

January 31, 2024

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

Dear Sir/Madam,

Sub: Investors' Presentations for the Third Quarter and Nine Months ended December 31, 2023

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 and in continuation to our letter dated January 12, 2024, we are enclosing herewith the Investors' Presentation for the Third Quarter and Nine Months ended December 31, 2023.

The said information is also being made available on the website of the Company at 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

\\172.16.31.16\Legal and Secretarial Documents\01 Blue Star Limited\2023-24\Stock Exchange Compliances\Reg 30 - Information and Update\16. Investor Presentation\Q3FY24



BLUE STAR

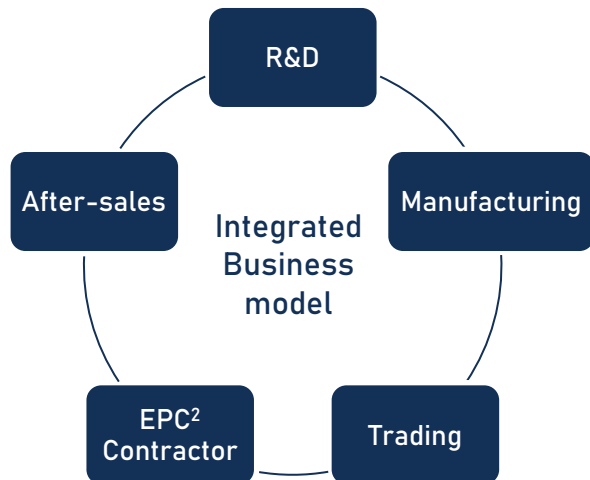
Investor Presentation – Q3FY24 & 9MFY24

BLUE STAR LIMITED

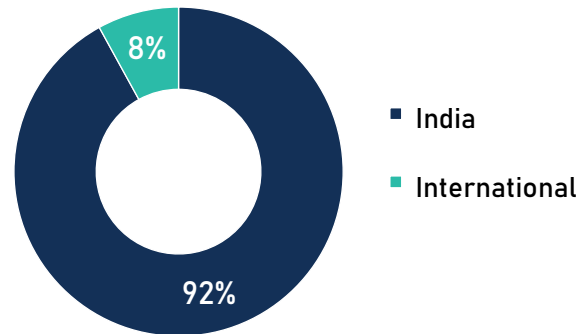
January 31, 2024

India based air conditioning, commercial refrigeration and MEP contracting company

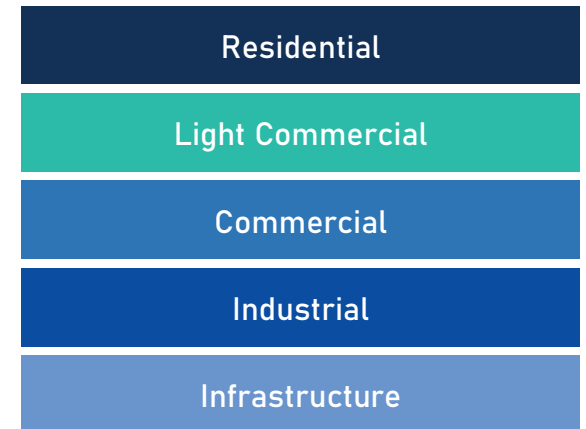
Commenced operations in 1943 , with c. 80 years of operations in India	Air conditioning, Refrigeration and MEP solution provider	Maintains c. 2 million tonnes of air conditioning and refrigeration equipment ¹	Presence in 18+ countries ¹
Plans to strengthen presence in USA, Europe and Japan	7 manufacturing facilities in India ¹	4,040 Channel Partners ¹	1,251 Service Associates ¹



Revenue by geography (FY23)



End-markets



Note:

1. As at March 31, 2023
2. Engineering, Procurement and Construction

Vision, Credo and The Blue Star Way



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.”

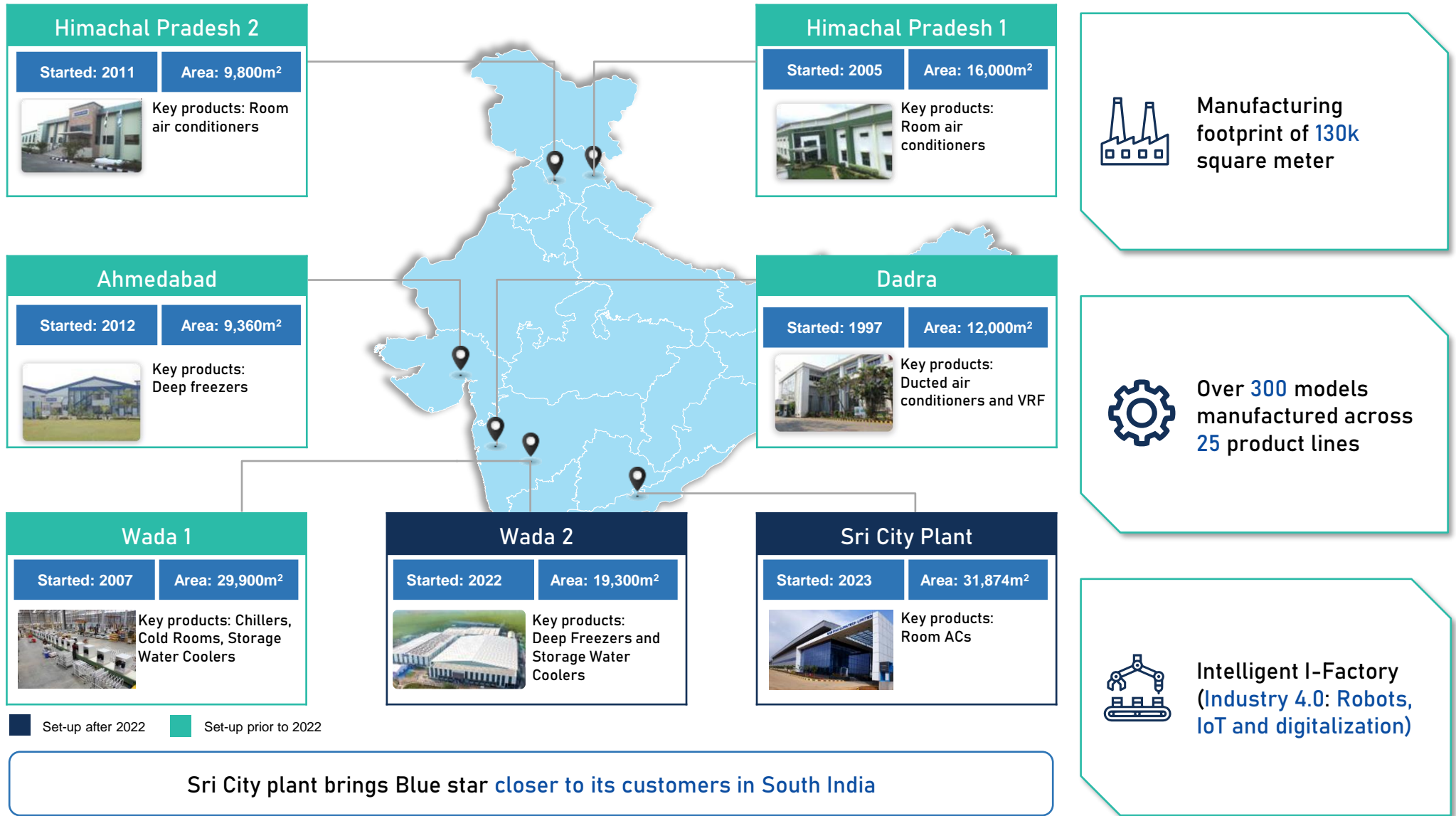
The Blue Star Way

- ✓ Be a company that is a pleasure to do business with
- ✓ Win out people's hearts and minds
- ✓ Continuously improve shareholder value
- ✓ Give primacy to meritocracy and professional management
- ✓ Place the company's interest above one's own
- ✓ Conduct business with personal integrity and ethics
- ✓ Treat business partners as respected members of our organisation
- ✓ Encourage learning, experimentation and innovation in what we do
- ✓ Ensure high standards of corporate governance
- ✓ Be a good corporate citizen

Diversified B2B & B2C business with exposure to different end-markets

<p>1 Electro-Mechanical Projects & Commercial Air Conditioning Systems</p>	<p>2 Unitary Products</p>	<p>3 Professional Electronics and Industrial Systems</p>							
<table border="1"> <tr> <td data-bbox="45 453 294 597">MEP Projects</td> <td data-bbox="294 453 513 597">Central AC Division (CAD)</td> <td data-bbox="513 453 720 597">After sales services</td> </tr> </table>	MEP Projects	Central AC Division (CAD)	After sales services	<table border="1"> <tr> <td data-bbox="720 453 1092 597">Cooling & Purification Appliances Group (CPAG)</td> <td data-bbox="1092 453 1408 597">Commercial Refrigeration Business Group (CRBG)</td> </tr> </table>	Cooling & Purification Appliances Group (CPAG)	Commercial Refrigeration Business Group (CRBG)	<table border="1"> <tr> <td data-bbox="1408 453 1779 597">Med-Tech Solutions</td> <td data-bbox="1779 453 2096 597">Industrial Solutions</td> </tr> </table>	Med-Tech Solutions	Industrial Solutions
MEP Projects	Central AC Division (CAD)	After sales services							
Cooling & Purification Appliances Group (CPAG)	Commercial Refrigeration Business Group (CRBG)								
Med-Tech Solutions	Industrial Solutions								
									
<p>(MEP Projects, Central Air Conditioning Business, After Sales Service, Product Exports)</p>	<p>(Room ACs, Air Coolers, Air Purifiers, Water Purifiers and Commercial Refrigeration Products & Systems)</p>	<p>(Solutions and System Integration in MedTech, Industrial Systems and Data Security)</p>							
<p>Key customers: Commercial Buildings, Retail, Hospitals, Hotels, Education, Industrial Facilities, Data Centres, Metro Rail, Railways, Utilities</p>	<p>Key customers: Residential, Light Commercial - Shops / Showrooms, Ice-cream, Hospitality, QSRs (Quick Service Restaurants)</p>	<p>Key customers: Healthcare, Automotive, Aerospace, Steel, BFSI (Banking, Financial Services and Insurance)</p>							

Operates 7 plants in India for both domestic & export markets...



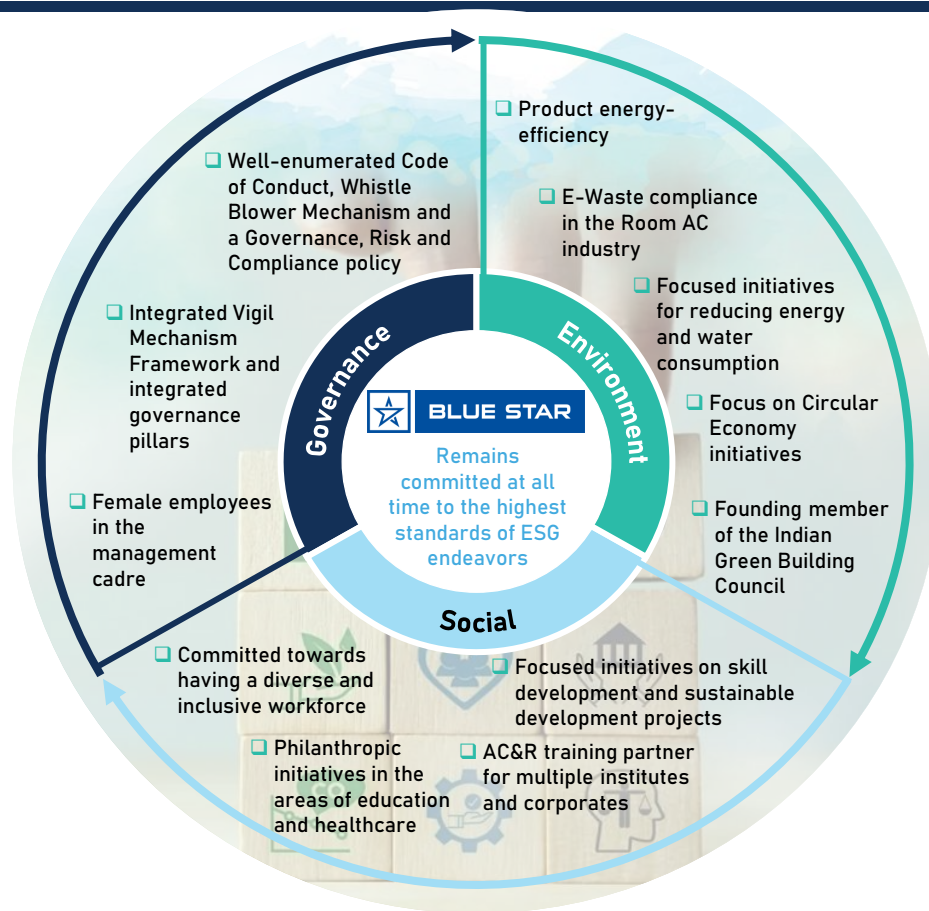
Operates 7 plants in India for both domestic & export markets...

- ❑ Specialise in manufacturing a variety of highly engineered and custom-built products.
- ❑ Lean manufacturing and world-class practices.
- ❑ Green Building initiatives -
 - ❑ Wada factory certified 'Green factory' – Platinum category from IGBC
 - ❑ Sri City factory certified 'Green factory' – Gold category from IGBC
 - ❑ Solar plants installed at Dadra and Sri City
- ❑ Successful implementation of Manufacturing excellence program; 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

Research & Development

- ❑ 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
- ❑ Launched the Ashok M Advani Innovation Mission to fast-track R&D and innovation programs supported by Innovation Centres in India and under the newly incorporated subsidiary at Japan

ESG principles are embedded in Blue Star's business practices



Net zero road map

Consumption	FY22	FY23
Renewable energy % of total energy	5.7%	6.6%
Energy intensity per rupee of turnover (Gigajoule per million ₹)	1.05	0.95
Water intensity per rupee of turnover (₹)	2.55	1.97

2022-40

- ✓ Carbon Footprint Mapping
- ✓ Reduction Targets
- ✓ Energy Efficiency
- ✓ Renewable Energy (1.0 MW)
- ✓ Carbon Footprint
- ✓ Logistics: Inbound / Outbound
- ✓ Employee Commute
- ✓ Disposal of Material Transfer
- ✓ Energy Zero
- ✓ Water Zero
- ✓ Zero Waste to Landfill

Product & Plant Initiatives

- ✓ **Factories** are built to be 'green' in their design, processes and operations
- ✓ Use of **eco-friendly refrigerants, tree-planting drives** and **reduce the consumption of water and electricity**
- ✓ **Energy-efficient** Room ACs, VRFs, Deep Freezers, and Screw Chillers
- ✓ Wada factory / Thane Innovation Centre are **Platinum rated** by IGBC¹. Sri City factory applied for **Gold rating**

Social Initiatives

- ✓ **c. 50%** of factory workers in Sri City plant are **woman**
- ✓ **Children in schools** at Palghar benefits from digital education programme
- ✓ **Farmer families** in Tamil Nadu are supported via Farmer Producer organization
- ✓ **Employs Apprentices** every year under the Central Govt.'s skill development Programme (NETAP)

Note:
1. Indian Green Building Council (IGBC)

Strong governance is the key pillar of Blue Star through out its existence

Chairmen Emeriti



Ashok M Advani



Suneel M Advani

Board of Directors



Shailesh Haribhakti
Independent Chairman



Vir S Advani*
Vice Chairman & Managing Director



B Thiagarajan*
Managing Director



Arvind K Singhal
Independent Director



Rajiv R Lulla
Non-Executive Director



Sunaina Murthy
Non-Executive Director



Dinesh Vaswani
Non-Executive Director



Sam Balsara
Independent Director



Anil Harish
Independent Director



Anita Ramachandran
Independent Director



G Murlidhar
Independent Director



Vipin Sondhi
Independent Director

* Also a key management personnel (KMP)

Industry recognition for achievements

Corporate governance and management



Golden Peacock Award
for Corporate Governance
2019/2020/2021



Golden Peacock Award
for Risk Management
2020/2022/2023



Winner of ICSI Best
Governed Company
(Listed: Medium)
2019



Great Place to Work -
Certified Organization
2023

Industry expertise



MEP Contractor of the
Year
2017-2023



Best Water R&D and
Technological
Breakthrough-Domestic
2022



Multiple CII National
Manufacturing Awards



REFCOLD India Emerson
Awards for First Runner-
up under Innovative
Refrigeration Product
2022



NEBB Certified



ISO 9001-2015 Certified



IAQA Membership
Certified



Best Customer Service
Initiative of the Year
2022

Certified R&D capabilities



AHRI Certified for Air
Cooled Chiller Lab



AHRI Certified for Water
Cooled Chiller Lab



NABL ISO 17025 Certified
Lab for Testing



Wada Plant receiving the
IGBC Platinum
Certification under 'Green
Factory Building' category

Business Segments Overview

Segment 1: Electro-Mechanical Projects & Commercial Air Conditioning Systems

Electro-Mechanical Projects Group

- ❑ Design, Engineering, Procurement and Construction (EPC) of Mechanical, Electrical & Plumbing (MEP) systems for commercial buildings, industrial facilities & infrastructure projects
- ❑ Our Value Proposition - Superior project delivery through intelligent engineering, modern execution practices, and committed teams
- ❑ Winner of 'MEP Contractor of the year' seven times in a row (2017 to 2023)
- ❑ Increasing order inflows from emerging segments including Metro Railways, Healthcare facilities, Factories, & Data Centres

Large central AC & ventilation projects

Plumbing projects

Fire-fighting projects

Electrical projects

Water projects

Railway electrification

Prestigious Projects



Yotta Data Centre - Noida



Wistron Infocomm - Bengaluru



Bangalore Metro Rail Corp.



Freudenberg Plant - Punjab



Jockey Factory - Cuttack




Hines Group

Central Air Conditioning Systems

- ❑ Complete range of energy efficient QCO compliant packaged and ducted split air conditioning systems
- ❑ Next generation inverter based ducted systems and inverter heat pump air conditioning systems
- ❑ Top discharge VRF systems from 7 HP to 112 HP. Designed for Indian conditions – 100% capacity at 43°C and non-stop cooling 56°C
- ❑ Side discharge VRF systems from 4 HP to 16 HP, VRF lite from 4 HP to 6 HP for residential applications
- ❑ Star labelled air cooled and water cooled scroll chillers from 10 TR to 78 TR
- ❑ Configured series air cooled and water cooled screw chillers from 70 TR to 600 TR range
- ❑ Configured series oil free magnetically levitated centrifugal chillers from 70 TR to 450 TR
- ❑ Configured series water cooled fixed speed and VFD based centrifugal chillers 450 TR to 1000 TR
- ❑ Intellectual Property across product range is all owned by Blue Star
- ❑ 712 Dealers in 224 towns¹
- ❑ Customer base spread across all segments with contributions from government, healthcare, industrial, hospitality, educational and builders & developers

Note: HP: Horse Power; TR: Ton of Refrigeration; QCO: The Quality Control Order
 1. As at March 31, 2023


VRF



VRF V Plus System
5th Gen Side Discharge VRFs
VRF Lite

- ❑ High ambient performance
- ❑ A broad range of VRFs for all applications – 4HP to 112HP


Ducted



Ducted splits

- ❑ QCO compliant products
- ❑ Full range of Inverter-based systems

Chiller





Air-Cooled & Water-Cooled Screw chillers and Inverter Scroll chillers
Oil-free chillers


Large Capacity Configured Series- Screw chillers
Centrifugal chillers


- ❑ 3 Star Inverter scroll chillers and 5 Star VFD Screw Chillers
- ❑ Introduce high efficiency oil-free chillers
- ❑ Recently launched centrifugal chillers
- ❑ High-efficiency inverter-based systems


After-sales Service


-  Maintaining c. 2 million tonnes of air conditioning and refrigeration equipment


-  Extensively expanded service reach to Tier 2, 3 & 4 towns

-  Currently handling c. 3,900 towns with > 2 million service calls a year

-  Focus on same day installation and same day call closure

-  Operates remote monitoring center at Thane

-  Winner of Royal Society for Prevention of Accidents “ROSPA-EHS Award” for Engineering Facility Mgt and Revamp services

-  Accreditations from TAB, NEBB, CMVP, IAQ and NADCA; ISO 9001-2015 and ISO 45001 certified

Digital infrastructure

Customer care app enables customers and channel partners with ease for logging service requests, which gets tracked and follows auto escalation mode, supporting quick resolution

Field service technician app enable technicians to update & closure of breakdown & PMS tickets through their mobile, all parameters are digitally recorded and stored

Knowledge Management system – Star Vault enables us to centrally store, manage and retrieve business critical documents and SOP's

Select end-markets

Air conditioning



PSU / Govt.



Industrial



Hospitals



Automotive



Infrastructure



Banks

Refrigeration



Dairy



QSRs



Retail



Pharma

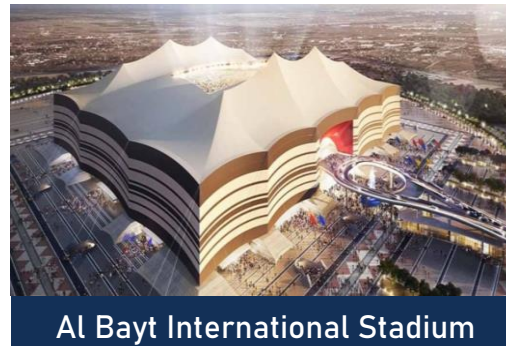


Healthcare

International Business

- ❑ The Company's wholly owned subsidiary, Blue Star International FZCO at Dubai Airport Free Zone (DAFZA) Dubai manages businesses in the Middle East, Africa, ASEAN and SAARC regions
- ❑ Focus on building a larger international footprint by appointing new distributors and going deeper with current distributors into the market.
- ❑ A state-of-the-art showroom at Dubai displaying the latest developments on product lines manufactured by Blue Star
- ❑ International projects at Qatar managed by a subsidiary of the company 'Blue Star Qatar'
- ❑ International projects in Malaysia managed by the company's Joint Venture at Malaysia under the management of Blue Star
- ❑ Formed new subsidiaries in the United States, Europe and Uganda to pursue opportunities there

Prestigious Projects



Segment 2: Unitary Products Segment

Cooling and Purification Appliances

Room Air conditioners

- ✓ Wide range of premium, affordable premium and affordable split ACs with superior build quality

- ✓ Installed base of over 2.5 million units

- ✓ Products available in c. 8,500 outlets in more than 650 locations

- ✓ Focus on inverter technology, energy efficient products and ACs with purification technology

- ✓ Launched a range of differentiated models including 'Super Energy-Efficient ACs,' 'Heavy-Duty ACs,' 'Smart ACs,' 'ACs with Hot & Cold Technology

- ✓ Serves the residential and light commercial markets

Other categories

Air Coolers



Water Purifiers



Wide range of Air conditioners

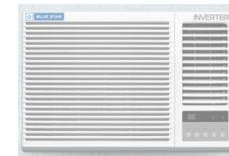
Inverter Split AC



Fixed Speed Split AC



Window ACs



Portable ACs



Super energy efficient ACs



SMART ACs



Heavy Duty ACs




Hot & Cold ACs




Commercial Refrigeration


Wide range of commercial refrigeration products and solutions

- 


Wide range of solutions for food preservation – deep freezers, modular cold rooms and super market and commercial kitchen refrigeration

- 


Wide range of bottled water dispensers, storage water coolers, visi coolers, and medical refrigeration products

- 

Commissioned a new manufacturing facility in 2022 for a new series of hardtop and glass top deep freezers

- 

After sales service is a critical requirement and is an integral part of the business

- 

Serves customers across segments including Ice-creams, dairy, hospitality, retail, food & beverage, restaurants, QSR chains, pharma, healthcare, horticulture, meat processing, marine, etc

Deep Freezers



Bottle Coolers



Cold Rooms



Visi Coolers/
Freezers



Bottled Water
Dispensers



Commercial Kitchen
Refrigeration



Storage
Water Coolers



Ice Cubers/
Flakers



Medical Refrigeration



Segment 3: Professional Electronics & Industrial Systems

Professional Electronics & Industrial Systems

✓ Managed by wholly owned subsidiary, Blue Star Engineering & Electronics (Blue Star E&E)

✓ Provider of advanced technology products as well as system integrated solutions

✓ Has set up its new medical diagnostic equipment refurbishment facility at Bhiwandi

Advanced Technology Products

Customized Testing Products

Turnkey Engineering Solutions

Value-added services

Lines of Business

Operates in three broad segments: MedTech Solutions, Data Security Solutions and Industrial Solutions

MedTech Solutions



Data Security Solutions



Industrial Solutions



✓ Non-Destructive Testing Solutions

✓ Material Testing Systems

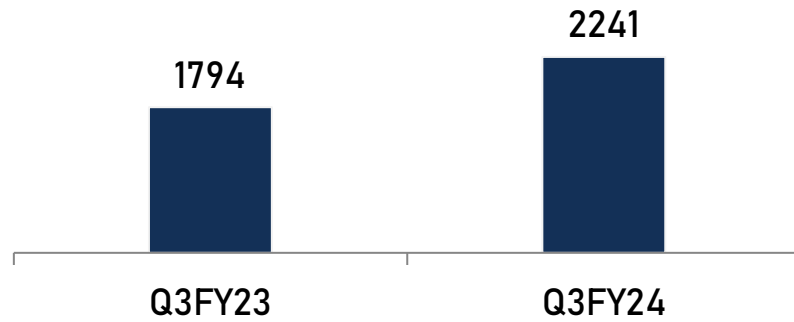
✓ Warehouse Automation

✓ Metrology Solutions

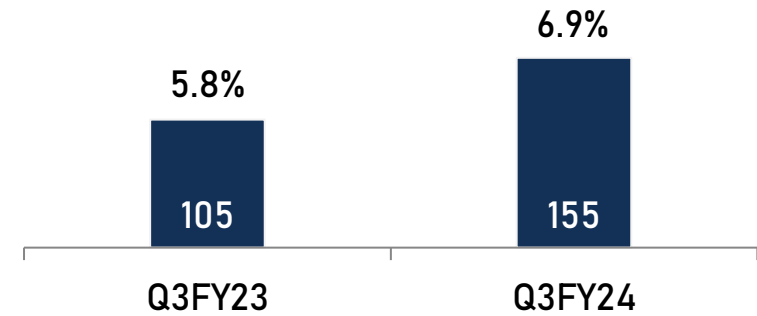
Financial Performance – Q3FY24

Financial performance – Q3FY24

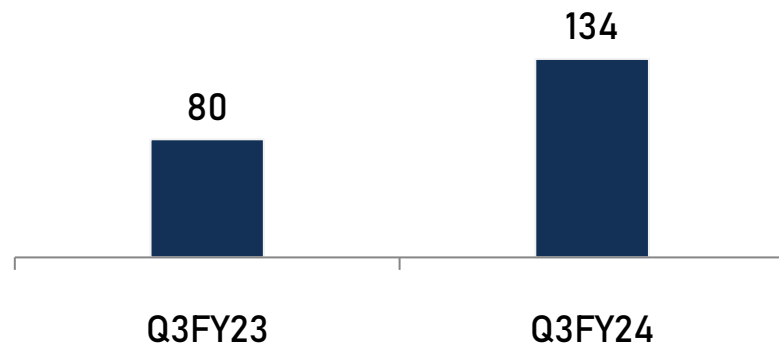
Revenue (Rs Cr)



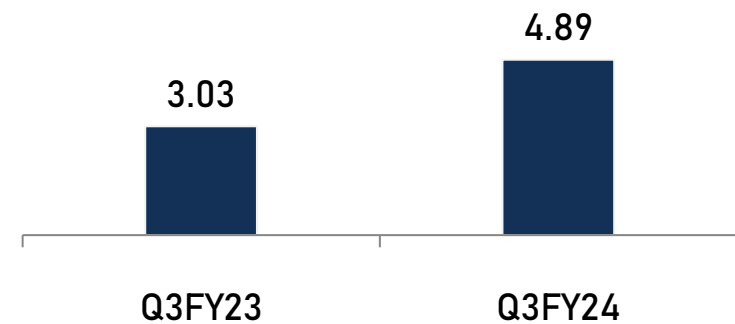
EBITDA (Rs Cr)



Profit before tax (Rs Cr)



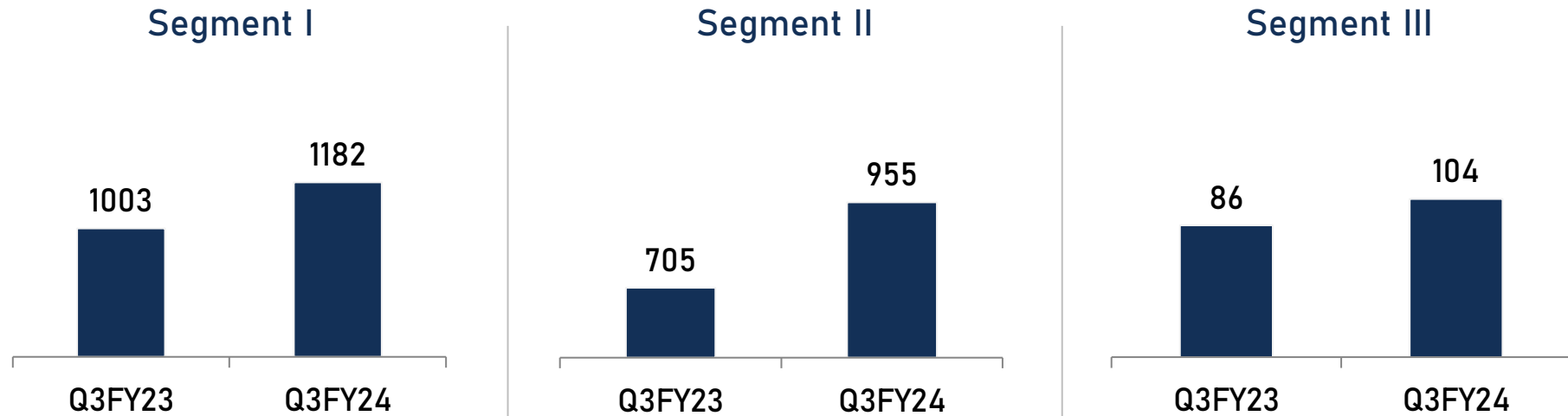
Earnings per share (EPS)* (Rs)



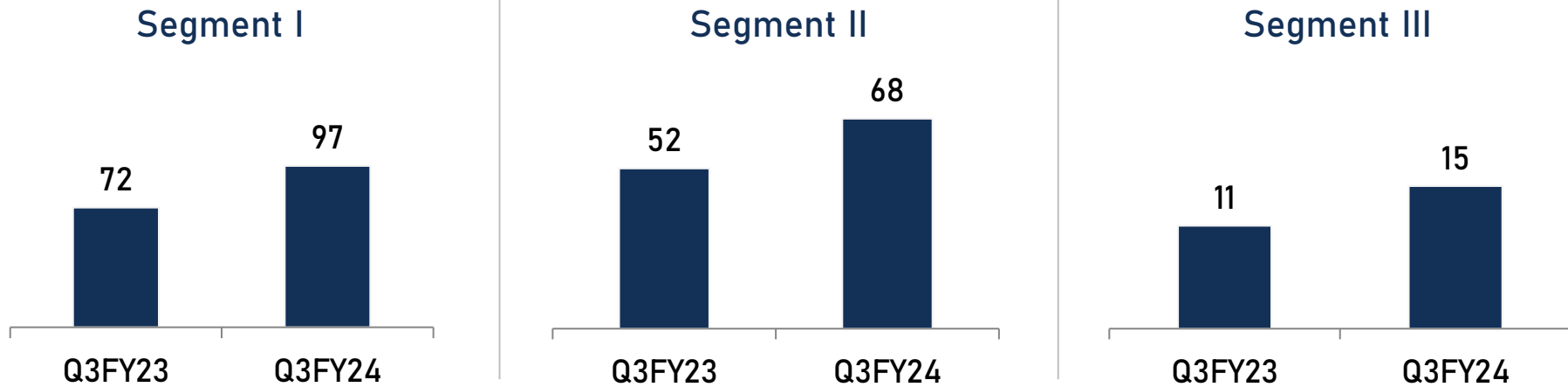
*Not Annualized

Segment performance – Q3FY24

Segment Revenue (Rs Cr)



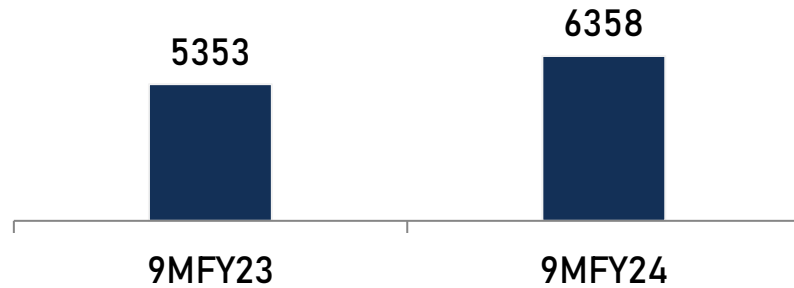
Segment Result (Rs Cr)



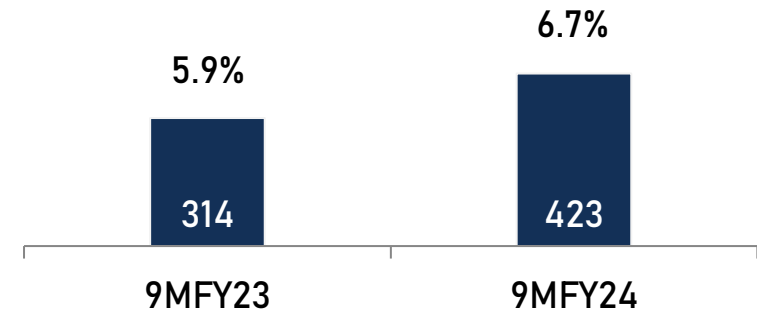
Financial Performance – 9MFY24

Financial performance – 9MFY24

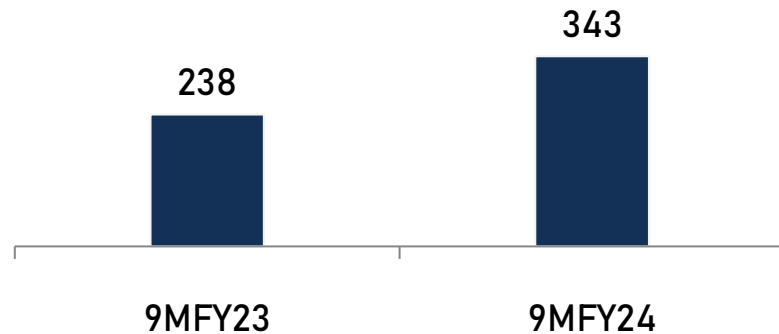
Revenue (Rs Cr)



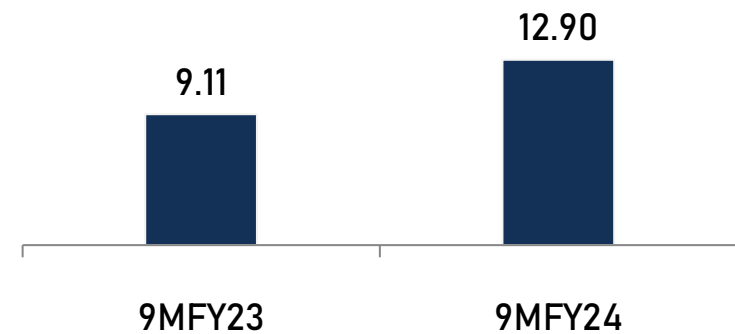
EBITDA (Rs Cr)



Profit before tax (Rs Cr)



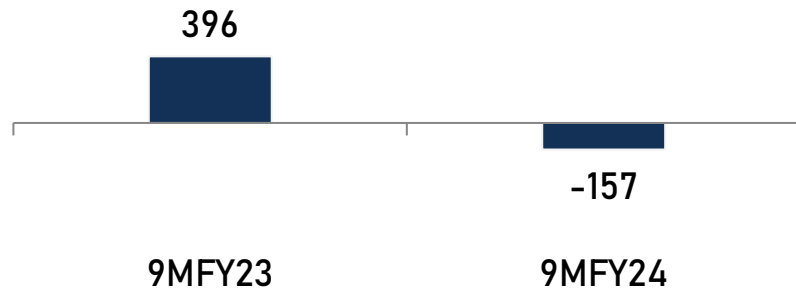
Earnings per share (EPS)* (Rs)



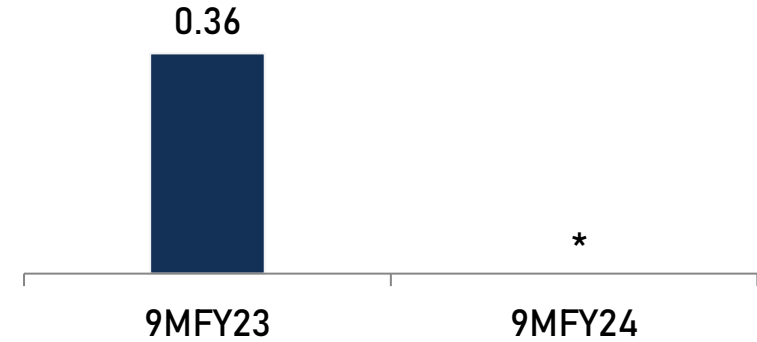
*Not Annualized

Balance Sheet Indicators – 9MFY24

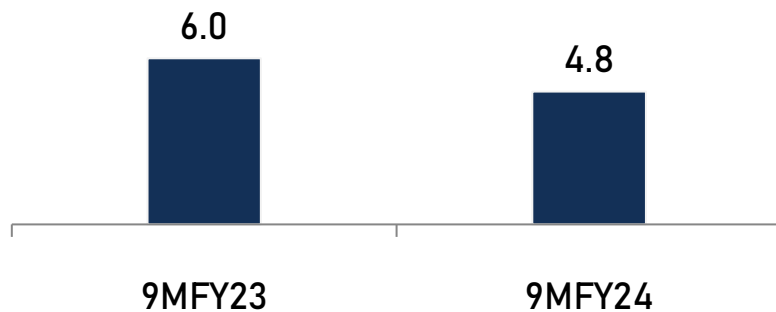
Net Borrowing (Rs Cr)



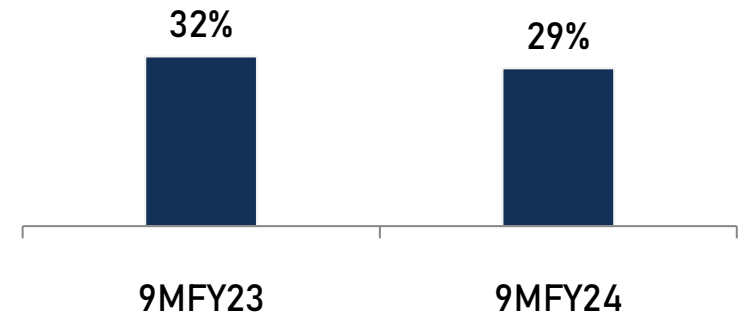
Net Debt/Equity (times)



Capital Turns (times)



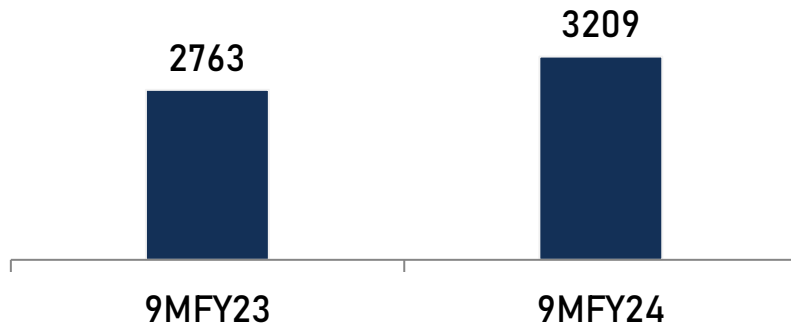
Return on Capital Employed (%)



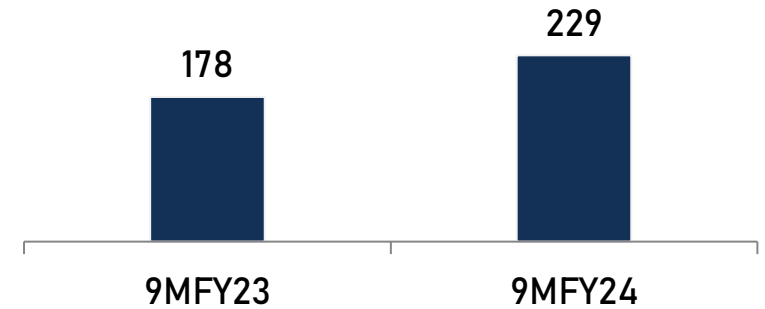
*Net Positive Cash Position

Segment 1 : EMP and Commercial Air-Conditioning Systems

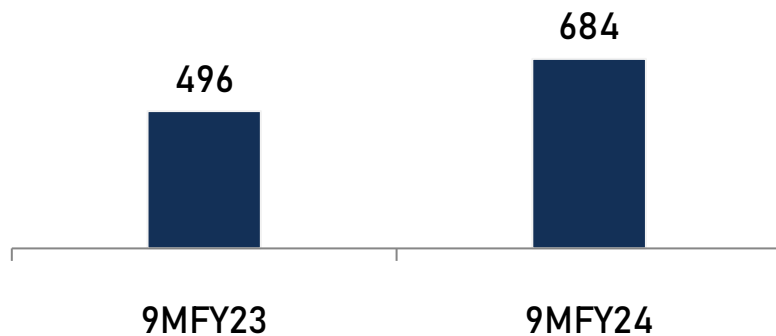
Segment Revenue (Rs Cr)



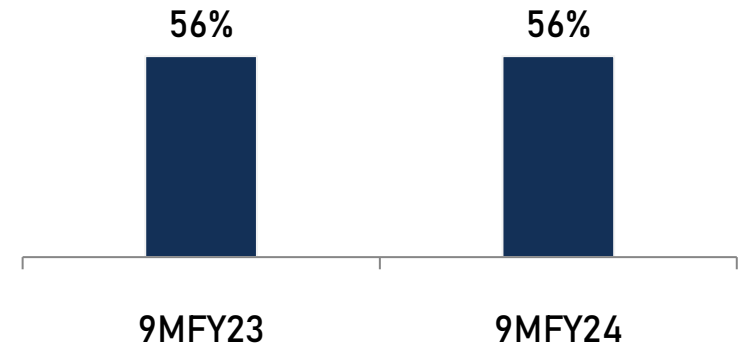
Segment Result (Rs cr)



Capital Employed (Rs cr)

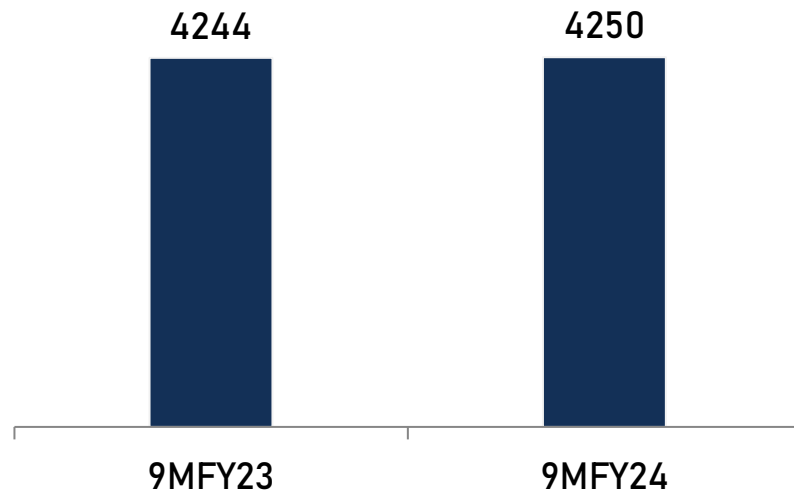


Return on Capital Employed (%)

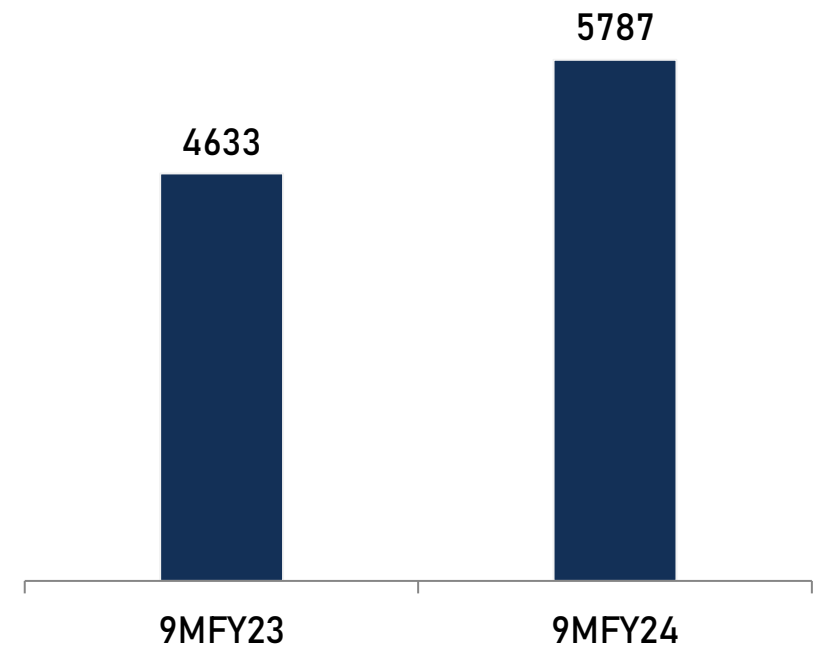


Segment 1 : EMP and Commercial Air-Conditioning Systems

Orders Booked (Rs Cr)

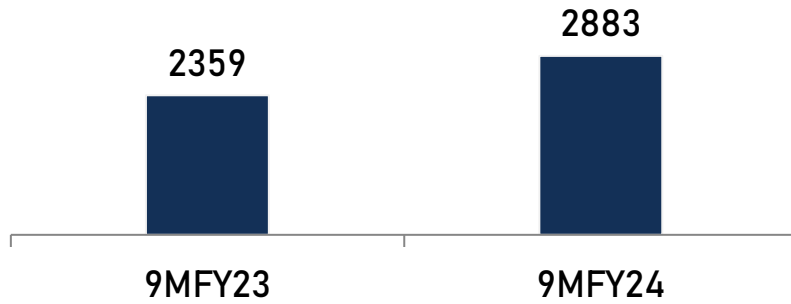


Carried Forward Orders (Rs cr)

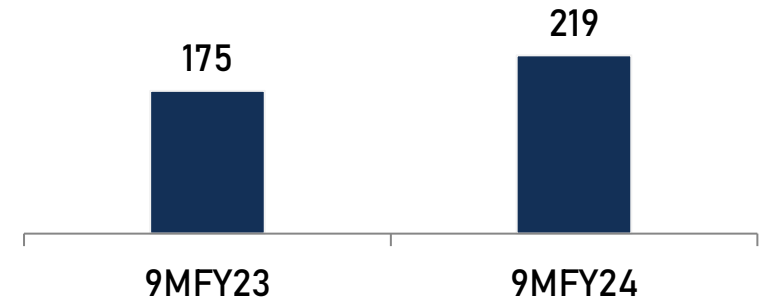


Segment 2 : Unitary Products

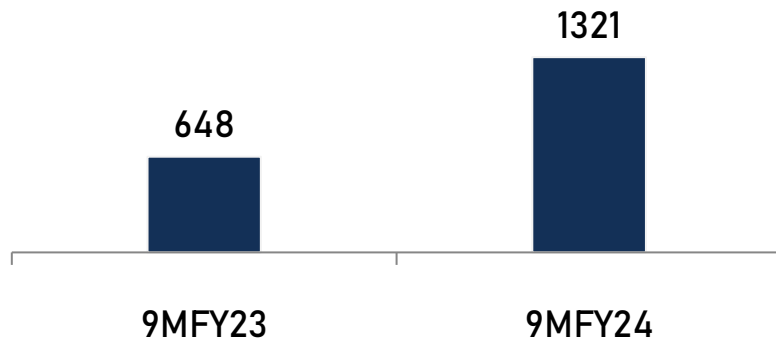
Segment Revenue (Rs Cr)



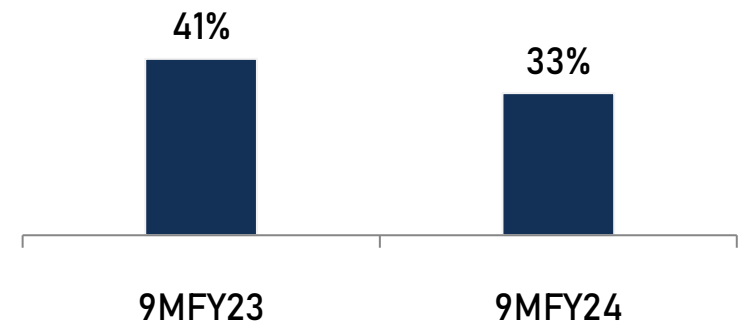
Segment Result (Rs cr)



Capital Employed (Rs cr)

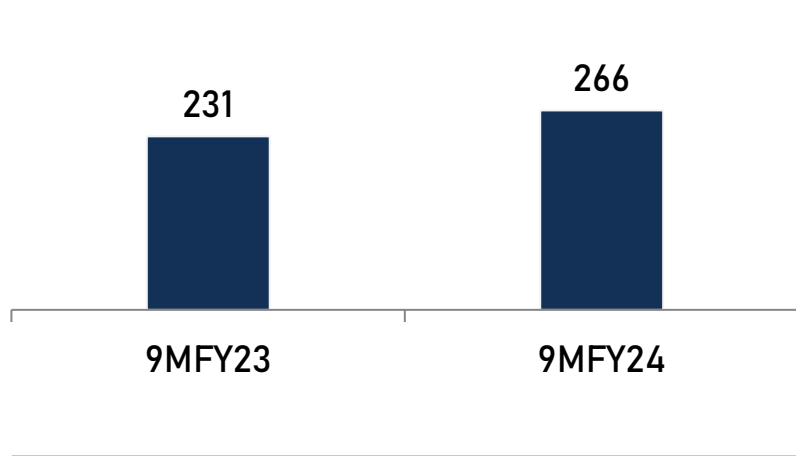


Return on Capital Employed (%)

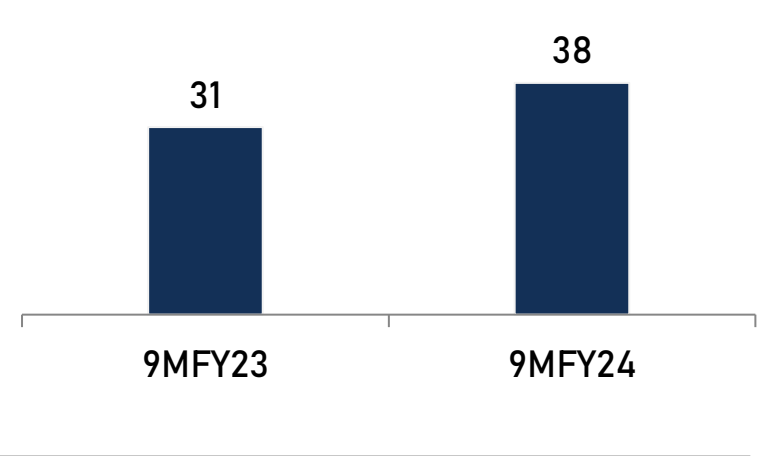


Segment 3 : Professional Electronics & Industrial Systems

Segment Revenue (Rs Cr)



Segment Result (Rs cr)



Thank You