



Date: 12-10-2023

To,  
The Manager  
Listing Department  
**BSE Limited**  
Phiroze Jeejeebhoy Towers  
Dalal Street, Mumbai- 400001  
**Scrip Code: 542669**

To,  
The Manager  
Listing Department  
**The Calcutta Stock Exchange Limited**  
Lyons Range,  
Kolkata – 700 001  
**Scrip Code: 12141- CSE**

Dear Sir / Madam,

**Subject: Updated Strategy Presentation October 2023**

Please find enclosed herewith the Updated Strategy Presentation October 2023.

We request you to kindly take the same on record.

Yours faithfully,  
For **BMW INDUSTRIES LIMITED**

Vikram Kapur  
Company Secretary



# BMW Industries Limited

Trust | Consistency | Stability

# Safe Harbor Statement

This presentation may contain certain “forward-looking statements” within the meaning of applicable securities laws and regulations, which may include those describing the Company’s strategies, strategic direction, objectives, future projects and/or prospects, estimates etc. Investors are cautioned that “forward looking statements” are based on certain assumptions of future events over which the Company exercises no control. Therefore, there can be no guarantee as to their accuracy and readers are advised not to place any undue reliance on these forward-looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. These statements involve a number of risks, uncertainties and other factors that could cause actual results or positions to differ materially from those that may be projected or implied by these forward-looking statements. Such risks and uncertainties include, but are not limited to; growth, competition, acquisitions, domestic and international economic conditions affecting demand, supply and price conditions in the various business's verticals in the Company’s portfolio, changes in Government regulations, laws, statutes, judicial pronouncement, tax regimes, and the ability to attract and retain high quality human resource.



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# About the Company

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# Company Snapshot

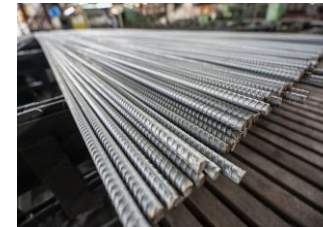
## About BMWIL

- **BMW Industry Limited (BMWIL)**, incorporated in 1981, is one of the largest steel processing company in India, having multi location manufacturing units in the Steel sector
- Engaged in the Manufacturing & Processing of HRPO Coils, CR Coils, GP Coils, GC Sheets, MS and GI pipes, TMT rebars, etc; for marquee steel players in India
- Processing both Long and Flat Products, Operates one of the largest independent cold rolling and galvanizing facility, in the country
- BMWIL strategically operates in value addition of semi-finished goods. This helps the company maintain stable margins and providing a cushion during steel cycles

## Our Presence

- Manufacturing facilities strategically located near steel manufacturing centers in India for a low manufacturing turnaround time and cost-effective transportation
- **Trusted Partner of leading steel players** like :
  - Tata Steel Limited: Long association of over 3 decades with TSL
  - SAIL : Joint venture with Steel Authority of India Limited (SAIL)

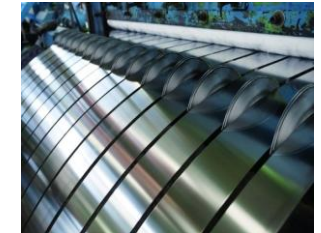
## Product Portfolio



TMT



HRPO Coils



HR Slit Coils



GP Coils



GC Sheets



MS Pipes

## Performance in FY23

Operating Revenue  
Rs. 56,234 Lacs

Net Profit  
Rs. 5,448 Lacs

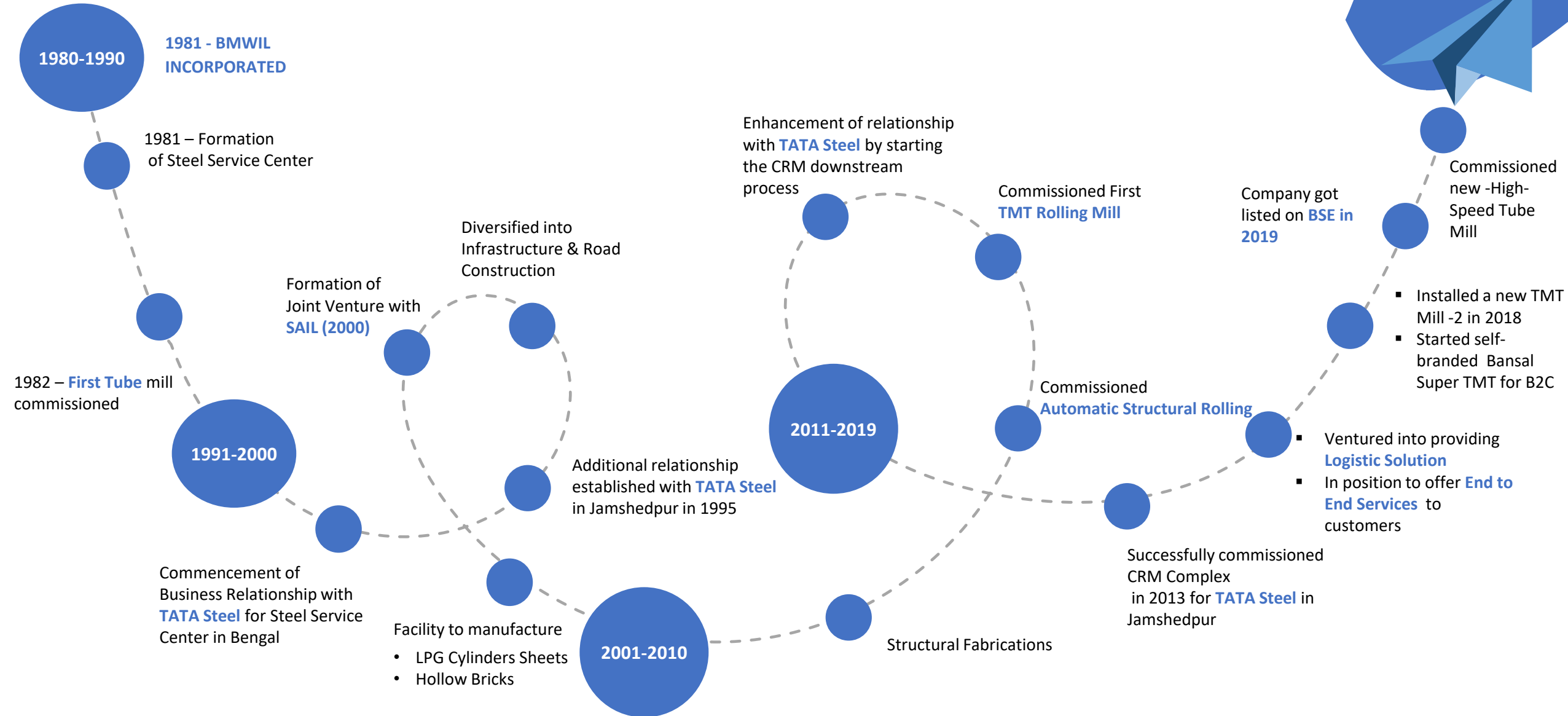
ROCE  
11.5%

Gross Margin  
60.6%

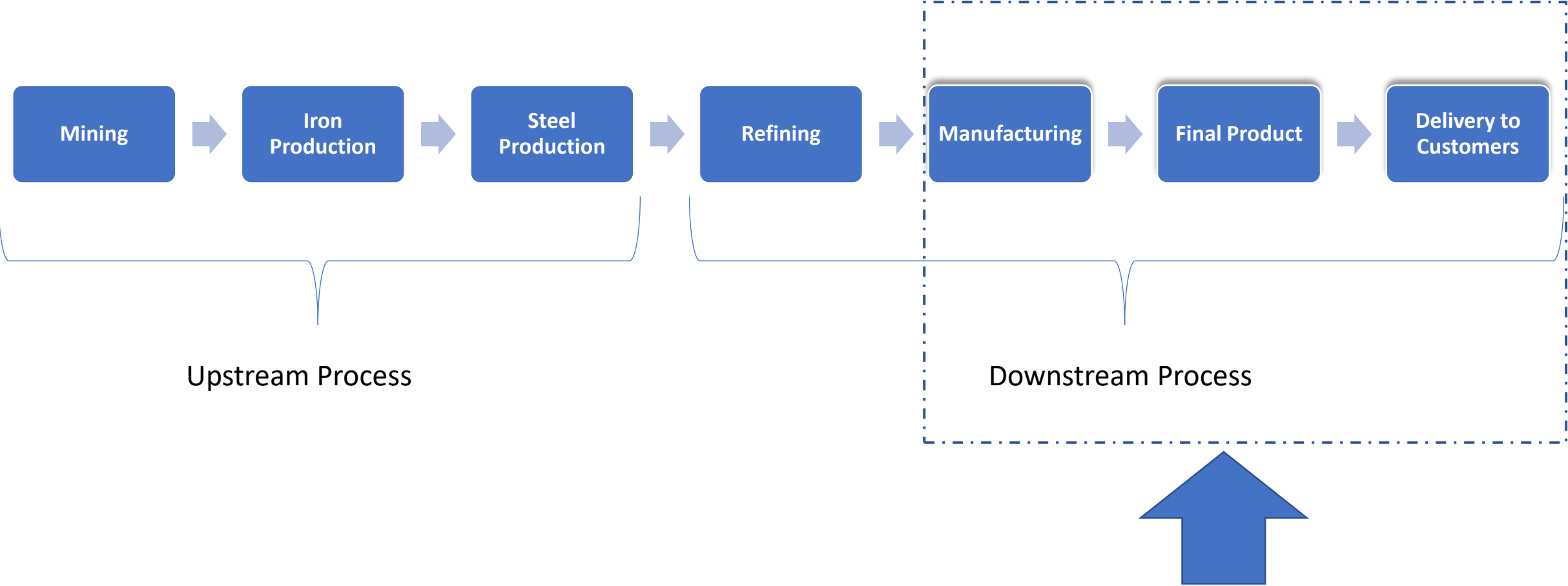
Op.EBITDA Margin  
23.1%

Net Profit Margin  
9.5%

# Key Milestones



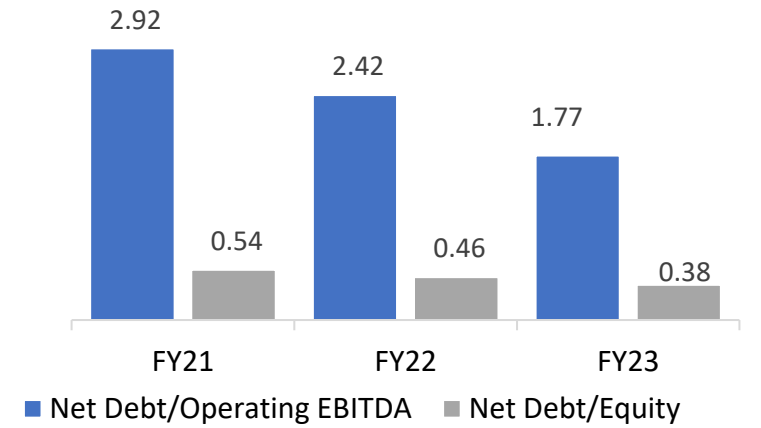
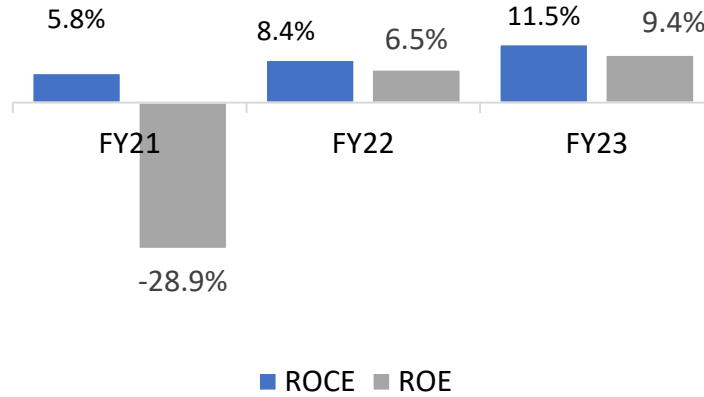
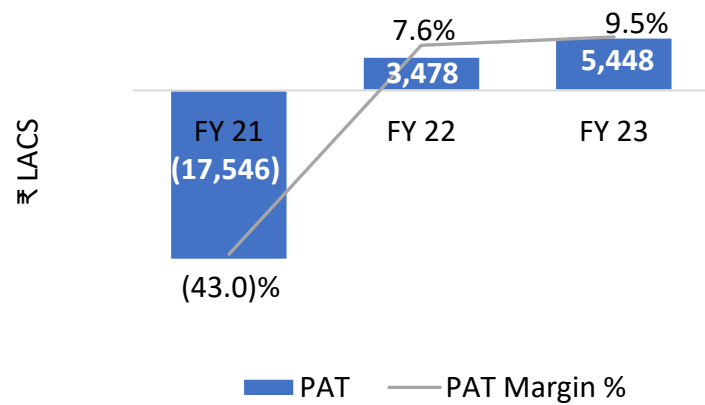
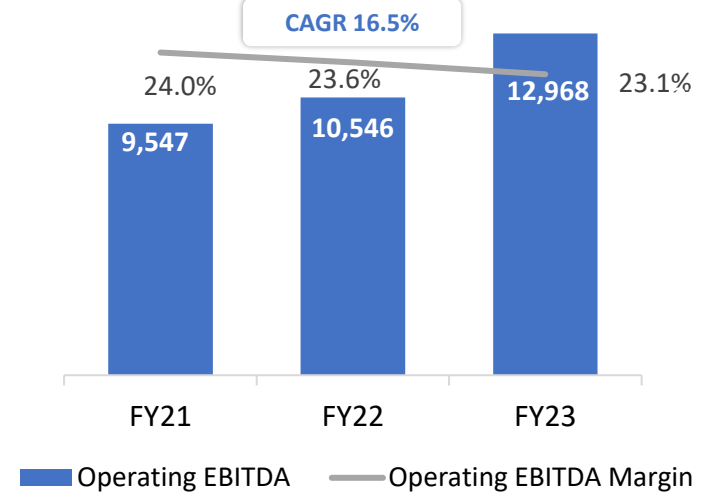
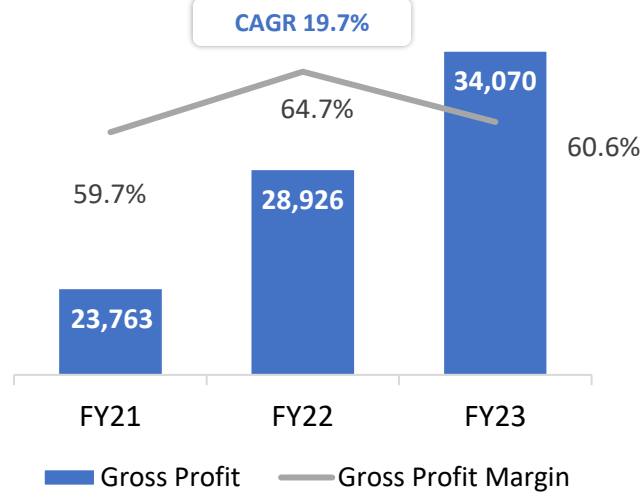
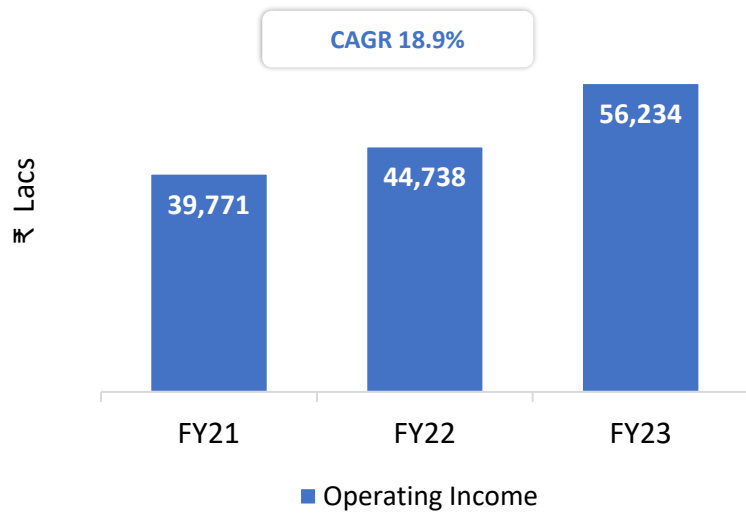
# Steel Manufacturing Value Chain



BMWIL – Presence in Steel Processing



# Key Annual Highlights



# Operational Highlights

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# Operational Update

Particulars	Installed Capacity	Actual Production	Utilization
CRM Complex	10,14,000	8,23,898	81%
Rolling Mill	3,00,000	1,22,686	41%
Pipes & Tubes	1,32,000	73,321	56%
Miscellaneous	4,10,000	1,81,491	44%

- In discussion to further increase the capacity for conversion of MS pipes at NH6 Howrah facility. This is in addition to the existing contract for 40,000 tons
- Expansion project at Bokaro went online in Q1FY24 with a capacity to process 50,000 tons of flat products

**Note:**

1. Data for FY23



# Management

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# Experienced Board and Senior Management Team (1/2)



**Ram Gopal Bansal**  
**Chairman and Whole Time Director**

- Founder having more than 50 years of experience in the steel industry, successfully led Joint Venture with SAIL & Collaborated with Tata steel for development of the Steel Service Center Industry.. Under his vision & leadership strategy the Company is now one of the leading manufacturer/Service provider in Iron & Steel sector.



**Harsh Bansal**  
**Managing Director**

- Having more than 25+ yrs of experience. Instrumental in formation of JV with SAIL & setting up the plants at Calcutta.
- An alumni of Harvard Business School,
- Ex-Ed from ISB Hyderabad, & LBS London
- Past Regional Chairperson of YPO –South Asia.
- He currently holds the position of MD at BMW Industries Ltd, overseeing manufacturing and financial operations of the company.



**Vivek Bansal**  
**Managing Director**

- Graduate from Calcutta university with experience of over 19+ yrs
- Ex-ED from ISB Hyderabad.
- He currently holds the position of MD at BMW Industries Ltd & is looking into the driving Tubes & CRM/GP business



**Monika Chand**  
**Independent Director**

- She is a graduate from JNU & has 10+ years of Rich Experience in Marketing & Administration.



**Sunil Kumar Parik**  
**Independent Director**

- A Senior Chartered Accountant & alumni of St. Xaviers college Kolkata. Having worked with Birla group Companies & Jitmal group of companies & has 45 years of work experience.
- Chairperson Of Audit, Nomination & Remuneration Committee.



**Rampriya Sharan**  
**Independent Director.**

- A retired Senior Income Tax bureaucrat with experience of over 4 decades
- Held senior positions like Vice Chairman of Settlement Commission of India
- He is the Chairperson of Stakeholder Relationship Committee & Risk Management Committee.



# Experienced Board and Senior Management Team (2/2)



**Abhishek Agarwal**  
**Chief Financial Officer**

- A Qualified CA/CS & an alumni of St. Xaviers College Kolkata &
- He is having 10+ years of experience.



**Vikram Kapur**  
**Compliance Officer & Company Secretary**

- Qualified Company Secretary and Chartered Accountant with more than 30 years of experience
- Previously CFO and CS at Petrochem Middle East India Pvt Ltd



**Avinash Kumar Jha**  
**VP Operations, Jamshedpur**

- B.Sc graduate
- VP Operations Jamshedpur.
- Having 20 +yrs of experience.



**Joydeep Banerjee**  
**Chief –Sales & Marketing**

- B.SC from Calcutta University. Has been the Regional Business manager at PFIZER.
- Expertise in sales & marketing & team management & works in creating brand image & awareness.



**Ramesh De**  
**Plant Head, NH-6**

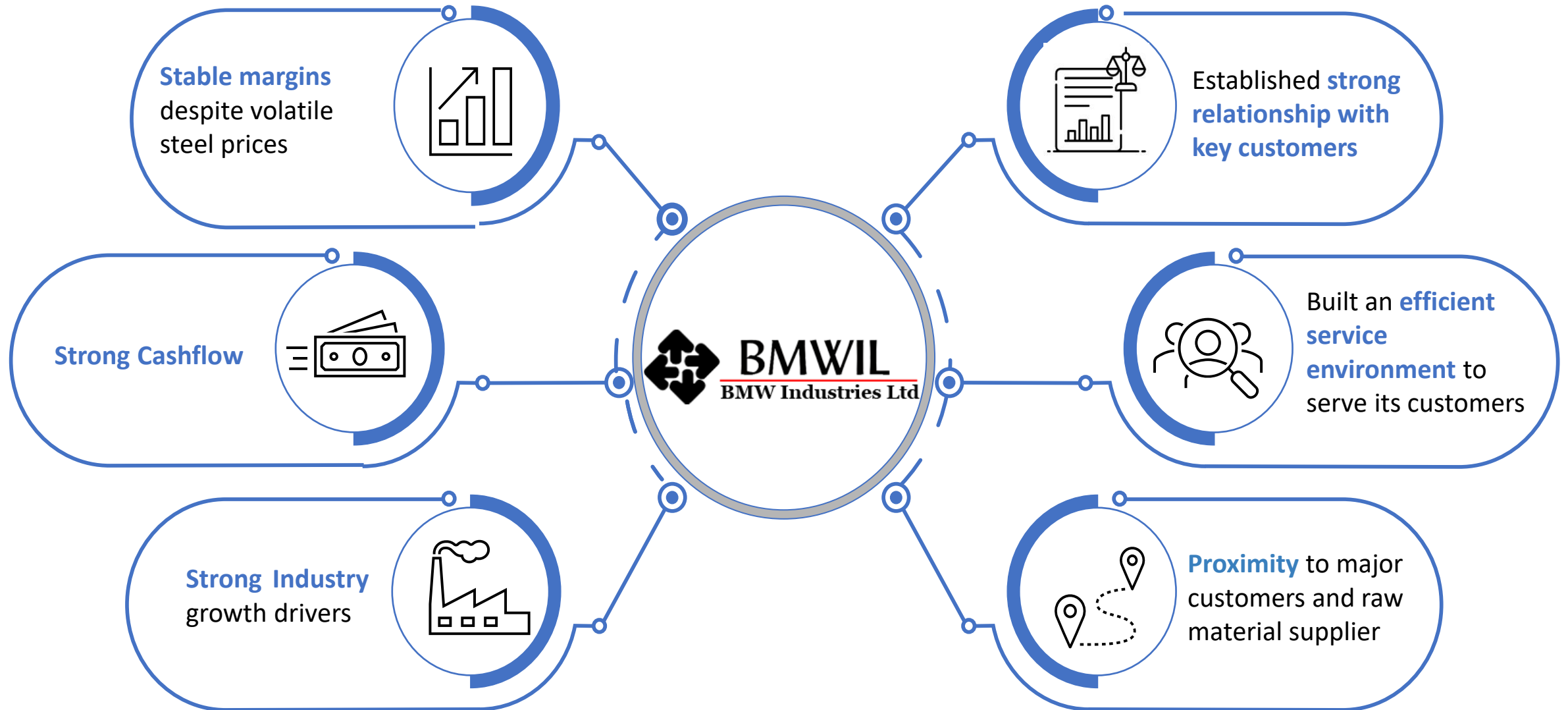
- B.tech in Mechanical Engineering from IME.
- Having experience of 10+ years of experience
- Previously Worked with Shyam Metallic Energy Ltd & Vinar Ispat Ltd.



**Nabyendu Gosh**  
**Technical head**

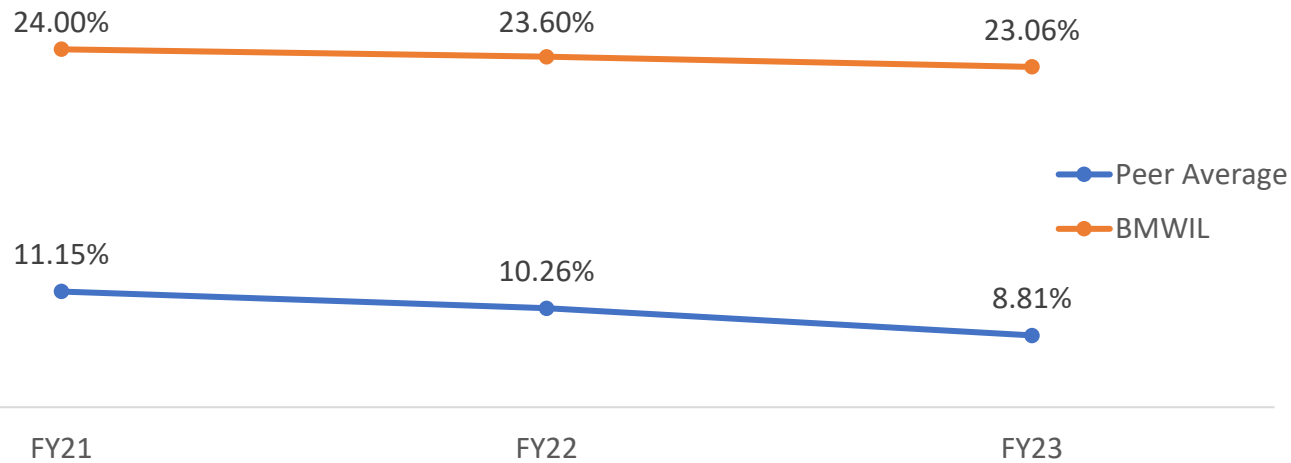
- B.Tech, in metallurgical & materials engineering from IIT KGP,
- 9 yrs of experience in managing projects in construction industry.
- Previously worked as senior engineer with L&T.

# Key Investment Highlights

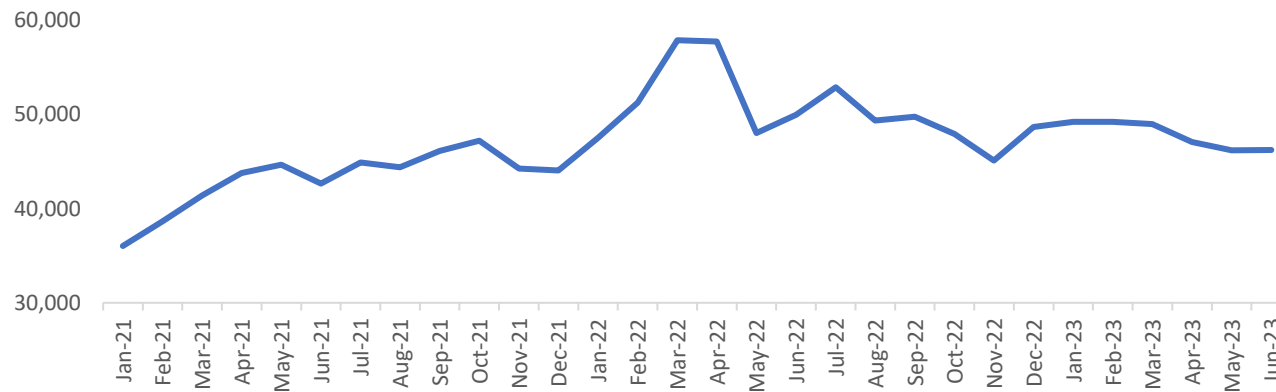


# Stable Margins Despite Volatile Steel Prices

Operating EBITDA Margin %



Steel Futures Prices in India, (Rs.)



- BMWIL strategically positioned itself within the steel industry's value chain, aiming to attain **stability and resilience against industry cycles**
- This positioning enables the company to **generate consistent cash flows** by minimizing exposure to demand and pricing fluctuations
- By occupying a stable role, BMWIL maintains financial stability, sustains operations, and has **potential for long-term contracts** (30+ years of association with Tata Steel Ltd.)
- This strategic positioning also strengthens relationships within the industry, contributing to its resilience during challenging economic conditions

# Established Strong Relationship with Key Customers

Established Client Relationships of +30 years with Marquee Steel Manufacturing Players

Initiation

**JV with SAIL & Start of deep association with TATA STEEL**

**Building Capabilities to service customers**

**Addition of capabilities to continue servicing customers**

Formation of **JV with SAIL**

Commissioned **Automatic Structural Rolling Mill**

Setting up of **High-Speed Tube Mill for TATA Steel- April 2023**

Bouquet of services provided to TATA steel widened over time – Conversion of MS Pipe & GI Pipe, Flat Product Processing, Logistics etc.

Established processing lines for TATA steel with end customers being auto makers. Toyota, Ford etc.

Commissioned **High Speed Automated Slitting Line for TATA Steel-July 2022**

Additional relationship established with **TATA Steel in Jamshedpur in 1995** in the area of steel service center

Introduction of HR Coil pickling line for **TATA Steel** in 2007

Commissioned **Continuous Galvanizing Line Plant** in 2013 for TATA Steel in Jamshedpur

Started **Steel Service Center** concept in 1981

Set up First Tube Mill in Kolkata

Commencement of relationship with TATA in 1991

Development of Long members for **TATA Steel**, used in trailer trucks. Import Substitution.

Commissioned **Bar Rolling Mill for Tata steel in Calcutta**

**1980**

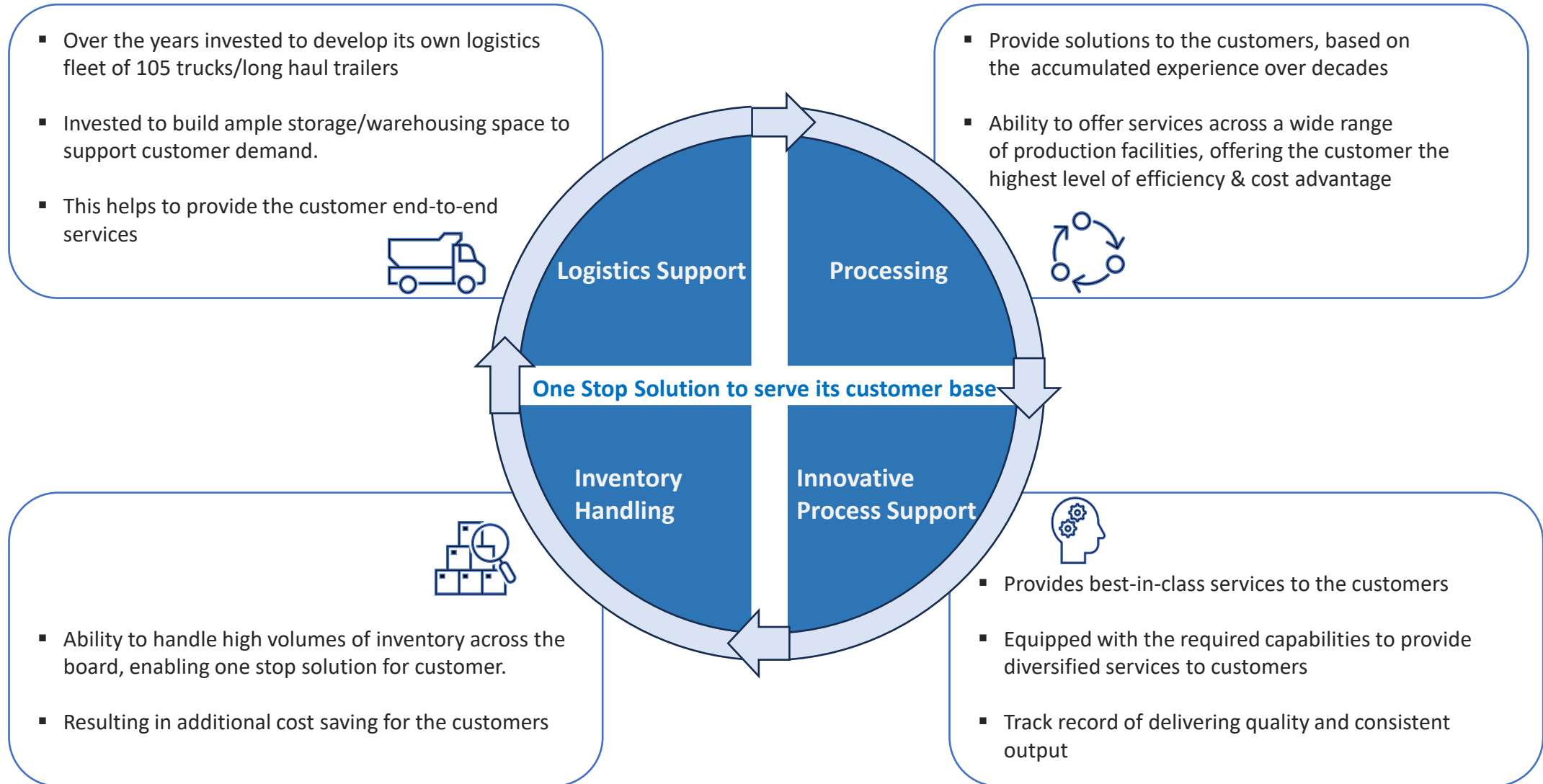
**1991-2000**

**2001-2010**

**2011-2023**

Continuous efforts toward Implementing Safety Measures in the Facilities

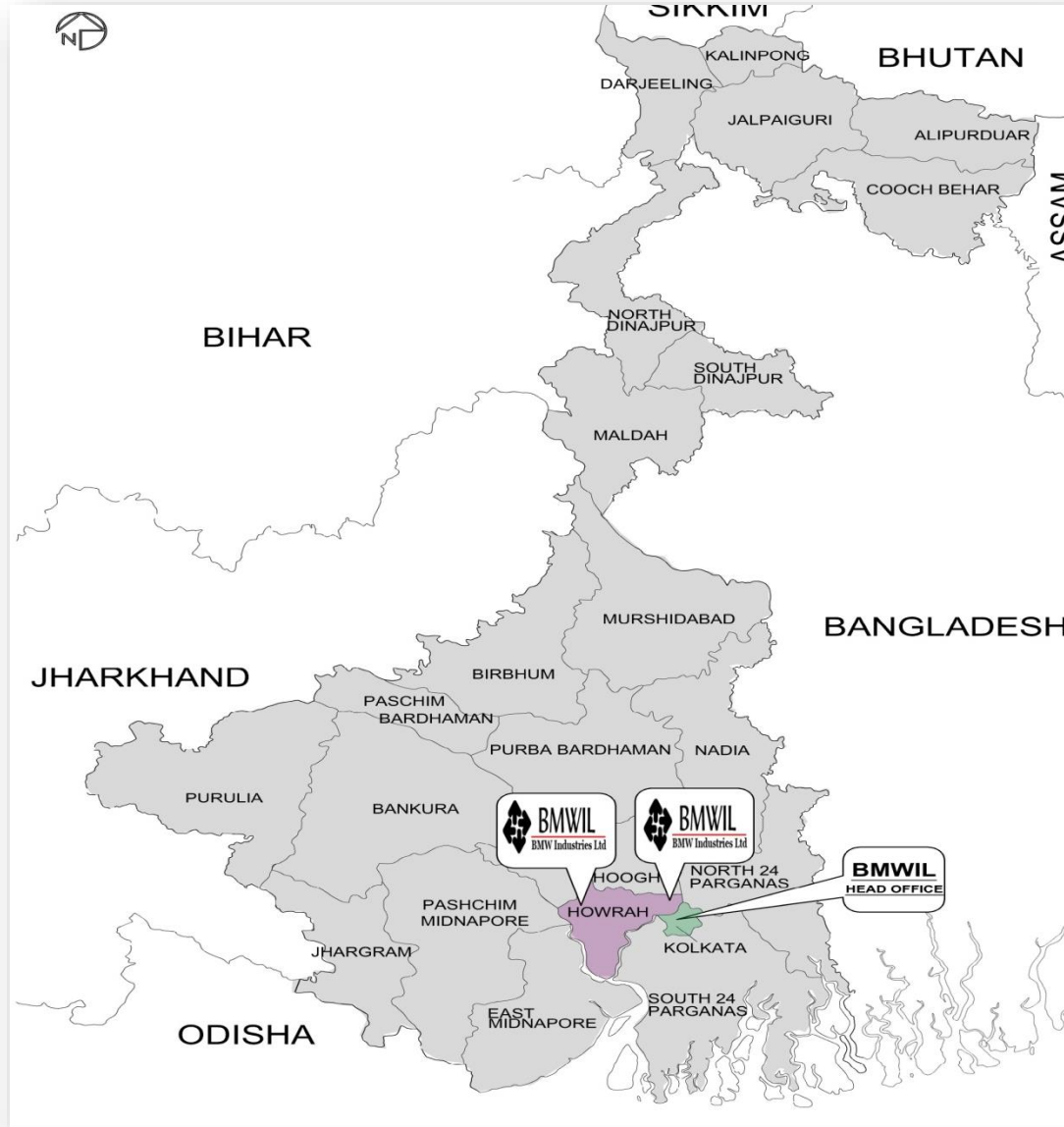
# Built an efficient service environment to serve its customers







# Location Advantage (2/2)



## BMWIL Plants & H.O. West Bengal

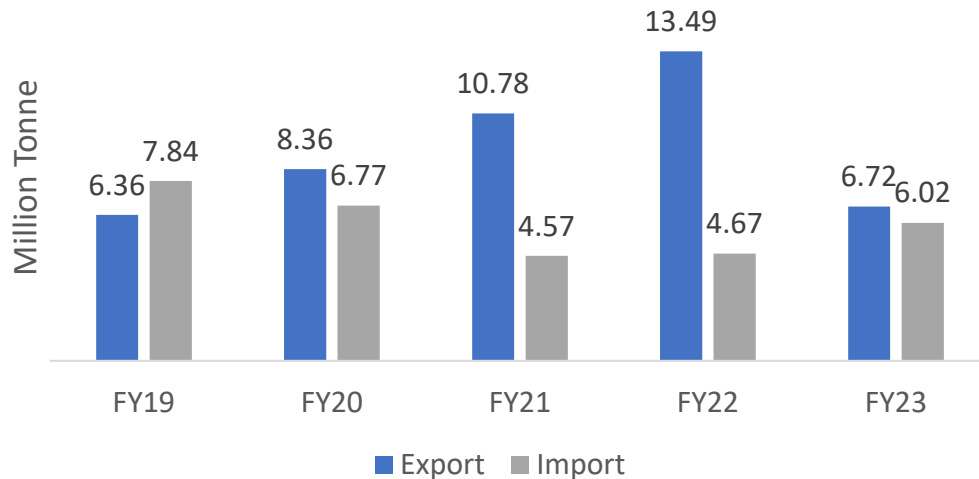
Proximity to major buyers of finished and converted products helps in delivering goods in cost efficient manner



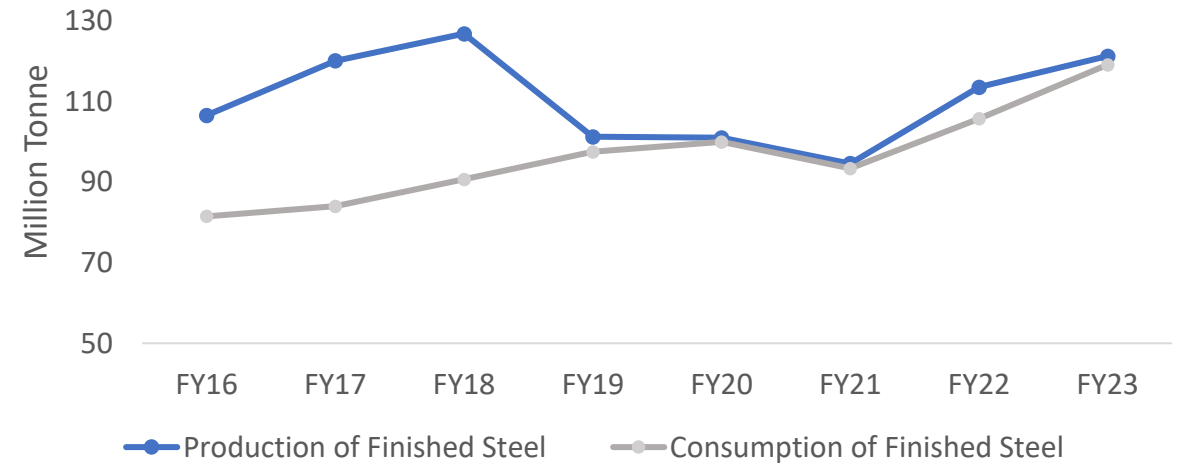
# Industry Growth Factors (1/2)

- India is the **world's 2nd largest producer** of crude and finished steel, with an output of 125.3 MT of Crude Steel & 121.3 MT of Finished Steel in FY23.<sup>1</sup> Also, India has been the **2nd largest consumer** of finished steel as on FY21.
- The per capita steel consumption in the World is around 233 kg. The per capita consumption of steel in India is only around 84 kg, in FY23. However, per capita consumption has seen rapid increase over the last decade and the growth is expected to continue in future
- India's 2030–31 Steel Projections
  - Crude steel production is to reach 255 MT at 85% capacity utilisation
  - Finished steel production to reach 230 MT by FY31 from 133.596 MT in FY22 ( CAGR of 6.2% )

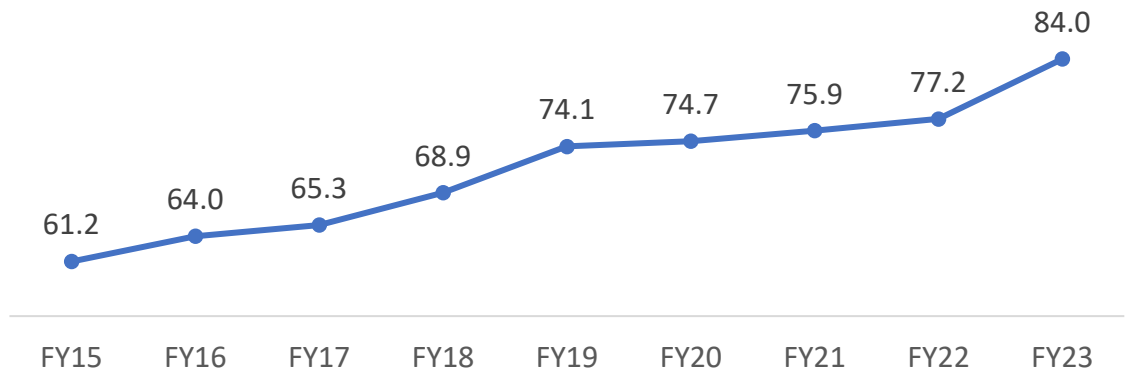
## India's Annual Export & Imports of Finished Steel



## India's Production and Consumption of Finished Steel



## India's Per Capita Consumption of Steel (kgs)



# Industry Growth Factors (2/2)

## Robust Demand

### Construction Industry

- Infrastructure Sector accounts for 9% of steel consumption in India
- **GVA from Construction increased by 14.8%** to 11,29,368 crore during FY22
- **Airports:** Estimated **steel consumption** in constructing airports is likely to **grow more than 20%** over the next few years.

### Automotive sector

- Accounts for 10% demand of steel in India
- Automobile production in India **increased by 12.6%** during FY to 25.93 million units
- Domestic Sales increased by 20.4% during FY23 to 21 million units

### Consumer Durables and Capital Goods

- Accounts for 11% of the steel consumption in India
- Indian White Goods market is estimated to cross \$ 21 Bn by 2025 expanding at a CAGR of 11%.

## Policy Support

- **100% FDI in Steel Sector**
- **Rise in Export Duty** : Govt. hiked the export duty on iron ore to **50%** ad valorem on all varieties of iron ore, to fillip to the domestic steel industry and boost export (except pellets)
- **Steel manufacturers in the country can avail duty drawback** benefits on steel supplied through their service centers, distributors, dealers and stock yards (*Oct.2020*)
- **PLI** : July 2021, Govt. approved the PLI scheme for specialty steel, it is expected to attract investment worth ~Rs. 400 billion (US\$ 5.37 billion) and expand specialty steel capacity by 25 million tonnes (MT), to 42 MT in FY27, from 18 MT in FY21.
- Government has brought **National Steel Policy (NSP)**, 2017 which envisages per capita steel consumption to increase up to 160 kg by 2030-31

## Increasing Investments

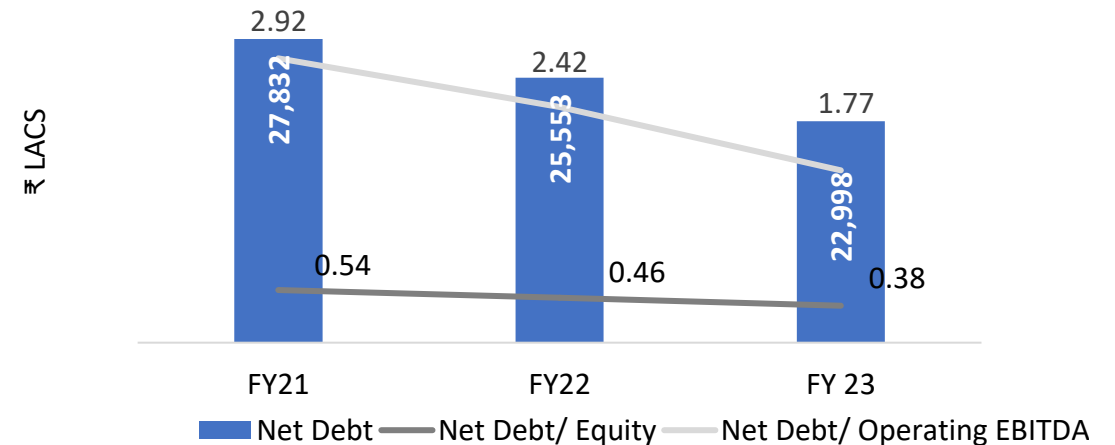
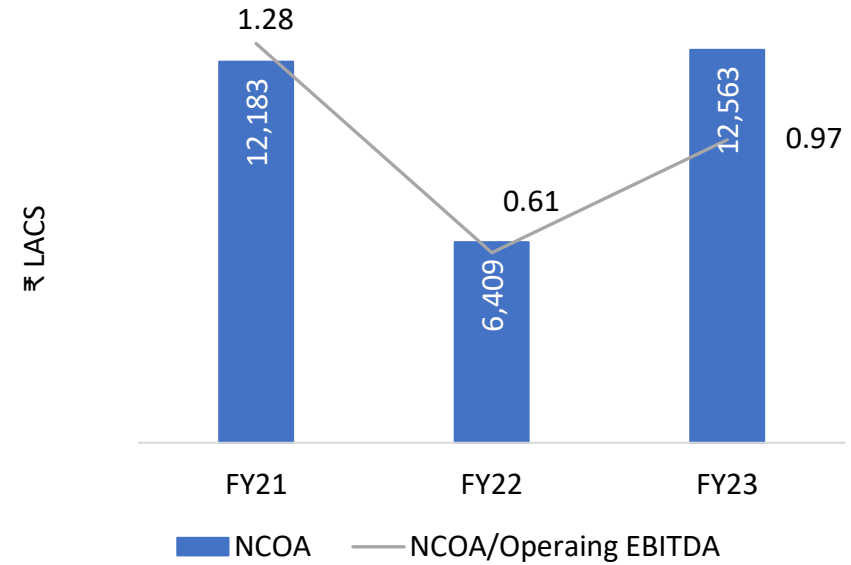
- Rising investment from domestic and foreign players
- Increasing number of MoUs signed to boost investment in steel
- Foreign investment of nearly **US\$ 40 billion** committed in the steel sector
- Between April 2000- December 2022, Indian metallurgical industries attracted **FDIs of US\$ 17.22 billion.**

### Infrastructure Investments

- In Budget FY24, capital investment outlay for infrastructure is being increased by **33% to Rs.10 lakh crore (US\$ 122 billion)**,
- Under the National Infrastructure Pipeline (NIP), projects worth **Rs.108 trillion (US\$ 1.3 trillion)** are currently at different stages of implementation

# Strong Cashflows

- The company has strong and consistent operating cash flow
- Due to strong cash flow from operations, net debt/equity as well as net debt / operating EBITDA has been falling. Net debt / Equity is at a very comfortable level of 0.38
- Judicious deployment of capital has enabled the company to improve its fixed asset turnover ratio from 0.76 in FY21 to 1.19 in FY23
- The company has adopted a dividend payout policy wherein it will endeavor to maintain dividend pay-out ratio of 15% -20% of its annual PAT





# Staying true to our ESG commitments



## Environment

- Planning to install solar panels across all facilities, to substantially reduce carbon footprint
- Have achieved Zero Liquid Discharge (ZLD) at all the plants
- A total of 3,000 trees have been planted at the factory



## Social

- Supports cancer patients, especially women, to ensure their well-being
- **1,300** beneficiaries of medical check-ups and eye check-up camps
- **500** beneficiaries of free artificial limb and caliper camps



## Governance

- Consistently endeavored to practice good Corporate Governance
- Believes such practices are founded upon the core values of transparency, empowerment, accountability, independent monitoring and environmental consciousness



# Growth Strategies

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# Strong Revenue Visibility

1

Agreement for conversion of GP/GC sheets through the **CRM Complex**, is coming up for renewal in April 2024

**Expected Revenue of Rs. 2,000 crores over the contracted period of 5 years**

Key Entry Barriers:

## Capital Requirements

Invested Rs. 400 cr to start this line, the current CAPEX required to set up a similar plant is ~Rs. 1,000 crores

## Geographical Advantage

Facility is ~5 km in the vicinity of the TSL Plant. Additionally, BMWIL provides logistics services to deliver to customers

## Relationship

Has a relationship of +30 years with TSL. Consistency and product quality is maintained at BMWIL facility

## Competitive cost of Production

Has acquired skills over years that allow it to produce at a highly competitive cost while maintaining consistent quality compared to peers  
Expected Revenue of Rs. 350 crores per year

2

Agreement to manufacture ~**3,00,000 MTPA TMT Rebars** up to November 2025

**Expected Revenue of Rs. 250 crores over the contracted period of 3 years with PV on Key Consumables**

Key Entry Barriers:

## Trusted Player

The facility is dedicated to TSL to manufacture TMT rebars.

## Quality

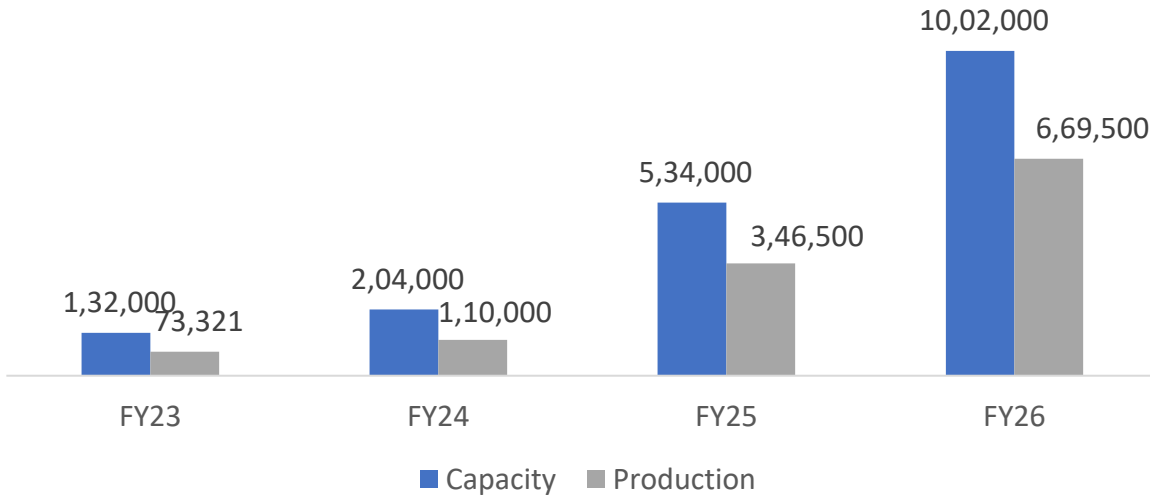
Able to serve its customers with high-quality products of constant quality due to its cutting-edge manufacturing facilities and deep focus on process and people.

## End to End Services

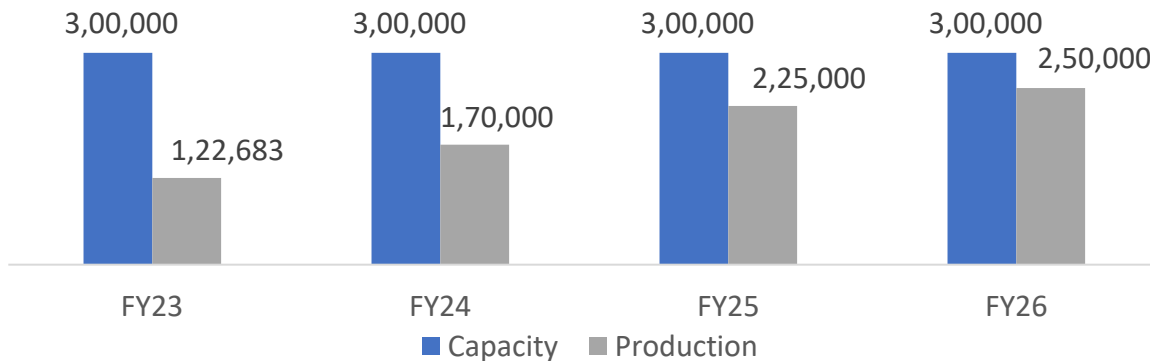
Provides 360-degree services to the customers from manufacturing/ processing to transportation services

# Step-up the existing capacity:

## Increased Pipes & Tubes Capacity/Production (in MT)



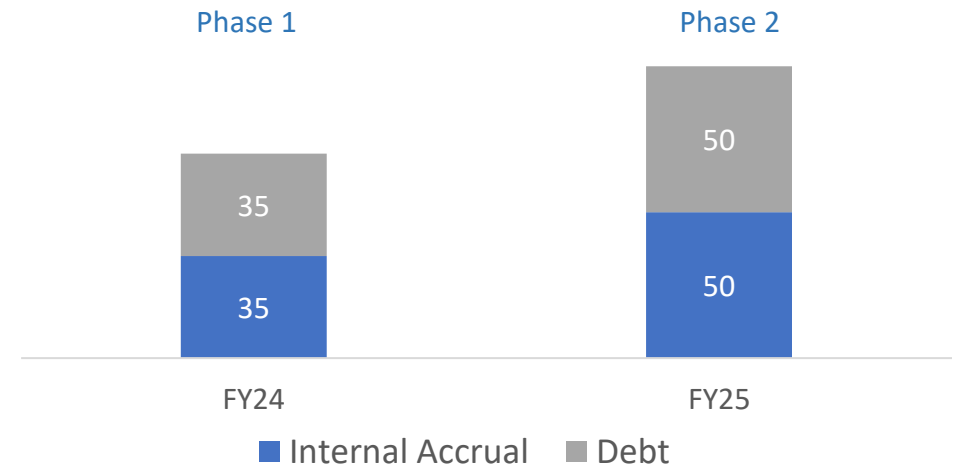
## Increased Utilization of TMT Capacity (in MT)



## Pipes & Tubes Capacity Expansion Plans

- Expansion of the Pipes & Tubes production capacity is at the existing plants in Kolkata and Jamshedpur.
- Increased Capacity will operate at ~70-80%
- No cash outflow required for land
- Total Project outlay Rs 130 Crore, divided into:
  - **Phase 1:** Outlay 70 Cr (35 Debt, 35 Internal Accrual)
  - **Phase 2:** Outlay 100 Cr (50 Debt, 50 Internal Accrual)
- Debt Repayment Schedule:
  - Phase 1 (Rs 35 Cr) Debt Repayment to start from Sept-2024 and end by Sept-2028

## Expected Capex (Rs Cr.)



# Build Own Brand



## Asset Light Model

- Efficiently outsourcing manufacturing facilities
- Conversion agreement for own brand is in place



## Distribution in Place and Growing

- Creation of strong distribution network
- Focused penetration in under-serviced geographies
- Backed-up by in-house logistics support – one-stop shop for rural market



## Establish Brand Value

- Introduction of adjacent product categories
- BMWIL cautiously spending on building a reputed brand

**BANSAL SUPER**  
BANSAL SUPER / 500D  
**500D EQ-CR TMT REBAR**



# Financial Highlights

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# Profit and Loss Summary

*Rs in lacs*

Particulars	FY 21	FY 22	FY 23	CAGR
<b>Revenue from Operation</b>	<b>39,771</b>	<b>44,738</b>	<b>56,234</b>	<b>18.9%</b>
Gross Profit	23,763	28,926	34,070	19.7%
<b>Gross Profit Margin</b>	<b>59.7%</b>	<b>64.7%</b>	<b>60.6%</b>	<b>0.7%</b>
Operating EBITDA	9,547	10,546	12,968	16.5%
<b>Operating EBITDA Margin</b>	<b>24.0%</b>	<b>23.6%</b>	<b>23.1%</b>	<b>(2.0)%</b>
Other Income	1,016	1,299	913	(5.2)%
Depreciation	5,286	4,940	3,975	(13.3)%
Finance Costs	2,927	2,331	2,395	(9.5)%
PBT	2,350	4,574	7,512	78.8%
<b>PAT</b>	<b>(17,546)</b>	<b>3,478</b>	<b>5,448</b>	<b>NA</b>
<b>PAT Margin</b>	<b>(43.0)%</b>	<b>7.6%</b>	<b>9.5%</b>	<b>NA</b>
EPS (Rs.)	(7.8)	1.6	2.4	NA

# Revenue Breakup

Rs in lacs

Particulars	FY 21	FY 22	FY 23	2-year CAGR
CRM Complex	30,111	31,899	38,889	13.65%
Rolling Mill	3,346	5,750	8,047	55.08%
Pipes & Tubes	2,082	2,810	2,950	19.03%
Logistics	3,323	3,526	3,920	8.61%
Miscellaneous	910	749	2,428	63.34%
<b>Total Revenue</b>	<b>39,772</b>	<b>44,734</b>	<b>56,234</b>	<b>18.91%</b>

# Balance Sheet Summary

*Rs in lacs*

Particulars	FY 21	FY 22	FY 23
<b>Net Worth</b>	<b>52,002</b>	<b>55,435</b>	<b>60,373</b>
Gross Debt	27,892	25,648	23,759
<b>Net Debt</b>	<b>27,832</b>	<b>25,553</b>	<b>22,998</b>
Capital Employed	81,476	83,600	88,464
Net Fixed Assets	48,764	46,758	48,821
Net Current Assets	6,787	12,162	14,371
Total Assets	90,025	90,684	96,068

# Key Ratios

Particulars	FY 21	FY 22	FY 23
<b>Operational Ratios</b>			
Current Ratio	1.30	1.59	1.72
Fixed Asset Turnover Ratio	0.76	0.94	1.19
Sales/Capital Employed	0.43	0.54	0.65
Cash Conversion Cycle	409	298	242
<b>Solvency Ratios</b>			
Net Debt/ Equity	0.54	0.46	0.38
Net Debt/ Operating EBITDA	2.92	2.42	1.77
Interest Coverage Ratio	1.80	2.96	4.14
<b>Return Ratios</b>			
ROCE	5.8%	8.4%	11.5%
ROE	(28.9)%	6.5%	9.4%

# Thank You

For further details please contact



## Chief Financial Officer

Abhishek Agarwal

Email: [abhishekagarwal@bmwil.co.in](mailto:abhishekagarwal@bmwil.co.in)

Phone No.: +91 8420555215

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## Investor Relations Advisor

Sanjeev Sancheti

Email: [ss@uirtus.in](mailto:ss@uirtus.in)

Website: [www.uirtus.in](http://www.uirtus.in)

Phone No.: +91 9836244222