS - 4959

Encl.: *as above*

Borosil Limited



Investor Presentation Q2FY27

Safe Harbour

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The material that follows is a Presentation of general background information about the Company's activities as at the date of the Presentation or as otherwise indicated. It is information given in summary form and does not purport to be complete and it cannot be guaranteed that such information is true and accurate. This Presentation has been prepared by and is the sole responsibility of the Company. By accessing this Presentation, you are agreeing to be bound by the trading restrictions. It is for general information purposes only and should not be considered as a recommendation that any investor should subscribe to or purchase the Company's equity shares or other securities.

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There are some important factors that could cause material differences to Company's actual results. These include (i) our ability to successfully implement our strategy (ii) our growth and expansion plans (iii) changes in regulatory norms applicable to the Company (iv) technological changes (v) investment income (vi) cash flow projections etc. The Company, as such, makes no representation or warranty, express or implied, as to, and does not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information or opinions contained herein. The information contained in this Presentation, unless otherwise specified is only current as of the date of this Presentation. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent development, information or events, or otherwise. Unless otherwise stated in this Presentation, the information contained herein is based on management information and estimates. The information contained herein is subject to change without notice and past performance is not indicative of future results. The Company may alter, modify or otherwise change in any manner the content of this Presentation without obligation to notify any person of such revision or changes.

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About Borosil



Brand with a 60+ year legacy



Enjoys strong consumer equity in serving-ware, kitchen appliance and storage



One of the leading brands in glass microwavable & Largest Opalware Player in India

Our Vision

‘To Be The Most Customer-Centric Company in India’

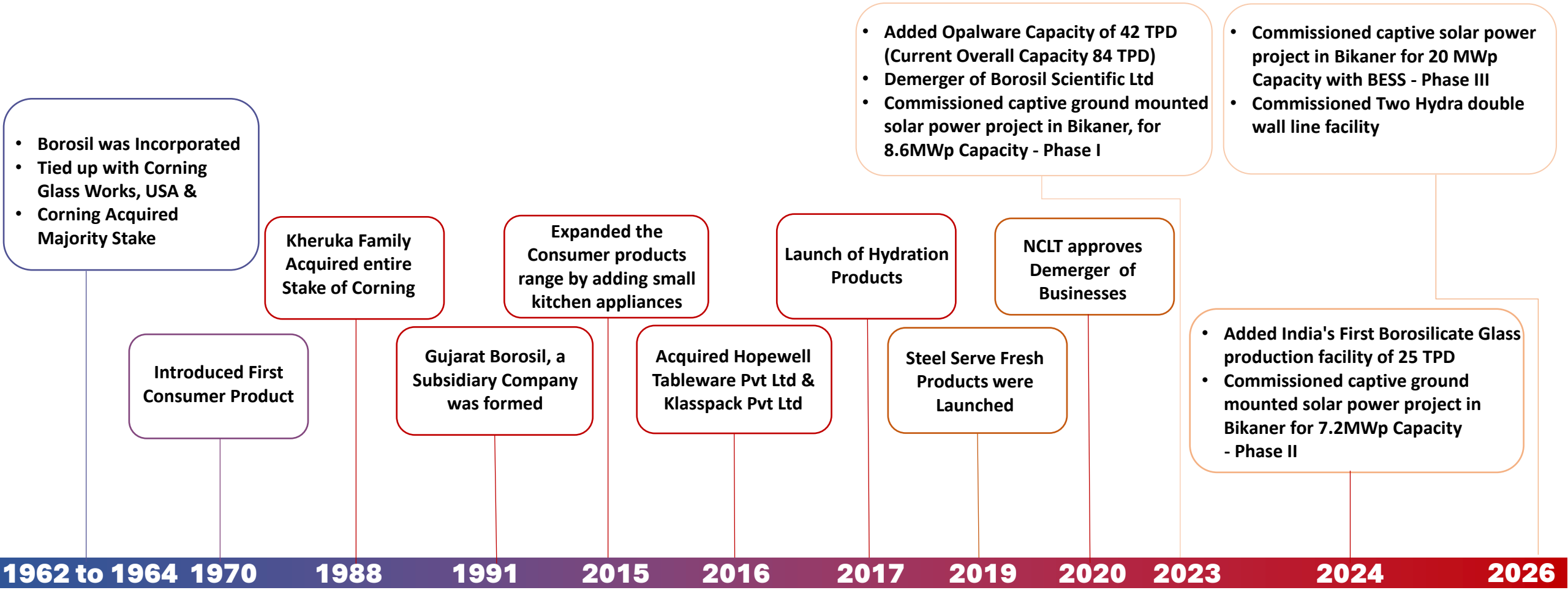
Develop innovative products to meet evolving customer needs

Be a dependable partner that creates value for customers

Nurture long-term relationships with all stakeholders

Company Timeline

60+ Years Of Excellence, With Consistent Accomplishments



Key Highlights

24000+
Presence in Retail Outlets

18000+
SKUs

~250
Distributors

26
Presence in Countries

2
Opal Glass Mfg Furnaces (84 TPD)

1
Borosilicate Glass Mfg Furnace (25 TPD)

2
Hydra Double Wall Line Facility

- **Part of Borosil Group:** Part of the esteemed Borosil Group with a track record of 60+ years.
- **Trusted Brand:** One of the oldest and most trusted brands in India
- **Larah:** One of the largest Opalware manufacturers in India
- **Borosilicate Glass Production:** Operates India's first Borosilicate Glass Production Facility
- **Institutional Investors:** Trusted by investors like DSP, Canadian World Fund, Quantum State MF and others.
- **Innovation & Technology:** Deeply committed to leveraging information and technology to drive innovation, efficiency, and growth.

- **Diverse Product Range:** Prides itself on offering a diverse product range that spans across multiple segments, catering to a wide variety of customer needs and preferences
- **In-house Development:** Strong in-house New Product Development team
- **Manufacturing Excellence:** Excellence in Opalware & Glassware manufacturing. First in various product concepts such as glass lunch boxes, Opalware lunch boxes, and the patented Spin-N-Store storage system.
- Hydra Plant is **BIS** certified

Re-Imagining Consumer Products

PAST	PRESENT
GLASS PRODUCTS COMPANY	CONSUMER BRANDS COMPANY
OCCASIONAL USE (MICROWAVABLE)	DAILY USE (SERVING WARE, STORAGE, APPLIANCES)
SINGLE BRAND BOROSIL	MULTI BRAND BOROSIL, LARAH
GENERAL TRADE	• General Trade • Modern Trade • E-Commerce • Quick Com • B2B • CSD/CPC • Exports

Product Categories - Glassware











Product Categories - Non Glassware







Non-Glassware: Appliances/Cookware/Gas Stoves/Hydra Flasks and Bottles

Product Categories - Opalware

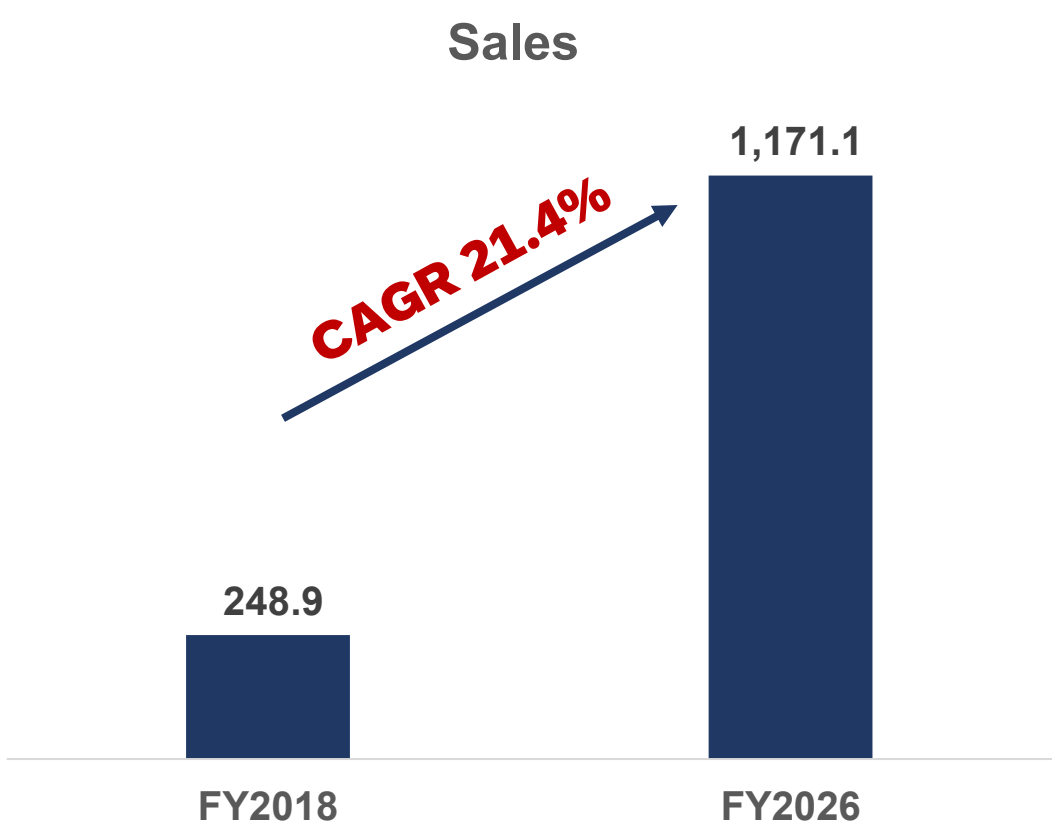


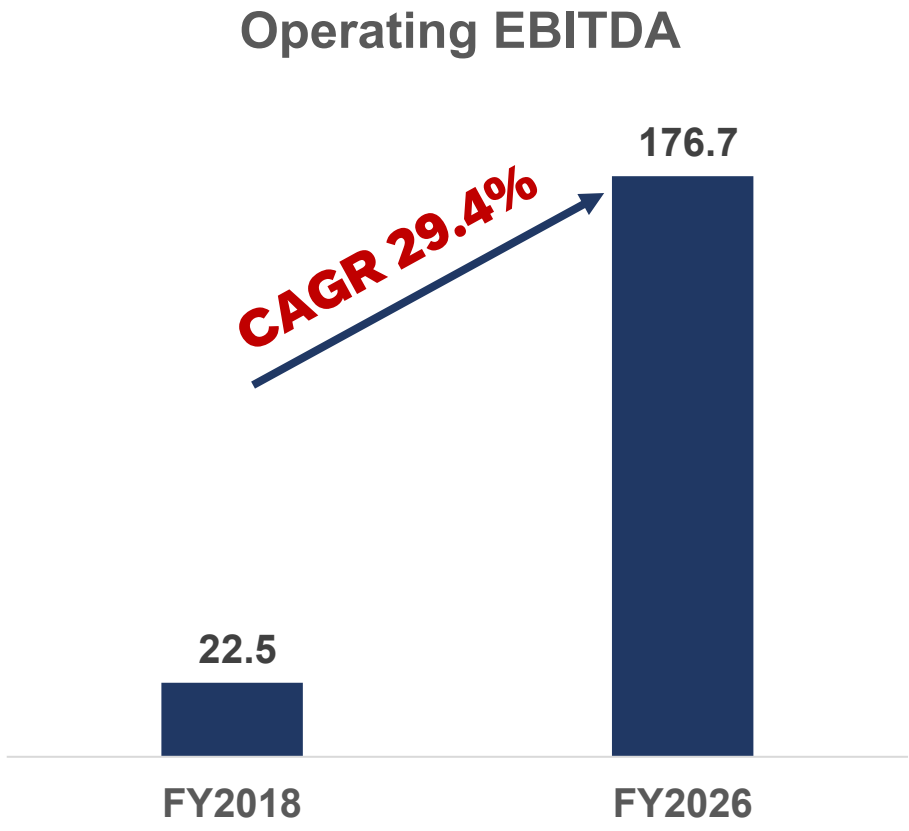




Journey over last 8 years

(Rs. In CRS)





Q2FY27 Consolidated Highlights

Revenue from Operations

₹ 369.8 CRS

7.5% YoY

EBITDA

₹ 71.0 CRS

31.5% YoY

PAT

₹ 31.9 CRS

40.5% YoY

The shift in the Diwali festival impacts the timing of seasonal demand and sales, resulting in Q2 FY27 and H1 FY27 sales and financial performance not being strictly comparable with the corresponding periods of the previous year.

Consolidated Profit & Loss Statement

Profit & Loss (Rs. In Cr)	Q2FY27	Q1FY27	Q2FY26	YoY
Revenue From Operations	**369.8**	**257.6**	**344.1**	**7.5%**
Cost of Goods Sold	140.1	78.4	145.8	
Gross Profit	**229.7**	**179.2**	**198.3**	**15.8%**
Gross Profit Margin %	**62.1%**	**69.6%**	**57.6%**	
Employee Cost	33.3	33.1	30.1	
Other Expenses	127.1	107.7	116.1	
Other Income	1.8	2.6	1.9	
EBITDA (incl Other Income)	**71.0**	**41.1**	**54.0**	**31.5%**
EBITDA (Excl Other Income)	**69.2**	**38.5**	**52.1**	**33.0%**
EBITDA Margin %	**18.7%**	**14.9%**	**15.1%**	
Depreciation and Amortization Expense	24.5	21.9	22.1	
EBIT	**46.5**	**19.3**	**31.9**	**45.5%**
Finance Cost	3.6	1.8	1.5	
Profit Before Tax	**42.8**	**17.4**	**30.5**	**40.6%**
Tax	10.9	4.6	7.8	
Profit After Tax	**31.9**	**12.8**	**22.7**	**40.5%**

The shift in the Diwali festival impacts the timing of seasonal demand and sales, resulting in Q2 FY27 and H1 FY27 sales and financial performance not being strictly comparable with the corresponding periods of the previous year.

Consolidated Profit & Loss Statement

Profit & Loss (Rs. In Cr)	H1FY27	H1FY26	YoY
Revenue From Operations	**627.4**	**576.8**	**8.8%**
Cost of Goods Sold	218.5	223.2	
Gross Profit	**408.9**	**353.6**	**15.6%**
Gross Profit Margin %	**65.2%**	**61.3%**	
Employee Cost	66.4	60.5	
Other Expenses	234.8	203.8	
Other Income	4.4	11.8	
EBITDA (incl Other Income)	**112.1**	**101.2**	**10.8%**
EBITDA (Excl Other Income)	**107.7**	**89.4**	**20.5%**
EBITDA Margin %	**17.2%**	**15.5%**	
Depreciation and Amortization Expense	46.4	44.1	
EBIT	**65.7**	**57.1**	**15.2%**
Finance Cost	5.5	3.1	
Exceptional Items@	-	-	
Profit Before Tax	**60.3**	**53.9**	**11.8%**
Tax	15.6	13.8	
Profit After Tax	**44.7**	**40.1**	**11.4%**

The shift in the Diwali festival impacts the timing of seasonal demand and sales, resulting in Q2 FY27 and H1 FY27 sales and financial performance not being strictly comparable with the corresponding periods of the previous year.

@ In FY26 - Provision on account of implementation of New Labour Code - INR 4.0 crores

Category wise Sales

Particulars (Rs. In Cr)	Q2FY27	Q1FY27	Q2FY26	YoY
Glassware	87.8	64.8	92.4	-5.1%
Non-Glassware	143.2	97.0	122.5	17.0%
Opalware	127.0	83.6	119.3	6.5%
Total Category wise Sales	**358.0**	**245.4**	**334.2**	**7.1%**

Particulars (Rs. In Cr)	H1FY27	H1FY26	YoY	FY26
Glassware	152.6	148.6	2.7%	295.5
Non-Glassware	240.2	216.6	10.9%	463.7
Opalware	210.7	195.4	7.8%	411.9
Total Category wise Sales	**603.4**	**560.6**	**7.6%**	**1171.1**

The shift in the Diwali festival impacts the timing of seasonal demand and sales, resulting in Q2 FY27 and H1 FY27 sales and financial performance not being strictly comparable with the corresponding periods of the previous year.

Difference between Revenue from Operations and Category wise Sales is Other Operating Income

Consolidated Profit & Loss Statement

Profit & Loss (Rs. In Cr)	H1FY27	FY26	FY25	FY24	FY23
Revenue From Operations	**627.4**	**1,195.9**	**1,107.8**	**948.5**	**742.0**
Cost of Goods Sold	218.5	473.2	406.5	380.0	343.1
Gross Profit	**408.9**	**722.8**	**701.2**	**568.6**	**399.0**
Gross Profit Margin %	**65.2%**	**60.4%**	**63.3%**	**59.9%**	**53.8%**
Employee Cost	66.4	125.0	112.8	86.6	64.1
Other Expenses	234.8	429.0	418.3	343.0	267.7
Other Income	4.4	29.6	27.0	11.5	19.6
EBITDA (incl Other Income)	**112.1**	**198.4**	**197.1**	**150.5**	**86.7**
EBITDA (Excl Other Income)	**107.7**	**168.7**	**170.0**	**139.0**	**67.2**
EBITDA Margin %	**17.2%**	**14.1%**	**15.4%**	**14.7%**	**9.1%**
Depreciation and Amortization Expense	46.4	86.8	81.0	53.9	27.6
EBIT	**65.7**	**111.5**	**116.0**	**96.6**	**59.2**
Finance Cost	5.5	6.5	12.8	8.8	2.5
Exceptional Items@	-	4.0	-	-	-9.3
Profit Before Tax	60.3	100.9	103.2	87.8	66.0
Tax	15.6	26.3	29.0	22.0	14.1
Profit After Tax	**44.7**	**74.7**	**74.2**	**65.9**	**51.9**

'@ In FY26 - Provision on account of implementation of New Labour Code - INR 4.0 crores
In FY23, Insurance claim received as a full settlement of the claim with respect to loss of property due to fire in FY22 at the Company's warehouse situated at Bharuch

Consolidated Balance Sheet

Assets (Rs. In Cr)	H1FY27	FY26	FY25	FY24	FY23
Non-current Assets					
(a) Property, Plant and Equipment	640.2	530.2	580.8	545.3	352.0
(b) Capital work-in-progress	15.8	105.5	18.3	25.5	39.6
(c) Investment Property	0.7	0.7	0.7	0.7	1.1
(d) Other Intangible assets	0.3	0.4	1.4	1.7	0.2
(e) Intangible assets under development	-	-	-	0.0	1.3
(e) Financial Assets					
(i) Investments	16.5	17.3	21.6	27.8	36.7
(ii) Loans	0.3	0.3	0.5	0.3	0.2
(iii) Others	4.4	4.3	3.9	1.7	1.7
(f) Non Current Tax Assets (net)	0.0	0.0	0.1	0.2	6.5
(g) Other non current assets	35.9	37.1	11.5	21.3	30.4
Total non current assets	**714.1**	**695.7**	**638.8**	**624.6**	**469.5**
Current Assets					
(a) Inventories	429.4	366.1	333.0	252.8	144.4
(b) Financial Assets					
(i) Investments	48.4	66.2	28.0	57.6	109.7
(ii) Trade Receivables	148.0	107.0	101.3	91.4	51.3
(iii) Cash and cash equivalents	2.0	2.8	1.2	5.4	8.2
(iv) Bank Balances other than (iii) above	0.2	0.4	0.3	1.5	1.4
(v) Loans	0.4	0.5	0.6	0.6	0.3
(vi) Others	7.2	6.2	3.2	2.8	2.1
(c) Other current assets	48.1	36.8	24.6	42.9	26.4
(d) Assets held for Sale	-	-	-	-	36.5
Total current assets	**683.7**	**586.0**	**492.2**	**455.0**	**380.2**
TOTAL ASSETS	**1,397.8**	**1,281.7**	**1,131.0**	**1,079.6**	**849.7**

Equity and Liabilities (Rs. In Cr)	H1FY27	FY26	FY25	FY24	FY23
Equity					
(a) Equity Share Capital	12.0	12.0	12.0	11.5	11.4
(b) Other Equity	920.9	875.0	795.7	568.5	498.5
Total equity	**932.8**	**886.9**	**807.7**	**580.0**	**510.0**
Liabilities					
Non current Liabilities					
(a) Financial Liabilities					
(i) Borrowings	101.1	103.2	43.4	92.9	53.2
(ii) Lease Liabilities	25.9	6.7	10.2	9.1	5.3
(b) Deferred Tax Liabilities (net)	19.2	19.5	19.0	12.9	8.4
Total non current liabilities	**146.2**	**129.5**	**72.6**	**115.0**	**66.9**
Current Liabilities					
(a) Financial Liabilities					
(i) Borrowings	61.6	33.2	34.2	60.9	35.1
(ii) Lease Liabilities	8.2	4.9	5.1	1.8	0.9
(iii) Trade Payables	91.7	73.1	79.2	88.4	41.0
(iv) Other Financial Liabilities	110.9	114.1	109.0	215.5	174.3
(b) Other current liabilities	21.6	9.4	7.9	8.3	8.1
(c) Provisions	17.1	16.3	11.0	9.6	7.2
(d) Current Tax Liabilities (net)	7.4	14.3	4.3	-	6.2
Total current liabilities	**318.7**	**265.3**	**250.7**	**384.7**	**272.8**
Total Equities and Liabilities	**1,397.8**	**1,281.7**	**1,131.0**	**1,079.6**	**849.7**

Consolidated Cash Flow Statement

	Particulars (Rs. In Cr)	H1FY27	H1FY26	FY26	FY25	FY24	FY23
A	Cash Flow from Operating Activities						
	Profit Before Tax as per Statement of Profit and Loss	60.3	53.9	100.9	103.2	87.8	66
	Adjustments for: Non - Cash Items / Other Investment or Financial Items	51.1	39.5	83.7	74.5	56.7	1.9
	Operating Profit before Working Capital Changes	**111.4**	**93.4**	**184.6**	**177.7**	**144.5**	**67.9**
	Changes in working capital	-91.4	-34.9	-49.4	-179.6	-79.8	66.5
	Cash generated from / (used in) operations	**20.0**	**58.5**	**135.2**	**-1.8**	**64.8**	**134.4**
	Direct taxes paid (net of refund)	-22.9	-8.4	-16.4	-17.5	-16.7	-13.9
	Net Cash from Operating Activities	-2.9	50.1	118.8	-19.3	48	120.6
B	Cash Flow from Investing Activities	-15.2	-34.9	-164.8	-41.3	-106.1	-227.9
C	Cash Flow from Financing Activities	17.2	-15.4	47.5	56.5	55.3	93.4
D	Net Increase/ (Decrease) in Cash and Cash Equivalents (A+B+C)	-0.9	-0.2	1.6	-4.1	-2.8	-13.9
	Opening Balance of Cash and Cash Equivalents	2.8	1.2	1.2	5.4	8.2	22.1
	Closing Balance of Cash and Cash Equivalents	2.0	1.0	2.8	1.2	5.4	8.2

The shift in the Diwali festival impacts the timing of seasonal demand and sales, resulting in Q2 FY27 and H1 FY27 sales and financial performance not being strictly comparable with the corresponding periods of the previous year.


BOROSIL

Market Opportunity



Category	Market Size Branded (₹ Crs.)	Market Growth %
Glass (Borosilicate) Includes Microwavable, Tumblers and Storage	~415	10.5 %
Tumblers (Soda lime)	~400	10 %
Cookware (Includes cooking range of pans, cookers, kadhais etc. made of steel, non-stick, cast iron, aluminium etc.)	~7922	~ 10 %
Insulated Steel Bottle Range	~2,000	10%
Opalware	~1,375	12%-15%
Domestic Appliances(Small)	~8,155	8.5%

Note : Source : Technopak Report and internal estimates

Channel Presence



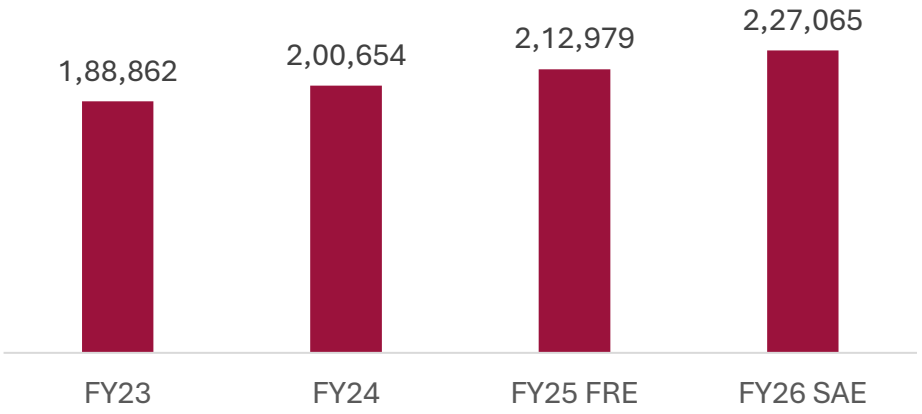
Why Borosil ?

- ✓ **Category Leader :** #1 in Opalware (Larah)
- ✓ **Brand Stickiness :** Trust built over decades, strong recall. Trusted across generations
- ✓ **Mass Premium Positioning :** Bridges aspiration with affordability
- ✓ **India Consumption Play :** Rising PFCE & urban middle-class boom will benefit in long run.
- ✓ **5x Growth in Hydra Range :** Tapping ₹2,000+ Cr Insulated Steel Bottle market
- ✓ **25 TPD Borosilicate Plant:** Backward integration, margin accretive
- ✓ **84 TPD Opalware Capacity:** Among India's largest
- ✓ **Consumption Megatrend Proxy:** Plays India's next-gen kitchen, dining, and lifestyle story

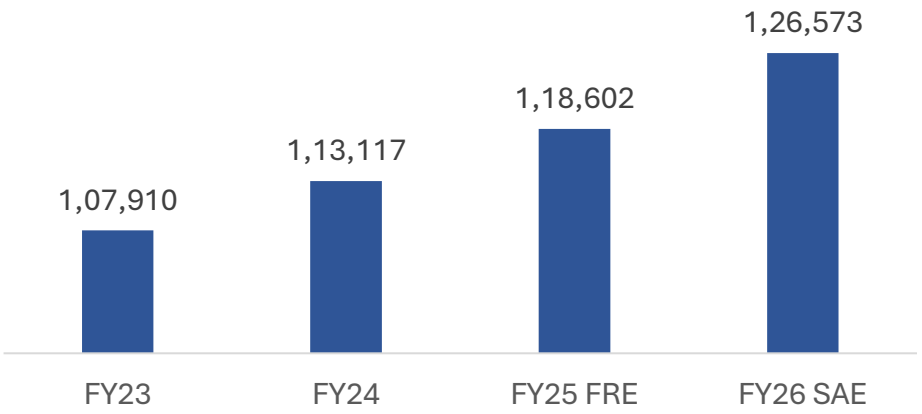
- ✓ **Plastic-to-Glass Shift :** Riding health & sustainability wave
- ✓ **Distribution Reach:** Extensive distribution footprint spanning General Trade, Modern Trade, E-commerce, B2B, CSD, and CPC
- ✓ **Make in India Manufacturing:** Cost-efficient, scalable, high quality
- ✓ **High Operating Leverage:** Capacity ramp-up = earnings upside and margin expansion.
- ✓ **Talent retention:** Through ESOPs + Innovation-driven workforce
- ✓ **Resilient Financials:** Strong Balance Sheet with steady cashflows and negligible net debt
- ✓ **Poised for Multi-Year Growth:** Aligned with structural consumption tailwinds
- ✓ **BIS** Certified Hydra Plant

India’s GDP & PFCE growth

Per Capita GDP (₹)



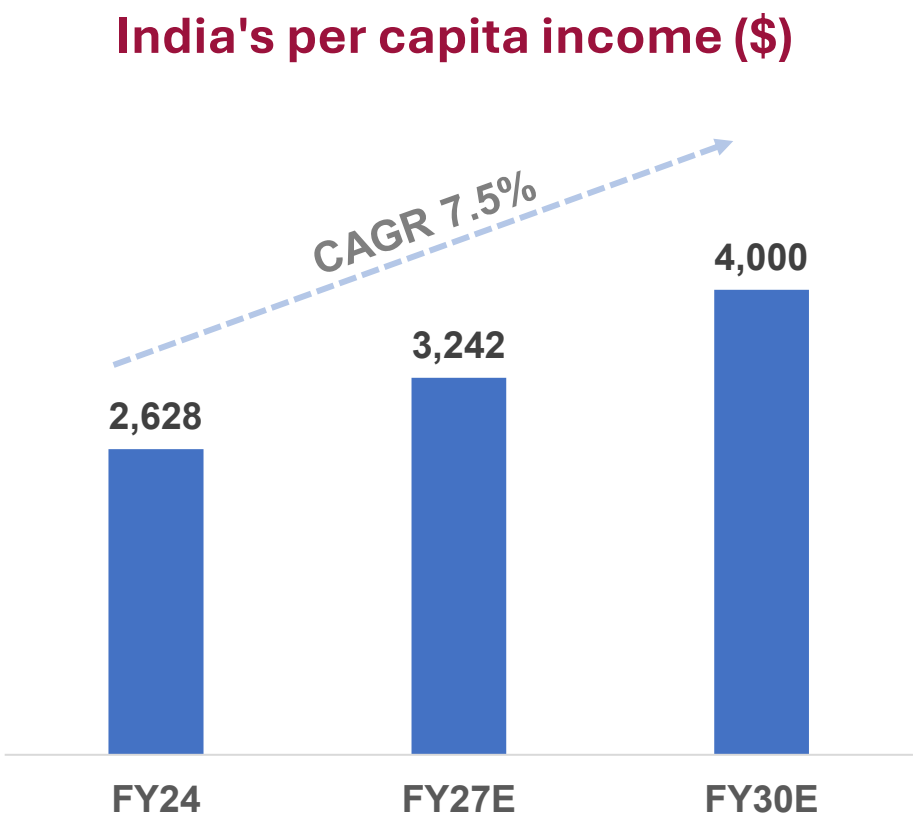
Per Capita PFCE (₹)



“With India’s per capita consumption on the rise, the demand for premium yet affordable kitchenware, storage, hydration, and serveware is poised for rapid growth thereby propelling Borosil’s core growth engines.”

Private Final Consumption Expenditure (PFCE), First Revised Estimate (FRE), Second Advance Estimate (SAE)
Source: RBI, PIB & Industry Estimates

Rising Disposable Incomes & Discretionary Spend
A Strong Tailwind for Borosil



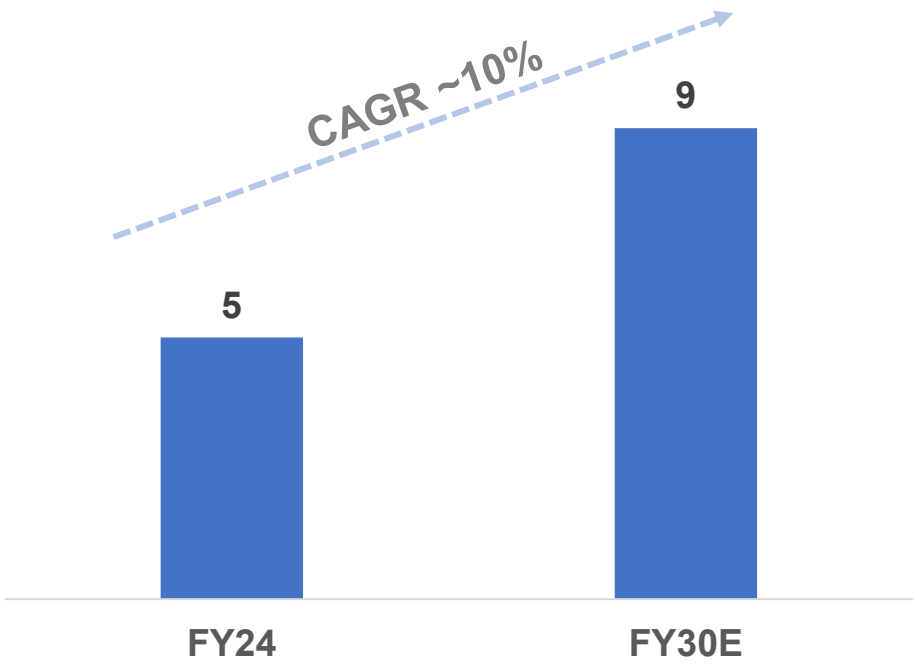
- With GDP per capita expected **to grow at 7.5% CAGR** during FY2024– 2030, this strong upward trend in purchasing power creates a favourable environment for consumer-driven growth
- India's per capita income **to reach $4,000** by FY30, thereby creating an ideal environment for boosting consumerware and kitchenware demand
- Discretionary spending set to grow at **8.7% CAGR by FY30**, expanding opportunity for consumerware and kitchenware products
- Food share in household spend dropping; wallet share shifting to durables, appliances, lifestyle products

Source: India's changing discretionary spending: RAI & Deloitte, Industry view

Brown Goods Boom – Fueling Demand in the long run

Brown Goods include microwave oven, kitchen appliances, home appliances, and personal care appliances

Size of Brown Goods ($ Bn)



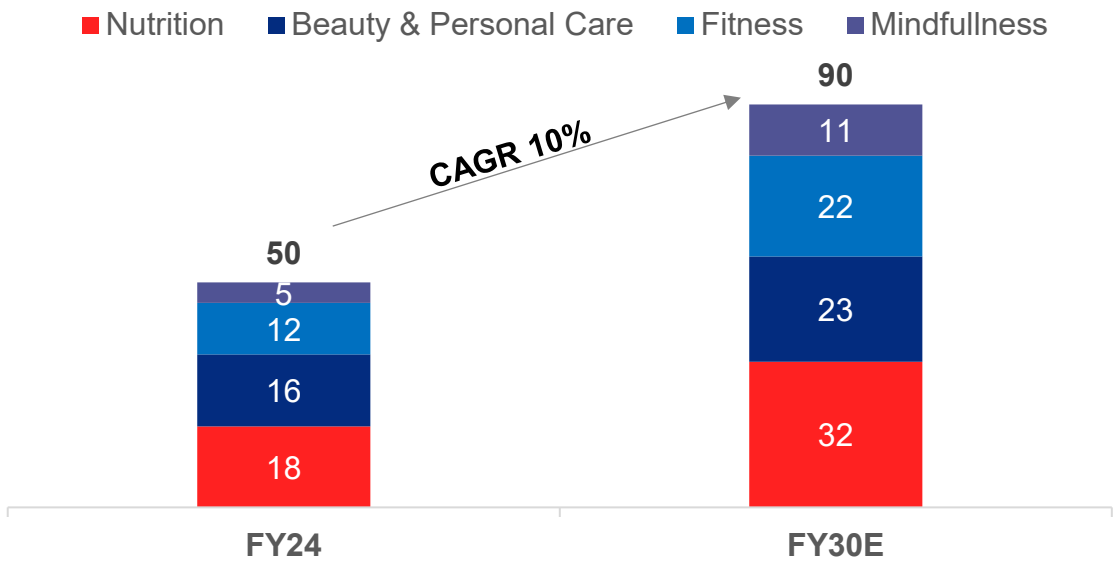
- The brown goods market in India is expected to grow from $5 billion in FY24 to $9 billion by FY30, implying a CAGR of ~10%.
- Rising demand for kitchen-centric appliances such as microwaves, choppers, mixers, grinders, and toasters.
- Growth driven by urbanisation, premiumisation, lifestyle upgrades, and online retail access, all directly relevant to Borosil's product portfolio.

Source: India's changing discretionary spending: RAI & Deloitte, Industry view

Rise of Health-Conscious India – Driving Demand for Steel, Glassware & Opalware

"Rising spend on nutrition, health and fitness directly correlates to awareness towards leading a healthy life which would have effects on choices of adopting safer food & drink practices, where steel, glassware & Opalware would be preferred over plastic."

Size of the Indian health and wellness market (in US$ Bn)



Source: India's changing discretionary spending: RAI & Deloitte, Industry view

- **Health Awareness on the Rise**
  - Indians have become more aware and have increased spending on nutrition, health and fitness
  - Strong consumer shift towards nutrition, hydration, and toxin-free lifestyles
- **Plastic Rejection Accelerating**
  - Growing concerns around BPA, microplastics, and endocrine disruptors
  - Urban millennials and Gen Z avoiding plastic in food/beverage use
  - Single-use plastic bans and sustainability concerns pushing demand for alternatives

The shift toward steel, glassware and opalware is gradual but inevitable, driven by rising demand for safer, healthier and premium alternatives.

Make in India — Strengthening Domestic Manufacturing for Scalable Growth

Borosil is investing in future-ready capacity — built in India, for India and the world.

- **Established Leadership in Opalware & Borosilicate Glassware Manufacturing:**
  - Operates 84 TPD Opalware Furnaces – among the largest in India
  - 25 TPD Borosilicate Glassware Furnace commissioned in Mar'24
  - Manufacturing premium Borosilicate & Opalware microwave-safe products under Borosil & Larah brand
  - Scale enables cost-efficiency, consistent quality, and faster market response.

84 TPD
Opalware

25 TPD
Borosilicate Glassware









Make in India — Strengthening Domestic Manufacturing for Scalable Growth

Borosil is investing in future-ready capacity — built in India, for India and the world.

- **Expanding Manufacturing**
  - Setting up of a manufacturing unit with **three double-wall lines** for vacuum insulated stainless-steel flasks, bottles and containers in the state of Rajasthan
  - Estimated initial capex: **₹65 crore**
  - Initial capacity**: ~3.6 million** units annually
  - Commercial production from
    - **Two double-wall** lines started in **Q1FY27** and
    - **Third double-wall** line targeted by **January'27**.

Planning for

~3.6 mn units annually

Vacuum-insulated stainless-steel bottles, flasks, and containers









Expansion of BG Furnace from 25 TPD to 32 TPD, Jaipur

- Existing furnace capacity of **25 TPD** with 2 forming lines at Jaipur
- Furnace commissioned in **Jan'24**; rebuild scheduled in **Jan'28**
- Current capacity utilization at **~90%**
- Board approved expansion to **32 TPD** with addition of a **3rd forming line**
- Estimated capex of **₹50 Cr**
- The expansion is expected to drive:
  - Removal of **capacity bottlenecks**
  - Product **diversification** & portfolio expansion
  - Improved **operating efficiency**
  - **Lower production cost** & enhanced competitiveness



Mass Premium Products


















Healthier, Stylish, Durable, Non-toxic

Borosil glassware is a non-toxic, eco-friendly alternative to plastic. They are fully recyclable, reusable, and designed to preserve the original taste and quality of contents, making it a superior choice for a healthier and more sustainable lifestyle.

Increasing Disposable Income

Rising disposable income among the upper middle class is transforming India's consumer market, with significant growth driven by both urban and rural areas.

Borosil's Unique Positioning

Borosil is offering high-quality products at affordable prices, positioning itself between mass market and premium market segments with its "Mass Premium Products."

Value Proposition

Borosil offers 'Mass Premium Products' that prioritize safety, affordability, durability, and modern design. Our focus on innovative product development and exceptional customer service ensures we consistently exceed customer expectations.

Storage, Cooking, and Serving Needs of a Modern Kitchen

Expanding from being synonymous with microwavable glass to storage, serving-ware, and domestic appliances

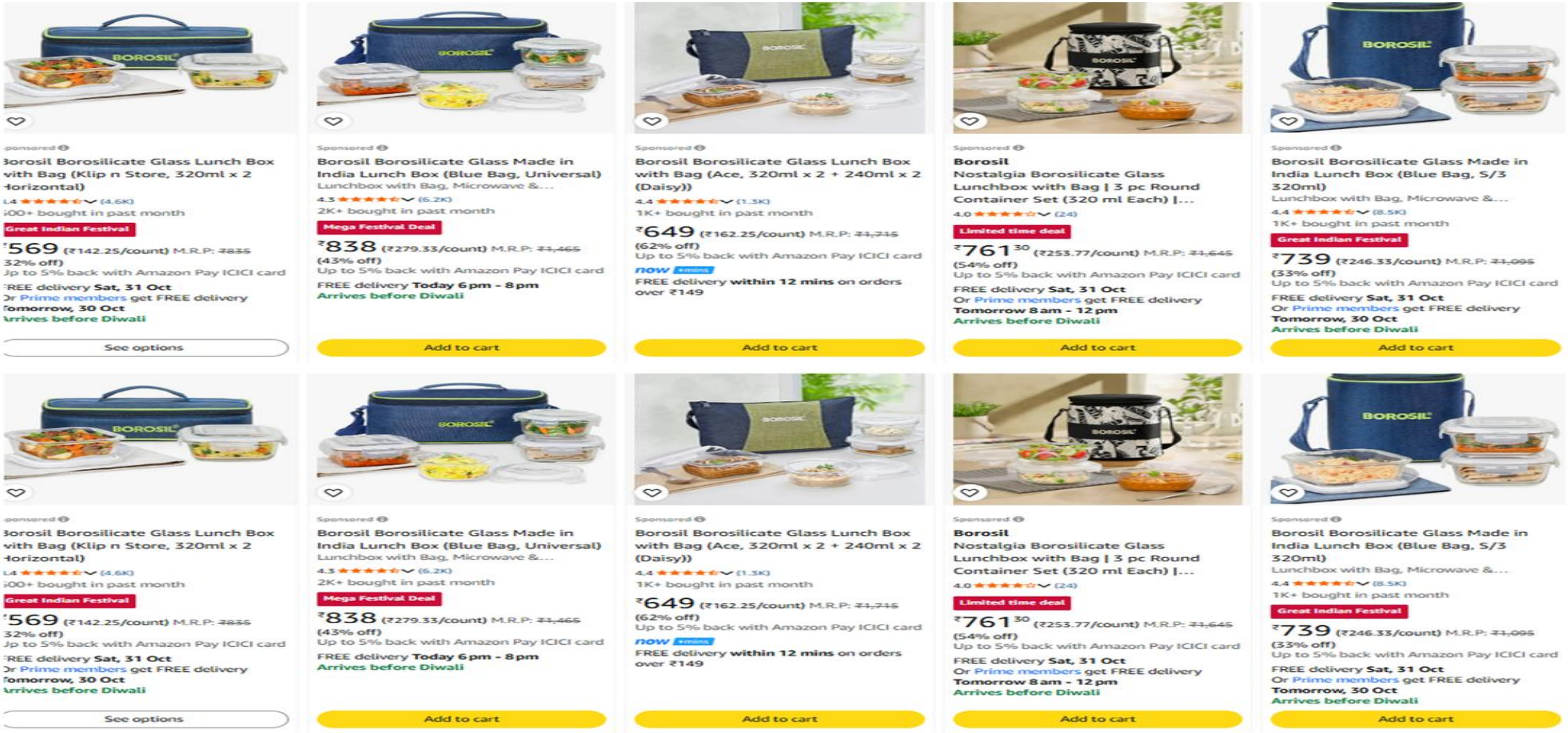


- **Contemporary**
- **Everyday Use**
- **Performs Beautifully**
- **Ally to the progressive homemakers**

Ally Of the Progressive Homemaker



Our Products are Highly Rated and Widely Loved



Our Customer Love Us

Nikhil_Patel_21 — Positive — 08 Sep
Best product
TICKET ID: 4116514692 CLOSED

Kishan Pa Sing — Positive — 03 Oct
बहुत अच्छा है
TICKET ID: 4144697280 CLOSED

Arwinshree Meesa — Positive — 06 Aug
I have purchased. Very useful product
TICKET ID: 4097210790 CLOSED

sabu_k_isaac — Positive — 29 Aug
No better chopper than this... 👍
TICKET ID: 4104075602 CLOSED

o_sanjooo — Positive — 12 Aug
Best product
TICKET ID: 4146697280 CLOSED

sureshinccl — Negative — 13 Aug
Worst Products
TICKET ID: 4087354156 CLOSED

food_lovers_with_roma — Positive — 29 Aug
Beautiful. ❤️
TICKET ID: 4103685800 CLOSED

mariyaskitchenmagic — Positive — 27 Oct
Amazing 😍
TICKET ID: 4128658726 CLOSED

smi47_jh — Positive — 17 Sep
The no good food f.
TICKET ID: 4128843678 CLOSED

Sheeba Sukumaran — Negative — 09 Oct
Not working on second day onwards
TICKET ID: 4158510962 CLOSED

rukhsaraltusheikhh — Positive — 15 Sep
Very nice I am so happy with this.
TICKET ID: 4124561346 CLOSED

jazzraj16 — Positive — 16 Sep
Got my hands on this and must say its really good and the it doesnt make that much noise ❤️
TICKET ID: 4125109842 CLOSED

amivramjrt05 — Negative — 11 Aug
Cost not available
TICKET ID: 4085712074 CLOSED

Vaishali Das — Positive — 17 Aug
Excellent product , using it for 3 years now..
TICKET ID: 4085281074 CLOSED

New Product Launch : Glassware









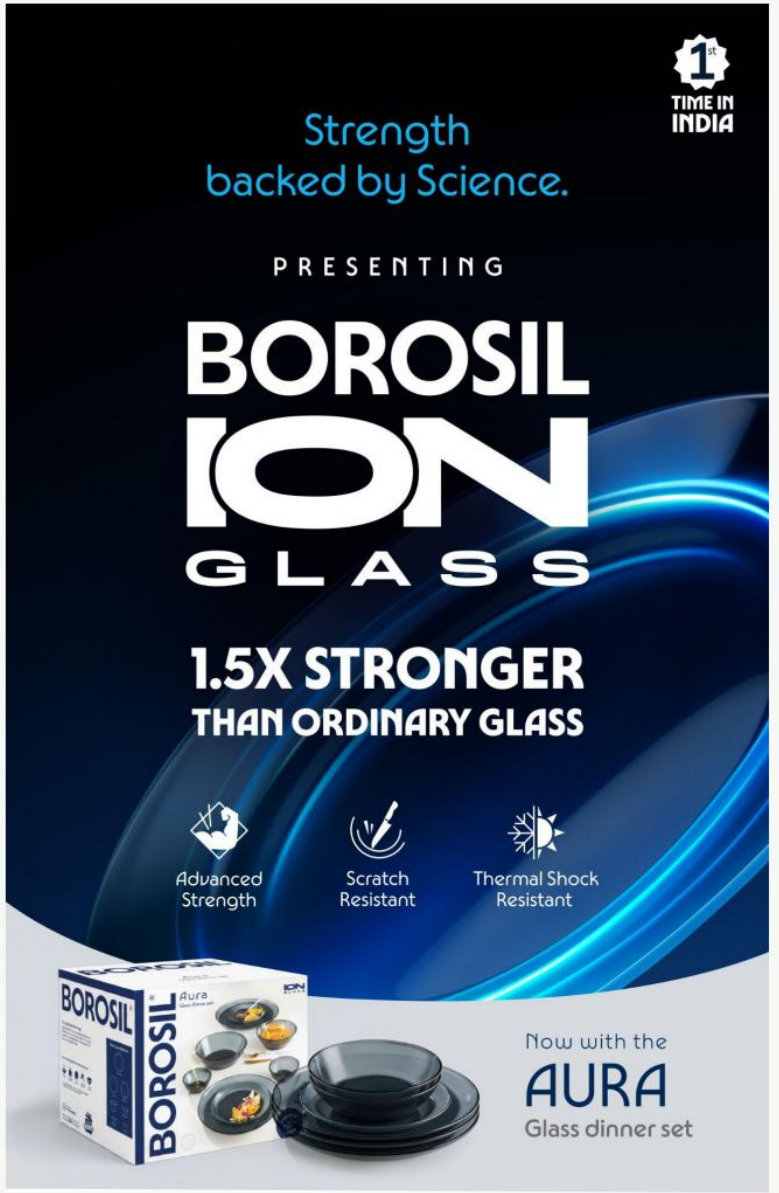


Introducing BOROSIL ION GLASS TECHNOLOGY

Glassware Market Expansion by removing the fear of breakage

- Launch of Aura Dinnerware backed up with ION-Glass technology
- The glass is 1.5X stronger than any ordinary glassware
- Scratch resistant and extreme temperature proof
- Promoted the technology through various touchpoints-communication on the pack, demo units at channel partners meet & exhibitions, PR etc. (WIP)





New Product Launch : Non- Glassware













NEW PRODUCT LAUNCH : Larah Opalware

LARAH®

Opalware by
BOROSIL®



New Category Launch

LARAH
Thermoware

Larah Thermoware combines PU insulation, a food-grade stainless steel interior, and a lightweight outer shell to keep your drinks hot or cold on the go.



Borosil Exclusive Brand Store: **A New Chapter in the Borosil Journey**

Objective:

- The Borosil brand stores were launched as physical touchpoints to communicate the core brand positioning-”*thoughtfully designed solutions that make everyday living simpler, healthier, and more beautiful”*
- Offers the world of Borosil under one roof
- The layout navigates the customers seamlessly through the entire journey “PREP, COOK, STORE, SERVE, CARRY”



- *STORE 1: Elan Miracle, Gurugram*
- *STORE 2: Phoenix Avenue of Stars, Pune*

- *The Launch was planned with curated invitations, teaser campaigns, Hoardings at prime intersection of roads, society screens, targeted digital ads.*
- *The day of the launch was marked by pooja and engagement event with Chef Harpal . Further it was amplified on Linked-in and PR*



Key Brand Partners



Key Institutional Partners



Consumer Products Business Growth Theme



Made In India

Enhance/ build manufacturing capacity for Opal Glass and Borosilicate Glass in India



New Product Development

Our focus on innovation and customer needs is the backbone of our New Product Development



Leverage Brand Borosil

Borosil is one of the leading brands in India. We leverage this to provide world-class products



Everyday Usage

To make glassware affordable for mass consumers and promote it for daily use

Product Portfolio
Growth Pillars

Core Microwavable Products	Larah-Opalware dinnerware: Mass market/daily use	Storage products: Kitchen & on the go	Domestic appliances
Bring more users into category	Upgrade consumers from Melamine etc..	Convert from plastics	Expand range
Maintain market share	Participate in market growth Invest in category growth	Invest in awareness building on advantages of glass – grow category	Target to build high quality, niche range in medium term
Steady Growth	**Current Tailwind**	**Current Tailwind**	**Current Tailwind**

India shifts from



PLASTIC TO GLASS



Consumers are actively moving away from plastic lunch boxes towards glass, driven by health and environment friendliness.

HEALTH & SAFETY IS THE PRIMARY DEMAND TRIGGER

- **65–70% OF URBAN INDIAN CONSUMERS** actively avoid heating food in plastic containers
- **~60% OF WORKING PROFESSIONALS** prefer glass or steel for office meals due to health concerns
- Searches for *"BPA-free"* and *"plastic-free food containers"* have grown **3X+ OVER LAST 5 YEARS**
- Medical & media on **MICROPLASTICS AND CHEMICAL LEACHING** has accelerated category shift
- Indian **FOOD STORAGE & LUNCHBOX MARKET** growing at **~10–12% CAGR**

Within this:

- **PLASTIC LUNCH BOXES:** Low single-digit growth / volume stagnation
- **GLASS LUNCH BOXES: 18–22% CAGR** over last 4–5 years

- More than 80% of urban consumers are concerned over plastic usage

“GLASS IS GOOD”

100% FOOD SAFE
Inert, non-toxic material
No BPA | No chemical leaching
Safe for hot, oily & acidic food

MICROWAVE & HEAT SAFE
Direct reheating without transfer
No degradation over repeated use
Fits modern office lunch habits

STAIN & SCRATCH RESISTANT
No odour retention
No staining over time
Stays “as new” for years



LEAK-PROOF & AIRTIGHT
Secure lids for gravies & liquids
Zero spillage in bags
Expands usage occasions

SUSTAINABLE CHOICE
100% recyclable
Reduces plastic dependency
Aligned with eco-conscious consumers

BOROSIL®
GLASS LUNCH BOXES

combine health, convenience, and sustainability —
making them the preferred choice for modern Indian households.”

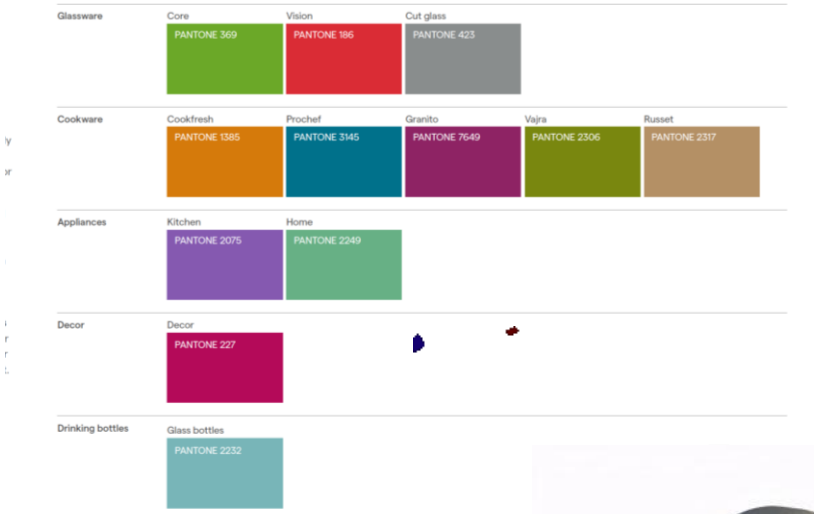
Brand Transformation: We enhance everyday for every Indian family

Customers perceived “**Borosil**” as "mom's brand"—functional but not an experience brand. Brand carried the asset of trust based on product performance , wanted to add aesthetics along with performance

Consistent Colors /Creative Imagery across channels/categories & platforms

- Logo Transformation
- Color Coding
- Standardization of Fonts
- Change of Icons, Imagery
- Tone of Voice
  - Make it Simple
  - Make it Warm
  - Make it Memorable













Economic Times-Design & Creativity Award 'Most Creative Packaging Re-Design'



Borosil Kitchen Connection: From Content to Commerce

CELEBRITY KITCHEN REVAMP

The campaign featured high-profile episodes with Neena Gupta, Faye D'Souza, Priyamani, Chef harpal to showcase Borosil's impact on real-world celebrity kitchens.









20 Million

Total Views

50 Lakh+

Direct Revenue

500+

Sign Ups

4.5X

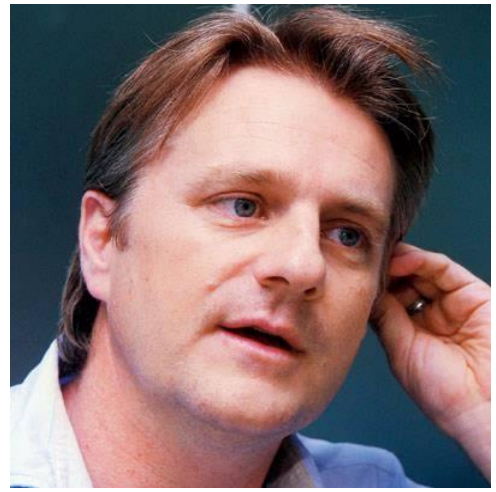
ROAS

Upcoming Celebrities

Kamiya Jani



John Gloster



Larah Opalware

Category Gaining Salience

One of the leading player in ~INR 1500 cr category

- Gaining share in growing market

Adoption being led by

- Urbanization and nuclearization of families
- Increase in entertaining guests at home
- Changing lifestyles leading to aspirational preferences

Focus on market expansion

- Healthier, economic and aesthetic alternative to melamine or steel
- Microwavable, light, break-resistant, non-porous, stain proof, bone ash free

Future Growth Drivers

- Premiumisation of products
- Focused on developing and launching products in new categories



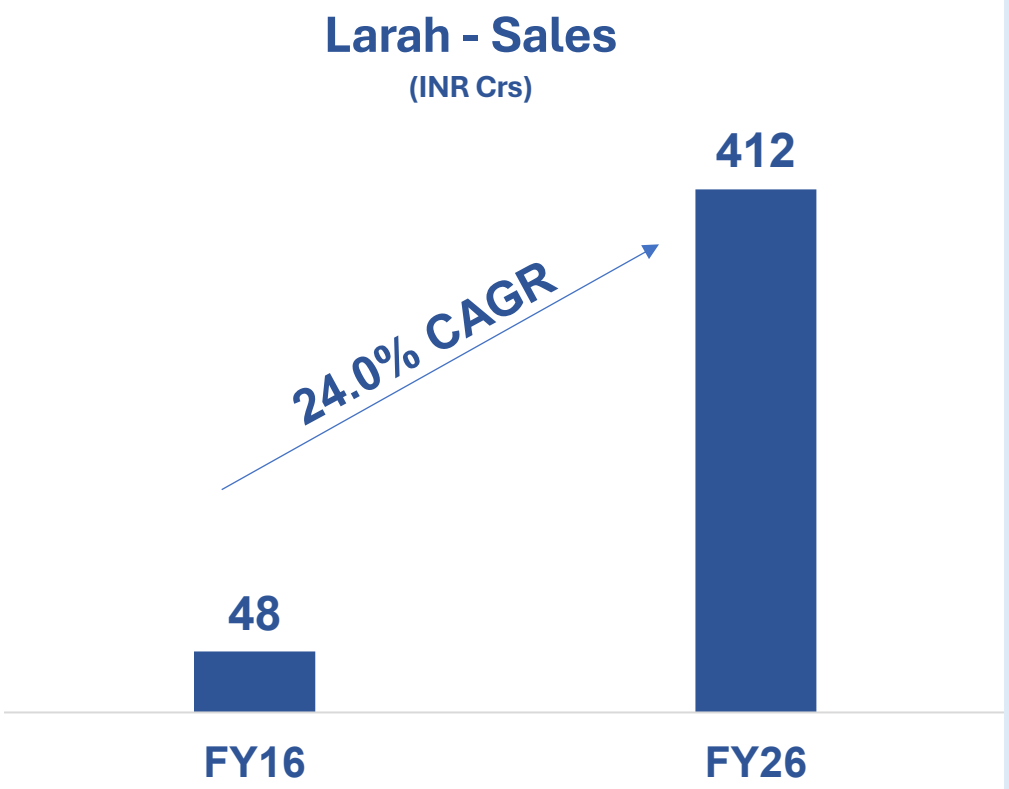






Larah's Remarkable Growth Story

Larah increased its market share significantly, post its acquisition in 2016



Acquisition and Transformation:
- Larah was acquired by Borosil in 2016.
- Strategic steps were taken to revamp operations and market positioning.

Innovation and Market Study:
- Conducted rigorous market studies to understand and capture consumer preferences and regional design trends.
- Developed wide offerings in designs, shapes and compositions based on customer need.

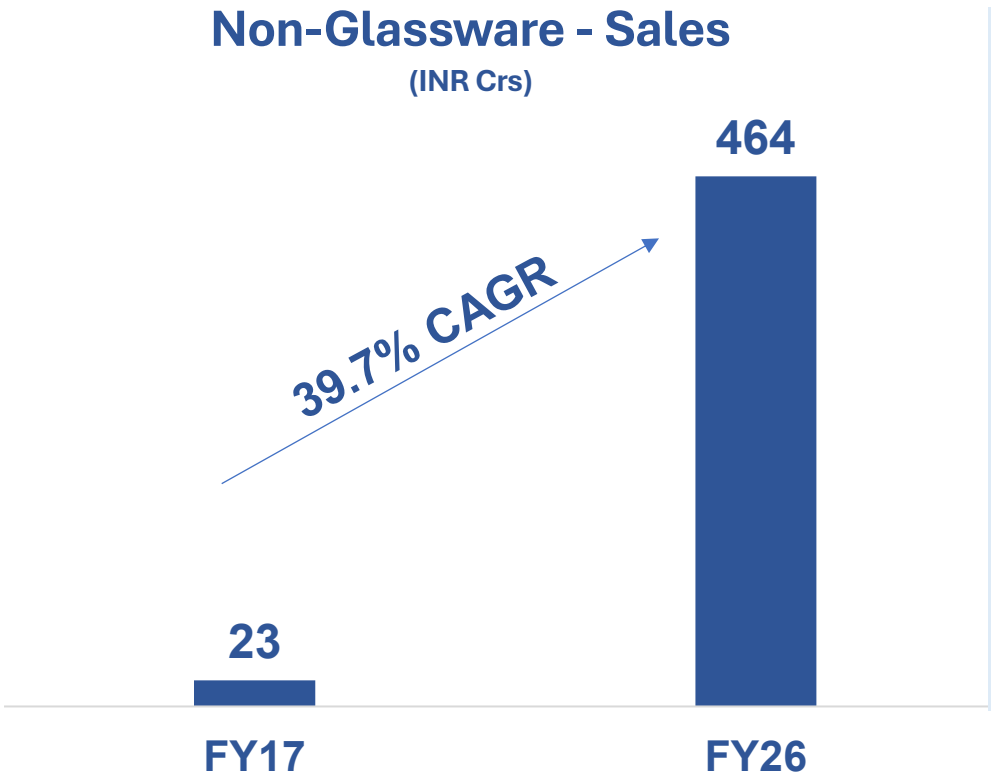
Operational Efficiency:
- Streamlined production processes to enhance efficiency.
- Adopted advanced technologies to improve product quality.

Brand Strengthening:
- Strengthened Larah's brand presence in the market.
- Leveraged Borosil's reputation to boost Larah's market credibility.

Customer Satisfaction:
- Enhanced customer satisfaction through robust quality controls and tech-advanced CRM systems
- Focused on customer feedback, resulting into increased customer loyalty.

Non-Glassware the Rising Star

Non-Glassware category has significantly grown over the years



Growth in Non-Glassware were majorly driven by:

- Emphasis On Research And Product Development
- Leveraging Our Brand Value
- Effective Marketing And Branding Strategies
- Effective Product Positioning And Pricing Strategies
- Strong Focus On E-commerce
- Emphasis On Quality And Technological Advancements
- Expanding Retail Outlets & Distribution Networks
- Customer Feedback and Engagement

Medium-Term Thrust Areas

Achieve revenue CAGR of ~ 15%-20%



- Increase penetration of glass storage and Opalware
- Introduce high-quality & innovative To-Go storage products
- Gain share in premium niche domestic appliances
- Accelerate growth in E-commerce

Become brand of consumer choice



- Maintain investments in brand building
- Introduce new and improved range of products
- Benchmark the online consumer experience with best-in-class standards
- Establish feedback loops with customers to improve existing products and gather insights for new product development.

Improve EBITDA margins



- Premiumization of products
- Improve warehousing and logistics cost
- Control fixed overheads

Optimise capital employed



- Better estimation of channel inventories
- Increase share of domestic sourcing
- Digital Transformation Initiatives

Domestic Appliances

New Engine of Growth



- Opportunity to create a high quality mass premium range leveraging the Borosil brand

- Commenced without investments in manufacturing assets

- Expanding range of product offerings

- Increase Made in India's portfolio and reduced dependence on China supply chain

Storage Range

Thoughtful Products Creating A New Pillar of Growth



Indian kitchen storage dominated by plastic and steel

- Very low penetration of glass storage

Awareness of glass as a preferred storage option is rising

- No health hazard as compared to plastic
- Transparent as against opaque steel & plastic getting stained and translucent over time
- Looks as good as new for an extended period of time
- Good design ensures stack-ability & space optimization

High grade steel design for on-the-go products like flasks & hot food cases an opportunity

Our understanding of ESG

ESG for us is about how we create profits.
It is outcome-driven and not just good intentions.



Various ESG issues in current context

	Environment	Social	Governance
Investors	- Emissions - Water - Energy	- Employee health and safety - Labour practices - Customer relation	- Risk management system - Code of conduct
Customers	- Emissions - Water - Energy - Packaging	- Health and safety - Community relation - Human rights	- Risk management - Code of conduct
Suppliers	- Waste - Energy	- Employee health & safety - Customer relationship - Supplier relationship	- Board Structure - Code of conduct
Employees	- Emissions - Water - Energy	- Employee health & safety - Community relationship	- Risk management - Code of conduct

Our analysis of our stakeholders

Borosil 2.0: Leading a responsible tomorrow

Borosil Limited is on a transformational journey to address key ESG opportunities and create long term value for our customers.

Our strategic ESG priorities



- Aim to achieve Carbon neutral operations
- Create a positive water balance
- Explore waste management opportunities
- Transition to low carbon energy



- Achieve a zero-accident workplace
- Become an equal opportunity employer
- Integrate suppliers as business partners
- Building resilient communities
- Empowering customers



-Enhancing transparency & fairness
- Focusing on highest ethical standards
- Creating a risk management framework
- Creating a strong IT infrastructure

Our Actions

- ESG targets disclosures & Dashboard to track the emissions
- Upgradation of Effluent Treatment Plant (ETP) and integration with Zero Liquid Discharge (ZLD) system for optimum utilization of water
- Using recyclable corrugated packaging and limit use of thermocol packaging
- 35.8 MWp ground-mounted solar capacity commissioned in Borosil Ltd, with partial BESS integration.
- Additional 9.5 MWp ground-mounted solar capacity under implementation across Borosil Limited and its subsidiary, with partial BESS integration

- Achieved Zero Fatality year on year
- Equal opportunity policy in place
- Sustainable supply chain management policy in place & Initiated deployment of Supplier code of conduct (SCOC)
- Multiple community development programs launched on a need basis
- Highly customer-focused operations with special grievance redressal department for customers

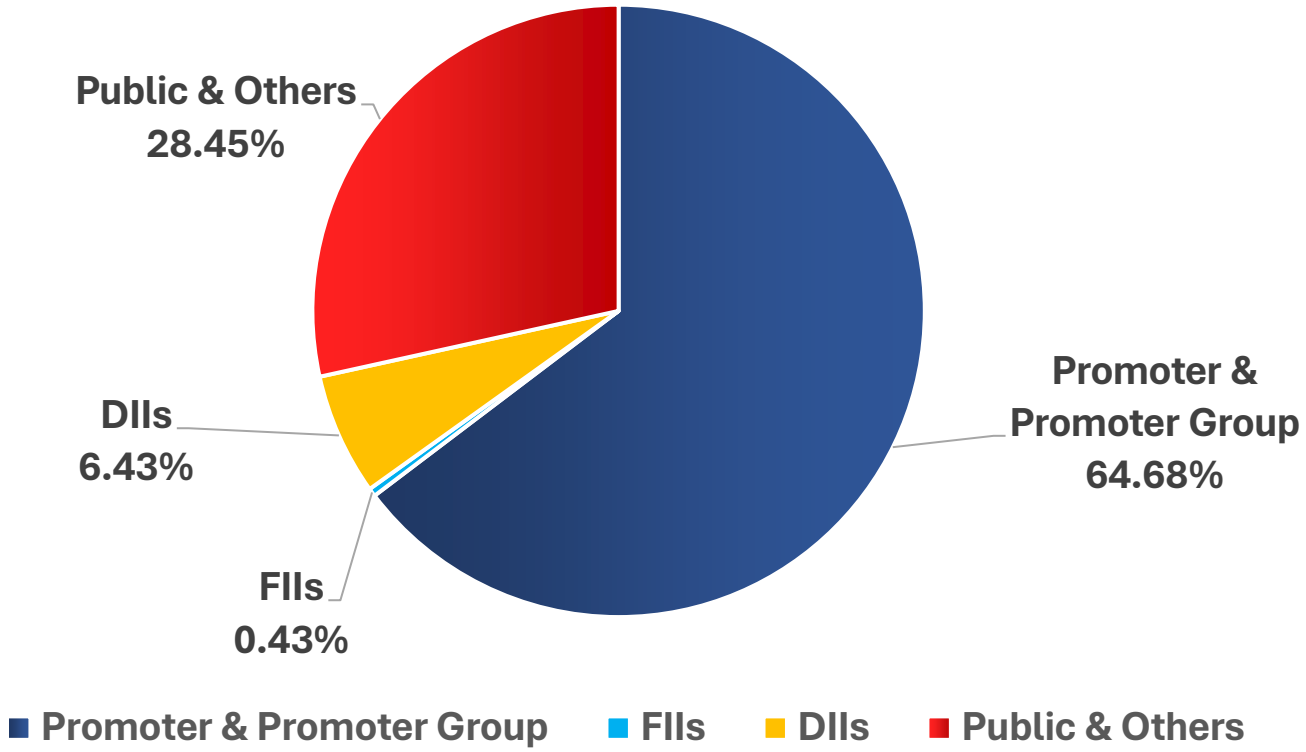
- Establishing an Ombudsman to address grievances
- A group-wide Code of Conduct applicable to all employees and leadership. Awareness session & training is being conducted
- ESG risks are incorporated in the risk management framework
- A group-wide program on the evaluation of IT risks.

Borosil Limited aims to disclose quantifiable targets over short to medium term and transparently report performance against the targets.

Equity Information

No. of Shares issued of ₹1 each, as at 30th Sep 2026: 11,95,87,629

Shareholding % as on 30th Sep 2026



1369812D:IN Bloomberg Ticker	BOROLTD NSE Ticker
543212 BSE Ticker	~₹3512crs Market CAP

Market Cap (NSE) as on 30th Sep 2026

Board Of Directors



Mr. Pradeep Kumar Kheruka
Chairman



Mr. Shreevar Kheruka
Vice Chairman, Managing Director



Mr. Rajesh Kumar Chaudhary
Whole-Time Director



Mr. Kewal Handa
Independent Director



Mr. Kanwar Bir Singh Anand
Independent Director



Ms. Anupa Sahney
Independent Director



Mr. Adarsh Menon
Independent Director

BOROSIL®

Performs beautifully

Thank You

Anand Sultania
(Chief Financial Officer)
anand.sultania@borosil.com

Dhaval Patel
(Head - Investor Relations)
Dhaval.patel@borosil.com

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