



Date: 13 November 2019

**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 30 September 2019.

Kindly take the same on record.

Thanking you,  
Yours faithfully,

For Skipper Limited

A handwritten signature in blue ink that reads 'Manish Agarwal'.

Manish Agarwal  
*Company Secretary & Compliance Officer*

Encl: As above

**SKIPPER LIMITED**

*Regd. Office* : 3A, Loudon Street, 1st Floor, Kolkata - 700 017  
CIN : L40104WB1981 PLC033408 Phone : 033 2289 2327 / 5731 / 5732, Fax : 033 2289 5733  
Email : mail@skipperlimited.com, Website : www.skipperlimited.com

SKIPPER LIMITED  
INVESTOR  
PRESENTATION

# Broad-basing the pyramid



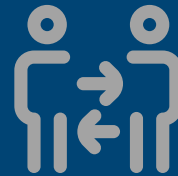
SKIPPER LIMITED  
INVESTOR  
PRESENTATION

# About Us





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



- 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 India-approved 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 LIMITED  
INVESTOR  
PRESENTATION

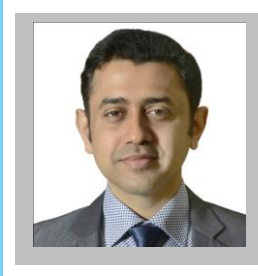
# Key Management





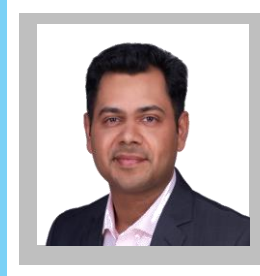
**Sajjan Kumar Bansal**  
*Managing Director*

He is the driving force behind the company's exponential growth since the beginning of the new millennium. Under his visionary leadership, the company has grown from a single unit, single product manufacturer to multi-unit, multi product manufacturing, ranging from Steel to Polymer.



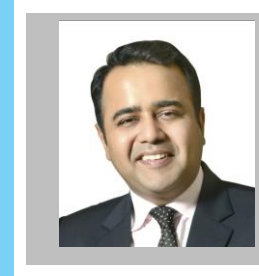
**Sharan Bansal**  
*Director*

A mechanical engineering graduate, he is heading the Tower manufacturing and EPC business of the company. He's taken the company to a leadership position in this industry.



**Devesh Bansal**  
*Director*

With a Master's in International Business degree under his belt, he is heading the Tubes and Tubular products divisions of the company. He is also responsible for the group's upstream expansions.



**Siddharth Bansal**  
*Director*

Heading the company's first diversification into non steel products, he is responsible for the Polymer product manufacturing divisions. He has a degree in Entrepreneurship from University of Illinois, USA.



**Yash Pall Jain**  
*Director*

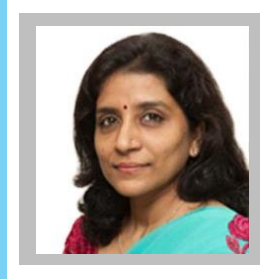
He is a B.com graduate from Punjab University and has an experience of over 35 years in various leading Industrial houses. In his corporate career he has held several responsible and important portfolios.



**Mr. Amit Kiran Deb**

*IAS (Retd.),  
Chairman*

He has held several responsible and important portfolios in the West Bengal State Government, before finally retiring as Chief Secretary and Tourism Secretary. He has profound knowledge and experience in various industries.

**Mrs. Mamta Binani**

*Immediate Past  
President ICSI*

She is one of the leading Practicing Company Secretary from Eastern India and her professional career includes 17 years of experience in corporate consultation & advisory.

**Mr. Joginder Pal Dua**

*Ex CMD - Allahabad  
Bank*

He has been with Allahabad Bank for 5 years and retired as Chairman of (B.I.F.R.). He has held several portfolios in reputed banking organizations and was on the governing board of several education institutions.

**Mr. Ashok Bhandari**

*C. A.*

He has profound experience in working with different industries. He has held various notable positions in different sectors and finally retired as the CFO in Shree Cement Limited, a B.G. Bangur Company.

**Sri Pramod Kumar  
Shah C.A**

He is a Fellow member of the Institute of Chartered Accountants of India and has 35 years of experience in practicing accountancy with an expertise in the area of internal audit. He has graduated with a Bachelor's Degree in Commerce from Calcutta University.





## 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

### **SOUTH AMERICA**

Peru, Colombia, Chile,  
Paraguay, Panama

### **EUROPE**

UK, Germany, Spain

### **AFRICA**

Kenya, Egypt, Ghana, Nigeria,  
Zambia, Sierra Leone, Guinea,  
South Africa, Botswana,  
Burundi, Angola

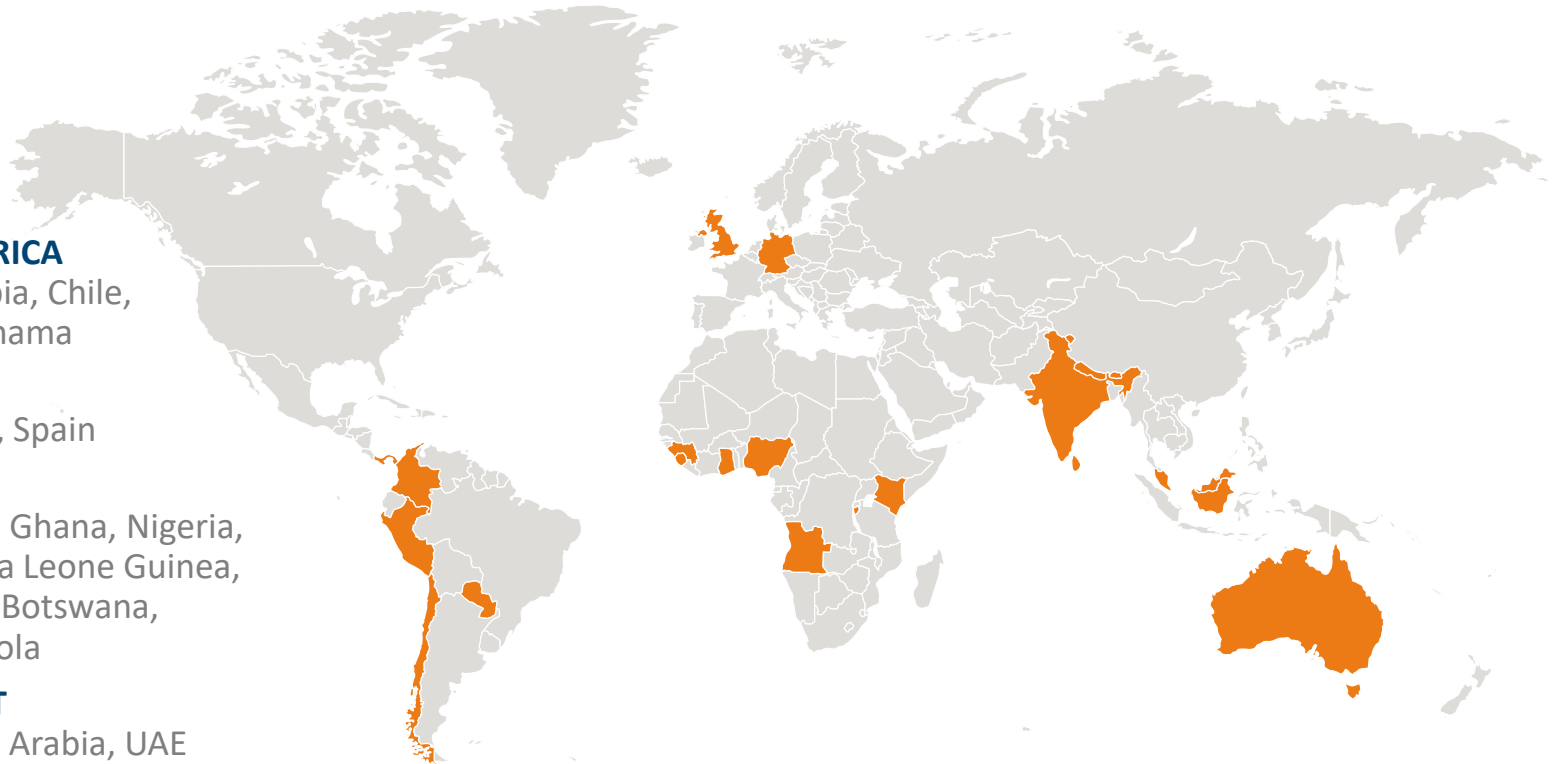
### **MIDDLE EAST**

Jordan, Saudi Arabia, UAE

### **SOUTH AND SOUTH EAST ASIA**

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

### **AUSTRALIA**



SKIPPER LIMITED  
Performance Update

# Q2 & H1 FY'20 Update





## Financial Performance Q2 & H1 FY'20

Rs in Mn

Sl	Profit & Loss Summary	Q2 FY'20	Q2 FY'19	H1 FY'20	H1 FY'19
1	Revenues	<b>3,132.5</b>	5,239.6	6,518.2	10,026.6
2	Operating EBITDA (without Forex)	<b>356.6</b>	534.6	749.9	1,043.0
	<b>% of Revenue</b>	<b>11.4%</b>	<b>10.2%</b>	<b>11.5%</b>	<b>10.4%</b>
3	Forex Gain / (Loss)	<b>(11.0)</b>	(146.6)	22.2	(205.3)
4	Reported EBITDA (2+3)	<b>345.6</b>	388.0	772.1	837.8
	<b>% of Revenue</b>	<b>11.0%</b>	<b>7.4%</b>	<b>11.8%</b>	<b>8.4%</b>
5	Depreciation	<b>94.9</b>	96.6	188.4	211.8
6	Interest Expenses	<b>232.1</b>	256.5	447.7	530.5
7	Other Income	<b>1.6</b>	3.4	4.3	6.6
8	Profit Before Tax (4-5-6+7)	<b>20.3</b>	38.3	140.4	102.1
9	Tax	<b>6.1</b>	13.4	44.0	32.2
10	Profit After Tax (8-9)	<b>14.2</b>	24.9	96.4	69.9



## Performance Update

### Q2 & H1 FY'20 Revenue impacted on account of –

- 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.**



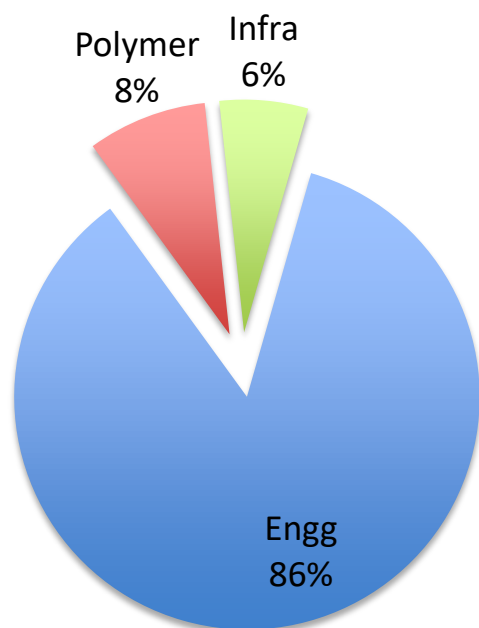
## Performance Update

### Operational Performance Highlights

- ❑ Stand Alone operating EBITDA margins improved to 11.5% in spite of lower sales; The margins of engineering business are back to their normal historical range of 13%.
- ❑ Stable raw material prices and corrective steps undertaken to reduce overhead and fixed costs led to improved margin performance ; Stronger expected execution in our Engineering 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 2,950 crore on international front and about Rs 1,020 Crores on the Domestic front, which are at the highest level in company history.



## Segment Performance Q2 & H1FY'20



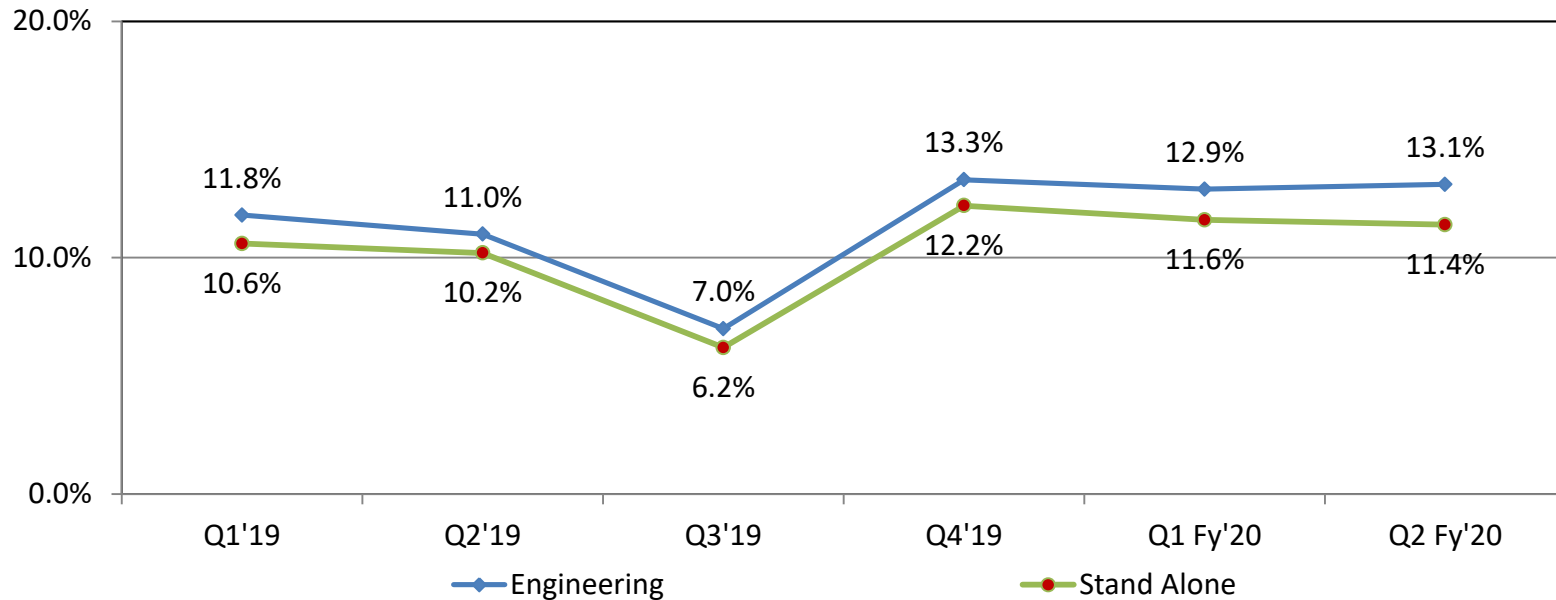
Segment	Financial Summary	Q2 FY'20	Q2 FY'19	H1 FY'20	H1 FY'19
Engg. Products	Net revenue	2,643.7	4,776.1	5,576.0	8,817.0
	EBIDTA (w/o forex)	345.1	526.5	725.1	1,004.6
	% of Revenue	13.1%	11.0%	13.0%	11.4%
Polymer products	Net revenue	301.1	359.0	541.0	919.9
	EBIDTA (w/o forex)	8.4	5.9	12.9	12.4
	% of Revenue	2.8%	1.6%	2.4%	1.3%
Infra projects	Net revenue	187.7	104.5	401.2	289.7
	EBIDTA (w/o forex)	3.1	2.2	11.9	26.0
	% of Revenue	1.7%	2.1%	3.0%	9.0%
Total	Net revenue	3,132.5	5,239.6	6,518.2	10,026.6
	EBIDTA (w/o forex)	356.6	534.6	749.9	1,043.0
	% of Revenue	11.4%	10.2%	11.5%	10.4%

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 3 consecutive quarters.
- Improved margin performance despite of lower sales in Q2 & H1 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



## Debt Details

Rs in Mn

	30.09.2019	30.09.2018	Increase / (Decrease)
Gross Debt	6,096	6,551	(455)
Net Debt	5,982	6,351	(369)

## Leverage Ratio (X)

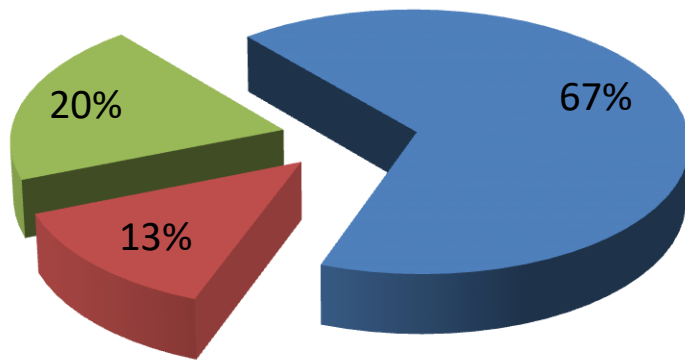
Long Term Debt Equity Ratio	0.27	0.32	(0.05)
Gross Debt Equity Ratio	0.93	1.05	(0.12)

- Half year Interest expenses down by 16% in compare to previous year period
- Focus continues on Balance sheet consolidation ; Implementation of TOC in both Engineering & Polymer business to significantly improve the working capital cycle and bottom-line profitability



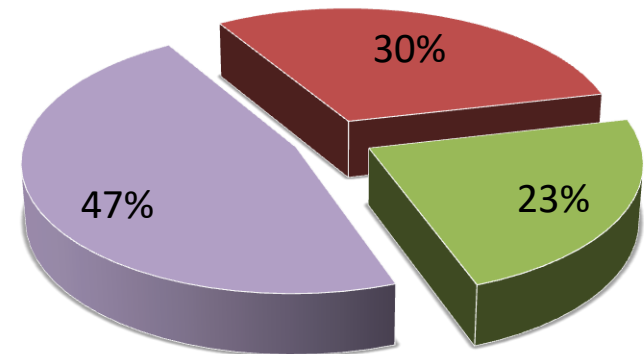
## Engineering Products – Order Book Composition – Sep 2019

**Total Order Book  
Rs 2,380 Crores**



■ Domestic T&D ■ Domestic - Telecom & Railways ■ Exports

**T&D Order Book  
Rs 2,058 Crores**



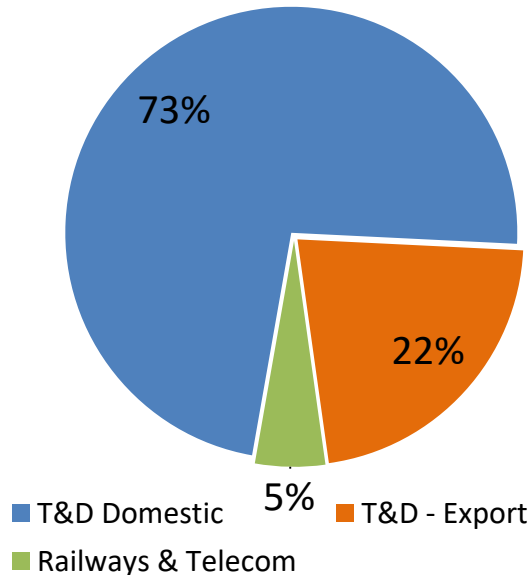
■ PGCIL ■ SEB & Private ■ Export

**Order Book to Sales stands at 1.5 X**



- Secured new orders of Rs 667 crore in Q2 FY'20 for engineering products supplies from PGCIL, SEB's, Railways and for supplies across various export markets.
- YTD Engineering Order Intake of Rs 852 crores ; Share of Non T&D products at 13% in overall order book
- T&D Order book well diversified between Power Grid, Domestic SEB and International Projects

**H1 FY'20 Order Inflow**  
Total – 852 Crores



**Strong Bidding Pipeline of 3,970 Crores as on 30<sup>th</sup> Sep 2019; International – 2,950 Cr & Domestic - 1,020 Cr**

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

- ✓ Growing global competitiveness; Focusing on international markets to drive the ordering growth
- ✓ EPC tenders for some of the recently awarded TBCB projects are to get finalised by this quarter.
- ✓ Plans worth of Rs 50,000 crores of Green Energy corridor related projects to come up for bidding from next year will provide a big boost to the domestic transmission industry
- ✓ Strong order traction from Domestic Railway; Non T&D share of business will continue to grow.



## 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 40% 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 opportunity-ready through re-navigated business model



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

# Core Strategy

BROADBASING OUR PYRAMIDS







## ENGINEERING PRODUCTS BUSINESS

1

**Broadbasing the number of sectors addressed**

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

2

**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 pyramid**

**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

3

4



## WHY WE ARE BROADBASING

To strengthen margins; some sectors promise lower working capital cycle

To be able to capitalise on sectoral upturns with speed; faster off the blocks

To strengthen competitiveness; last person standing

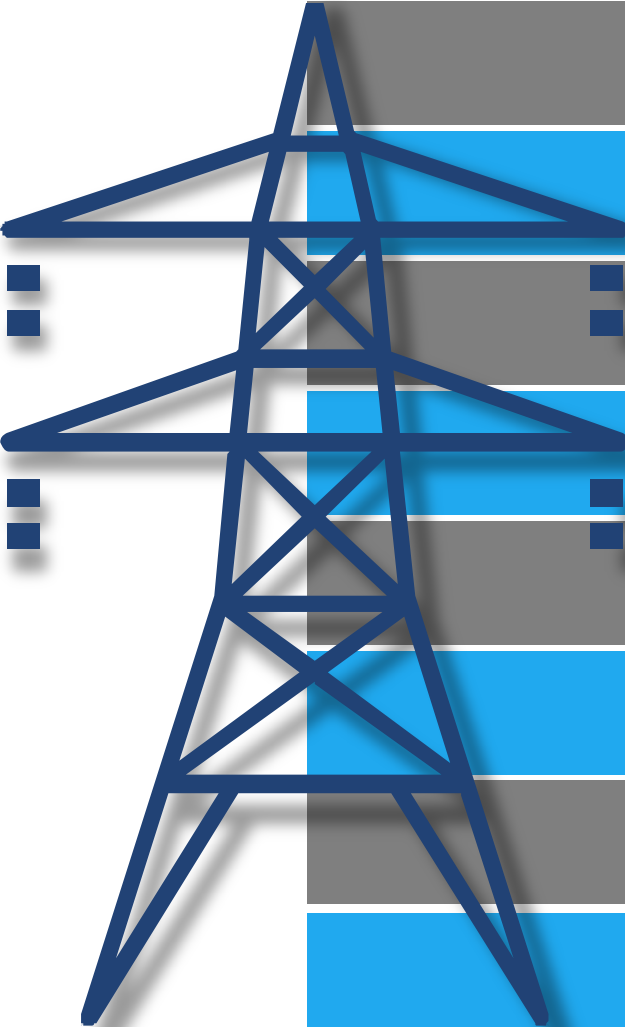
To transform from an Indian company into a global player

To report a lower sectoral beta; smooth the performance curves

To progress towards any-market business sustainability



## WHAT WILL FACILITATE OUR BROADBASING



Deep knowledge capital on product manufacture, quality standards and certifications

Fungible manufacturing capacity (from one product to another with no capex); only integrated manufacturer in the sector

Strategic location; proximity to raw material sources; freight competitive

Existing presence in 30+ countries; relationships with 100+ global EPC players

Progressively enhanced capacity utilisation, revenues and amortisation economies

Global quality certifications and customer approvals in place – a ready foundation waiting to be scaled

Ability to enter segments with low capital cost (strengthening competitiveness from day one)

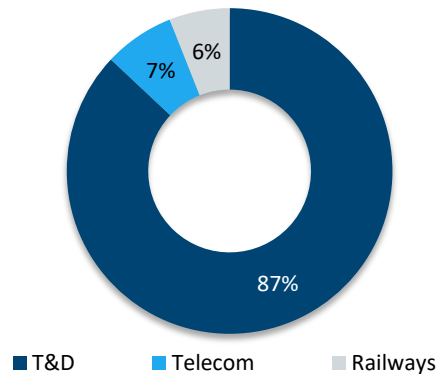
Low long-term debt on the books



## THE IMPACT OF THE BROADBASING: FOUR DRIVERS

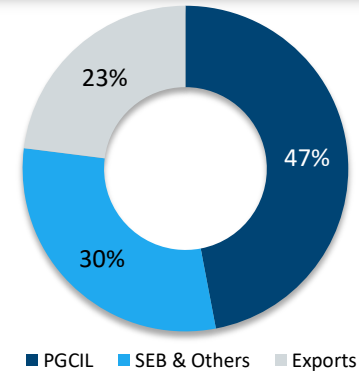


Order book break-up as per segments



As on June, FY20

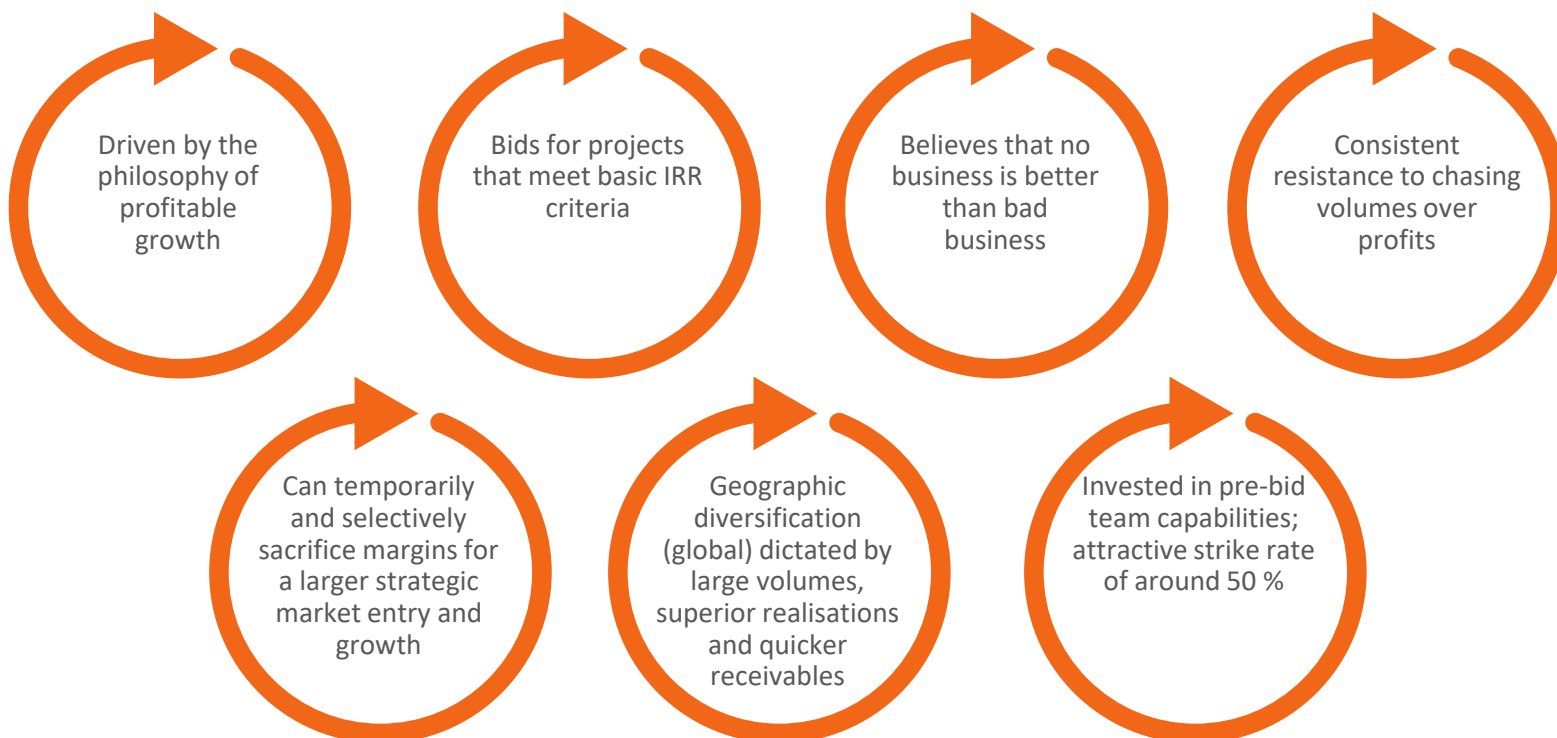
T&D order book break-up as per End user



As on June, FY20



## BROADBASING WOVEN AROUND FINANCIAL DISCIPLINE



SKIPPER LIMITED  
INVESTOR  
PRESENTATION

Future Ready





## BROADBASING TO REDUCE DOMESTIC DEPENDENCE

- **Opportunity-ready:** Certified by prominent international organizations for confidence-enhancing 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 **VS** CHINESE MANUFACTURERS

## WHAT MAKES US MORE COMPETITIVE

**Higher Price** : Chinese manufacturers are almost 10-15% higher priced than Indian manufacturers, owing to an unfavorable 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.

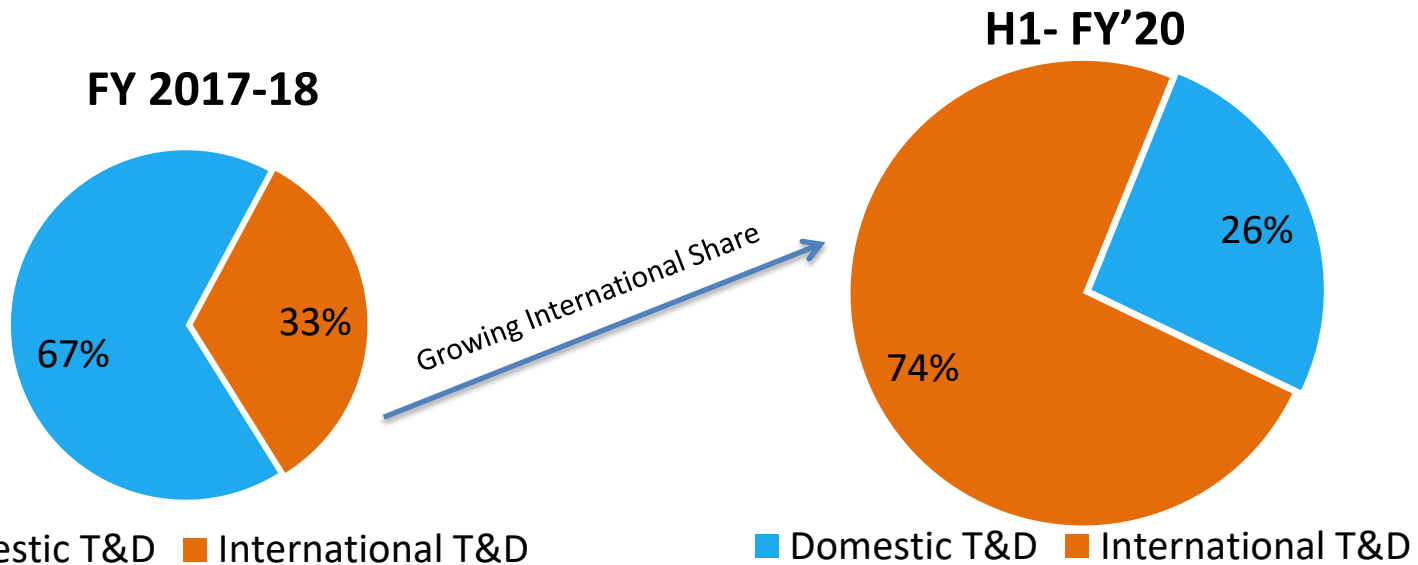
**Reliability**: More and more global utilities are interested to source from Indian manufacturers compared to Chinese due to regular quality issues over the years.





Considerable increase in Bidding Volumes from International T&D Sector

Bidding Volumes T&D sector	2017-18 Rs in Cr	H1 FY'20 Rs in Cr	Change %
International T&D	810	2,950	264%
Domestic T&D	1,625	1,020	-37%
<b>Total</b>	<b>2,435</b>	<b>3,970</b>	<b>63%</b>

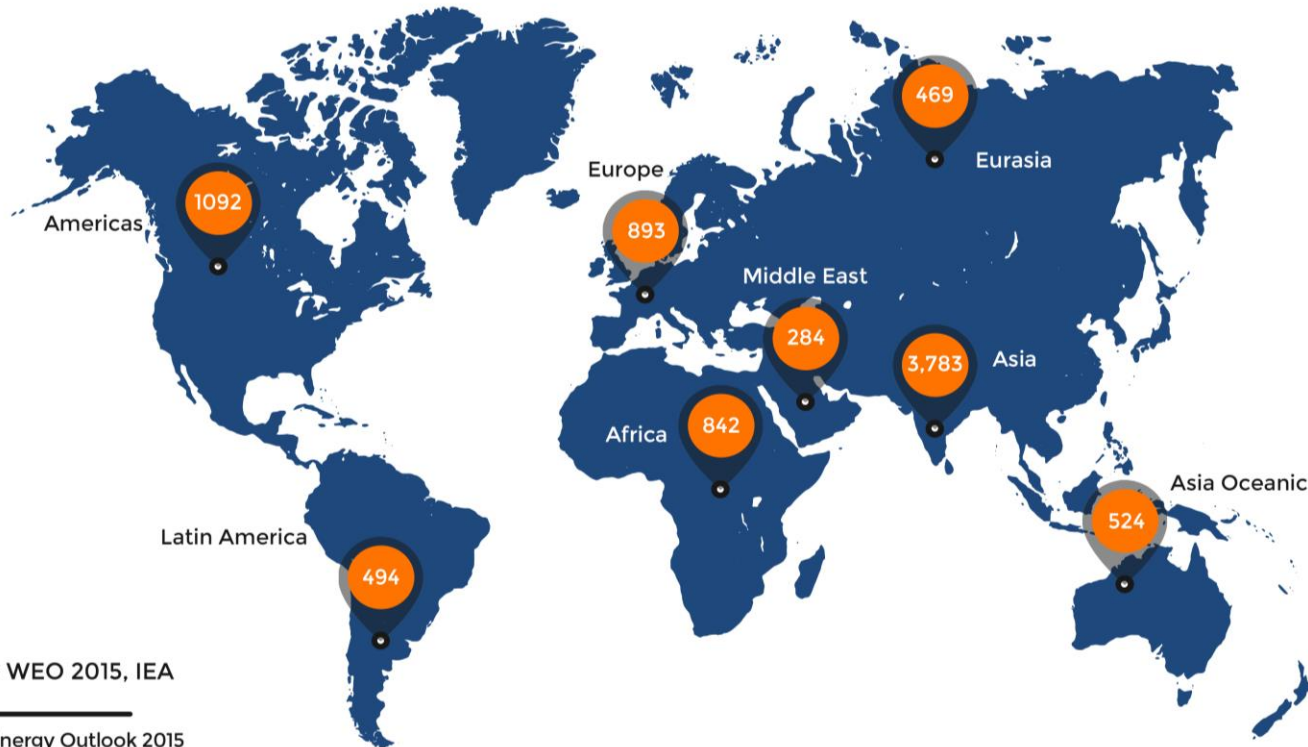


These developments reinforce our belief of a significant turnaround in the international markets.



## 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.



Source: WEO 2015, IEA

- 1 World Energy Outlook 2015
- 2 World Energy Outlook 2015



## 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

11th Plan:  
2,57,481 CKM

12th Plan:  
3,64,921 CKM

13th Plan:  
4,70,515 CKM



## 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
<b>Total</b>	<b>3,67,851</b>	<b>12,551</b>	<b>1,05,580</b>	<b>93,029</b>

### HDVC capacity (MW)

+/-800 kV	5,000	3,000	14,000	11,000
+/-500 kV	13,500	-	-	-
<b>Total</b>	<b>19,500</b>	<b>-</b>	<b>14,000</b>	<b>11,000</b>

### 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
<b>Total</b>	<b>7,21,265</b>	<b>39,065</b>	<b>2,92,000</b>	<b>2,52,935</b>

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 amortisation 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

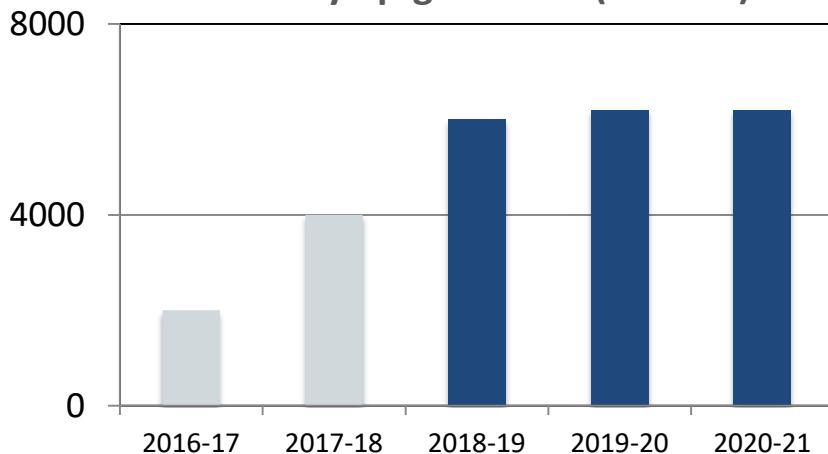
Large and robust growth plan in the pipeline: multi-year growth outlook

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**

**Railway up-gradation (Rs in Cr)**

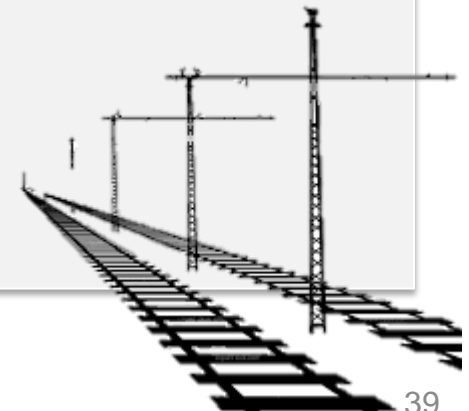


Received CORE approval for all the plant to manufacture and supply various types of Railway overhead wiring support structures.



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

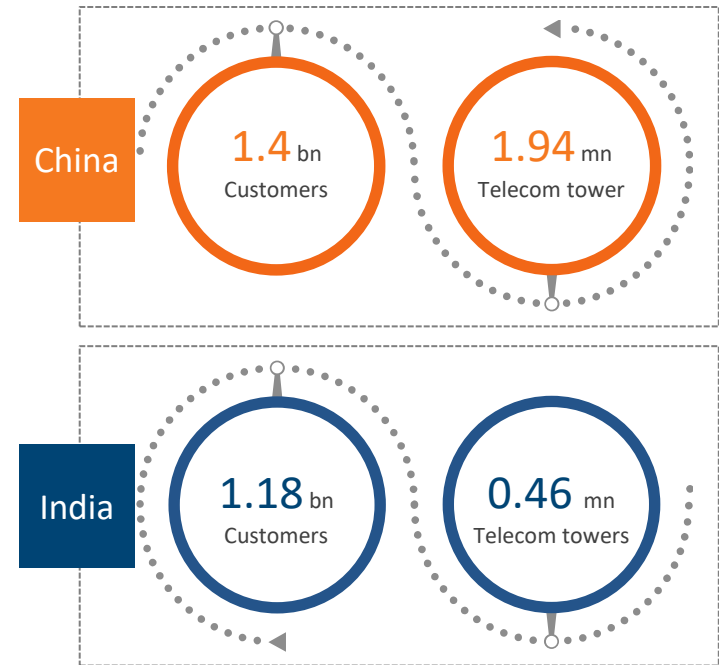
- Large engineering capacity which can be deployed to make Railway Masts
- Low cost base of manufacturing
- One plant already approved - three more under approval
- Integrated manufacturing facility with own raw material rolling facility





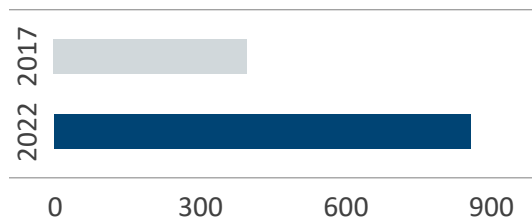
## TELECOM TOWER

- 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

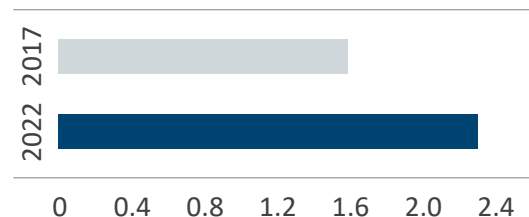


### INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

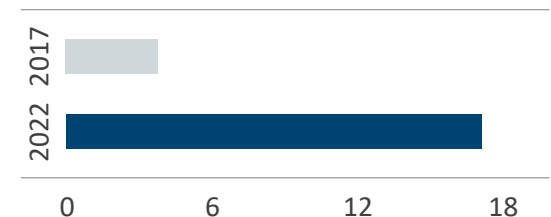
India's smartphone users will more than double by 2022 (in mn)



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



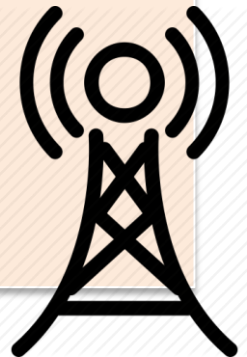
Average mobile data consumption per month in India (in gigabytes)





## 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 telcos 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)



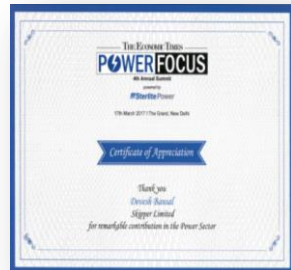
**AWARD:**  
EMERGING POWER  
EPC PLAYER  
**GIVEN BY:** EPC  
WORLD



**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:** EEPIC  
INDIA



**AWARD:**  
THE BEST POLYMER  
BRAND  
**GIVEN BY:**  
CONSTRUCTION TIMES



**AWARD:**  
MOST ETHICAL  
COMPANY  
**GIVEN BY:**  
WORLD CSR DAY

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