

May 6, 2022

<b>BSE Limited</b> Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001	<b>National Stock Exchange of India Limited</b> Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051
<b>BSE Scrip Code: 500067</b>	<b>NSE Symbol: BLUESTARCO</b>

Dear Sir/Madam,

**Sub: Investors' Presentation for the fourth quarter and financial year ended March 31, 2022**

Pursuant to Regulation 30(6) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations") read with Part A of Schedule III of the Listing Regulations, we are enclosing herewith the Investors' Presentation for the fourth quarter and financial year ended March 31, 2022.

The said information is also being made available on the website of the Company at [www.bluestarindia.com](http://www.bluestarindia.com)

Kindly take the same on record.

Thanking you,  
Yours faithfully,  
For **Blue Star Limited**



**Rajesh Parte**  
Company Secretary & Compliance Officer



Encl: a/a





BLUE STAR

# Blue Star Limited

Investor Presentation – Q4FY22 & FY22

May 6, 2022



- India's leading air-conditioning, commercial refrigeration and MEP contracting company
- Total Revenue from Operations: ~ Rs. 6046 crores
- Employee Strength: ~2400
- 5 existing manufacturing facilities and 2 new facilities being set up
- 31 offices; ~3950 channel partners
- Presence in 18 international markets in the Middle East, Africa, SAARC and ASEAN regions
- Comprehensive solutions for corporate, commercial, residential customers
- Winner of the prestigious Golden Peacock Award for Excellence in Corporate Governance, for three years in a row (2019, 2020 & 2021)
- Winner of the prestigious Golden Peacock Award for Corporate Ethics, 2019 and Risk Management, 2020
- Winner of ICSI Best Governed Company (Listed Company : Medium Category) – 2019 award.

## **Vision :**

**“To dream, to strive, to care and, above all to be the best in everything we do.”**

## **Credo :**

**“I am Blue Star. I take pride in delivering a world-class customer experience.”**



# Governance Structure

## Chairmen Emeriti



Ashok M Advani



Suneel M Advani

## Board of Directors



Shailesh Haribhakti  
*Chairman*



Vir S Advani  
*Vice Chairman & Managing Director*



B Thiagarajan  
*Managing Director*



Sam Balsara  
*Independent Director*



Anil Harish  
*Independent Director*



Arvind K Singhal  
*Independent Director*



Rajiv R Lulla  
*Non-Executive Director*



Sunaina Murthy  
*Non-Executive Director*



Dinesh Vaswani  
*Non-Executive Director*

A blue-tinted photograph showing the silhouettes of several business professionals standing in a modern office. They are positioned in front of large windows that offer a view of a city skyline at night. The office floor is highly reflective, mirroring the silhouettes of the people. The overall atmosphere is professional and contemporary.

# Business Segments



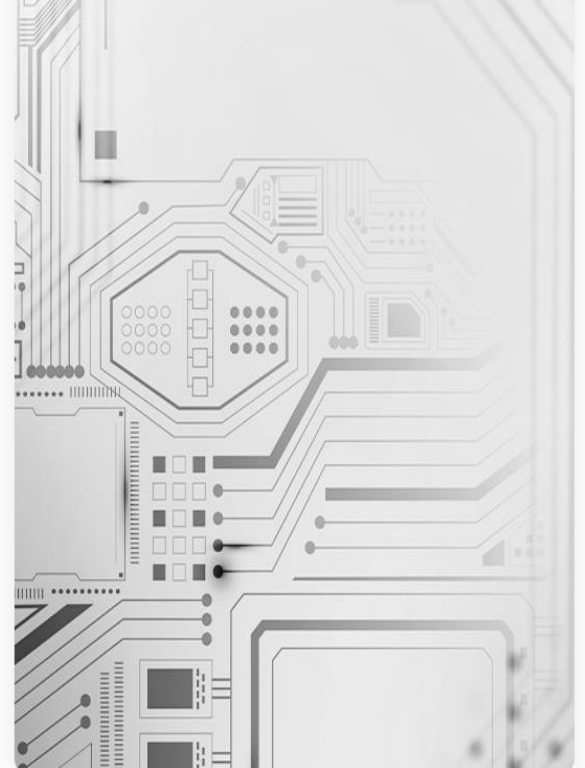
## **Electro-Mechanical Projects & Commercial Air Conditioning Systems**



## **Unitary Products (Room ACs, Air Coolers, Air Purifiers, Water Purifiers and Commercial Refrigeration Products & Systems)**



## **Professional Electronics and Industrial Systems (Handled by a wholly owned subsidiary, Blue Star Engineering & Electronics Ltd)**





**Segment I**  
**Electro-Mechanical Projects and  
Commercial Air Conditioning Systems**



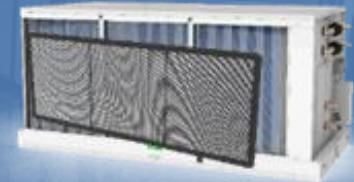
# Electro-Mechanical Projects

- Design, engineering, procurement and execution of MEP projects in buildings (including Airports), factories (including Data centres) and infrastructure (Metro rail, Electrical substations & Water MEP) segments
  - Large central air conditioning & ventilation projects
  - Electrical projects
  - Plumbing projects
  - Fire-fighting projects
- Mechanical EPC projects in large Industrial sector & Electrical EPC projects for Electrical substations
- Our Value Proposition
  - Superior project delivery through intelligent engineering, modern execution practices, and committed teams
- Winner of 'MEP Contractor of the year' in 2021

# Commercial Air Conditioning Systems



- Complete range of energy-efficient Packaged and Ducted split air conditioners
- Innovative New range of Packaged & Ducted Split air conditioners with Special Filters and UVGI
- Innovative new generation Inverter ducted system
- VRF V Plus, the fifth generation VRF designed for Indian conditions and higher efficiency
- Highly Energy Efficient Water Cooled VRF
- Side Discharge VRFs
- Highly Channelized Business – 600 dealers in 190 towns





# Commercial Air Conditioning Systems

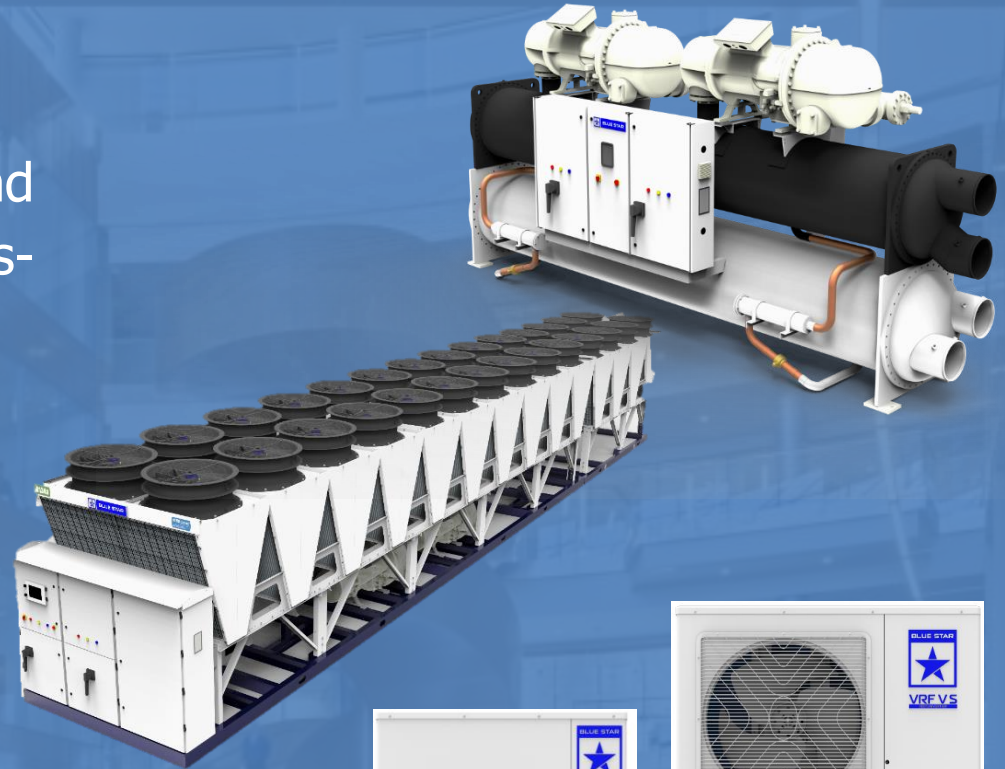


- Highly efficient 5 Star rated Configured Oil Free chillers
- Mix and Match Configured Series- Air-Cooled and Water-Cooled Screw chillers
- Energy-efficient 5 Star VFD Screw Chillers
- Energy-efficient 3 Star Inverter scroll chillers
- Process chillers for industrial and non-comfort cooling applications
- Wide range of Centrifugal Chillers from 350 TR to 4000 TR

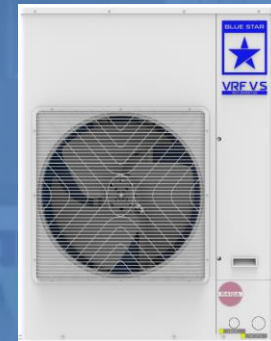


# Commercial Air Conditioning Systems

- Large Capacity Mix and Match Configured Series-Screw chillers



- 5<sup>th</sup> Generation Side discharge VRF



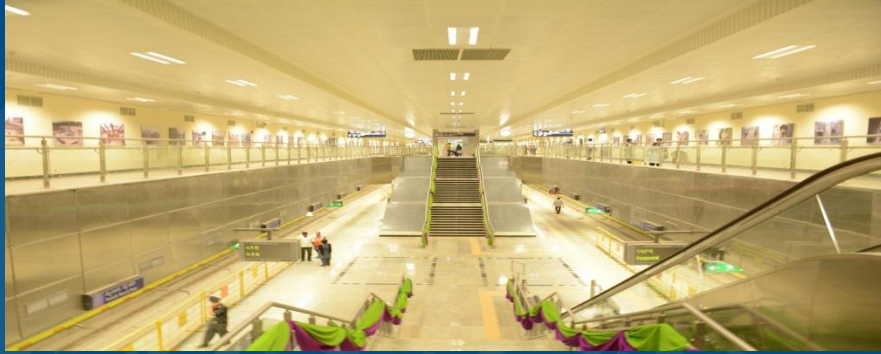


- India's largest air conditioning and refrigeration service provider
- Maintaining around 2 million tonnes of air conditioning and refrigeration equipment
- Backed by our value proposition "Gold Standard service delivery", we extensively expanded our service reach to Tier 2, 3 & 4 towns and are currently handling 3900 towns with > 1.2 million service calls a year
- Focus on Same day installation for 90% jobs; response time of 3 hours and turnaround time of 18 hours
- State of the art 'Remote Monitoring Centre' at Thane
- ISO 9001-2015 and ISO 45001 certified
- Accreditations from TAB, NEBB, CMVP, IAQ and NADCA
- Offers Engineering Facility Management covering operation and maintenance services for electro-mechanical utilities

- Headquartered and managed by the Company's wholly owned subsidiary, Blue Star International FZCO at Dubai Airport Free Zone (DAFZA) Dubai
- Offers Air Conditioning and Refrigeration products, installations and services in the global markets
- Product portfolio includes Unitary products, DX Commercial, Refrigeration and Applied systems
- Focus on building a larger international footprint by appointing new distributors and going deeper with current distributors into the market.
- International projects in Malaysia managed by the company's Joint Venture at Malaysia under the management of Blue Star
- International projects at Qatar managed by a wholly owned subsidiary of the company 'Blue Star Qatar'
- The showroom established in Dubai is now a window to the Middle East, Africa and South-East Asia region, displaying the latest developments on product lines manufactured by Blue Star



# Some of our prestigious projects



**Bangalore Metro**



**Gift City**



**CEAT - Nagpur**



**TCS - Pune**



**Chhatrapati Shivaji International Airport-T2**



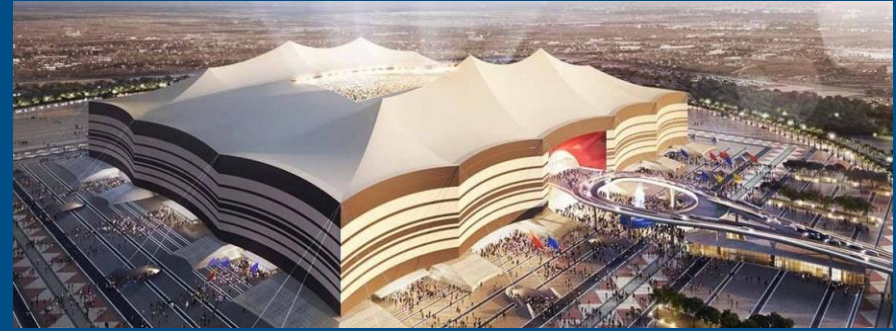
**Parliament House**



# Some of our prestigious international projects



HVAC works in Doha Live, Qatar



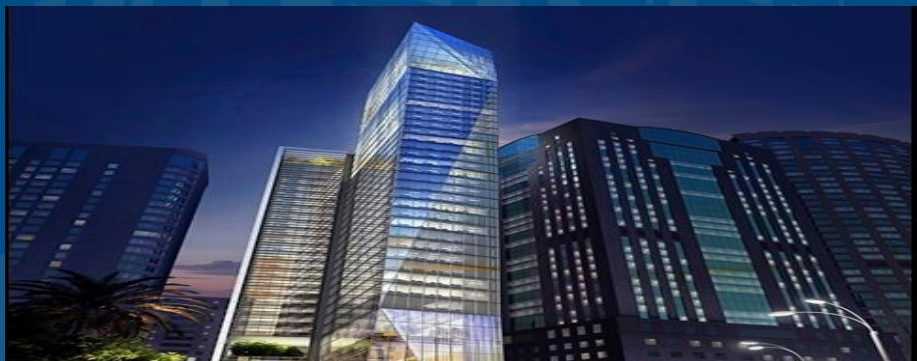
Al Bayt International Stadium



PAVILLION 2, BUKIT JALIL MALL, Malaysia



HOSPITAL CYBERJAYA, Malaysia



BB TOWER, Malaysia



Bowyer Wick Office & Warehouse



## Segment II Unitary Products



# Room Air Conditioners

- Wide range of highly-affordable split ACs offering state-of-the-art features and premium build quality
- Installed base of over two million units.
- Products available in 7500 outlets in more than 650 locations across the country.
- Focus on inverter technology, energy efficient products and ACs with purification technologies.
- Focus on residential as well as corporate and commercial customers
- Aesthetics and low noise make our products widely recommended by interior designers
- Higher quality consistent performance under various Indian conditions

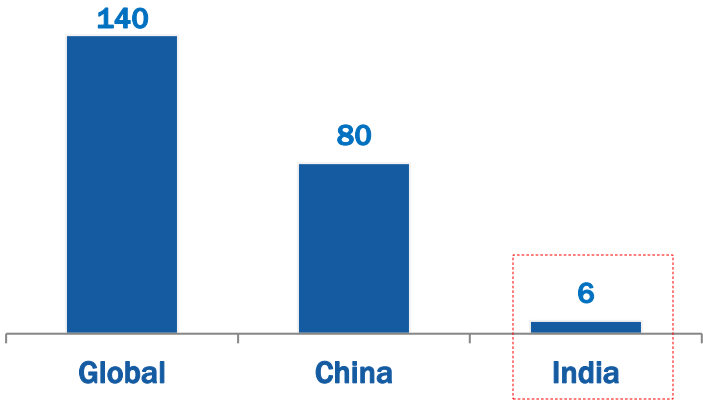




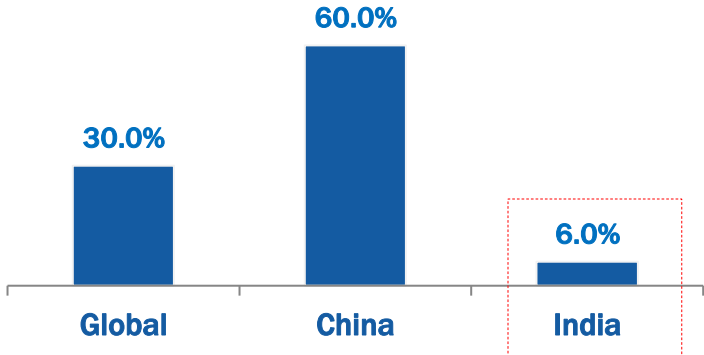
# Low penetrated market and growing middle class purchasing power offer immense opportunity for growth...



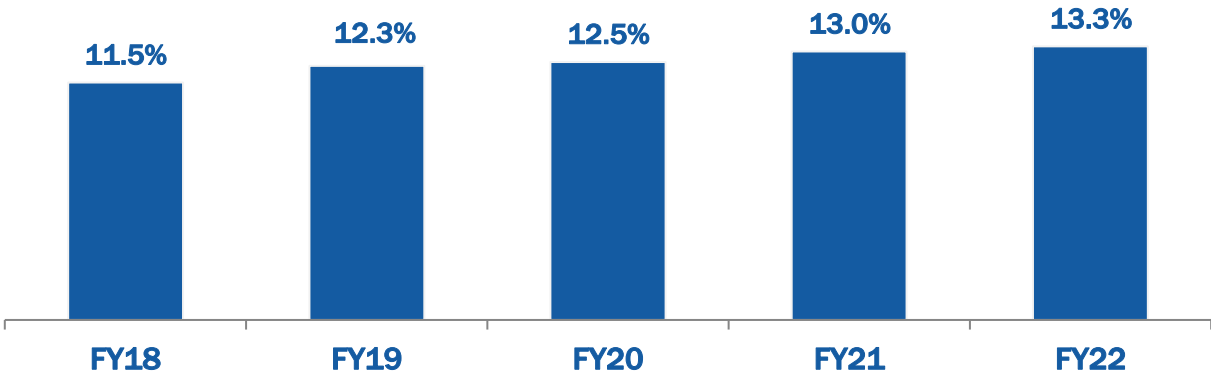
Market Size (Units in millions) - FY22



Penetration % - FY22



Blue Star Market Share (%)



# Commercial Refrigeration Products



- Wide range of commercial refrigeration equipment
- Market leader in most of the segments
- Products having latest technology with innovative features:
  - Deep Freezers
  - Bottle Coolers
  - Visi Coolers/Freezers
  - Storage Water Coolers/Dispensers
  - Bottled Water Dispensers
  - Ice Cubers/Flakers
  - Cold Rooms
  - Commercial Kitchen Refrigeration
  - Medical Refrigeration
  - Supermarket Refrigeration





# State-of-the-Art Manufacturing Facilities



Himachal Pradesh 2



Himachal Pradesh 1



Ahmedabad



Dadra



Wada

New world-class manufacturing facility being set up at Sri City for Room ACs where the Company intends to manufacture certain components in-house

Setting up a second plant at Wada to expand the manufacturing capacity of refrigeration products



Bird's eye view of the upcoming Sri City Plant

# Manufacturing Facilities

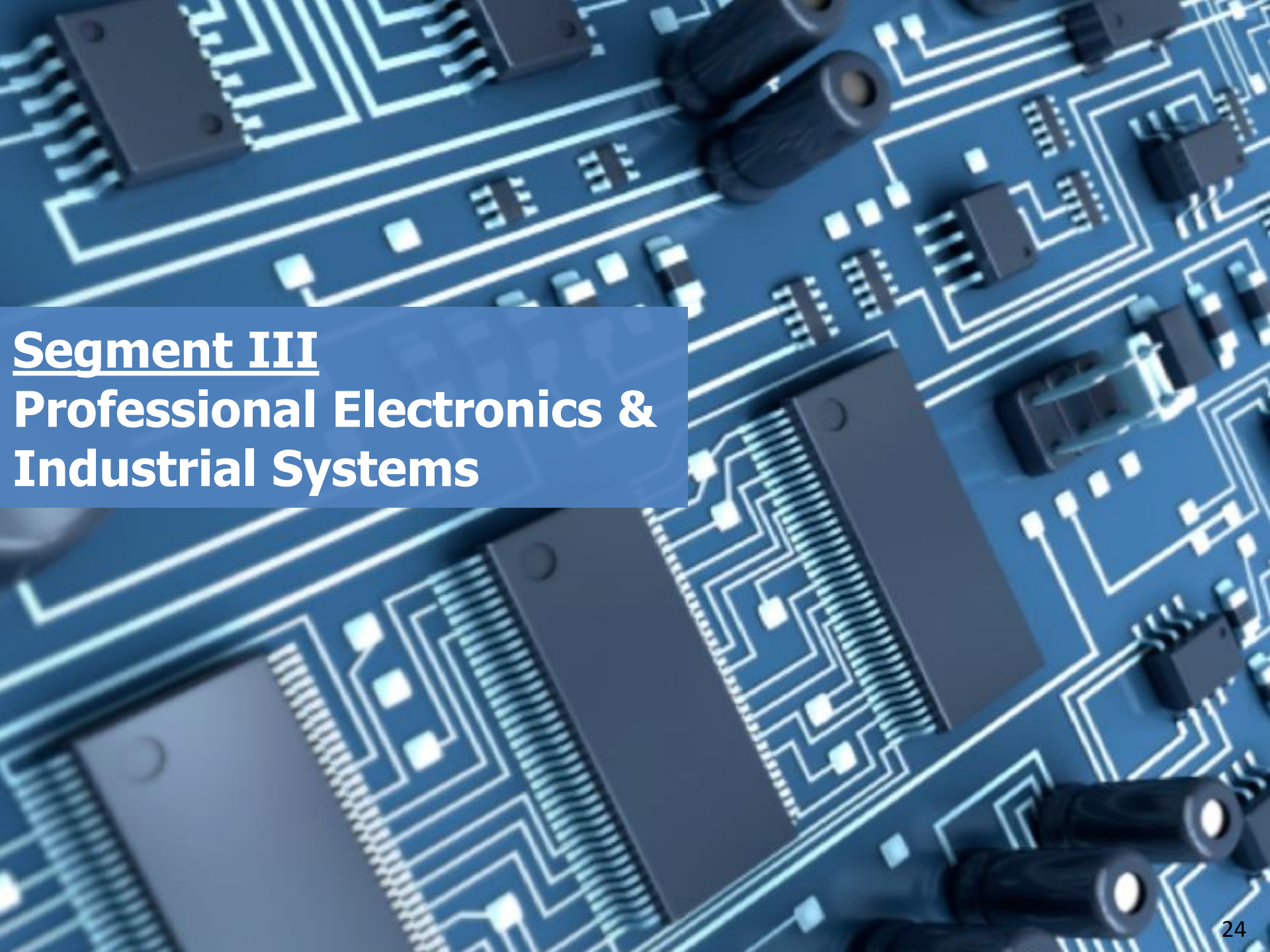
- Specialise in manufacturing a variety of highly engineered and custom-built products.
- Manufacturing footprint of 1 lakh square meter.
- Over 300 models manufactured across 25 product lines.
- Lean manufacturing and world-class practices.
- Green Building initiative - Wada factory certified 'Green factory' – Gold category from IGBC and Solar plant installed at Dadra.
- Capacity expansion progressing as planned
  - Sri City for Room Air Conditioners
  - Second facility at Wada for Deep Freezers
- Intelligent I-Factory through application of Industry 4.0 for Real-time monitoring of assets to improve overall equipment effectiveness, Utility & Energy.
- Successful implementation of Manufacturing excellence program, Blue star has now embarked upon complete process improvement



- Automation of processes using robots and Cobots
- Using Product Life Cycle Management to improve New product Introduction process
- Improved efficiency of operations through Digital Work Instruction, Augmented reality, Auto guided vehicle, Additive manufacturing, Poka Yoke, e QMS, Automatic storage & retrieval system
- Usage of new edge techniques like Advance Planning & Scheduling, Business process Continuity, Virtual factory 3D simulation modelling, 3D plant layout, Predictive analytics
- Product monitoring & traceability through QR Code, logistic monitoring through specially designed sensors and remote monitoring of products like chillers
- Manufacturing factories are ISO 9001-2015 & ISO 45001:2018 certified by TUV Nord

- Consistent investment in R&D to enhance company's product offerings and technical capabilities
- Focus on energy efficient and sustainable products and technologies
- Cost innovation through Total Cost Management and Design to Value, initiative for highly affordable air conditioners
- High level of product development and testing capabilities with several patents for new breakthrough products
- Enhanced electronics design capability for variable speed products and smart controllers
- NABL (ISO-17025) accredited laboratories for performance testing of products
- NABL (ISO-17025) accredited reliability and safety test facilities





**Segment III**  
**Professional Electronics &  
Industrial Systems**

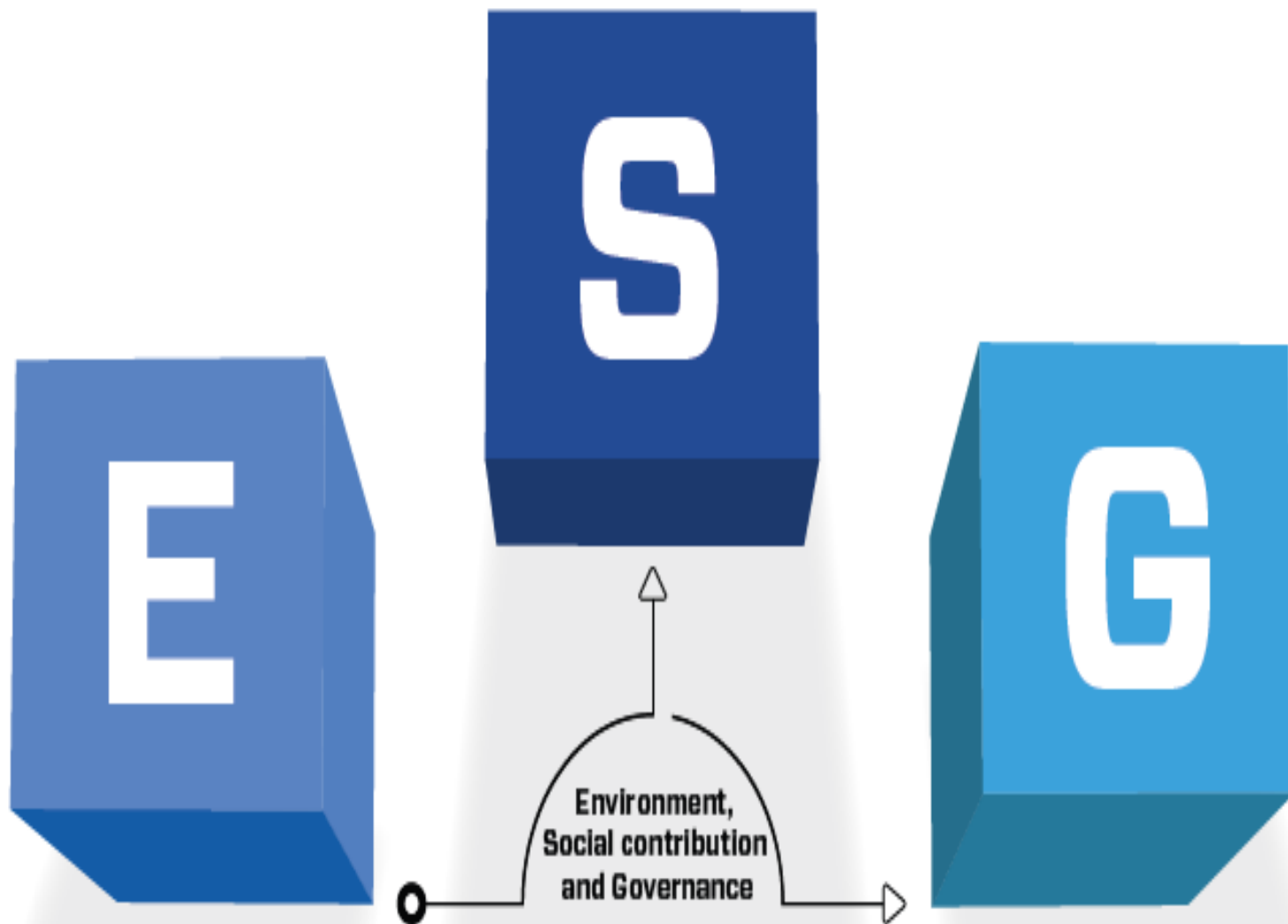


# Professional Electronics & Industrial Systems

- Managed by the Company's wholly owned subsidiary, Blue Star Engineering & Electronics Ltd
- Lines of Business include:
  - Healthcare Systems: MRI & CT Scanner
  - Data Security Solutions: Payment HSM, PKI, Encryption
  - Communication Systems: Satellite Test Equipment, Radio Frequency recorders
  - Testing Machines: UTM, Hardness Testers, Chambers
  - NDT Systems & Industrial Automation: Ultrasonic, Eddy Current Systems, X-Ray, MPI, Bagging, Truck Loading
  - NDT Products: Ultrasonic, RVI, X-Ray, CT, CR, Metrology
- Evolved from being only a distributor of leading global manufacturers to a high-end system integrator and value-added reseller







# ESG Principles Embedded in Blue Star's Business Practices



BLUE STAR

## ENVIRONMENT



- Industry leader in energy-efficiency for Room ACs, Deep Freezers and Screw Chillers with VFDs
- Number 1 in E-Waste compliance in the Room AC industry
- Part of the India-EU Climate Dialogue panel coordinated by TERI
- Focus on Circular Economy initiatives
- Founding member of the Indian Green Building Council

## SOCIAL



- Focused initiatives on skill development and sustainable development projects
- Active participation in COVID-19 relief measures
- Philanthropic initiatives in the areas of education and healthcare
- Leading AC&R training partner for multiple institutes and corporates
- Committed to highest standards of safety practices for employees and business partners

## GOVERNANCE



- Well-enumerated Code of Conduct, Whistle Blower Mechanism and a Governance, Risk and Compliance policy
- Integrated Vigil Mechanism Framework; all Governance pillars integrated with each other
- Balanced and diverse Board with an optimum mix of Executive & Non-Executive Directors



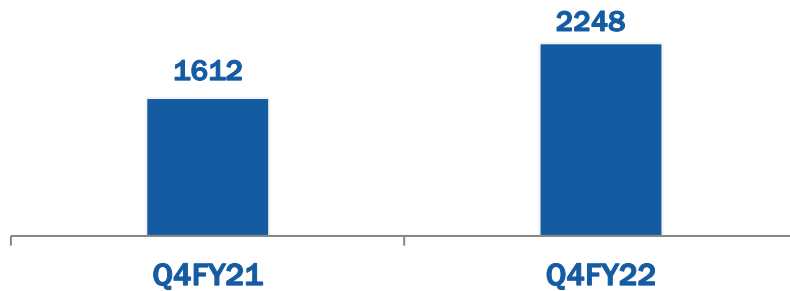
The image features a group of business professionals in silhouette, standing in a modern office with large windows overlooking a city skyline at night. The scene is bathed in a blue light, and the silhouettes are reflected on the glossy floor. A semi-transparent blue banner is overlaid on the image, containing the text 'Financial Performance Q4FY22'.

# Financial Performance Q4FY22

# Financial Performance – Q4FY22

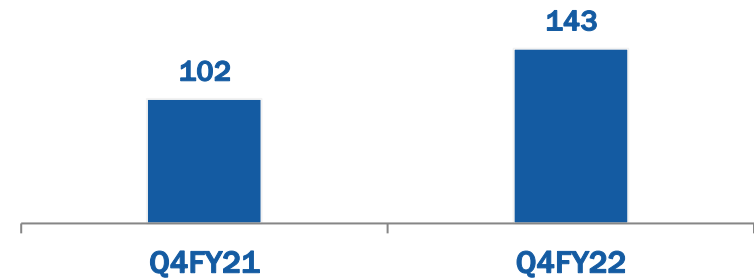
## Revenue (Rs Cr)

Growth of 39%



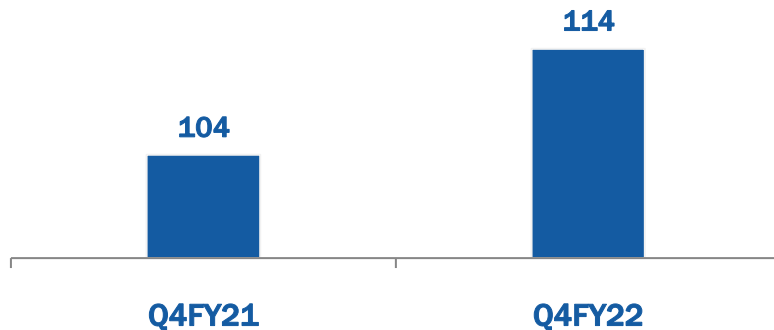
## EBITDA (Rs Cr)

Growth of 40%

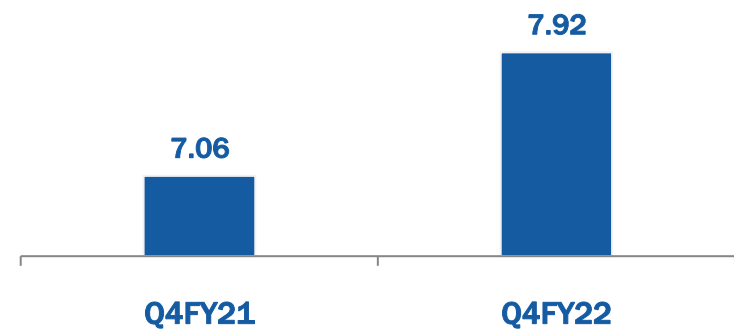


## Profit before tax (Rs Cr)

Growth of 9%



## Earnings per share (EPS)\* (Rs)



\*Not Annualized

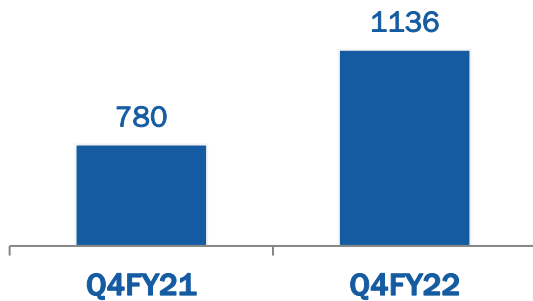


# Segment Performance – Q4FY22

## Segment Revenue (Rs Cr)

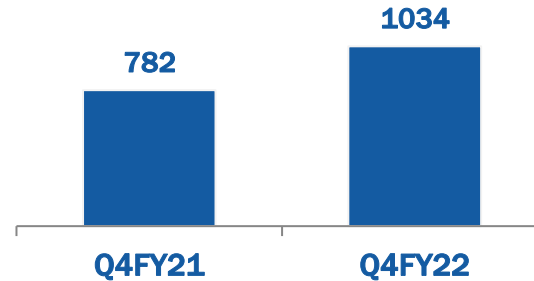
### Segment 1

Growth of 46%



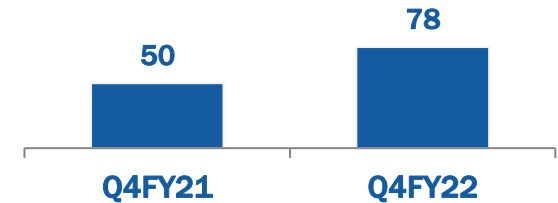
### Segment 2

Growth of 32%



### Segment 3

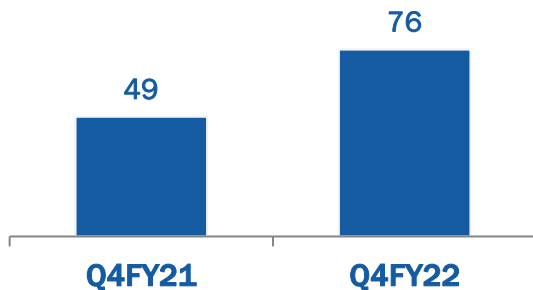
Growth of 56%



## Segment Result (Rs Cr)

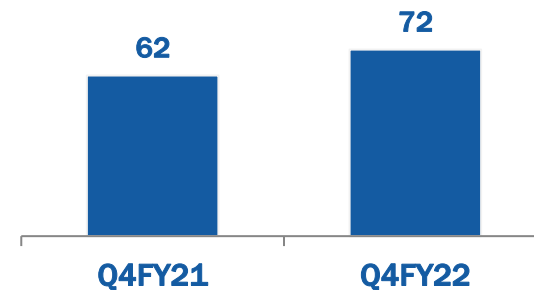
### Segment 1

Growth of 56%



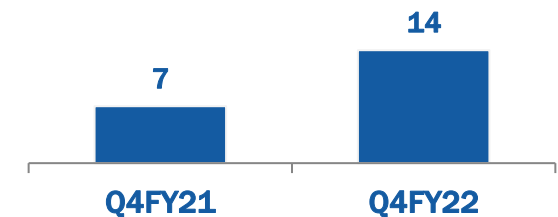
### Segment 2

Growth of 16%



### Segment 3

Growth of 99%



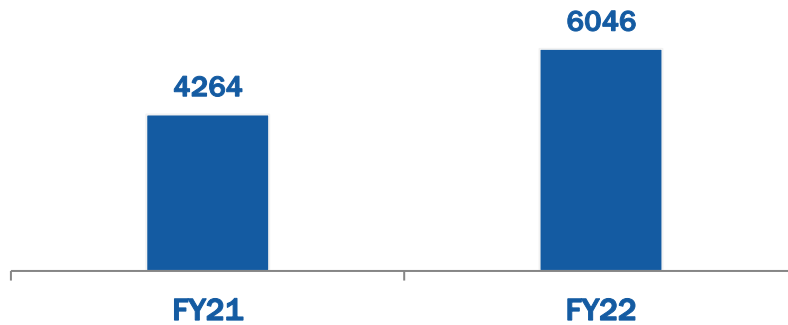
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# Financial Performance FY22



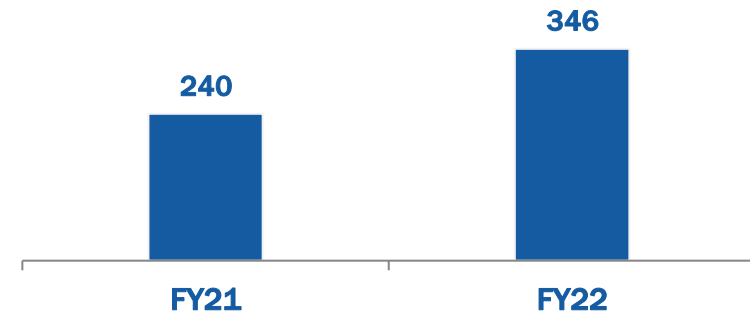
## Revenue (Rs Cr)

Growth of 42%



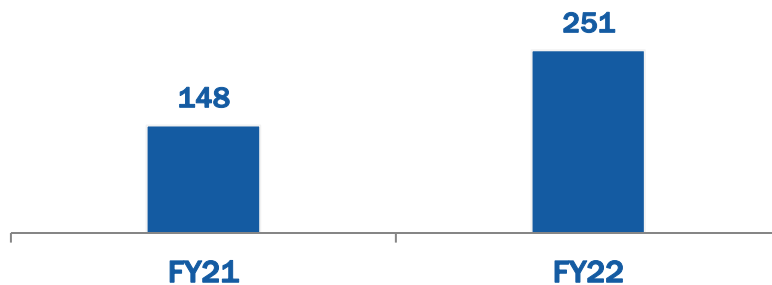
## EBITDA (Rs Cr)

Growth of 44%



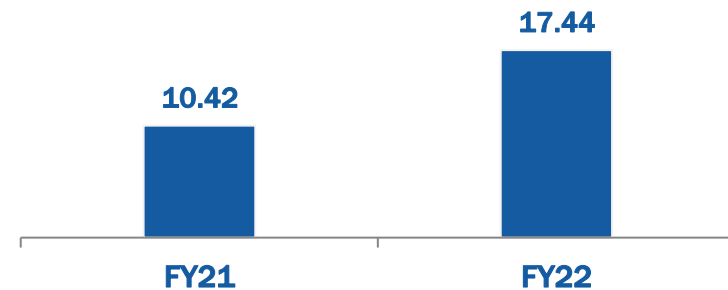
## Profit before tax (Rs Cr)

Growth of 70%



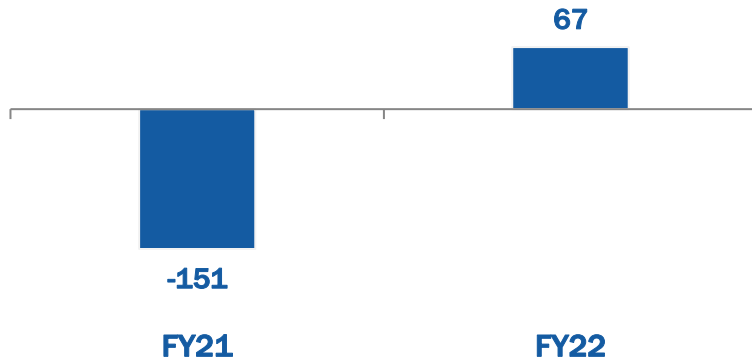
## Earnings per share (EPS) (Rs )

Growth of 67%

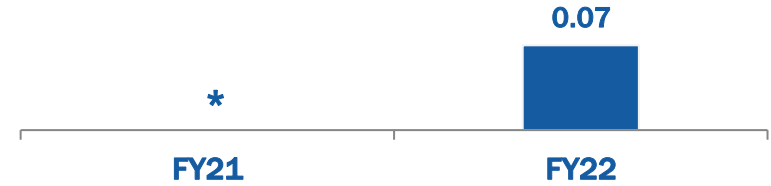


# Balance Sheet indicators – FY22

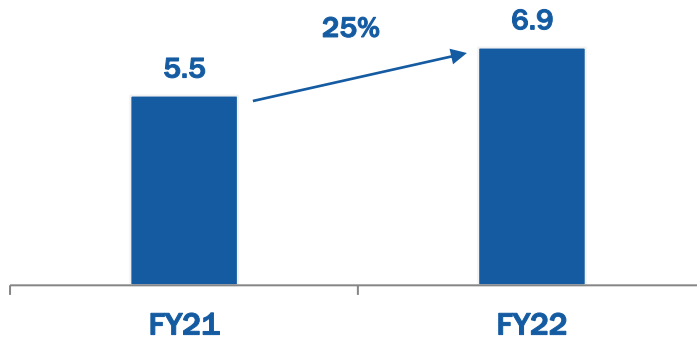
**Net Borrowing (Rs Cr)**



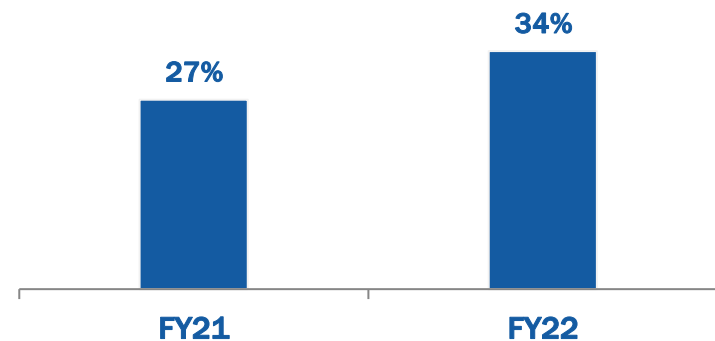
**Debt / Equity (times)**



**Capital Turns (times)**



**Return on Capital Employed (%)**



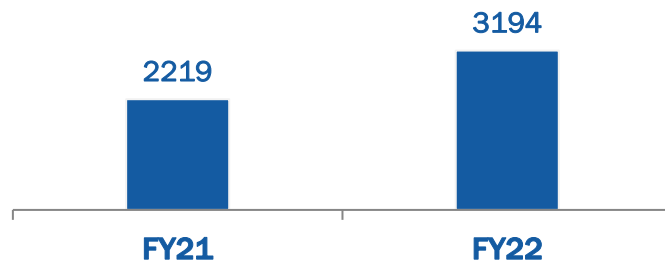
\*Net Positive Cash Balance



# Segment 1: EMP and Commercial Air-Conditioning systems

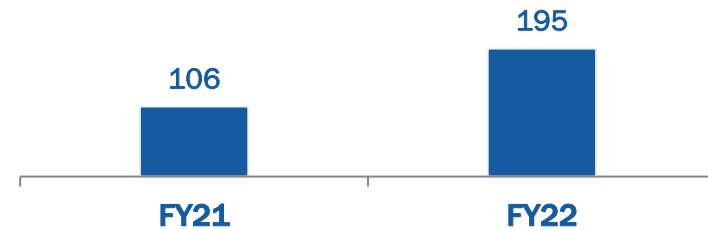
## Segment Revenue (Rs Cr)

Growth of 44%

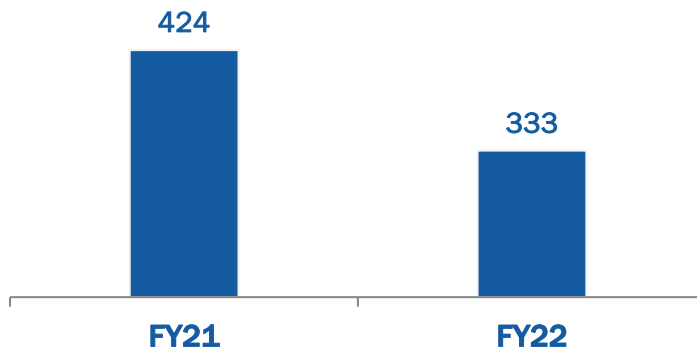


## Segment Result (Rs Cr)

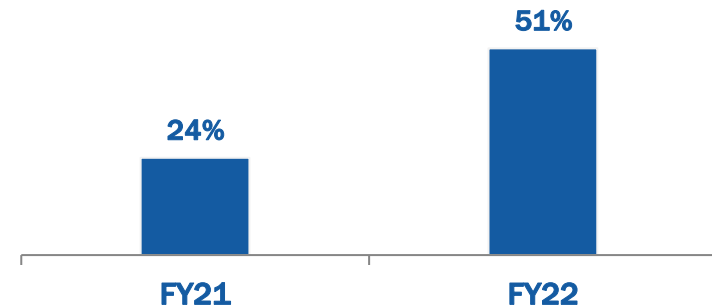
Growth of 83%



## Capital Employed (Rs Cr)



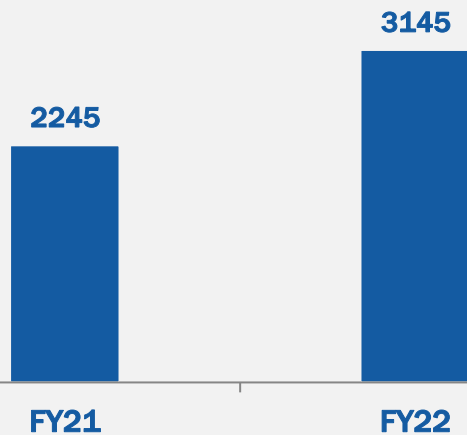
## Return on Capital Employed (%)



# Segment 1: EMP and Commercial Air-Conditioning systems

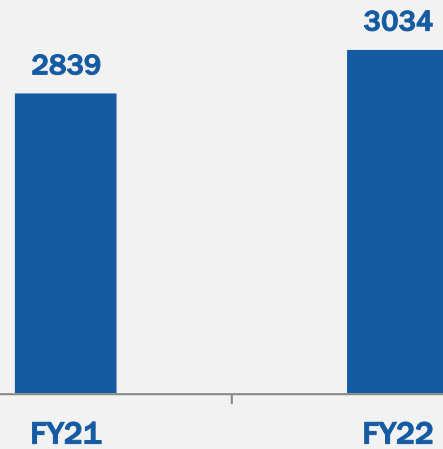
## Orders Booked (Rs Cr)

Growth of 40%



## Carried forward Orders (Rs Cr)

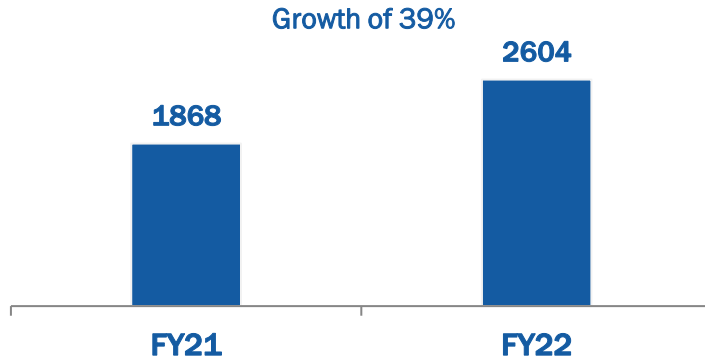
Growth of 7%



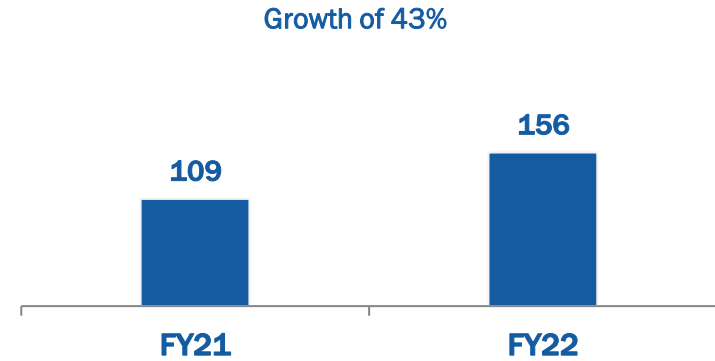


# Segment 2: Unitary Products

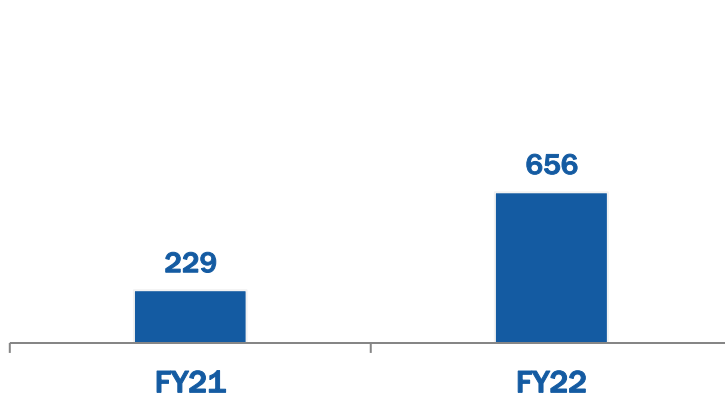
### Segment Revenue (Rs Cr)



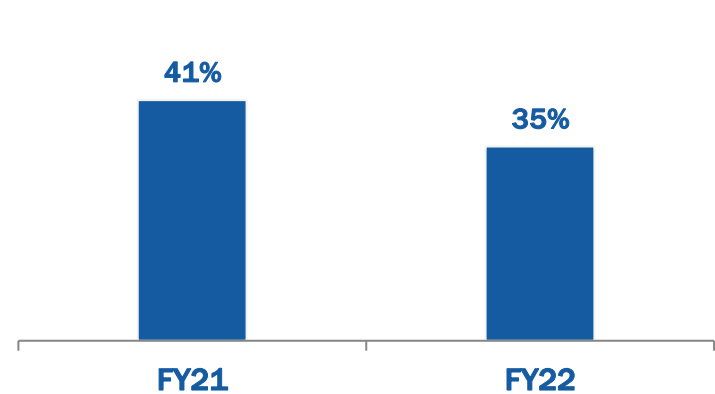
### Segment Result (Rs. Cr)



### Capital Employed (Rs Cr)



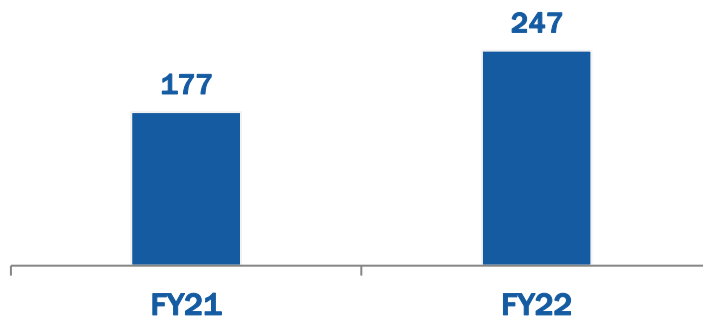
### Return on Capital Employed (%)



# Segment 3: Professional Electronics & Industrial Systems

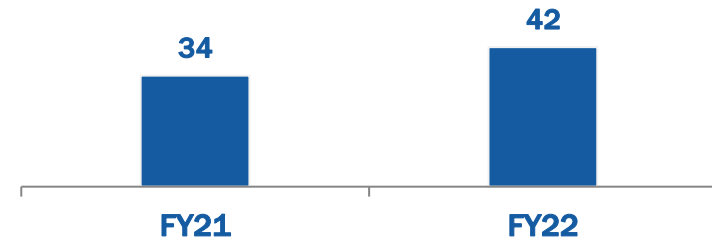
**Segment Revenue (Rs Cr)**

Growth of 40%



**Segment Result (Rs. Cr)**

Growth of 26%







# Thank you