



**Borosil Limited**

CIN : L36100MH2010PLC292722

Registered & Corporate Office :

1101, Crescendo, 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

February 07, 2023

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

Dear Sirs,

**Sub : Intimation of Analysts / Institutional Investors Conference Call and Investor Presentation**

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please note that the Company, as part of its investor engagement activities is planning to have a conference call with the Institutional Investors and Analysts, on Wednesday, February 08, 2023 at 03:00 p.m. (IST), to discuss its performance for the quarter and nine months ended December 31, 2022.

Please find attached the following:

- Invitation for the Investors Conference Call; and
- Presentation on the performance of the Company for the quarter and nine months ended December 31, 2022.

These are also being uploaded on the Company's website at [www.borosil.com](http://www.borosil.com).

You are requested to take the same on records.

Thanking you.

**For Borosil Limited**

**Anshu Agarwal**  
**Company Secretary & Compliance Officer**  
**FCS – 9921**

Encl: As above

**MONARCH NETWORK CAPITAL LIMITED**

cordially invites you to a

**CONFERENCE CALL**

with the management of



**Borosil Ltd**

Wednesday, 08<sup>th</sup> February 2023 at 3.00 pm IST



Agenda: Discussion on 3QFY23 results and outlook of the business

Express Join with Diamond Pass: [Click Here](#)

**COMPANY MANAGEMENT**

**Mr. Shreevar Kheruka**  
(Managing Director & CEO)

**Mr. Anand Sultania**  
(Chief Financial Officer)

**Mr. Rajesh Kumar Chaudhary**  
(Whole Time Director)

**Mr. Swadhin Padia**  
(Sr. General Manager-Accounts)

Universal Dial-in Numbers

PRIMARY NUMBER

**+91 22 6280 1455**

Universal Dial-in Numbers

ALTERNATE NUMBER

**+91 22 7115 8828**

	Country	International Toll	International Toll Free
<b>International Numbers</b>	Hong Kong	852-3018-6877	+800-964-448
	Singapore	653-1575-746	+800-101-2045
	UK	44-203-4785-524	+80-810-11573
	USA	1-323-3868-721	+186-674-62133

**RSVP**

**Mr. Rahul Dani**  
M: +91 9870114453  
E: [Rahul.dani@mnclgroup.com](mailto:Rahul.dani@mnclgroup.com)



**Borosil Limited**  
**Investor Presentation Q3FY23**



# BOROSIL®



“ This investor presentation has been prepared by Borosil Limited (“Borosil” or “Company”) on a strictly confidential basis. Certain statements in this presentation may be ‘forward looking statements’ within the meaning of applicable laws and regulations. These forward looking statements reflect our intentions, plans, expectations, assumptions, and beliefs about future events and are subject to risks, uncertainties and other factors, many of which are outside our control. These forward looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward looking statements. Important developments that could affect the company’s operations include change in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, import duties, litigation and labour relations. No representation or warranty, express or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of such information or opinions contained herein. The information contained in this presentation is only current as of its date. The company will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward looking statements to reflect subsequent events or circumstances. this presentation cannot be copied and disseminated in any manner. No person is authorized to give any information or to make any representation not contained in and not consistent with this presentation and, if given or made, such information or representation must not be relied upon as having been authorized by or on behalf of Borosil. This should not be construed as an offer to sell or the solicitation of an offer to buy any securities or fresh issuance of any securities of the company”



Brand with a 50+ year legacy



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



National leader in laboratory glassware



**■ ■ ■ To be the most customer-centric company in India**

Offer products that perform beautifully



Develop innovative products to meet evolving customer needs

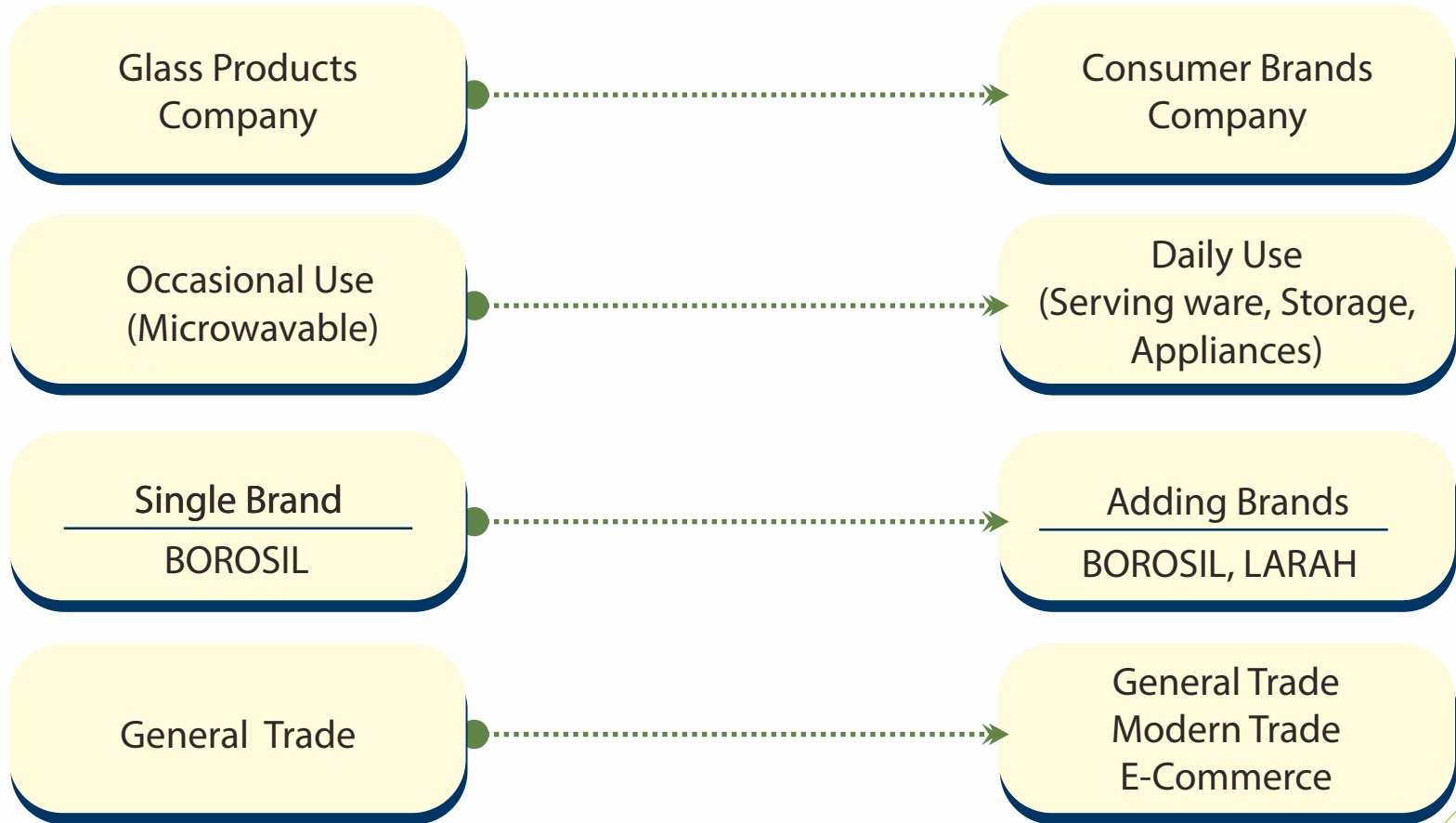


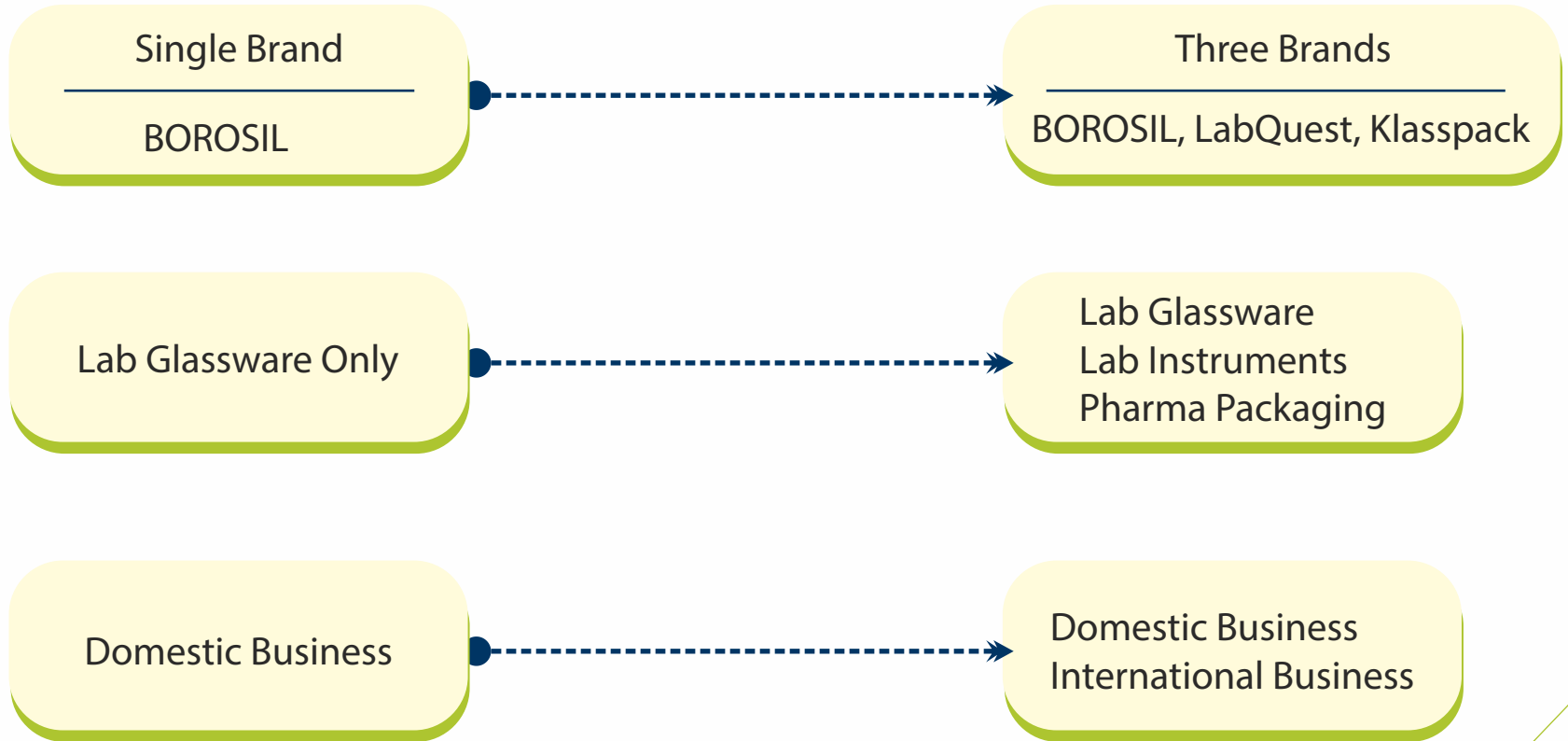
Be a dependable partner that creates value for customers



Nurture long-term relationships with all stakeholders



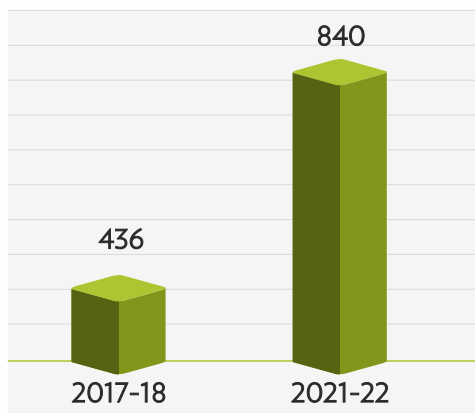




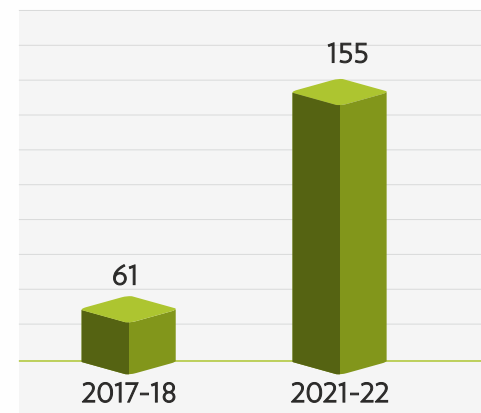


**SALES**

CAGR : 18%

**Operating  
EBITDA**

CAGR : 26%



The figures are in INR Crore

INR Crore

	Q3 FY22	Q3 FY23	Growth %
<b>Net Sales</b>	260.1	280.6	7.9%
<b>EBITDA</b>	46.9	39.1	(16.6)%
<b>EBITDA (Before exceptional items)</b>	46.9	21.3	(54.6)%
<b>EBITDA (%)</b>	18.0%	7.6%	
<b>EBIT (Before exceptional items)</b>	38.2	13.1	(65.6)%
<b>PBT</b>	38.0	30.4	(19.9)%
<b>PAT</b>	25.3	23.2	(8.0)%
<b>Net Cash (Period end)</b>	221.9	71.6	





INR Crore

	YTD Dec FY22	YTD Dec FY23	Growth %
<b>Net Sales</b>	619.8	768.3	24.0%
<b>EBITDA</b>	117.3	115.6	(1.5)%
<b>EBITDA (Before exceptional items)</b>	123.8	92.7	(25.1)%
<b>EBITDA (%)</b>	20.0%	12.1%	
<b>EBIT (Before exceptional items)</b>	98.0	68.3	(30.3)%
<b>PBT</b>	90.9	90.2	(0.7)%
<b>PAT</b>	50.6	67.9	34.1%
<b>Net Cash (Period end)</b>	221.9	71.6	



INR Crore

	Q3 FY22	Q3 FY23	Growth %
Net Sales	194.6	207.2	6.5%
EBITDA	31.0	20.1	(35.3)%
EBITDA (Before exceptional items)	31.0	9.8	(68.3)%
EBITDA (%)	15.9%	4.7%	
EBIT (Before exceptional items)	25.1	4.8	(80.8)%
PBT	25.0	14.8	(40.9)%





INR Crore

	YTD Dec FY22	YTD Dec FY23	Growth %
<b>Net Sales</b>	435.5	565.3	29.8%
<b>EBITDA</b>	71.3	72.4	1.5%
<b>EBITDA (Before exceptional items)</b>	74.6	59.2	(20.6)%
<b>EBITDA (%)</b>	17.1%	10.5%	
<b>EBIT (Before exceptional items)</b>	57.3	43.4	(24.3)%
<b>PBT</b>	53.8	56.0	4.1%



INR Crore

Category	Q 3 FY22	Q 3 FY23	Growth %	YTD Dec FY22	YTD Dec FY23	Growth %
Glassware	45.3	50.2	10.7%	108.8	137.8	26.7%
Non Glassware	79.4	90.1	13.4%	157.5	235.0	49.2%
Opalware	69.9	67.0	(4.2)%	169.3	192.4	13.7%
<b>Total Consumerware</b>	<b>194.6</b>	<b>207.2</b>	<b>6.5%</b>	<b>435.5</b>	<b>565.3</b>	<b>29.8%</b>





	INR Crore		
	Q3 FY22	Q3 FY23	Growth %
Net Sales	65.5	73.4	12.1%
EBITDA	9.6	19.9	107.5%
EBITDA (Before exceptional items)	9.6	12.3	28.5%
EBITDA (%)	14.6%	16.8%	
EBIT (Before exceptional items)	6.7	9.1	35.2%
PBT	6.7	16.5	147.7%



	YTD Dec FY22	YTD Dec FY23	INR Crore Growth %
<b>Net Sales</b>	184.3	203.0	10.2%
<b>EBITDA</b>	34.4	42.8	24.5%
<b>EBITDA (Before exceptional items)</b>	37.6	33.0	(12.1)%
<b>EBITDA (%)</b>	20.4%	16.3%	
<b>EBIT (Before exceptional items)</b>	29.0	24.5	(15.6)%
<b>PBT</b>	25.5	33.8	32.7%





INR Crore

Category	Q 3 FY22	Q 3 FY23	Growth %	YTD Dec FY22	YTD Dec FY23	Growth %
Laboratory Glassware	38.5	48.5	26.0%	103.7	131.8	27.1%
Lab Instrumentation	4.1	5.6	36.1%	13.3	16.5	24.1%
Pharma Packaging	22.9	19.3	(15.6)%	67.2	54.7	(18.7)%
<b>Total Scientific</b>	<b>65.5</b>	<b>73.4</b>	<b>12.1%</b>	<b>184.3</b>	<b>203.0</b>	<b>10.2%</b>



INR Crore

	YTD Dec FY 23
<b>Shareholders' Funds</b>	<b>856.52</b>
<i>Less : Intangible Assets (Goodwill)</i>	<b>(67.67)</b>
<b>Tangible Net Worth</b>	<b>788.84</b>
<i>Add : Deffered Tax Liability</i>	<b>18.51</b>
<i>Add : Total Debt</i>	<b>63.68</b>
<b>Capital Employed</b>	<b>871.03</b>
<i>Less : CWIP &amp; Investments</i>	<b>(345.93)</b>
<b>Operating Capital Employed</b>	<b>525.10</b>
<b>PBT (Before Exceptional Items)</b>	<b>67.34</b>
<i>Less : Income from Investments</i>	<b>(0.46)</b>
<i>Add : Finance Cost</i>	<b>0.97</b>
<b>EBIT (Before Investment Income)</b>	<b>67.86</b>
<b>Operational ROCE (Annualized)</b>	<b>17.2%</b>

Note : Capital employed = Tangible Net Worth + Total Debt + Deferred Tax Liability



Both businesses already run as separate profit centers with largely differentiated teams



Both businesses have different capital and operating requirements



Different organic and inorganic growth potential and capital raising requirements



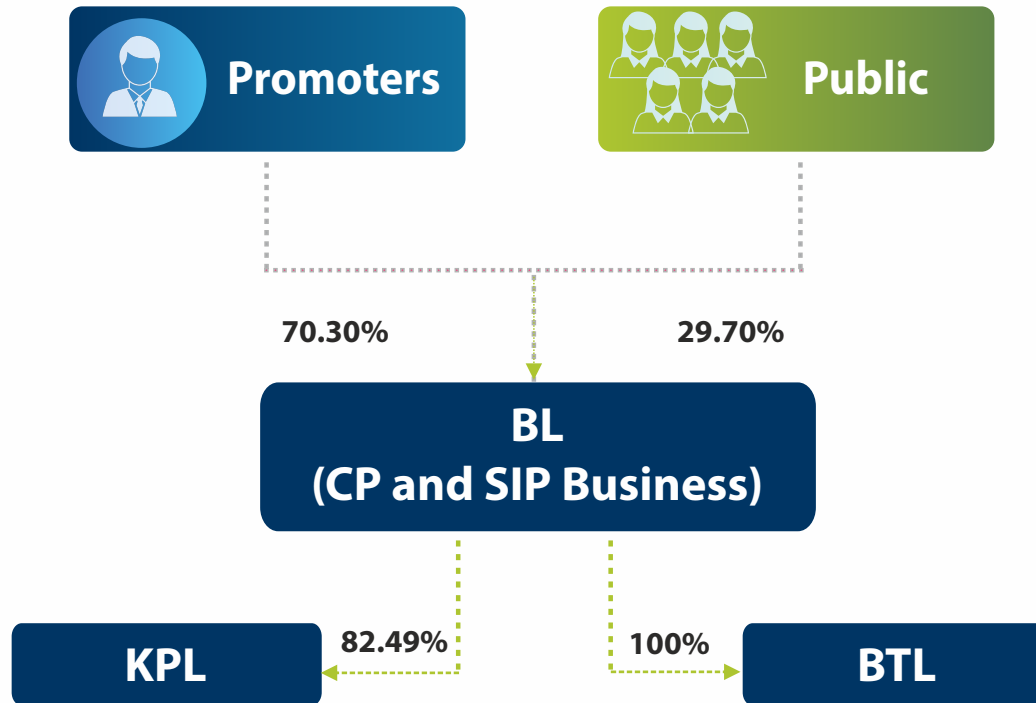
Each business has a different investor profile



Few functions may remain under common services eg. legal, secretarial, and HR

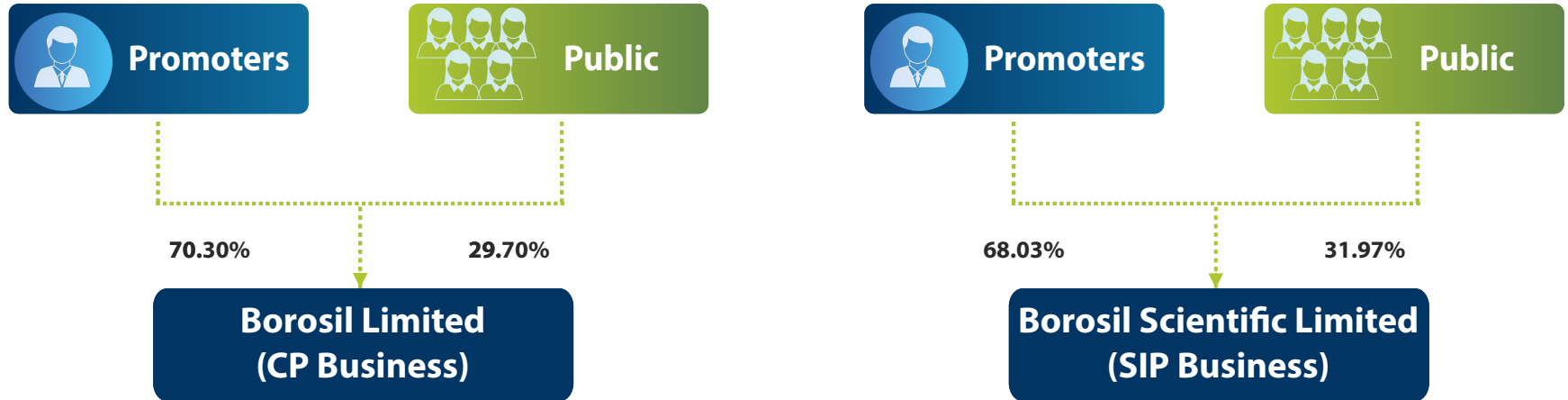
### Steps for making effective composite scheme for arrangement

Activity	Expected Timeline
Board approval of the companies involved in the Scheme	Completed
Submission of Scheme along with supporting documents to BSE & NSE	Completed
BSE & NSE shall issue a Observation Letter / NOC after incorporating comments of SEBI	Completed
File company applications along with the Scheme to NCLT	Completed
NCLT to pass order for holding / dispensing with the meetings of equity shareholders / creditors of the companies	Completed
Meetings of shareholders / creditors to be held for seeking their approval to the Scheme	February 2023
Companies to send the scheme to be sent to RD, RoC, OL, Income Tax authorities, inviting their objections if any	Completed
Final hearing of petition and approval of NCLT	March 2023
File certified copy of NCLT Order with RoC to make the scheme effective	April 2023
Stock Exchanges to issue listing and trading approval for equity shares of Borosil Scientific Limited	June 2023



- Borosil Limited ('BL' or 'Demerged Company') (listed on BSE and NSE).
- Klass Pack Limited ('KPL' or Resulting Company / Transferee Company') is a 82.49% subsidiary of BL.
- Borosil Technologies Limited ('BTL' or 'Transferor Company') is a 100% subsidiary of BL.





- It is proposed to demerge SIP business of BL into KPL and in consideration KPL will issue equity shares to the shareholders of BL and shall get listed on BSE and NSE.
- The present investment of BL i.e. 82.49% in KPL will be cancelled.
- As a part of the scheme BTL will get merged with KPL.
- KPL will be renamed as Borosil Scientific Limited and will carry on all the scientific and industrial products business. (i.e. its present business + SIP division of BL + BTL business)



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

**PREPARE****COOK****SERVE****HEAT****STORE**

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





Category	Market Size - Branded (Cr.)	Market Growth %
Glass Microwavables	230	10%
Tumblers	520	10%
Storage	700	15% to 20%
Insulated Bottle Range	1100	10%
Opalware	900	15% to 20%
Tea / Coffee	400 (Incl ceramicware)	15%
Domestic Appliances	9000	10%



- Estimated market share of microwavables is 60%
- Tumblers universe consists of Borosilicate glass & Soda Lime glass, Borosil primarily markets Borosilicate Glasses.
- Opportunity to convert from plastic to glass in opalware & storage

*Note : Market size, growth & share are internal estimates*



### Made in India

- Enhance/ build manufacturing capacity for Opal Glass and Borosilicate Glass



### New product development



### To promote Borosil glassware for daily use



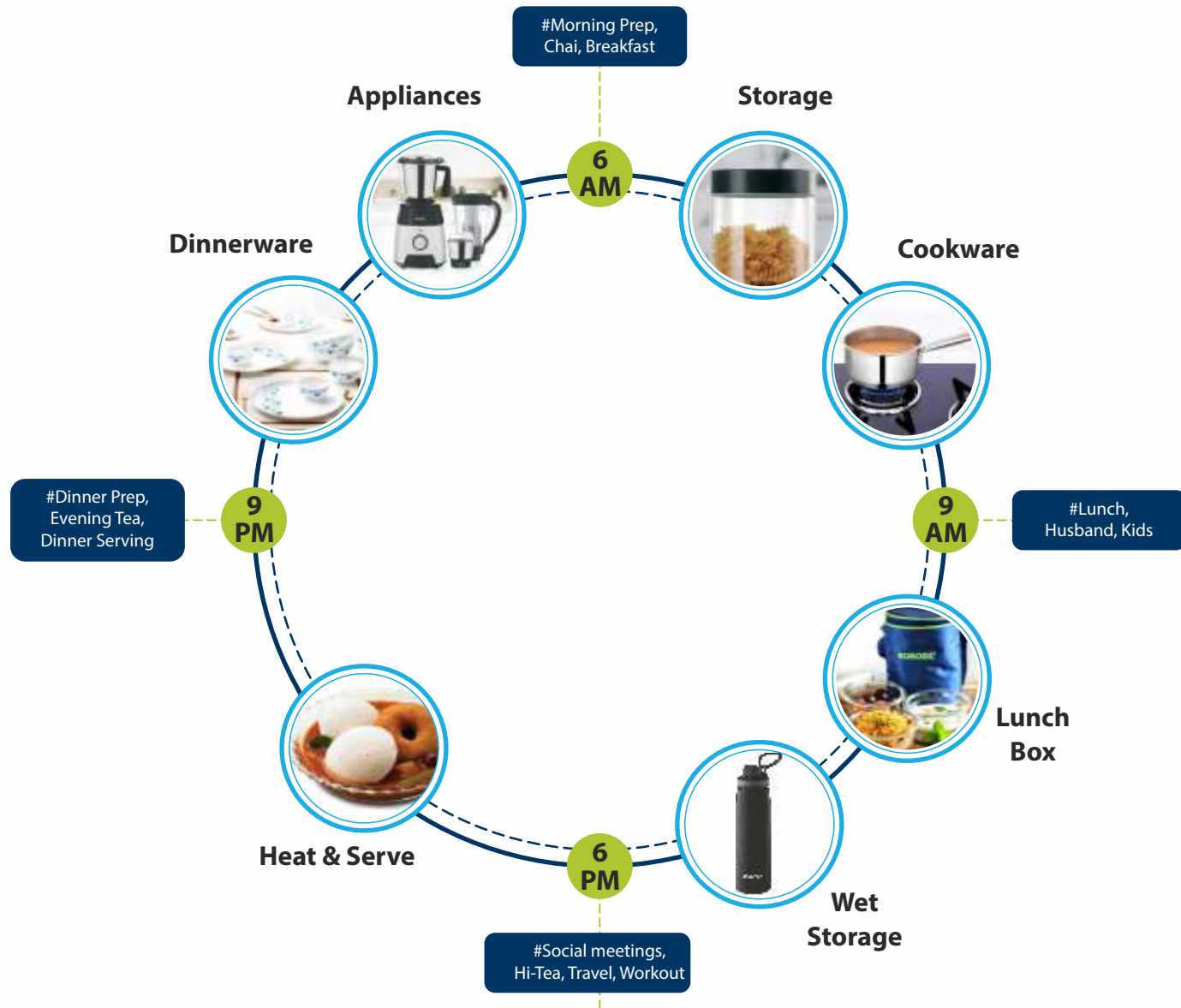
### To make glassware affordable for mass consumers





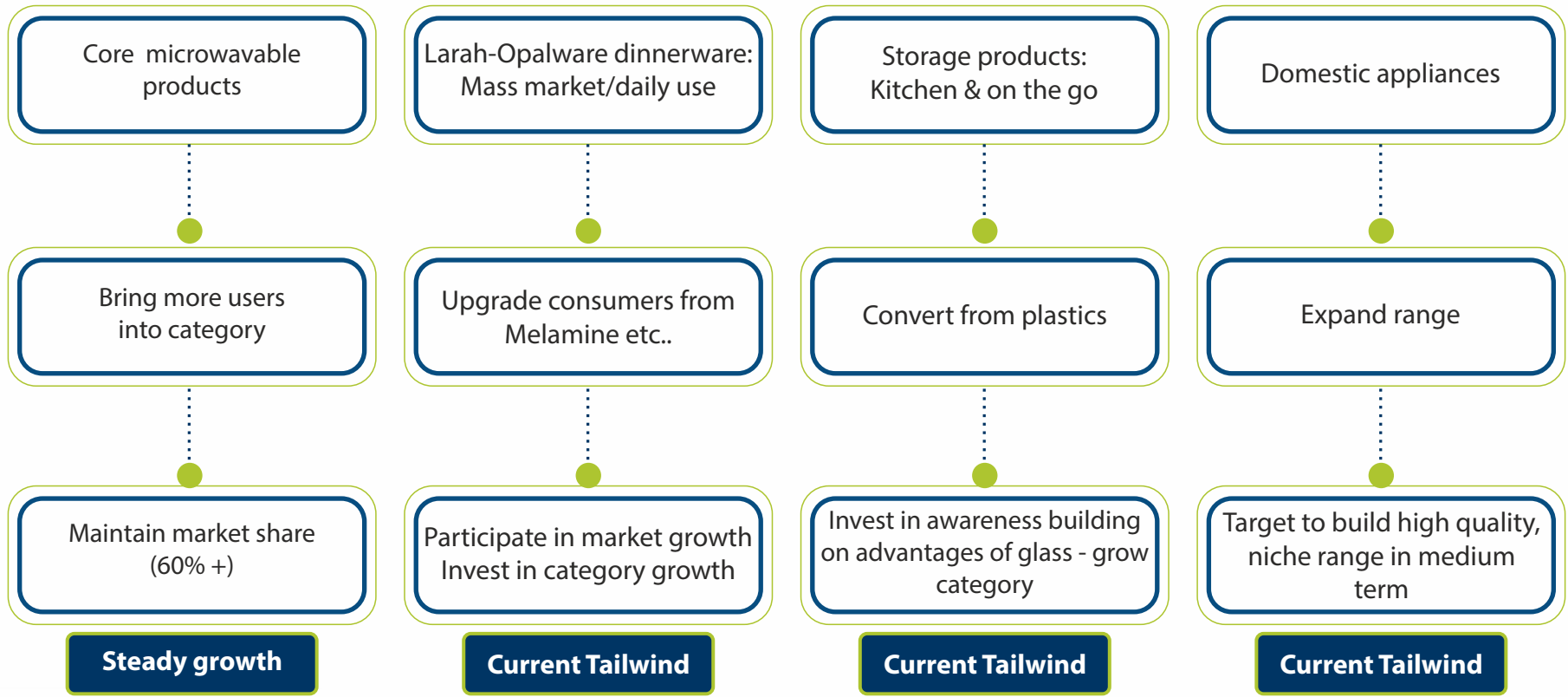
### Borosil Consumer Profile:

- Progressive Homemaker
- SEC A1-A2
- Urban Metro, Mini Metros, A & B Cities
- Age Group : 25-45









**#2 player in approx. INR 900 cr category**

- Gained share

**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

**Capacity expansion**

- Enhance furnace capacity to 84 TPD
- Increase pressware and spinning ware capacity
- Target Implementation by Q3 FY23







### Indian kitchen storage dominated by plastic and steel

- Very low penetration of glass storage



### Awareness of glass as a superior option on the rise

- No health hazard as in some type of plastic
- Transparent as against opaque steel & plastic getting stained and translucent over time
- Looks as good as new for 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







- Large market with growth accelerated post Covid
- 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 portfolio and reduce dependence of China supply chain





### Achieve revenue CAGR of more than 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 online consumer experience with best-in-class



### Improve EBITDA margins

- Improve logistics cost
- Rationalise packaging costs
- Control fixed overheads



### Optimise capital employed

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





## Laboratory Glassware

- Volumetric flasks
- Burettes
- Pipettes
- Liquid handling systems



## Lab Instrumentation

- Magnetic Stirrer
- Block Digester
- Multi-Tube Vortexer



## Pharma Packaging

- Glass Vials
- Glass Ampoules



	Lab Glassware India	Lab Glassware Exports	Lab Instrumentation	Pharma Packaging (Vials & Ampoules)
<b>Market size (INR Cr.)</b>	250	4000	570	1175
<b>Estimated market growth</b>	~8-10%	~2-3%	~8-10%	~10-12%
<b>Customers</b>	Pharma R&D & QC, Government Labs, Food and Soil testing, Educational institutes	Pharma R&D, QC	Pharma R&D & QC, Government Labs, Food and Soil testing, Educational institutes	Pharma companies
<b>Brand</b>	Borosil	Borosil	LabQuest by Borosil	Klasspack

*Note : Market size, growth & share are internal estimates*





### Made in India

- Build manufacturing capacity for raw material - tubing production



### New product development



### Substantially enhance capacity for ampoules and vials production





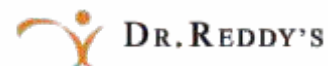
**Cipla**



**Mylan®**  
Seeing  
is believing®



**LUPIN**



**DR. REDDY'S**



**RANBAXY**



**ALKEM**



**Incepta**



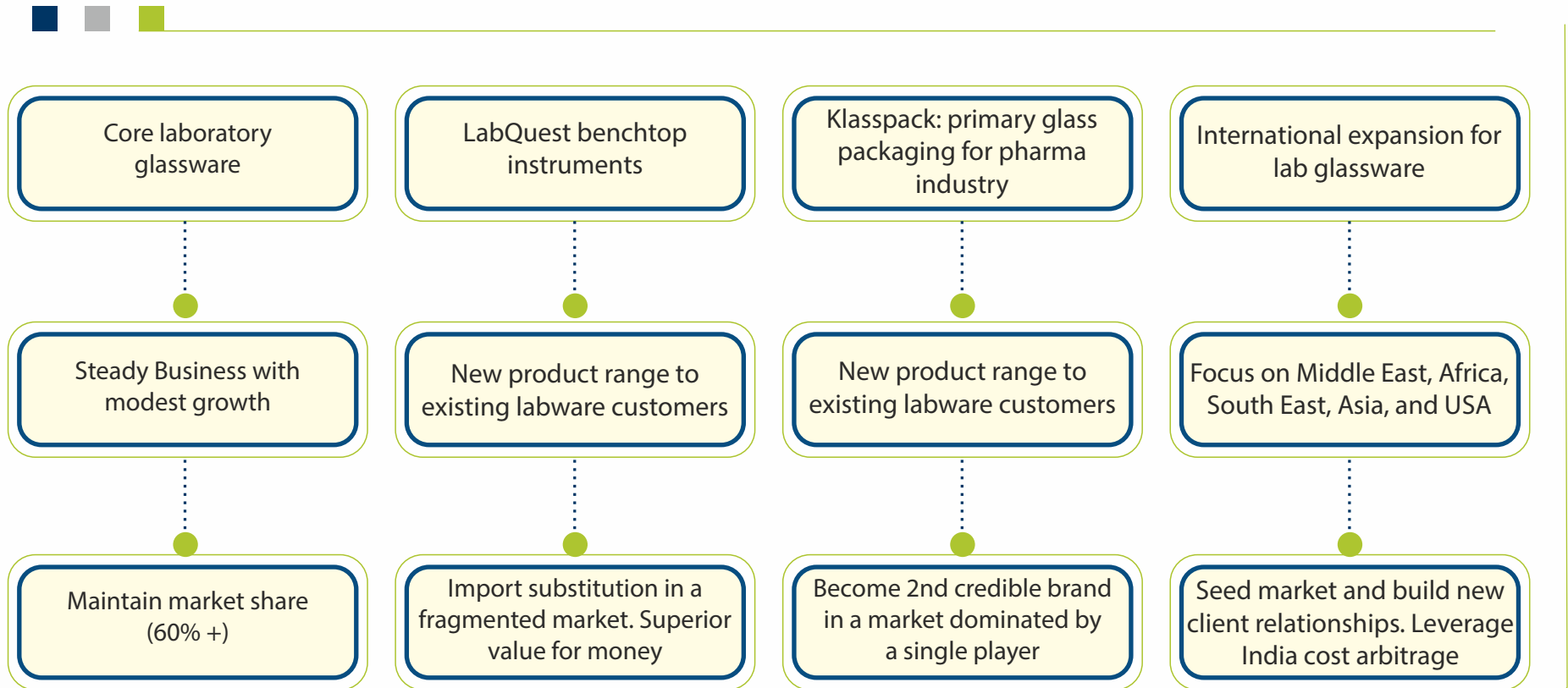
**glenmark**  
A new way for a new world



**Zydus**



**TEVA**  
TEVA PHARMACEUTICAL INDUSTRIES LTD.







### Achieve revenue CAGR of ~15%

- Maintain dominant share in pharma lab glassware
- Build export market in Lab Glassware & pharma packaging
- Drive import substitution in Lab Instrumentation - increase product range
- Add new customers & products in vials & ampoules



### Maintain EBITDA margins

- Manage changing portfolio composition



### Cash Flow Efficiency

- Manage receivables
- Manage inventories with scale





### Meeting wide product range need of customer

- Single supplier convenient for laboratory for multiple critical yet low priced SKUs
- Not easily replicable by competition
- Reliable supplier for right quality at competitive cost
- Expansion into customized lab glassware, bottles & analytical vials



### Quick on-time delivery of SKU range

- Investment in inventory, 5 warehouses & pan-India network of 150 dealers
- Well managed inventory more than offsets loss of sale
- Unmatched Service - 96% same-day delivery



### Products meet international quality benchmarks

- Introducing new products to service emerging needs of quality and testing laboratories



### Strong Customer Relationships

- Low propensity of customer to switch
- Business Partner through knowledge sharing and customization for specialized products



Portfolio of Lab Essentials, Nutrition & Environment, Life Sciences, analytical Chemistry



Leverage existing reach among pharma customers with new products in their existing workflow



Build technological advantage through Borosil Technologies with focus on Nutrition, Environment & Process Sciences



Grow distribution network



Enhance After Sales Service capabilities





Glass ampoules & tubular glass vials for packaging pharmaceutical products



Applications: Packaging of injectable formulations, ophthalmic, dental products, sample carrier for analytical instruments



Provides Borosil's pharmaceuticals customers credible second alternative for their packaging needs



Long Lead times to pass stringent quality benchmarks, a significant barrier to more entrants



New Product Opportunities in Pre-filled syringes, cartridges & siliconized vials






Export Opportunity across Asia & Europe



■ ■ ■ **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	<ul style="list-style-type: none"> <li>- Emissions</li> <li>- Water</li> <li>- Energy</li> </ul>	<ul style="list-style-type: none"> <li>- Employee health and safety</li> <li>- Labour practices</li> <li>- Customer relation</li> </ul>	<ul style="list-style-type: none"> <li>- Risk management system</li> <li>- Code of conduct</li> </ul>
Customers	<ul style="list-style-type: none"> <li>- Emissions</li> <li>- Water</li> <li>- Energy</li> <li>- Packaging</li> </ul>	<ul style="list-style-type: none"> <li>- Health and safety</li> <li>- Community relation</li> <li>- Human rights</li> </ul>	<ul style="list-style-type: none"> <li>- Risk management</li> <li>- Code of conduct</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>- Waste</li> <li>- Energy</li> </ul>	<ul style="list-style-type: none"> <li>- Employee health &amp; safety</li> <li>- Customer relationship</li> <li>- Supplier relationship</li> </ul>	<ul style="list-style-type: none"> <li>- Board Structure</li> <li>- Code of conduct</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Emissions</li> <li>- Water</li> <li>- Energy</li> </ul>	<ul style="list-style-type: none"> <li>- Employee health &amp; safety</li> <li>- Community relationship</li> </ul>	<ul style="list-style-type: none"> <li>- Risk management</li> <li>- Code of conduct</li> </ul>

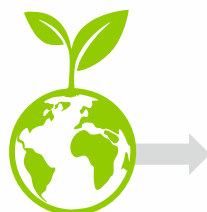
Our analysis of our stakeholders

**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 in FY23

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



**Green planet**

- Plans to undertake **GHG monitoring and inventorization** to track emissions
- Using recyclable corrugated packaging and limit use of thermocol packaging
- Exploring **on-site solar capabilities** and renewable energy procurement

- 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
- Launch an **equal opportunity policy by FY2023**
- Company wide **strategic supply chain management** program to be launched
- Multiple **community development programs** launched on need basis
- Highly **customer focused** operations with special **grievance redressal department** for customers

- Focusing on **highest ethical standards**
- Creating a risk management framework
- Creating a **strong IT infrastructure**



**Robust governance**

- A **group wide code of conduct** applicable to all employees and leadership. Plans in place to launch mandatory training
- **ESG risks are incorporated** in the risk management framework
- A group-wide program on **evaluation of IT risks**

**BL aims to disclose quantifiable targets in short to medium term and transparently report performance against the targets.**



**Pradeep Kumar Kheruka**  
*Chairman*



**Shreevar Kheruka**  
*Vice Chairman & M.D & CEO*



**Rajesh Kumar Chaudhary**  
*Whole Time Director*



**Anupa Rajeev Sahney**  
*Independent Director*



**Kewal Kundanlal Handa**  
*Independent Director*



**Kanwar Bir Singh Anand**  
*Independent Director*

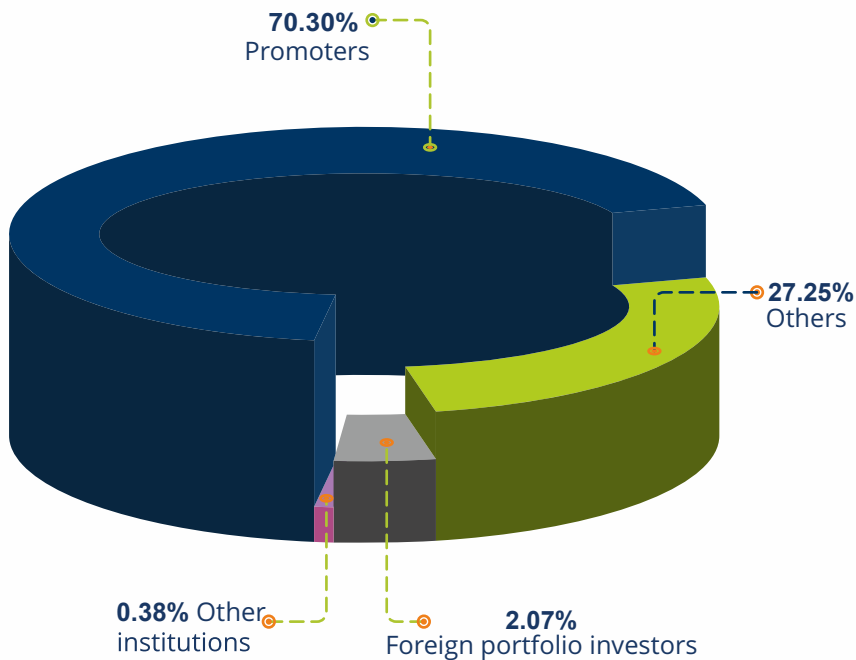


**Naveen Kumar Kshatriya**  
*Independent Director*



**No. of Shares issued of Re. 1 each: 11,43,79,297**

**Share holding pattern**



<b>Bloomberg Ticker :</b>	<b>1369812D:IN</b>
<b>NSE Ticker :</b>	<b>BOROLTD</b>
<b>BSE Ticker :</b>	<b>543212</b>
<b>Market Capitalization as on - 31 Dec 2022 :</b>	<b>INR 4178 Cr</b>







## Company's Address

Borosil Limited  
1101, Crescenzo, G - Block,  
Opposite MCA Club,  
Bandra Kurla Complex,  
Bandra (East), Mumbai - 400 051,  
India.



## Company's Website

[www.borosil.com](http://www.borosil.com)  
[www.myborosil.com](http://www.myborosil.com)



## Investor Relations

Anand Sultania, Chief Financial Officer  
[anand.sultania@borosil.com](mailto:anand.sultania@borosil.com)

# Thank You

