

Date: 13 February 2020

The Manager National Stock Exchange of India Limited Exchange Plaza, 5<sup>th</sup> Floor, Plot No. C-1, Block-G Bandra Kurla Complex, Bandra (E) Mumbai- 400 051 The Manager BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street Mumbai- 400 001

NSE Scrip Name- SKIPPER / BSE Scrip Code- 538562

**Re: Investors Presentation** 

Dear Sir,

We are forwarding herewith Investors Presentation for the quarter ended 31 December 2019.

Kindly take the same on record.

Thanking you, Yours faithfully,

For Skipper Limited

Manish Agamal Manish Agarwal

Company Secretary & Compliance Officer

Encl: As above



SKIPPER LIMITED INVESTOR PRESENTATION

# Broad-basing the pyramid





SKIPPER LIMITED INVESTOR PRESENTATION

About Us







Skipper Limited is India's largest and world's most competitive integrated transmission tower manufacturing company





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- Flagship company of the S.K. Bansal Group (incorporated 1981).
- Angle rolling, tower, accessories and fastener manufacture coupled with EPC line construction
- One of India's largest and fastest growing polymer pipes & fittings companies
- Four Power Grid Corporation of Indiaapproved transmission tower and pole manufacturing plants (combined engineering capacity 300,000 MTPA)
- Among the most effective knowledge pools in the sector comprising 2,450+ members

- Widely respected player; awarded Largest Tower Supplier Award by Power Grid for 3<sup>rd</sup> consecutive year
- Awarded Best Industry in Water Resources sector by Central Board of Irrigation and Power.



### SKIPPER: ONE-STOP SOLUTION PROVIDER

### **Engineering products**

### Capacity: 300,000 MTPA

- Power Transmission Tower
- Power Distribution Poles
- Monopoles
- MS & High Tensile Angles
- Solar Structures
- Fasteners
- Tower Accessories
- Railway Structures

### **Highlights**

Positioned as one of the world's leading transmission tower manufacturer; largest in India

Revenues (FY'19)

Rs16,452mn

### Polymer products

### Capacity: 51,000 MTPA

- UPVC Pipes
- CPVC Pipes
- SWR Pipes
- HDPE Pipes
- Fittings



### **Highlights**

• Only polymer pipe company in India to implement TOC in its operations

Revenues (FY'19)

Rs1,598mn

### Infrastructure projects

- Transmission Line EPC
- Railway Electrification EPC
- Underground Utility laying by HDD



### **Highlights**

- Forward integration activity
- Aimed at high-margin projects

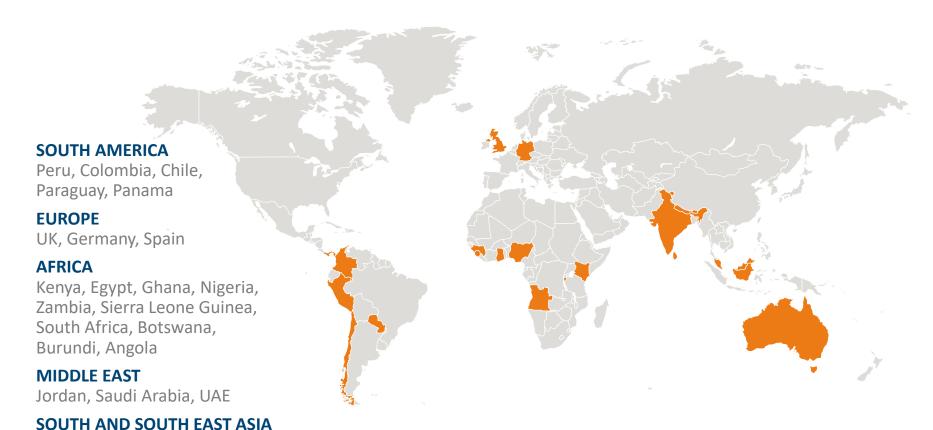
Revenues (FY'19)

Rs 658mn





### **GLOBAL PRESENCE**



### Nonel Bangladach Critanka

Nepal, Bangladesh, Sri Lanka, Indonesia, Philippines, Malaysia

**AUSTRALIA** 



SKIPPER LIMITED
Performance Update

Q3 & 9M FY'20 Update







### Stand Alone- Financial Performance Q3& 9M FY'20

Rs in Mn

SI	Profit & Loss Summary	Q3 FY'20	Q3 FY'19	9M FY'20	9M FY'19
1	Revenues	2,998.4	4,348.2	9,516.6	14,374.8
2	Operating EBITDA (without Forex)	330.1	270.7	1,080.0	1,313.7
	% of Revenue	11.0%	6.2%	11.3%	9.1%
3	Forex Gain / (Loss)	17.1	151.3	39.3	(54.0)
4	Reported EBITDA (2+3)	347.2	422.0	1,119.3	1,259.7
	% of Revenue	11.6%	9.7%	11.8%	8.8%
5	Depreciation	95.8	85.3	284.2	297.0
6	Interest Expenses	201.3	235.0	649.0	765.5
7	Other Income	12.3	3.5	16.7	10.1
8	Profit Before Tax (4-5-6+7)	62.3	105.2	202.7	207.3
9	Tax	17.8	40.6	61.7	72.8
10	Profit After Tax (8-9)	44.6	64.6	141.0	134.5





### Q3 & 9M FY'20 Revenue impacted on account of -

Very limited Size contracts in domestic market has come up for offering in the past 2 years.
Consciously slowed down supplies to the customer unwilling to give secured payment terms
Considering the liquidity situation in the market, Limited our credit risk exposure across our customers; at this stage we find it more prudent to not chase growth in revenue at the cost of financial discipline.
Lack of short term orders in market
Structural changes undergoing implementation in Polymer Segment

Management ideology of not chasing growth at the cost of financial discipline will be maintained and adhered.





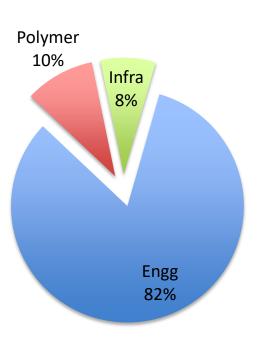
### Key Update

Company's In-House R&D unit has been recognised by Department of Scientific and Industrial Research (DSIR, GOI), allowing the company to avail certain expenditure (including Capital expenditure other than Land & Building) as exemption under Income Tax Act
Skipper became first Company in India to have successfully designed, fabricated and type tested a 765 KV S/C Monopole
Performance Highlights
Stand Alone operating EBITDA margins improved to 11.0% for the quarter and 11.3% for nine Months period in spite of lower sales; The margins of engineering business are back to their normal historical range of 13%.
Polymer TOC implementation Progressing well; Improvement continues on both Revenue & Margin front
Stable raw material prices and corrective steps undertaken to reduce overhead and fixed costs leaded to improved margin performance; Stronger expected execution in our Engineering & Polymer business going forth will further boost its performance.
Productivity and cost reduction initiatives at the plant and site level are expected to further improve efficiency in operations and aid to stable margins
Actively pursuing projects worth Rs 3,500 crore on international front and about Rs 700 Crores on the Domestic front, which are at the highest level in company history.





### Segment Performance Q3 & 9M FY'20



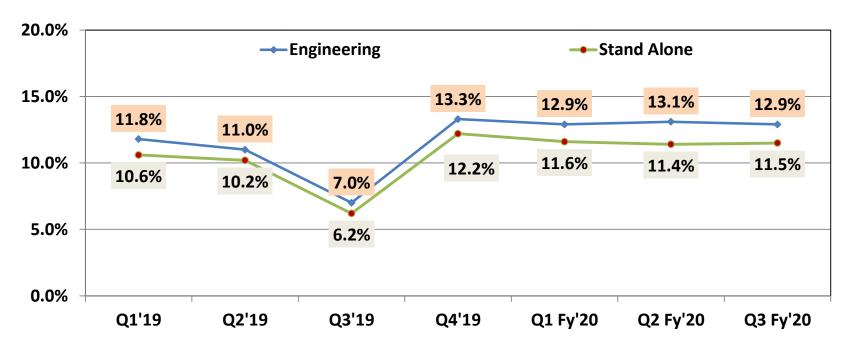
Revenue Mix – 9M FY'20

Segment	Financial Summary	Q3 FY'20	Q3 FY'19	9M FY'2		9M FY'19
	Net revenue	2,284.6	3,839.4	7,860	).5	12,656.3
Engg.	EBIDTA (w/o forex)	295.5	267.7	1,020	).6	1,272.2
Products	% of Revenue	12.9%	7.0%	13.0	%	10.0%
	Net revenue	384.0	331.0	925.	0	1,250.8
Polymer products	EBIDTA (w/o forex)	15.0	3.3	28.0		15.7
products	% of Revenue	3.9%	1.0%	3.0%	6	1.3%
	Net revenue	329.8	177.9	731.	0	467.6
Infra projects	EBIDTA (w/o forex)	19.6	(0.3)	31.3	3	25.8
	% of Revenue	5.9%	-0.2%	4.3%	6	5.5%
	Net revenue	2,998.4	4,348.2	9,516	5.6	14,374.8
Total	EBIDTA (w/o forex)	330.1	270.7	1,080	0.0	1,313.7
	% of Revenue	11.0%	6.2%	11.3	%	9.1%

Note: Segment EBITDA is net of Forex and includes allocation of un-allocable expenditure in pro-rata share of sales in their respective segment



### **Op. EBITDA Margin (without Forex)**



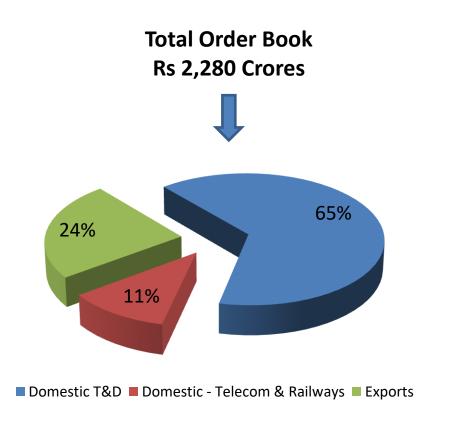
- Engineering & Stand Alone EBITDA margin are back to its normal range of 13% & 12 % respectively, Clocked the
  desired range for past 4 consecutive quarters.
- Improved margin performance despite of lower sales in Q3 & 9M FY'20; Corrective steps undertaken to reduce fixed cost, Stable Raw material prices and better operational efficiencies resulted in such improvement.
- Margins to get better with expected increase in Engineering execution on both domestic and international front going forth.

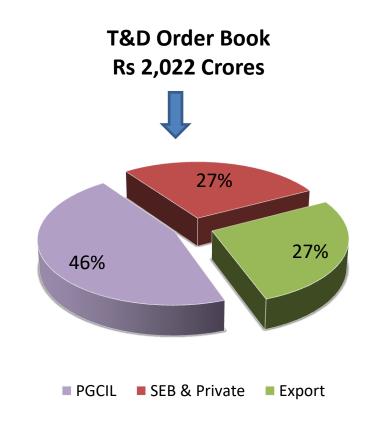
Note: Engineering EBITDA is net of Forex and includes allocation of un-allocable expenditure in pro-rata share of its sales





# Engineering Products – Order Book Composition – Dec 2019





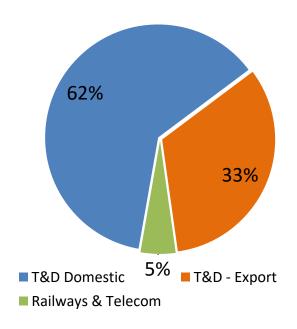
Order Book to Sales stands at 1.5 X

### SKIPPER | ORDER INFLOWS & COMPOSITION



- Secured new orders of Rs 274 crore in Q3 FY'20 for engineering products supplies from PGCIL, SEB's,
   Railways and for supplies across various export markets; Share of export inflow rose to 66% in Q3 FY'20
- YTD Engineering Order Intake of Rs 1,126 crores; Share of Non T&D products at 11% in overall order book
- T&D Order book well diversified between Power Grid, Domestic SEB and International Projects

### 9M FY'20 Order Inflow Total – 1,126 Crores



### Strong Bidding Pipeline of 4,150 Crores as on 31st Dec 2019; International – 3,450 Cr & Domestic - 700 Cr

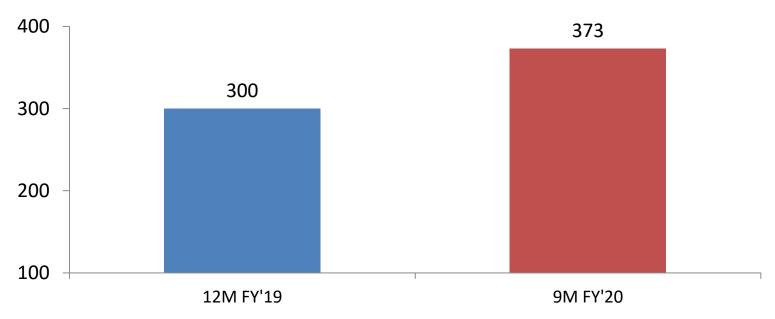
The company expects Ordering & Execution to gain pace in the coming quarters with increased participation opportunities from Power Grid, SEB, TBCB projects, Exports and Infrastructure push in North East & East India.

- ✓ Growing global competiveness; Focusing on international markets to drive the ordering growth
- ✓ Large bunching up of order that remained postponed + Rs 50,000 Crores of GEC related projects to come up for bidding from next year will provide much needed boost to the domestic transmission industry
- ✓ Strong order traction from Domestic Railway





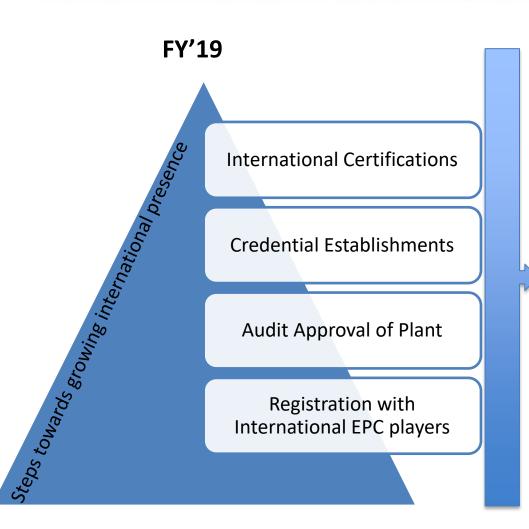
### **Export Order Inflow (Rs in Crores)**



- Crossed Last year total export inflow by 24 % within the first nine months of Fy'20
- Targeting to Double the Exports inflow in comparison to last year.

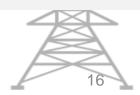






# FY'20 & 21 Time to ripe the benefits

- Major regulatory approval done
- Established relations with 100 global EPC players
- Our International bidding pipeline of 3,450 crores are at the highest level in company history is a true testimony of our efforts
- We are at inflection
  juncture and targeting to grow
  exports order book to 50% in next 2 years
  from 13 % last year





### PERFORMANCE OUTLOOK

Rebound expected in domestic T&D action both on Ordering and Execution front from next quarter onwards

Focus on strengthening the international T&D order book; Positioned to grow exports to 50% of revenue in next 2 years

Desired EBITDA margin focus of 12-13% in FY'20

Implementation of TOC in both Engineering and Polymer business to significantly improve its working capital cycle and bottom-line profitability

Volume-value play to drive shareholder value





### THE BIG MESSAGE



Profitability in a downturn is a validation of Skipper's business model



Conscious slowing down: Not chase growth at the cost of financial discipline



Sectoral
consolidation
to lead to next
rebound;
opportunity to
switch sectors
based on
margin
positive



Skipper opportunityready through renavigated business model



Progressive broadbasing to strengthen revenues and margins – overall quality of business





Core Strategy

**BROADBASING OUR PYRAMIDS** 





### **ENGINEERING PRODUCTS BUSINESS**

Broadbasing the number of sectors addressed

Riding the growth of some fastgrowing segments into the long-term like telecom and railways

> **Broadbasing** the pyramid

Broadbasing the customer mix within each sector (government and non-government)

> Riding the inflection point within India where the power transmission sector opened to private players

Broadbasing the number of customers

Addressing the needs of a reasonable number of the large and a large number of small fast growing companies

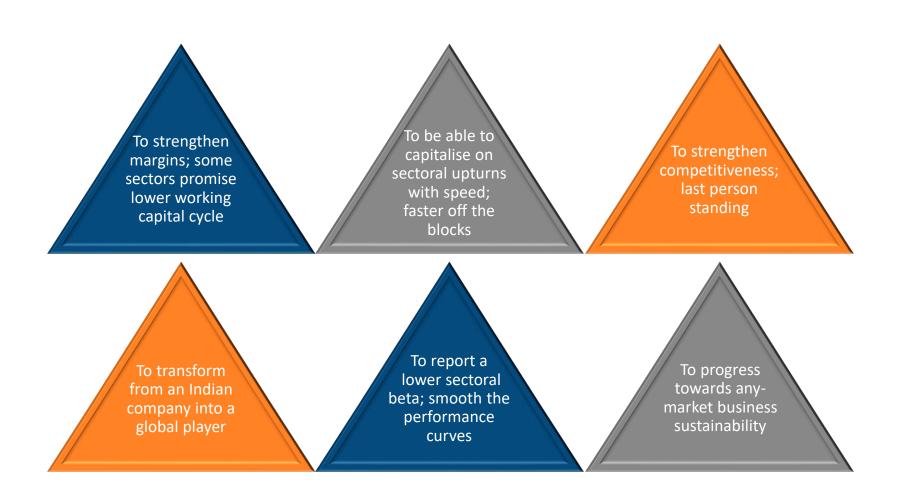
Broadbasing the countries of our presence

Entering new geographies to derisk from an excessive dependence on one or few economies





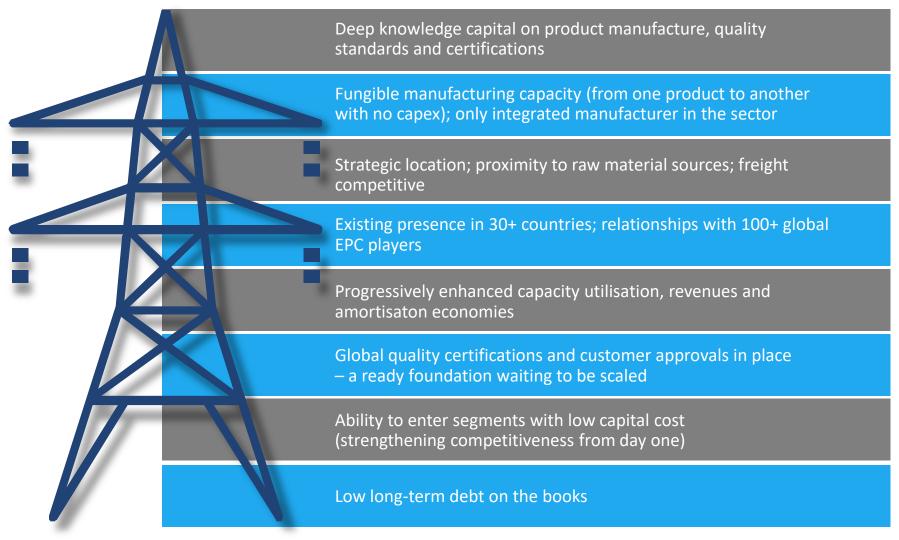
### WHY WE ARE BROADBASING



### SKIPPER | STIMULUS BEHIND BROAD BASING THE PYRAMID?

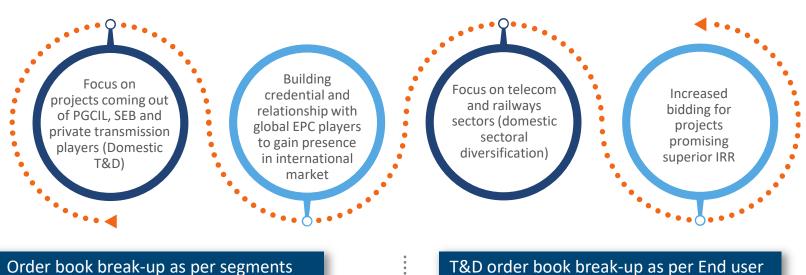


### WHAT WILL FACILITATE OUR BROADBASING

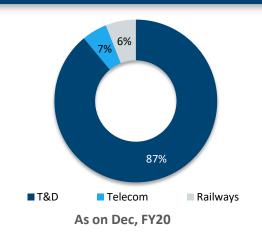




### THE IMPACT OF THE BROADBASING: FOUR DRIVERS



### Order book break-up as per segments



27% ■ PGCIL ■ SEB & Others ■ Exports As on Dec, FY20

27%

46%





# BROADBASING WOVEN AROUND FINANCIAL DISCIPLINE





SKIPPER LIMITED INVESTOR PRESENTATION

Future Ready







### BROADBASING TO REDUCE DOMESTIC DEPENDENCE

- Opportunity-ready: Certified by prominent international organizations for confidenceenhancing certifications
- Established traction: Working with over 100 Global EPC player; Enlisted 11 prominent customers in two years
- Creditable beginning: first-time enquiries from South Korea, Uruguay, Paraguay, Romania, Croatia, Mexico, Panama, Poland, Afghanistan, Russia, Australia and Nicaragua among others
- Optimistic outlook: Positioned to grow exports to 40 % of revenues in next two year and to 50% in three years (15% today)
- Competitiveness: Increasing cost of labour and capacity shut downs in China is making Indian players like us globally competitive
- Visible brand: Participated in around 25 global exhibitions in two years to enhance visibility

International certifications			
Certification	Country		
CFE/LAPEM	Mexico		
CWB	Canada & USA		
DEWA	Dubai		
ROHAS	Malaysia		
CE CERTIFICATION	Europe		
ACHILLES/STATNET	Nordics		
Saudi Electric Company	Saudi Arabia		
The Jordanian Electric Power Company Ltd	Jordan		
RETIE	Colombia		
EETC	Egypt		
BPC	Bhutan		
KETRACO	Kenya		
TCN	Nigeria		
NGCP	Philippines		





# SKIPPER IS CLEARLY POISED TO BE IN THE WINNING SPOT IN THE INTERNATIONAL T&D SECTOR

- Skipper is the highest accredited manufacturers in India for supplying to global markets
- Largest and lowest cost manufacturer out of India and one of the lowest globally
- In between 2005 15 Skipper supported multiple Indian non integrated T&D EPC Contractors (holding major market share) with low cost reliable Transmission Tower supplies (Towers are almost 50% of the value of any project).
- Currently replicating the same format in International markets with major International EPC contractors, helping them leverage their relations with the Utilities better
- Increase in approvals such as CWB (North America), Lapem (Central America & Mexico), CE (Europe),
  DEWA (Middle east), Achilles (Nordic countries) and Sirim (South East Asia) which gives it better
  access to T&D business in these regions. Continuously increasing, Utility approval list with more key
  utilities in the European markets





# SKIPPER S CHINESE MANUFACTURERS

### WHAT MAKES US MORE COMPETITIVE

**Higher Price**: Chinese manufacturers are almost 10-15% higher priced than Indian manufacturers, owing to un favorable currency and much higher labor costs.

**Limited Capacities to offer:** Chinese manufacturers have cut capacities owing to pollution issues and the remaining capacity is tied up in their Belt – Road project so are quoting very long lead times.

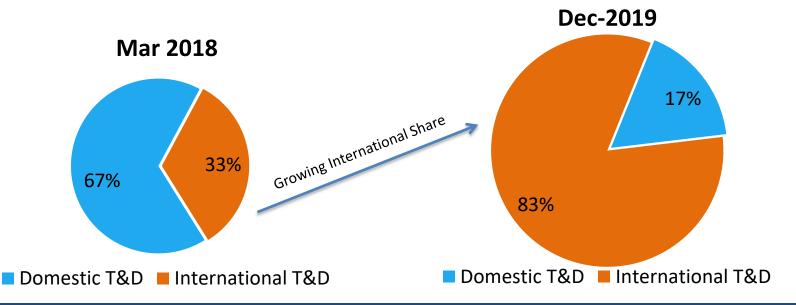
**Reliability**: More and more global utilities are interested to source from Indian manufacturers compared to Chinese due to regular quality issues over the years.

### **GROWING GLOBAL COMPETITIVENESS**



### **Considerable increase in Bidding Volumes from International T&D Sector**

Bidding Volumes T&D sector	Mar 2018 Rs in Cr	Dec-19 Rs in Cr	Change %
International T&D	810	3,450	326%
Domestic T&D	1,625	700	-57%
Total	2,435	4,150	70%



These developments reinforce our belief of a significant turnaround in the international markets.





### GLOBAL T&D INVESTMENT OPPORTUNITIES

According to World Energy Outlook (WEO) 2015, a total of US\$ 8.4 trillion investments are expected to flow in the global T&D investments between 2015 and 2040, averaging US\$320 billion per year.







### T&D INDUSTRY OVERVIEW IN INDIA

- Historical skew between generation and T&D asset creation; shortage of power evacuation capacity
- Skew correction across the last decade: substantial increase in T&D capacity amounting to 345 GW as on September 2019 which is estimated to grow at a CAGR of 6.5% between 2018 and 2023.
- Part of an overarching government agenda: one nation, one grid
- National power grid backbone enabling regions of power surplus to feed regions of power deficit
- Part of a long-term structural correction to maximise national resource use and create one consolidated market
- This structural correction to widen and deepen: large room for India's transmission network to grow
- India Transmission capex estimated at INR 2.6 trillion (+49%) in the 13th Plan.



### STRONG OPPRTUNITY IN INDIA'S T&D SECTOR

- Planned government transmission sector investment of Rs 2.6 lakh crore in FY17-22; estimated Rs 1.3 lakh crore allocated for intra-state transmission capacity. SEBs and private players to drive orders
- Village electrification, railway electrification, enhanced public-private participation and Electricity for All by 2019 to drive sectoral rebound
- 175 GW renewable energy capacity addition targeted by 2022 an unprecedented opportunity
- Rs 50,000 cr Plus Green Corridor Projects (Lines being built in Western region catering to Renewable power sources)
- Dedicated schemes of Rs 1.09 lakh cr to provide 24x7 power (rural and urban)
- Unprecedented Rs 1 lakh cr allocated by Central government for national transmission grid
- Growing transmission focus with substantial line capacity addition from 11th Plan to 13th Plan
- 100,000+ CKM transmission lines at 220 kV+ projected for 13th Plan
- R-APDRP launched by Ministry of Power; upgradation of transmission and distribution network to reduce AT&T losses to 15%
- Growing participation in tariff-based competitive bidding (TBCB) by Indian private sector giants (Sterlite, Essel and Adani) creating multiple revenue engines
- SAARC keen to develop robust transmission grid to enhance pan-sub-continental power trade
- Growing popularity of monopoles

### Total line capacity











### EXPECTED TRANSMISSION SYSTEM ADDITION DURING 2017-22

Transmission line length(ckt. km)	As of March 2017	Addition during 2017-18 (till September 2017)	Planned addition during 2017-22	Balance capacity to be added by 2022
HVDC (800/500 kV)	15,556	-	4,280	4,280
765 kV	31,240	2,046	27,300	25,254
400 kV	1,57,787	8,678	46,000	37,322
220 kV	1,63,268	1,627	28,000	26,173
Total	3,67,851	12,551	1,05,580	93,029
HDVC capacity (MW)				
+/-800 kV	5,000	3,000	14,000	11,000
+/-500 kV	13,500	-	-	
Total	19,500	-	14,000	11,000
Substation capacity (MVA)				
765 kV	1,67,500	10,000	1,14,000	1,04,000
400 kV	2,40,807	20,445	1,03,000	82,555
220 kV	3,12,958	8,620	75,000	66,380
Total	7,21,265	39,065	2,92,000	2,52,935

Source: Central Electricity Authority



### REASONS FOR LONG-TERM SECTORAL OPTIMISM

- India the fastest growing major global economy; expected to quadruple and emerge as a \$ 10 trn economy in the next 15 years
- India's power appetite projected to increase [4]x in line with its growing economy in the next decade
- India extensively under-penetrated: per capita power consumption considerably lower than peer countries which is estimated to reach 3000 units by 2040 compared to 1150 units in 2018.
- Three forecasted drivers of India's power consumption: organic increase in demand in a growing economy; under-penetration likely to correct (supply likely to increase demand)/ substantial growth of renewable energy





### EMERGING GROWTH DRIVERS

### RAILWAYS & TELECOM

- Existing capacities and capabilities fungible across sectors
- The greater the fungibility, the superior the return on gross block
- Margins-enhancing competitive advantage
- Will progressively enhance capacity utilisation, revenues and amortisaton economies

### Railways

Around 6,000 km of electrification planned annually for the next three-four years

- CORE approvals for all plants after Uluberia expected soon
- This will enable Skipper to utilise its capacity (across T&D, Railways and Telecom).

### Telecom

Accelerating data boom: 5G rollout expected to drive next stage of tower rollout

- Significant presence in telecom towers; preferred tower supplier for Jio and all major domestic telecom companies
- Alliance with Ramboll Denmark for technical design/support in process and quality assurance



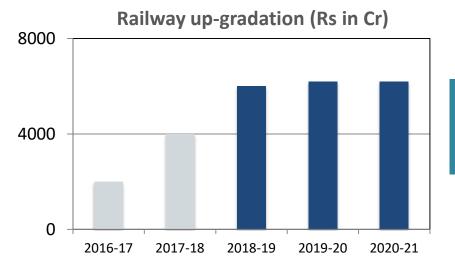
### RAILWAYS ELECTRIFICATION

Large and robust growth plan in the pipeline: multi-year growth outlook

Projected spending of Rs 35,000 cr over a period of next 3-4 lined up for Railway Electrification in India; 40-45% of this to get invested in Rail Structures

Proposed electrification of 6,000 km network in 2018-19 and 7,000 km route in 2019 -20

Projects of Rs 40,000 cr-plus to connect capitals of five NE states and border areas with rest of the country and areas bordering China, Myanmar and Bangladesh with the rest of the country. Being an East India player we are logistically well placed to target these large upcoming opportunities



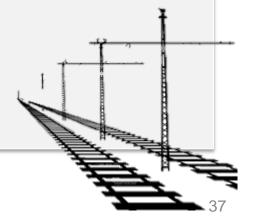
Received CORE approval for all the plant to manufacture and supply various types of Railway overhead wiring support structures.





### SKIPPER IS CLEARLY POISED TO BE IN THE WINNING SPOT IN THE RAILWAY SECTOR

- Large engineering capacity which can be deployed to make Railway Masts
- Low cost base of manufacturing
- One plant already approved three more under approval
- Integrated manufacturing facility with own raw material rolling facility





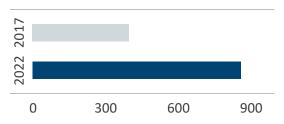
### **TELECOM TOWER**

- India needs around 100,000 additional towers to address growth
- National Telecom Policy aims to inspire \$100 bn investment in five years
- India's 30 per cent broadband penetration leaves large headroom
- Sector added 65,000 mobile towers in two years
- Expansion of 4G, 5G, Artificial Intelligence, Virtual Reality, Internet of things and M2M among others are driving the need for more towers

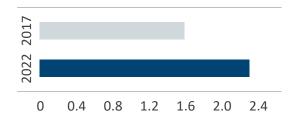


### INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

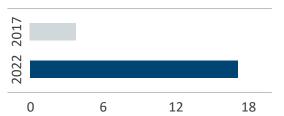
India;s smartphone users will more than double by 2022 (in mn)



The number of connected devices will boom in india (in bn)



Average mobile data consumption per month in India (in gigabytes)







### SKIPPER IS CLEARLY SET TO BE IN THE WINNING SPOT IN THE TELECOM SECTOR

- Large engineering capacity to support manufacturing of Telecom structures
- Proximity to focus Telcos markets East & North East
- Tie up with one of world's leading tower design company Ramboll
- Long standing relationships with major telecos in India and abroad







### SKIPPER'S POLYMER BUSINESS



Polymer manufacturing capacity of 51,000 MTPA



Plants invested state-of-the-art manufacturing technology



70%+ gross block less than six years old



Among few Indian companies assured of CPVC for pipes manufacture



One of few Indian companies with NSF certification

### **Quality certifications**

• ASTM D-1785, ASTM D-2467, ASTM D-2846 • IS: 12818 • IS: 13592 • IS: 4985 • IS: 15778 • IS: 13592 • IS: 14735 • IS: 10124 • IS: 14182 • NSF



### PARTNERSHIP WITH VECTOR CONSULTING



Skipper Pipes partnered Vector Consulting Group

VCG a leading management consulting firm in India

Partnership to increase retail market share and transform supply chain

Directed to gain decisive competitive advantage

### **Objectives**

To increase market share

To build a robust sales organization with strong distribution

'Pull'-based product replenishment system; high retail availability; lower corporate inventory.

Processes directed to establish stronger ties with channel partners

Developing partnerships with trade influencers through a long-term loyalty program



### **OUR USP**

Skipper is the only Indian polymer pipe company to implement Theory of Constraints (TOC) approach in an organized manner

Directed to empower the supply chain processes and systems

- Partnering benefits:
- Exponential Sales Growth & Gain in Market Share
- Robust Processes & Systems in place to improve profitability
- Consistent availability of entire range of products at billing points
- Improvement in working capital cycle and reduction of inventory days
- Gain of more output from the current capacity
- Improvement in ROI to dealers and distributors





### AWARDS AND ACCOLADES



AWARD:

THE LARGEST TOWER
SUPPLIER FOR 3rd
CONSECUTIVE YEAR
GIVEN BY:
POWER GRID

CORPORATION OF INDIA LTD. (PGCIL)



AWARD:

EMERGING POWER EPC PLAYER GIVEN BY: EPC WORLD



AWARD:

GLOBAL HR EXCELLENCE GIVEN BY: WORLD HRD CONGRESS



### AWARD:

NO. 1 EMERGING
BRAND IN
POLYMER PIPES &
FITTINGS

GIVEN BY: WCRC



AWARD:

MOST VALUABLE CONTRIBUTION TO POWER INDUSTRY GIVEN BY: ET EDGE



#### AWARD:

STAR PERFORMER AWARD FOR THE YEAR 2015-16

GIVEN BY: EEPC



#### AWARD:

THE BEST POLYMER
BRAND
GIVEN BY:

CONSTRICTION TIMES



AWARD: MOST ETHICAL

 $\mathsf{C} \ \mathsf{O} \ \mathsf{M} \ \mathsf{P} \ \mathsf{A} \ \mathsf{N} \ \mathsf{Y}$ 

GIVEN BY:

WORLD CSR DAY

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