

Date: 9 November 2021

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 on the financial performance of the Company for the second quarter and half year ended 30 September 2021.

Kindly take the same on record.

Thanking you,

Yours faithfully, For Skipper Limited

Manish Agarwal Company Secretary & Compliance Officer

Encl: As above

Q2 PERFORMANCE, 2021 - 22



# SKIPPER LIMITED INVESTOR PRESENTATION Q2 & H1 FY'22 Results

9<sup>th</sup> November, 2021

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This Investor Presentation has been prepared by Skipper Limited for investors, solely for informational purposes. The information contained herein has been prepared to assist prospective investors in making their own evaluation of the Company and does not purport to be all-inclusive or to contain all of the information a prospective or existing investor may desire. In all cases, interested parties should conduct their own investigation and analysis of the Company and the data set forth in this information. Skipper makes no representation or warranty as to the accuracy or completeness of this information and shall not have any liability for any representations (expressed or implied) regarding information contained in, or for any omissions from, this information or any other written or oral communications transmitted to the recipient in the course of its evaluation of the Company. This Information includes certain statements and estimates provided by the Company with respect to the projected future performance of the Company. Such statements, estimates and projections reflect various assumptions by management concerning possible anticipated results, which assumptions may or may not be correct. No representations are made as to the accuracy of such statements, estimates or projections. Prospective investors will be expected to have conducted their own due diligence investigation regarding these and all other matters pertinent to investment in the Company. This presentation may contain statements that are not historical facts, referred to as "forward looking statements." The corporation's actual future results may differ materially from those suggested by such statements, depending on various factors including statements contained in the Company's filings with the Stock Exchanges and our reports to shareholders. The Company does not undertake to update any written or oral forward-looking statements that may be made from time to time by or on behalf of the Company







Company is India's largest and world's only Integrated T&D company having its own Structure rolling, manufacturing, Tower Load Testing Station & Transmission Line EPC.





### **SKIPPER: ONE-STOP SOLUTION PROVIDER**

#### Engineering products

#### Capacity: 300,000 MTPA

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

#### Highlights

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

> Revenues (FY'21) Rs11,986mn

#### Polymer products

#### Capacity: 51,000 MTPA

- UPVC Pipes
- CPVC Pipes
- SWR Pipes
- HDPE Pipes
- CP & PTMT
- Fittings



#### Highlights

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

#### Revenues (FY'21)

Rs2,165mn

#### Infrastructure projects

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



#### Highlights

- Forward integration activity
- Aimed at high-margin projects

Revenues (FY'21) Rs 1,664mn



SKIPPER LIMITED Performance Update

Q2 FY'22 Update





## Q2 Fy'22 – Key Performance Highlights

- Strong revenue performance across major business segments in spite of covid related challenges.
- Health and safety of employees and partners remains key focus area for the company ; Almost 100% employees in corporate office and plants vaccinated
- Plants operating with strict COVID-19 protocols with contingency planning; From Mid of July'21 all of the manufacturing units are operating at pre-COVID level of production
- □ Secured new order inflow of Rs 5,010 million during the quarter; Made inroads into the high potential Asia-pacific and Middle East markets.
- □ Unprecedented commodity price rally in our Key raw material items (i.e Steel & Zinc) and higher ocean freight rates & Container unavailability adversely impacted profitability of our Engineering segment business.
- Forayed into the field of International EPC works ; Seeing strong demand traction in Telecom Tower Space in both domestic & International markets
- □ All new large T&D projects in domestic markets now comes along with Design and Load testing scope; Our new R&D centre will give us distinct advantage over competition.
- □ Actively pursuing projects worth Rs 35,000 million on international front and about Rs 18,000 million on the Domestic front.
- Added New products in the polymer pipe segment Launched wide range of bathroom fittings and PTMT under the Skipper Pipes brand.



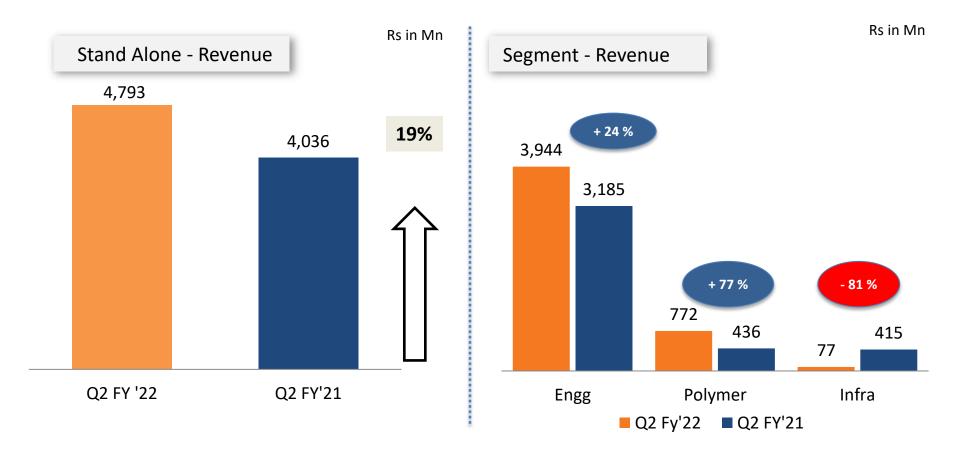
# Financial Performance Q2& H1 FY'22

Rs in Mn

SI	Profit & Loss Summary	Q2 FY'22	Q2 FY'21	H1 FY'22	H1 FY'21
1	Revenues	4,792.9	4,036.0	7,539.3	6,243.1
2	Reported EBITDA	419.4	477.6	586.4	568.1
	EBITDA Margins (%)	8.8%	11.8%	7.8%	9.1%
3	(+) Other Income	10.0	3.8	18.9	6.8
4	(-) Depreciation	121.9	119.6	241.1	225.9
5	(-) Finance Cost	249.6	171.9	447.9	345.0
6	Profit / (Loss) Before Tax (2+3-4-5)	57.9	190.0	(83.7)	4.1
	PBT Margins (%)	1.2%	4.7%	-1.1%	0.1%
7	Тах	14.4	65.5	(34.0)	(1.5)
8	Profit / Loss After Tax (6-7)	43.5	124.5	(49.7)	5.6
	PAT Margins (%)	0.9%	3.1%	-0.7%	0.1%

# **SKIPPER** | REVENUE PEFRORMACE HIGHLIGHTS - Q2 Fy'22





• Revenue up by 19 % YoY despite operational constraints in the wake of COVID-19 second wave

• Strong traction in polymer business ; Polymer share in overall revenue pie increased to 16%



### Q2 Fy'22 Profitability Margin was impacted on account of -

- Unprecedented commodity price rally in our key raw material (i.e Steel & Zinc) had its impact on fixed price contracts;
- □ Increase in prices of other RM inputs like Fuel / Coal also impacted overall contracts in general ;
- □ Unavailability of export containers continues to remain a big challenge ; Delaying execution of export contracts (Early signs of some ease are visible from October ' 21 onwards) ;
- □ Increase in Freight cost and higher ocean freight container rates ;
- □ Continuing Port Congestion and delays making shipping transit time longer; leading to delayed collection & higher finance cost ;
- □ Higher incidence of fixed cost got absorbed on reduced revenue in Infrastructure segment; Conscious management decision to refrain from aggressive participation in EPC projects bidding last year in lieu of Covid 2<sup>nd</sup> Wave and volatile commodity price scenario.





### Segment Performance Q2 & H1 FY'22

Infra	Segment	Profit & Loss Summary	Q2 FY'22	Q2 FY'21	Change %	H1 FY'22	H1 FY'21	Change %
Polymer 2%	Engg Products	Net Sales	3,943.8	3,184.6	23.8%	5,991.3	4,777.1	25.4%
16%		EBITDA - Operating	413.1	290.9	42.0%	524.7	379.7	38.2%
		% of Sales	10.5%	9.1%		8.8%	7.9%	
		Net Sales	771.8	436.2	76.9%	1,274.8	747.5	70.5%
	PVC Products	EBITDA - Operating	4.9	31.1	-84.3%	8.7	10.3	-15.7%
	Troducts	% of Sales	0.6%	7.1%		0.7%	1.4%	
	Infra Projects	Net Sales	77.4	415.2	-81.4%	273.3	718.5	-62.0%
Engg		EBITDA - Operating	(59.8)	17.3		(56.9)	(5.9)	
82%	110/000	% of Sales	-77.2%	4.2%		-20.8%	-0.8%	
		Net Sales Total	4,792.9	4,036.0	18.8%	7,539.3	6,243.1	20.8%
	Total	EBITDA Total	358.2	339.3	5.6%	476.5	384.1	24.1%
Revenue Mix – Q2 FY'22		% of Sales	7.5%	8.4%		6.3%	6.2%	

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



### **Debt Details**

Rs in Million

	30.09.2021	31.03.2021	lnc / (Dec)
Long Term Debt	2,059	2,563	(504)
Current Maturities of Long Term Debt	648	586	62
Total Long Term Debt	2,707	3,149	(442)
Short Term Debt	3,576	1,236	2,340
Gross Debt Level	6,283	4,385	1,898

Unavailability of Export Containers led to some piling of Finished Goods

- Deliberately held high level of RM inventory so that a large portion of fixed type contracts get covered through the same which resulted into higher working capital utilisation ;
- □ Prices of key Raw materials have gone up by over 70-80 % during the year, leading to increase in working capital requirement.
- Efforts continues on cash flow & balance sheet consolidation, focus to improve bottom-line profitability





The company is taking all necessary steps to tackle & neutralise the impact of this temporary RM volatility / Container Freight issues and protect margins -

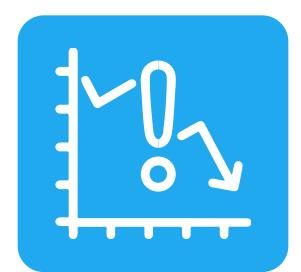
Mitigation	Securing Newer Contracts at elevated commodity price level
Strategy	Considering lack of container availability at ports and High Sea Freight rates – Company is trying to abstain itself from entering into Exports CIF Commitments, secured majority of newer export contracts on FOB terms only
	Taking advantage of low working capital debt level of company to keep higher raw material inventory so that a larger portion of the fixed price contracts are covered with the inventory
-	Hedging Zinc & Flat Steel Exposure through Vendor & commodity exchange
	Negotiating firm prices contract with raw material supplier for longer duration
	Expanding Raw material supplier base

Forging Tie-ups with major raw material suppliers with minimum up-liftment commitment to gain maximum possible rebates and discounts.





### THE INVISIBLE POSITIVES IN THE DECLINE



Skipper reported consecutive q-o-q growth in order book inflow; Secured orders in excess of Rs 5,010 mn during the quarter

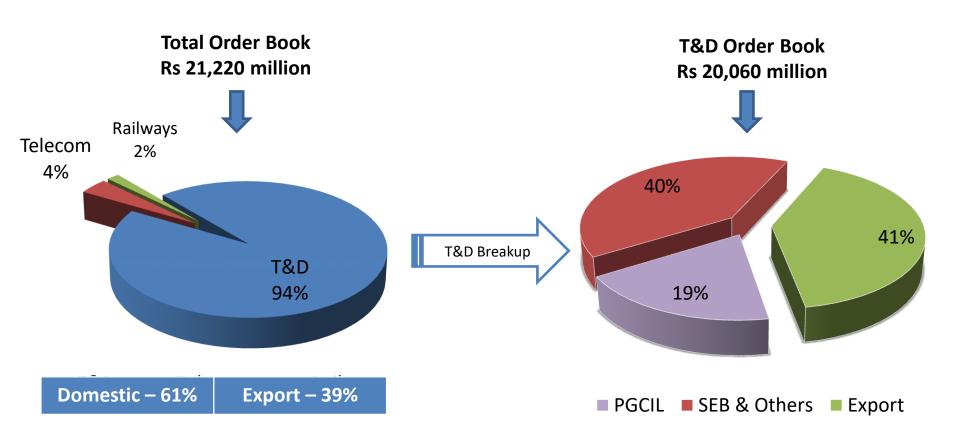
Skipper continued to increase its non-India exposure; received first time order and enquiry from a number of countries Only polymer pipe company to successfully implement Theory of Constraints (TOC) into its operation ;

Retailer touch points increased 10(X) fold in last 2 year period Skipper continued to exercise a bidding discipline; abstained from irrational bidding; protected Balance Sheet integrity





### Engineering Products -Order Book Composition - Sep 2021

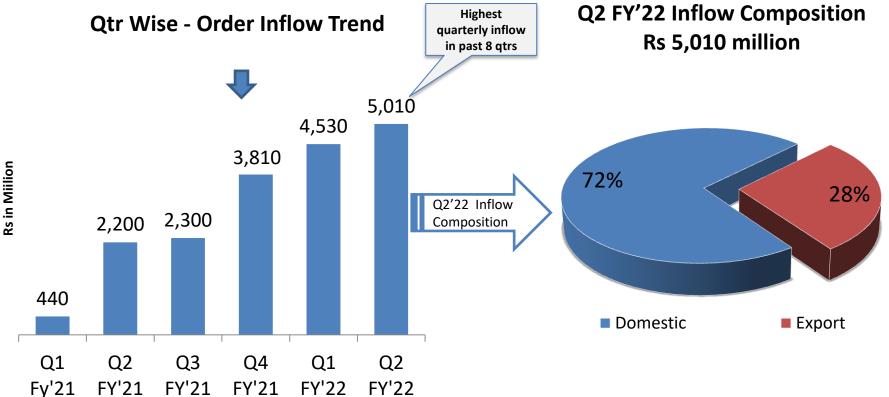






### Engineering Products - Order Inflow Composition

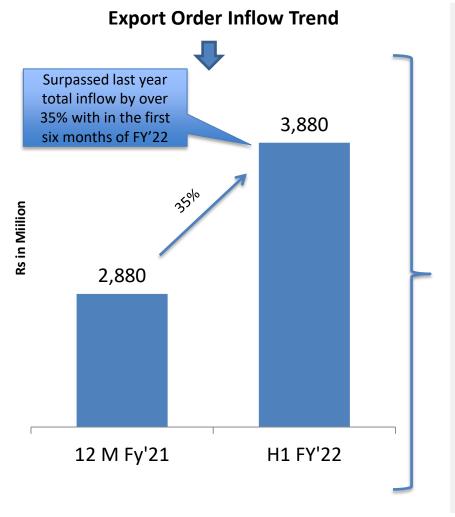
- New Order Intake of Rs 5,010 million in Q2 FY'22 & Rs 9,540 million in H1 Fy'22 for engineering products supply from PGCIL, SEB's & Telecom Players and for various supplies across Asia Pacific , Africa and LATAM markets
- T&D Order Book well diversified between Power Grid, Domestic SEB / Private players and international
- Strong growth trajectory in Telecom in both domestic & International markets; Made inroads into 3-4 newer export geographies which were earlier dominated by Chinese players







### **Rising Export Share Inflow**



# Positioned to grow export business to 75% of Engineering revenue in next 2 years

- Secured new export orders in excess of Rs 3,880 million during H1 Fy'22 and Rs 6,030 million in the trailing 12 months (TTM)
- Made inroads into Asia Pacific and West African market with 3-4 large utilities, which were earlier dominated by Chinese players.
- Secure a large size contract in Middle east ; In advanced stages of negotiation to secure another
- Customers have now accepted this Commodity price shift - resulting in finalization and awarding of long pending order with them.
- Majority of New Transmission lines are now getting built to cater renewables; leading to shorter execution cycle and faster supplies to meet project deadlines.
- Bid to order life cycle which got prolonged due to covid led disruption and commodity price volatility are now showing signs of getting back to normalcy

# **SKIPPER** | Strong Bidding Pipeline



Strong Bidding Pipeline of 48,000 Million as on 30<sup>th</sup> Sep 2021; International – 35,000 Mn & Domestic - 18,000 Mn

- Expecting International Ordering & Execution to gain pace in H2 FY'22;
- In advanced Stages of negotiation to secure some good size International contract
- Large pent up demand in domestic T&D ; Ordering continues to remain muted
- Increased focus on building up Engineering capabilities

#### **International**

- ✓ Growing global competiveness; Focusing on international markets to drive the ordering growth;
- ✓ Strong Anti China Sentiment; and global supply chain now actively looking for reducing their dependence on China is a great positive outcome of this crisis ; will bring more opportunities on our way
- ✓ Majority of New Transmission lines are now getting built to cater renewables; leading to shorter execution cycle and faster supplies to meet project deadlines.

#### **Domestic**

- ✓ The domestic T&D actvities are showing signs of rebound, Company's Order bidding pipe line has increased to 18,000 mn in Q2 Fy'22 against 13,000 mn in Q1 Fy'22
- Large bunching up of order that remained postponed + Rs 500,000 million of GEC related projects to come up for bidding will provide much needed boost to the domestic transmission industry
- ✓ Tender Pipeline continues to stay strong, Many tenders in the domestic T&D market which got postponed - now expected to be concluded in next few months.
- ✓ Strong traction in domestic telecom on account of 5G Rollout / High bandwidth usage.
- Tightening of quality norms by Indian railways will benefit large organised manufacturer; In process of adding more manpower and building capabilities to target upcoming Railway Electrification Projects

# SKIPPER | Business Outlook



With Major Approvals in place and strong relationship been developed with Major USA EPC players and Utilities over the past few years, Company is well poised to target and get benefitted from this massive Power T&D investment plans.

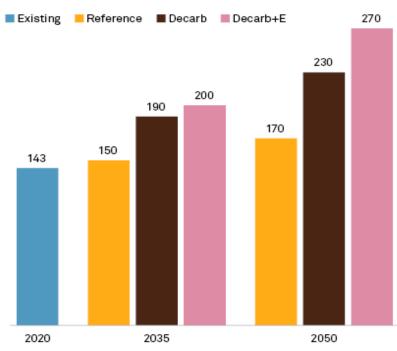
### **Big Opportunity - USA**

With bipartisan support, the U.S. House of Representatives passed the US \$ 1.2 Trillion Infrastructure Investment and Jobs Act on 5th November, 2021.

- The Bipartisan Infrastructure Deal's more than \$ 65 billion investment includes the largest investment in clean energy transmission and grid in American history.
- Plans to upgrade the power infrastructure by building thousands of miles of new, resilient transmission lines to facilitate the expansion of renewables and clean energy, while lowering costs.

Studies have estimated the U.S. will need to double or even triple its transmission capacity to decarbonize the country's economy.

# Power transmission capacity may need to increase nearly 90% by 2050



(terawatt-miles)

As of Sept. 8, 2021.

Reference assumes business-as-usual.

Decarb assumes policies drive a 95% reduction from 2005 levels in the grid's carbon dioxide emissions by 2035 and a 100% reduction by 2050. Decarb+E goes further by including large-scale electrification of end uses. Source: U.S. Department of Energy

#### Source : S&P Global

# **SKIPPER** | Key Highlights - COP26 Climate Change Meet (Nov'21)



- India and Britain signed a solar power initiative, called <u>One Sun One World One Grid</u>, that envisions an interconnected transnational solar grid.
- OSOWOG is India's initiative to build a global ecosystem of interconnected renewable energy resources
- A consortium steered by French state-run power utility firm Électricité de France SA (EDF) has been awarded the tender of crafting the road map for India's ambitious global grid. The other members of the consortium are France's Application Européenne de Technologies et de Services (AETS), and India's The Energy and Resources Institute (TERI).
- The three-member consortium will develop OSOWOG's long-term vision, implementation plan, road map, and institutional framework including a technical and financial proposal.
- By 2050, the grid aims for 2600GW of interconnection.

#### Strong Opportunity in India's T&D Sector

- Scaling up India's ambitious agenda to combat climate change, Prime Minister Mr Narendra Modi delivering his national statement at the COP 26 summit has announced India's plan to increase its non fossil energy cpacity to 500 GW and meet 50% of its energy requirements through renewables energy by 2030
- India's ambitious target of 500 GW addition against current 100 GW opens up an unprecedented opportunities to the tune of USD 221 billion by 2030.





# SKIPPER'S POLYMER BUSINESS





Polymer manufacturing capacity of 51,000 MTPA

Plants in ng state-of 000 manufa techn





Guwahati Fittings Plant enjoys tax exemption



Among few Indian companies assured of CPVC for pipes manufacture



One of few Indian companies with NSF certification

### **Quality certifications**

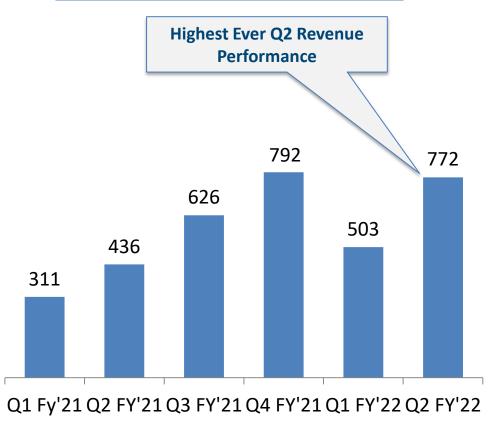
• ASTM D-1785, ASTM D-2467, ASTM D-2846 • IS: 12818 • IS: 13592 • IS: 4985 • IS: 15778 • IS: 13592 • IS: 14735 • IS: 10124 • IS: 14182 • NSF

# SKIPPER | Polymer Highlights



### Polymer – Improving Revenue Performance

### TTM Revenue of Rs 2,693 million



### Major Highlights

- Only Polymer Pipe company in India to implement TOC into its operation
- Growing National Presence ;
- Deriving 75% of overall revenue through TOC channel network
- Total Retailer Touch points in excess of 22,000 plus (nos) in Sep'21
- Retailer touch points increased 10(X) fold in last 2 year period
- Total Monthly Billed Retailers of 5,000 plus (nos)
- Focus on Plumbing Portfolio;
  70:30 Revenue mix share of Plumbing: Agriculture

# SKIPPER | THEORY OF CONSTRAINTS



# 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







# PTMT BATH ACCESSORIES





**CISTERN & SEAT COVER** 







Style











### **PERFORMANCE OUTLOOK**

- ❑ Almost 80% of our old legacy engineering export orders secured on CIF basis have got executed in H1 Fy'21; Going forth most of the revenue execution will take place from newer contracts which were secured on FOB terms aiding to better margin performance
- □ Stronger expected execution in both Engineering & Polymer segment going forth coupled with Productivity and cost reduction initiatives at the plant and site level are expected to further improve efficiency in operations
- Expect good traction in both Domestic and International TL orders
- □ Continuing efforts to further strengthen the international T&D order book ; positioned to grow exports to 50% of engineering revenue in current year (FY'22) and to 75 % in next 2 years
- Implementation of TOC in both Engineering and Polymer business to significantly improve its working capital cycle and bottom-line profitability





# FY'22 - Guidance

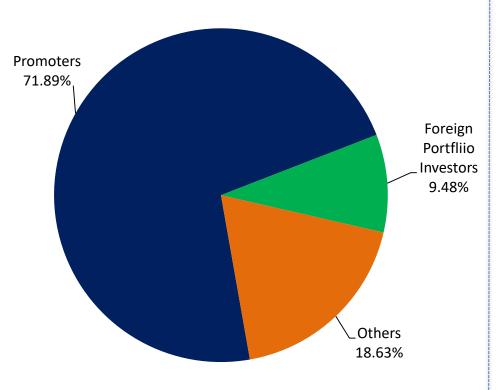
Revenue Guidance - Company expects to clock double digit annual revenue growth in FY'22 on back of strong pending execution of engineering contracts and strong polymer segment performance

Order Inflow – Targeting Inflow of Rs 18,000 - 20,000 million in full year, largely on account of international export orders and rebound in Domestic T&D ordering





### Shareholding pattern as on 30<sup>th</sup> Sep 21



### Major Institutional Shareholders As on 30<sup>th</sup> Sep 21

Name	%
Baillie Gifford - Pacific Horizon Investment Trust	4.49%
Ocean Dial Asset Management India (ICGF)	4.08%
Univeral Golden Fund	0.54%
Polus Global Fund	0.24%





# Future Ready

# **SKIPPER** | EXPLORING NEW GEOGRAPHIES

# FOCUS ON GROWING EXPORTS

- Optimistic outlook: Positioned to grow exports to 50% of Engineering revenue in current year (FY'22) and to 75 % in next 2 years.
- **Opportunity-ready**: Certified by prominent international organizations for confidence-enhancing certifications
- Established traction: Working with over 100 Global EPC player ; Enlisted 10 prominent customers in past 12 months
- In House Design Capability: With in-house design capability and human capital, we are able to add more value into the projects we bid, offering innovative, bespoke and cost-effective design solutions.
- **Creditable beginning**: first-time order and enquiries from USA, Germany, Spain, South Korea, Uruguay, Paraguay, Romania, Croatia, Mexico, Panama, Bolivia, Poland, Afghanistan, Russia, Australia and East / West African countries among others
- Competitiveness: Strong Anti-Chinese Sentiment and gradual decoupling from China is also causing many projects to seek alternative supply chains, giving further fuel to business potential coming our way.
- **Brand Positioning:** Our recently set up R&D Centre and Tower Testing Station have vastly improved our brand positioning in the export markets, helping us to be taken as a serious contender.



#### 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
DAST	European Union





# 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), CE & DAST (Europe), Lapem (Central America & Mexico),, 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

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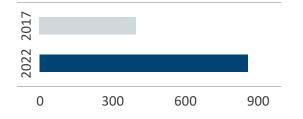
# **SKIPPER** | TELECOM SECTOR

# **TELECOM TOWER**

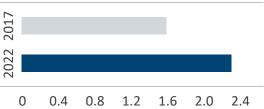
- India needs around 100,000 additional towers to address growth
- National Telecom Policy aims to inspire \$100 bn investment in five years
- India's 30 per cent broadband penetration leaves large headroom
- Sector added 65,000 mobile towers in two years
- Expansion of 4G, 5G, Artificial Intelligence,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

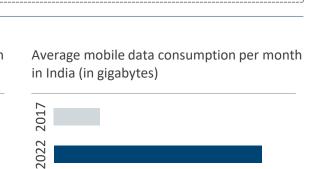
#### INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

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



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





6

0

12









## 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** | Transmission Line Tower Testing Station





### Skipper boasts of India 's largest Tower & Monopole Load Testing Station -

- All new large T&D projects in domestic markets now comes along
- with Design and Load testing scope;
- Our new R&D centre will give us distinct advantage over competition.
- Facility running at 100% capacity

# Few Power Transmission Towers & Monopoles tested at our Testing Station







220kV Transmission Tower



765kV Transmission Tower



400kV D/C Quad Moose Monopole



500kV Transmission Tower





### More than 2,200 + Employees and Workers were Vaccinated







# Thank You

For any queries please contact:

Aditya Dujari (Investor Relations)

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