



Enriching Lives

KIRLOSKAR BROTHERS LIMITED

A Kirloskar Group Company

SEC/ F:24

May 14, 2024

BSE Limited

Corporate Relationship Department,
2nd Floor, New Trading Ring,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai-400 001.

National Stock Exchange of India Ltd.

5th Floor, Exchange Plaza,
Bandra (East),
Mumbai – 400 051.

(BSE Scrip Code – 500241)

(NSE Symbol - KIRLOSBROS)

Dear Sir/Madam,

Sub: Investor Presentation - Conference Call with Analysts scheduled on May 15, 2024

Ref: Regulation 30 read with Schedule III, Part A Para A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

In terms of the subject referred regulations, please find enclosed a copy of the Investor Presentation in relation to the Audited Financial Results of the Company for the Quarter and Financial Year ended on March 31, 2024.

Please note that the above will be uploaded on the Company's website (www.kirloskarpumps.com) 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.



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KIRLOSKAR BROTHERS LIMITED

INVESTOR PRESENTATION Q4 & FY24

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This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of or any omission from this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third party statements and projections.

Financial Highlights



Consolidated Highlights

Revenue

Rs. 1,224 crores

+9%



EBITDA

Rs. 228 crores

+44%



Margin at 19%

PAT

Rs. 153 crores

+52%



Margin at 13%

Q4FY24

Rs. 4,001 crores

+7%



Rs. 578 crores

+36%



Margin at 15%

Rs. 350 crores

+48%



Margin at 9%

FY24

Consolidated Profit & Loss Statement



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Particulars (In Rs. Cr.)	Q4FY24	Q4FY23	YoY	FY24	FY23	YoY
Net Revenue from Operations	1,223.8	1,124.6	9%	4,001.2	3,730.2	7%
Other Income	36.3	13.1		58.6	27.3	
COGS	593.7	607.8		1983.0	1,954.7	
Gross Profit	666.4	529.9	26%	2076.8	1,802.8	15%
Gross Margin (%)	54.5%	47.1%	733 bps	51.9%	48.3%	357 bps
Employee Expenses	188.6	157.3		672.7	565.2	
Other Expenses	250.3	214.4		825.9	811.3	
EBITDA	227.5	158.2	44%	578.2	426.3	36%
EBITDA Margin (%)¹	18.6%	14.1%	452 bps	14.5%	11.4%	302 bps
Finance Costs	7.6	7.9		25.8	35.4	
Depreciation	20.7	18.1		78.4	68.6	
Exceptional Item [*]	0.3	0.0		(6.6)	4.2	
PBT	198.9	132.2	50%	480.6	318.1	51%
Taxes	56.2	41.5		141.0	93.0	
Share in profit of joint venture company	10.1	10.0		10.1	10.7	
Reported PAT	152.8	100.7	52%	349.7	235.8	48%
PAT Margin (%)¹	12.5%	9.0%	353 bps	8.7%	6.3%	242 bps
Earnings Per Share (EPS)	19.2	12.6		43.8	29.6	

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

* Exceptional items for the quarter and year ended 31 March 2024, represent net amount of reversal of project related provisions of earlier period in respect of company's subsidiary 'Karad Projects and Motors Limited.'

Consolidated Balance Sheet Statement



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Particulars (Rs. Crores)	31 st March 24	31 st March 23
Non Current assets		
Property, Plant and Equipment	578.7	481.4
Capital work in progress	32.0	81.3
Intangible assets	4.1	4.8
Right to use assets	36.6	30.6
Goodwill	14.4	14.4
Investment Property	0.5	0.7
Financial Assets		
(i) Investments	96.5	88.5
(ii) Loans	0.0	0.0
(iii) Trade Receivables	60.8	57.4
(iv) Others	17.7	16.9
Deferred Tax Assets (net)	27.7	40.8
Other non-current assets	69.3	72.5
Total Non Current Assets	938.3	889.0
Current Assets		
Inventories	852.3	714.0
Financial Assets		
(i) Trade receivables	524.4	488.5
(ii) Cash and Cash Equivalents	265.9	221.3
(iii) Other Bank balances	26.9	31.6
(iv) Investments	298.3	226.7
Current Tax Assets(Net)	5.3	5.7
Other financial assets incl. Loans	96.1	103.5
Other current assets	317.4	335.5
Total Current Assets	2,386.6	2,126.8
Total Assets	3,324.9	3,015.8

Particulars (Rs. Crores)	31 st March 24	31 st March 23
Equity		
Equity Share capital	15.9	15.9
Other Equity	1,703.1	1,388.1
Non Controlling Interest	5.1	3.4
Total Equity	1,724.1	1,407.4
Financial liabilities		
(i) Borrowings	64.6	110.9
(ii) Other Financial liabilities	5.5	3.7
(iii) Trade Payables	8.3	8.0
Other non current Liability	80.6	85.2
Provisions	37.0	44.8
Total Non Current Liabilities	196.0	252.6
Financial liabilities		
(i) Borrowings	90.3	141.8
(ii) Trade Payables	663.1	601.8
(iii) Other financial liabilities	166.6	164.1
Provisions	77.6	83.9
Other current liabilities	402.0	358.2
Current tax liabilities (Net)	5.2	6.1
Total Current Liabilities	1,404.8	1,355.8
Total Equity and Liabilities	3,324.9	3,015.8

Consolidated Cash Flow Statement



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Particulars (Rs. Crores)	31 st March 24	31 st March 23
Profit Before Taxes	480.6	318.1
Changes in working capital	27.0	81.3
Cash generated from operations	507.6	399.4
Direct taxes paid (net of refund)	126.4	67.4
Net Cash from Operating Activities	381.2	332.0
Net Cash from Investing Activities	(189.4)	(75.6)
Net Cash from Financing Activities	(147.3)	(169.4)
Net Increase in cash and cash equivalents	44.6	87.0
Add: Cash & Cash equivalents at the beginning of the period	221.3	134.3
Cash & Cash equivalents at the end of the period	265.9	221.3

Q4 & FY24 Key Subsidiaries Financials Performance



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Companies (Rs.in Crs.)	KBL		KCPL		TKSL		KPML		KBIBV		Elimination		Total	
	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23
Revenue	899.7	794.0	11.0	9.0	10.1	13.7	157.5	123.4	321.9	335.3	-176.4	-150.8	1,223.8	1,124.6
EBITDA	179.7	121.0	2.7	2.0	-6.2	-3.0	27.5	20.0	31.5	30.0	-7.8	-11.8	227.5	158.2
EBITDA %	20.0%	15.2%	24.8%	22.3%	-	-	17.5%	16.2%	9.8%	8.9%	-	-	18.6%	14.1%

Companies (Rs.in Crs.)	KBL		KCPL		TKSL		KPML		KBIBV		Elimination		Total	
	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23
Revenue	2,720.1	2,540.0	40.5	35.0	53.4	46.0	506.5	515.0	1,257.7	1,178.0	-577.1	-583.0	4,001.2	3,731.0
EBITDA	377.4	277.0	7.0	4.0	-17.9	-14.0	74.9	65.0	140.4	106.0	-3.5	-11.7	578.2	426.3
EBITDA %	13.9%	10.9%	17.3%	11.4%	-	-	14.8%	12.6%	11.2%	9.0%	-	-	14.5%	11.4%

Q4 & FY24 KBIBV Group Financials



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Companies (Rs.in Crs.)	SPP UK		SPP Inc (USA)		Dutch Group		KBTL (Thailand+ Singapore)*		SPP Mena		SA Group		KBIBV Standalone		Elimination		KBIBV Group	
	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23	Q4 FY24	Q4 FY23
Revenue	150.4	163.0	130.8	112.0	18.6	20.0	14.1	31.0	0.6	1.0	12.7	12.0	0.0	0.0	-5.3	-3.0	321.9	336.0
EBITDA	18.6	12.5	21.7	14.9	0.9	-0.1	-2.1	0.4	1.4	0.8	1.4	1.0	14.6	0.7	-25.0	-0.3	31.5	29.9
EBITDA %	12.4%	7.7%	16.6%	13.3%	4.8%	-0.3%	-14.9%	1.2%	225.5%	76.8%	11.0%	8.4%	-	-	473.9%	9.5%	9.8%	8.9%

Companies (Rs.in Crs.)	SPP UK		SPP Inc (USA)		Dutch Group		KBTL (Thailand+ Singapore)*		SPP Mena		SA Group		KBIBV Standalone		Elimination		KBIBV Group	
	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23	FY24	FY23
Revenue	704.1	520.0	372.9	426.0	59.3	61.0	90.1	142.0	4.4	5.0	46.2	48.0	0.0	0.0	-19.2	-23.0	1,257.7	1,179.0
EBITDA	67.1	42.0	72.8	40.2	-5.0	0.6	2.4	10.4	2.5	2.7	8.4	10.6	9.5	-3.0	-17.2	2.0	140.4	107.0
EBITDA %	9.5%	8.2%	19.5%	9.4%	-8.4%	1.0%	2.6%	7.3%	57.2%	54.0%	18.2%	22.0%	-	-	89.8%	-8.9%	11.2%	9.0%

* KBTL Sales impacted due to delay in execution of large order of CVP pumps of THB 150 mn

Domestic & Overseas Orderbook Position



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Robust Orderbook Implying Strong Revenue Visibility

Orderbook and Pending Order Position (In Rs. crores)

Domestic	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
Orders received	828	796	740	731	947
Pending Orderbook* (A+B)	1,918	2,008	2,045	2,019	1,898
KBL Standalone (A)	1,820	1,914	1,956	1,943	1,826
Domestic Subsidiaries (B)	98	94	89	76	72

Overseas	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
Orders Received	495	361	330	380	335
Pending Orderbook*	970	1,012	1,039	1,092	1,101

Domestic + Overseas	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
Orders Received	1,324	1,157	1,070	1,111	1,282
Pending Orderbook*	2,888	3,020	3,084	3,111	2,999

Standalone Pending Order book (In Rs. crores)

Sector [^]	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24
Irrigation + Water Resource Mgmt.	851	879	916	913	840
Power	504	503	484	456	492
Oil & Gas	71	84	83	75	46
Marine & Defence	42	59	38	45	27
Industry	102	112	133	151	136
Building & Construction	90	106	121	128	137
Customer Support & ESD	91	105	111	118	88
Valves	69	66	69	58	60
Total	1,820	1,914	1,956	1,943	1,826

* 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

[^] Sectoral orderbook is only for standalone business. KBL consolidated Orderbook includes orderbook of all domestic as well as its International companies



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About Us



Company at Glance



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Inherent Strength Built Over Time

Presence Since
135+ Years

One of the 1st **AtmaNirbhar** organization. India's 1st & largest pump manufacturer. Made some of India's 1st **engineering products** including Iron Plough, Centrifugal Pumps, Diesel Engines, Motors and Air Compressors

Manufacturing Facilities
9 Domestic & 5 International

Strategically located across various trading blocks – **Expanding geographic presence** with reduced turnaround time, cost-efficiency with adherence to National and International standards and sourcing norms

Diversified Product Portfolio Catering to Wider Applications

Product Offering
250+
SKUs
100,000+

Increasing the mix of value-added products, end-to-end solutions and new product launches by leveraging technological advances like 3-D Printing, IoT, AI, AR and VR

Diversified Application
12+ Industries
Active Customer Base
2,500+

Growing presence in fast growing **ASEAN region**. Strong presence in **sunrise sectors** like chemicals, petrochemicals, waste-water management & renewable energy

Catering to
6 Continents & 120 Countries

India's 1st and leading manufacturer of critical pumps for nuclear power plants

Serving Millions of farmers, households and industries everyday

Providing cuttingedge, energy-efficient and environmentally sustainable innovations

Strong Brand Portfolio



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Legacy of 135+ Years



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IDEATE

1888-1920

Establishment Phase

- **1888** : Establishment of Kirloskar Brothers
- **1920** : Incorporation of KBL

1941-1958

Restructuring Phase

- **1941** : Divested machine tool business to form The Mysore Kirloskar Ltd.
- **1946** : Divested electrical business to form Kirloskar Electric Co. Ltd & internal combustion engine business to form Kirloskar Oil Engines Ltd.
- **1958** : Divested air compressors business to form Kirloskar Pneumatic Co. Ltd.

INNOVATE

1988-2009

Acquisition Phase

- **1988** : Established Kirloskar Ebara Pumps Ltd. & Acquired Hematic Motors Pvt. Ltd.
- **2003** : Acquired SPP Pumps Ltd (UK)
- **2004** : Incorporation of SPP Pumps Inc. (USA)
- **2006** : JV with Corrocoat Ltd, UK to form Kirloskar Corrocoat Pvt Ltd
- **2007** : Acquired The Kolhapur Steel Limited & Incorporation of Kirloskar Brothers International B.V. (The Netherlands)
- **2008** : Incorporation of Kirloskar Pompen B.V. (The Netherlands) & Incorporation of Kirloskar Brothers (Thailand) Ltd.

2010-2020

Strategic & Technology Expansion

- **2010** : Acquired Braybar Pumps (Pty) Ltd. (South Africa)
- **2014** : Acquired SyncroFlo Inc. (USA)
- **2015** : Acquired Rodelta Pumps International B.V. (The Netherlands)
- Investment in Data Analytics , Remote Monitoring of Pumps Additive Manufacturing, Virtual Reality, Artificial Intelligence & Augmented Reality

IMPLEMENT

2021 Onwards

Monetise

- Monetise data and insights for customers
- Leverage technology to gain market share
- Deepen geographic presence
- Debottleneck the capacities
- Cost Optimization
- Value Added Products

Our Business & Product Line



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Our Business

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

Our Product Line

75+ Types of Pumps

Flow up to 120,000 m³/hr. (529,000 US GPM)

Pumps ranging from 0.3 KW to 30 MW

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

Application

Oil & Gas



Water Resource



Marine & Defence



Irrigation



Bldg. & Const.



Industry



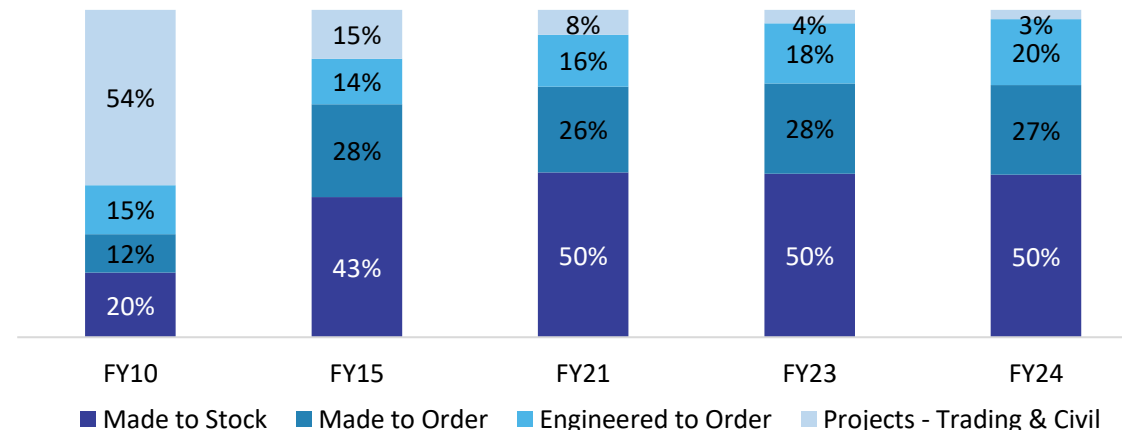
Small Pumps



Power



Improving Product Mix



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

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

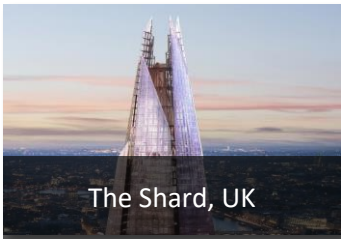
Exemplary Endeavors: Charting Our Path of Impact



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Building & Construction

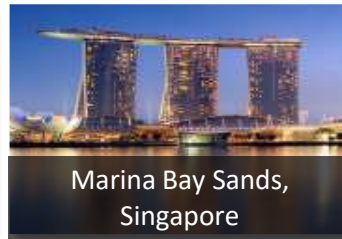
Power



The Shard, UK



Hong Kong–Zhuhai–Macau Bridge



Marina Bay Sands, Singapore



ITER, France



CGPL Mundhra, India



Bhavini Fast Breeder Reactor, India



Prairie State Energy, Illinois, US



Atal Tunnel, India



Statue of Unity, India

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



EGAT, Thailand

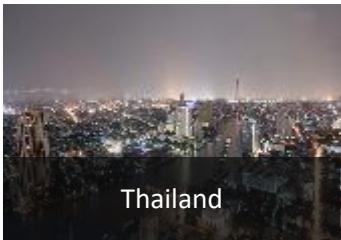


NTPC, India

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

Municipal Water

Irrigation



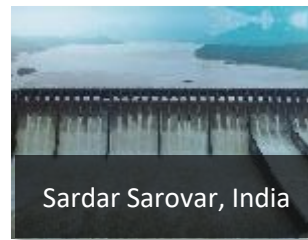
Thailand



South Africa



Uttar Pradesh, India



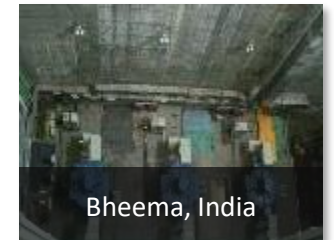
Sardar Sarovar, India



Senegal



Laos



Bheema, India



Mumbai, India



Thames River, UK



Gwari Culvert, India



Egypt



EDIA, Portugal

KBL's irrigation solutions are operational across the world

State-Of-The-Art Manufacturing Facilities



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KIRLOSKARVADI, Est. in 1910

KBL's 1st plant, with facilities starting from foundry to machining, assembly, & testing of various pumps ranging from 5 kW to 4,500 kW



DEWAS, Est. in 1962

2nd largest plant with well-equipped facility for various pumps for agriculture, domestic water supply, dewatering, and industrial utility applications up to 30 HP



KANIYUR, Est in 2011

Dedicated for domestic pumps. World's 1st & only pump plant to deploy 100% women workforce. Equipped with computerised testing setup and semi-mechanized assembly setup for pump manufacturing



SANAND, Est. in 2012

"The Submersible Pump Capital of India". Factory exclusively for borewell submersible pumps. End-to-end capabilities from designing and manufacturing to testing and packing of pumps for all categories like agriculture, domestic & industry segment



SHIRWAL, Est. in 2014

Dedicated pump assembly facility for HYPN systems and IoT-enabled panels. Well-equipped with latest state-of-the-art technologies necessary for ensuring assured precision and superior inspection standards

Our Innovative Solutions



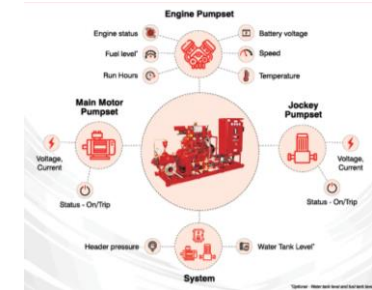
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Solar Pumping System



Pump Selection Package



KirloSmart Fire



Lowest Life-Cycle Cost (LLC)™ Pump



Pumps for Nuclear Power Plant Application



IoT based remote monitoring solution
KirloSmart



Augmented Reality Mobile Training



PICO

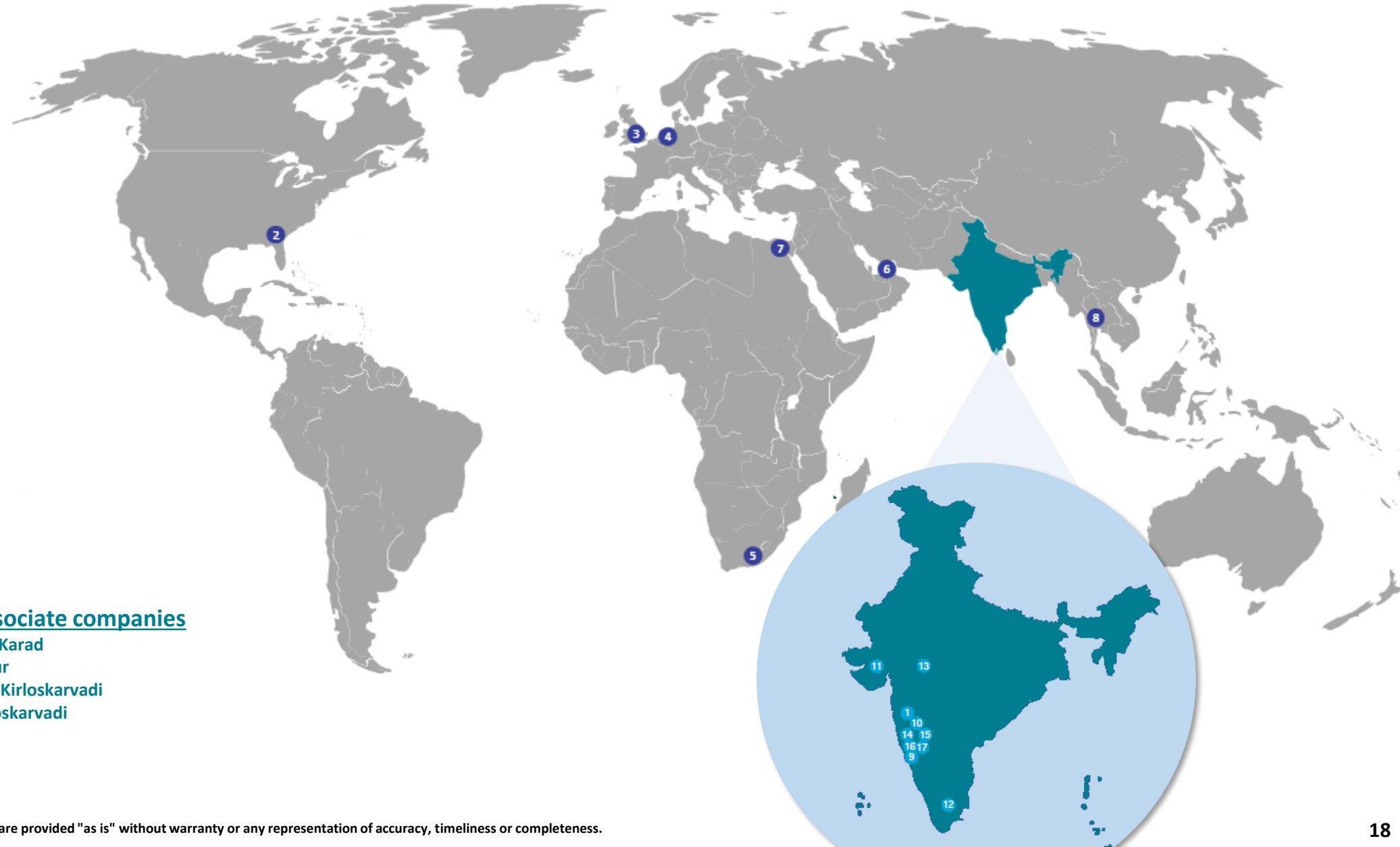


Additive Manufacturing 3D Printer

Global Footprint Through Local Presence



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Corporate Office and Global Headquarters

1. Pune, India

Overseas Presence

2. Atlanta, US
3. Coleford, UK
4. Almelo, The Netherlands
5. Johannesburg, South Africa
6. Jebel Ali, UAE
7. Cairo, Egypt
8. Bangkok, Thailand

Manufacturing Plants

9. Kirloskarvadi, India
10. Shirwal, India
11. Sanand, India
12. Kaniyur, India
13. Dewas, India

Domestic Subsidiaries and Associate companies

14. Karad Projects and Motors Limited, Karad
15. The Kolhapur Steel Limited, Kolhapur
16. Kirloskar Corrocoat Private Limited, Kirloskarvadi
17. Kirloskar Ebara Pumps Limited, Kirloskarvadi

Highly Qualified Management Team



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Mr. Sanjay Kirloskar

Chairman & Managing Director



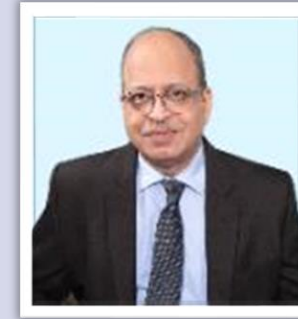
Mr. Alok Kirloskar

**Director – KBL
Managing Director – KBI B.V.**



Ms. Rama Kirloskar

**Joint Managing Director- KBL
Managing Director – KEPL**



Mr. Chittaranjan Mate

Senior Vice President (Finance)



Mr. Ravish Mittal

**Chief Financial Officer[^]
Vice President – Finance**

- Holds Bachelor's in Science degree in Mechanical Engineering from the Illinois Institute of Technology in Chicago, USA.
- On Boards of DCM Shriram Industries Ltd., Kirloskar Ebara Pumps Ltd., Kirloskar Brothers International B.V., The Netherlands and SPP Pumps Limited, UK.

- Bachelor in Business Administration with 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 industry sector in KBL and on board since July 18th 2012. MD of SPP Pumps Ltd since January 2012 and CEO of Kirloskar Brothers International BV since January 2015.

- Double major in Mathematics and Biology from Bryn Mawr College, USA.
- Served as a GM and Head of Product Portfolio Management at KBL. Prior to KBL, worked with Polaris Partners, Boston based VC firm as well as Visterra Inc., an MIT biotech start-up company.
- Also on the Board of Karad Projects and Motors Limited, Prakar Investments Pvt Ltd. And KPT Industries Limited (earlier known as Kulkarni Power Tools Limited)

- B. Com & Chartered Accountant by qualification
- 40+ years of rich experience in Finance
- Before joining KBL worked with Kirloskar Ebara Pumps Limited since 1989 and handled various assignments in Finance as well as several other departments

- Chartered Accountant and has completed executive education from IIM Bangalore
- Fellow member of Institute of Directors India & London (F.IOD).
- He has work experience of over 28 years in field of finance, strategic evaluation, risk analysis, treasury & forex management, investor relations, etc.
- Before joining KBL worked with Trivitron Healthcare since 2019 and handled various assignments in Finance as well as several other departments

Board of Directors



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Mr. M. S. Unnikrishnan
Independent Director

- Former MD & CEO of Thermax Group
- Graduate in Mechanical Engineering from VNIT, Nagpur, Advanced Management Program from the Harvard Business School, Boston, USA
- CEO of IITB-Monash Research Academy
- Currently on the Board of KEC Int. Ltd.



Mr. Shrinivas V. Dempo
Independent Director

- M.Sc. in Industrial Administration & Finance from Carnegie Mellon University, USA
- Chairman Goa-based Dempo Group, with diversified interests in industries like shipbuilding, food processing, real estate and newspaper publishing



Mr. Shobinder Duggal
Independent Director

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



Ms. Ramni Nirula
Independent Director

- Holds Bachelor's Degree in Economic and Master's degree in Business Administration from Delhi University
- Retired Senior General Manager of ICICI Bank Ltd.
- >4 decades of experience in financial services sector. Currently Ms. Nirula is on the Boards of DCM Shriram Ltd., HEG Limited, Usha Martin Ltd.



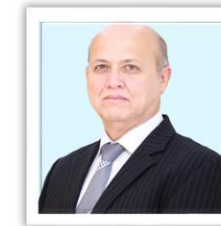
Mr. Vivek Pendharkar
Independent Director

- SEP, Business Administration from Stanford University Graduate School of Business, MSEE, Computer Engineering from Virginia Tech. BS Electrical Engineering from Birla Institute of Technology and Science Pilani
- 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 alumna 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



Mr. Vinayak Deshpande
Independent Director

- Graduate in Chemical Engineering from IIT, Kharagpur
- 42+ years of experience in industrial domain
- Served as a Managing Director at Tata Honeywell in 2000, then at Tata Teleservices, HCC and Tata Projects
- Serves as a Board member for few of the leading Indian companies such as Voltas Ltd., Praj Industries Ltd., etc

Long Standing Relationships with Marquee Clientele..



Enriching Lives



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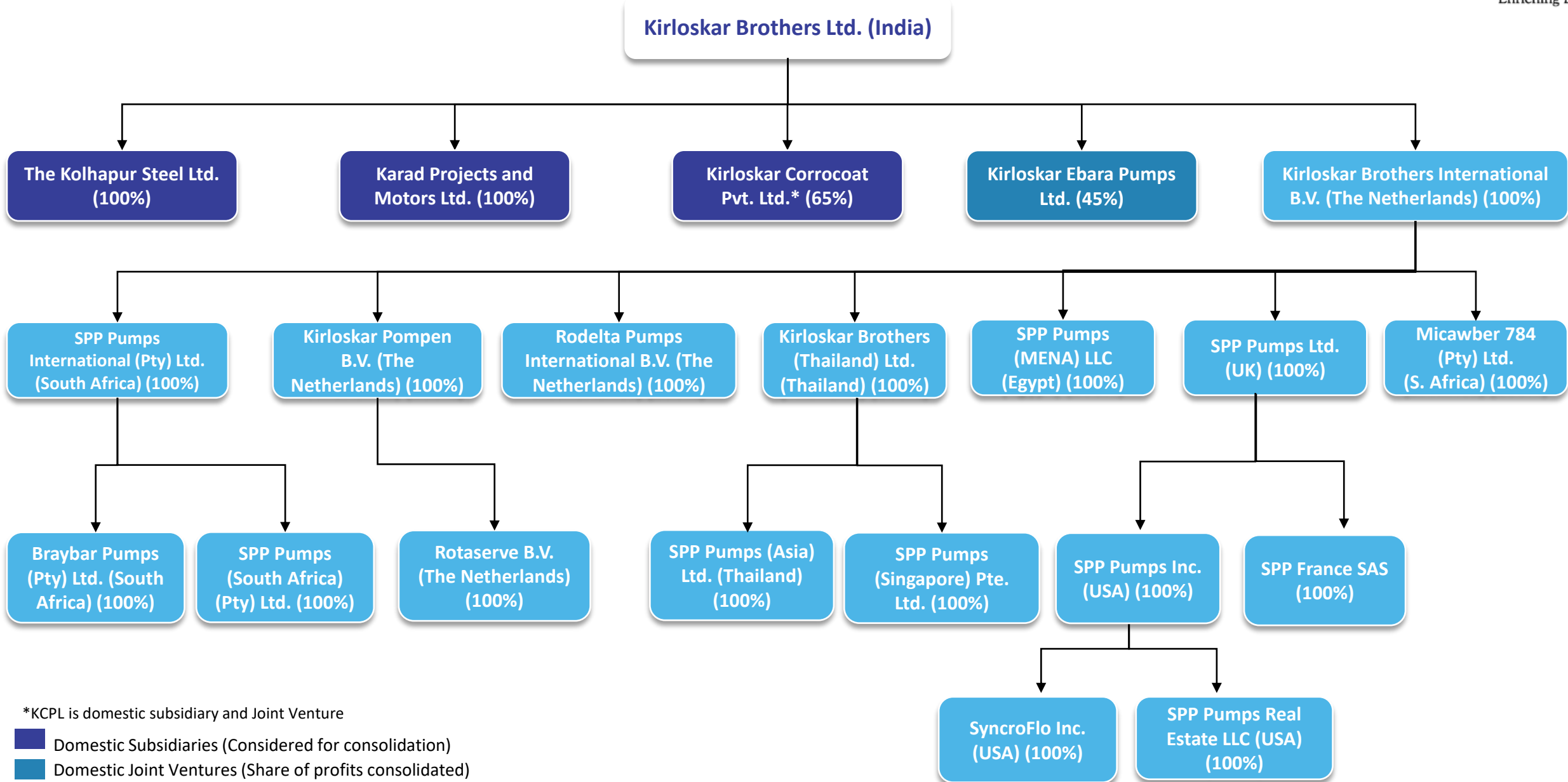
Our Joint Ventures
& Subsidiaries



Group Structure



Enriching Lives



*KCPL is domestic subsidiary and Joint Venture

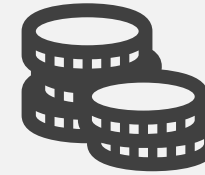
- Domestic Subsidiaries (Considered for consolidation)
- Domestic Joint Ventures (Share of profits consolidated)
- International Subsidiaries (Considered for consolidation)

Leveraging the localised global presence

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

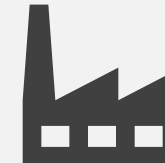
- Reduction in turnaround time
- Lower freight costs
- Subsidiaries do local value addition in terms of components, repair, maintenance and services, etc.

Cost Synergies



- Duty-free access to fast-growing ASEAN region through value addition done in Thailand. (20%-30% depending on product)
- Local manufacturers preference especially in Thailand & South Africa
- SPP Inc. USA is compliant with the new 'Buy American' program and meets the criteria

Duty-free Access & preference to Local Manufacturers



- 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

Local Sourcing Norms and Regulations



Kirloskar Brothers International B.V.*, The Netherlands



Enriching Lives

Genesis

- Wholly owned subsidiary of Kirloskar Brothers Limited
- SPV established as an Investment Company for all international businesses

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

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (€ Mn.)	131.3	106.6	104.0	133.5	139.5
EBITDA (€ Mn.)	4.1	9.6	2.9	12.1	15.6
EBITDA Margin %	3.1%	9.0%	2.8%	9.0%	11.2%
PAT (€ Mn.)	(1.9)	4.4	(1.8)	5.6	7.7
PAT Margin %	-	4.1%	-	4.2%	5.5%

* Holding company of all international businesses

Note: Hedge accounting implemented by SPP UK from July 22 hence effect of currency fluctuation will be minimal

SPP Pumps Limited



Enriching Lives

Genesis

- 145+ years of heritage
- R&D, manufacturing and test facilities in the UK
- Highest market share in fire pump packages business
- Current Orderbook: **£ 87 million for SPP Group**

Product Profile

- Lowest Life Cycle Pumps for water supply and industrial
- Firefighting pumps
- Transformer oil pumps
- Containerised pump sets
- Electro-submersible pumps
- Vertical Line shaft pumps
- Multi-Stage, Multi-Outlet pumps
- Framework & AMC Services contracts

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (£ Mn.)	95.6	75.5	73.4	94.5	102.3
EBITDA (£ Mn.)	3.3	6.6	2.2	8.3	13.3
EBITDA Margin %	3.4%	8.8%	3.0%	8.8%	13.0%
PAT (£ Mn.)	0.4	4.2	0.2	4.8	8.3
PAT Margin %	0.4%	5.6%	0.3%	5.1%	8.1%

Note: Including SPP Inc., SyncroFlo Inc. and SPP France

Note: Hedge accounting implemented from July 22 hence effect of currency fluctuation will be minimal

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



Rodelta Pumps International B.V., The Netherlands



Enriching Lives

Genesis

- Established by Sulzer in 1946, acquired by KBL in June 2015 is a leading manufacturer of API and Non-API pumps
- R&D, manufacturing and test facilities in Almelo, Netherlands
- **Current Orderbook: € 6 million**

Product Profile

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

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (€ Mn.)	7.8	8.6	3.9	6.9	6.6
EBITDA (€ Mn.)	(0.4)	0.5	(1.1)	0.1	(0.6)
EBITDA Margin %	-	5.9%	-	1.0%	-
PAT (€ Mn.)	(1.1)	0.1	(1.7)	(0.4)	(1.0)
PAT Margin %	-	1.1%	-	-	-

Note: Along with KPBV and Rotaserve

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



Kirloskar Brothers (Thailand) Limited, Thailand



Enriching Lives

Genesis

- Assembly and packaging for sales of centrifugal pumpsets in South-East Asia
- Provides duty-free access to fast-growing ASEAN region through value addition done in Thailand.
- Current Orderbook: **Thb 503 million**

Product Profile

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

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (THB in Mn.)	381.1	344.1	372.7	586.8	386.8
EBITDA (THB in Mn.)	22.7	36.6	2.9	43.0	10.1
EBITDA Margin %	6.0%	10.6%	0.8%	7.3%	2.6%
PAT (THB in Mn.)	(3.8)	14.8	(17.1)	12.5	(15.1)
PAT Margin %	-	4.3%	-	2.1%	-

Note : Financials Include SPP Asia and SPP Singapore

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



Braybar Pumps Limited, South Africa



Enriching Lives

Genesis

- Manufacturing and sales of high head multi-stage pumps, rubber lined slurry pumps and white metal lined bearings
- Successfully overcome BBBEE regulations and turned around the business by changing the business mix over the last three years.
- Current Orderbook: **ZAR 29 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)

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (ZAR Mn.)	72.1	71.5	77.8	107.6	104.2
EBITDA (ZAR Mn.)	(3.3)	13.7	12.6	22.8	19.1
EBITDA Margin %	-	19.2%	16.2%	21.2%	18.4%
PAT (ZAR Mn.)	(9.4)	5.4	6.4	10.1	13.1
PAT Margin %	-	7.5%	8.2%	9.4%	12.6%

Note: Along with SPP International, SPP SA and Micawber

Strategy

- ✓ Improve product mix
- ✓ Maintain profitability



Karad Projects And Motors Limited (KPML)



Enriching Lives

Genesis

- KPML is a wholly owned subsidiary of KBL.
- 3 manufacturing plants located at Karad, Maharashtra, India.
- Expertise in manufacturing 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, etc.
- **Motors:** 3 Phase AC induction Motors (incl. IE4, IE5), Elevator Motors, Submersible Pump - Stators -Rotor fitted shaft, Stators ,Domestic water handling pumps, etc.
- **Components:** Drive Units for Pumps & Connecting Rods for ACR industry, Components for auto priming system (Priming tank & Coalescer)

Industries Catered

- Pumps
- Hermetic Compressors
- Healthcare
- Elevator

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (Rs. Crores)	321.9	308.4	477.5	515.1	506.5
EBITDA (Rs. Crores)	33.7	33.4	55.3	64.6	88.4
EBITDA Margin %	10.5%	10.8%	11.6%	12.5%	17.5%
PAT (Rs. Crores)	19.9	37.6	34.7	41.5	53.0
PAT Margin %	6.2%	12.2%	7.3%	8.1%	10.5%

Strategy

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



Kirloskar Ebara Pumps Limited



Enriching Lives

Genesis

- JV in 1988 between KBL and Ebara Corporation 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. 378 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)

Industries Catered

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

Geographies Catered

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

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (Rs. Crores)	160.9	180.4	223.4	231.0	301.3
EBITDA (Rs. Crores)	19.0	36.6	44.5	38.4	40.4
EBITDA Margin %	11.8%	20.3%	19.9%	16.7%	13.4%
PAT (Rs. Crores)	8.0	20.3	28.5	23.8	22.6
PAT Margin %	5.0%	11.2%	12.8%	10.3%	7.5%

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



The Kolhapur Steel Limited (TKSL)



Enriching Lives

Genesis

- 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

Industries Catered

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

Geographies Catered

- India
- South Korea

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (Rs. Crores)	30.9	20.9	31.4	45.6	53.4
EBITDA (Rs. Crores)	(8.6)	(10.8)	(12.4)	(14.0)	(17.9)
EBITDA Margin %	-	-	-	-	-
PAT (Rs. Crores)	(11.6)	(13.9)	(15.8)	(23.4)	(24.3)
PAT Margin %	-	-	-	-	-

Strategy

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



Kirloskar Corrocoat Private Limited



Enriching Lives

Genesis

- JV between KBL and Corrocoat Ltd. U.K. 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

Anti Corrosion Coating Materials :

- **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

Industries Catered

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

Markets Catered

- Pump and Valve Users
- Oil Refineries
- Power plants

Particulars	FY20	FY21	FY22	FY23	FY24
Revenue (Rs. Crores)	24.3	20.1	25.8	35.3	40.5
EBITDA (Rs. Crores)	1.7	0.1	1.3	4.3	7.0
EBITDA Margin %	6.8%	0.7%	4.9%	12.1%	17.3%
PAT (Rs. Crores)	0.1	-0.9	0.2	2.5	4.6
PAT Margin %	0.2%	-	0.9%	7.2%	11.3%

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*



Strategic Focus



Strategy



A Unique Value Proposition



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Global Presence – Leveraging Brand Value & Domain Expertise

- 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**

End to end offering – One Stop Solution

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

Diversified Proposition – Unimpacted by Cyclicity

- 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.

Driving Synergies through Innovation & Complementary Offerings

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

- 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 and new product development



Staying Ahead of the Curve through Digital Initiatives



Leading towards Digital Transformation In Pumps Industry

- 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)**
 - **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

- **World's Largest 3-D printer for foundries** installed in 2013 at Kirloskarvadi Plant
- Contributes significantly towards faster turnaround time in preparing the moulds and cores for casting of pump components. Pumps are used for domestic and export applications.
- **Flexible and Universal** - Supports competitor's pumps and products for retro-fitment and reengineering

AR/VR

- 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

AI-ML

- 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, helps in spare parts management
- IoT enables manufacturing across domestic plants

Subscription Platform - Creating Market Opportunity



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

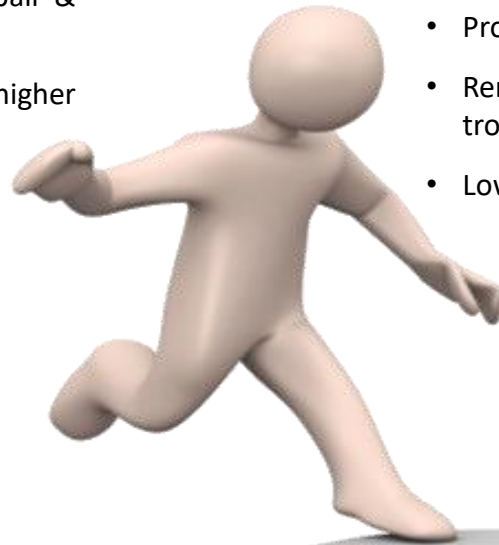
Traditional Solution

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



new

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



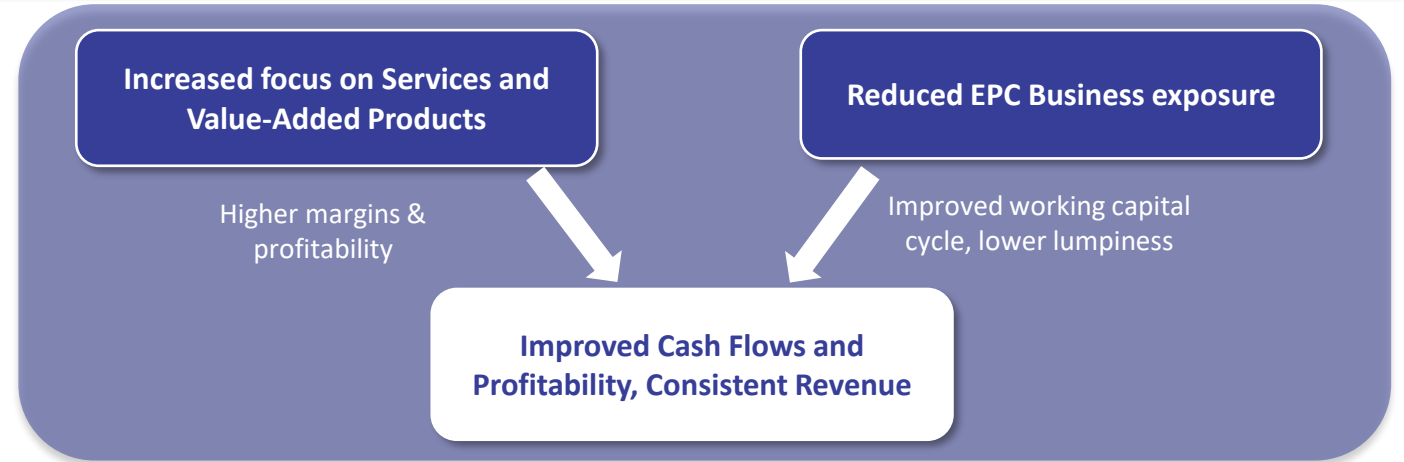
Market Opportunities

- **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



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

- Reduced exposure in low margin, lumpy and WC intensive EPC orders since 2008.
- Share of EPC to the revenue has come down drastically (**75% in FY10 to 3% in FY24**)
- Taking selective exposure in profitable contracts
- Very few old projects orders remain unexecuted
- Presence in Water, Power & Irrigation sectors without taking EPC exposure



Strategy Going Forward

Increase share of **value-added products** across geographies and **subscription services** in key international subsidiaries

Focus on Value-Added Products & Services

Out of **23 patents** applied, **19 patents** awarded (**2 USA valid patents**)
Monetize digital IP acquired over years by expanding contribution from services business & value-added products

Monetize IPs

Expand & deepen geographic presence by leveraging presence of international subsidiaries while complying to local sourcing norms

Leverage Global Presence

Debottlenecking at key domestic subsidiaries
Cost optimisation across subsidiaries

Debottlenecking & Cost Optimisation

R&D Centers experts having rich industry experience
8 new products have earned the India Design Mark in last 5 years

Strong Thrust on Quality & Product Innovation

*Historical
Performance*

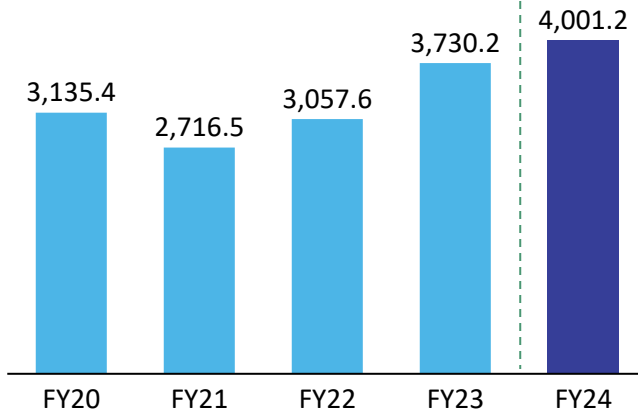


Historical Financial Performance - Consolidated

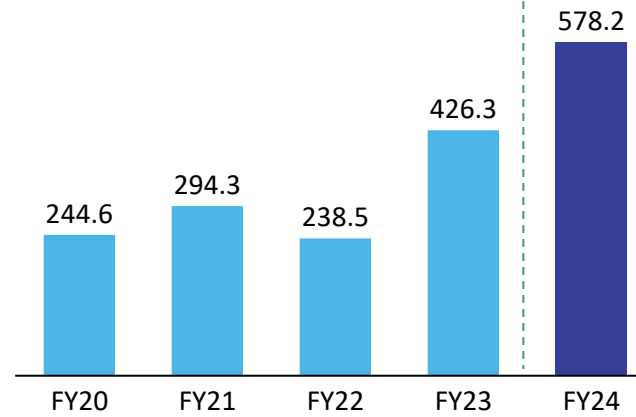


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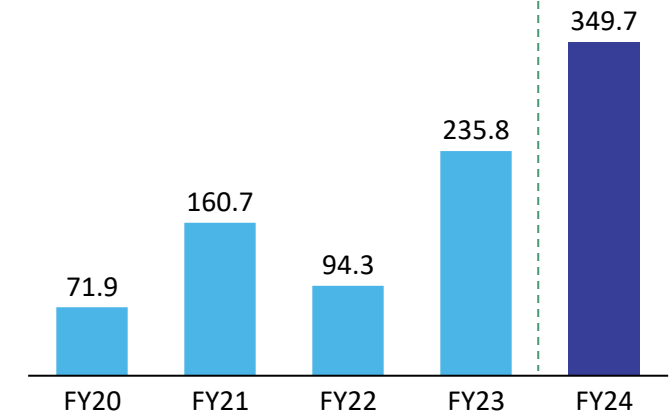
Revenue (Rs. Crores)



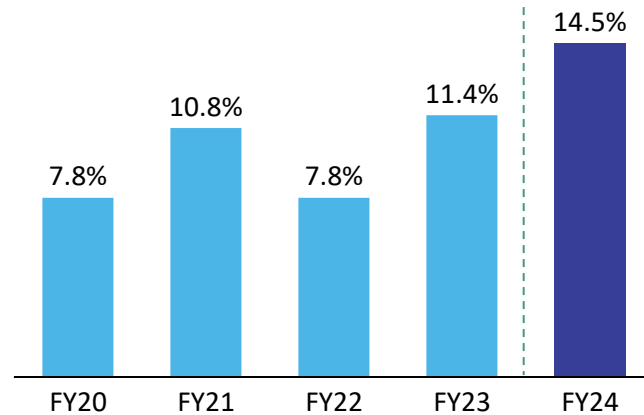
EBITDA (Rs. Crores)



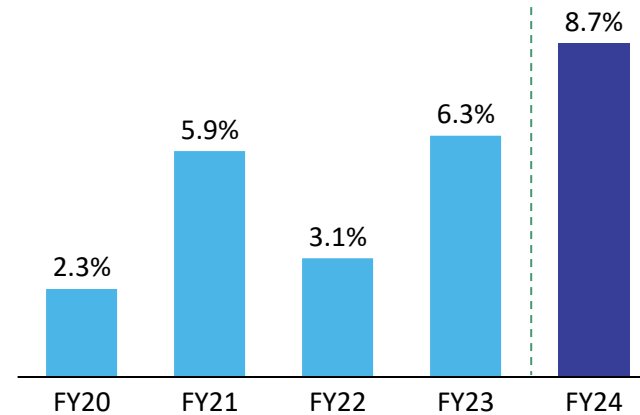
PAT (Rs. Crores)



EBITDA Margin (%)



PAT Margin (%)

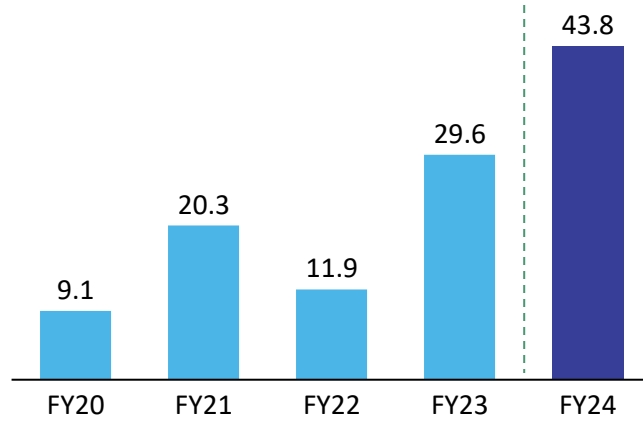


Historical Financial Performance - Consolidated

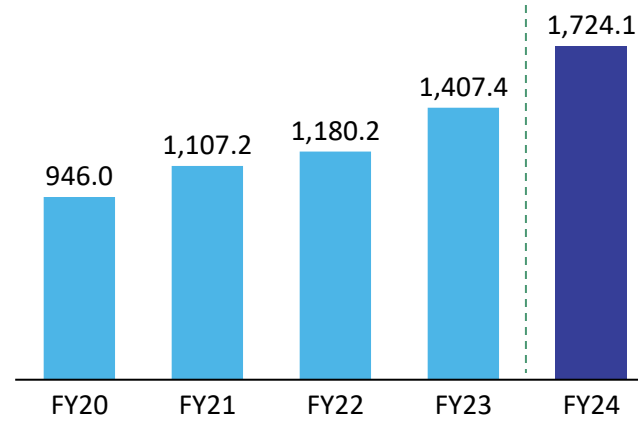


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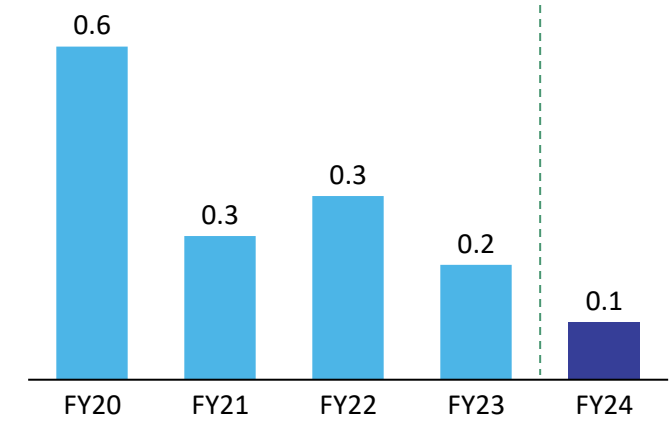
EPS (in Rs.)



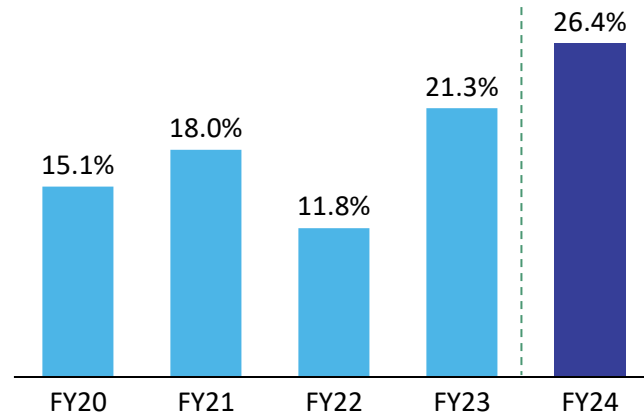
Net Worth (Rs. Crores)



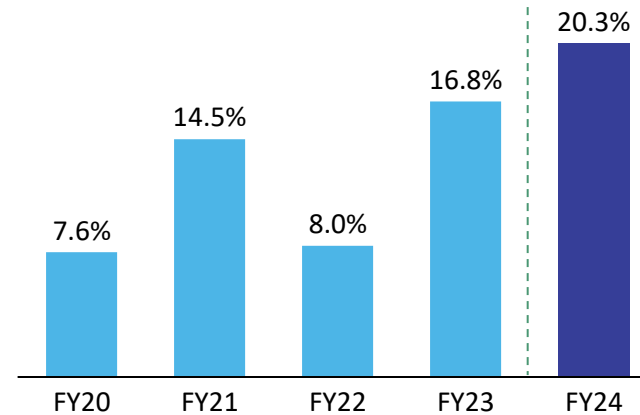
Leverage (X)



RoCE (%)



RoE (%)



Consolidated Profit & Loss Statement



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Particulars (Rs. Crores)	FY24	FY23	FY22	FY21	FY20
Net Revenue from Operations (Net of Excise)	4,001.2	3,730.2	3,057.6	2,716.5	3,135.4
Other Income	58.6	27.3	32.4	53.8	37.6
Materials Consumed	1,983.0	1,954.7	1,680.3	1,449.5	1,641.9
Gross Profit	2,076.8	1,802.8	1,409.7	1,320.8	1,531.1
Gross Margin (%)	51.9%	48.3%	46.1%	48.6%	48.8%
Employee Expenses	672.7	565.1	501.5	488.8	531.1
Other Expenses	825.9	811.3	669.7	537.7	755.4
EBITDA	578.2	426.3	238.5	294.3	244.6
EBITDA Margin (%)¹	14.5%	11.4%	7.8%	10.8%	7.8%
Finance Costs	25.8	35.4	33.5	44.2	52.1
Depreciation	78.4	68.6	69.5	68.0	71.2
Exceptional Item	(6.6)	4.2	0.0	0.0	0.0
Profit Before Tax (PBT)	480.6	318.1	135.5	182.1	121.3
Taxes	141.0	93.1	54.0	28.2	53.0
Profit After Tax (PAT)	339.6	225.1	81.5	153.9	68.3
Share in profit of joint venture company	10.1	10.7	12.8	6.8	3.6
PAT after profit of joint venture company	349.7	235.8	94.3	160.7	71.9
PAT Margin (%)¹	8.7%	6.3%	3.1%	5.9%	2.3%
Earnings Per Share (EPS)	43.84	29.59	11.88	20.29	9.05

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

Consolidated Balance Sheet Statement



Enriching Lives

Particulars (Rs. Crores)	FY24	FY23	FY22	FY21	FY20
Non Current assets					
Property, Plant and Equipment	578.7	481.4	487.0	428.4	429.4
Capital work in progress	32.0	81.3	26.7	72.9	50.8
Intangible assets	4.1	4.8	3.7	5.4	6.8
Right to use assets	36.6	30.6	27.4	30.2	48.4
Goodwill	14.4	14.4	13.9	14.1	14.2
Investment Property	0.5	0.7	0.2	2.5	2.5
Financial Assets					
(i) Investments	96.5	88.5	79.7	68.0	59.3
(ii) Loans	0.0	0.0	0.0	0.0	9.8
(iii) Trade Receivables	60.8	57.4	39.0	59.6	64.5
(iv) Others	17.7	16.9	25.4	16.6	5.6
Deferred Tax Assets (net)	27.7	40.8	41.8	47.2	32.0
Other non-current assets	69.3	72.5	103.7	103.7	96.4
Total Non Current Assets	938.3	889.0	848.5	848.6	819.7
Current Assets					
Inventories	852.3	714.0	643.5	602.8	615.7
Financial Assets					
(i) Trade receivables	524.4	488.5	515.2	463.7	489.7
(ii) Cash and Cash Equivalents	265.9	221.3	134.1	173.5	317.0
(iii) Other Bank balances	26.9	31.6	29.8	1.9	3.9
(iv) Investments	298.3	226.7	253.4	126.8	45.0
Current Tax Assets(Net)	5.3	5.7	9.3	6.6	6.2
Other financial assets incl. Loans	96.1	103.5	86.7	100.2	102.8
Other current assets	317.4	335.5	341.8	390.5	447.8
Total Current Assets	2,386.6	2,126.8	2,013.9	1,866.0	2,028.1
Total Assets	3,324.9	3,015.8	2,862.3	2,714.6	2,847.8

Particulars (Rs. Crores)	FY24	FY23	FY22	FY21	FY20
Equity					
Equity Share capital	15.9	15.9	15.9	15.9	15.9
Other Equity	1,703.1	1,388.1	1,161.5	1,088.8	927.2
Non Controlling Interest	5.1	3.4	2.6	2.5	2.9
Total Equity	1,724.1	1,407.4	1,180.0	1,107.2	946.0
Financial liabilities					
(i) Borrowings	64.6	110.9	136.4	84.0	117.0
(ii) Other Financial liabilities	5.5	3.7	15.1	9.7	21.5
(iii) Trade Payables	8.3	8.0	7.5	9.0	10.3
Other non current Liability	80.6	85.2	68.8	21.5	24.5
Deferred tax liabilities (Net)	-	-	-	-	-
Provisions	37.0	44.8	25.9	24.6	25.7
Total Non Current Liabilities	196.0	252.6	253.7	148.8	199.0
Financial liabilities					
(i) Borrowings	90.3	141.8	238.8	216.5	432.9
(ii) Trade Payables	663.1	601.8	591.1	549.8	535.0
(iii) Other financial liabilities	166.6	164.1	155.0	228.3	249.0
Provisions	77.6	83.9	74.0	55.3	62.7
Other current liabilities	402.0	358.2	369.7	408.7	423.2
Current tax liabilities (Net)	5.2	6.1	-	-	-
Total Current Liabilities	1,404.8	1,355.8	1,428.6	1,458.6	1,702.8
Total Equity and Liabilities	3,324.9	3,015.8	2,862.3	2,714.6	2,847.8

Consolidated Cash Flow Statement



Enriching Lives

Particulars (Rs. Crores)	FY24	FY23	FY22	FY21	FY20
Profit Before Taxes	480.6	318.1	135.5	182.1	121.3
Changes in working capital	27.0	81.3	18.8	170.1	219.9
Cash generated from operations	507.6	399.4	154.3	352.2	341.2
Direct taxes paid (net of refund)	126.4	67.4	41.4	35.8	36.0
Net Cash from Operating Activities	381.2	332.0	112.9	316.4	305.2
Net Cash from Investing Activities	(189.4)	(75.6)	(181.9)	(143.9)	(171.2)
Net Cash from Financing Activities	(147.3)	(169.4)	29.8	(315.3)	125.1
Net Increase in cash and cash equivalents	44.6	87.0	(39.1)	(143.5)	258.6
Add: Cash & Cash equivalents at the beginning of the period	221.3	134.3	173.5	317.0	58.4
Cash & Cash equivalents at the end of the period	265.9	221.3	134.4	173.5	317.0

Awards & Accolades



Enriching Lives



Dewas – Greenco Gold certified
Kaniyur and Sanand - Greenco Bronze certified



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



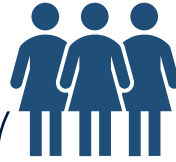
Appreciation by His Royal Highness the King of Thailand for KBL's presence on-site at the Mae Sai cave to offer their technical expertise during the soccer team cave rescue operation

ESG Initiatives



Environmental

- Solar & wind power contribute 20%-30% of total power consumption
- Target of reducing energy consumption by 2% year on year Plants CII GreenCo rated
- Energy efficient lighting system & rainwater harvesting & reduction, reuse and recycling of water
- Use recycled products as raw material inputs, negligible plastic consumption and plastic waste
- **Zero Discharge Facilities** - No release of toxic, non - biodegradable, non-recyclable waste, liquid discharge
- Manufacturer highly efficient products and energy saving coatings meeting European MEI Norms
- Suppliers engagement with on environmental issues



Social

- Vikas Charitable Trust established in 1994
- CSR activities revolves around Education, Employment, Healthcare, Animal Welfare, Re-skilling War Veterans and Women Empowerment
- Improve lives of community 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 workforce be it Gender, Regional or through Affirmative actions. No discrimination made during 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 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 & cattle breeding best practices

Examples of our CSR activities outside India

- SPP Pumps recognized as one of UK'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

Shaping Tomorrow: A Commitment to Corporate Social Responsibility

Enriching Lives

All-women operated manufacturing facility in Kaniyur & 35% women workforce in Sanand factory is testimony towards gender equality and women empowerment



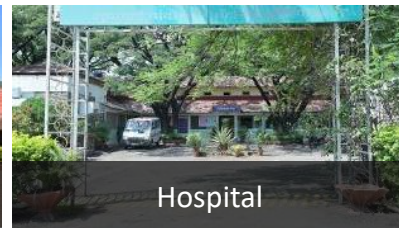
KBL conducts an array of activities and campaigns throughout the year. The company focuses on three areas for its CSR contributions Education, Healthcare, and Environment through the Vikas Charitable trust and Sou. Radhabai Trust



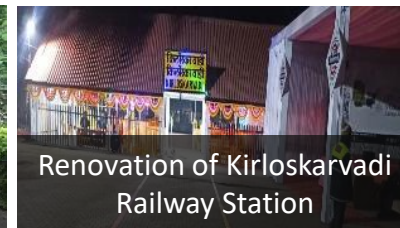
Biodiversity Project



Kirloskar High School



Hospital



Renovation of Kirloskarvadi
Railway Station



Special Bus Donation to
Rashtriya Lifesaving Society
(India)



Skill Training Program

THANK YOU

For further information, please contact

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Enriching Lives

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