Borosil Limited
CIN : L36100MH2010PLC292722
Registered & Corporate Office :
1101, Crescenzo, G-Block, Opp. MCA Club, Bandra Kurla Complex,
Bandra (E), Mumbai - 400 051, India.
T +91 22 6740 6300
F +91 22 6740 6514
E borosil@borosil.com
W www.borosil.com

August 19, 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 ended June 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: 2026.08.19 11:27:10 +05'30'

Pradeep Joshi
Company Secretary & Compliance Officer

Encl.: *as above*

Borosil Limited

Investor Presentation Q1FY27

Safe Harbour

THIS PRESENTATION (PRESENTATION) IS NOT AN OFFER TO SELL ANY SECURITIES OR A SOLICITATION TO BUY ANY SECURITIES OF BOROSIL LIMITED (THE “COMPANY”) OR ITS SUBSIDIARY (TOGETHER WITH THE COMPANY, THE “GROUP”).

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.

This Presentation includes statements that are, or may be deemed to be, “forward-looking statements”. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “believes”, “estimates”, “anticipates”, “projects”, “expects”, “intends”, “may”, “will”, “seeks” or “should” or, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, aims, objectives, goals, future events or intentions. These forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this Presentation and include statements regarding the Company’s intentions, beliefs or current expectations concerning, amongst other things, its results or operations, financial condition, liquidity, prospects, growth, strategies and the industry in which the Company operates. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The factors which may affect the results contemplated by the forward looking statements could include, among others, future changes or developments in (i) the Group’s business, (ii) the Group’s regulatory and competitive environment, and (iii) political, economic, legal and social conditions in India or the jurisdictions in which our Group operates. Forward-looking statements are not guarantees of future performance including those relating to general business plans and strategy of the Company, its future outlook and growth prospects, and future developments in its businesses and its competitive and regulatory environment. No representation, warranty or undertaking, express or implied, is made or assurance given that such statements, views, projections or forecasts, if any, are correct or that the objectives of the Company will be achieved.

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.

This document is just a Presentation and is not intended to be and does not constitute a “prospectus” or “offer document” or a “private placement offer letter” or an “offering memorandum” or an “offer” or a solicitation of any offer to purchase or sell any securities. It is clarified that this Presentation is not intended to be a document offering for subscription or sale of any securities or inviting offers from the Indian public (including any section thereof) or from persons residing in any other jurisdiction including the United States for the subscription to or sale of any securities including the Company’s equity shares. No part of it should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities.

This document has not been and will not be reviewed or approved by a regulatory authority in India or by any stock exchange in India. This document and its contents should not be forwarded or delivered or transmitted or disseminated in any manner to any person other than its intended recipient and should not be reproduced or copied in any manner whatsoever.

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

1962 to 1964
- Borosil was Incorporated
- Tied up with Corning Glass Works, USA &
- Corning Acquired Majority Stake

1970
Introduced First Consumer Product

1988
Kheruka Family Acquired entire Stake of Corning

1991
Gujarat Borosil, a Subsidiary Company was formed

2015
Expanded the Consumer products range by adding small kitchen appliances

2016
Acquired Hopewell Tableware Pvt Ltd & Klasspack Pvt Ltd

2017
Launch of Hydration Products

2019
Steel Serve Fresh Products were Launched

2020
NCLT approves Demerger of Businesses

2023
- Added Opalware Capacity of 42 TPD (Current Overall Capacity 84 TPD)
- Demerger of Borosil Scientific Ltd
- Commissioned captive ground mounted solar power project in Bikaner, for 8.6MWp Capacity - Phase I

2024
- Added India's First Borosilicate Glass production facility of 25 TPD
- Commissioned captive ground mounted solar power project in Bikaner for 7.2MWp Capacity - Phase II

2026
- Commissioned captive solar power project in Bikaner for 20 MWp Capacity with BESS - Phase III
- Commissioned Two Hydra double wall line facility

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

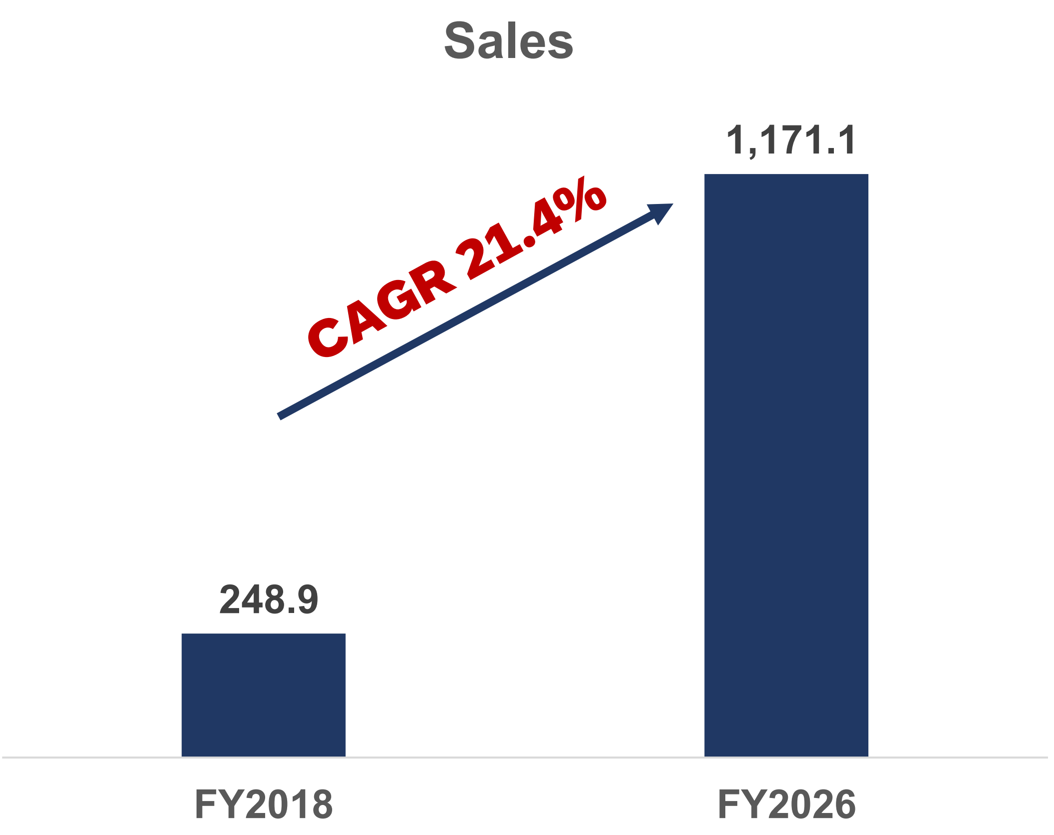
Product Categories - Non Glassware

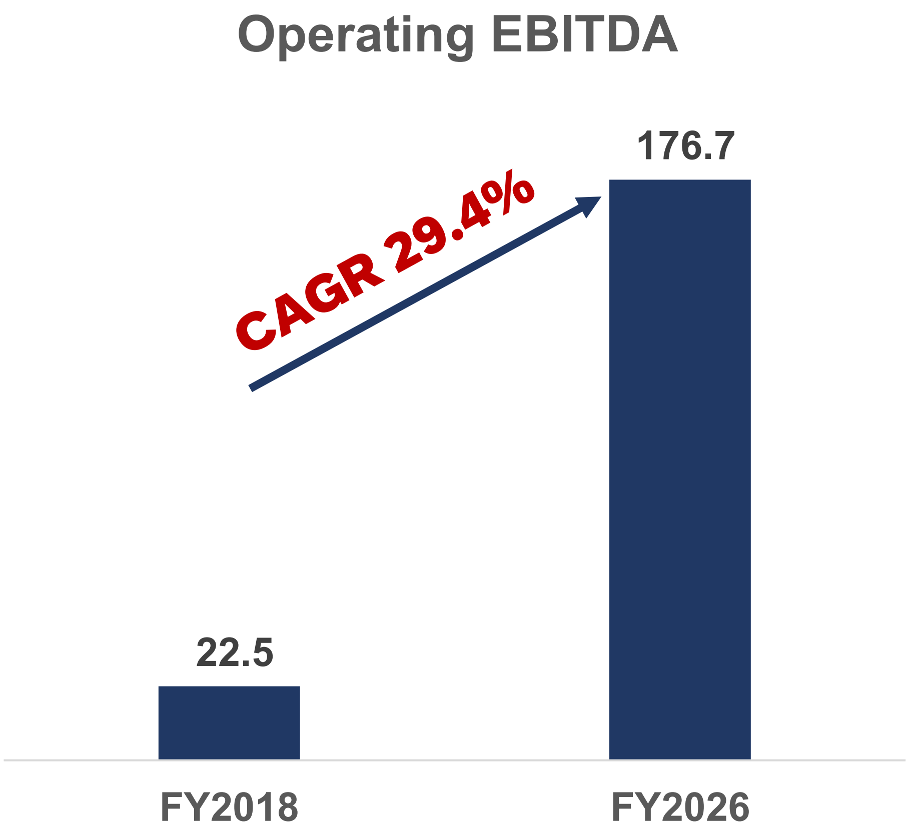
Non-Glassware: Appliances/Cookware/Gas Stoves/Hydra Flasks and Bottles

Product Categories - Opalware

Journey over last 8 years

(Rs. In CRS)





Consolidated Profit & Loss Statement

Profit & Loss (Rs. In Cr)	Q1FY27	Q1FY26	YoY	FY26
Revenue From Operations	**253.6**	**232.7**	**9.0%**	**1,195.9**
Cost of Goods Sold	78.4	77.3		473.2
Gross Profit	**175.2**	**155.3**	**12.8%**	**722.8**
Gross Profit Margin %	**69.1%**	**66.8%**		**60.4%**
Employee Cost	33.1	30.4		125.0
Other Expenses	107.7	87.6		429.0
Other Income#	6.7	9.8		29.6
EBITDA (incl Other Income)	**41.1**	**47.2**	**-12.8%**	**198.4**
EBITDA (Excl Other Income)	**34.5**	**37.3**	**-7.7%**	**168.7**
EBITDA Margin %	**13.6%**	**16.0%**		**14.1%**
Depreciation and Amortization Expense	21.9	22.0		86.8
EBIT	**19.3**	**25.1**	**-23.4%**	**111.5**
Finance Cost	1.8	1.7		6.5
Exceptional Items@	-	-		4.0
Profit Before Tax	17.4	23.5	-25.7%	100.9
Tax	4.6	6.1		26.3
Profit After Tax	**12.8**	**17.4**	**-26.5%**	**74.7**

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

Category wise Sales

Particulars (₹ Crs)	Q1FY26	Q1FY27	Growth %
Glassware	56.2	65.6	16.8%
Non-Glassware	94.2	98.1	4.2%
Opalware	76.2	83.6	9.8%
Total Consumerware	**226.5**	**247.4**	**9.2%**

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%**

Consolidated Profit & Loss Statement

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

	Particulars (Rs. In Cr)	FY26	FY25	FY24	FY23
A	Cash Flow from Operating Activities				
	Profit Before Tax as per Statement of Profit and Loss	100.9	103.2	87.8	66.0
	Adjustments for: Non - Cash Items / Other Investment or Financial Items	83.7	74.5	56.7	1.9
	Operating Profit before Working Capital Changes	**184.6**	**177.7**	**144.5**	**67.9**
	Changes in working capital	-49.4	-179.6	-79.8	66.5
	Cash generated from / (used in) operations	**135.2**	**-1.8**	**64.8**	**134.4**
	Direct taxes paid (net of refund)	-16.4	-17.5	-16.7	-13.9
	Net Cash from Operating Activities	118.8	-19.3	48.0	120.6
B	Cash Flow from Investing Activities	-164.8	-41.3	-106.1	-227.9
C	Cash Flow from Financing Activities	47.5	56.5	55.3	93.4
D	Net Increase/ (Decrease) in Cash and Cash Equivalents (A+B+C)	1.6	-4.1	-2.8	-13.9
	Opening Balance of Cash and Cash Equivalents	1.2	5.4	8.2	22.1
	Closing Balance of Cash and Cash Equivalents	2.8	1.2	5.4	8.2

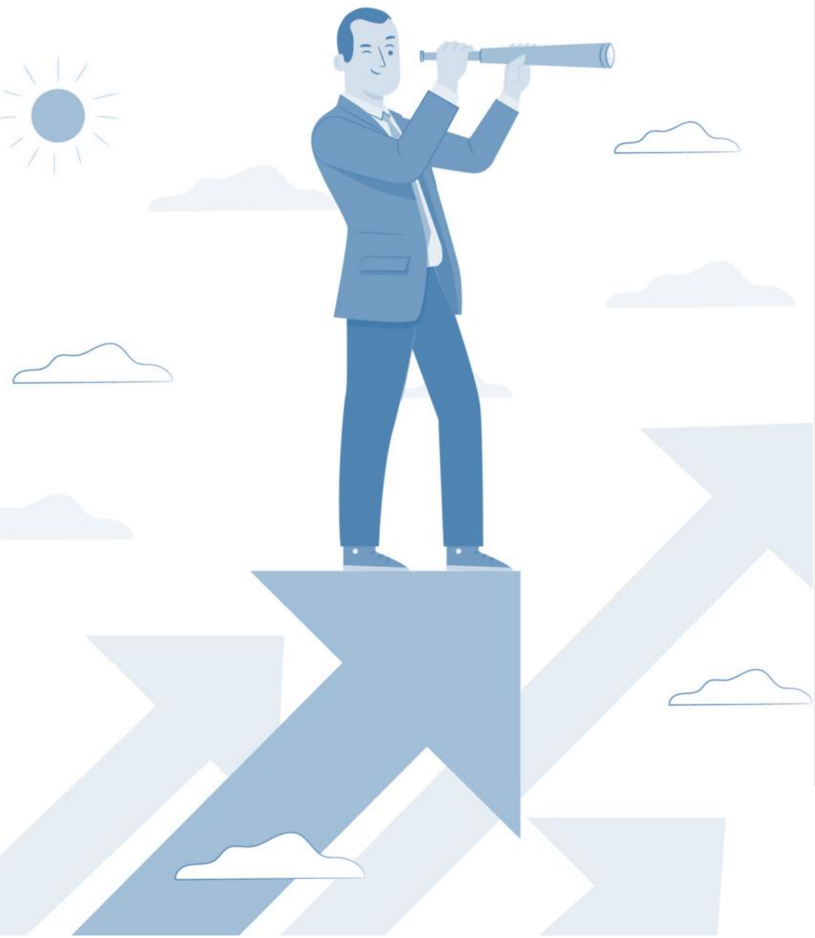
Consolidated Balance Sheet

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

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


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

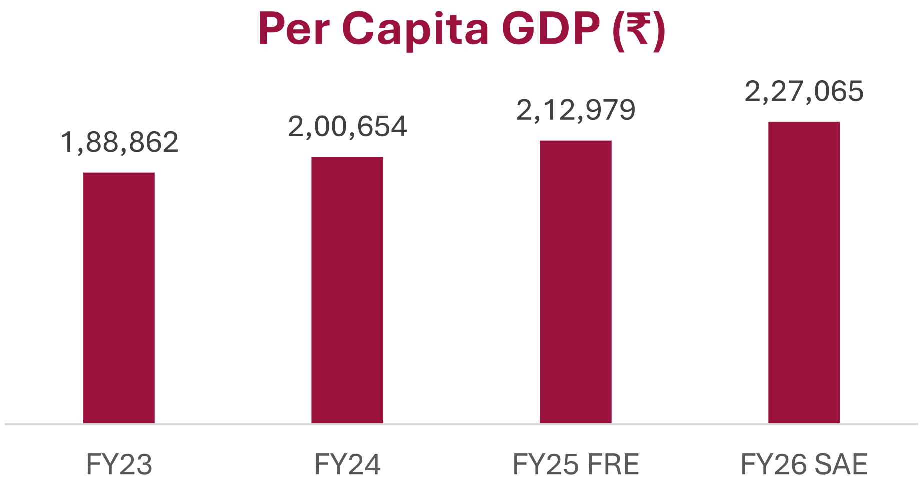
Channel Presence

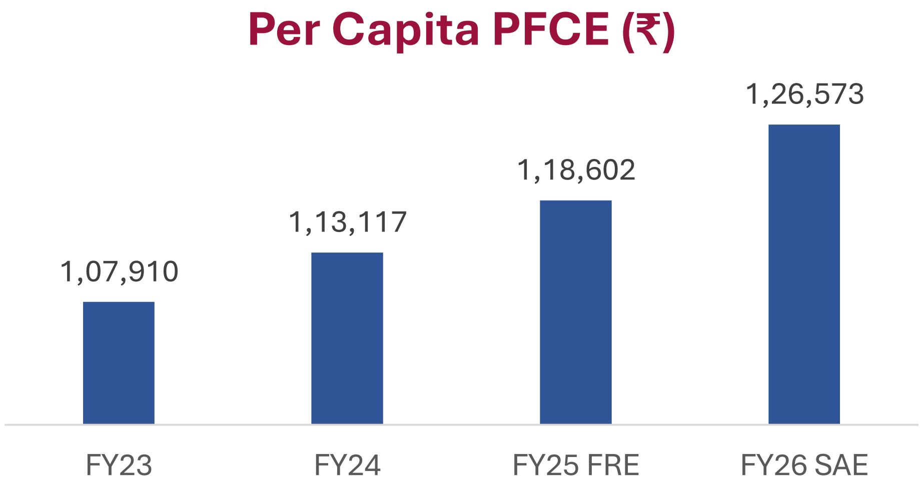
Why Borosil ?

- ✓ **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



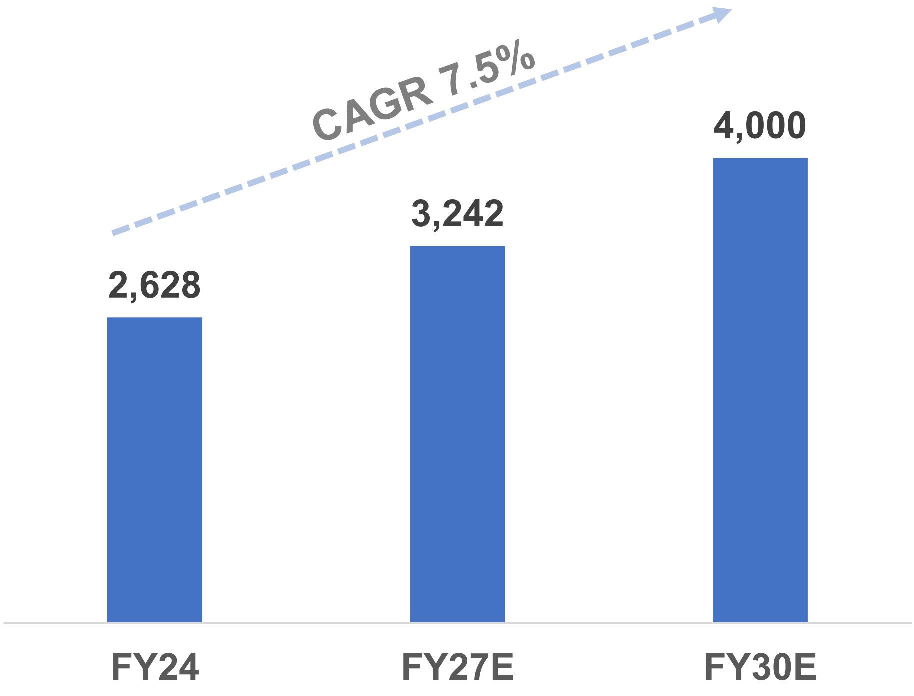


“With India’s per capita consumption on the rise, the demand for premium yet affordable kitchenware, storage, hydration, and serveware is poised for rapid growth thereby propelling Borosil’s core growth” engines.

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

India's per capita income ($)

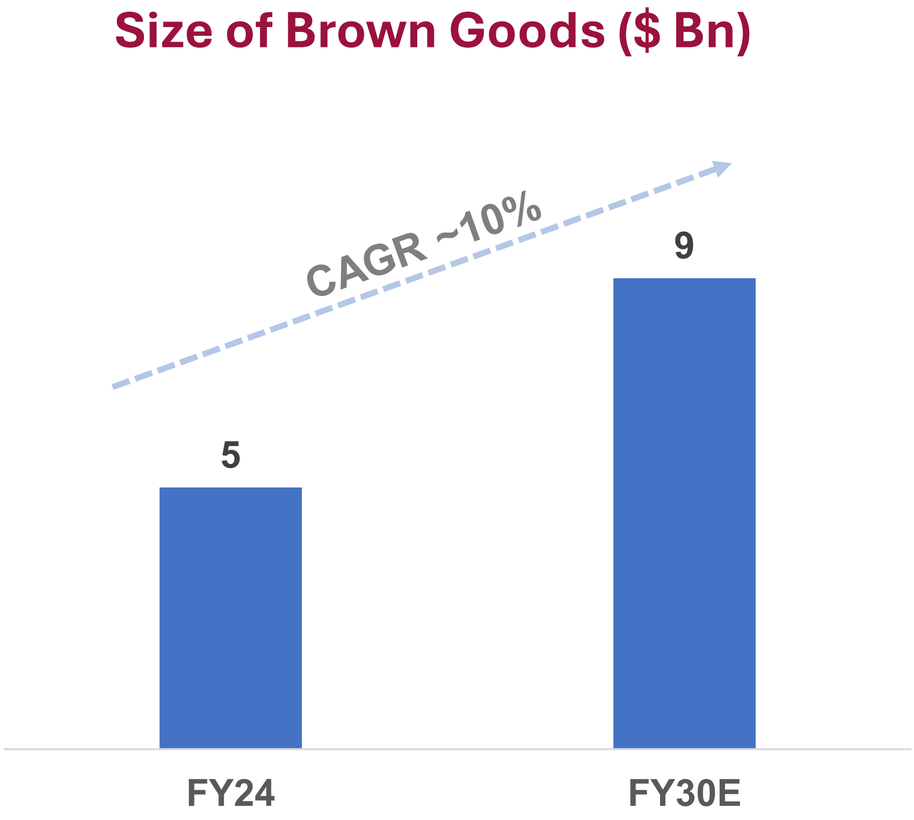


- With GDP per capita expected **to grow at 7.5% CAGR** during FY2024– 2030, this strong upward trend in purchasing power creates a favourable environment for consumer-driven growth
- India's per capita income **to reach $4,000** by FY30, thereby creating an ideal environment for boosting consumerware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

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



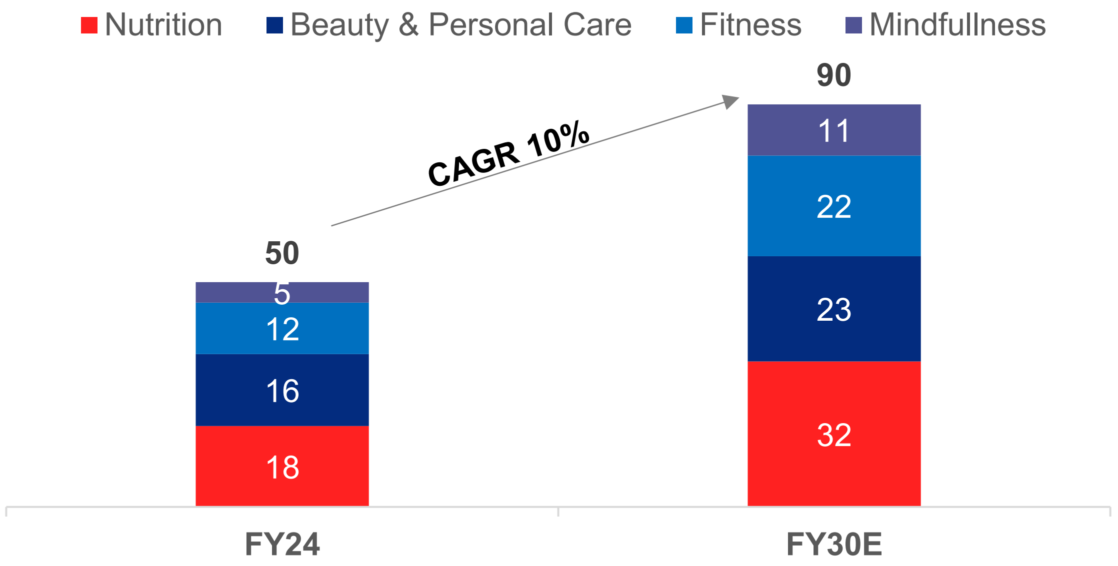
- The brown goods market in India is expected to grow from $5 billion in FY24 to $9 billion by FY30, implying a CAGR of ~10%.
- Rising demand for kitchen-centric appliances such as microwaves, choppers, mixers, grinders, and toasters.
- Growth driven by urbanisation, premiumisation, lifestyle upgrades, 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 the **end of Q2FY27**.

Planning for

~3.6 mn units annually

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

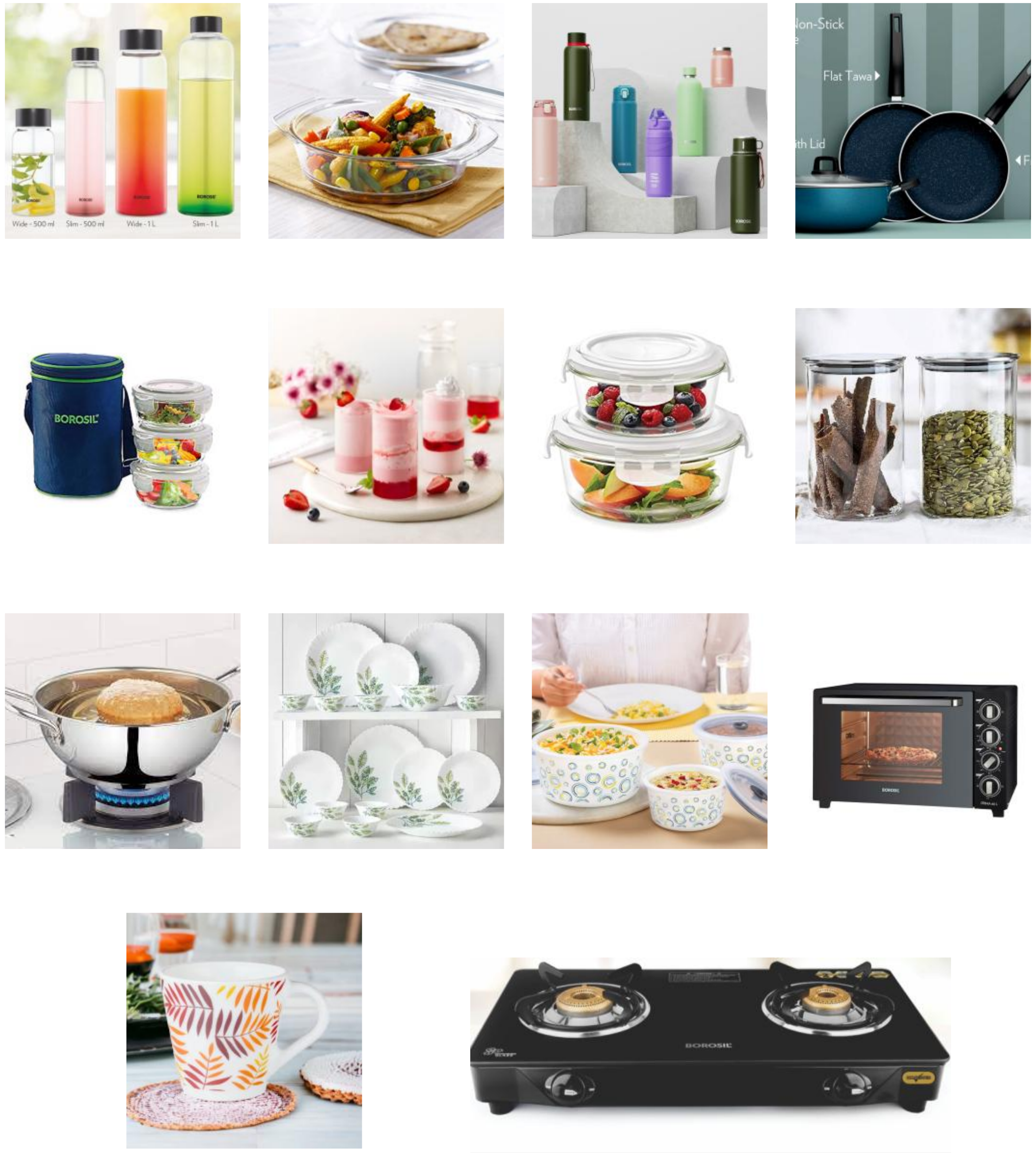
Glassware Manufacturing at Bharuch

- 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

STORE

PREPARE

COOK

SERVE

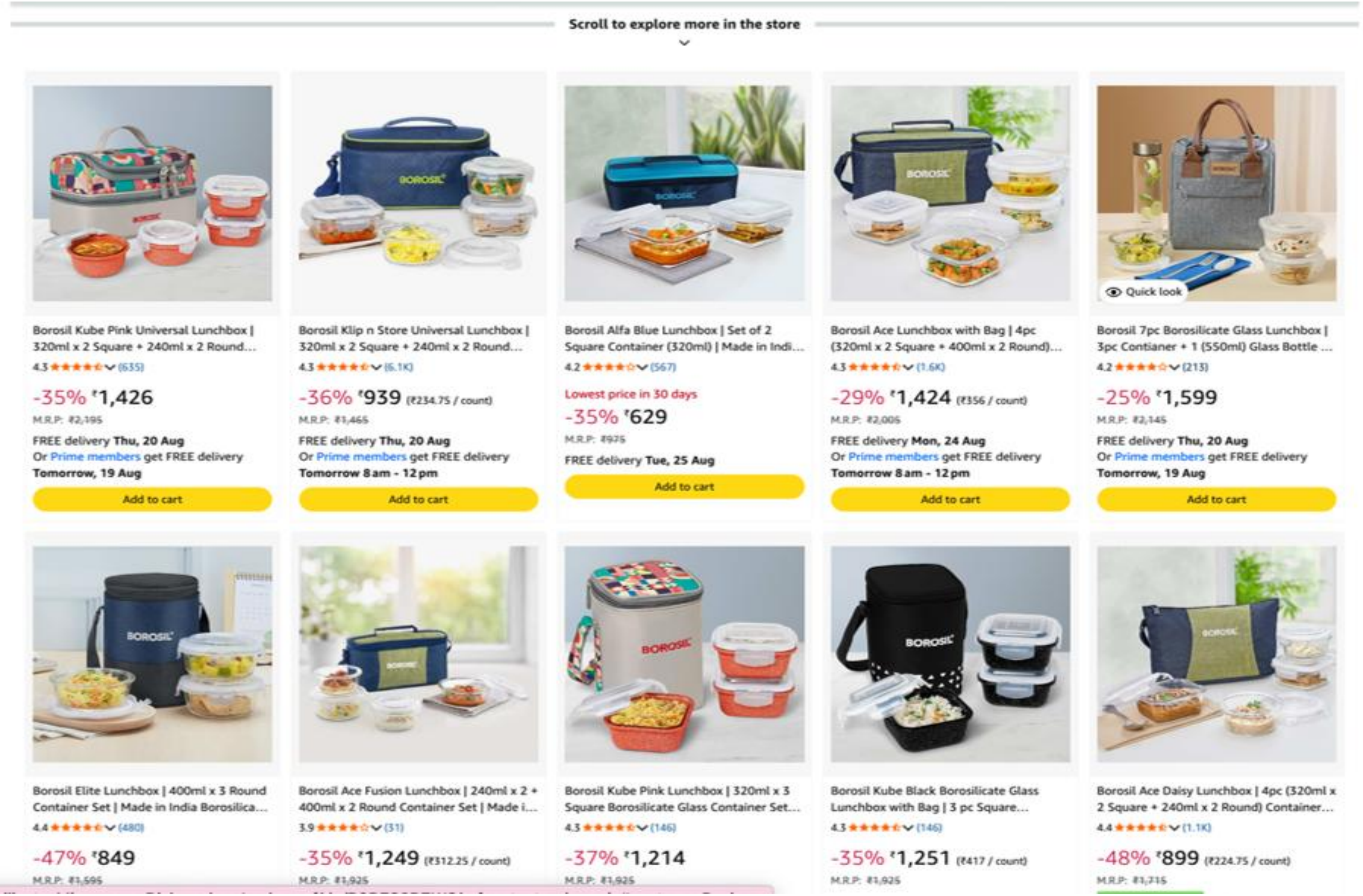
HEAT

- **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



LARAH by BOROSIL

BOROSIL® Performs beautifully

Our Customer Love Us

abhishek9gj Positive · 29 Jul
The kitchen is where my family gathers every single day, but storage and space are our biggest struggle. Borosil has always been our trusted brand for quality, and winning this revamp would turn our ...

greatvibes_with_sonal Positive · 17 Jul
I also love to organise my kitchen 😍
TICKET ID: 4055596139 CLOSED

Jiji Joji Positive · 05 Jul
Very useful product
TICKET ID: 4043431568 CLOSED

Moshe Shek Negative · 12 Ju
Ordered a toaster oven. No clue when I will receive it. It's been two weeks. No communication from Borosil either
TICKET ID: 4050472248 CLOSED

Jiji Joji Positive · 05 Ju
Very useful product
TICKET ID: 4043431568 CLOSED

Santulaa Shrivastava Positive · 28 Jul
I bought this dinner set last year, and its super classy!

Parveen Kumar Positive · 13 Jul
Good product 💯 👍 👍

Polly Lai 21 Jul
Interesting to see Borosil bringing kitchenware, drinkware, cookware and storage together in a brand store format. For everyday home categories, that kind of full-range experience can make the brand ...

shanty_riang Negative · 31 Jul
Cod is not available
TICKET ID: 4073349714 CLOSED

Puspamitra Mohanty Negative · 31 Jul
I brought one,but it's not working
TICKET ID: 4072767522 CLOSED

Anil Ku Patra Positive · 20 Jul
Waooooo fantastic....
TICKET ID: 4059113041 CLOSED

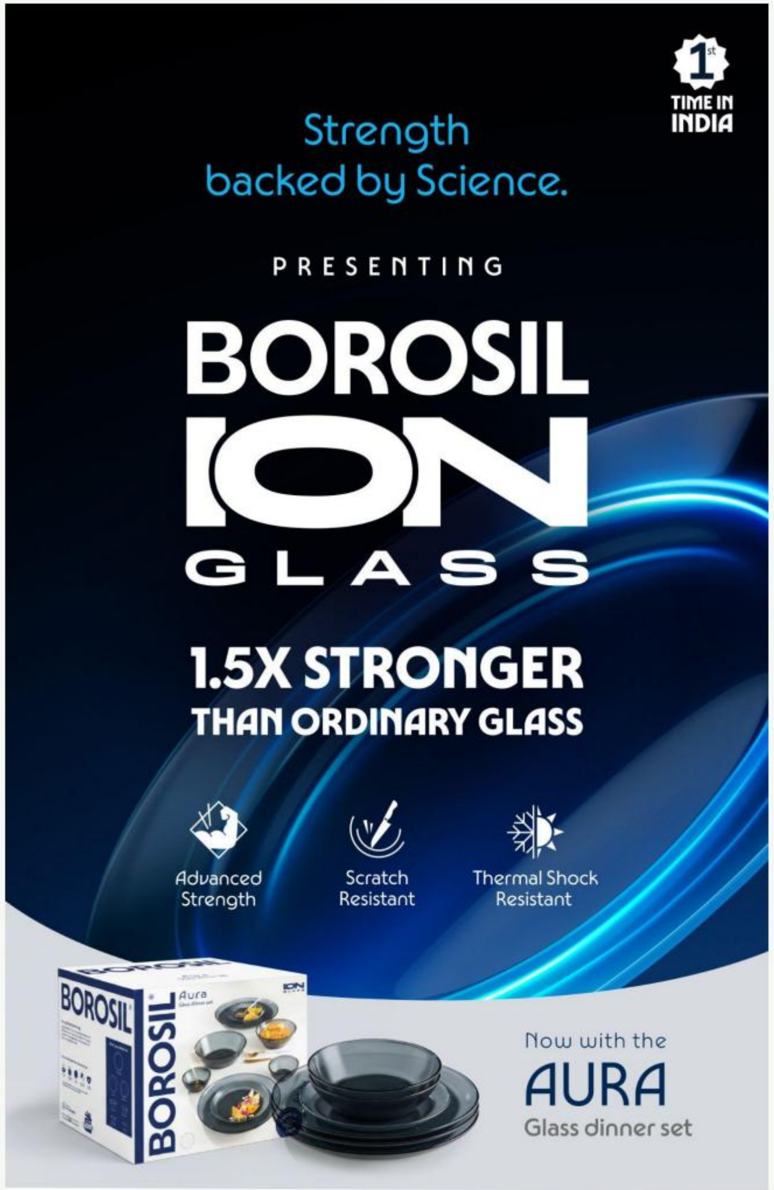
universe.affirmation.9124016 Positive · 20 Jul
Loving it best product
TICKET ID: 4058929061 CLOSED

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*

Cook — Serve — Store — Reheat — Carry

Key Brand Partners

croma
Shoppers Stop — START SOMETHING NEW
more.
Walmart
METRO
SPAR
HomeTown — Ab ghar banana kitna aasaan!
Reliance RETAIL
A TATA Enterprise — STAR Bazaar
DMart
lifestyle — YOUR STYLE. YOUR STORE.
@home

Key Institutional Partners

LG
TIMES INTERNET
WALLACE PHARMACEUTICALS PVT. LTD.
ALKEN
BOSCH
Godrej
Glenmark
ipca A dose of life
WOCKHARDT LIFE WINS
HCL
एअर इंडिया AIR INDIA
LIC भारतीय जीवन बीमा निगम LIFE INSURANCE CORPORATION OF INDIA
Whirlpool
SAMSUNG
Panasonic
IFB www.ifbappliances.com
IndusInd Bank
SUN PHARMA

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

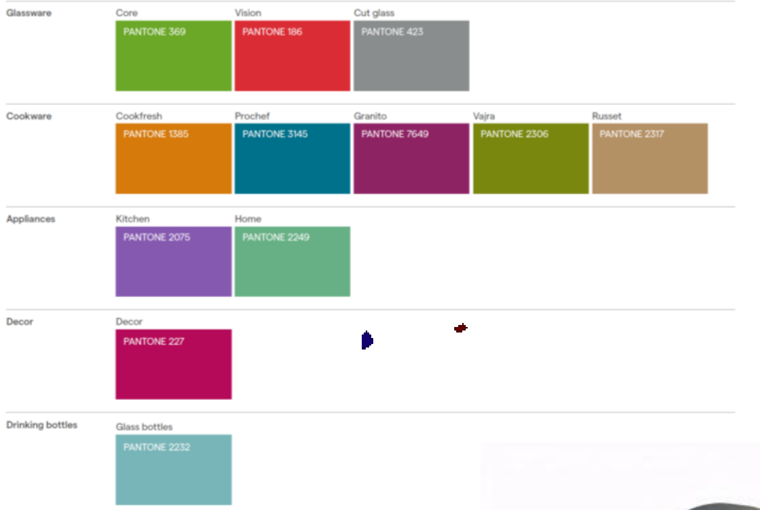
SUSTAINABLE CHOICE
100% recyclable
Reduces plastic dependency
Aligned with eco-conscious consumers

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'

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.

Coming Soon

TARGET AUDIENCE

Superwoman, Gold Standard Young and Urban Professionals

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

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

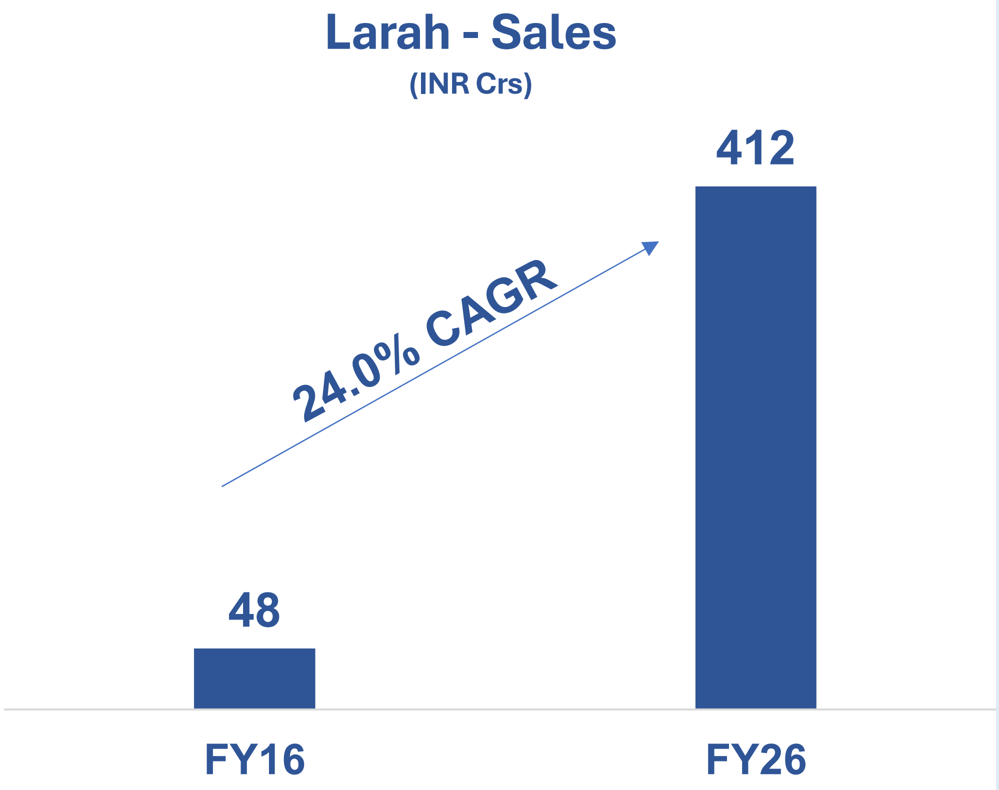
Future Growth Drivers

- 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.

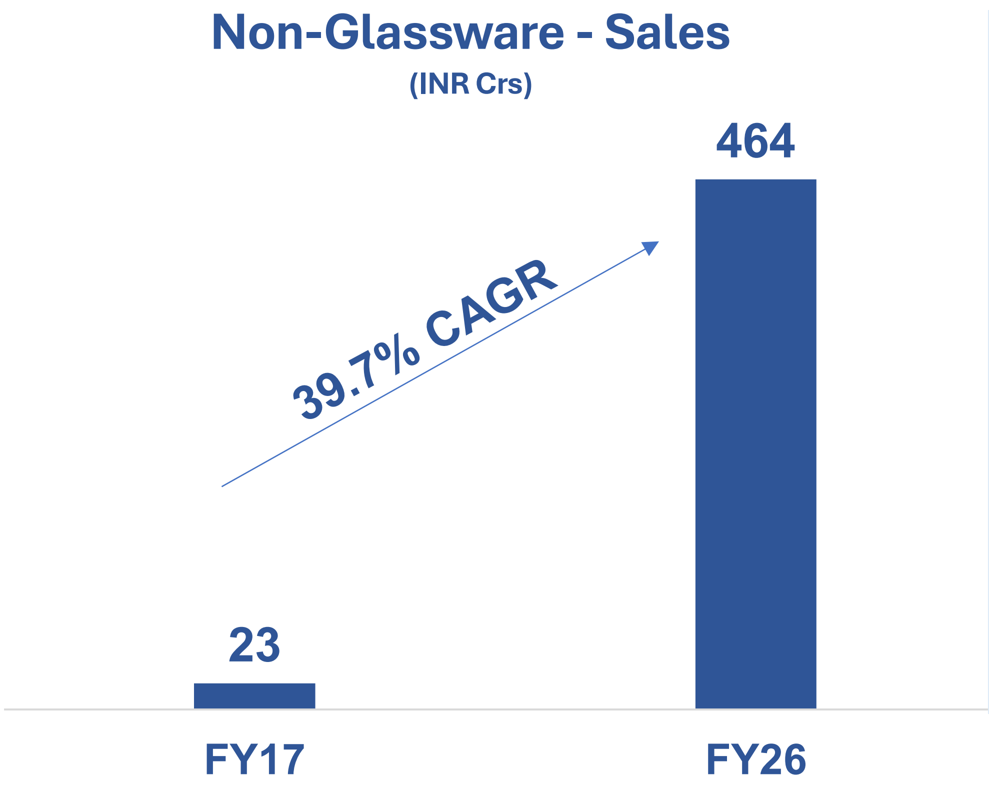
Operational Efficiency:
- Streamlined production processes to enhance efficiency.
- Adopted advanced technologies to improve product quality.

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.

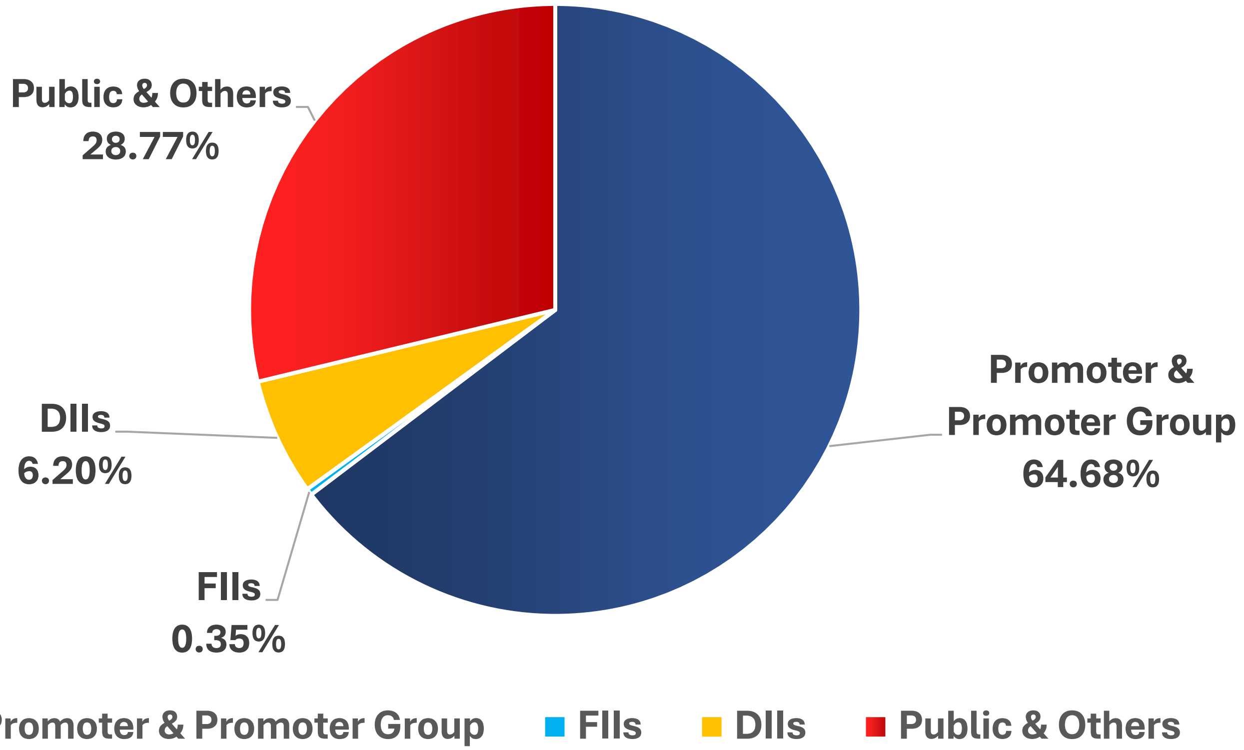
Our strategic ESG priorities		Our Actions
- Aim to achieve Carbon neutral operations - Create a positive water balance - Explore waste management opportunities - Transition to low carbon energy	Green planet	- ESG targets disclosures & Dashboard to track the emissions - Upgradation of Effluent Treatment 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
- Achieve a zero-accident workplace - Become an equal opportunity employer - Integrate suppliers as business partners - Building resilient communities - Empowering customers	Social equity	- 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
-Enhancing transparency & fairness - Focusing on highest ethical standards - Creating a risk management framework - Creating a strong IT infrastructure	Robust governance	- 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 June 2026: 11,95,87,629

Shareholding % as on 30th June 2026



1369812D:IN Bloomberg Ticker	**BOROLTD** NSE Ticker
543212 BSE Ticker	**~₹2789 crs** Market CAP

Market Cap (NSE) as on 30th June 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

Corporate Address
1101, Crescenzo, G - Block, Opposite MCA Club, Bandra Kurla Complex,
Bandra (East), Mumbai - 400 051, India.
www.borosil.com
www.myborosil.com