

BOROSIL®**Borosil Limited**

CIN : L36100MH2010PLC292722

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May 22, 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
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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 financial year ended March 31, 2026.

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

Thanking you.

Yours faithfully,
For **Borosil Limited****Bhaunik Shah**
Company Secretary & Compliance Officer**Encl.: as above**



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’

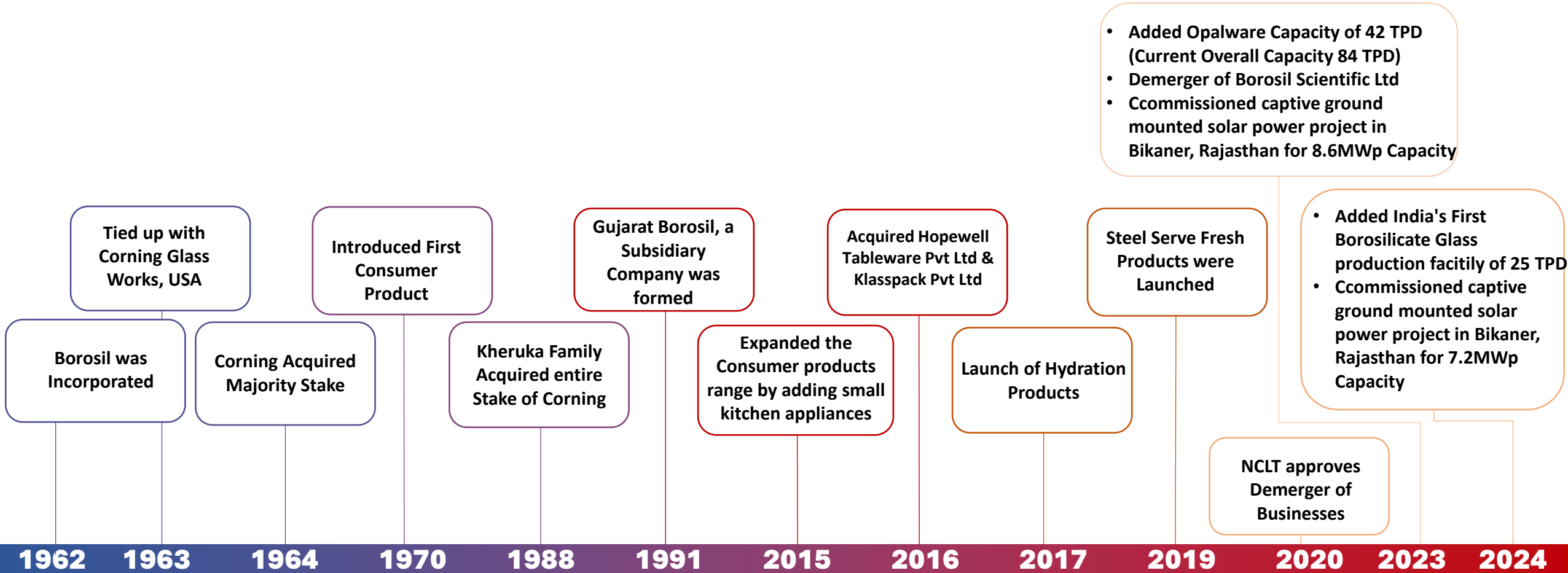
Develop innovative products to meet evolving customer needs

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

26

Presence in Countries

18000+

SKUs

2

Opal Glass Mfg Furnaces (84 TPD)

~250

Distributors

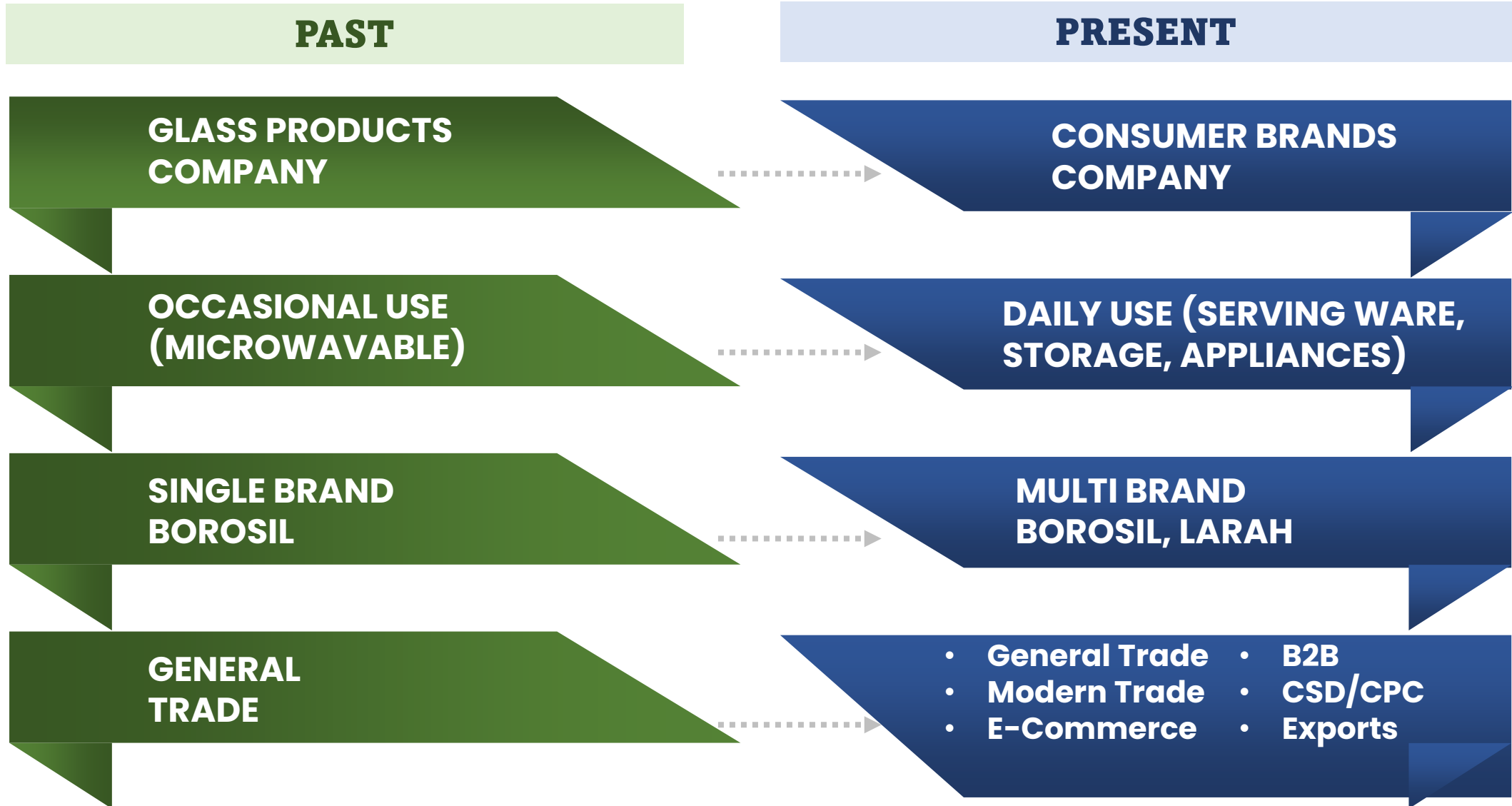
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Borosilicate Glass Mfg Furnace (25 TPD)

- **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



Product Categories

Glassware



Cook, serve, store
Glassware



Jugs & Bottles



Storage Jars



Glass
Containers



Vision Glass



Glass Lunch Boxes

Non-Glassware



Domestic Appliances



Flasks & Bottles



Stainless Steel Cookware



Non-Stick Cookware



Gas Stoves

Opalware



Storage Containers



Dinner Sets

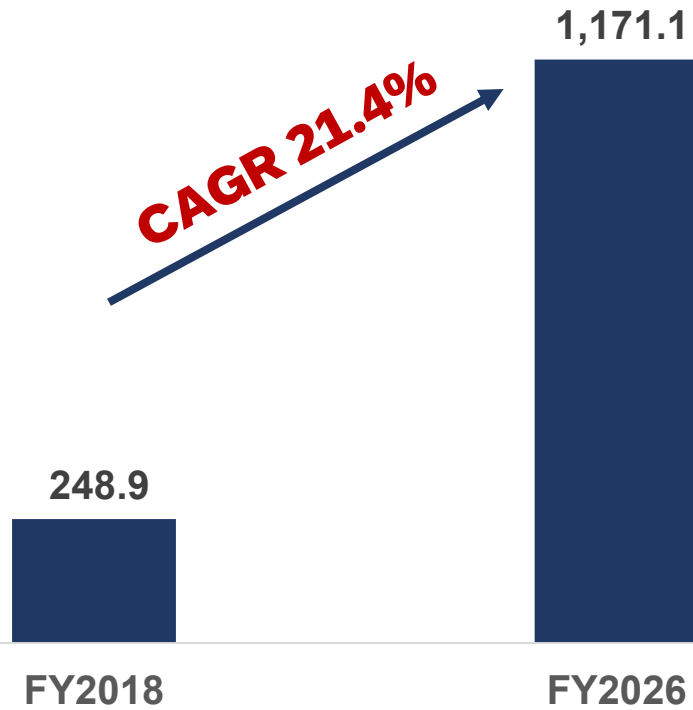
Tea & Coffee series



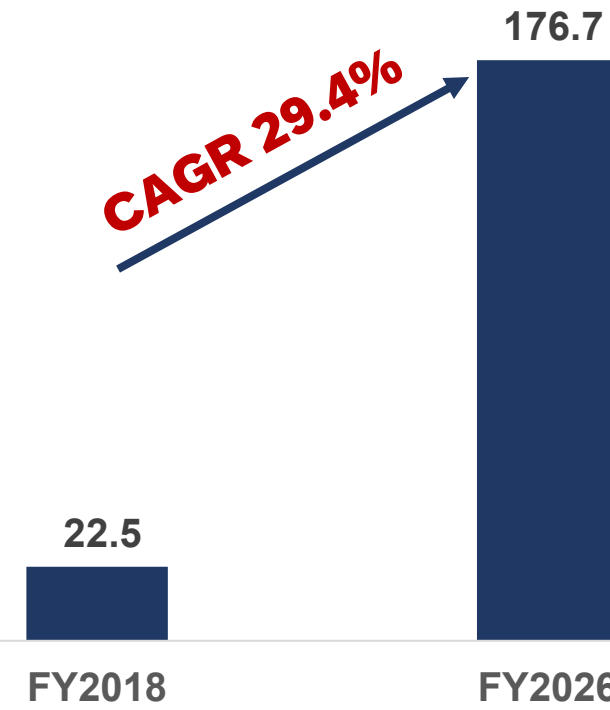
Journey over last 8 years

(Rs. In CRS)

Sales



Operating EBITDA



Q4FY26 Consolidated Highlights

Revenues

₹ 277.9 CRS

↑ 5.2%
YoY

EBITDA

₹ 37.9 CRS

↓ 4.1%
YoY

PAT

₹ 10.6 CRS

↓ 5.0%
YoY

— Consolidated Financial Overview Q4FY26 —

Particulars (₹ Crs)	Q4 FY25	Q4 FY26	Growth%
Net Sales	264.2	277.9	5.2%
Other Operating Income	6.0	6.2	3.6%
Revenue From Operations	270.2	284.1	5.1%
EBITDA	39.5	37.9	-4.1%
EBITDA (Before exceptional and one-time items)	37.5	31.8	-15.2%
EBITDA (%)	14.2%	11.5%	
EBIT (Before exceptional and one-time items)	17.3	10.8	-37.5%
PBT	16.9	14.8	-12.9%
PAT	11.1	10.6	-5.0%
Net Surplus / (Net Debt) period end	(26.6)	(49.7)	

Note:

- The operating EBITDA and EBIT exclude
 - in Q4FY25, investment income of INR 1.9 Cr,
 - in Q4FY26, investment income of INR 1.7 Cr, Royalty income of INR 4.4 Cr
- EBITDA% = EBITDA (Before exceptional and one-time items) / Net Sales*100
- EBIT (Before exceptional and one-time items) = EBITDA (Before exceptional and one-time items) - Depreciation
- Other Operating Income includes Shared Services Income (with the associated expenses captured under total expenses) and Export Incentives

Consolidated Financial Overview FY26

Particulars (₹ Crs)	FY25	FY26	Growth%
Net Sales	1,088.6	1,171.1	7.6%
Other Operating Income	19.2	24.8	29.3%
Revenue From Operations	1,107.8	1,195.9	8.0%
EBITDA	197.1	194.3	4.0%
EBITDA (Before exceptional and one-time items)	177.7	176.7	-0.5%
EBITDA (%)	16.3%	15.1%	
EBIT (Before exceptional and one-time items)	96.6	89.9	-7.0%
PBT	103.2	100.9	-2.2%
PAT	74.2	74.7	0.6%
Net Surplus / (Net Debt) period end	(26.6)	(49.7)	

Note:

- The operating EBITDA and EBIT exclude
 - in FY25 investment income of INR.5.9 Cr and profit on Sale of assets / Tenancy Rights of INR 13.5 Cr
 - in FY26 - investment income of INR 4.3 Cr, Royalty income of INR 12.0 Cr, reversal of stamp duty of INR 7.2 Cr, professional fees of the Strategic Assignment of INR 1.8 Cr and Gratuity and leave expenses provision due to New Labour Code of INR 4.0 Cr
- EBITDA% = EBITDA (Before exceptional and one-time items) / Net Sales*100
- EBIT (Before exceptional and one-time items) = EBITDA (Before exceptional and one-time items) - Depreciation
- Other Operating Income includes Shared Services Income (with the associated expenses captured under total expenses) and Export Incentives

Category wise Sales

Particulars (₹ Crs)	Q4 FY25	Q4 FY26	Growth%
Glassware	61.1	64.7	5.8%
Non-Glassware	111.9	115.1	2.8%
Opalware	91.2	98.2	7.7%
Total Consumerware	264.2	277.9	5.2%

Particulars (₹ Crs)	FY25	FY26	Growth%
Glassware	252.0	295.5	17.3%
Non-Glassware	452.9	463.7	2.4%
Opalware	383.8	411.9	7.3%
Total Consumerware	1,088.6	1,171.1	7.6%

ROCE

₹ Crs

Particulars	FY25	FY26
Shareholders Funds	807.7	886.9
[+] Deffered Tax Liability	19.0	19.5
[+] Total Debt	77.7	136.4
Capital Employed	904.3	1042.9
[-] CWIP & Investments	(63.2)	(201.2)
Operating Capital Employed (A)	841.1	841.70
PBT (Before Exceptional and one time Items)	103.2	105.0
[-] Income from investments	(19.4)	(21.6)
[+] Finance Cost	12.8	6.5
Operational EBIT (B)	96.7	89.9
Operational ROCE (B/A)	11.5%	10.7%

Capital employed = Shareholders Funds + Total Debt + Deferred Tax Liability

Capital Employed

₹ Crs

Particulars	FY25	FY26
Working Capital Employed	268.1	312.6
Working Capital (Days of Sale)	89.9	97.4
Operating Capital Employed	841.1	841.7
Operational ROCE	11.5%	10.7%



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	6.5 %
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



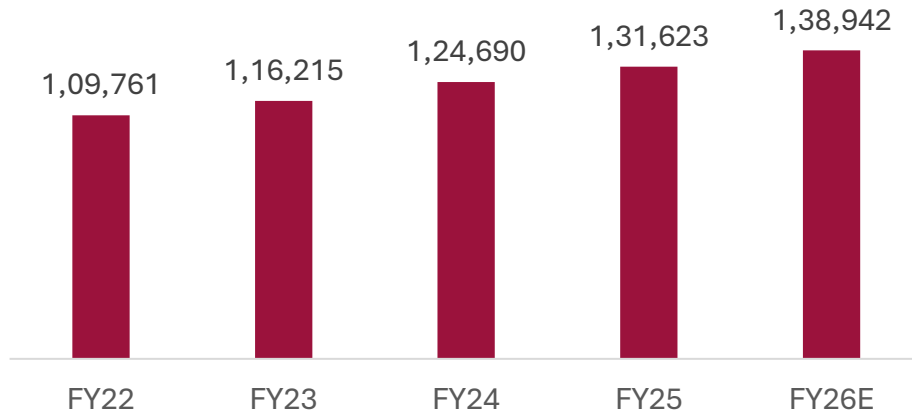
Why Borosil ?

- ✓ **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

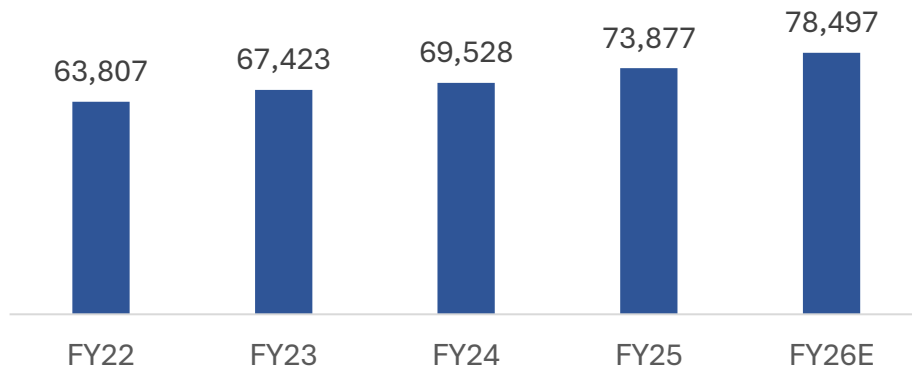
- ✓ **Plastic-to-Glass Shift** : Riding health & sustainability wave
- ✓ **Distribution Reach**: Extensive distribution footprint spanning General Trade, Modern Trade, E-commerce, B2B, CSD, and CPC
- ✓ **Make in India Manufacturing**: Cost-efficient, scalable, high quality
- ✓ **High Operating Leverage**: 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 (₹)

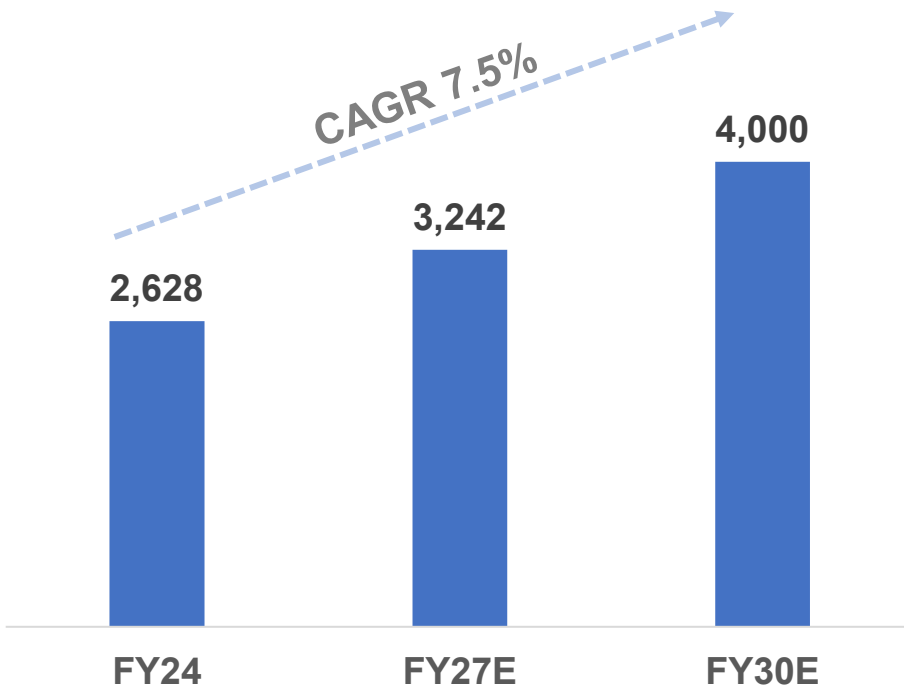


“With India’s per capita consumption on the rise, the demand for premium yet affordable kitchenware, storage, hydration, and serveware is poised for rapid growth thereby propelling Borosil’s core growth engines.”

Rising Disposable Incomes & Discretionary Spend

A Strong Tailwind for Borosil

India's per capita income (\$)

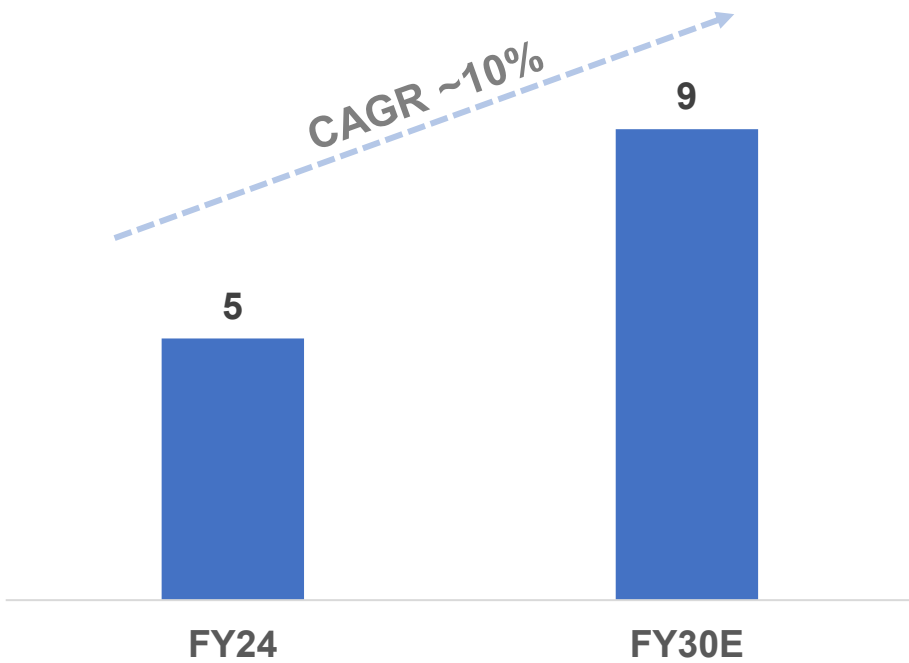


- With GDP per capita expected **to grow at 7.5% CAGR** during FY2024– 2030, this strong upward trend in purchasing power creates a favourable environment for consumer-driven growth
- India's per capita income **to reach \$4,000** by FY30, thereby creating an ideal environment for boosting consumerware 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

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)



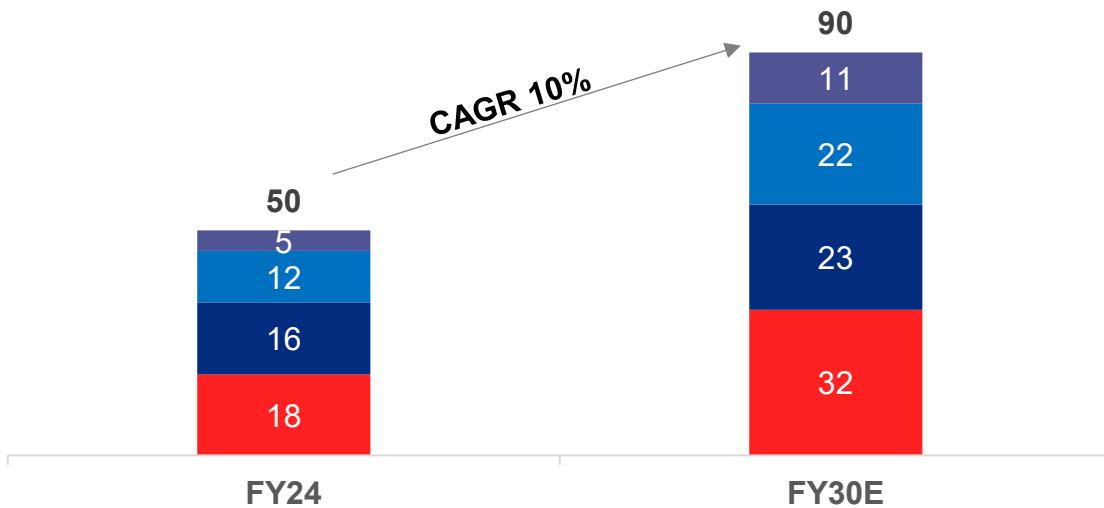
- The brown goods market in India is expected to grow from \$5 billion in FY24 to \$9 billion by FY30, implying a CAGR of ~10%.
- Rising demand for kitchen-centric appliances such as microwaves, choppers, mixers, grinders, and toasters.
- Growth driven by urbanisation, premiumisation, lifestyle upgrades,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

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)

■ Nutrition ■ Beauty & Personal Care ■ Fitness ■ Mindfulness



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

- **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
- Target launch: Commercial production from two double-wall lines is expected by end of Q1FY27 and from the third double-wall line by the end of Q2FY27.

Planning for

~3.6 mn units annually

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

Glassware Manufacturing at Bharuch

- Current sales of ~**₹100 Cr** through sourcing of Drinking Glasses, Glass Storage Jars, Jugs & Bottles from BSL's Bharuch plant
- Capacity Expansion to capitalized on strong demand oppotinuities in Glass Jars, Jugs & Bottles
- Board approved new manufacturing facility at **Bharuch, Gujarat** with estimated capex of **₹42 Cr**
- Project commissioning expected by end of **Q3 FY27**
- Facility to include ~**100,000 sq. ft.** manufacturing unit with mass production machinery
- All products to be manufactured using **Borosilicate 3.3 glass tubes**
- Product portfolio aligned with BL's growth and market requirements
- Operating model:
 - Facility **ownership with BL**
 - **Operations to be managed by BSL** under a contract manufacturing arrangement on a cost-plus-margin basis



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

Touching Consumer Life Everyday



Our Products are Highly Rated and Widely Loved

amazon.in Deliver to Barnali Mumbai 400051 All borosil EN Hello, barnali Account & Lists Returns & Orde

Deals & Discounts

All Discounts
Today's Deals

Material

- Metal
- Stainless Steel
- Bamboo
- Wood

Features

- Double Wall
- Leak Proof
- Insulated
- Shatter Resistant

Capacity

- Up to 1 L
- 1 to 1.9 L

Number of Pieces

- 1
- 2
- 3
- 4
- 5 - 8

[See more](#)

Seller

- PROBOTT®
- RetailEZ Pvt Ltd

[See more](#)

Kitchen & Dining

- Top Brands

Item Condition

- New

Colour



Pay On Delivery

- Eligible for Pay On Delivery

Availability

- Include Out of Stock

Shape

- Round

Amazon's Choice



Borosil
Ace Daisy Lunchbox | 4pc (320ml x 2 Square + 240ml x 2 Round) Container Set | Made in India Borosilicate Glass | Microwave &...

4.3 ★★★★★ (954)
1K+ bought in past month

₹849 (₹212.25/count) M.R.P.: ₹1,555 (45% off)

FREE delivery **Mon, 16 Feb**

Add to cart

Build a basket and save more

₹849 (₹212.25/count) M.R.P.: ₹1,555 (45% off)

fresh
FREE delivery **Wed, 18 Feb** on orders over ₹499



Borosil
7pc Borosilicate Glass Lunchbox | 3pc Container + 1 (550ml) Glass Bottle + Fork & Spoon Set with Mat | Microwave & Dishwasher Safe |...

4.1 ★★★★★ (424)
100+ bought in past month

₹1,349 M.R.P.: ₹1,795 (25% off)

FREE delivery **Mon, 16 Feb**

Add to cart

Build a basket and save more

₹849 (₹212.25/count) M.R.P.: ₹1,745 (51% off)

fresh
FREE delivery **Wed, 18 Feb** on orders over ₹499



Borosil
Universal Lunchbox | 4pc (320ml x 2 Square + 240ml x 2 Round) Container Set | Made in India Borosilicate Glass | Microwave &...

4.3 ★★★★★ (1.9K)
1K+ bought in past month

₹849 (₹212.25/count) M.R.P.: ₹1,745 (51% off)

FREE delivery **Wed, 11 Feb**

Add to cart

Build a basket and save more

₹849 (₹212.25/count) M.R.P.: ₹1,745 (51% off)

fresh
FREE delivery **Wed, 18 Feb** on orders over ₹499

Best seller



Borosil
Hydra Coffeemate 260 ml Stainless Steel Travel Mug | Double Wall Vacuum Insulated, Black | 8 Hrs Hot & 14 Hours Cold | Ideal for Person...

Stainless Steel

4.1 ★★★★★ (17.3K)
5K+ bought in past month

Free and Fast delivery

₹697 M.R.P.: ₹930 (25% off)

now 10 mins
FREE delivery in 10 minutes on orders over ₹149

Add to cart

One-time purchase

₹697 M.R.P.: ₹930 (25% off)

FREE delivery **Wed, 11 Feb**



Borosil
Klip N Store Square Glass Food Storage Container Set with Air Tight Lid | Borosilicate Glass Container for Lunchbox | Microwave & Dishwash...

4.5 ★★★★★ (3.3K)
400+ bought in past month

₹531 M.R.P.: ₹590 (10% off)

Savings Buy 2 items, get 2% off

FREE delivery **Thu, 12 Feb**

Add to cart

More Buying Choices
₹525 (7 new offers)

Build a basket and save more

₹531 M.R.P.: ₹695 (24% off)

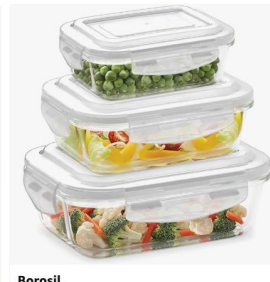
fresh
FREE delivery **Wed, 18 Feb** on orders over ₹499



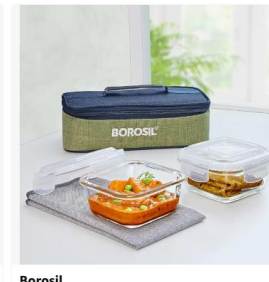
Borosil
Klip N Store Glass Storage Containers For Kitchen With Air-



Borosil
Carrymore Microwavable Stainless Steel Lunchbox with Bag | 4pc Set



Borosil
Klip N Store Glass Storage Containers For Kitchen With Air-Tight Lids, Microwave & Oven Safe,



Borosil
Ace Series Lunchbox with Bag | 2pc Square Container Set (320ml Each) | Made in India Borosilicate Glass



Borosil
Glass Lunch Box Set of 3, 320 ml, Microwave Safe Office Tiffin (12 x 12 x 6.5 cm, Transparent)

Our Customers Love Us



hitesh_patnaikk

Positive · 30 Jan

i'm using this product and it's amazing 1 year and more older my product is and still perfectly working i highly recommend it

TICKET ID: 3802966320 **CLOSED**



mrinalini.patwardhan

Positive · 28 Aug

I purchased one recently and i am glad i did. Its a life saver whenever my maid is on leave. 😊



Sandhya Bhanushali

Positive · 31 Oct

बहुत ही अच्छा प्रोडक है इसलिये दो साल से मेरे पास है मी धन्यवाद देते हो Borosil को जिसने इतना अच्छा प्रॉडक्ट मुझे दिया

TICKET ID: 3802407825 **CLOSED**



louvina.andrade

Positive · 27 Dec

This is one of the best items in my kitchen cupboard. Only wish there were a few extra blades for different sizes. Mincing of veggies and even meat is excellent.



Subhlakshmi Thangjaam

Positive · 31 Oct

I love every borosil product I bought

New Product Development

Gift Packaging
31 SKU



Key Brand Partners

cromā


SHOPPERS STOP
START SOMETHING NEW

more.

Walmart 

METRO

SPAR 

HomeTown
Ab ghar banana kitna aasaan!


Reliance
RETAIL

A TATA Enterprise
STAR
★ Bazaar ★

D Mart


lifestyle
YOUR STYLE. YOUR STORE.

@home
... Minskamal

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
 <p data-bbox="122 756 547 856">Bring more users into category</p>  <p data-bbox="114 1078 560 1120">Maintain market share</p>	 <p data-bbox="713 756 1210 856">Upgrade consumers from Melamine etc..</p>  <p data-bbox="764 1078 1172 1242">Participate in market growth Invest in category growth</p>	 <p data-bbox="1388 763 1809 806">Convert from plastics</p>  <p data-bbox="1363 1063 1834 1228">Invest in awareness building on advantages of glass – grow category</p>	 <p data-bbox="2089 756 2356 799">Expand range</p>  <p data-bbox="2012 1078 2446 1235">Target to build high quality, niche range in medium term</p>
Steady Growth	Current Tailwind	Current Tailwind	Current Tailwind



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



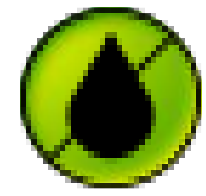
MICROWAVE & HEAT SAFE

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

An ownable headline typeface full of personality
Light / Regular / Medium

Paired with a modern and soft typeface that can flex across the rest of the brand
Light / Regular / Medium / Bold

Glassware	Core PANTONE 369	Vision PANTONE 196	Out glass PANTONE 423		
Cookware	Cookfresh PANTONE 1385	Prochef PANTONE 3145	Granito PANTONE 7649	Vajra PANTONE 2306	Russet PANTONE 2317
Appliances	Kitchen PANTONE 2075	Home PANTONE 2249			
Decor	Decor PANTONE 227				
Drinking bottles	Glass bottles PANTONE 2232				



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



Kitchen Connection

Based on the consumer insights, developed a property called kitchen connection, that that brings celebrity kitchen revamps alive. It builds resonance and relatability by showcasing Borosil product range in real celebrity kitchens through authentic storytelling.

TARGET AUDIENCE

Superwoman, Gold Standard Young and Urban Professionals



Coming Soon



Engagement: 25%



Engagement: 908K%



Engagement: 261%

Larah Opalware

Category Gaining Salience

One of the leading player in ~INR 1500 cr category

- Gaining share in growing market

Focus on market expansion

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



Adoption being led by

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

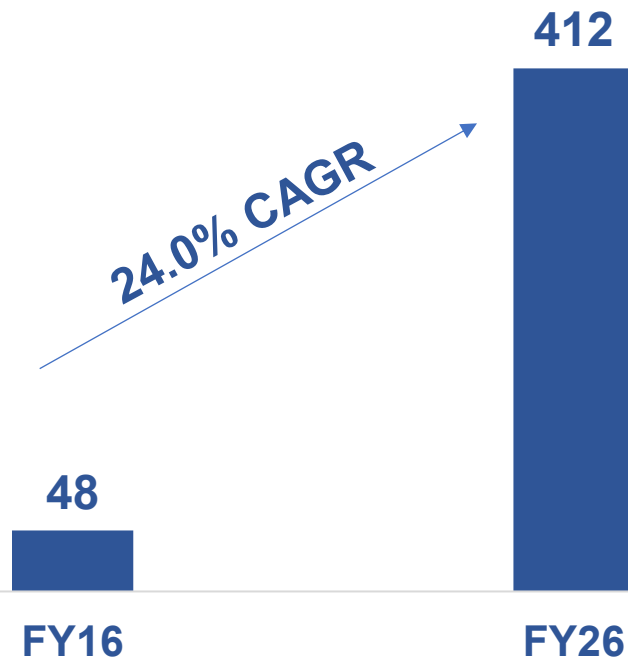
Future Growth Drivers

- 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

Larah - Sales
(INR Crs)



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.

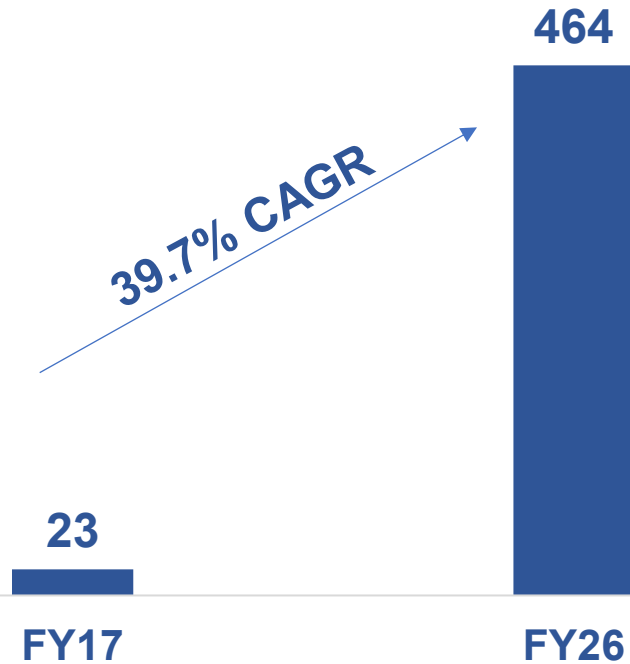
Customer Satisfaction:

- 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

Non-Glassware - Sales
(INR Crs)



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



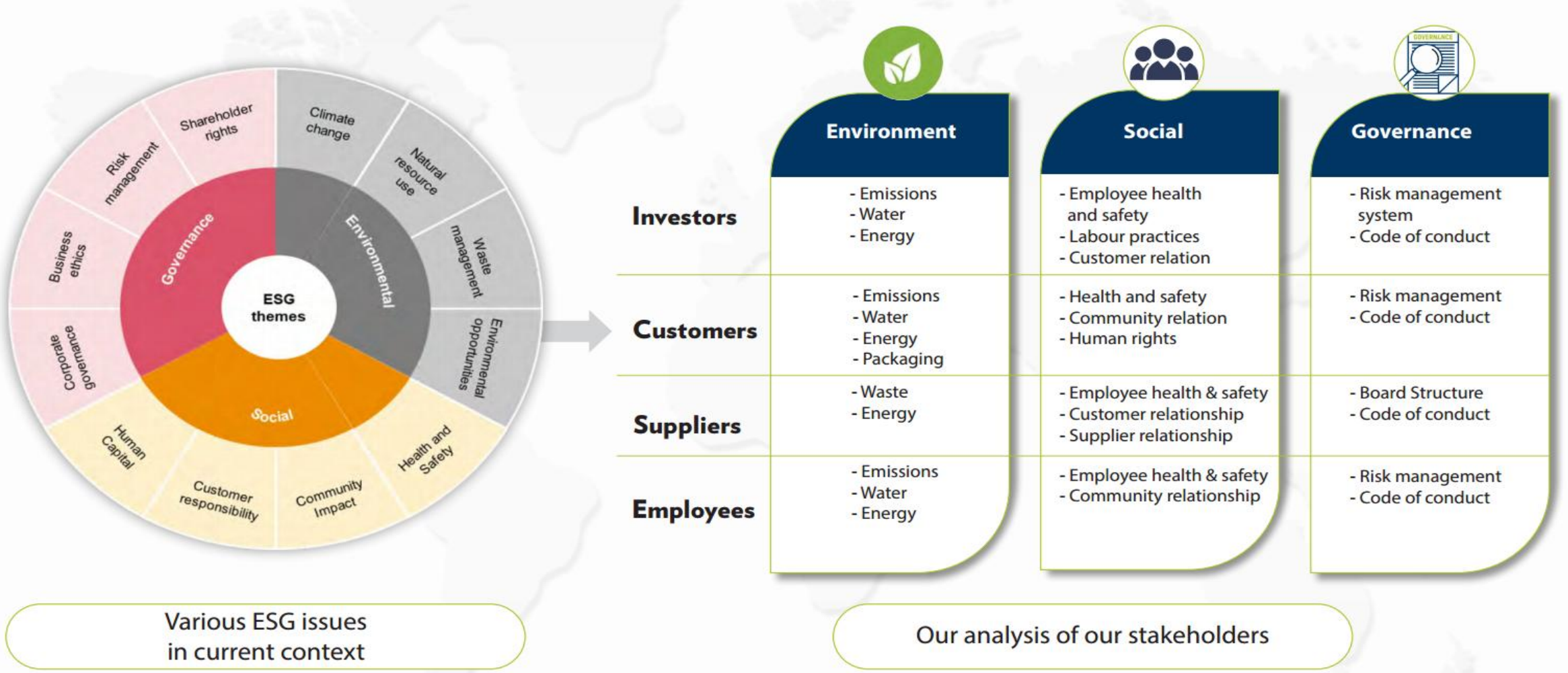
High grade steel design for on-the-go products like flasks & hot food cases an opportunity



Our understanding of ESG

ESG for us is about how we create profits.

It is outcome-driven and not just good intentions.



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
- Investment in 8.6 MWp and 7.2 MWp ground-mounted Solar implemented with further investment in 20.0 MWp ground-mounted solar with BESS

- 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

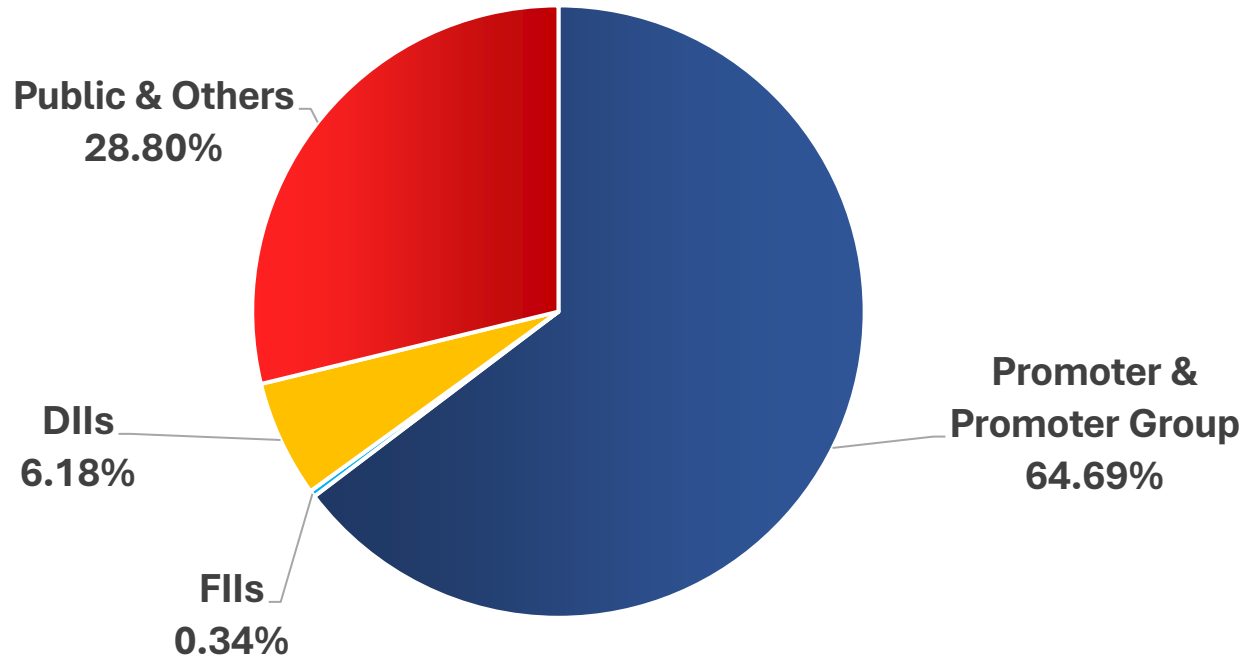
- Establishing an Ombudsman to address grievances
- A group-wide Code of Conduct applicable to all employees and leadership. Awareness session & training is being conducted
- ESG risks are incorporated in the risk management framework
- A group-wide program on the evaluation of IT risks.

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

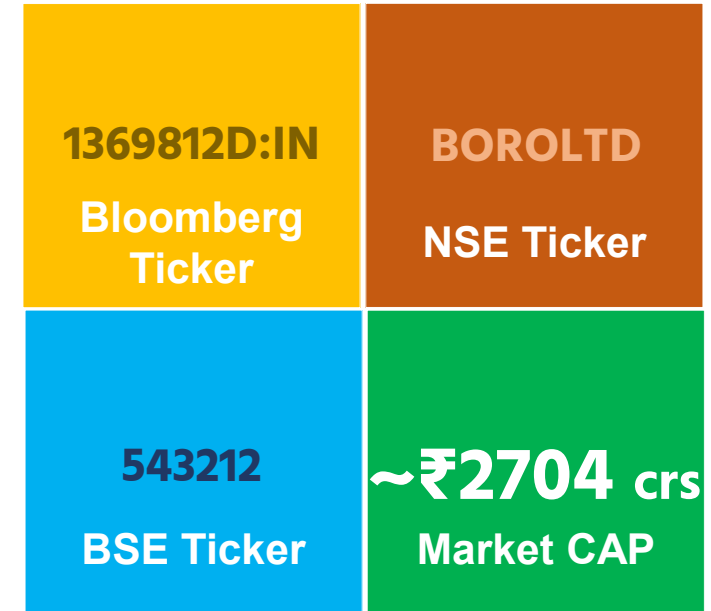
Equity Information

No. of Shares issued of ₹1 each, as at 31st Mar 2026: 11,95,82,129

Shareholding % as on 31st Mar 2026



■ Promoter & Promoter Group ■ FIIs ■ DIIs ■ Public & Others



Market Cap (NSE) as on 31ST Mar 2026

Board Of Directors



Mr. Pradeep Kumar Kheruka
Chairman



Mr. Shreevar Kheruka
Vice Chairman, Managing
Director & CEO



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



Thank You

Anand Sultania

(Chief Financial Officer)

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Dhaval Patel

(Head - Investor Relations)

Dhaval.patel@borosil.com

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www.borosil.com

www.myborosil.com