



Enriching Lives

## KIRLOSKAR BROTHERS LIMITED

A Kirloskar Group Company

SEC/ F:23

May 11, 2023

BSE Limited  
Corporate Relationship Department,  
2<sup>nd</sup> Floor, New Trading Ring,  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai-400001.

**(BSE Scrip Code – 500241)**

National Stock Exchange of India Ltd.,  
5<sup>th</sup> Floor, Exchange Plaza,  
Bandra (East),  
Mumbai – 400 051.

**(NSE Symbol - KIRLOSBROS)**

Dear Sir/Madam,

**Sub: Investor Presentation- Conference Call with Analyst scheduled on May 12, 2023**

**Ref: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

In terms of the subject referred regulations read with Schedule III, Part A, Para A of the same, please find enclosed a copy of the Investor Presentation for the Quarter and Financial Year ended on March 31, 2023.

Please note that the above will be uploaded on the Company's website as well.

You are requested to take the same on records.

Thanking you,

Yours faithfully,

For **KIRLOSKAR BROTHERS LIMITED**

**Devang Trivedi**  
**Company Secretary**

Encl: As above



Enriching Lives

# Kirloskar Brothers Limited

Q4FY23 Investor Presentation

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# Our Purpose – Vision – Mission – Values

## *Our Purpose*

**Enriching Lives. Transcending Boundaries.**



## *Our Mission*

**To lead the industry through reliable, intelligent hydraulic machines & systems providing superior value and ensuring customer delight.**

## *Our Values*

- Teamwork with Mutual Trust and Empathy
- Commitment towards the Environment
- Integrity and Accountability
- Speed and Accuracy
- Progressive and Proactive
- Process Centric

## *Our Vision*

**Enriching Lives across communities through innovative and sustainable engineering solutions.**



# Company at Glance



Enriching Lives



## Inherent Strength Built Over Time

Presence Since <b>130+ Years</b>	Global Capabilities <b>6 Domestic &amp; 5 International Plants</b>	Employee Strength <b>6,000+</b>	Catering to <b>6 Continents &amp; 100+ Countries</b>
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## Strong Brand Portfolio

Enriching Lives				Pumping System Solutions		
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## Diversified Product Portfolio Catering to Wider Applications

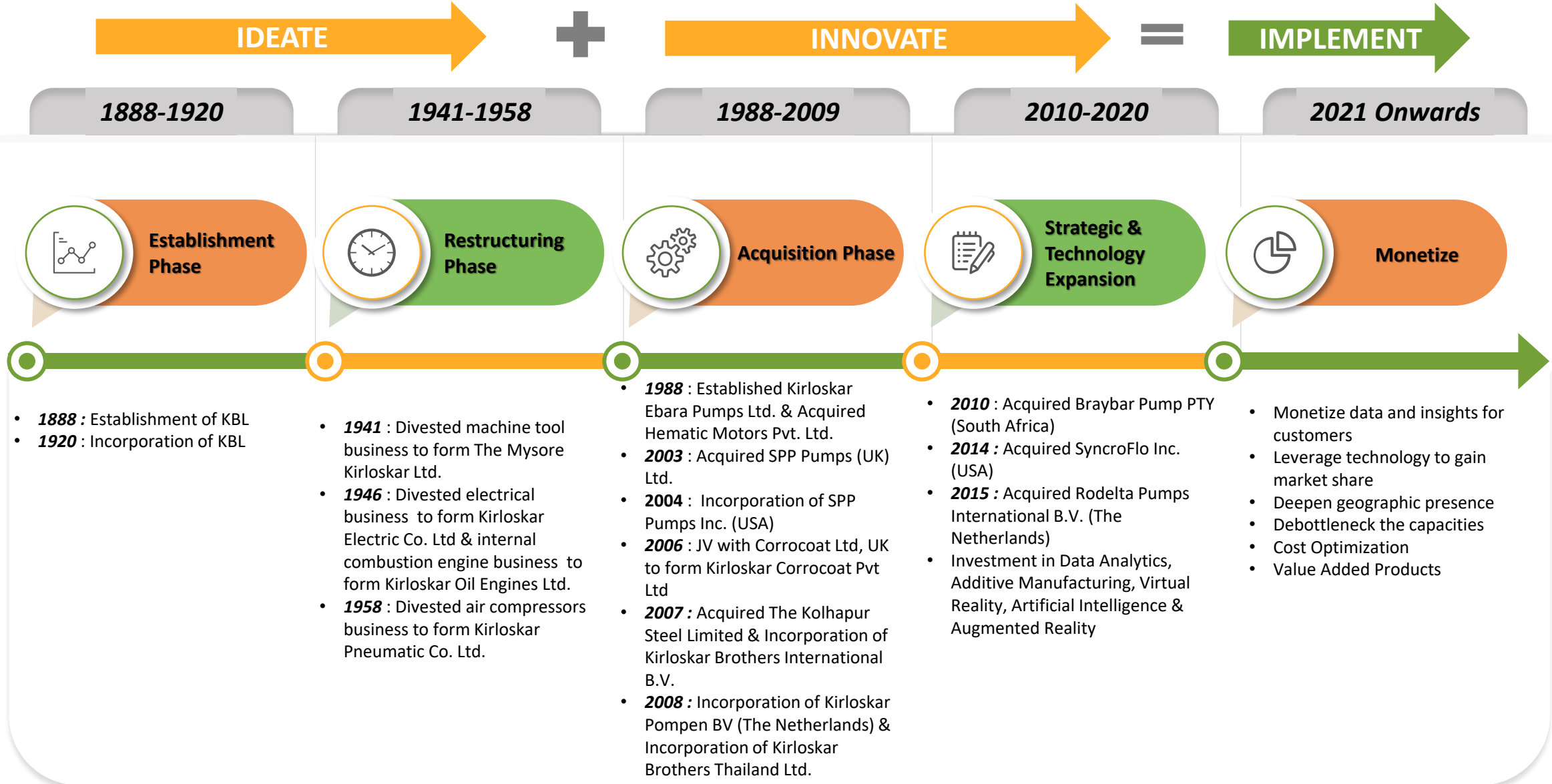
Product Offering <b>250+</b>	SKUs <b>1,00,000+</b>	Diversified Application <b>12+ Industries</b>	Active Customer Base <b>2,500+</b>
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## Giving India its First

Iron Plough <b>1903</b>	Centrifugal Pump <b>1926</b>	Diesel Engine <b>1927</b>	Electric Motor <b>1940</b>	Lathe <b>1942</b>	Reciprocating Compressors <b>1954</b>
Canned Motor Pumps <b>1985</b>	Concrete Volute Pump <b>1995</b>	Magnetic Drive Pump <b>2000</b>	Tamper-proof Release Valve <b>2010</b>	API Drive Turbine <b>2013</b>	

# Legacy of 130+ Years



# Our Business & Product Line









## Our Business & Application

Large & Medium pumping solutions for complex fluid management system

Small pumps for day-to-day use at households and farms

Valves for industrial and large-scale applications

Hydel turbines

<b>Oil &amp; Gas</b> 	<b>Marine &amp; Defence</b> 	<b>Bldg. &amp; Const.</b> 	<b>Small Pumps</b> 
<b>Water Resource</b> 	<b>Irrigation</b> 	<b>Industry</b> 	<b>Nuclear</b> 

## Our Product Line

75+ Types of Pumps

Flow up to 120,000 m<sup>3</sup>/hr. (528,000 US GPM)

Pumps up to 22 MW (30,000 HP)

Pump Head up to 3,200 m (4,539 psi)

28+ Types of Valves

Valves with diameter 50 mm to 5 m

Low Tension (LT) induction motors up to 315 frame

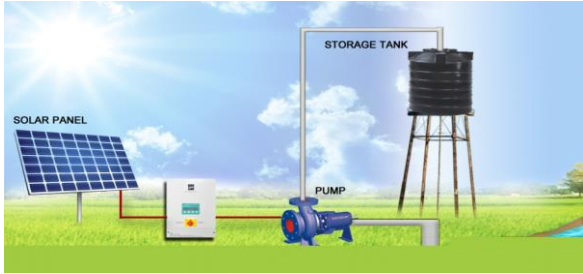
Pico and Mini Hydel Turbines (3KW-10MW)

EPC Capabilities

Lowest Life Cycle Cost LLC™ pumps world-wide



Solar Pumping System



Lowest Life-Cycle Cost (LLC)<sup>™</sup> Pump



Augmented Reality Mobile Training



Pump Selection Package



Sodium Pumps for Nuclear Power Plant



Canned Motor Pump



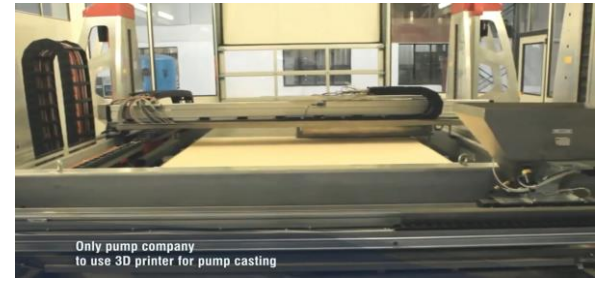
Fire Pump Monitoring



Kirlosmart Condition Monitoring



Additive Manufacturing 3D Printer



# Global Footprint Through Local Presence



Enriching Lives



# High Qualified Management Team



**Mr. Sanjay Kirloskar**  
*Chairman & Managing Director*

- Mr. Sanjay Kirloskar holds a Bachelor's in Science degree in Mechanical Engineering from the Illinois Institute of Technology in Chicago, USA.
- He is also on the Boards of KPT Industries Limited (earlier known as Kulkarni Power Tools Limited), DCM Shriram Industries Limited, Kirloskar Ebara Pumps Limited, Kirloskar Brothers International BV, Netherlands and SPP Pumps Limited, UK.



**Mr. Alok Kirloskar**  
Director – Kirloskar Brothers Limited & *Managing Director – Kirloskar Brothers International B.V.*

- Bachelor in Business Administration with a concentration in finance from Carnegie Mellon University, Pittsburgh. He has the honour to be on the deans list for this academic excellence.
- Worked in a start-up from 2006 as Business Development manager at Sonasoft Inc (Microsoft CSP)
- Headed the industry sector in KBL and on the board since July 18th 2012. MD of SPP Pumps Ltd since January 2012 and CEO of Kirloskar Brothers International BV since January 2015.



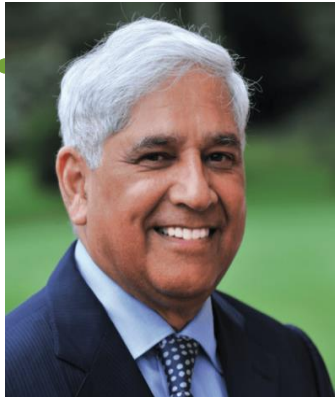
**Ms. Rama Kirloskar**  
*Joint Managing Director- Kirloskar Brothers Limited & Managing Director – Kirloskar Ebara Pumps Limited*

- Managing Director of Kirloskar Ebara Pumps Limited, a joint venture between Ebara Corporation, Japan, and KBL.
- Double major in Mathematics and Biology from Bryn Mawr College, USA.
- Served as a GM and Head of the Product Portfolio Management at KBL. Prior to KBL, worked with Polaris Partners ,a Boston based VC firm as well as Visterra Inc., an MIT biotech start-up company.
- Also on the Board of KPML and Prakar Investments Pvt Ltd.



**Mr. Chittaranjan Mate**  
*Chief Financial Officer*

- Mr. Chittaranjan Mate holds Bachelor degree in Commerce and is a Chartered Accountant.
- He is having 40 years of rich experience in Finance. Currently he is working as Chief Financial officer and Senior Vice President (Finance) of Kirloskar Brothers Limited.
- Before joining Kirloskar Brothers Limited he had worked with Kirloskar Ebara Pumps Limited since 1989 and handled various assignments in Finance as well as several other departments.



**Mr. Pratap B. Shirke**

*Non-Executive & Non-Independent Director*

*(Up to 15<sup>th</sup> March 2023)*

- Holds master's degree from Stanford University, USA. Holds directorship on various global insurance, shipping and construction companies.



**Mr. M. S. Unnikrishnan**

*Independent Director*

- Former Managing Director & CEO of the Thermax Group . Currently he is on the Board of Thermax Limited, Thermax Onsite Energy Solutions Limited, Thermax Babcock and Wilcox Energy Solutions Pvt. Limited and KEC International Limited.



**Mr. Shrinivas V. Dempo**

*Independent Director*

- Chairman of the Goa-based Dempo Group of Companies, which has diversified interests in industries such as shipbuilding, food processing, real estate and newspaper publishing. Master of Science degree in Industrial Administration & Finance from Carnegie Mellon University, USA



**Mr. Shobinder Duggal**

*Independent Director*

- Bachelor's in Economics (Hons.) from St. Stephens College, Delhi University and a member of Institute of Chartered Accountants of India. 35 years of work experience with the Nestle group in India and Switzerland.



**Ms. Ramni Nirula**  
*Independent Director*

- Retired as Senior General Manager of ICICI Bank Limited. She has more than 4 decades of experience in the financial services sector. Currently Ms. Nirula is on the Boards of DCM Shriram Limited, P.I. Industries Limited, HEG Limited, Usha Martin Limited.



**Mr. Amitava Mukherjee**  
*Independent Director*

- Holds Master's degree in Management from the Asian Institute of Management, Manila and a degree in Business Economics from the Delhi School of Economics. 20+ years of experience in Investment Banking.



**Mr. Vivek Pendharkar**  
*Independent Director*

- Technology Executive based in Silicon Valley for 30+ years with experience spanning Fortune 500 companies as well as Early-Stage Venture backed start-ups and CEO positions for the past 15 years. Worked in successive breakthrough technologies emerging out of Silicon Valley.



**Ms. Rekha Sethi**  
*Independent Director*

- An alumnus of St Stephens College, Delhi University. Director General of the All-India Management Association (AIMA), the apex body for management in India. Serving on the Boards of some leading Indian companies as an Independent Director

# Long Standing Relationships with Marquee Clientele..

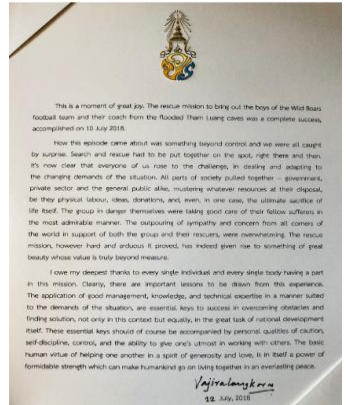


Note: Logo belongs to the respective owners

# Our Global Partnerships



Note: Logo belongs to the respective owners



**Kirloskarvadi & Dewas –**  
Both Facilities are Greenco Gold certified  
**Dewas –** First pump manufacturing plant to receive Greenco certificate  
**Kaniyur -** First Mini pump manufacturing plant to receive Greenco certificate

KBL's Dewas plant won the prestigious Total Productive Maintenance (TPM) award by Japan Institute of Plant Maintenance (JIPM)

Appreciation by His Royal Highness the King of Thailand for KBL's presence on-site at the Mae Sai cave to offer their technical expertise during the soccer team cave rescue operation





## Environmental

- Owned renewable energy sources such as solar power and wind power contribute to 20%-30 % of the total electricity consumption
- Set target of reducing energy consumption by 2% year on year Plants CII GreenCo rated
- Energy efficient lighting system and rainwater harvesting & reduction, reuse and recycling of water
- Use of recycled products as raw material inputs, negligible plastic consumption and plastic waste
- **Zero Discharge Facilities** – No release of release of toxic or non-biodegradable, non-recyclable waste, liquid discharge
- Manufacturer of highly efficient products and energy saving coatings meeting European MEI Norms
- Active engagement with suppliers on environmental issues



## Social

- **CSR:** Vikas Charitable Trust established in 1994 for CSR activities.
- CSR activities revolves around Education, Employment, Healthcare, Animal Welfare, Re-skilling War Veterans and Women Empowerment
- Improve lives of community in local areas where we operate
- Social impact initiatives are measured by a third party
- **Employee Welfare:** Multi-pronged approach towards employee development.
- Focused on all aspects of diversity in its workforce be it Gender, Regional or through Affirmative actions. There is no discrimination made during our hiring process irrespective of the position's location, level or type of work



## Governance

- Sustainability reporting since 2009-10 and integrated reporting since 2018-19.
- Mandatory Code of ethics examination taken by all the employees every year.
- The Board has an optimum combination of Executive and Non-Executive directors and gender diversification
- Risk Management Governance
- Occupation Healthy Policy
- Regular review and updation of policies in response to the changing requirements
- Whistleblower and POSH policies
- GDPR Compliant

## ***Examples of our CSR activities in India***

- Supporting creation of clean water source for underprivileged school kids
- Health-check, eye-check camps and Vaccination camps
- Tree Plantation
- Donating first aid boxes and water pumps to schools of underprivileged school kids
- Self-employment awareness campaign amongst unemployed youths
- Provision & Up-gradation of education facilities for underprivileged school kids
- Save girl-child campaigns and Sponsoring foods for orphaned kids
- Awareness campaign for young farmers relating cultivating and cattle breeding best practices.



## ***Examples of our CSR activities outside India***

- SPP Pumps has been recognized as one of United Kingdom's best Apprenticeship Employers in the regional final of the National Apprenticeship Awards 2013
- Listed in England's top 100 apprenticeship employers by City & Guilds and the National Apprenticeship service
- Working with hospice and foodbanks in the UK around our manufacturing facilities to ensure food availability throughout the year
- Work with the Hero's First Foundation in the USA to raise money for war veterans of the Iraq and Afghanistan campaigns which is donated to hospitals and skill building institutions
- Sponsor skill building programs in the Republic of South Africa
- 2% of average net profit for preceding 3 financial years are invested in CSR activities

# Corporate Social Responsibility

All-women operated manufacturing facility in Kaniyur and 35% women workforce in Sanand factory is a testimony to the importance that it bestows towards gender equality and women empowerment.



# CSR Initiatives in India

**KBL conducts an array of activities and campaigns throughout the year. The company focuses on three areas for its CSR contributions Education, Healthcare, and Environment through the Vikas Charitable trust and Sou. Radhabai Trust**



Biodiversity Project



Kirloskar High School



Hospital



Renovation of Kirloskarvadi Station



Special Bus Donation to Rashtriya Lifesaving Society (India)



Skill Training Program

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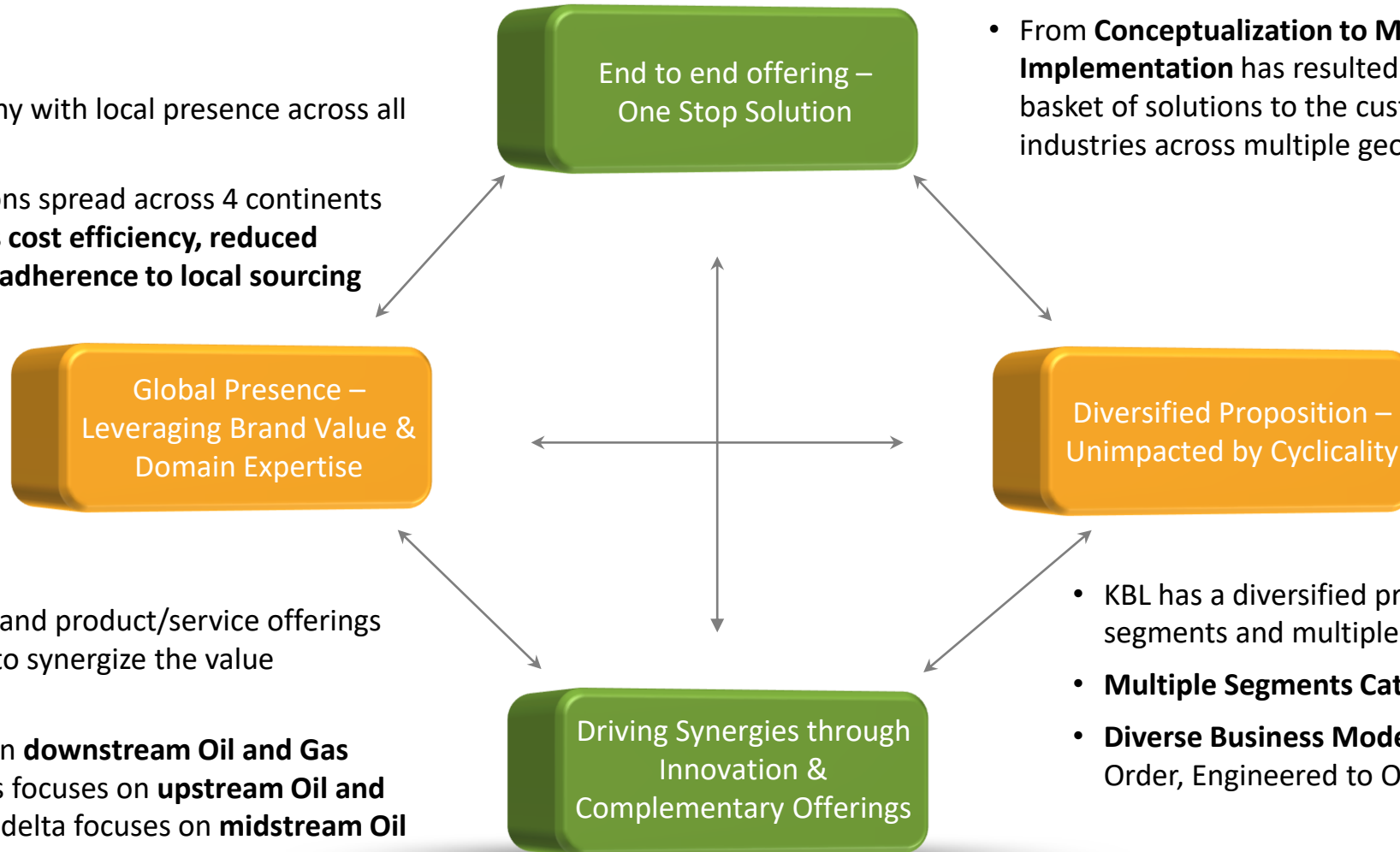
*Our Joint Ventures &  
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**06**

*Notable Projects*

# A Unique Value Proposition

- KBL is a global company with local presence across all major trading blocks.
- Manufacturing locations spread across 4 continents in 5 countries **ensures cost efficiency, reduced turnaround time and adherence to local sourcing norms**



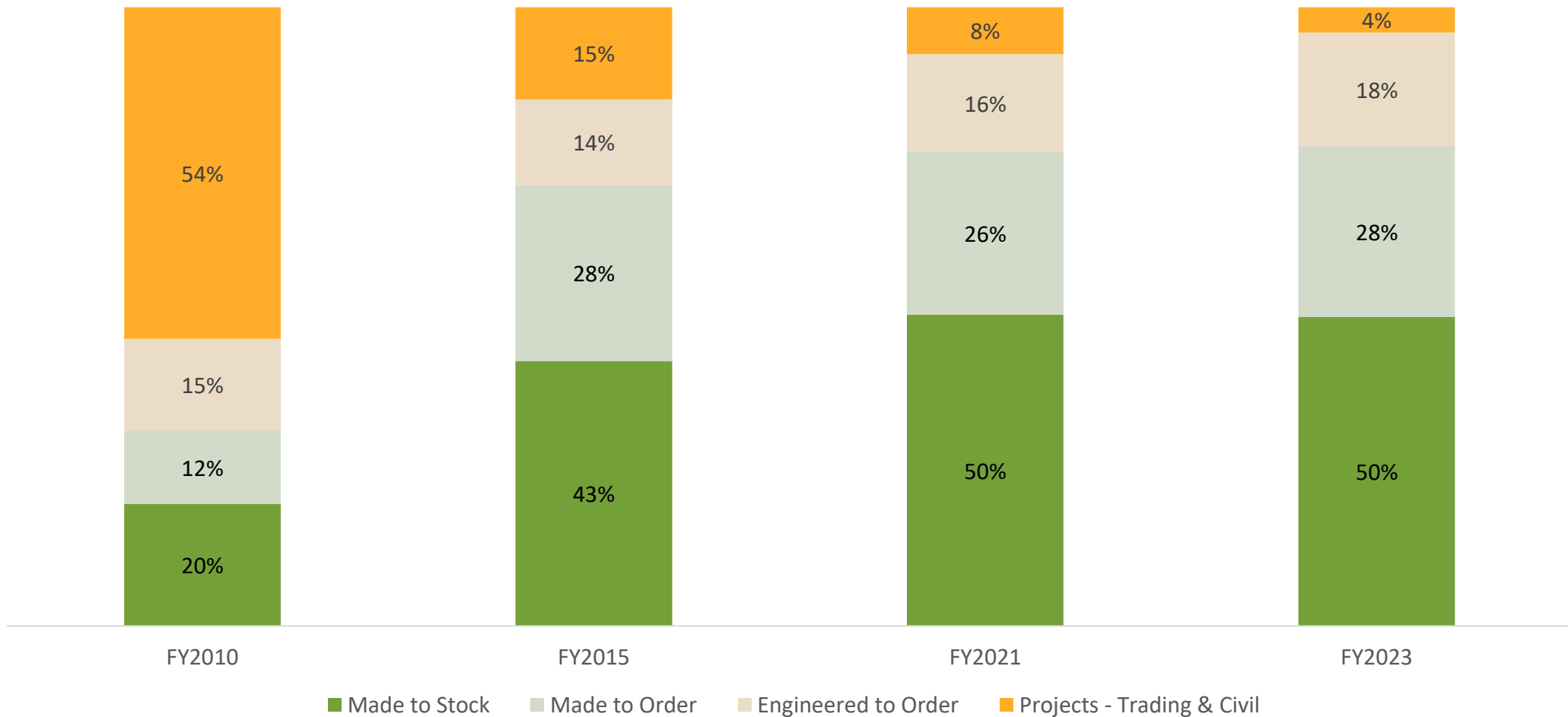
- From **Conceptualization to Manufacturing to Implementation** has resulted into offering complete basket of solutions to the customers across multiple industries across multiple geographies.

Leveraging innovations and product/service offerings across the subsidiaries to synergize the value proposition like

- While KEPL focuses on **downstream Oil and Gas solutions**, SPP Pumps focuses on **upstream Oil and Gas solutions** and Rodelta focuses on **midstream Oil and Gas solutions**
- **3-D printing** at Kirloskarvadi is used to reduce turnaround time for SPP Pumps Service Business

- KBL has a diversified presence across multiple segments and multiple business models
- **Multiple Segments Catered:** B2B, B2C and B2G
- **Diverse Business Models:** Made to Stock, Made to Order, Engineered to Order, EPC and Services.

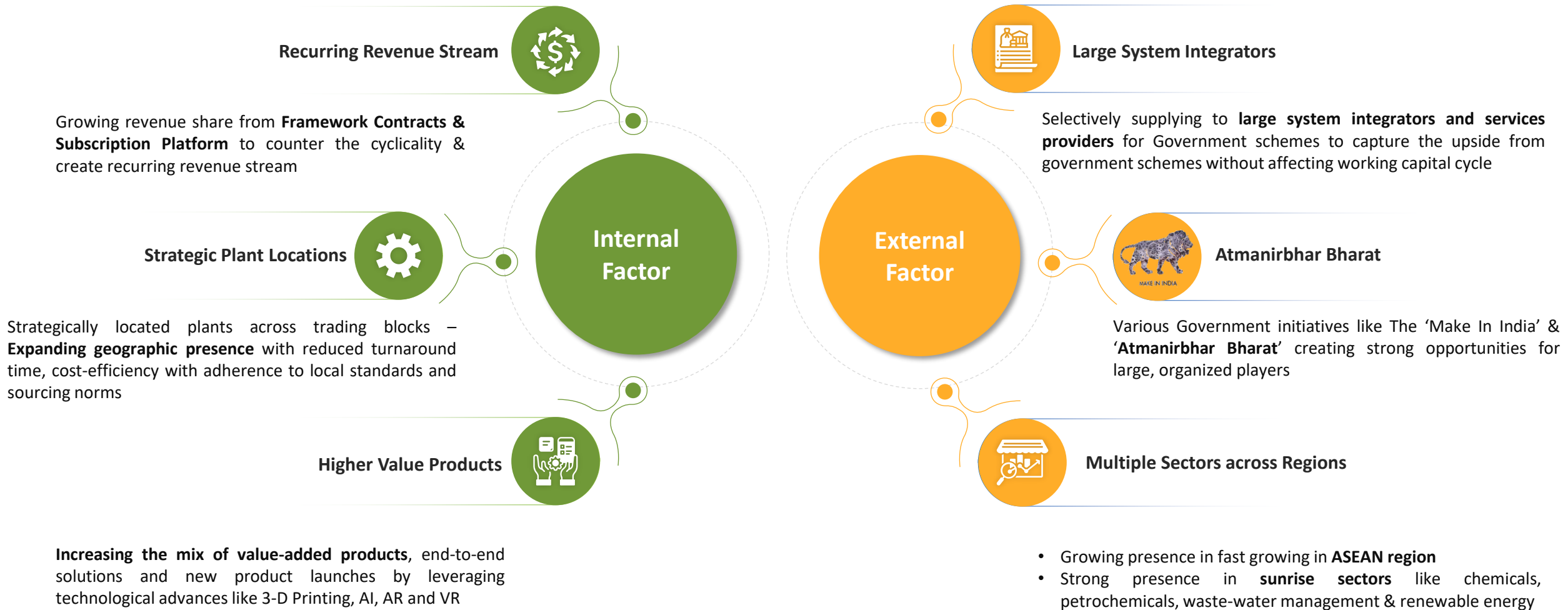
# ...And Improving Product Mix



Only KBL (Standalone) has a presence in EPC/Projects Business. No international subsidiaries are present in EPC/Projects.

Note: Pumps installed in Projects jobs are included in Engineered to Order

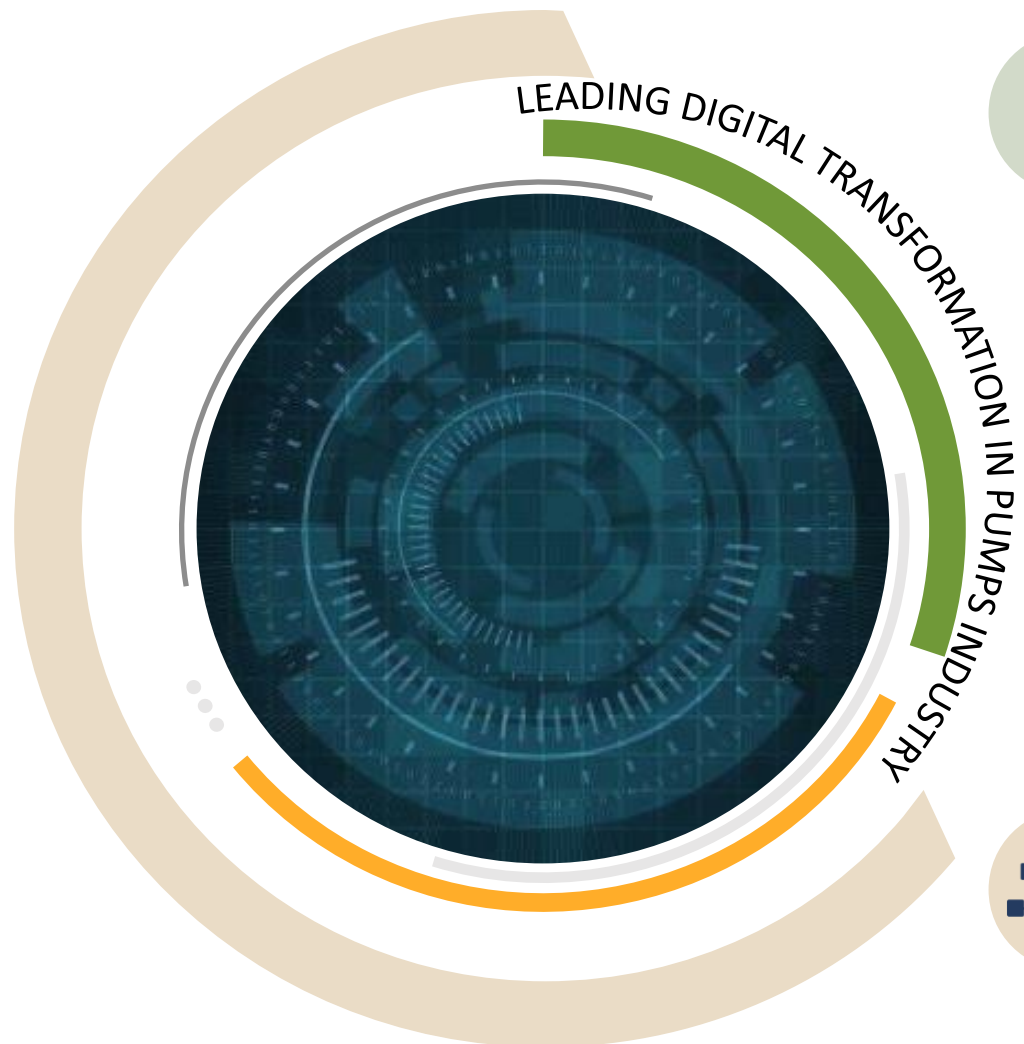
# ..Coupled with Multiple Triggers to Drive the Growth Momentum

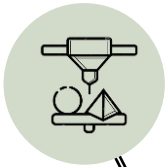





# Staying Ahead of the Curve through Digital Initiatives

- Over a decade, KBL has strategically invested in various strategic digital initiatives like **Virtual Reality (VR), Augmented Reality (AR), Artificial Intelligence (AI), Internet of Things (IoT)** and 3-D Printing - Provides Technological Advantage and additional revenue streams in services business
- Salesforce (SFDC) and SAP-S4 HANA for **Automation and ERP Solutions**




- 


### 3D Printing

  - ✓ **Largest 3-D printer for foundries in the world** installed in 2013 at the Kirloskarvadi Plant and contributes significantly towards faster turnaround for standard & engineered moulds in casting moulds used for domestic and export applications.
  - ✓ **Flexible and Universal** - Supports competitor's pumps and products
- 

### Augmented Reality/ Virtual Reality

  - ✓ Used for training the employees and customers
  - ✓ Consistent service delivery by documenting knowledge of service engineers over a decade & ensuring this knowledge is the IP of KBL
- 

### Artificial Intelligence

  - ✓ Dolphin – Proprietary Machine Learning Algorithm
  - ✓ Analysis automation based on historical and live data – Higher uptime and lowered catastrophic failure for customers
- 

### IoT

  - ✓ Remote multiple pump monitoring and diagnostics tool – Accessible through smartphones and computers
  - ✓ IoT enables manufacturing across domestic plants

# Subscription Platform - Creating Market Opportunity

Subscription platform is aimed towards leveraging the **technological and domain expertise** to create a scalable and sustainable business

## Traditional Solution

- Manage customer site, refurbish, repair & upgrade all the pumps in phased manner
- Periodic site visits and higher manpower required
- Difficult to scale-up the offering
- Higher turnaround time

## KBL's Innovative Solution - Subscription Platform

- Proprietary Innovative Solution by KBL
- Remote failure prediction analytics, troubleshooting and monitoring
- Lower turnaround time
- No periodic site visits required.
- Higher uptime, lower catastrophic failures and spare part inventory carrying costs to the customer
- Highly scalable with less manpower requirement

## Market Opportunities

### Market Opportunities

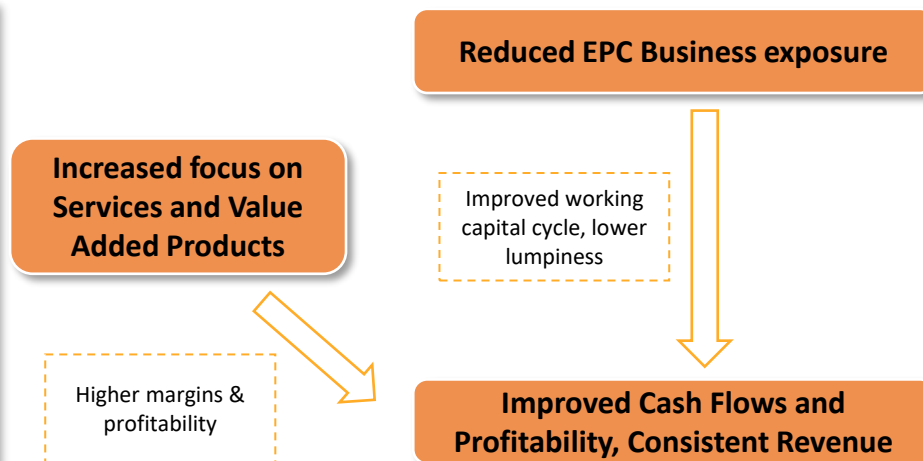
- **Scalable & Universal:**
  - The proprietary algorithm keeps on improving on a live basis
  - With easy scalability, product can be scaled across geographies
- **Multiple Revenue Streams:**
  - Subscription fees (recurring service revenue without additional costs) and product revenue on repairs, upgrades and maintenance.
  - Potential to convert all the existing AMC and Framework contracts into subscription platform

# Way Ahead....

## KBL has strategically reduced EPC business exposure and increased contribution from Services & Value-Added Products

### Reduced Exposure to EPC business

- KBL has reduced exposure towards low margin, lumpy and working capital intensive EPC orders since 2008. Share of EPC to the revenue has come down drastically (75% in FY10 to 5% in FY23)
- Taking selective exposure in profitable contracts
- Very few old projects orders remain unexecuted
- Presence in Water, Power & Irrigation sectors without taking EPC exposure



### Well poised for future opportunities

- Being one of the leading players in Pumps and Valves with a successful track record of 9+ decades, KBL is well positioned to capitalise on the future opportunities

### Strategy Going Forward

✓ Focus on Value-Added Products & Services	<ul style="list-style-type: none"> <li>▪ Increase share of value-added products across geographies and subscription services in key international subsidiaries</li> </ul>
✓ Monetize IPs	<ul style="list-style-type: none"> <li>▪ KBL has a strong IP with 23 patents applied of which 17 patents are awarded (2 USA valid patents)</li> <li>▪ Monetize digital IP acquired over the years by expanding contribution from services business and value-added products</li> </ul>
✓ Leverage Global Presence	<ul style="list-style-type: none"> <li>▪ Expand and deepen the existing geographic presence by leveraging presence of international subsidiaries while complying to the local sourcing norms across geographies</li> </ul>
✓ Debottlenecking & Cost Optimisation	<ul style="list-style-type: none"> <li>▪ Debottlenecking at key domestic subsidiaries</li> <li>▪ Cost optimisation across domestic and international subsidiaries.</li> </ul>
✓ Strong Thrust on Quality & Product Innovation	<ul style="list-style-type: none"> <li>▪ R&amp;D Centers housing dozens of experts having rich experience in the industry</li> <li>▪ 8 new products have earned the India Design Mark in last 5 years.</li> </ul>

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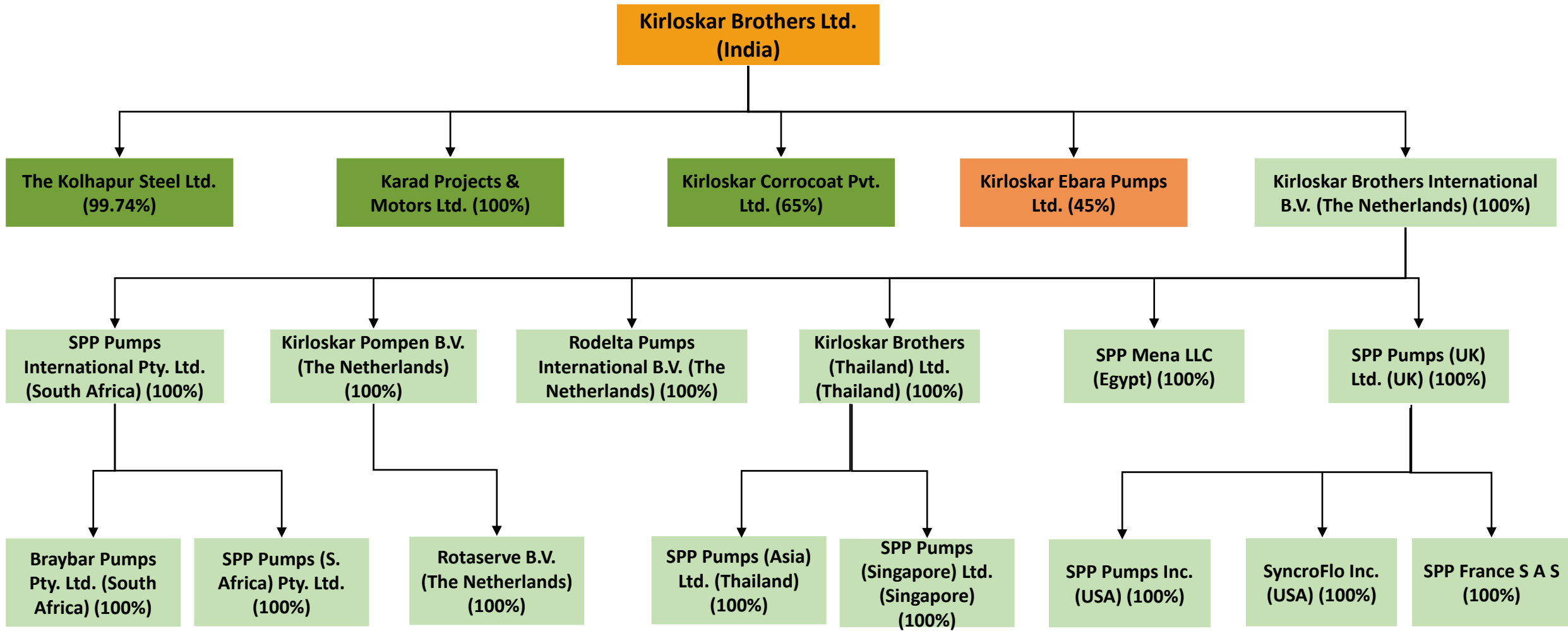
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*Our Joint Ventures &  
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# Group Structure



- Domestic Subsidiaries (Considered for consolidation)
- Domestic Joint Ventures (Share of profits consolidated)
- International Subsidiaries (Considered for consolidation)

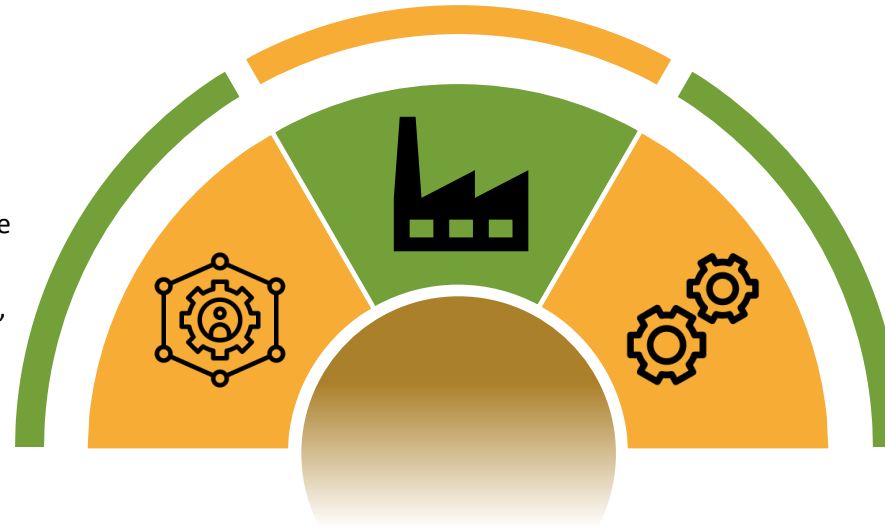
KBL is leveraging the localised global presence through cost-synergies, duty-free access and local sourcing norms

## Duty-free Access & preference to Local Manufacturers

- Provides duty-free access to fast-growing ASEAN region through value addition done in Thailand. (20%-30% depending upon a product)
- Preference to the local manufacturers especially in Thailand and South Africa
- SPP Inc. USA is compliant with the new 'Buy American' program and meets the criteria

## Cost Synergies

- Reduction in turnaround time
- Lower freight costs
- The subsidiaries do the local value addition in terms of components, repair, maintenance and services, etc.



## Local Sourcing Norms and Regulations

- Presence in South Africa through a local subsidiary to comply with Broad-Based Black Economic Empowerment Program
- Other subsidiaries in the US, UK and Netherland to adhere to local sourcing norms

# Kirloskar Brothers International B.V.\*, The Netherlands

## *Genesis*

- Wholly owned subsidiary of Kirloskar Brothers Limited
- Formed with the objective of making it a SPV that would function as an Investment Company for all international businesses
- **It comprises following major subsidiaries abroad:**
  - SPP Pumps (UK) Ltd.
  - SPP Mena LLC (Egypt)
  - Kirloskar Brothers (Thailand) Ltd.
  - Rodelta Pumps International B.V. (The Netherlands)
  - Kirloskar Pompen B.V. (The Netherlands)
  - SPP Pumps International Pty. Ltd. (South Africa)

## *Product Profile*

- Bi-directional Axial Flow Pumps
- Chemical pumps
- Containerized pump sets
- Electro-submersible pumps
- Fire fighting pumps & Products
- Plumbing & HVAC Systems
- Pre-packaged Pumping Systems
- Transformer oil pumps
- Water supply pumps

## *Geographies Catered*

- |            |                   |            |
|------------|-------------------|------------|
| • Cambodia | • Malaysia        | • Thailand |
| • China    | • Philippines     | • Turkey   |
| • Egypt    | • Poland          | • UAE      |
| • France   | • Singapore       | • UK       |
| • Iraq     | • South Africa    | • USA      |
| • Italy    | • South-East Asia | • Vietnam  |
| • Laos     |                   |            |

## *Industries Catered*

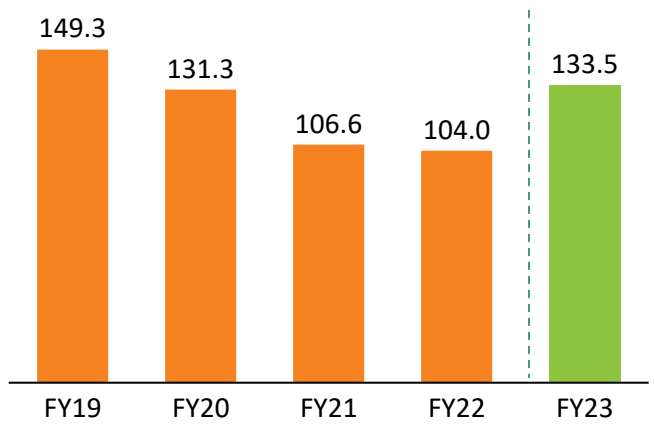
- |                                |                            |
|--------------------------------|----------------------------|
| • Chemicals                    | • Irrigation               |
| • Commercial Building Services | • Mining                   |
| • District Heating             | • Municipal Water Supply   |
| • Dry Dock                     | • Oil & Gas                |
| • Fire                         | • Power                    |
| • Flood Control                | • Pulp & Paper             |
| • HVAC                         | • Transformer              |
| • Industrials                  | • Water treatment & supply |

# Kirloskar Brothers International B.V.\*, The Netherlands

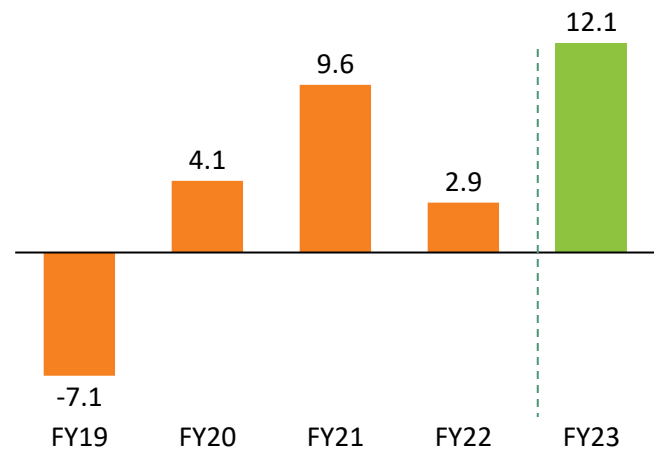


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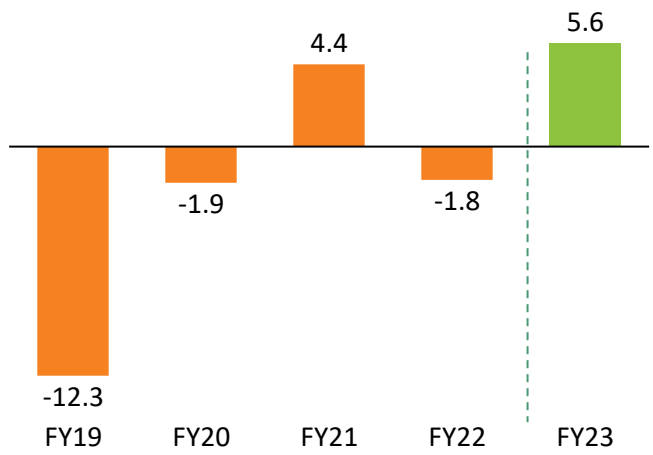
Revenue (€ Mn.)



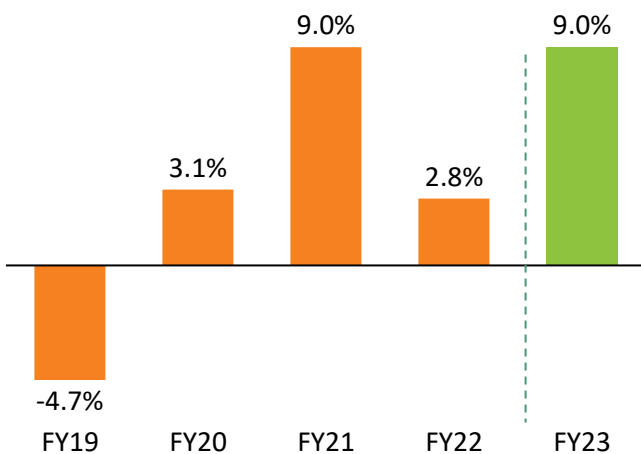
EBITDA (€ Mn.)



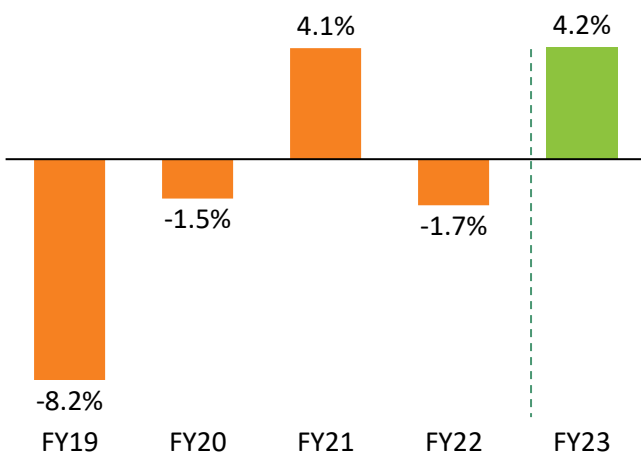
PAT (€ Mn.)



EBITDA Margin (%)



PAT Margin (%)



\* Holding company of all international businesses  
 \*\* Hedge accounting implemented by SPP UK from July 22 hence effect of currency fluctuation will be minimal





## Genesis

- 145+ years of heritage
- R&D, manufacturing and test facilities in the UK
- Worldwide revenues of £95m (~25% of consol. KBL Revenue turnover in 2023) ; 70% trade global, outside the UK
- Highest market share in fire pump packages business.
- Lowest life cycle cost pump range
- **Current Orderbook:** £ 81 million

## Product Profile

- Lowest Life Cycle Pumps for water supply and industrial
- Fire fighting pumps
- Transformer oil pumps
- Containerised pump sets
- Electro-submersible pumps
- Vertical Line shaft pumps
- Multi-Stage, Multi-Outlet pumps
- Framework and AMC contracts for Services (field service and service centre)

- Strategy**
- ✓ *Leading digital & innovative initiatives for KBL Group*
  - ✓ *Pushing the maintenance services business which started in 2016.*
  - ✓ *Diversifying the product profile*
  - ✓ *Focus on the service business with large number of framework contracts*

## Geographies Catered

- |                 |              |
|-----------------|--------------|
| Italy           | South Africa |
| UK              | Singapore    |
| USA             | Poland       |
| France          |              |
| Egypt           |              |
| UAE             |              |
| South-East Asia |              |

## Industries Catered

- |                        |                     |
|------------------------|---------------------|
| Fire                   | Power               |
| Municipal Water Supply | Spares & Services   |
| Oil& Gas Upstream      | Commercial Building |
| Transformer            | Oil & Gas           |
| Waste-Water Management |                     |
| Chemicals              |                     |
| Flood Control          |                     |



## Genesis

- Leading American pump packager
- Wholly-owned Subsidiary of SPP Pumps Limited
- The 1<sup>st</sup> company for pre-packaged pumping systems for domestic water (plumbing) use.
- SyncroFlo started by making plumbing boosters, then municipal was added. In the late 1980's, started building packages for HVAC, fire protection, and turf irrigation.

## Product Profile

- **Plumbing & HVAC Systems:** Ironheart PR, Ironheart LT, ES Ironheart, VMS Ironheart, Custom Commercial, Heat Transfer Systems,
- **Pre-packaged Pumping Systems:** Municipal Systems, Emergency Water Systems, Industrial Systems, Irrigation Systems, Control Systems, VMS Muniheart
- **Fire Products:** Split Case, Vertical In-line, Vertical Turbine, Fire Pump Packages



### Strategy

- ✓ Focus on Niche Products - Packaged fire-fighting and pressure booster sets
- ✓ Leverage Technology – Reduce costs and turnaround time
- ✓ Expansion of distributor network

## Geographies Catered

- USA
- Canada
- Mexico
- Egypt
- Kingdom of Saudi Arabia

## Industries Catered

- HVAC
- Irrigation
- Industrials
- Water Treatment
- Commercial Building Services

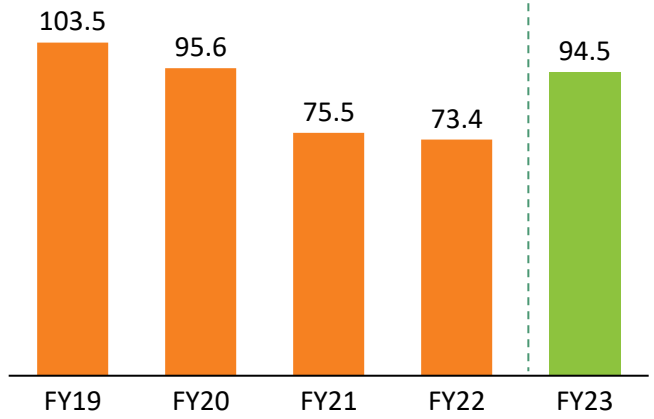


# SPP Pumps Limited, United Kingdom

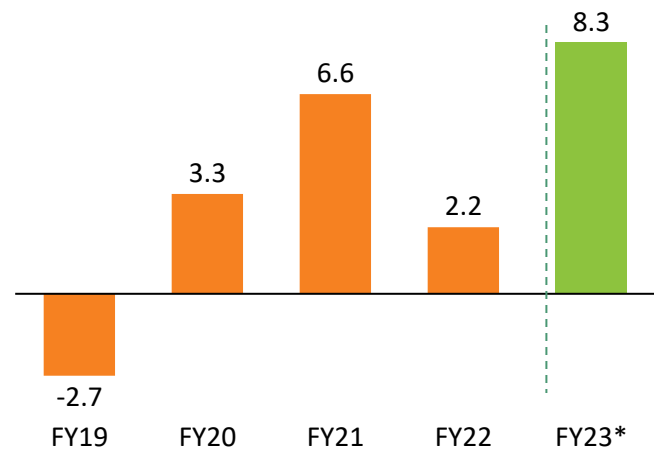


Enriching Lives

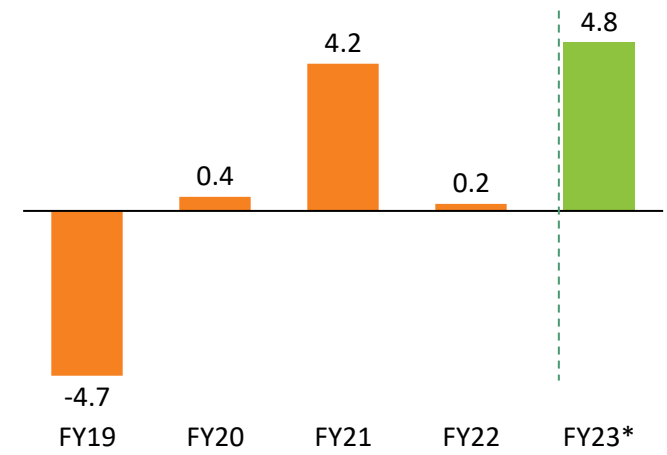
Revenue (£ Mn.)



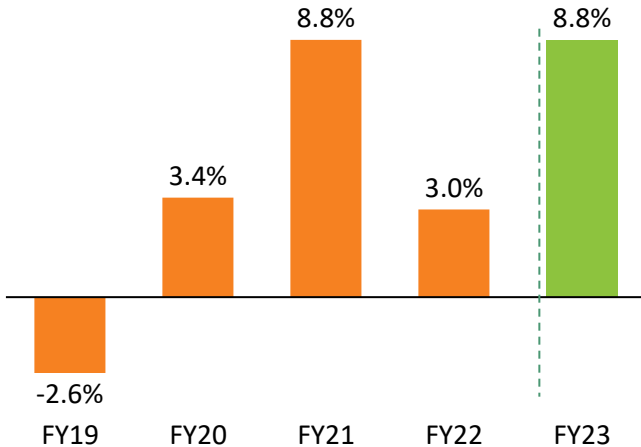
EBITDA (£ Mn.)



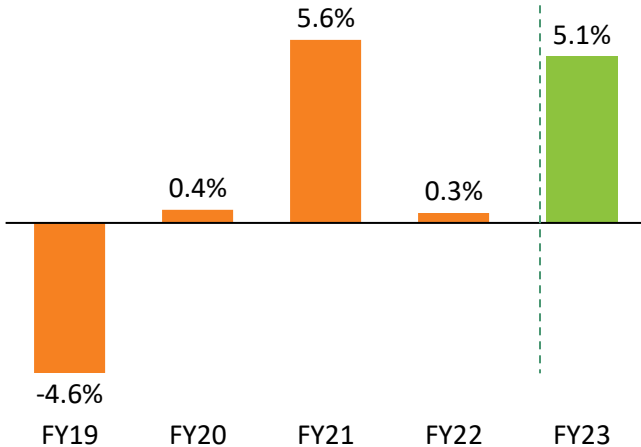
PAT (£ Mn.)



EBITDA Margin (%)



PAT Margin (%)



**Note:** Including SPP Inc. and SPP France  
**\* Hedge accounting implemented from July 22 hence effect of currency fluctuation will be minimal**

## Genesis

- Established by Sulzer in 1946, acquired by KBL in June 2015
- Leading manufacturer of API and Non-API pumps
- R&D, manufacturing and test facilities in Almelo, Netherlands
- **On Cusp of Turnaround:** Turnaround expected in FY22, through favourable product mix
- **Current Orderbook:** € 5 million

## Product Profile

- API Pumps conforming to API-610 standards, 12<sup>th</sup> edition
- Pumps for Municipal Water Supply complying to EU Standards
- Pre-fabricated Concrete Volute Pumps
- Bi-directional Axial Flow Pumps
- After-sales and services for upgradation of pumps and pump stations in the Benelux region



### Strategy

- ✓ *Niche product launches – fish-friendly pumps and OH5 pumps for Hydrogen Production*
- ✓ *Turnaround & improve profitability through a specialised product profile*
- ✓ *Leverage the brand profile and expand the geographic presence*

## Geographies Catered

- China
- Benelux
- Iraq
- South-East Asia
- Turkey
- UAE
- UK

## Industries Catered

- |                     |               |
|---------------------|---------------|
| Oil & Gas Midstream | Waste-Water   |
| Oil & Gas Upstream  | Chemicals     |
| Pulp & Paper        | Water         |
| Power               | Dry Dock      |
| Irrigation          | Flood Control |
| District Heating    |               |

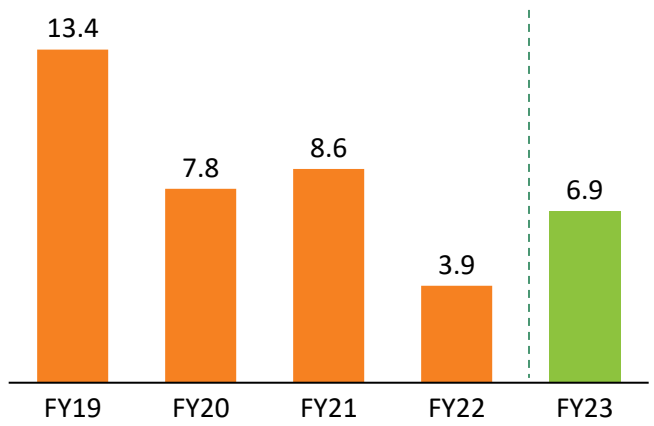


# Rodelta Pumps International B.V., The Netherlands

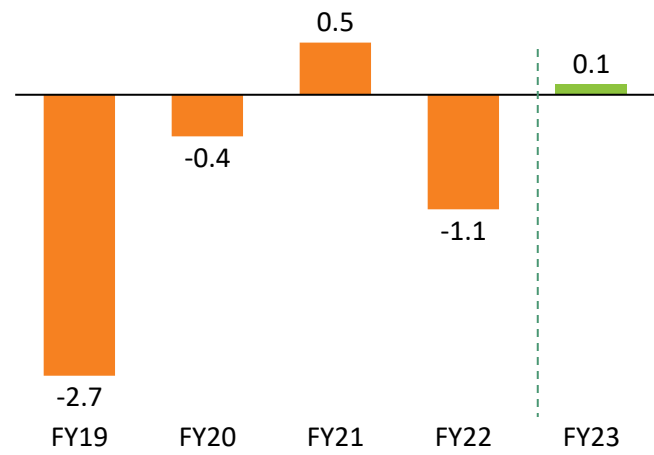


Enriching Lives

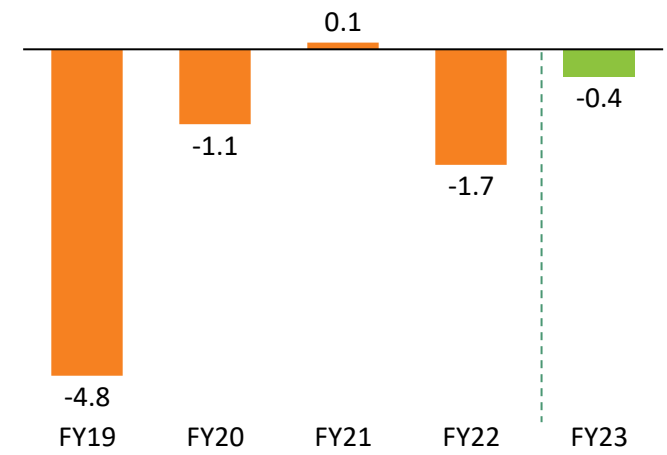
Revenue (€ Mn.)



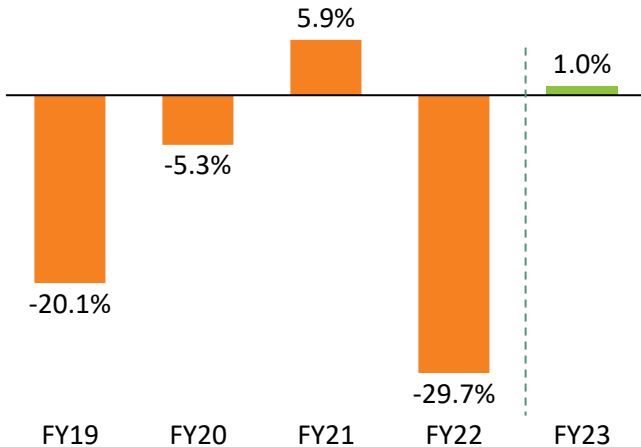
EBITDA (€ Mn.)



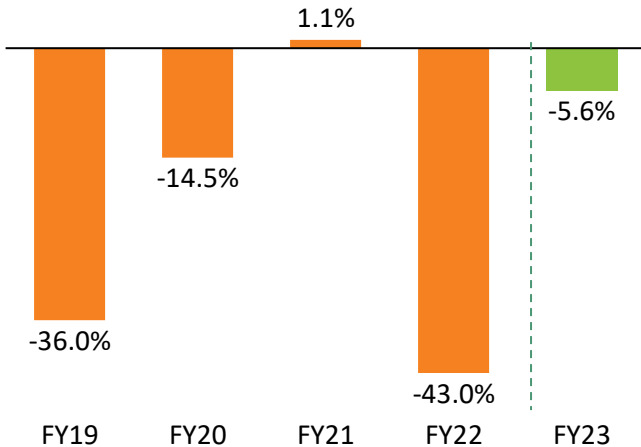
PAT (€ Mn.)



EBITDA Margin (%)



PAT Margin (%)



Note: Including KPBV and Rotaserve

## Genesis

- Assembly and packaging for sales of centrifugal pumpsets in South-East Asian markets
- Provides duty-free access to fast-growing ASEAN region through value addition done in Thailand.
- **Current Orderbook:** Thb 417 million

## Product Profile

- Fire fighting pumps
- Chemical pumps
- Water supply pumps
- Waste water pumps
- Services (Field service and service centers)

## Strategy

- ✓ Access ASEAN region duty-free through value addition in Thailand
- ✓ Brand Development and distribution network expansion in ASEAN region
- ✓ Continue to reduce the lumpiness of the cashflows by focussing to build a standard and engineered daily business

## Markets Catered

- Thailand
- Singapore
- Malaysia
- Cambodia
- Laos
- Philippines
- Vietnam

## Industries Catered

- Chemicals
- Mining
- Municipal Water Supply
- Power
- Commercial Building Services (Fire & HVAC)

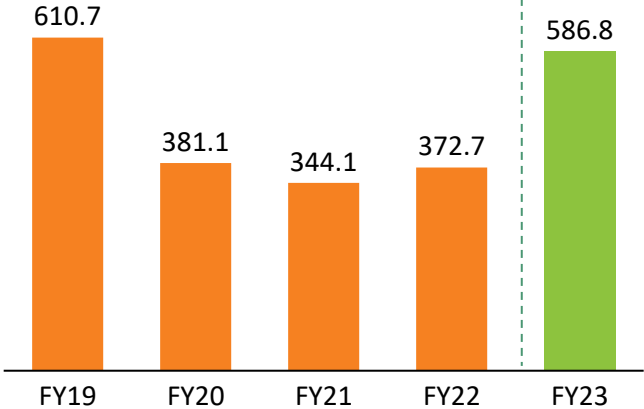


# Kirloskar Brothers (Thailand) Limited, Thailand

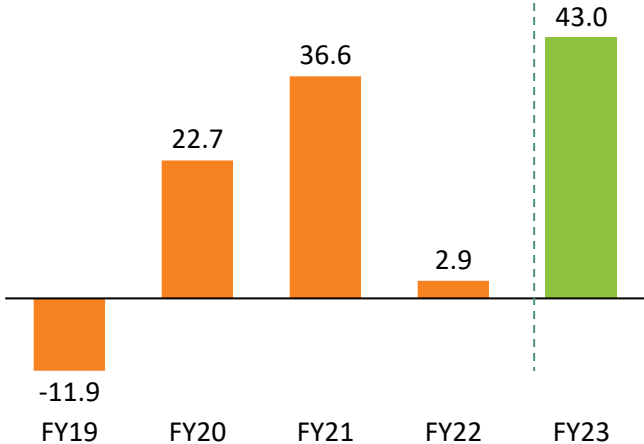


Enriching Lives

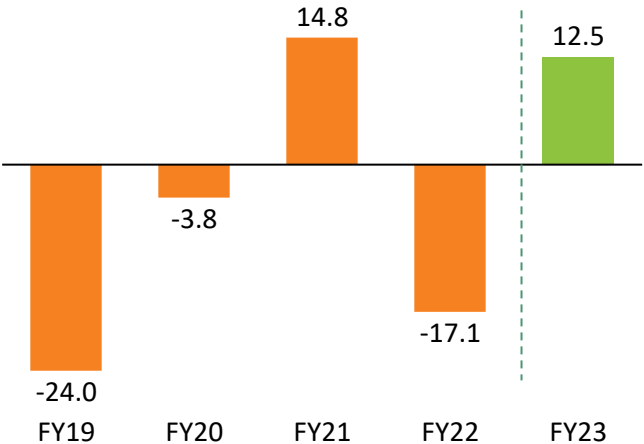
Revenue (THB in Mn.)



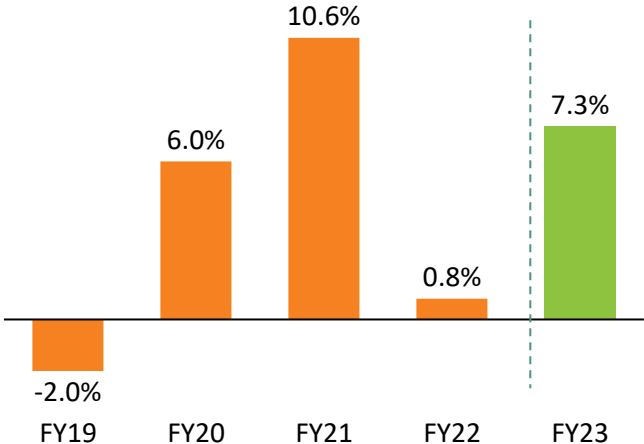
EBITDA (THB in Mn.)



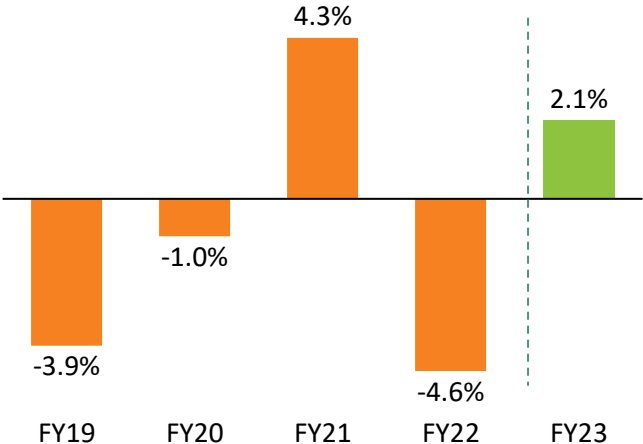
PAT (THB in Mn.)



EBITDA Margin (%)



PAT Margin (%)



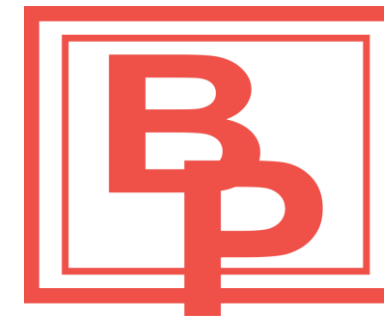
Note : Financials Include SPP Asia and SPP Singapore

## Genesis

- Manufacturing and sales of high head multi-stage pumps, rubber lined slurry pumps and white metal lined bearings
- Successfully overcome the BBBEE regulations and turned around the business by changing the business mix over the last three years.
- **Current Orderbook:** ZAR 25 million

## Product Profile

- Fire fighting pumps
- Mine de-watering pumps
- Chemical pumps
- Water supply pumps
- Re-engineering services for all pumps
- Services (Field service and service centers)



### Strategy

- ✓ Improve product mix
- ✓ Maintain profitability

## Markets Catered

- South Africa
- Zambia
- Botswana
- Angola
- Mozambique
- Kenya
- Uganda
- Tanzania

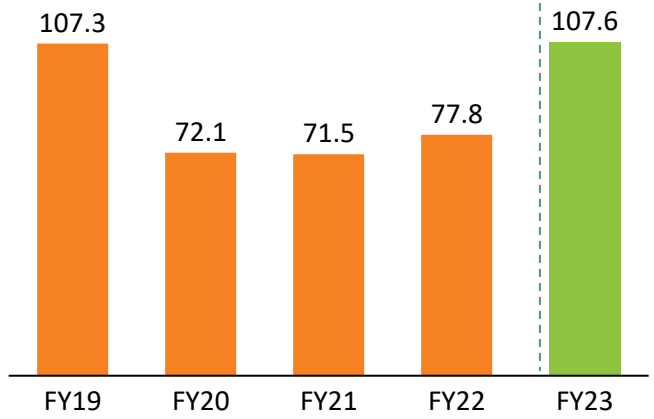
## Industries Catered

- Mining (Copper, Gold, Uranium)
- Water supply
- Chemicals
- Commercial Building Services (Fire & HVAC)

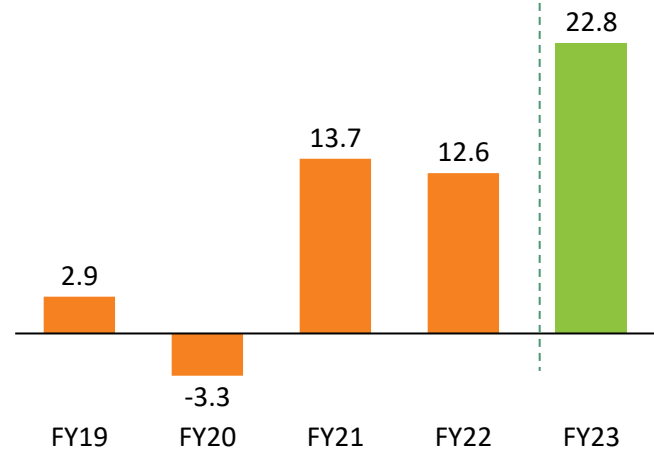




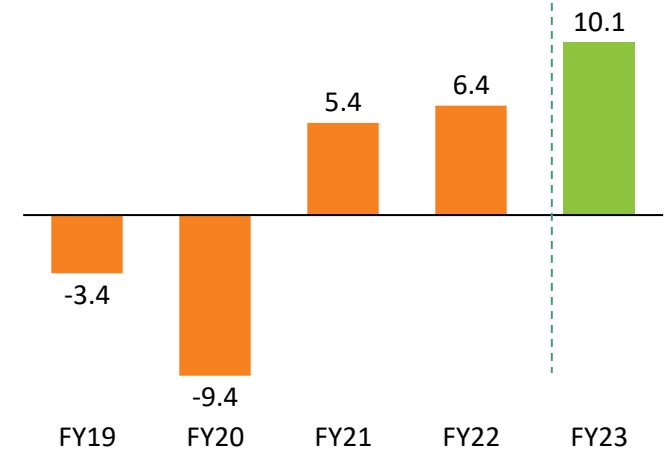
Revenue (ZAR Mn.)



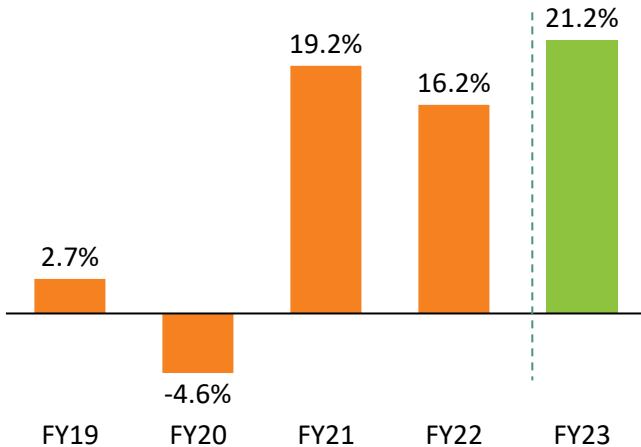
EBITDA (ZAR Mn.)



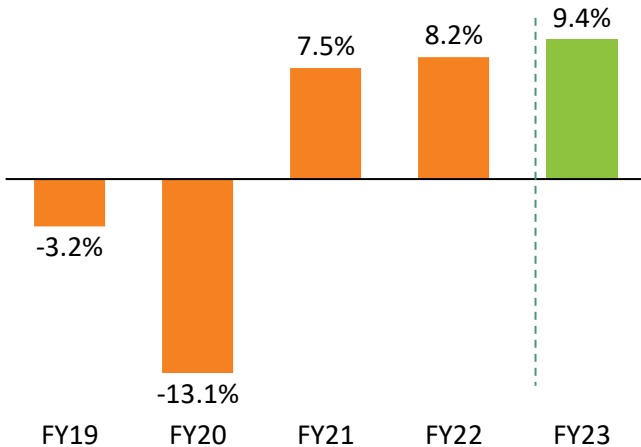
PAT (ZAR Mn.)



EBITDA Margin (%)



PAT Margin (%)



Note: Including SPP International, SPP SA and Micawber

# Karad Projects And Motors Limited (KPML)

## Genesis

- KPML is a wholly owned subsidiary of KBL.
- 3 manufacturing plants located at Karad, Maharashtra, India.
- Expertise in manufacturing of Electrical Stampings, Stators, Rotors, Shaft, Rotor fitted shafts, AC rotating machines, Mini water handling pumps, Connecting Rods and Drive Units.

## Product Profile

- **Stamping:** Electrical Stampings , Core packs, Wound Stators , Die Cast Rotors , Copper Brazed Rotors, Rotor Fitted Shafts, Motors for Submersible pumps (water filled), Controls Panels
- **Motors:** 3 Phase AC induction Motors (incl. IE4, IE5), Elevator Motors, NS - Stators -Rotor fitted shaft, Stators ,Domestic water handling pumps, Motors for Submersible pumps (Oil filled) etc.
- **Components:** Drive Units for Pumps & Connecting Rods for ACR industry, Components for auto priming system (Priming tank & Coalescer)



### Strategy

- ✓ *Cost Leadership through Backward Integration*
- ✓ *Product expansion – Electronics, Smart Systems and Products*

## Markets Catered

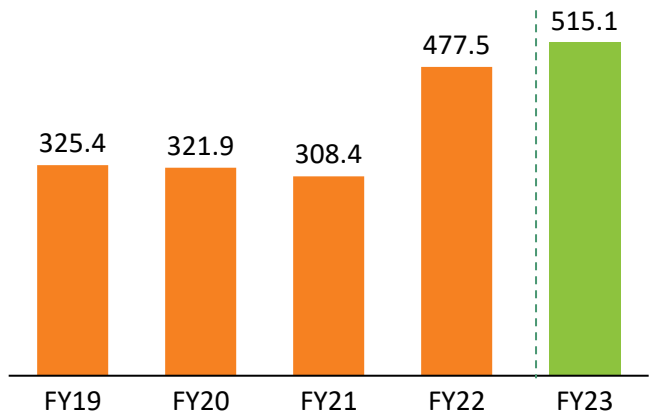
- Austria India
- Germany
- France
- USA
- Mexico
- China
- Spain
- UK

## Industries Catered

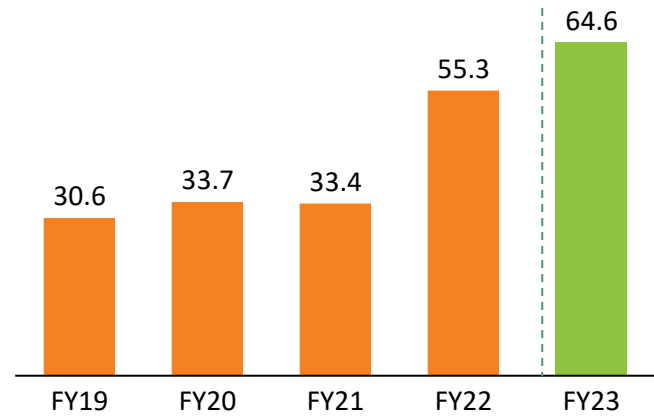
- Pumps
- Hermetic Compressors
- Healthcare
- Elevator



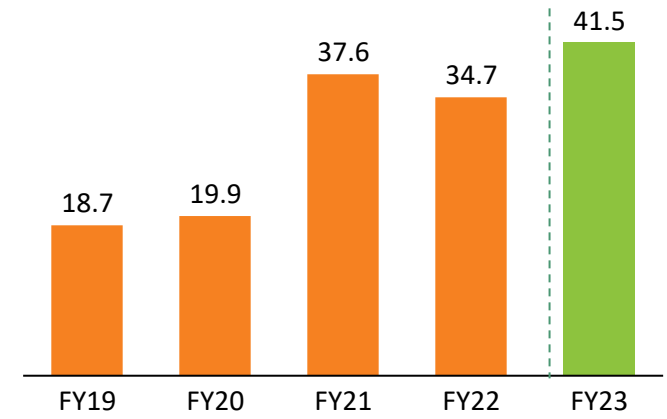
### Revenue (Rs. Crores)



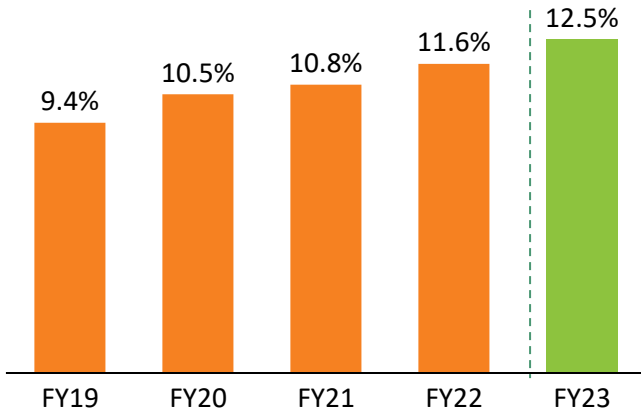
### EBITDA (Rs. Crores)



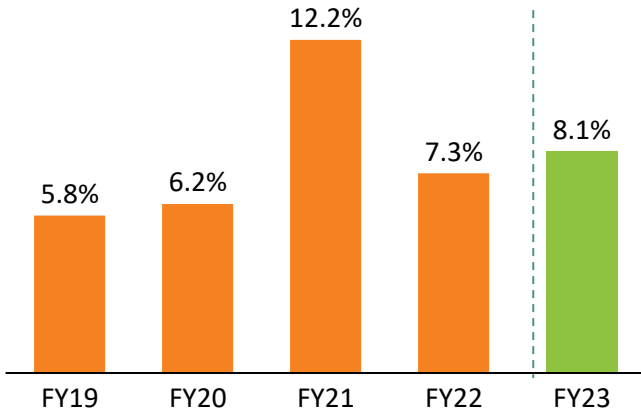
### PAT (Rs. Crores)



### EBITDA Margin (%)



### PAT Margin (%)





## Genesis

- Established in 1988 as a Joint Venture (JV) company promoted by KBL and Ebara Corporation with a mission to manufacture and supply rotary equipment like process pumps, boiler feed water pumps, steam turbines for mechanical drive and steam turbine generators, etc. required for critical applications in hydrocarbon processing industries and power projects.
- Current Orderbook:** Rs. 417 Crores

## Product Profile

- Pumps:**
  - Centrifugal pumps as per API 610
  - Multistage Boiler feedwater pumps
- Turbines:**
  - API 611 Steam turbines
  - Non-API Saturated Steam Turbine
  - Hydraulic Power Recovery Turbine (HPRT)

### Strategy

- ✓ Expand Services offering across the geographies catered
- ✓ Leverage proven track record and approvals with customers to increase the market share
- ✓ Improve margin profile and profitability through cost leadership
- ✓ Maintain the robust order book trajectory

## Markets Catered

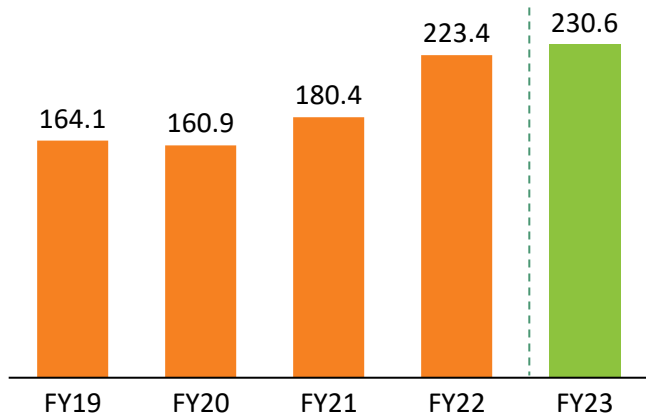
- Indian Subcontinent
- Europe
- CIS Countries
- South-East Asia
- Middle-East

## Industries Catered

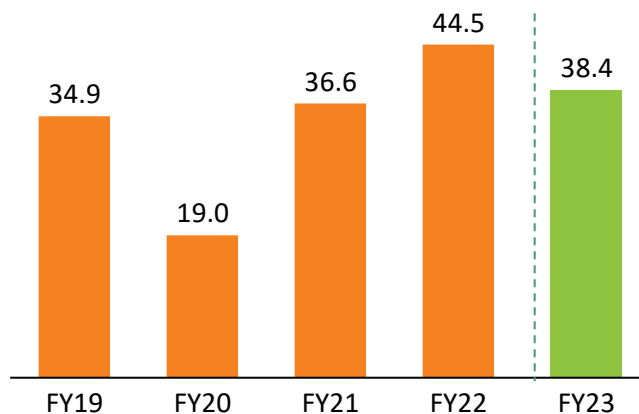
- Oil & Gas (Downstream – Refinery, Pipelines and Depots)
- LPG and LNG Bottling Plants
- Fertilizers
- Power
- Nuclear Energy
- Cogen Power Plants



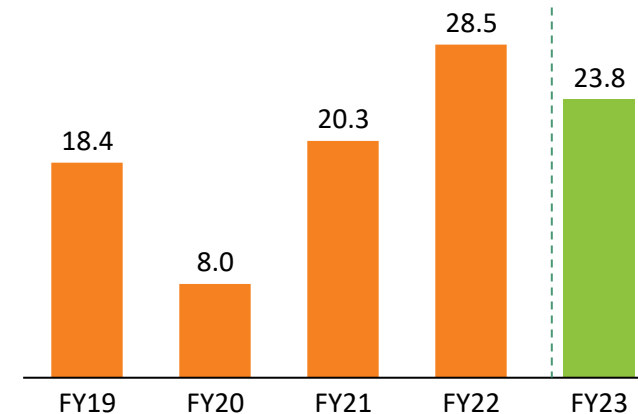
Revenue (Rs. Crores)



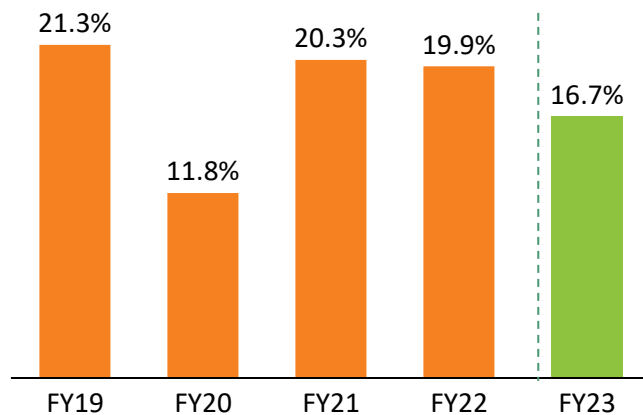
EBITDA (Rs. Crores)



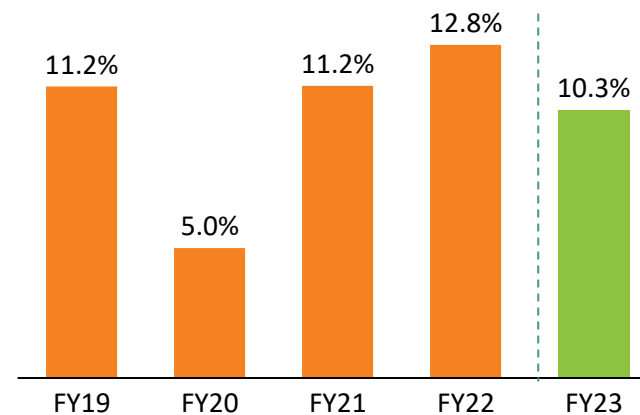
PAT (Rs. Crores)



EBITDA Margin (%)



PAT Margin (%)



# The Kolhapur Steel Limited (TKSL)

## Genesis

- Kolhapur Steel Limited (TKSL) is a subsidiary company of KBL.
- Established in the year 1965.
- Steel castings in the weight range of 300 kg-10 tonne single piece casting
- State-of-the-art facility with IBR and NORSOK certifications
- **Installed Capacity: 3,600 MTPA**

## Product Profile

- High Grade Steel Alloy Castings for
- Pumps
- Steel Turbines
- Hydro Turbines
- Valves
- General Engineering



### Strategy

- ✓ Reduce the losses
- ✓ Enhance the operations through recently infused capital

## Markets Catered

- India
- South Korea

## Industries Catered

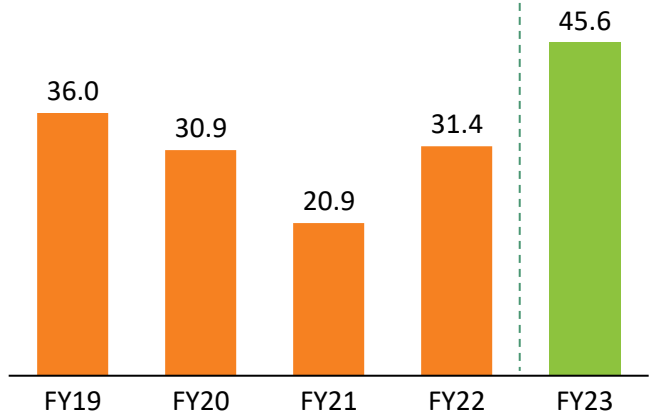
- Turbomachines
- Shipping & Heavy Engineering
- Earthmoving
- Mining
- Power



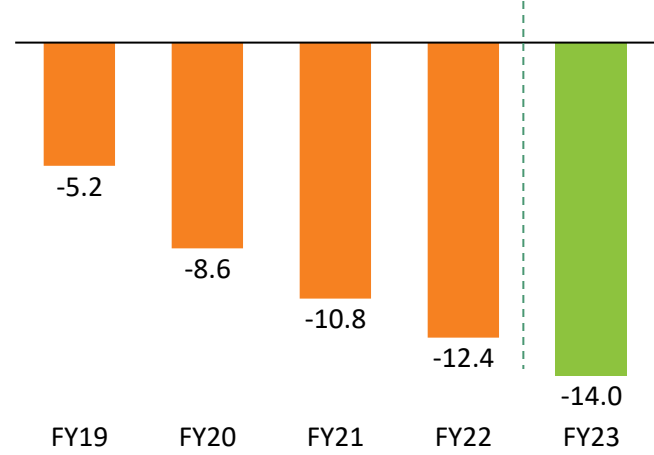
# The Kolhapur Steel Limited



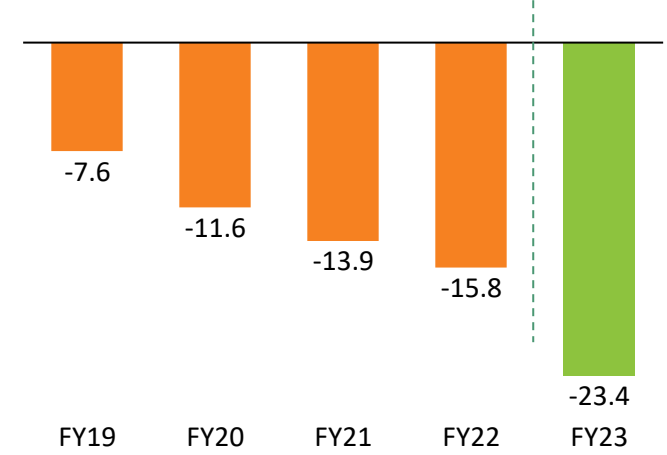
Revenue (Rs. Crores)



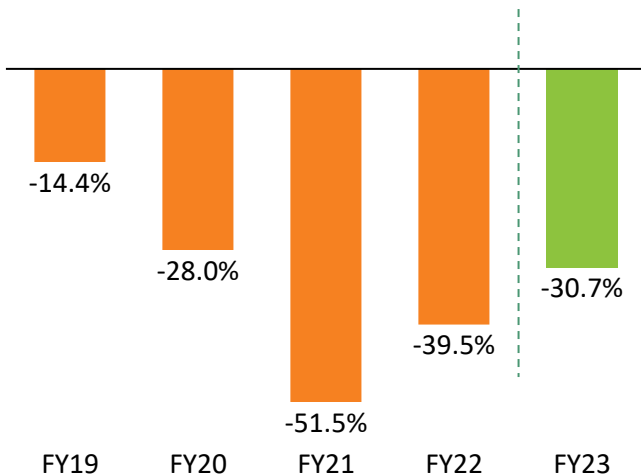
EBITDA (Rs. Crores)



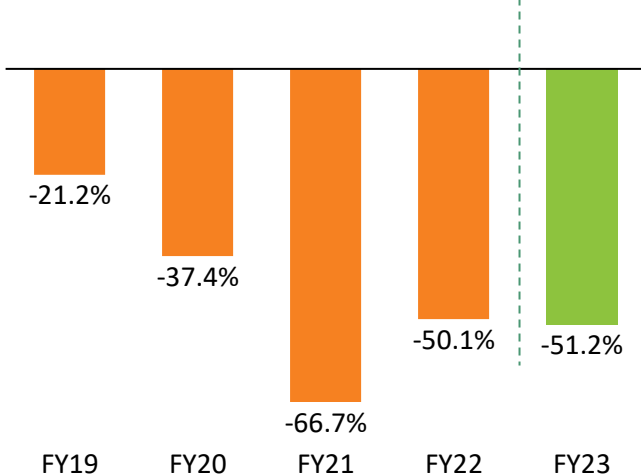
PAT (Rs. Crores)



EBITDA Margin (%)



PAT Margin (%)



Note: PAT for FY 23 is after considering exceptional item of Rs. 4.2 Cr.

## Genesis

- JV between KBL and Corrocoat Ltd. U.K.
- The company manufactures glass flake polymer coatings at its state-of-the-art plant at Kirloskarvadi , Maharashtra.
- Undertakes turnkey projects for supply and application of energy enhancing and anti-corrosion and anti-erosion coatings on a pumps, valves, pipelines and other equipment.

## Product Profile

- **Corroglass** - High performance engineering glass flake filled composites
- **Corrocoat** - A range of tailor-made, high performance polymeric solutions for critical service applications
- **Plasmet** - High performance, abrasion-resistant protective coatings and surface-tolerant primers.
- **Fluiglide** - Energy efficiency coatings



### Strategy

- ✓ *Product Differentiation – Provide innovative solutions to the customers to enhance efficiency and life of pumps , valves and pipelines*
- ✓ *Developed unique solution to remain ahead of the curve- Innovative product range for Power Sector supported by FGD Regulation and marine anti-corrosion applications*

## Markets Catered

- Pump and Valve Users
- Oil Refineries
- Power plants

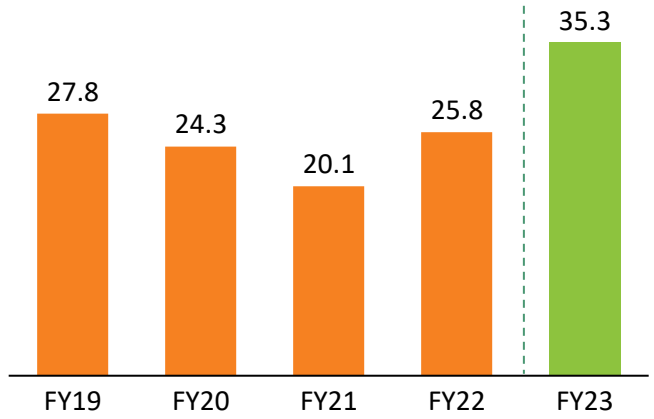
## Industries Catered

- Oil & Gas
- Petrochemicals
- Power
- Steel
- Water
- Waste Management

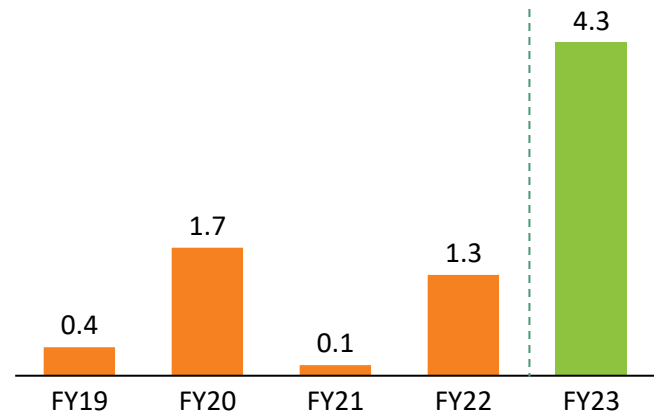




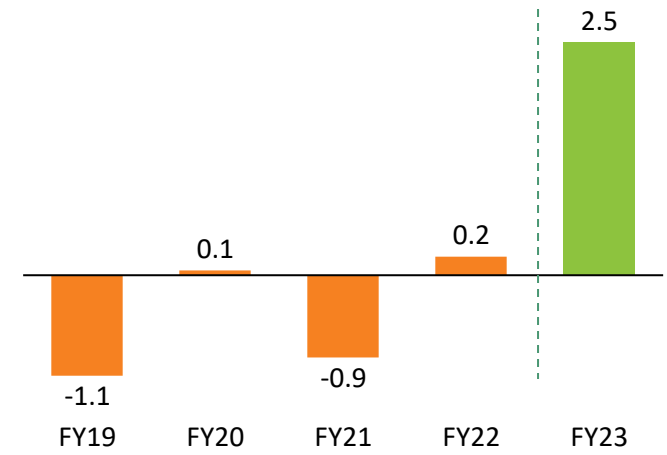
Revenue (Rs. Crores)



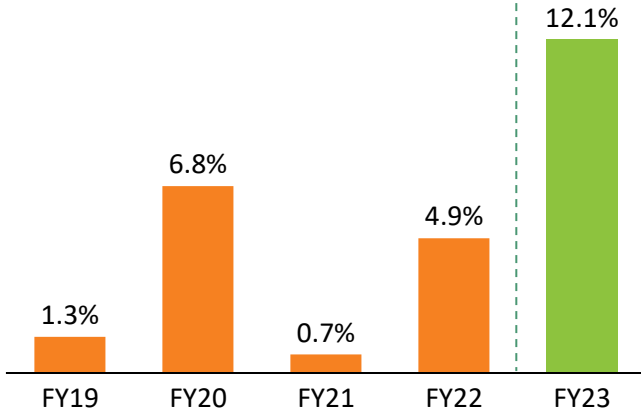
EBITDA (Rs. Crores)



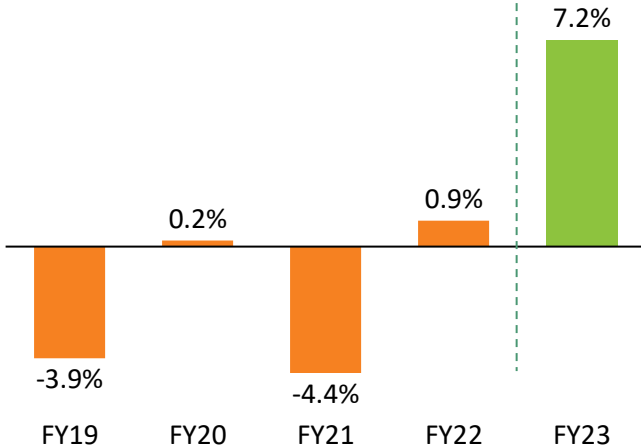
PAT (Rs. Crores)



EBITDA Margin (%)



PAT Margin (%)



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Glance*

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*Notable Projects*

## Robust Orderbook Implying Strong Revenue Visibility

Sector (In Rs. crores)	Q4 FY23	Q3 FY23	Q2 FY23	Q1 FY23	Q4 FY22
Irrigation + Water Resource Mgmt.	851	885	893	664	691
Power	504	473	486	491	485
Oil & Gas	71	86	91	91	69
Marine & Defence	42	53	61	83	63
Industry	102	125	146	137	128
Building & Construction	90	111	118	136	120
Customer Support & ESD	91	103	108	107	88
Valves	69	86	97	68	69
<b>Total</b>	<b>1,820</b>	<b>1,922</b>	<b>2,000</b>	<b>1,777</b>	<b>1,713</b>

KBL Standalone (In Rs. crores)	Q4FY23	Q3FY23	Q2FY23	Q1FY23	Q4FY22
Orders Received	695	485	814	596	721
KBL Consolidated (In Rs. crores)	Q4FY23	Q3FY23	Q2FY23	Q1FY23	Q4FY22
Orders Received	1,324	1,015	1,267	941	1,213
Pending Orders	2,888	2,845	2,848	2,611	2,470

Note: 1. Sectoral orderbook is only for standalone business. KBL consolidated Orderbook includes orderbook of all domestic as well as its International companies

Note 2. Pending Orderbook does not include orders for small pump business as this is a made to stock business. Orders received include small pump business orders received and executed in the same month from stock

# Q4 & FY23 Key Subsidiaries Financials Performance



Revenue from Operations (Rs. Crores)	Q4FY23	Q4FY22	FY23	FY22
KBL	794.0	762.9	2,539.9	2,165.9
KCPL	9.0	8.5	35.3	25.8
TKSL	13.7	9.2	45.6	31.4
KPML	123.4	124.8	515.1	477.5
KBIBV (consol.)	335.3	189.6	1,177.7	877.5
<b>Subtotal</b>	<b>1,275.4</b>	<b>1,094.9</b>	<b>4,313.6</b>	<b>3,578.2</b>
Elimination/ Consol. adjustment	(150.8)	(140.4)	(583.4)	(520.5)
<b>Total KBL without KEPL (JV Company)</b>	<b>1,124.6</b>	<b>954.5</b>	<b>3,730.2</b>	<b>3,057.7</b>

Profit before tax (Rs. Crores)	Q4FY23	Q4FY22	FY23	FY22
KBL	107.1	57.7	207.3	111.1
KCPL	1.8	0.4	3.1	0.1
TKSL	(5.0)	(6.2)	(19.1)	(15.7)
KPML	17.9	10.8	58.8	49.4
KBIBV (consol.)	19.4	(13.1)	66.8	(13.2)
<b>Subtotal</b>	<b>141.2</b>	<b>49.5</b>	<b>312.6</b>	<b>131.8</b>
Elimination/ Consol. adjustment	(9.0)	23.2	5.6	3.7
<b>Total KBL without KEPL (JV Company)</b>	<b>132.2</b>	<b>72.7</b>	<b>318.2</b>	<b>135.5</b>

# Consolidated Profit & Loss Statement

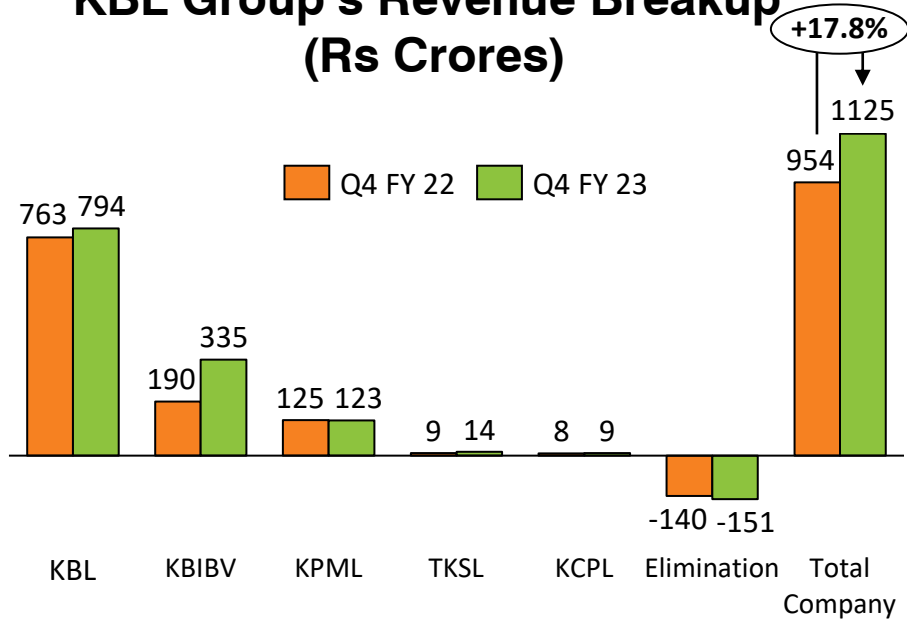
Particulars (Rs. Crores)	Q4FY23	Q4FY22	YoY%	FY23	FY22	YoY%
<b>Net Revenue from Operations</b>	<b>1,124.6</b>	<b>954.4</b>	<b>17.8%</b>	<b>3,730.2</b>	<b>3,057.6</b>	<b>22.0%</b>
Other Income	13.1	3.5		27.3	32.4	
Materials Consumed	607.8	530.6		1,954.7	1,680.3	
<b>Gross Profit</b>	<b>529.9</b>	<b>427.3</b>	<b>24.0%</b>	<b>1,802.8</b>	<b>1,409.7</b>	<b>27.9%</b>
<b>Gross Margin (%)</b>	<b>47.1%</b>	<b>44.8%</b>	<b>235bps</b>	<b>48.3%</b>	<b>46.1%</b>	<b>223bps</b>
Employee Expenses	157.2	128.9		565.1	501.5	
Other Expenses	214.4	200.1		811.3	669.7	
<b>EBITDA</b>	<b>158.3</b>	<b>98.3</b>	<b>61.0%</b>	<b>426.4</b>	<b>238.5</b>	<b>78.8%</b>
<b>EBITDA Margin (%)<sup>1</sup></b>	<b>14.1%</b>	<b>10.3%</b>	<b>378bps</b>	<b>11.4%</b>	<b>7.8%</b>	<b>363bps</b>
Finance Costs	7.9	8.1		35.4	33.5	
Depreciation	18.1	17.4		68.6	69.5	
Exceptional Item	-	-		4.2	-	
<b>PBT</b>	<b>132.3</b>	<b>72.8</b>	<b>81.7%</b>	<b>318.2</b>	<b>135.5</b>	<b>134.8%</b>
Taxes	41.6	25.8		93.1	54.0	
Share in JV Profit	10.0	7.6		10.7	12.8	
<b>Reported PAT</b>	<b>100.7</b>	<b>54.6</b>	<b>84.4%</b>	<b>235.8</b>	<b>94.3</b>	<b>150.0%</b>
<b>PAT Margin (%)<sup>1</sup></b>	<b>9.0%</b>	<b>5.7%</b>	<b>323bps</b>	<b>6.3%</b>	<b>3.1%</b>	<b>324bps</b>
<b>Earnings Per Share (EPS)</b>	<b>12.62</b>	<b>6.86</b>	<b>83.9%</b>	<b>29.59</b>	<b>11.88</b>	<b>149.2%</b>

1. EBITDA & Reported PAT margin is % to Revenue from Operations

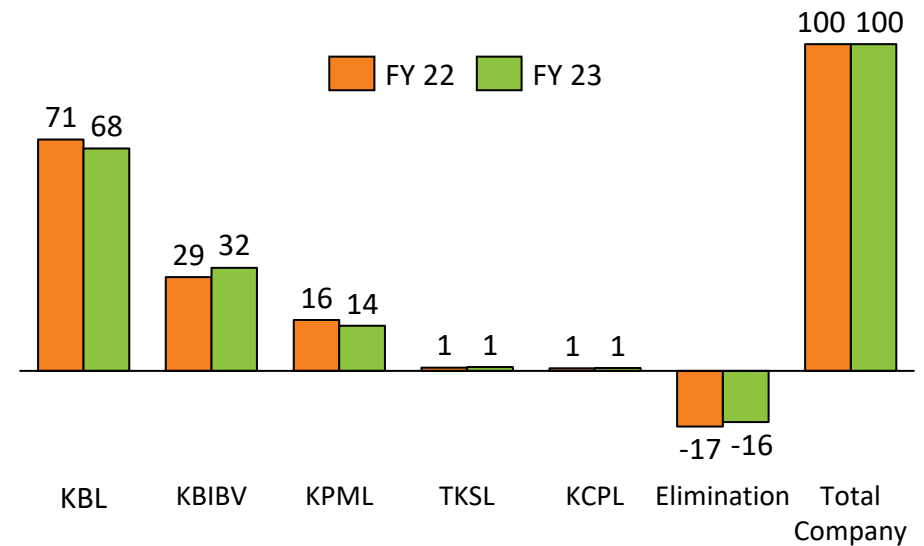
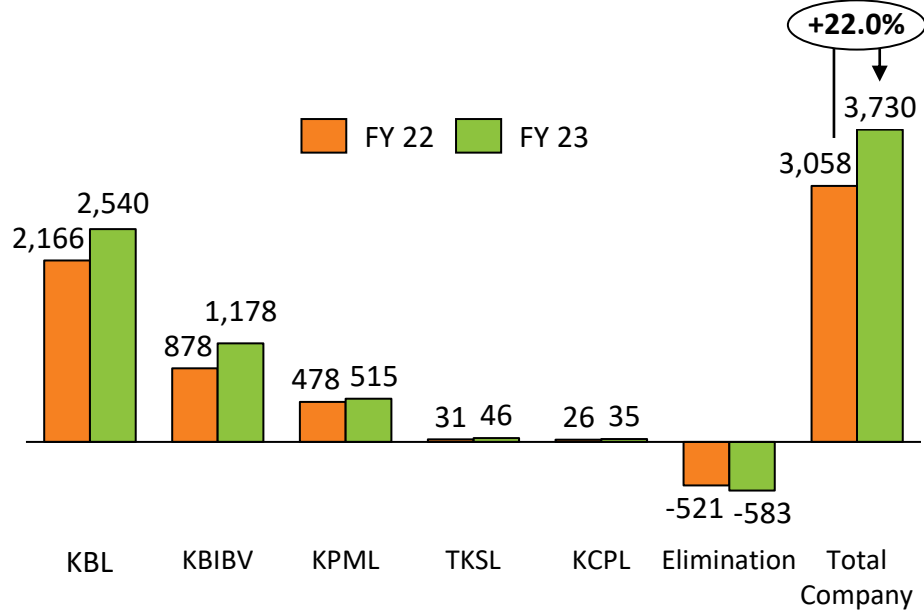
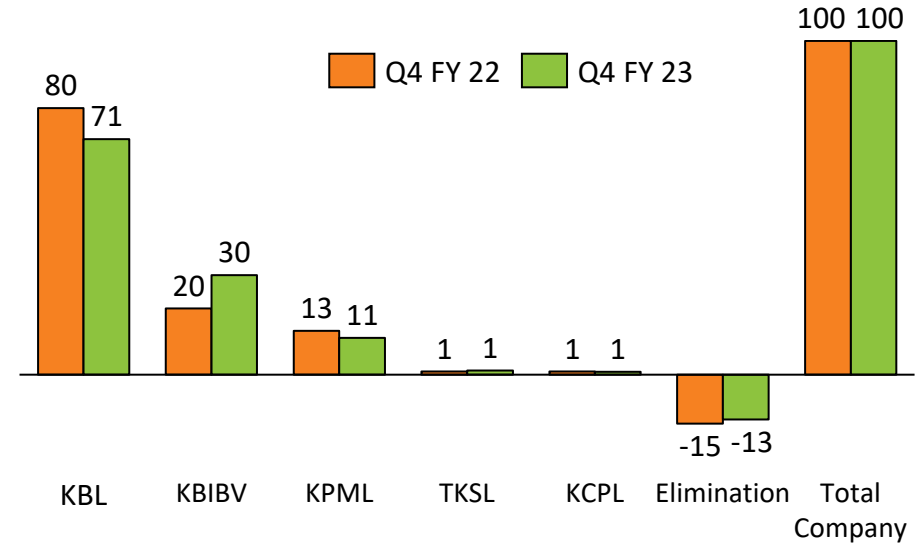
# KBL Group's Revenue breakup



## KBL Group's Revenue Breakup (Rs Crores)

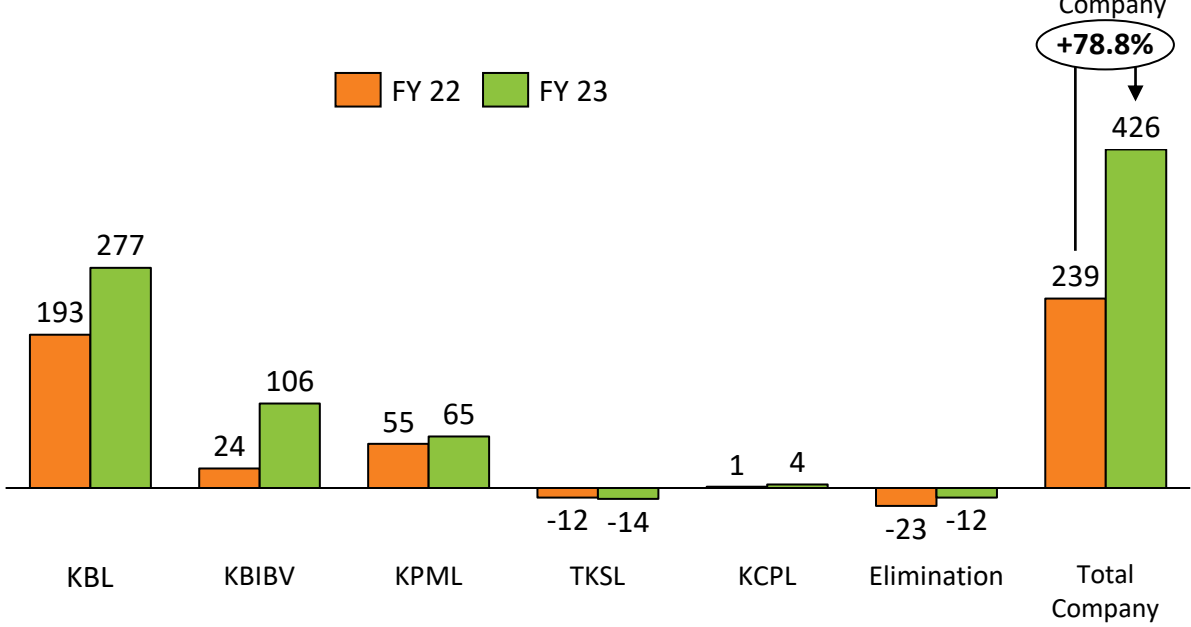
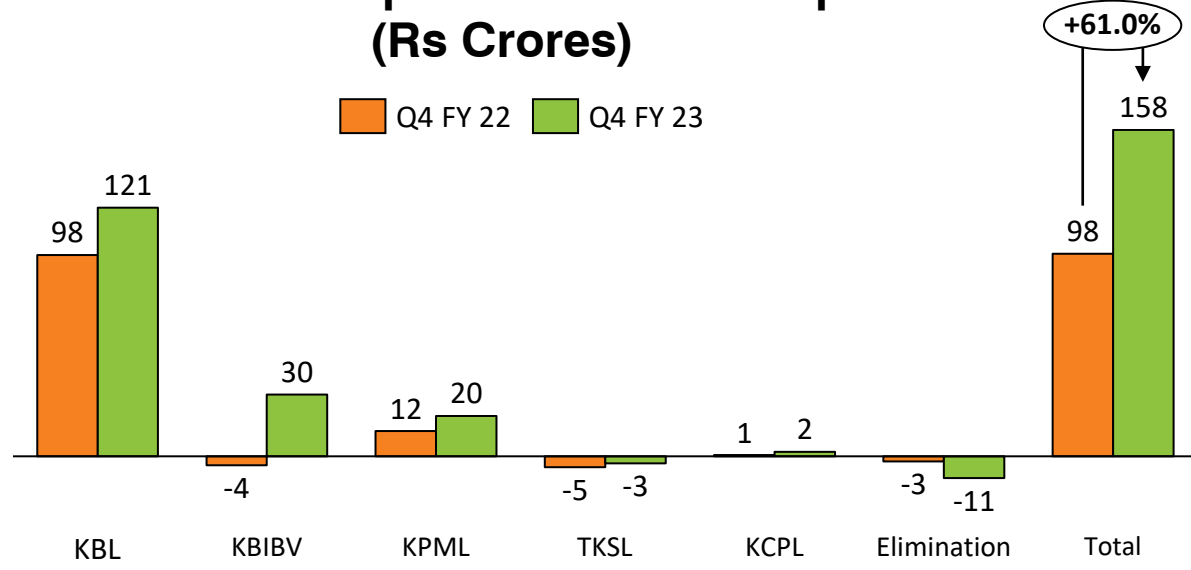


## KBL Group's Revenue % Breakup

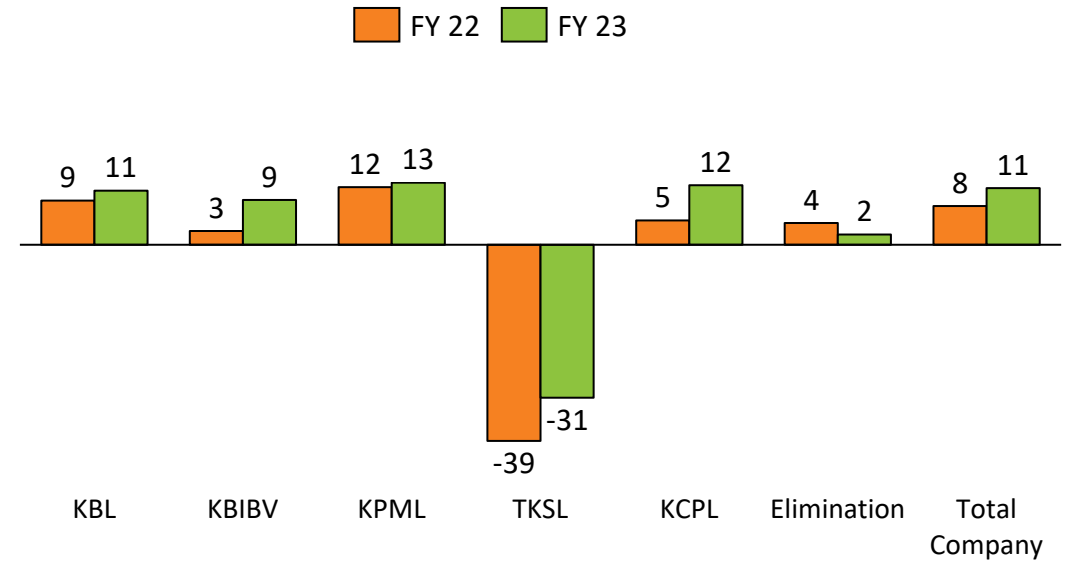
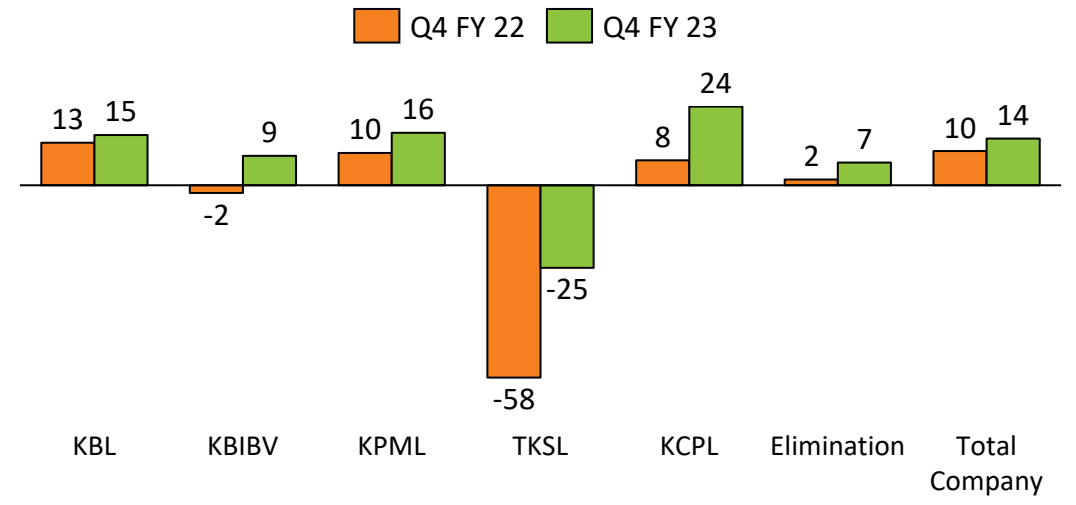


# KBL Group's EBITDA % Breakup

## KBL Group's EBITDA Breakup (Rs Crores)



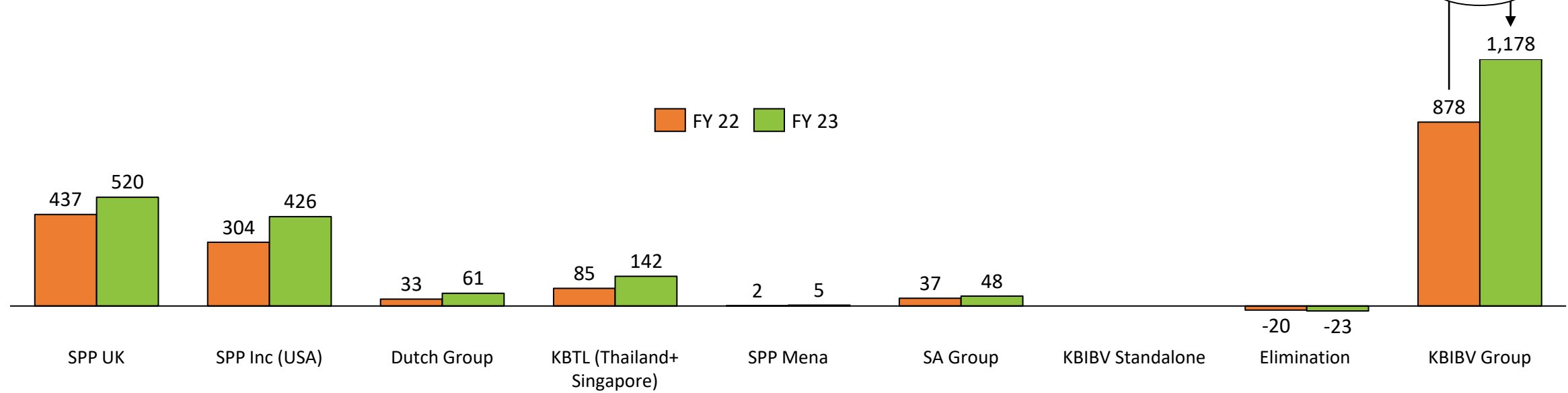
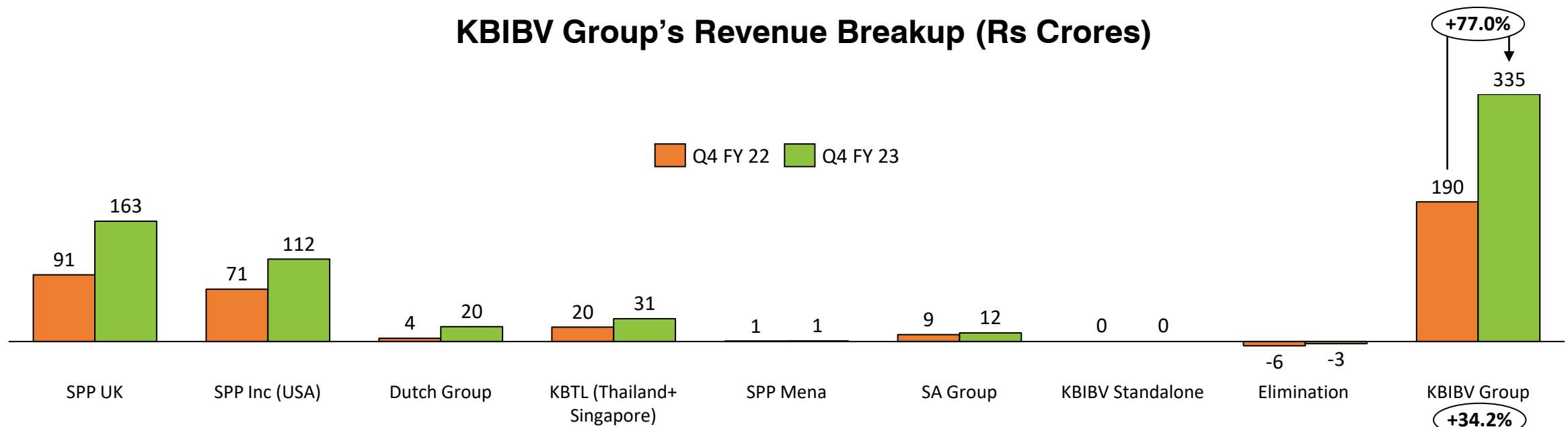
## EBITDA % of respective company



# KBIBV's Revenue Breakup



## KBIBV Group's Revenue Breakup (Rs Crores)

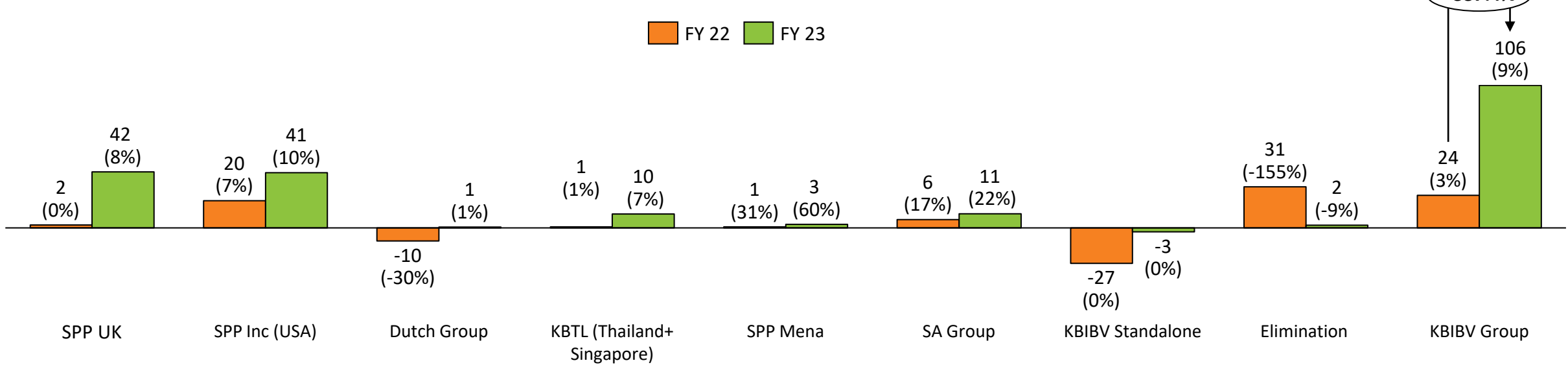
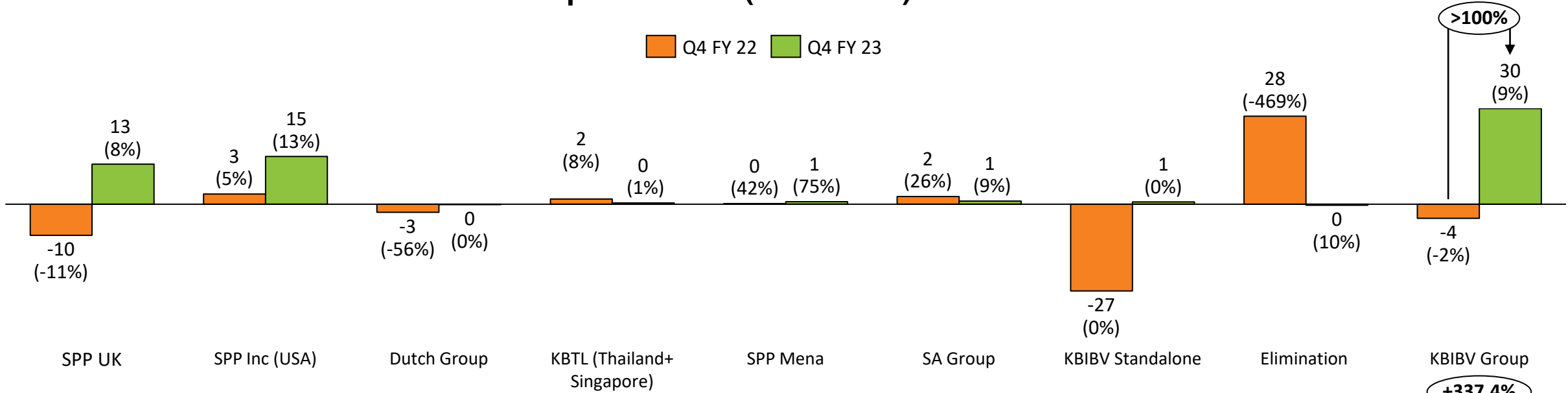




# KBIBV's EBITDA Breakup



## KBIBV Group's EBITDA (Rs Crores) and as % of sales



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**01** *About Us*

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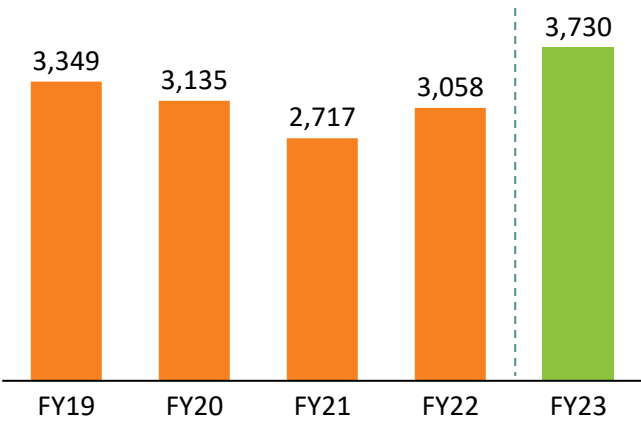
**03** *Our Joint Ventures & Subsidiaries*

**06** *Notable Projects*

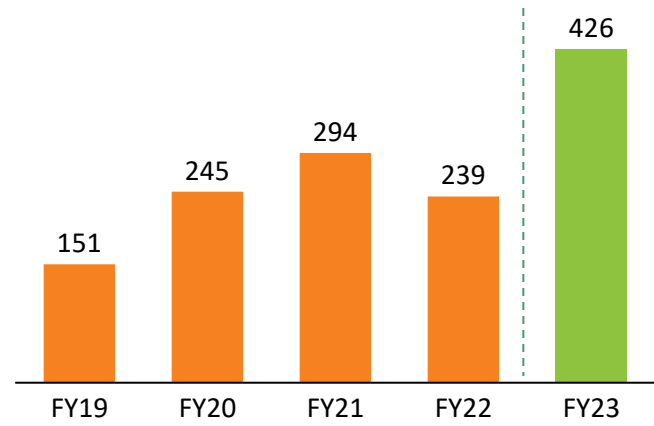
# Historical Financial Performance - Consolidated



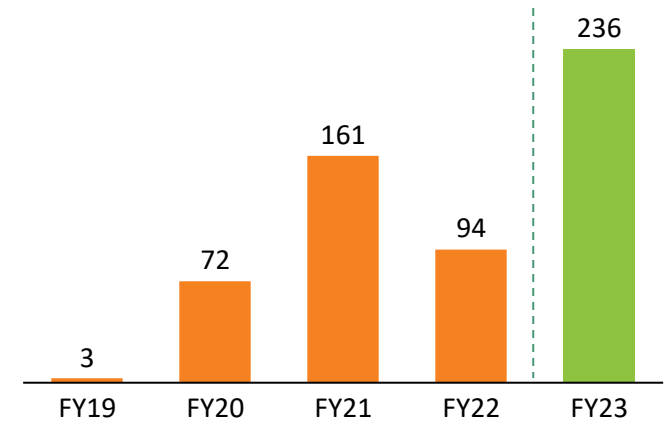
### Revenue (Rs. Crores)



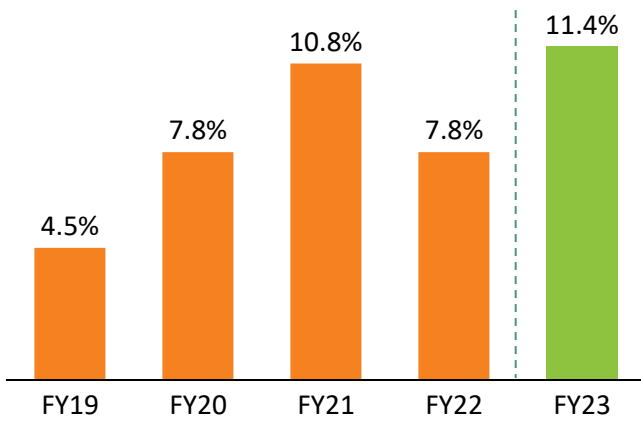
### EBITDA (Rs. Crores)



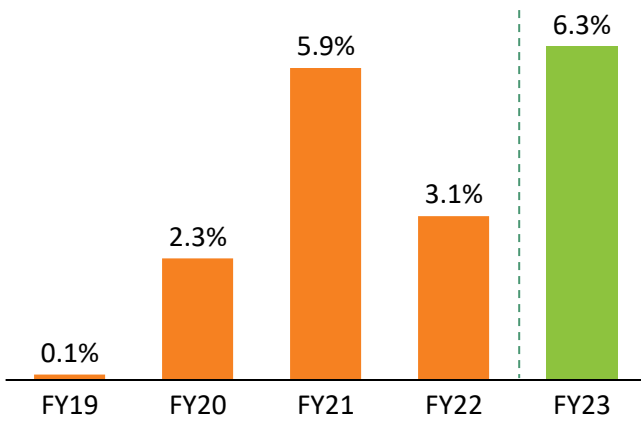
### PAT (Rs. Crores)



### EBITDA Margin (%)



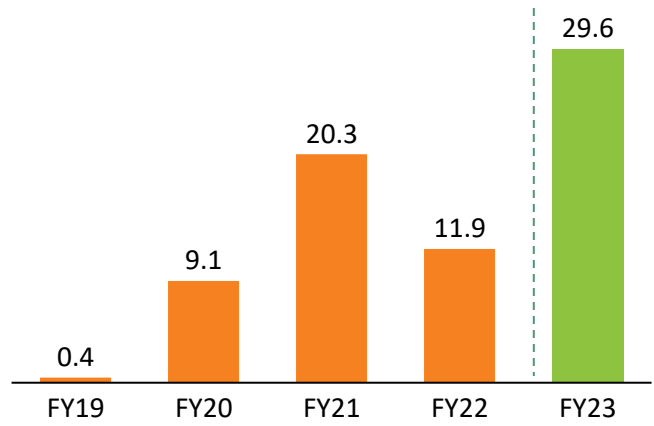
### PAT Margin (%)



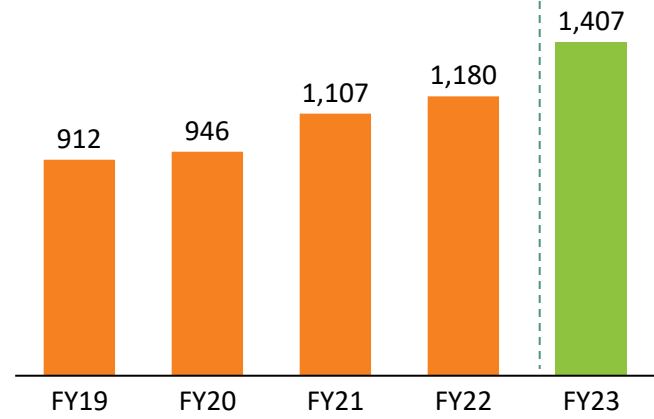
# Historical Financial Performance - Consolidated



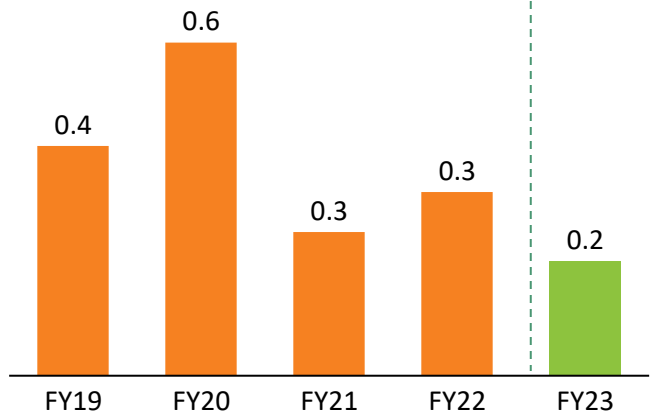
### EPS (in Rs.)



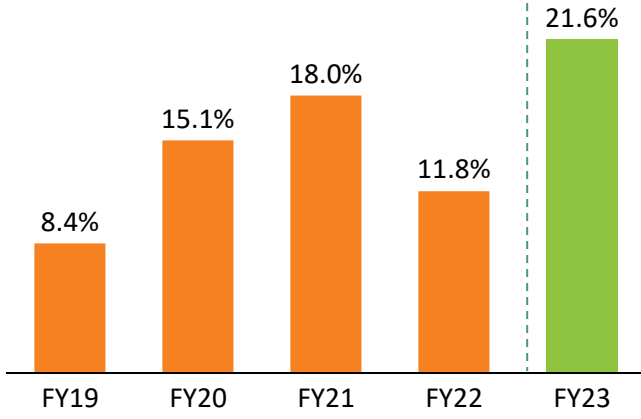
### Net Worth (Rs. Crores)



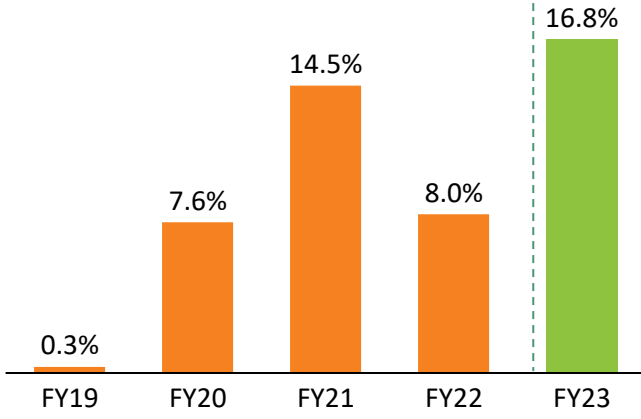
### Leverage (X)



### RoCE (%)



### RoE (%)



# Consolidated Profit & Loss Statement

Particulars (Rs. Crores)	FY23	FY22	FY21	FY20	FY19	FY18
<b>Net Revenue from Operations (Net of Excise)</b>	<b>3,730.2</b>	<b>3,057.6</b>	<b>2,716.5</b>	<b>3,135.4</b>	<b>3,349.0</b>	<b>2,775.4</b>
Other Income	27.3	32.4	53.8	37.6	23.7	21.9
Materials Consumed	1,954.7	1,680.3	1,449.5	1,641.9	1,829.8	1,456.8
<b>Gross Profit</b>	<b>1,802.8</b>	<b>1,409.7</b>	<b>1,320.8</b>	<b>1,531.1</b>	<b>1,542.9</b>	<b>1,340.5</b>
<b>Gross Margin (%)</b>	<b>48.3%</b>	<b>46.1%</b>	<b>48.6%</b>	<b>48.8%</b>	<b>46.1%</b>	<b>48.3%</b>
Employee Expenses	565.1	501.5	488.8	531.1	583.8	477.8
Other Expenses	811.3	669.7	537.7	755.4	807.7	690.9
<b>EBITDA</b>	<b>426.4</b>	<b>238.5</b>	<b>294.3</b>	<b>244.6</b>	<b>151.4</b>	<b>171.8</b>
<b>EBITDA Margin (%)<sup>1</sup></b>	<b>11.4%</b>	<b>7.8%</b>	<b>10.8%</b>	<b>7.8%</b>	<b>4.5%</b>	<b>6.2%</b>
Finance Costs	35.4	33.5	44.2	52.1	47.0	39.9
Depreciation	68.6	69.5	68.0	71.2	63.8	58.6
Exceptional Item	4.2	0.0	0.0	0.0	0.0	0.0
<b>Profit Before Tax (PBT)</b>	<b>318.2</b>	<b>135.5</b>	<b>182.1</b>	<b>121.3</b>	<b>40.6</b>	<b>73.3</b>
Taxes	93.1	54.0	28.2	53.0	45.8	26.8
<b>Profit After Tax (PAT)</b>	<b>225.1</b>	<b>81.5</b>	<b>153.9</b>	<b>68.3</b>	<b>-5.3</b>	<b>46.5</b>
Share in profit of joint venture company	10.7	12.8	6.8	3.6	8.4	3.5
<b>PAT after profit of joint venture company</b>	<b>235.8</b>	<b>94.3</b>	<b>160.7</b>	<b>71.9</b>	<b>3.1</b>	<b>50.0</b>
<b>PAT Margin (%)<sup>1</sup></b>	<b>6.3%</b>	<b>3.1%</b>	<b>5.9%</b>	<b>2.3%</b>	<b>0.1%</b>	<b>1.8%</b>
Earnings Per Share (EPS)	29.59	11.88	20.29	9.05	0.44	6.22

1. EBITDA & Reported PAT margin is % to Revenue from Operations

# Consolidated Balance Sheet Statement



Enriching Lives

Particulars (Rs. Crores)	FY23	FY22	FY21	FY20	FY19
<b>Equity</b>					
Equity Share capital	15.9	15.9	15.9	15.9	15.9
Other Equity	1,388.1	1,161.5	1,088.8	927.2	893.4
Non Controlling Interest	3.4	2.6	2.5	2.9	2.9
<b>Total Equity</b>	<b>1407.4</b>	<b>1,180.0</b>	<b>1,107.2</b>	<b>946.0</b>	<b>912.2</b>
<b>Financial liabilities</b>					
(i) Borrowings	110.9	136.4	84.0	117.0	62.2
(ii) Other Financial liabilities	16.2	15.1	9.7	21.5	1.2
(iii) Trade Payables	8.0	7.5	9.0	10.3	15.7
Other non current Liability	70.3	68.8	21.5	24.5	25.7
Deferred tax liabilities (Net)	-	-	-	-	-
Provisions	27.5	25.9	24.6	25.7	27.1
<b>Total Non Current Liabilities</b>	<b>232.9</b>	<b>253.7</b>	<b>148.8</b>	<b>199.0</b>	<b>132.0</b>
<b>Financial liabilities</b>					
(i) Borrowings	141.8	238.8	216.5	432.9	301.0
(ii) Trade Payables	617.7	591.1	549.8	535.0	675.1
(iii) Other financial liabilities	186.2	155.0	228.3	249.0	159.4
Provisions	83.9	74.0	55.3	62.7	61.5
Other current liabilities	339.7	369.7	408.7	423.2	424.6
Current tax liabilities (Net)	6.1	-	-	-	-
<b>Total Current Liabilities</b>	<b>1,375.5</b>	<b>1,428.6</b>	<b>1,458.6</b>	<b>1,702.8</b>	<b>1,621.7</b>
<b>Total Equity and Liabilities</b>	<b>3015.8</b>	<b>2,862.3</b>	<b>2,714.6</b>	<b>2,847.8</b>	<b>2,665.9</b>

Particulars (Rs. Crores)	FY23	FY22	FY21	FY20	FY19
<b>Non Current assets</b>					
Property, Plant and Equipment	481.4	487.0	428.4	429.4	433.6
Capital work in progress	81.3	26.7	72.9	50.8	24.8
Intangible assets	4.8	3.7	5.4	6.8	6.4
Right to use assets	30.6	27.4	30.2	48.4	0.0
Goodwill	14.4	13.9	14.1	14.2	14.1
Investment Property	0.7	0.2	2.5	2.5	2.5
<b>Financial Assets</b>					
(i) Investments	88.5	79.7	68.0	59.3	57.4
(ii) Loans	0.0	0.0	0.0	9.8	13.3
(iii) Trade Receivables	57.4	39.0	59.6	64.5	17.1
(iv) Others	16.9	25.4	16.6	5.6	4.3
Deferred Tax Assets (net)	40.8	41.8	47.2	32.0	45.5
Other non-current assets	69.7	103.7	103.7	96.4	111.3
<b>Total Non Current Assets</b>	<b>889.0</b>	<b>848.5</b>	<b>848.6</b>	<b>819.7</b>	<b>730.3</b>
<b>Current Assets</b>					
Inventories	714.0	643.5	602.8	615.7	616.7
<b>Financial Assets</b>					
(i) Trade receivables	488.4	515.2	463.7	489.7	609.7
(ii) Cash and Cash Equivalents	221.3	134.1	173.5	317.0	58.4
(iii) Other Bank balances	31.6	29.8	1.9	3.9	15.1
(iv) Investments	226.7	253.4	126.8	45.0	0.0
Current Tax Assets(Net)	5.7	9.3	6.6	6.2	3.3
Other financial assets incl. Loans	103.5	86.7	100.2	102.8	96.8
Other current assets	335.5	341.8	390.5	447.8	535.5
<b>Total Current Assets</b>	<b>2,126.8</b>	<b>2,013.9</b>	<b>1,866.0</b>	<b>2,028.1</b>	<b>1,935.5</b>
<b>Total Assets</b>	<b>3,015.8</b>	<b>2,862.3</b>	<b>2,714.6</b>	<b>2,847.8</b>	<b>2,665.9</b>

# Consolidated Cash Flow Statement



Enriching Lives

Particulars (Rs. Crores)	FY23	FY22	FY21	FY20	FY19
<b>Profit Before Taxes</b>	<b>318.2</b>	<b>135.5</b>	<b>182.1</b>	<b>121.3</b>	<b>40.6</b>
Changes in working capital	80.8	18.8	170.1	219.9	39.6
<b>Cash generated from operations</b>	<b>399.0</b>	<b>154.3</b>	<b>352.2</b>	<b>341.2</b>	<b>80.2</b>
Direct taxes paid (net of refund)	67.4	41.4	35.8	36.0	18.2
<b>Net Cash from Operating Activities</b>	<b>331.6</b>	<b>112.9</b>	<b>316.4</b>	<b>305.2</b>	<b>62.0</b>
<b>Net Cash from Investing Activities</b>	<b>(75.4)</b>	<b>(181.9)</b>	<b>(143.9)</b>	<b>(171.2)</b>	<b>(57.1)</b>
<b>Net Cash from Financing Activities</b>	<b>(169.3)</b>	<b>29.8</b>	<b>(315.3)</b>	<b>125.1</b>	<b>(23.4)</b>
<b>Net Increase in cash and cash equivalents</b>	<b>86.9</b>	<b>(39.1)</b>	<b>(143.5)</b>	<b>258.6</b>	<b>(18.6)</b>
Add: Cash & Cash equivalents at the beginning of the period	134.4	173.5	317.0	58.4	77.0
Cash & Cash equivalents at the end of the period	221.3	134.4	173.5	317.0	58.4

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**06**      ***Notable Projects***



# Notable Work – Building & Construction

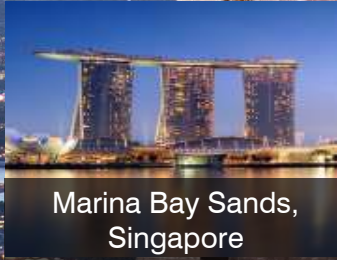
KBL's pumping solutions are operational in many of the world's iconic buildings



The Shard, UK



Hong Kong-Zhuhai-Macau Bridge



Marina Bay Sands, Singapore



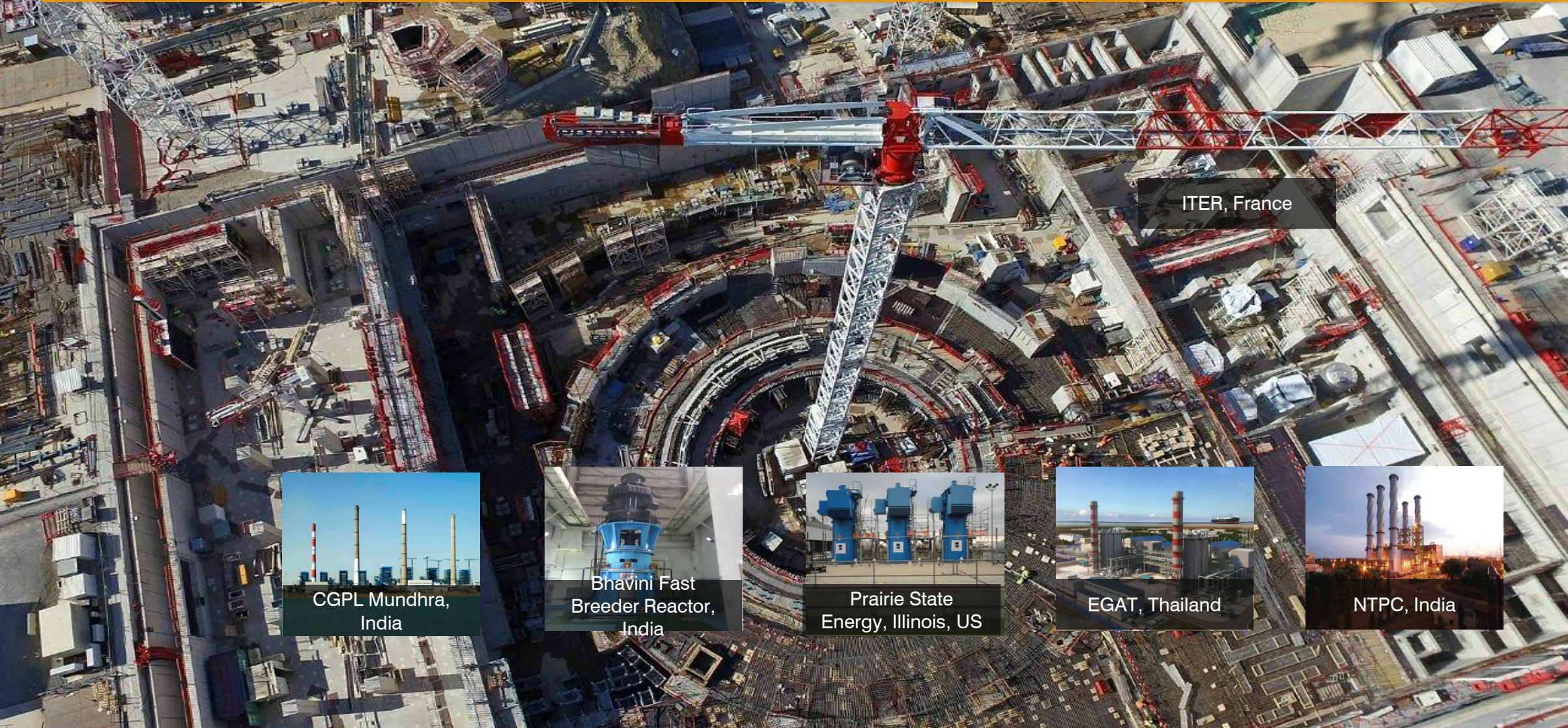
Atal Tunnel, India



Statue of Unity, India

# Notable Projects – Power

KBL is the first and leading manufacturer of critical pumps for nuclear power in India. Supplied primary and secondary sodium pump to Bhavini and specialised pump sets for the ITER (International Thermonuclear Experimental Reactor) project in France, the world's largest magnetic confinement plasma physics experiment.



ITER, France



CGPL Mundhra, India



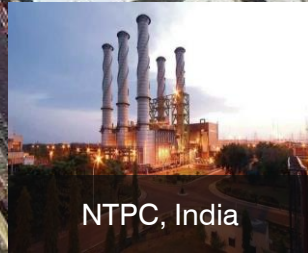
Bhavini Fast Breeder Reactor, India



Prairie State Energy, Illinois, US



EGAT, Thailand

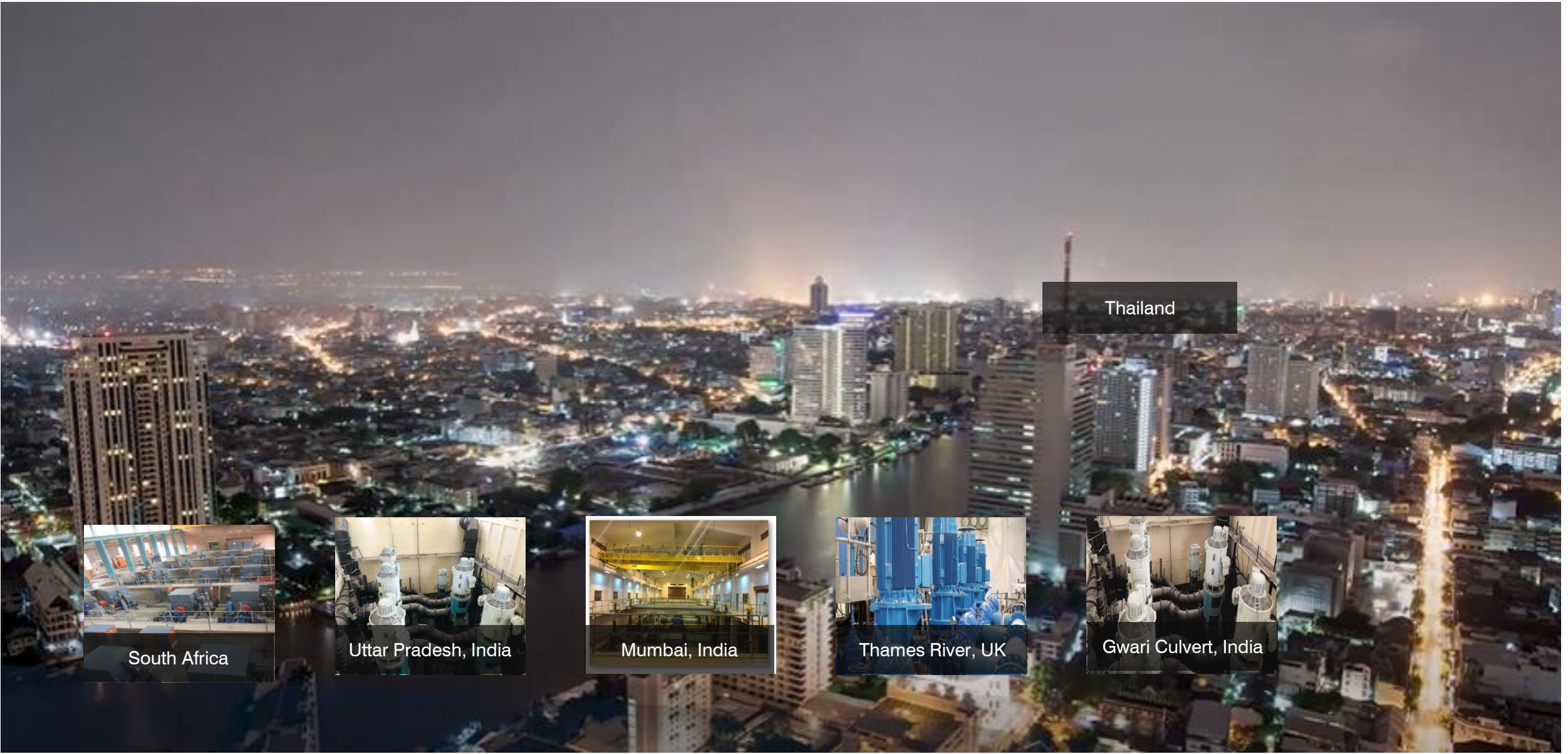


NTPC, India

# Notable Projects – Municipal Water



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Thailand



South Africa



Uttar Pradesh, India



Mumbai, India



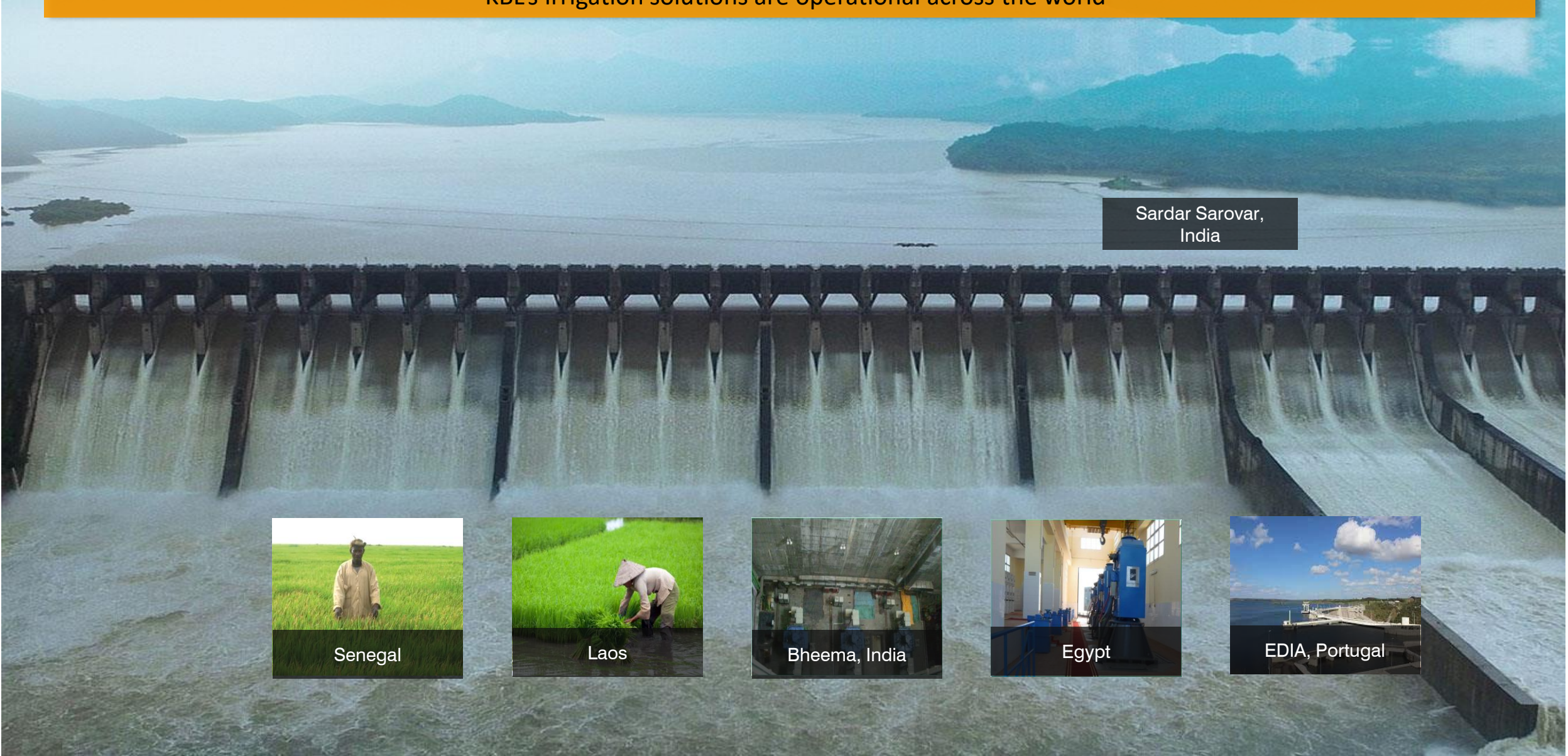
Thames River, UK



Gwari Culvert, India

# Notable Projects – Irrigation

KBL's irrigation solutions are operational across the world



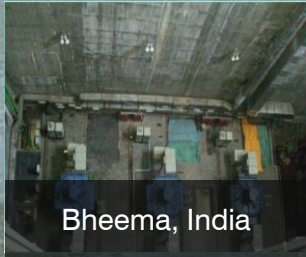
Sardar Sarovar,  
India



Senegal



Laos



Bheema, India



Egypt



EDIA, Portugal

For further information, please contact

**Company**



Enriching Lives

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**Investor Relations Advisor**

**SGA** Strategic Growth Advisors

CIN: U74140MH2010PTC204285

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