



Date: 22 May, 2019

The Manager
National Stock Exchange of India Limited
Exchange Plaza, 5th 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 and year ended 31st March, 2019.

Kindly take the same on record.

Thanking you,
Yours faithfully,

For Skipper Limited


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



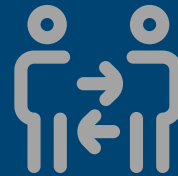
SKIPPER LIMITED
INVESTOR
PRESENTATION

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 3rd consecutive year
- Awarded Best Industry in Water Resources sector by Central Board of Irrigation and Power.

SKIPPER LIMITED
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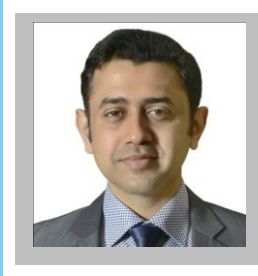
Key Management





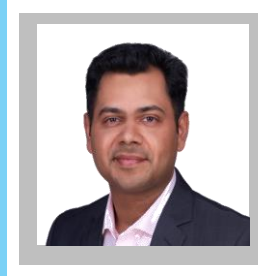
Sajjan Kumar Bansal
Managing Director

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.



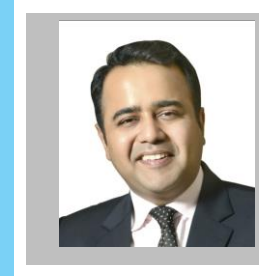
Sharan Bansal
Director

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.



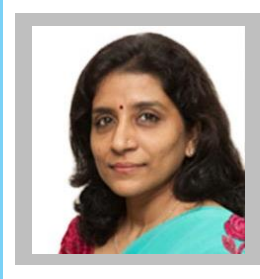
Yash Pall Jain
Director

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
 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
 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
 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

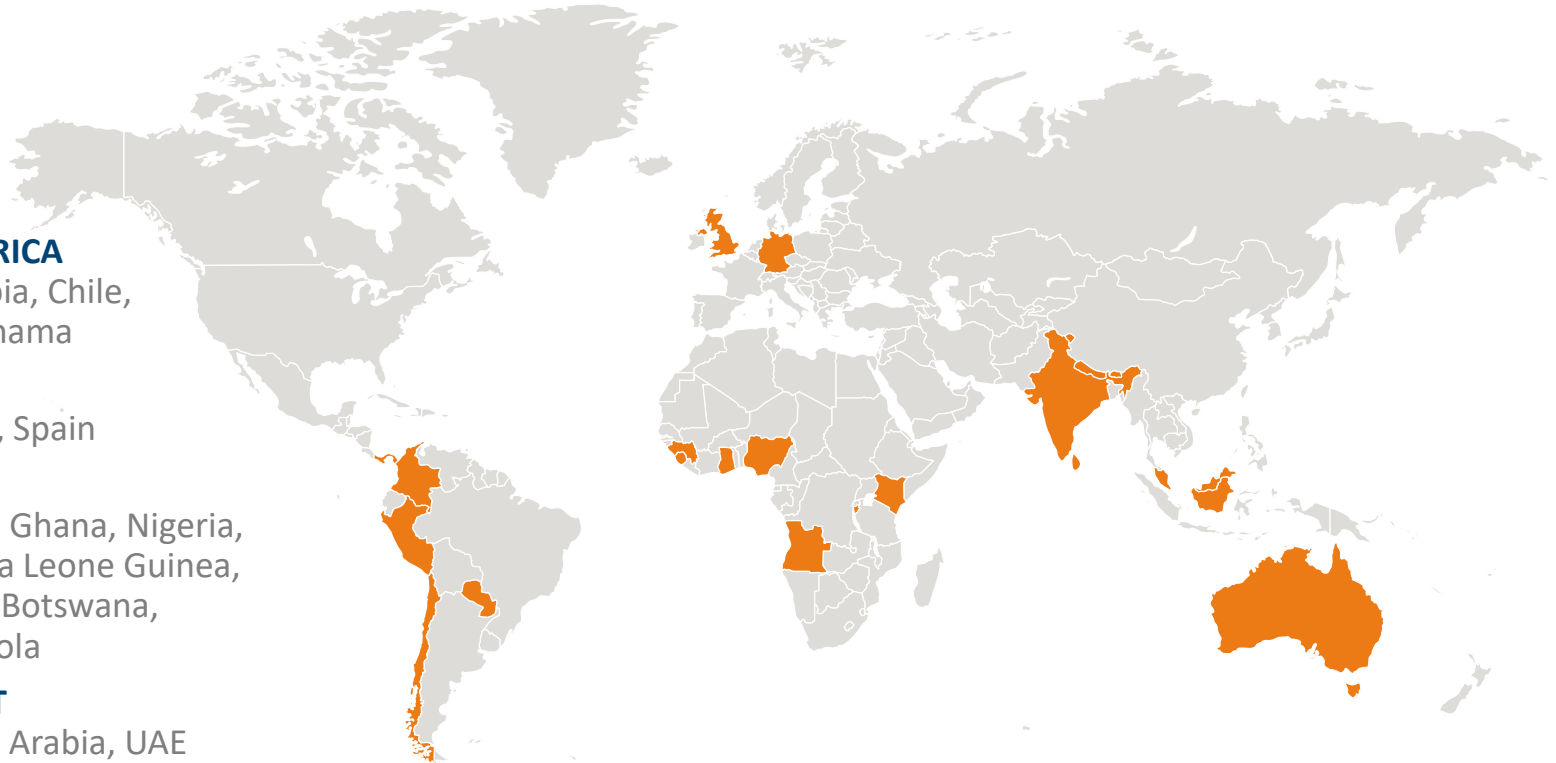
MIDDLE EAST

Jordan, Saudi Arabia, UAE

SOUTH AND SOUTH EAST ASIA

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

AUSTRALIA



SKIPPER LIMITED
Performance Update

Q4 & 12M FY'19 Update





The reason for decline in Q4

Q4 Revenue impacted

- Slower Project Execution; Sites not ready for want of Govt Approvals.
- Lack of short term orders in market
- Consciously slowed down supplies to the customer unwilling to give secured payment terms
- Structural changes undergoing implementation in Polymer Segment

Profitability Margins impacted

- Higher incidence of Fixed cost getting absorbed on reduced sales
- Slow off take and delay in execution of T&D projects - led to lower utilisation of plant capacities.
- Sustained high raw material prices of both Steel & Zinc for most part of the quarter had its impact on Fixed Price contracts
- Low Margin in EPC & Polymer Segment in comparison to previous year quarter.
- Increase in working capital borrowing on account of reduced payables

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

Financial Performance Q4 FY 19

Rs in Mn

Sl	Profit & Loss Summary	Q4 FY'19	Q4 FY'18
1	Net Revenue (Excl Excise Duty)	4,333.9	5,928.5
2	Operating EBITDA (without Forex)	526.7	1,105.4
	% of Net Revenue	12.2%	18.6%
3	Depreciation	81.7	113.5
4	Interest Expenses	250.4	239.3
5	Other Income	3.6	7.9
6	Operating PBT (2-3-4+5)	198.2	760.5
7	Forex Gain / Loss	24.4	(19.7)
8	Profit Before Tax (Reported PBT) (6+7)	222.6	740.8
9	Tax	44.9	247.3
10	Profit After Tax (Reported PAT) (8-9)	177.7	493.5



Financial Performance 12M FY 19

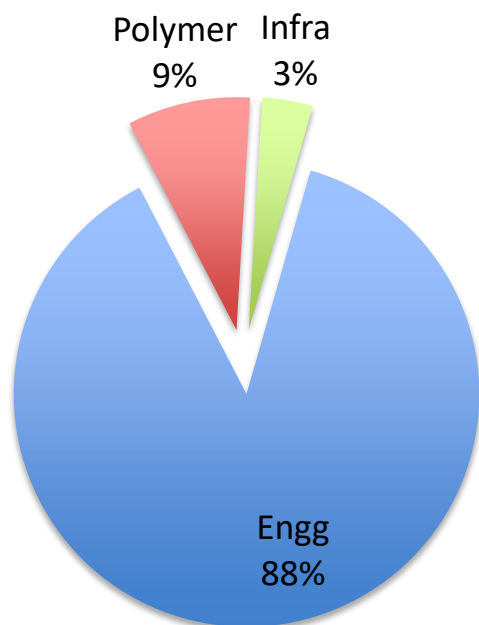
Rs in Mn

Sl	Profit & Loss Summary	12M FY'19	12M FY'18
1	Net Revenue (Excl Excise Duty)	18,708.7	20,737.2
2	Operating EBITDA (without Forex)	1,840.3	2,749.4
	% of Net Revenue	9.8%	13.3%
3	Depreciation	378.7	459.1
4	Interest Expenses	1,015.9	784.5
5	Other Income	13.7	21.9
6	Operating PBT (2-3-4+5)	459.4	1,527.8
7	Forex Gain / Loss	(29.5)	276.1
8	Profit Before Tax (Reported PBT) (6+7)	429.9	1,803.9
9	Tax	117.7	626.3
10	Profit After Tax (Reported PAT) (8-9)	312.1	1,177.6





Segment Performance Q4 & 12M FY'19



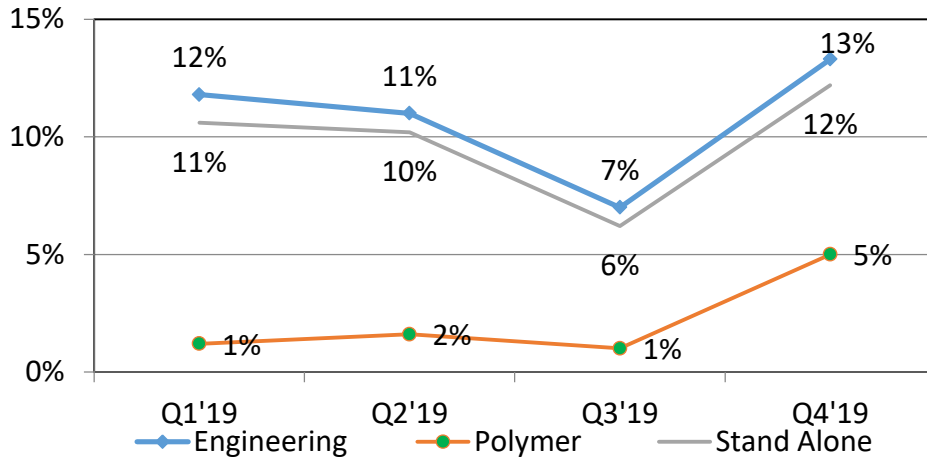
Revenue Mix – 12M FY'19

Segment	Financial Summary	Q4 FY'19	Q4 FY'18	12M FY'19	12M FY'18
Engg. Products	Net revenue	3,795.9	4,923.6	16,452.2	17,781.7
	EBIDTA (w/o forex)	506.4	1,002.6	1,778.5	2,442.3
	% of Revenue	13.3%	20.4%	10.8%	13.7%
Polymer products	Net revenue	347.4	748.1	1,598.2	2,100.2
	EBIDTA (w/o forex)	17.3	67.9	33.0	193.9
	% of Revenue	5.0%	9.1%	2.1%	9.2%
Infra projects	Net revenue	190.6	256.8	658.3	855.4
	EBIDTA (w/o forex)	3.0	34.9	28.9	113.2
	% of Revenue	1.6%	13.6%	4.4%	13.2%
Total	Net revenue	4,333.9	5,928.5	18,708.7	20,737.2
	EBIDTA (w/o forex)	526.7	1,105.4	1,840.3	2,749.4
	% of Revenue	12.2%	18.6%	9.8%	13.3%

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



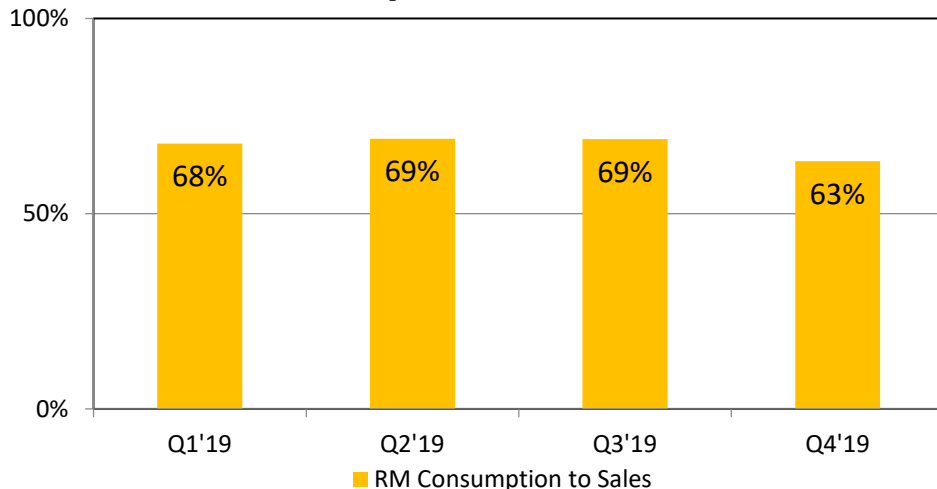
Op. EBITDA Margin (without Forex)



- Engineering EBITDA margin back to its normal range of 13% in Q4'19
- Polymer Margin at year high level of 5% in Q4FY'19 on account of operational consolidation and TOC benefits.
- StandAlone Margins improved to 12% in Q4'19.

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

RM Consumption to Sales Trend



- During the first 3 quarters of the year, there was a negative impact of commodity price volatility on our fixed price contract that adversely impacted our profitability.
- With recent correction in commodity prices the RM consumption to sales has come down to 64% in Q4; leading to improved margins & performance for the quarter.



BALANCE SHEET ABSTRACT

Particulars	31.03.19	31.03.18
Shareholders Funds		
Share Capital	102.7	102.6
Reserves & Surplus	6,383.6	6,270.2
Total	6,486.3	6,372.8
Debt		
Long Term	2,097.2	2,025.3
Working Capital	3,133.3	2,946.7
Total	5,230.5	4,972.0
Deferred Tax Liability	563.2	538.5
Trade payables & Other liabilities	4,183.7	5,507.0
Provisions	64.7	45.0
Total Equity & Liabilities	16,528.4	17,435.3

Net Fixed Assets	5,144.8	5,208.7
CWIP incl other Non Current Assets	109.3	53.9
Investment	89.4	
Current Assets		
<i>Inventories</i>	<i>5,347.5</i>	<i>5,622.7</i>
<i>Debtors</i>	<i>4,991.0</i>	<i>5,164.4</i>
<i>Loans & Advances</i>	<i>737.8</i>	<i>1,209.8</i>
<i>Cash & Cash Equivalent</i> s	<i>108.6</i>	<i>175.8</i>
Total	11,184.9	12,172.7
Total Assets	16,528.4	17,435.3





Debt & Working Capital

Debt Details

Rs in Mn

	31.03.2019	31.03.2018
Net Worth	6,486	6,373
Net Debt	5,122	4,796
Net Debt Equity Ratio	0.79	0.75

- Focus on Cash flow & Balance Sheet Consolidation.
- Long Term Debt Equity maintained at 0.33 (X)
- Net Debt to Equity ratio at 0.79 (X) , maintained at almost similar level of March 2018

Cash Conversion Cycle

	31.03.2019	31.03.2018
Working Capital Days to Sales		
(+) Receivable Days	83	81
(+) Inventory Days	104	99
(-) Payable Days	82	97
Cash Conversion Cycle	105	83

Management ideology of not chasing growth at the cost of financial discipline yielded good results

- Gross Working Capital (Receivables + Inventory) maintained at almost similar earlier level ~ 180 days +/-
- Liquidity crunch faced by vendors resulted in reduction of Trade payables (82vs97) and increase in working capital debt.
- Targeting to bring the Net Working capital back to its normal level of 85-90 days by start of next year.



Abstracts of Cash Flow

Rs in Mn

Sl		31.03.2019	31.03.2018
A.	Operating Profit Before Working Capital changes (Net of Tax)	1,556	2,979
B.	Net Change in Working Capital	(215)	(2,177)
C.	Cash Flow From Operations (A+B)	1,341	802
D.	Capex	(399)	(499)
E.	Free Cash Flow (C+D)	942	303

Cash flow from operations increased to Rs 1,341 mn against Rs 802 Mn in the previous year

Net Change in Working Capital

Rs in Mn

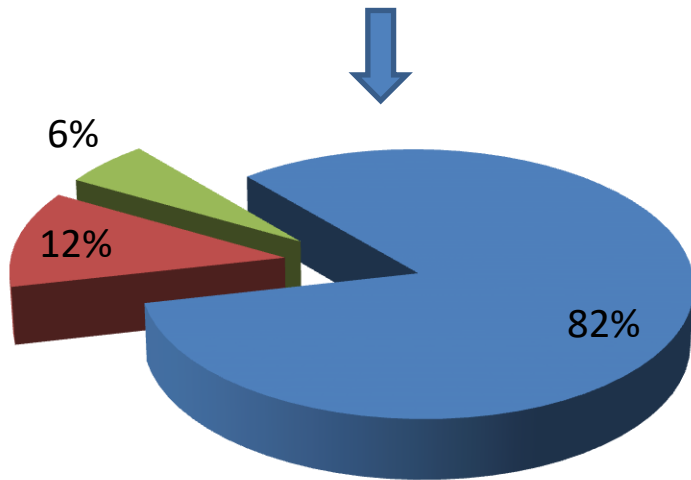
Particulars	31.03.2019	31.03.2018
(Inc) / Dec in Trade Receivables	83	(1,494)
(Inc) / Dec in Inventories	393	(1,941)
Inc / (Dec) in Trade Payables	(1,387)	2,007
Inc / (Dec) in Other Financial assets / Liabilities	696	(749)
Net Change in Working Capital	(215)	(2,177)

Generated significantly higher FCF for the year; FY'19 – Rs 942 Mn against Rs 303 Mn in FY'18



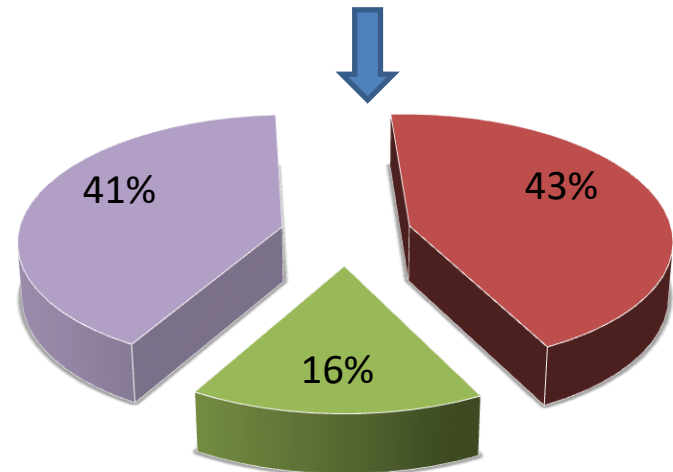
Engineering Products – Order Book Composition – March 2019

**YTD Order Book
 Rs 2,460 Crores**



T&D Breakup

**YTD T&D Order Book
 Rs 2,032 Crores**



■ T&D ■ Telecom ■ Railways

■ PGCIL ■ SEB & Others ■ Export

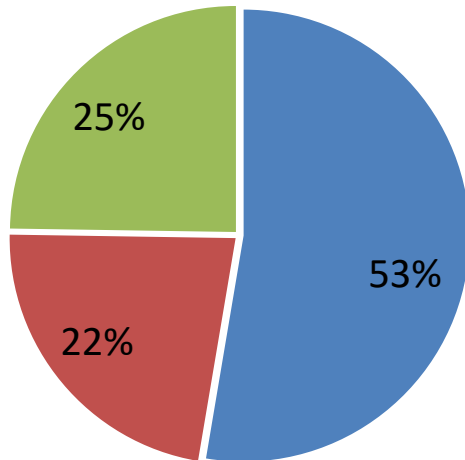
Domestic – 87% **Export – 13%**

Order Book to Sales stands at 1.5 X



- **Total Order Intake of Rs 1,333 Crores in FY'19 for engineering products supplies from PGCIL, SEB's, Railway / Telecom Projects and for various supplies across South America, Africa, Asia & South East Asia.**
- **Secured new orders of Rs.191 crore across its various businesses in Q4 FY'19.**
- **Strong growth trajectory in Telecom & Railway Businesses; Share of Non T&D Products at 18% in overall order book.**

**FY'19 Full Year Order Inflow
Total - 1,333 Crores**



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

FY'20

**Strong Bidding Pipeline of 3,820 Crores ;
International – 2,510 Cr & Domestic 1,310 Cr**

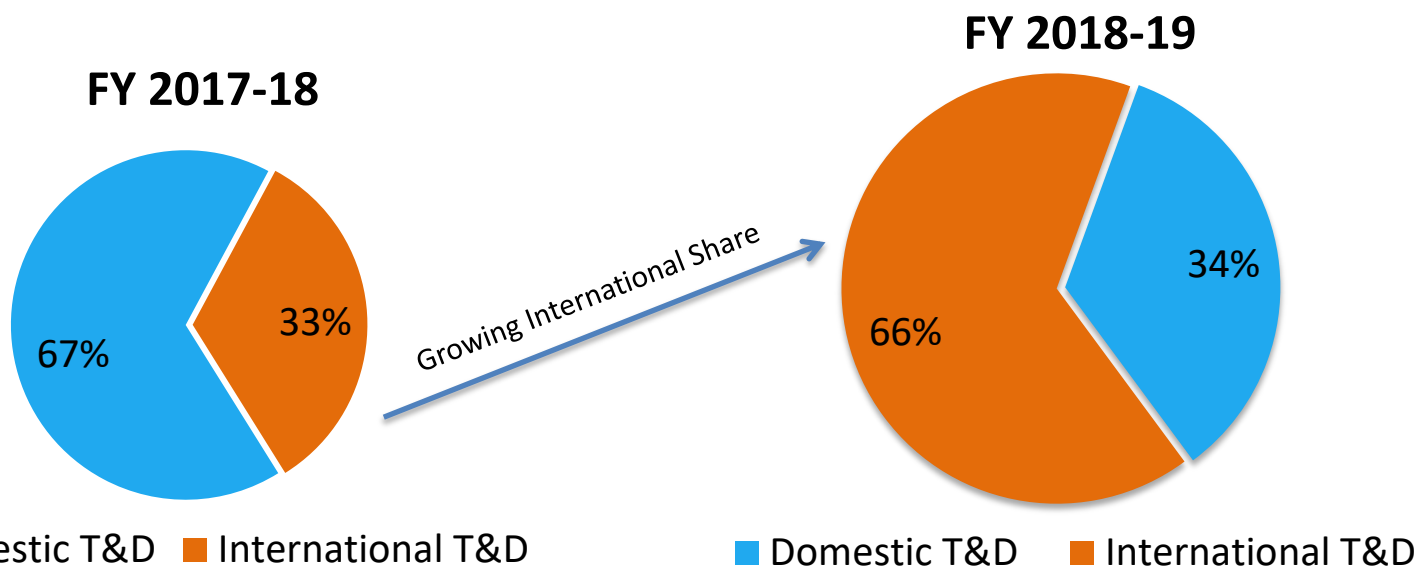
The company expects Ordering & Execution to gain pace from Q2 FY'20 onwards with increased participation opportunities from Power Grid, SEB, TBCB projects, Exports and Infrastructure push in North East & East India.

- ✓ Growing global competitiveness; Focusing on international markets to drive the ordering growth
- ✓ Positive on Domestic T&D with strong opportunities coming from Green Energy corridors, Inter regional grid connectivity and improvement in tendering activities post Election (TBCB Tenders worth of Rs 15,000 crores are expected to come up for bidding by end of June 2019)
- ✓ Strong order traction from Domestic Railway & Telecom market ; Non T&D share of business will continue to grow.



Considerable increase in Bidding Volumes from International T&D Sector

Bidding Volumes T&D sector	2017-18 Rs in Cr	2018-19 Rs in Cr	Change %
International T&D	810	2,510	210%
Domestic T&D	1,625	1,310	-19%
Total	2,435	3,820	57%



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

SKIPPER LIMITED
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Introspection







THE INVISIBLE POSITIVES IN THE DECLINE



- 1** Skipper Engineering Business Operating margins are back to its normal margin range of 13% in Q4 FY'19; Polymer segment margins improved to 4.8%
- 2** Skipper continued to remain profitable; Declared dividend of 25% for FY'19
- 3** Skipper continues to diversify its product portfolio and increase its non-India exposure; received first time enquiry from a number of countries
- 4** Skipper continued to exercise a bidding discipline; abstained from irrational bidding; protected Balance Sheet integrity



PERFORMANCE OUTLOOK

Strong existing order book will help to clock annual revenue growth of 10-15% in FY'20

Focus on strengthening the international T&D order book to benefit from start of FY 2020

Strong rebound expected in domestic T&D action both on Ordering and Execution front post central elections

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

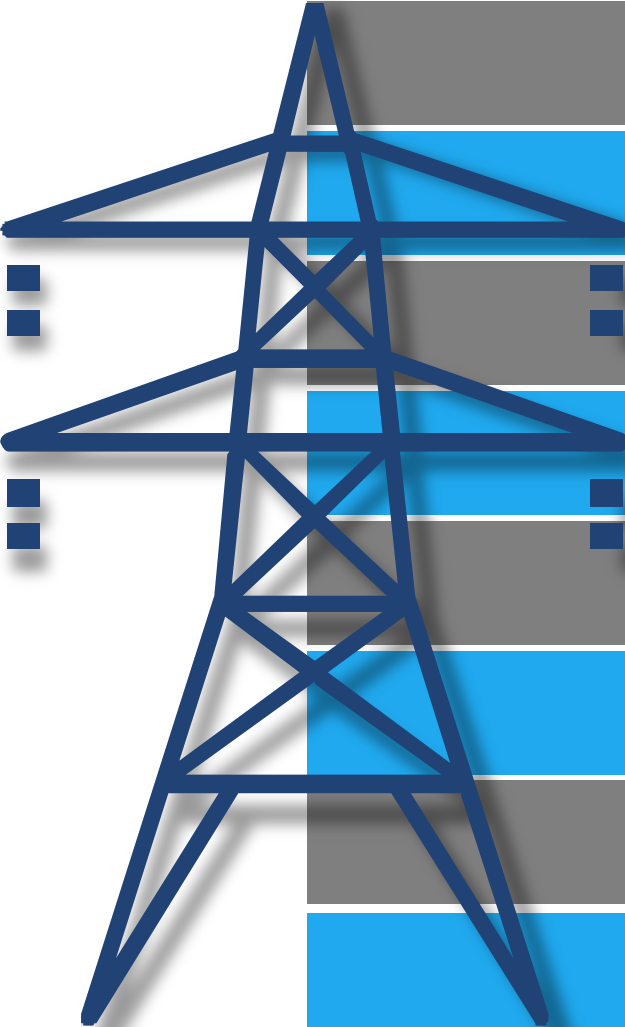
To transform from an Indian company into a global player

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)

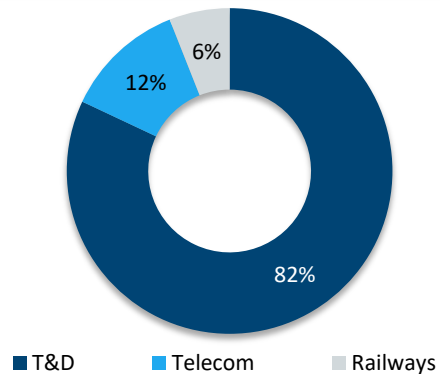
Low long-term debt on the books



THE IMPACT OF THE BROADBASING: FOUR DRIVERS

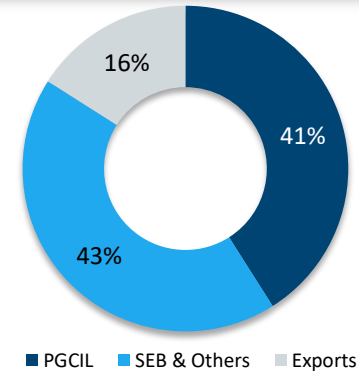


Order book break-up as per segments



As on March, FY19

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



As on March, FY19



BROADBASING WOVEN AROUND FINANCIAL DISCIPLINE



SKIPPER LIMITED
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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

Currency Factor: The current rupee depreciation has made us more competitive in the export markets and is now bringing more opportunities on our way. Indian currency over last 2 years has depreciated about 10-11% whereas Chinese currency has remained flat in this period

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.

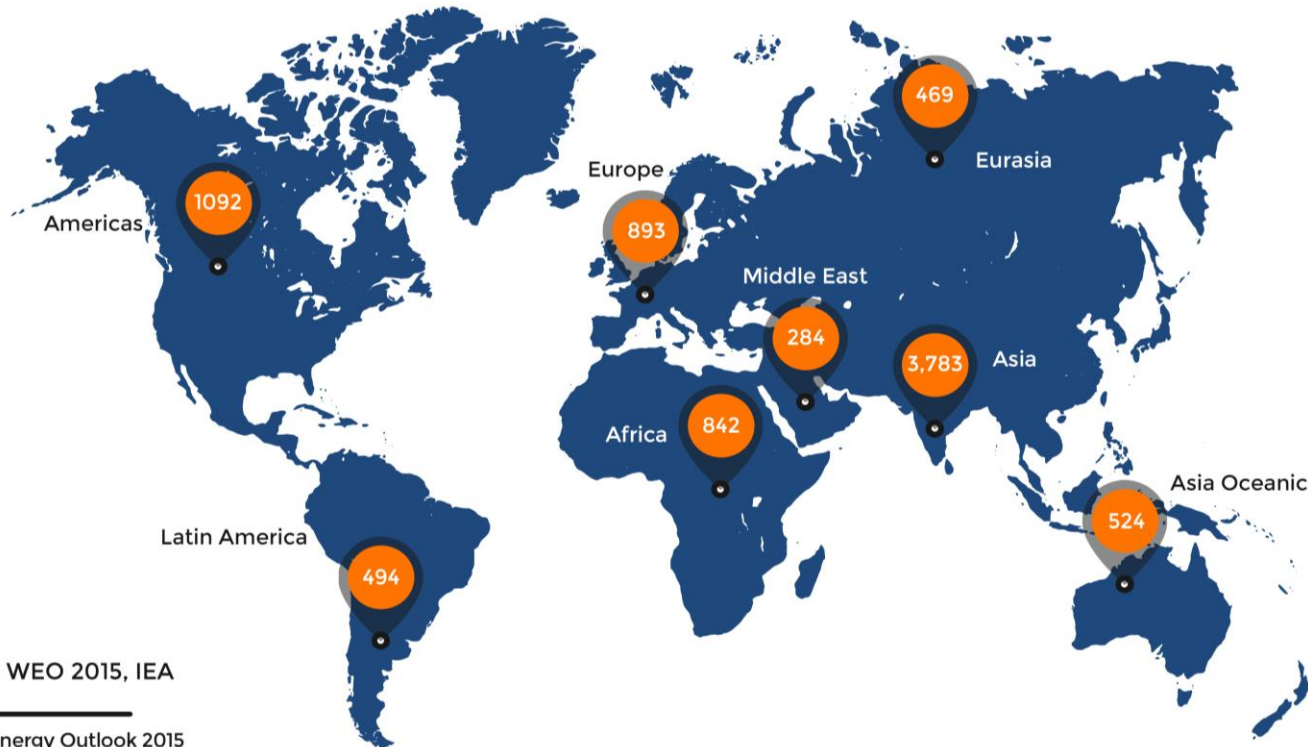
Reliability: More and more global utilities are interested to source from Indian manufacturers compared to Chinese due to regular quality issues over the years.





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
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 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

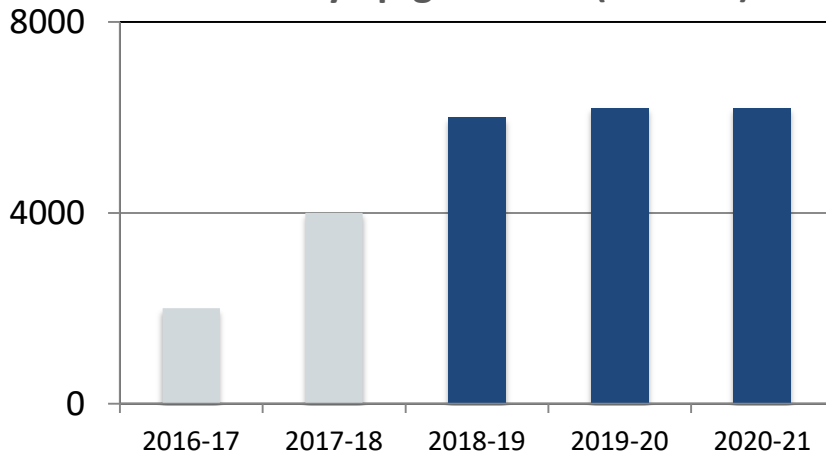
Large and robust growth plan in the pipeline: multi-year growth outlook

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)

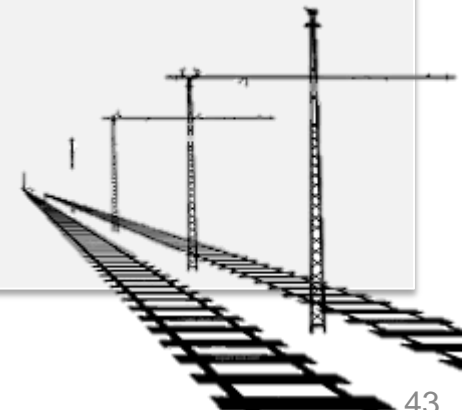


In process of seeking CORE approval for all the remaining plant (left after Ulberia) to manufacture and supply various types of Railway overhead wiring support structures.



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

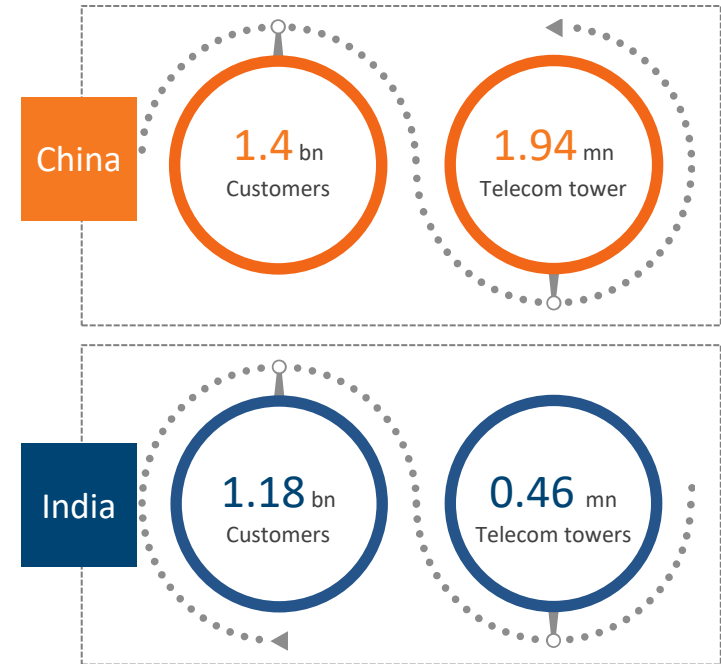
- Large engineering capacity which can be deployed to make Railway Masts
- Low cost base of manufacturing
- One plant already approved - three more under approval
- Integrated manufacturing facility with own raw material rolling facility





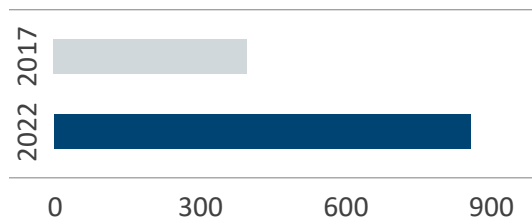
TELECOM TOWER

- 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

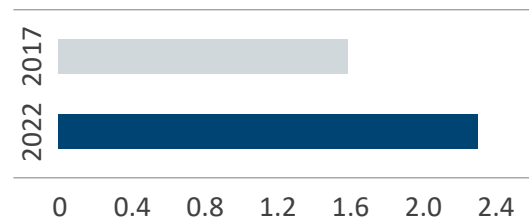


INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

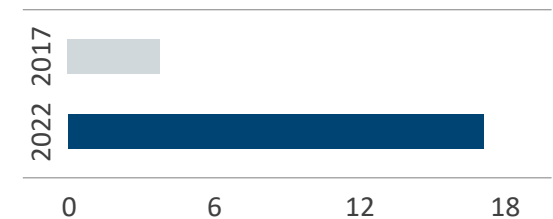
India's smartphone users will more than double by 2022 (in mn)



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



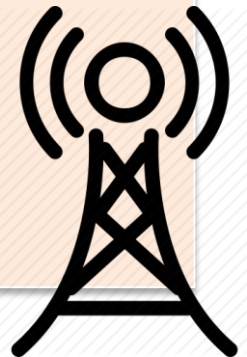
Average mobile data consumption per month in India (in gigabytes)





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)



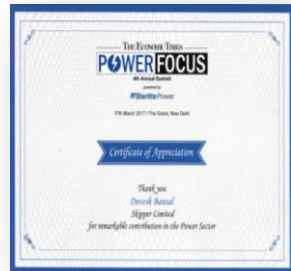
AWARD:
EMERGING POWER
EPC PLAYER
GIVEN BY: EPC
WORLD



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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