

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



SKIPPER LIMITED INVESTOR PRESENTATION

Key Management









Sajan 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.



SKIPPER | BOARD OF DIRECTORS - INDEPENDENT





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

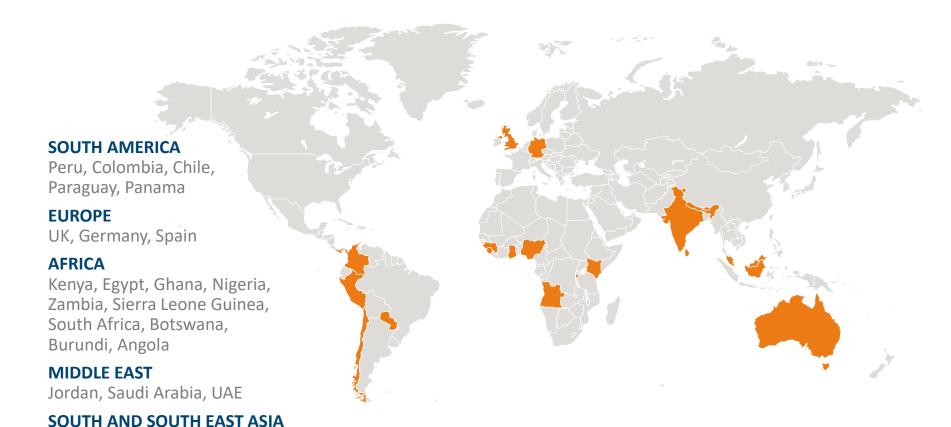
Revenues (FY'19)

Rs 658mn





GLOBAL PRESENCE



Nepal, Bangladesh, Sri Lanka, Indonesia, Philippines,

Indonesia, Philippines, Malaysia

AUSTRALIA



SKIPPER LIMITED
Performance Update

Q2 & H1 FY'20 Update







Financial Performance Q2& H1 FY'20

Rs in Mn

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

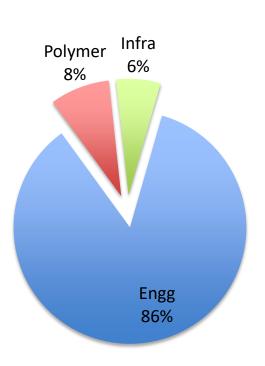
Stand Alone operating EBITDA margins improved to 11.5% in spite of lower sales; The margins of engineering business are back to their normal historical range of 13%.
Stable raw material prices and corrective steps undertaken to reduce overhead and fixed costs leaded to improved margin performance; Stronger 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



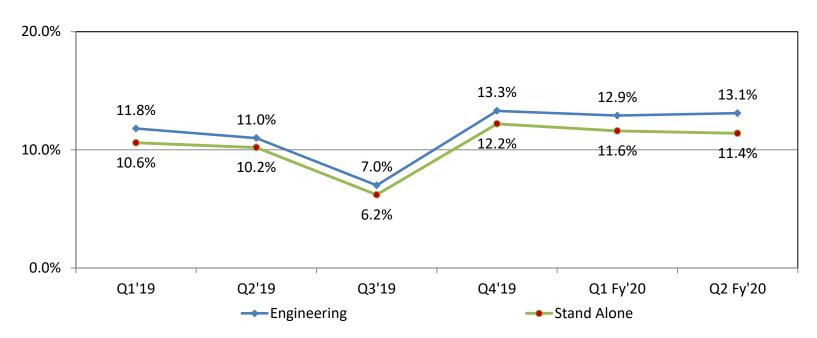
Revenue Mix – H1	FY'20
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Segment	Financial Summary	Q2 FY'20	Q2 FY'19	H1 FY'20	H1 FY'19
	Net revenue	2,643.7	4,776.1	5,576.0	8,817.0
Engg.	EBIDTA (w/o forex)	345.1	526.5	725.1	1,004.6
Products	% of Revenue	13.1%	11.0%	13.0%	11.4%
	Net revenue	301.1	359.0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

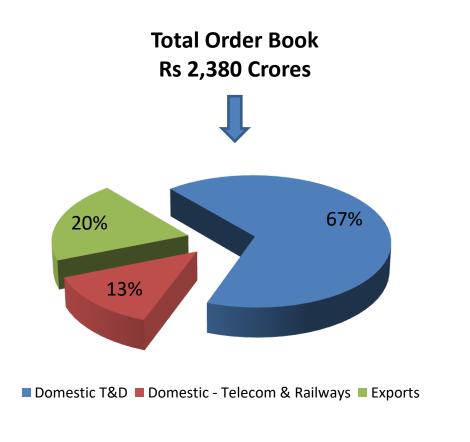
Long Term Debt Equity Ratio	0.27	0.32	(0.05)
Gross Debt Equity Ratio	0.93	1.05	(0.12)

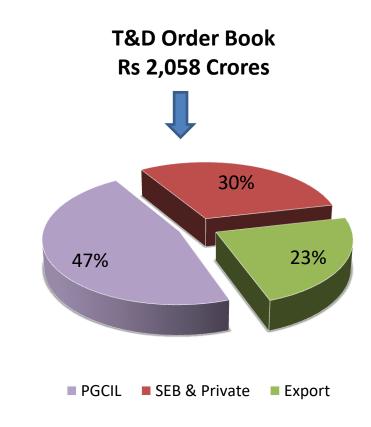
- Half year Interest expenses down by 16% in compare to previous year period
- Focus continues on Balance sheet consolidation; Implementation of TOC in both Engineering & Polymer business to significantly improve the working capital cycle and bottom-line profitability





Engineering Products - Order Book Composition - Sep 2019





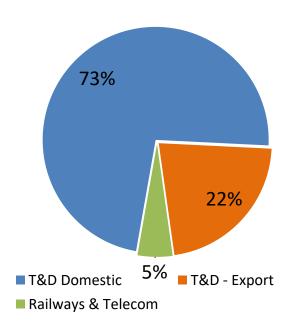
Order Book to Sales stands at 1.5 X

SKIPPER | ORDER INFLOWS & COMPOSITION



- 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 30th 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 competiveness; 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 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

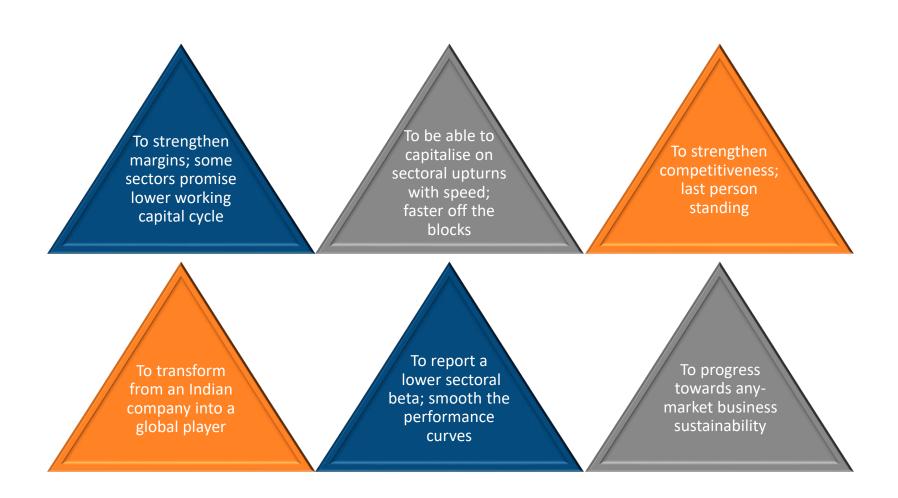
Broadbasing the countries of our presence

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





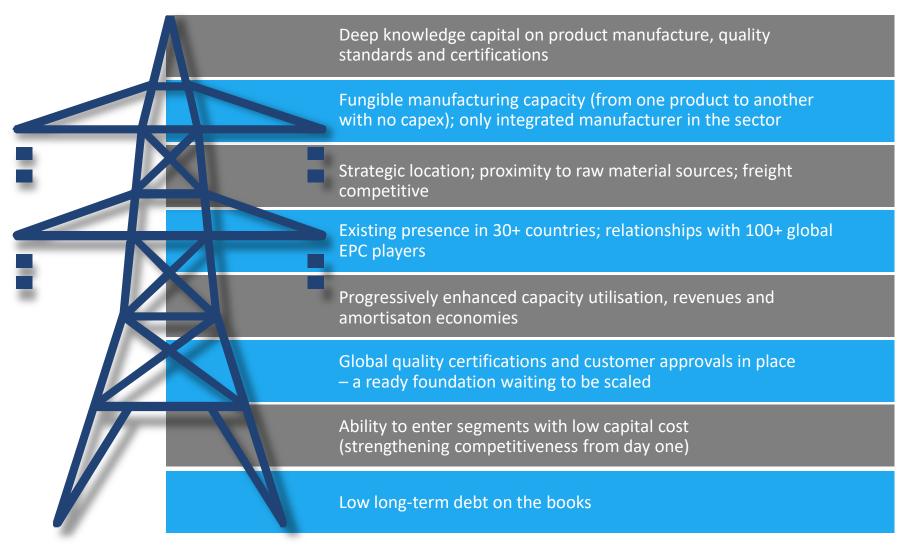
WHY WE ARE BROADBASING



SKIPPER | STIMULUS BEHIND BROAD BASING THE PYRAMID?

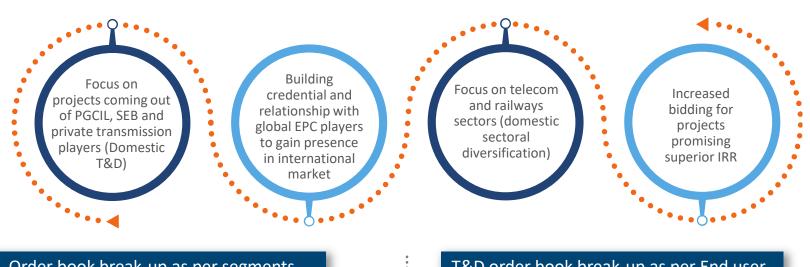


WHAT WILL FACILITATE OUR BROADBASING

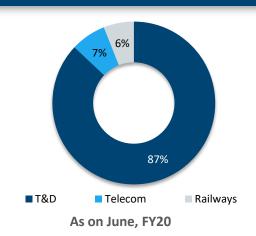




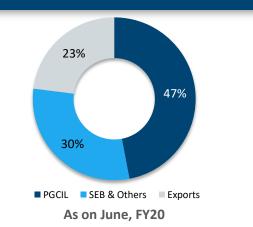
THE IMPACT OF THE BROADBASING: FOUR DRIVERS



Order book break-up as per segments



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







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			

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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







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.

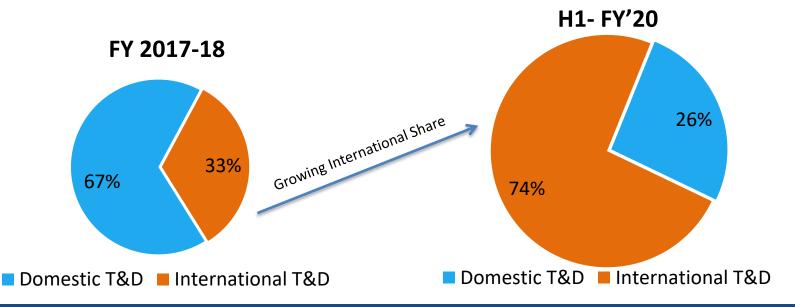
Reliability: More and more global utilities are interested to source from Indian manufacturers compared to Chinese due to regular quality issues over the years.

GROWING GLOBAL COMPETITIVENESS



Considerable increase in Bidding Volumes from International T&D Sector

Bidding Volumes T&D sector	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%
Total	2,435	3,970	63%



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.

SKIPPER | DOMESTIC OPPORTUNITIES



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





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 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



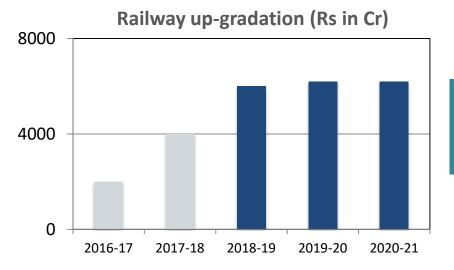
RAILWAYS ELECTRIFICATION

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



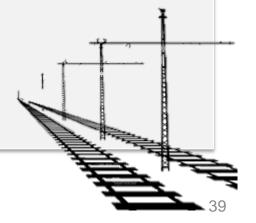
Received CORE approval for all the plant to manufacture and supply various types of Railway overhead wiring support structures.





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





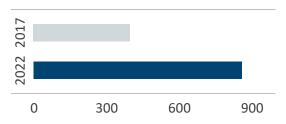
TELECOM TOWER

- 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

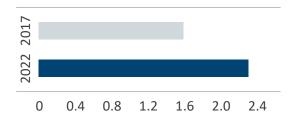


INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

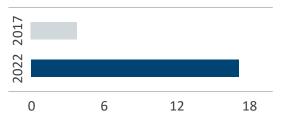
India;s smartphone users will more than double by 2022 (in mn)



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





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 INDIA



AWARD:

THE BEST POLYMER BRAND GIVEN BY: CONSTRICTION TIMES



AWARD: MOST ETHICAL COMPANY GIVEN BY: WORLD CSR DAY

DISCLAIMER

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