



Date: 25 January 2022

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 on the financial performance of the Company for the third quarter and nine months ended 31 December 2021.

Kindly take the same on record.

Thanking you,

Yours faithfully,
For Skipper Limited

A handwritten signature in blue ink, appearing to read "Rimaway".

Sajan Kumar Bansal
Managing Director
DIN: 00063555

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

Q3 & 9M FY'22 Results



25th January, 2022

DISCLAIMER

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



**Great
Place
To
Work.**[®]

Certified

JAN 2022 - JAN 2023

INDIA



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.

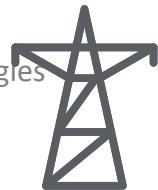


SKIPPER: ONE-STOP SOLUTION PROVIDER

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

Q3 FY'22 Update





Net Sales	YoY down by 13 % QoQ down by 16 %	EBITDA	YoY up by 8 % QoQ up by 13 %	OPM %	YoY up 230 bps QoQ up 310 bps	PBT	YoY down by 21 % QoQ up by 135 %
Rs in Mn							

Sl	Profit & Loss Summary	Q3 FY'22	Q3 FY'21	YoY Change %	Q2 FY'22	QoQ Change %
1	Revenues	4,005.0	4,598.5	-12.9%	4,792.9	-16.4%
2	Reported EBITDA	475.1	441.1	7.7%	419.4	13.3%
	EBITDA Margins (%)	11.9%	9.6%	+ 230 Bps	8.8%	+310 Bps
3	(+) Other Income	10.6	9.7		10.0	
4	(-) Depreciation	121.7	110.4		121.9	
5	(-) Finance Cost	228.1	169.1		249.6	
6	Profit Before Tax (2+3-4-5)	136.0	171.3	-20.6%	57.9	134.9%
	PBT Margins (%)	3.4%	3.7%	-30 Bps	1.2%	+220 Bps
7	Tax	51.5	56.9		14.4	
8	Profit / Loss After Tax (6-7)	84.5	114.4	-26.1%	43.5	+94.3%
	PAT Margins (%)	2.1%	2.5%	-40 Bps	0.9%	+120 Bps



Rs in Mn

SI	Profit & Loss Summary	9M FY'22	9M FY'21
1	Revenues	11,544.3	10,841.5
2	Reported EBITDA	1,061.5	1,009.2
	EBITDA Margins (%)	9.2%	9.3%
3	(+) Other Income	29.5	16.4
4	(-) Depreciation	362.8	336.3
5	(-) Finance Cost	675.9	514.0
6	Profit Before Tax (2+3-4-5)	52.3	175.3
	PBT Margins (%)	0.5%	1.6%
7	Tax	17.5	55.3
8	Profit / Loss After Tax (6-7)	34.9	120.0
	PAT Margins (%)	0.3%	1.1%



Key Performance Highlights

- ❑ Consistent revenue performance across major business segments in spite of covid related challenges; Achieved highest ever quarterly revenue performance in Q3 in Polymer segment
- ❑ Unavailability of Sea Containers and longer lead time adversely impacted export revenue execution of engineering business
- ❑ Stand Alone EBITDA margins improved to 11.9% in compare to 9.6% in previous year quarter and 8.8% in last quarter
- ❑ Focus continues on Bottom-line improvement; PBT & PAT grew by 135% and 94% over last quarter

Order Book Highlights

- ❑ Secured new order inflow of Rs 4,230 million during the quarter; YTD order inflows in excess of Rs 13,770 million, registering a staggering growth of ~ 279 % over the last year same period
- ❑ Actively pursuing projects worth Rs 38,000 million on international front and about Rs 15,000 million on the Domestic front.
- ❑ 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.

Other Update

- ❑ Added New products in the polymer pipe segment - Launched “Marina” Water Tanks under the Skipper Pipes brand.
- ❑ Successfully completed the assessment conducted by Great Place to Work Institute, India, and is certified a great workplace
- ❑ Plants operating with strict COVID-19 protocols with contingency planning; Health and safety of employees and partners remains key focus area for the company



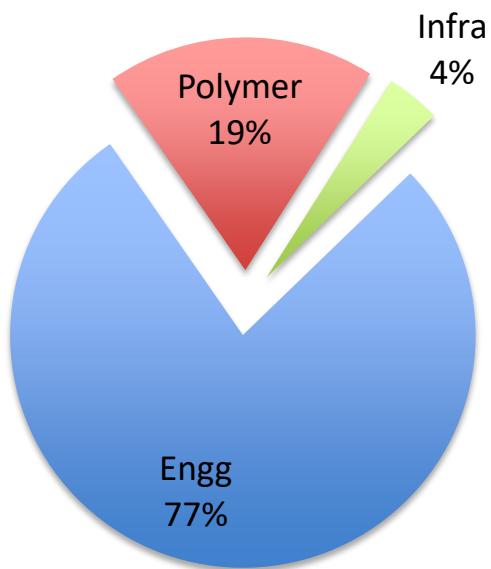
Q3 Fy'22 Revenue performance was impacted on account of -

- Unavailability of export containers resulted in Delay in execution of Engineering export contracts **(Signs of some ease are visible)** ;
- Continuing Port Congestion and delays making shipping transit time longer; leading to delayed collection & higher finance cost ;

Q3 Fy'22 EBITDA Margin improved on account of -

- Parting away with majority of old legacy and CIF contracts
- Raw material price volatility & container unavailability continues to remain a challenge, company is taking adequate measures to mitigate the same

Going forth most of the revenue execution will take place from newer contracts which were secured on FOB terms and at elevated commodity price level aiding to better margin performance



Segment Performance Q3 & 9M FY'22

Segment	Q3 FY'22	Q3 FY'21	Change %	9M FY'22	9M FY'21	Change %
Engg Products	3,105.5	3,544.1	-12.4%	9,096.8	8,321.2	9.3%
	356.5	301.7	18.2%	881.2	681.4	29.3%
	11.5%	8.5%		9.7%	8.2%	
PVC Products	748.2	626.0	19.5%	2,023.0	1,373.5	47.3%
	40.4	22.5	79.6%	49.1	32.8	49.6%
	5.4%	3.6%		2.4%	2.4%	
Infra Projects	151.3	428.4	-64.7%	424.6	1,146.9	-63.0%
	9.5	36.5	-74.0%	(47.4)	30.6	-254.9%
	6.3%	8.5%		-11.2%	2.7%	
Total	4,005.0	4,598.5	-12.9%	11,544.3	10,841.5	6.5%
	406.4	360.7	12.7%	882.9	744.8	18.5%
	10.1%	7.8%		7.6%	6.9%	

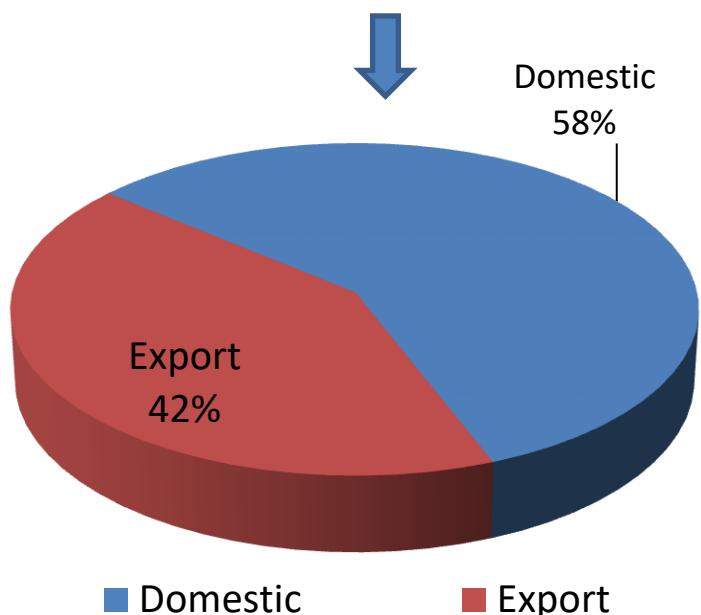
Revenue Mix – Q3 FY'22

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

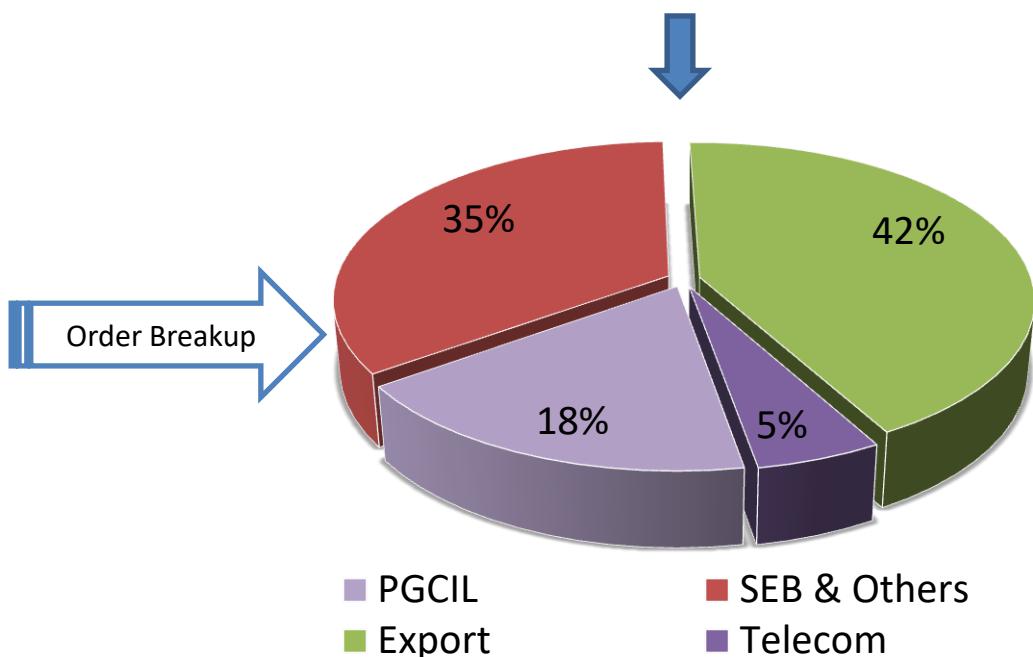


Engineering Products – Order Book Composition – Dec 2021

Total Order Book
Rs 21,220 million



Segment Break up

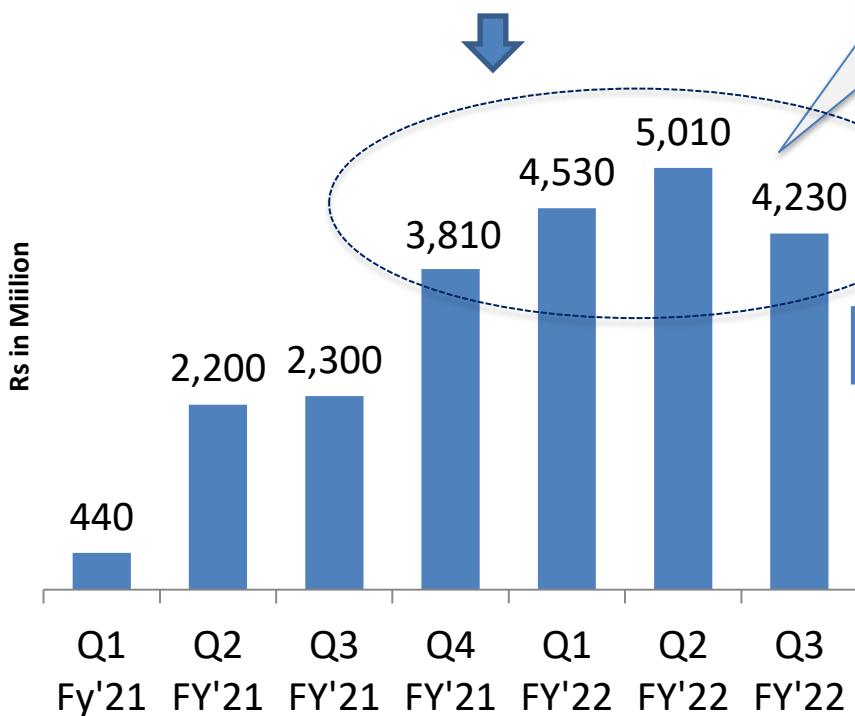




Engineering Products – Order Inflow Composition

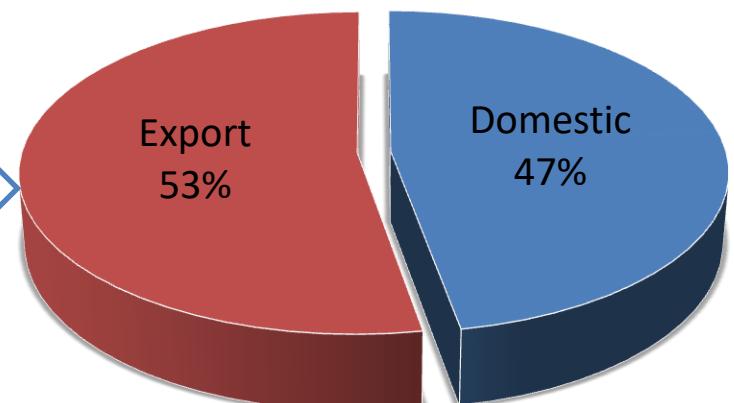
- New Order Intake of Rs 4,230 million in Q2 FY'22 & Rs 13,770 million in 9M Fy'22 for engineering products supply from PGCIL, SEB's & Telecom Players and for various supplies across Asia Pacific, Middle East, Africa and LATAM markets
- T&D Order Book well diversified between Power Grid, Domestic SEB / 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

Qtr Wise - Order Inflow Trend



Q3 FY'22 Inflow Composition

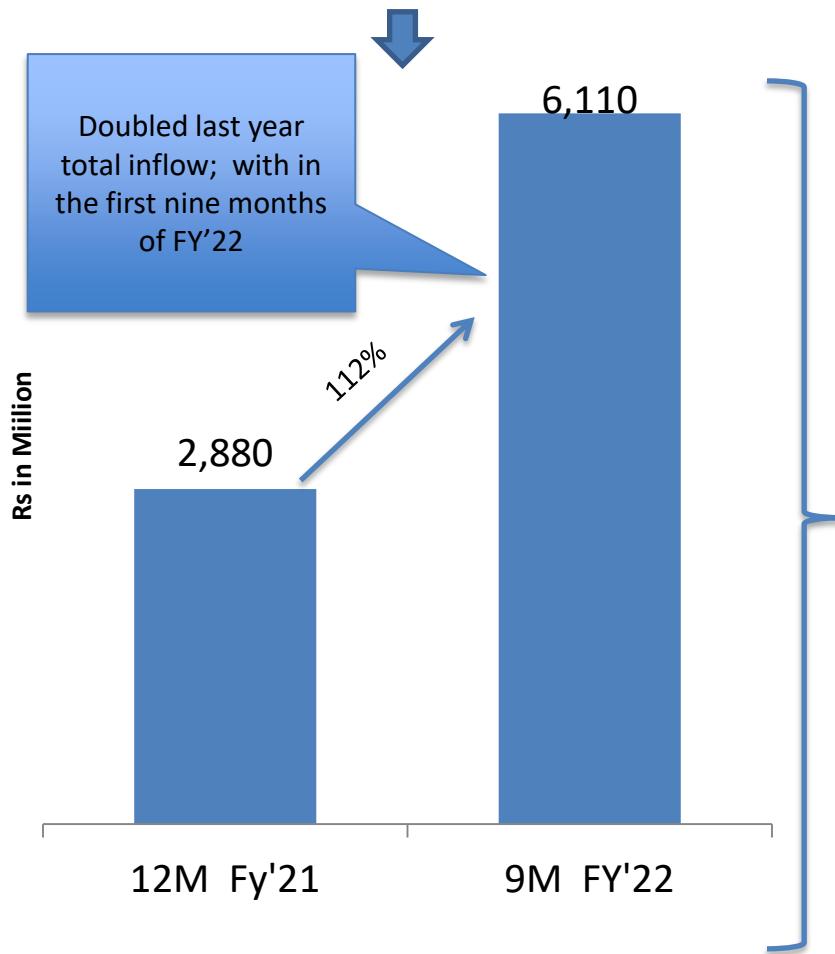
Rs 4,230 million





Rising Export Share Inflow

Export Order Inflow Trend



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

- Secured new export orders in excess of Rs 6,110 million during H1 Fy'22 and Rs 7,180 million in the trailing 12 months (TTM)
- Made inroads into Asia Pacific, Middle East and West African market with 3-4 large utilities, which were earlier dominated by Chinese players.
- In advanced stages of negotiation to secure 2-3 large size contracts
- 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



**Strong Bidding Pipeline of 53,000 Million as on 30th Dec 2021;
International – 38,000 Mn & Domestic - 15,000 Mn**

- Expecting International Ordering & Execution to gain pace in Q4 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 competitiveness; 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 activities are showing signs of rebound, Company's Order bidding pipe line remains strong at Rs 15,000 mn.
- ✓ 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.
- ✓ Ahead of the rollout of the high speed 5G network, the government is set to give a massive push to telecom infrastructure across the country with plans to add 8 lac new mobile towers over the next 2 years



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

Mitigation Strategy

Securing Newer Contracts at elevated commodity price level

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.



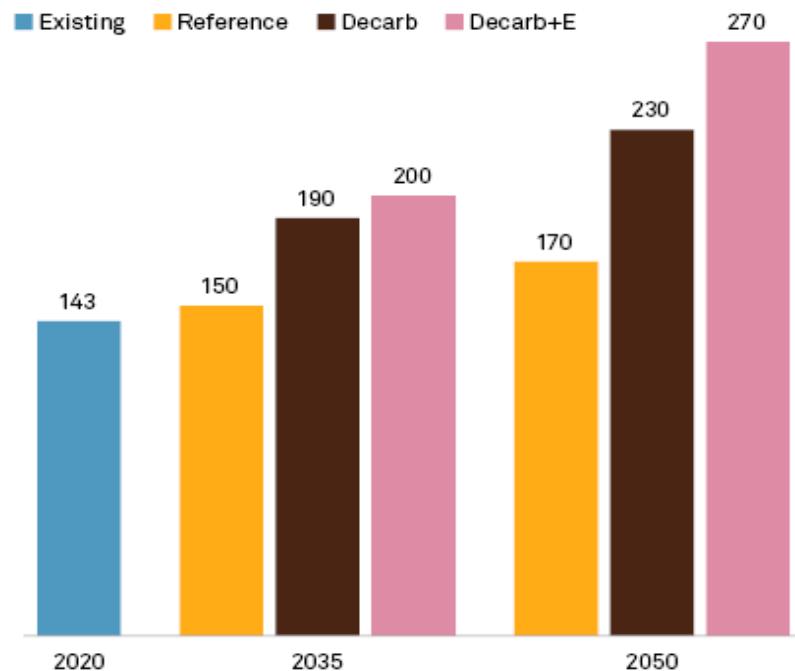
With Major Approvals in place and strong relationship been developed with Major USA EPC players and Utilities over the past few years, Company is well poised to target and get benefitted from this massive Power T&D investment plans.

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



One Sun One World One Grid Project (OSOWOG)

- India and Britain signed a solar power initiative, called **One Sun One World One Grid**, 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 capacity to 500 GW and meet 50% of its energy requirements through renewables energy by 2030 - **opens up an unprecedented opportunities to the tune of USD 221 billion by 2030.**
- **Union Cabinet of India has recently approved the second phase of the Green Energy Corridor of the Intra-State Transmission system for building 10,750 km long cKm across the country states.** The scheme is a crucial component of India's plans to generate 500 GW of renewable energy by 2030. German state-owned investment and development bank group KfW will provide the loans for the scheme.



SKIPPER'S POLYMER BUSINESS



Polymer manufacturing capacity of 51,000 MTPA



Plants invested state-of-the-art manufacturing technology



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

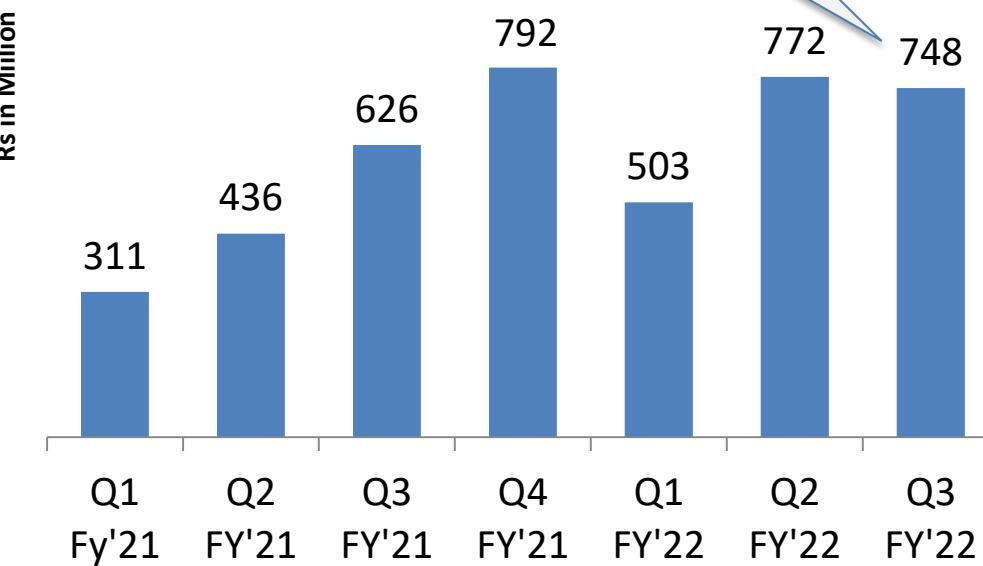
- ASTM D-1785, ASTM D-2467, ASTM D-2846 • IS: 12818 • IS: 13592 • IS: 4985 • IS: 15778
- IS: 13592 • IS: 14735 • IS: 10124 • IS: 14182 • NSF



Polymer – Improving Revenue Performance

TTM Revenue of Rs 2,815 million

Highest Ever Q3 Revenue Performance



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 23,000 plus (nos) in Dec'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



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

SKIPPER *Flow*
BATH ACCESSORIES



PTMT BATH ACCESSORIES

SKIPPER *Bravo*
BATH ACCESSORIES
Clean & Fresh



CISTERN & SEAT COVER

10
YEARS
WARRANTY

MARINA

SKIPPER
TANKS

सबसे मजबूत, सबसे सुरक्षित.



Available Sizes: 500 L, 750 L, 1000 L, 1500 L, 2000 L

Available Colours: ● ● ● ● ● ●

Added New products in the polymer pipe segment - Launched "**Marina**" Water Tanks under the Skipper Pipes brand.



Style

THAT SUITS YOUR BATHROOM

JADE

Master Product in Bathroom



ABALONE

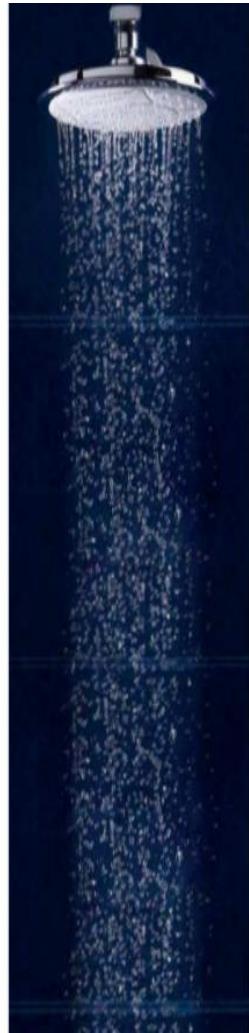
Master Product in Bathroom



ESSENTIALS



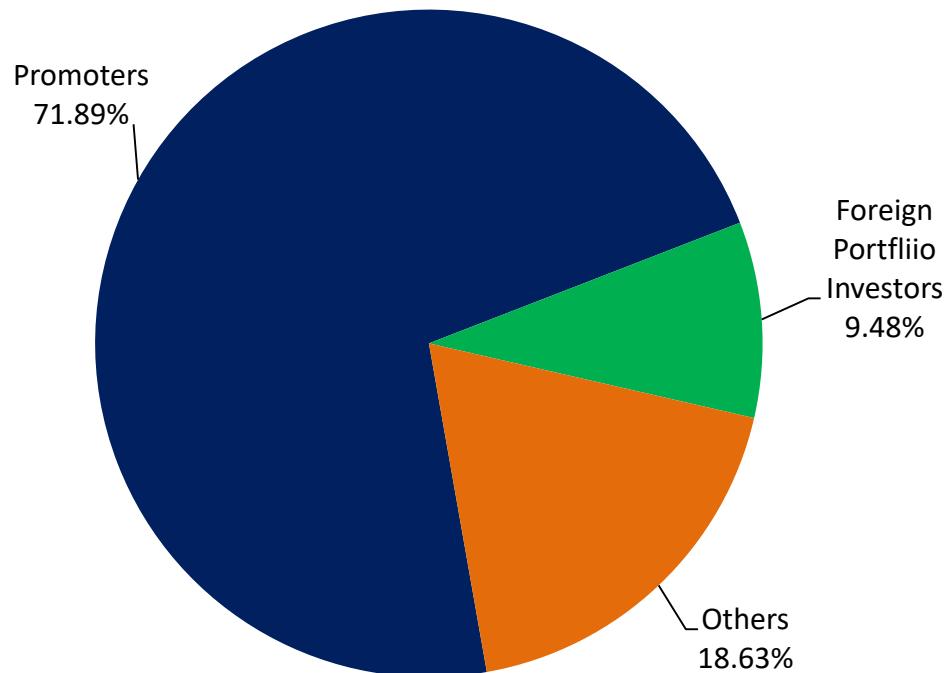
SHOWER





PERFORMANCE OUTLOOK

- With majority of our old legacy engineering export orders secured on CIF basis getting executed in 9M Fy'22 ; Going forth most of the revenue execution will take place from newer contracts which were secured on FOB terms and at elevated commodity price level aiding to better margin performance
- Expects a strong revenue rebound in Q4' Fy'22 on back of strong pending execution of engineering contracts and strong polymer segment performance.
- 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
- Expect good traction in International TL orders, While pending domestic TL ordering bids are expected to start getting awarded by Q2 / Q3'23
- 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

**Shareholding pattern
as on 31st Dec 21****Major Institutional Shareholders
As on 31st Dec 21**

Name	%
Baillie Gifford - Pacific Horizon Investment Trust	4.49%
Ocean Dial Asset Management India (ICGF)	4.08%
Dovetail India Fund	0.46%
Resonance Opportunity Fund	0.32%



Future Ready





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



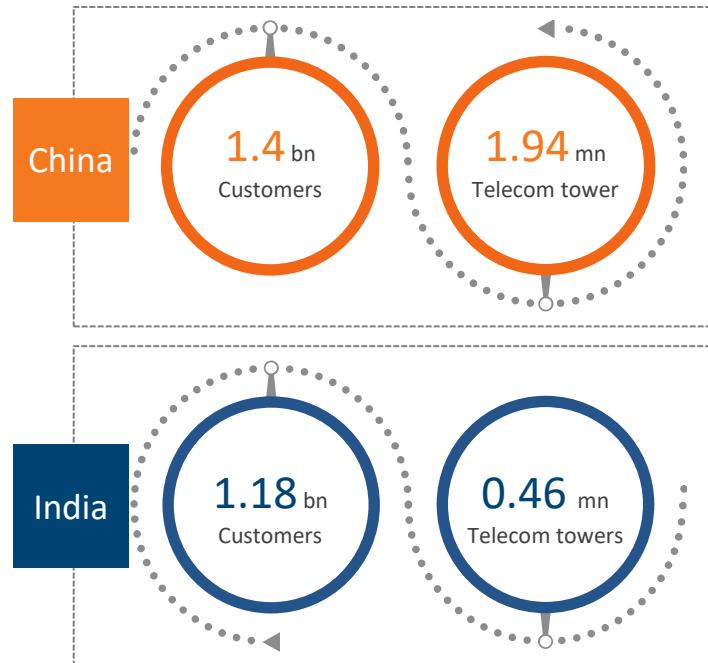
Skipper is clearly poised to be in the winning spot in the International T&D sector

- 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



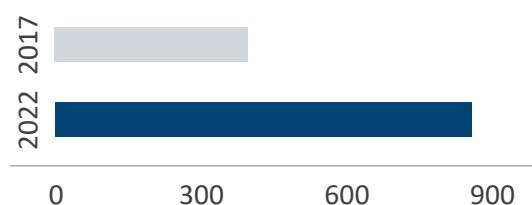
TELECOM TOWER

- India needs around 800,000 additional towers to address digital growth and 5G Roll out
- 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

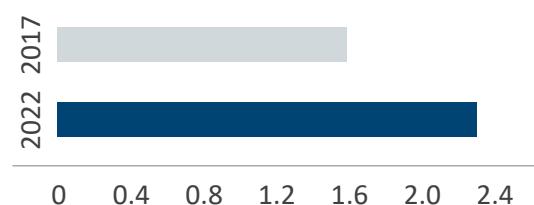


INDIA ON THE CUSP OF MOBILE DATA EXPLOSION

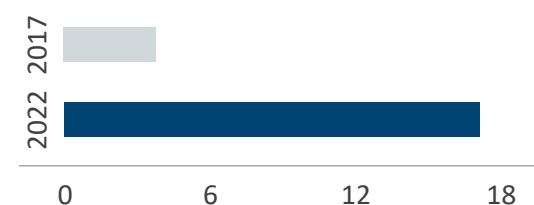
India's smartphone users has more than double by 2022 (in mn)



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



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

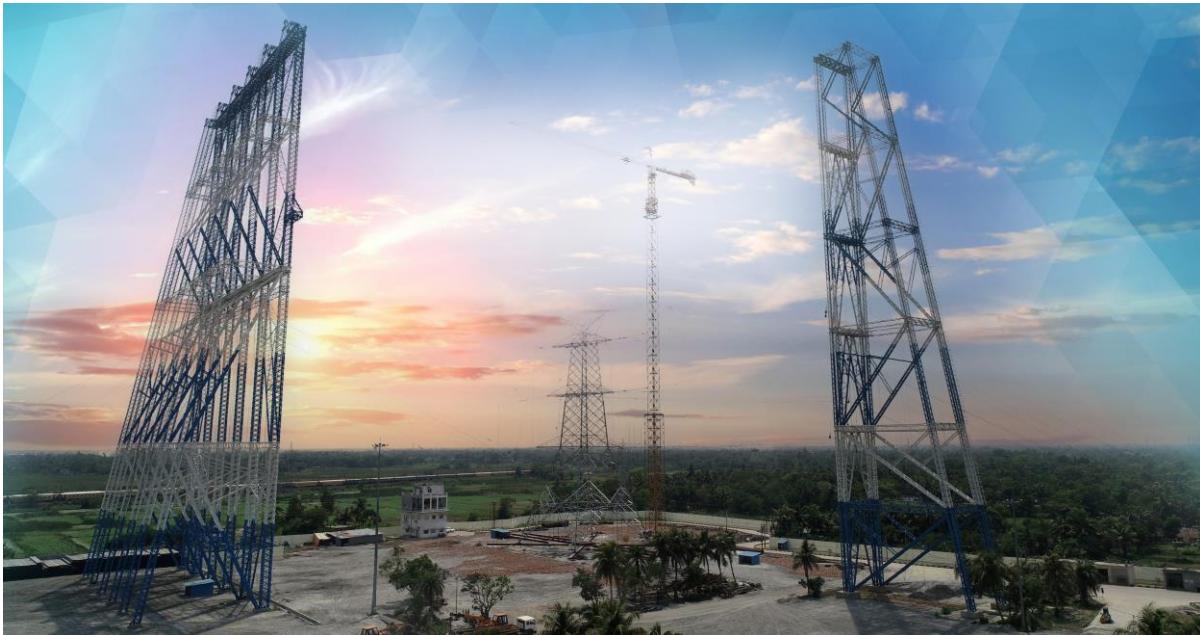




SKIPPER IS CLEARLY SET TO BE IN THE WINNING SPOT IN THE TELECOM SECTOR

- 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 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



765kV S/C Monopole



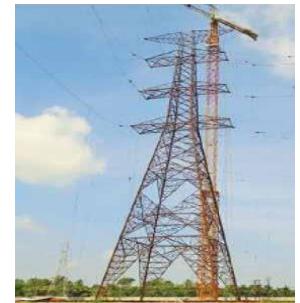
220kV Transmission Tower



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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