



BLUE STAR

Blue Star Limited

Investor Presentation

- India's leading air-conditioning, commercial refrigeration company and MEP contracting company
- Total Revenue: ~ Rs. 4500 crores
- Employee Strength: 2700
- Network of 35 offices; 4000 distribution point, 2200 dealers, 600 retailers
- Presence in 19 international markets in the Middle East, Africa and South Asia
- 5 modern manufacturing facilities
- Comprehensive solutions for corporate, commercial and residential customers

Blue Star – Vision & Credo



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



Chairman Emeritus



Ashok M Advani

Board of Directors



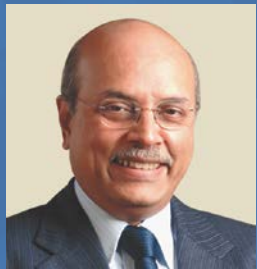
Suneel M Advani
Chairman



Vir S Advani
Managing Director



B Thiagarajan
Joint Managing Director



Shailesh Haribhakti
Director



Gurdeep Singh
Director



Shobana Kamineni
Director



Pradeep Mallick
Director



M K Sharma
Director




Rajiv R Lulla
*Non-Executive
Promoter Director*



Dinesh Vaswani
*Non-Executive
Promoter Director*

A blue-tinted photograph of several business professionals in a modern office. They are silhouetted against a large window that offers 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



Segment I
Electro-Mechanical Projects and
Packaged Air Conditioning Systems

Electro-Mechanical Projects

- Design, installation, commissioning and maintenance of large central air conditioning plants
- Designing and execution of electrical, plumbing and fire-fighting contracting projects
- Execution of turnkey industrial projects
- Blue Star offers an unmatched advantage: Superior project delivery through intelligent engineering, modern execution practices, and committed teams

Central AC Projects



- Expertise of over seven decades in system design, contracting, installation and maintenance
- Delivers expert turnkey MEP cooling solutions to a variety of customers in the corporate, commercial and industrial sectors
- Significant market share in segments such as Industrial, Infrastructure, Metro, Power, Hospitality, Education, IT/ITeS, Retail and Healthcare
- Superior project management capabilities resulting in on-time delivery, high project quality and seamless coordination at all levels

Packaged Air Conditioning Solutions

- Complete range of energy-efficient packaged air conditioners and ducted split air conditioners
- VRF systems with Inverter as well as Digital technology
- VRF IV Plus, the first 'Made in India' 100% Inverter-based VRF system
- Driven by segments such as offices, education, industrial, showrooms, healthcare, hospitality, banquet halls and retail



Central AC Products

- Highly efficient centrifugal chillers
- AHRI-certified screw chillers
- Flexible and energy-efficient scroll chillers
- Process chillers for industrial and non-comfort cooling applications
- Air cooled and water cooled variants



- India's largest air conditioning and refrigeration service provider, maintaining around 2 million ton of refrigeration equipment
- ISO 9001-2008 certified
- Handle over 1 million service calls a year
- Focus on service delivery quality through a Service Quality Assurance Group, Service Specialists' Group for high-end technical requirements

- Offers AC&R products, after-sales service as well as system integration in global markets in addition to contract manufacturing
- Markets addressed include Middle East, Africa, SAARC and ASEAN regions
- Product offering includes range of Room Air-conditioners, Commercial Refrigerators and Water Coolers
- Focus on building a larger international footprint by enhancing reach of distributors, channel associates in these regions and joint ventures
- International projects managed by the Company's international joint ventures in Qatar, Malaysia and Oman

Market Opportunity

- The HVAC market in India is forecast to reach US\$ 3.97 billion by 2019
- Government propelled infrastructure investments is expected to drive growth in medium term.
- Sectors like Metros Rail, Healthcare, Education, Airports, Light industrial projects and commercial offices would see significant capital expenditure.
- Infrastructure investments in tier-2/3/4 cities like shopping malls, retail complexes, airports will further push growth.

Some of our prestigious projects



Parliament House



Delhi Metro



Chhatrapati Shivaji International Airport-T2



JW Marriott



Microsoft



Tata Steel

Some of our prestigious international projects



AMCORP Trade Centre, Malaysia



Bank of Mauritius



Kuala Lumpur Grand Hyatt , Malaysia



Hotel Rehabilitasi, Malaysia



Civil Aviation Headquarters, Oman



New District Hospital, Qatar



Segment II
Unitary Products

Room Air Conditioners

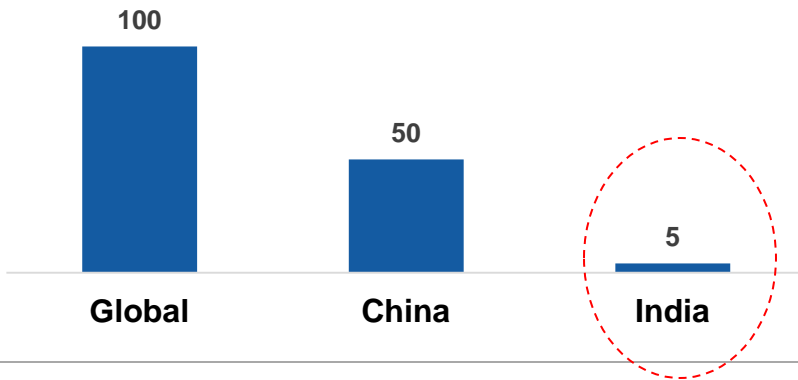
- Installed base of over a million units
- Products available in 3800 outlets in more than 650 locations across the country
- Focus on inverter technology and energy efficient products
- Focus on residential as well as corporate and commercial customers
- Aesthetics and low noise make our products widely recommended by interior designers and architects



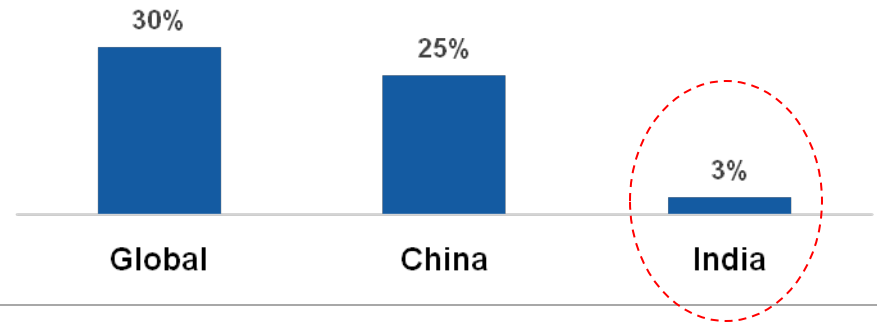
Opportunity in Room AC market

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

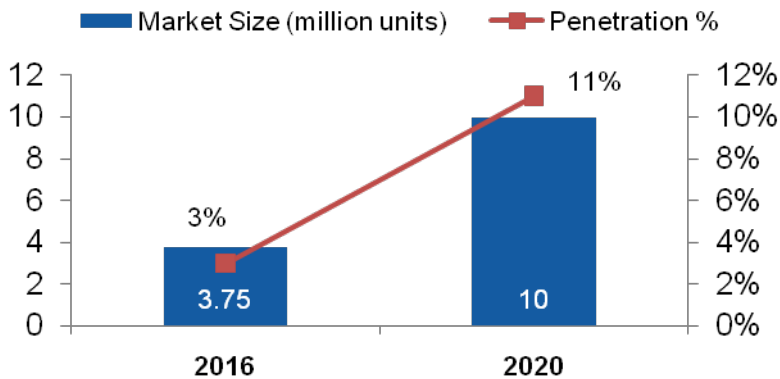
Market Size [No. of units (in Mn)]



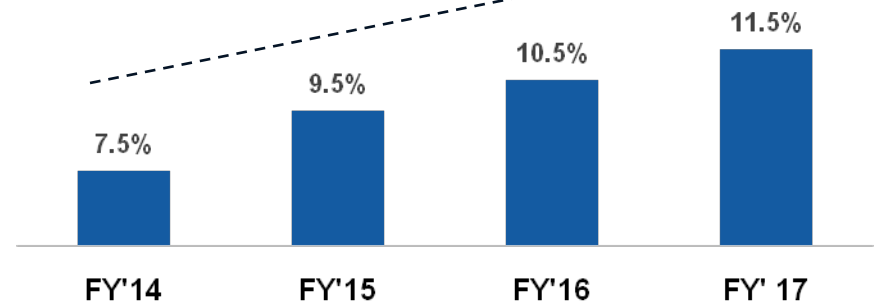
Penetration %



Future Growth



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
 - Storage Water Coolers
 - Bottled Water Dispensers
 - Ice Cubers
 - Cold Rooms



Water Purifiers

- Recently forayed into the residential water purifiers business with a stylish and differentiated range
- Launched range of 13 models (largest by any new entrant in the category)
- Market pegged at about Rs. 4200 crores, increasing at a CAGR of 22%.



Manufacturing Facilities

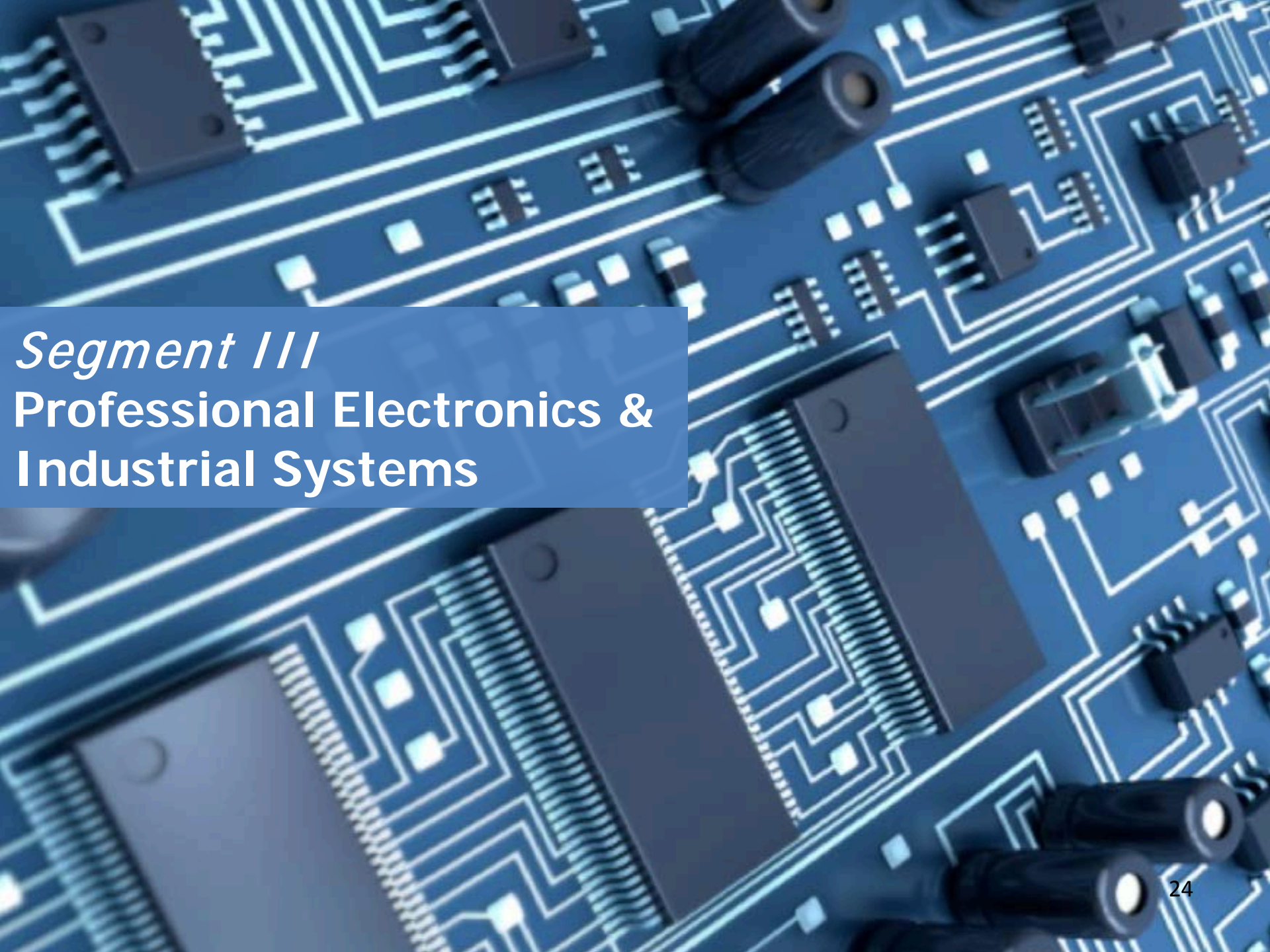
- 5 state-of-the-art, automated factories located at:
 - Dadra
 - Himachal (2 facilities)
 - Wada
 - Ahmedabad
- 2 modern plants at Samba, Jammu and Sri City, Andhra Pradesh in the offing

Manufacturing Facilities

- Specialise in manufacturing a variety of highly engineered and custom-built products
- Manufacturing footprint of 1 lakh sq m
- Over 300 models manufactured across 25 product lines
- Lean manufacturing and world-class practices
- Wada factory certified as 'Green factory' – Gold category certification from IGBC
- Manufacturing excellence programme for continuous productivity enhancement



- High level of product development and testing capabilities with several patents for new breakthrough products
- Department of Scientific & Industrial Research approved
- Lab certification programme for facility upgradation
- Enhanced capability in reliability and electronics for digital and smart products
- In-house capacity for testing and certification for safety compliance
- Consistent investment in R&D to enhance company's product offerings and technical capabilities



Segment III
Professional Electronics &
Industrial Systems

Professional Electronics & Industrial Systems



- Managed by the Company's wholly owned subsidiary, Blue Star Engineering & Electronics Ltd
- Business verticals include:
 - Industrial Products - Valves and Bagging systems
 - Testing Equipments
 - Security and Surveillance
 - Medical Equipments
- Evolved from being only a distributor of leading global manufacturers to a high end system integrator and value-added reseller

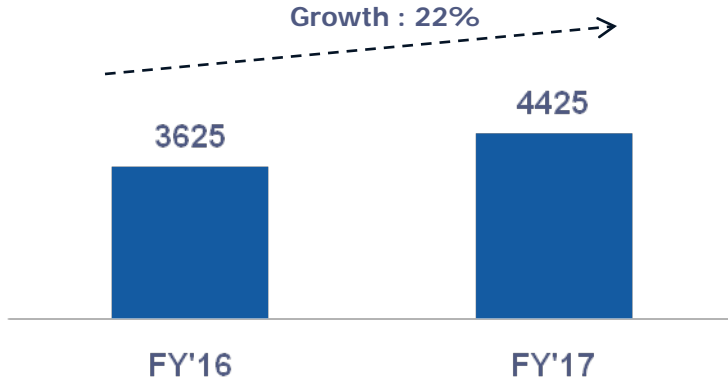
The image shows a group of business professionals in a modern office setting. They are silhouetted against a large window that offers a view of a city skyline at night. The buildings outside are illuminated, creating a bright blue glow. The office floor is highly reflective, mirroring the silhouettes of the people and the city lights. The overall atmosphere is professional and contemporary.

Financial Performance

Consolidated operating performance

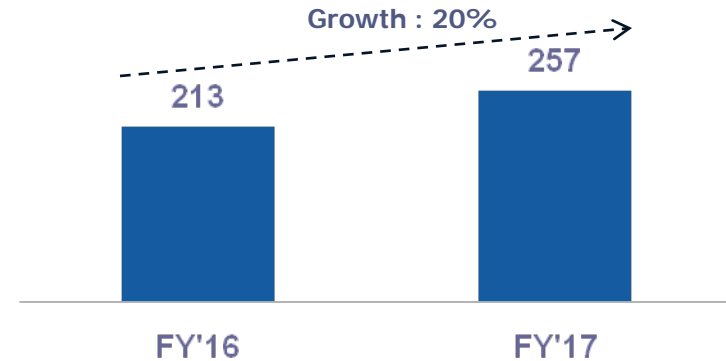
REVENUE (Rs. Cr)

Growth : 22%



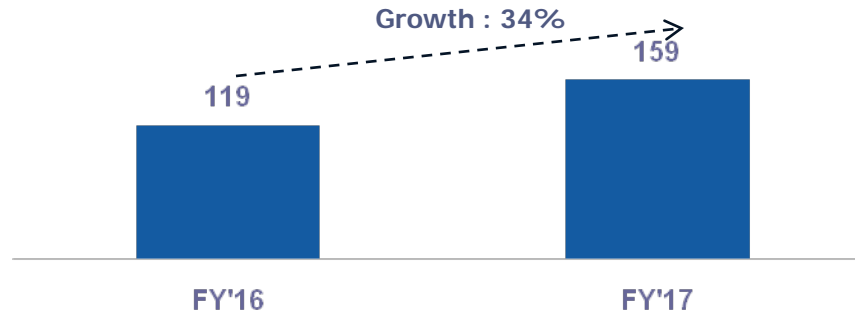
EBITDA (Rs. Cr)

Growth : 20%



PBT (Rs. Cr)

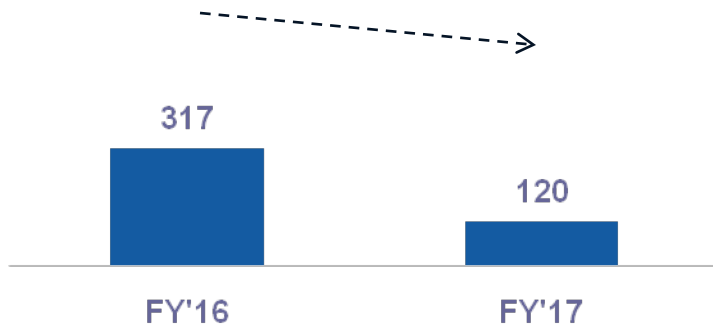
Growth : 34%



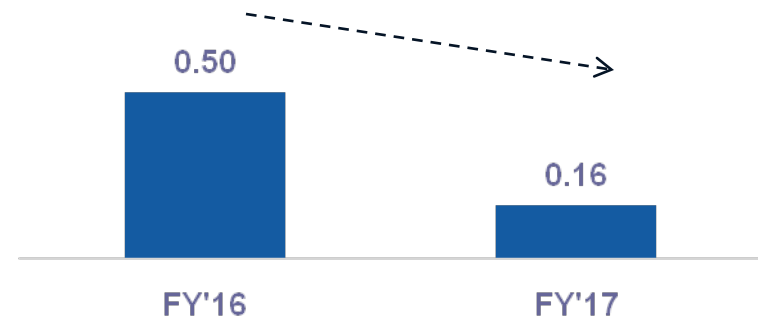
Note: Numbers of last year exclude BSIL operation for like to like performance

Consolidated Balance Sheet indicators

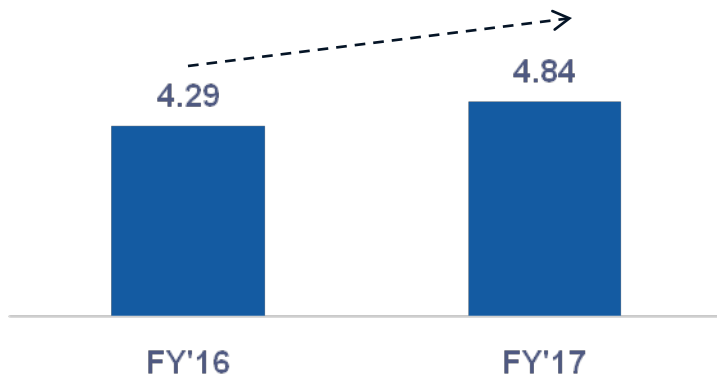
NET BORROWING (Rs. Cr)



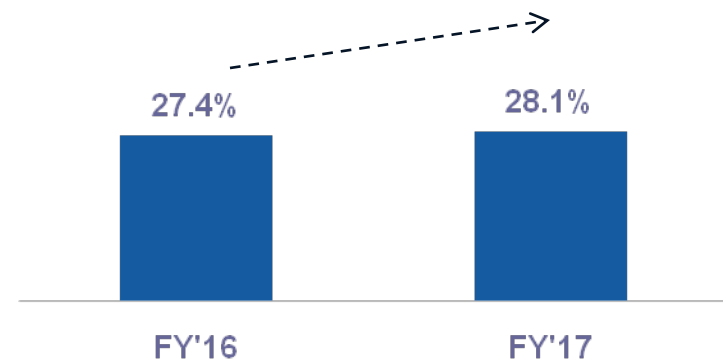
DEBT / EQUITY



CAPITAL TURNOVER

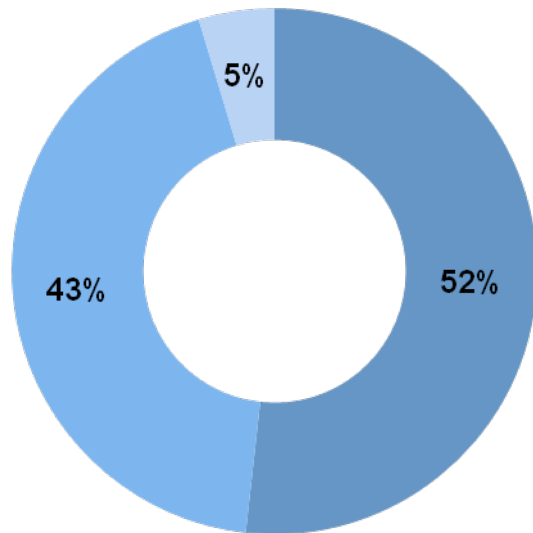


RETURN ON CAPITAL EMPLOYED

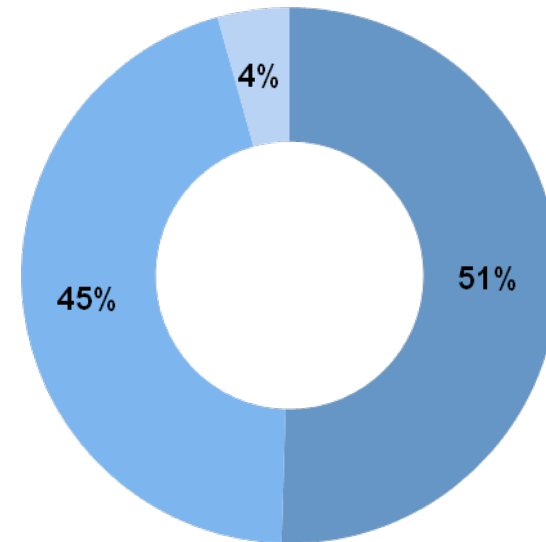


REVENUE

FY'16



FY'17

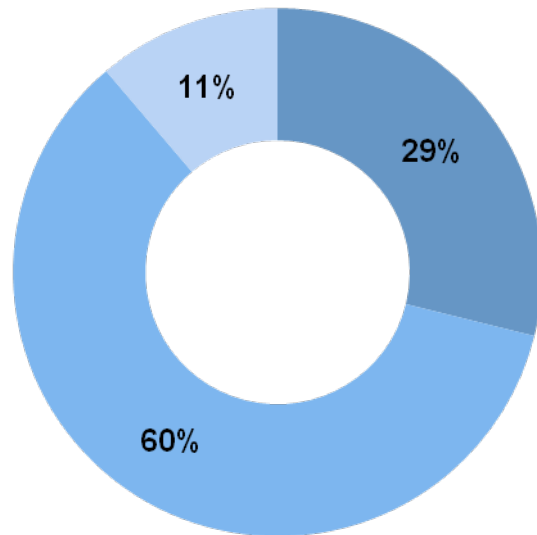


■ Projects ■ Unitary Products ■ PE&IS

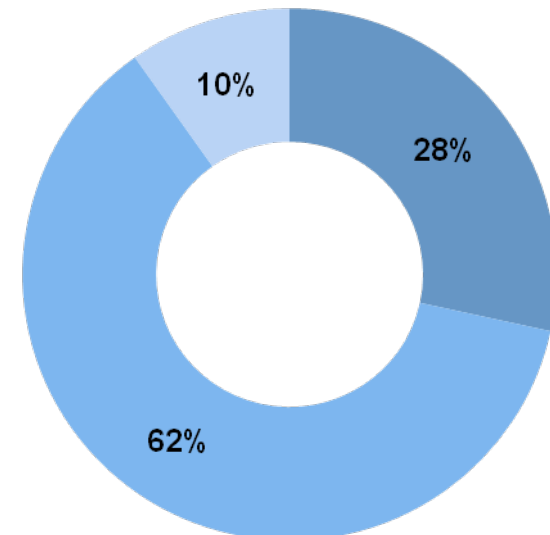
Moving to a more balanced mix of Projects and Products business

Segment Result (EBIT)

FY'16



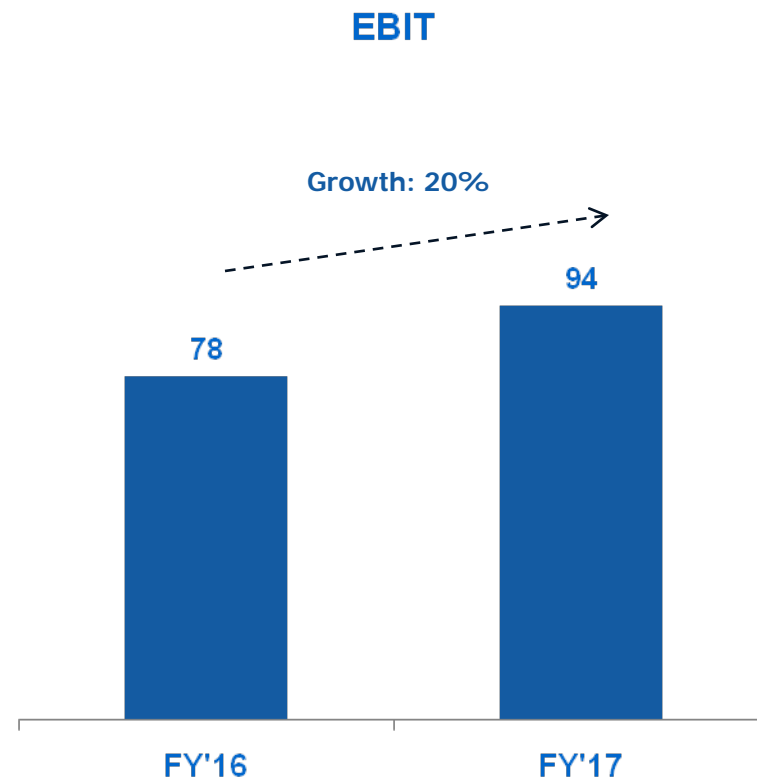
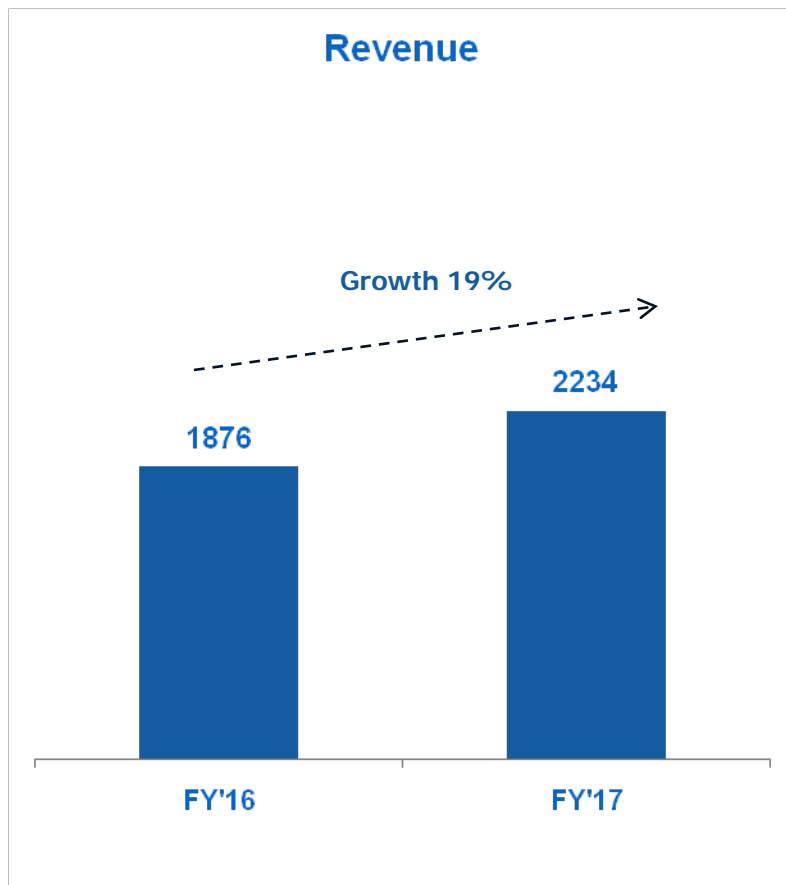
FY'17



■ Projects ■ Unitary Products ■ PE&IS

Moving to a more balanced mix of Projects and Products business

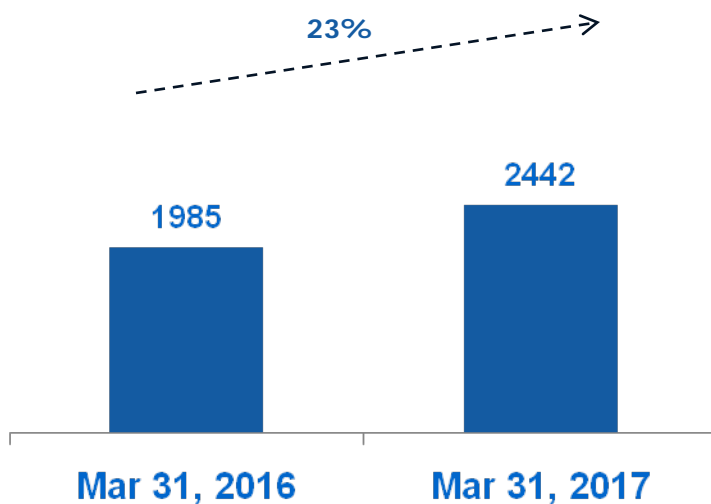
Segment 1: EMP and Packaged Air-Conditioning system



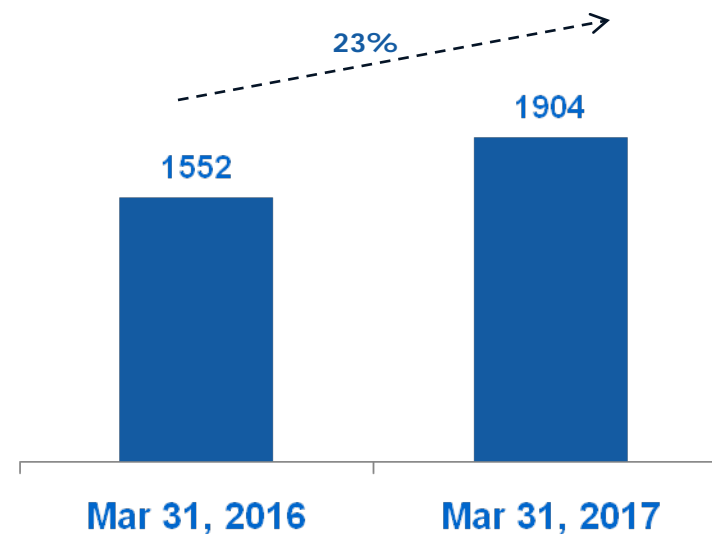
Blue Star continued to maintain its dominant leadership position in the integrated electrical mechanical service offering in India.

Segment 1: EMP and Packaged Air-Conditioning system

Order Booked



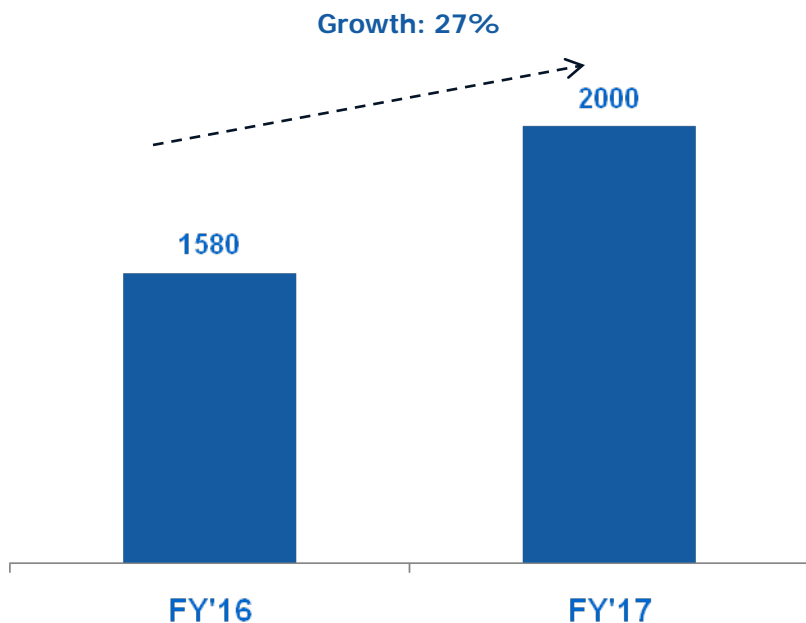
Carry forward Orders



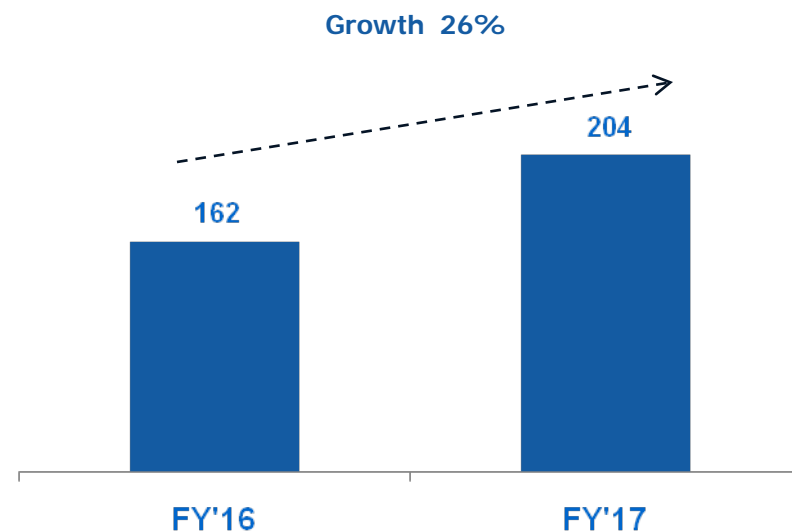
Healthy Order Inflows and Growth in Carried Forward Order Book

Segment 2: Unitary Products

Revenue
(in Crores)



EBIT
(in Crores)



Impressive growth driven by the Company's strong brand equity and enhanced distribution footprint.



Thank you