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ICL/DS/2024-25/700

March 03, 2025

The Manager
Listing Department
National Stock Exchange of
India Ltd
Exchange Plaza,
Plot No C-1, G Block,
Bandra- Kurla Complex,
Bandra (East),
Mumbai-400051
Symbol-INTLCONV

The General Manager Dept. Of Corporate Services BSE Ltd. Phiroze Jeejeebhoy Towers Dalal Street, Mumbai-400001 Scrip Code-509709

Dear Sir/Madam,

#### **Subject: Investor Presentation – Q3 & FY25**

In compliance with Regulation 30 and other applicable provisions of the Listing Regulations, please find enclosed herewith Investor Presentation encompassing, inter-alia, an overview of the Un-Audited Financial Results of International Conveyors Limited ("the Company") for the quarter and nine-months ended December 31, 2024.

The same will also be available on the website of the Company at www.iclbelting.com.

Kindly take the same on record.

Thanking You,
Yours faithfully,
For International Conveyors Limited

Dipti Sharma Company Secretary & Compliance Officer

Encl: As above





### Safe Harbor



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(a) our ability to successfully implement our strategy, (b) our growth and expansion plans, (c) changes in regulatory norms applicable to the Company, (d) technological changes, (e) investment income, (f) cash flow projections, and (g) other risks

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ICL : India's only Listed player in PVC Conveyor Belting



High Entry Barriers : Long Gestation Period, Dual Regulatory Approvals & Depth of Customer Engagement



**Experiencee of Four Decades** 



A critical consumable for High Growth Mining & Bulk Transportation



Fully Integrated Manufacturing Plant



Marquee International & Domestic Consumers

### Our Evolution



Four Decades
Of Business
Guided By
Core Human
Values

### Building the company with incredible people, competent processes and innovating high-quality products that are long-lasting.

ICL was set up to address the key pain point for coal miners - Long waiting period for conveyor belting

1979 - 2001

- Mr R K Dabriwala, Founder of ICL, while managing family's erstwhile coal-mining business; experienced long waiting periods for conveyor belting an impediment, with the erstwhile Fenner India, a monopoly in India.
- To address this consumer pain point, ICL, in technical collaboration with Scandura Plc, part of the British Belting & Asbestos (BBA) Group of UK (FTSE 100), commenced operations in 1977 in Aurangabad.
- Technical collaboration ended in 1997 as Scandura Plc was acquired by Fenner International, the parent company of Fenner India (now a part of Michelin), which also acquired Dunlop to become Fenner Dunlop.

Entered International Markets to multiple growth avenues

2002 - 2014

- During 1980s-1990s, Coal India and its subsidiaries were primary customers of ICL – a pure domestic play.
- ICL moved to international markets with its products finding approvals with the mining authorities and customers in
  - o USA and Canada in 2002-2003,
  - o Australia in 2007-2008 and
  - o China in 2012-2013.
- By FY13, 70% of ICL's total sales came from international markets, which was 80% of the total PVC belting exports from India, making ICL the largest PVC Belting exporter from India. ICL enjoyed 35% of domestic market share of PVC belting in India as well.
- During FY13, manufacturing facilities started at Falta SEZ in West Bengal to serve international markets.

Diversification into new customer segments and geographies, including new and improved products

2015 - 2024

- Domestic Demand for PVC Conveyor Belting did not pick up as envisaged
- Favorable regulation led to growth of coal mining in USA.
- Simultaneously ICL moved to serve the needs of miners of potash, phosphate, etc. in North America.
- 100% subsidiaries were created in Australia, USA (North America)
- New products were developed as per the needs and specifications of the customer & countries
- Signed long term contracts with world's largest potash mining companies
- Started supplies to Cement/crusher and waste management industries
- Entered in Europe. UK and South African markets

## We manufacture belting which is critical for mining...



Conveyor's belting intended for mining must be engineered to minimize downtime and operate reliably long term, despite tough conditions

Mining
Operations
Relies
Heavily On
Belting

- Conveyor belting is critical for bulk transportation of materials like, coal, potash salt etc and no substitute has been found
- ICL design team can undertake full in-house design starting from preliminary design of systems from power and tension calculations all the way through to detailed design
- The ICL team have years of experience in solid woven conveyor belting both for underground and above ground applications
- First company to have BIS Certifications
- Our team has been involved in such projects as:



Moonee colliery (Australia) which was used as the benchmark for underground conveyor systems

Numerous supply arrangements for Indian Coal Mines Support to the customer for selecting belting based on conveyor structure (Sidewinder Software). Pioneer to use PVC belting in Cement industries

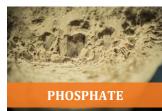
## ...with an extensive product range serving Diversified Industries



Tailored

Products To
Different
Customers







Products of International quality, superior technology and testing capability













We manufacture the most extensive range of products comprising Type-3 to Type-12 that are the most suitable for meeting Indian requirements and Type-3 to Type-18 that are popular in markets abroad.

### **Industry Concertation Risk Mitigated**

Belting Type	Belting Width	End Use
Mining: Type 12000	Mining: 72 inch	Export Market
Mining: Type 8000, 10000	Mining: 54 inch 60 inch	Export Market
Mining: Type 3500, 4500, 5000, 6000, 6500 Industrial: PVC 3500, 4500, 6000, 7500	Mining: 36, 42, 43, 48 inch Industrial: 60 & 72 inch	Export Market
Mining: Type 8000, 12000	Mining: 55 inch	Domestic Market
Mining: Type 3000, 5000, 6000	Mining: 30 inch to 48 inch	Domestic Market

## We have fully integrated manufacturing ...



Excellence
Is Not Just
Goal, But
Priority

ICL is one of the largest manufacturer of solid woven belting in the world and has a complete product range with the ability to make conveyors up to 3150 kN/m (type 18 width in strength and belt widths up to 1800 mm)

Twisting and doubling machines, capable of handling up to 20 Tons of yarn at a time

One of the widest and heaviest beaming machines in the world with a 2400 mm beam width

Carcass making machine capable of handling up to 22 tons of beamed yarn in a single load

Highly skilled team with an average on-the-job experience exceeding 20 years

Widest and heaviest belting fabric weaving looms (working on principal of shuttle weaving) up to 2100mm reed space and each weighing up to 100 tons, including their structure, machine and loaded beam weights

Gold plated Quartz infra-red heat curing

Fully equipped Test Laboratory

Six storey high Vacuum Impregnation Tower

Electronically controlled Integrated Coating plant

Technical understanding of conveyor belting products



Entry Barriers



Manufacturing and R&D capabilities

Safety & Quality Assurance



Regulatory & Customer Approvals

## ...at our plants in Aurangabad & Falta



We deploy wide-ranging engineering capabilities to complete manufacturing of products on schedule realizing that our products drive our customer's business ahead.

Cost Competitiveness

Aurangabad Plant: Total annual installed capacity of 700,000 meters

Facility	Details	Area (Sq. Mtrs)
E39 facility	Fully-integrated plant with comprehensive equipped laboratory	12,000
H19 facility	Plant	1,527

#### **Infrastructure / locational advantage:**

- Excellent road infrastructure between Aurangabad and Mumbai
- Convenient rail and air connectivity with Mumbai and New Delhi & is a part of Delhi-Mumbai industrial corridor (DMIC)
- Mumbai sea-port is at a distance of ~350 km and proposed dry port of Jalna is at ~40 km

Falta SEZ Plant : Total annual installed capacity of 4,25,000 meters

Facility	Details	Area (Sq. Mtrs)
Falta SEZ facility	Fully-integrated plant with comprehensive equipped laboratory	6,000

#### **Infrastructure / locational advantage:**

Kolkata sea-port is at a distance of only ~50 km

#### **Cost Advantages:**

- Exemption from customs duty and GST on purchase of all raw material and services
- Governed by SEZ laws and conducive cost structures

## ...at our plants in Aurangabad & Falta



Safety By Choice, Not By Chance Complete integrated in-house manufacturing - from yarn preparation, fabric weaving, compound mixing to finishing - to ensure total process and quality control at each step of manufacturing activity

ICL cares for human life and that is why our high-performance belting are a result of integrated in-house development - from yarn preparation, fabric weaving, and compound mixing to finishing

The high standards of quality control at every stage conform to the highest global standards of safety and performance

Each belting is meticulously tested for physical, fire retardant and anti static properties

Superior solid woven Carcass that completely prevents of any ingress of moisture to create perfectly finished Conveyor Belting

### **Safety Testing**



**Drum Friction Test** 



**Laboratory Flame Test** 



**Fire Propagation Test** 



**Electrical Resistance Test** 

Laboratory has been accredited by NABL\*

\*NABL: National Accreditation Board for Testing and Calibration Laboratories

## We have approvals meeting international quality benchmarks



Long Gestation
Period Acts As
Huge Entry
Barrier

We are an ISO 9001:2015 certified Company meeting international quality benchmarks. We also enjoy several certifications and endorsements from stringent global regulatory bodies.

Global – ISO 9001:2015 Certification

### Country specific Mine Safety Approval (Fire Retardant Antistatic – FRAS) for product usage:



Directorate General of Mines Safety (DGMS) approval conforming to IS 3181:1992 (Second Revision). Presently all our belts are BIS approved.



Mine Safety and Health Administration approval conforming to US-MSHA Part-14, Title 30 of Code of Federal Regulations (CFR) Mine Safety and Health Administration approval conforming to US-MSHA Part-18, Title 30 of Code of Federal Regulations (CFR).



Conforming to CSA-M422-14 Type A-1.1.



TestSafe Australia conforming to AS 4606:2012 Grade 'S'.



South African Bureau of Standards conforming to SANS 971:2003.



Laboratorio Oficial J.M Madariaga LOM23MINE31119

## We have approvals meeting international quality benchmarks



We are an ISO 9001:2015 certified Company meeting international quality benchmarks. We also enjoy several certifications and endorsements from stringent global regulatory bodies.

Customers First

### **International Customers**



















### **Domestic Customers**













## We have approvals meeting international quality benchmarks



Customer Stickiness Brand Resonates Well With Customers Enables the company to continually invest in leading edge equipment, processes and employee training in order to improve the quality of its products.



### **High Entry Barriers**

- High entry barrier due to <u>Dual Stage Approval</u> process to be an approved supplier
  - Product Approval by regulatory authorities of importing countries
  - o Approvals specific to importing entities
- Long term contracts with approved suppliers to avoid long gestation
   & tedious process of approvals for vendor selection



### **High Revenue Visibility**

- Long term contracts (upto 5 years) with customers for order visibility & repeat orders
- Specific tailor-made products manufactured as per Country's & Customers specifications
- Contracts have price variability clause to safeguard swings in raw material prices
- Few manufacturers of the product globally, enables ICL to grab a large market share of a niche industry

## We produce more green energy than we consume



Rs. 10.7
Million
Revenues
From
Renewable
Energy
For 9M FY25

All our Windmills are generating green energy in the states of Karnataka, Maharashtra, Gujarat and Andhra Pradesh.

Energy consumed for operations in Q3 FY25 is 30,30,794 units.

Renewable Energy generated in Q3 FY25 is 52,89,290 units.

At ICL we produce more Green energy than we consume.

Windmill Details	Capacity (KWH)
Chitradurga Dist., Karnataka	14,00,000
Panchpatta Dist., Maharashtra	14,00,000
Kutch Dist., Gujarat	47,00,000
Kurnool Dist., Phase - 1, Andhra Pradesh	17,00,000
Kurnool Dist., Phase - 2, Andhra Pradesh	17,00,000

# MINING INDUSTRY AT AN INFLECTION POINT

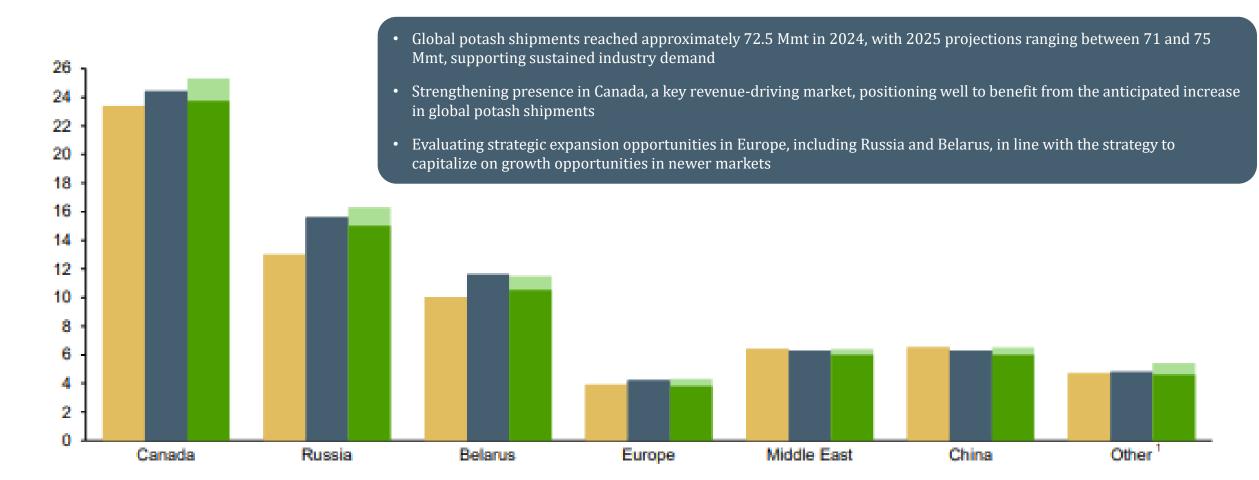


## **Potash Production in Selected Regions**



### **Potash Production in Selected Regions**

Millions of Tonnes KCI 2023 2024E 2025F



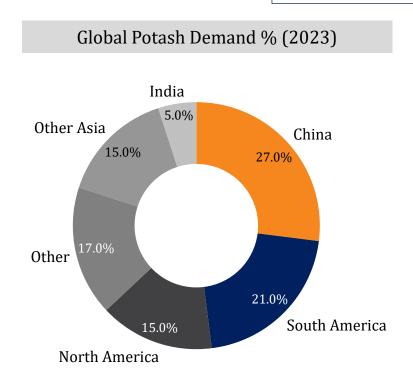
Source :- Nutrien Q4 2024 Investor Presentation

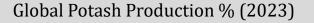
### **Global Potash Market**

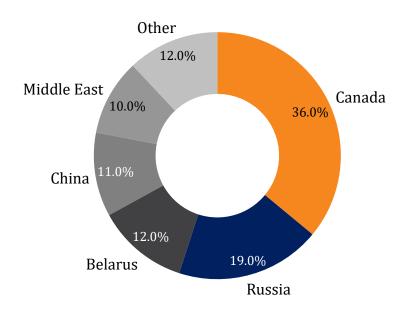


Global Potash Market was valued at US\$ 28.83 billon in 2023 and is expected to reach US\$ 38.44 billion by 2029. The global potash market production capacity stood at 71.55 million tonnes in 2023

Estimated 4 year CAGR ~5.4% (2024-2028)



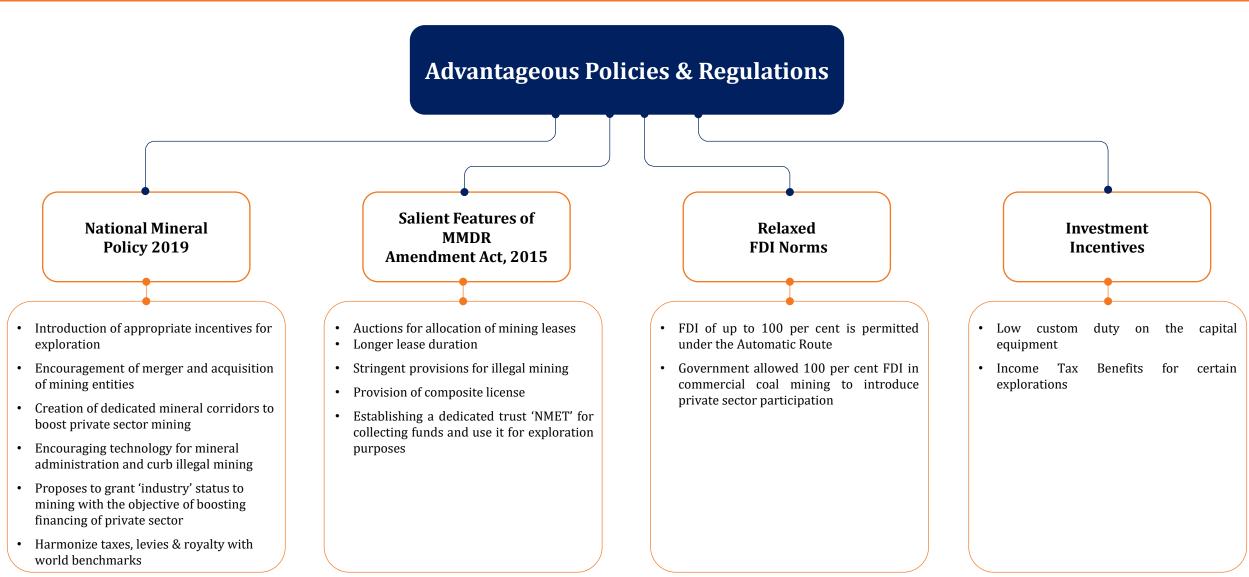




Canada contributes ~33% of the total production of Potash Industry ICL being the leading supplier with majority market share in Canada for the Potash Industry

## Favorable Mining Policies & Regulations...





Source: KPMG Report - June 2019

## ...supporting growth across Indian Mining Industry



### **Mining Sector Growth Drives**

India is at an early stage in terms of per capita mineral consumption and has a significant potential to grow at accelerated growth than historical growth

Strong economic growth-Projected to be **fastest growing economy** 

New application areas such as electric vehicles, renewables, defense etc.

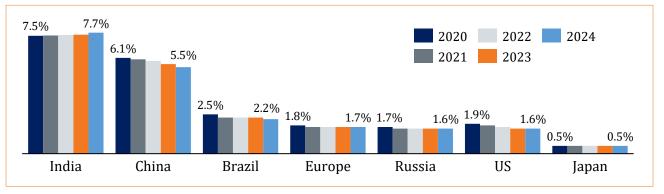
**Technology Development** in the sector increasing efficiencies and productivity

**Make in India** –Focus on increase in Manufacturing share to 25% by 2025

**Growing demand from end-use industries** such as infrastructure, Automotive, Power

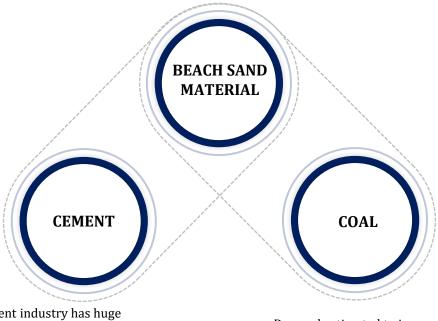
Low per capita metal consumption creates tremendous potential

### India remains an oasis of growth amongst slowing global outlook



### **Key Sectors**

- High reserve share of beach sand minerals (35%) presents high potential
- Exploration covered only ~2,000 km of coastal stretch, out of ~ 6000km



Cement industry has huge potential in the country & estimated to grow at a CAGR of ~12% by 2025

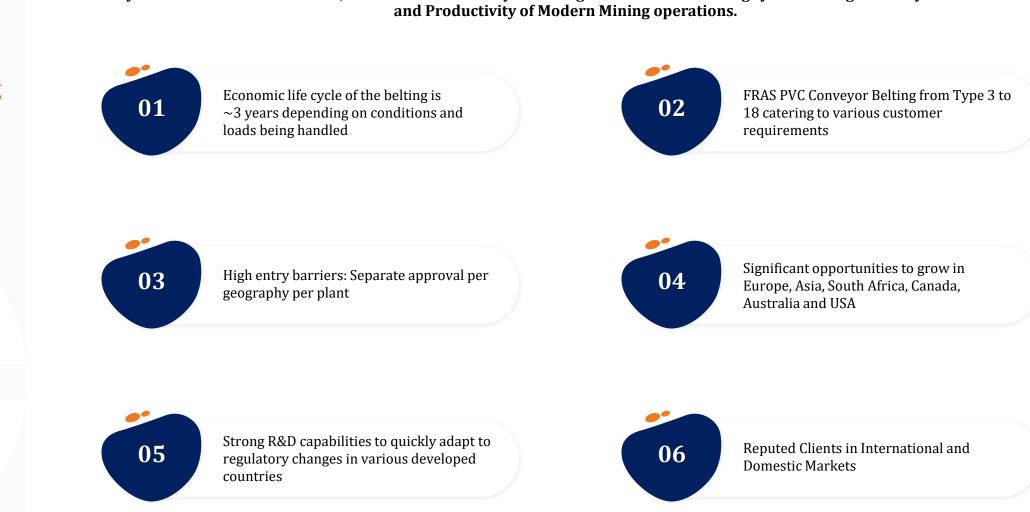
Demand estimated to increase to 1.5-1.9BT by 2030 (Base case-1.5BT) from 0.96BT in 2019 (Actual)

## ...making us well placed to benefit from rising growth in Mining Activities



Incredible
Competent
Long-lasting
Conveyor
Belting

We are ready to deliver the most Efficient, Reliable & Safe Conveyor Belting and Material handling systems to significantly enhance the Efficiency and Productivity of Modern Mining operations.



## We are Future Ready...



### Learn Today Lead Tomorrow

Our Aim: Zero Defects, Zero Waste, Zero Accidents, Zero Breakdowns

## **Expand Customer Base in existing Geography**

 Enhance customer base in the USA and Canada, where ICL already enjoys significant customer Relationships



#### **Penetrate New Markets**

- Penetrate further into Australia underground coal mine segment
- · Grow South Africa market.
- Start Supplies to Europe

### **Increase Product Portfolio**

 Strategic limited marketing alliance with manufacturers and distributors to enhance PVC products by offering thicker covers with lower abrasion

## **Modernize Manufacturing Facilities**

- Further Modernize manufacturing facilities in Falta and Aurangabad
- Evaluate ramping up of capacities

## ...with Growth Drivers in place



Planned Capex to Address the Growing Demand High entry barriers & revival of capex cycle gives us visibility of huge replacement demand Addition of newer products & customers has strengthened our order book giving revenue visibility



## **Capex in Mining Sector**

Continuous investments in the mining sector in line with growing demand from the end user industries gives us long runway for growth for our products going forward



## Automation across Facilities

Our in-house R & D team working on automation and upgradation of machines & processes for efficiencies & enhanced product portfolio



## Reduce reliance on Single Territory

To reduce the reliance on single geography (Canada) or on one product (Potash), we are hiring new members in USA & Australia, to tap into new business for the future, as demand from Canada market will remain sluggish for some time now. This is due to reduce in offtake of Potash internationally. Our intent is to diversify into Soda Ash, Salt industry etc in new geographies.



## **Huge Replacement Demand**

Revival of capex cycle envisages a huge replacement demand across sectors.

Average replacement cycle for Potash industry is 4-5 years & Coal industry is 1-2 years

Over the period, the commodity sector has been under capitalized. Growth in capacities envisages higher demand generation for our products across sectors, thus diversifying order book from multiple industries.

## **Experienced Leadership Team**



#### Mr. Yogesh Kajaria | Chairman & Managing Director

- Member of Institute of Chartered Accountants of India
- Brings over 20 years of expertise in the financial services sector, specializing in operations, treasury, compliance, and business transformation.
- A certified CIO from ISB Hyderabad, he has been serving as the President of the Company since December 2023.

### Mr. Jeff Maranville | Director of Sales

#### International Conveyors America Ltd., Inc.

- Head of Sales and Marketing in the United States with over 23 years' experience in managing business through a variety of market channels
- He was earlier with Continental group in the USA

#### Mr. Udit Sethia | Director

- Member of Institute of Chartered Accountants of India
- Associated with the Dabriwala group of companies in a senior executive roles such as Elpro International Limited and I G E (India) Private Limited.

### Mr. Surbhit Dabriwala | Director

- Bachelor of Arts and Science from University of Pennsylvania
- Holds senior level board positions including Elpro International Ltd erstwhile an engineering company with now an exposure to real estate and retail; Partner of Kaer Air LLP, a JV with Kaer Pte Singapore

### Mr. Ashok Kumar Gulgulia | Chief Financial Officer

- FCS & B.com with more than 3 decades of experience in Finance & Accounts.
- Associated with ICL since 2000 and is responsible for company law matters, finalization of accounts, taxation & corporate finance

### Mr. Mark Fishlock | Country Director

#### International Conveyors Australia PTY Ltd

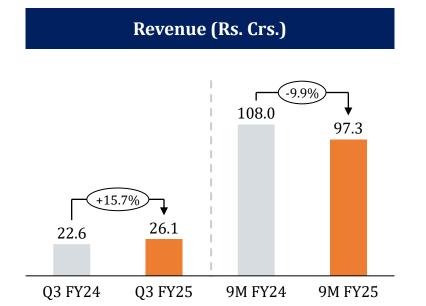
- Head of Sales and Marketing in the Australia with over 3 decades experience in managing business through a variety of market channels
- Associated with ICL since 2023



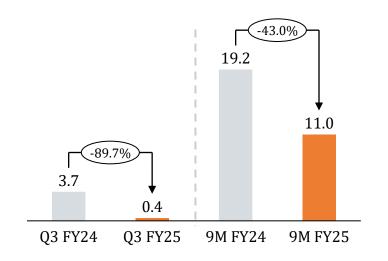
## FINANCIAL HIGHLIGHTS

## **Consolidated Quarterly Financial Performance**

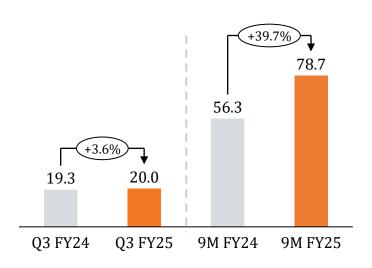


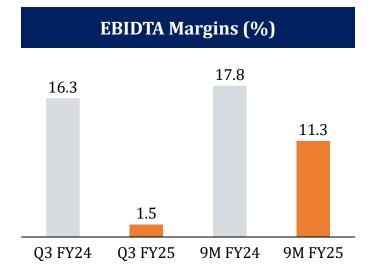


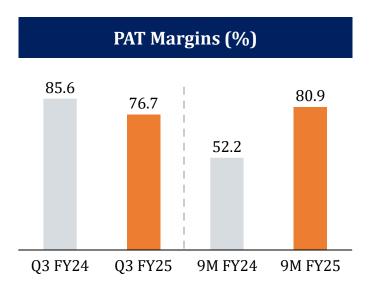






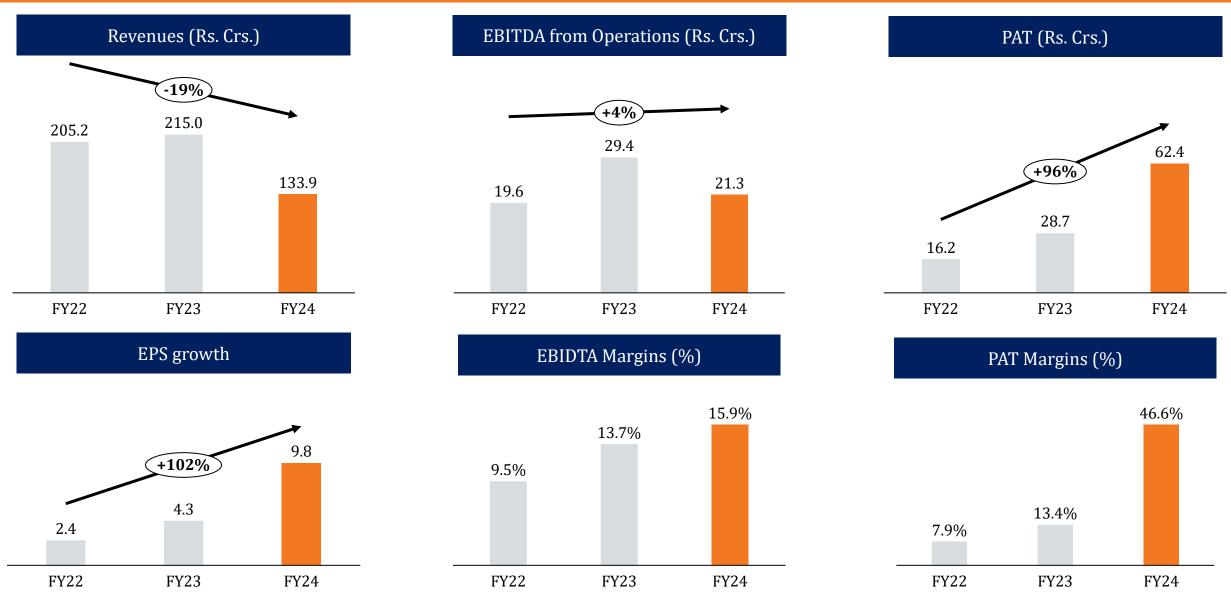






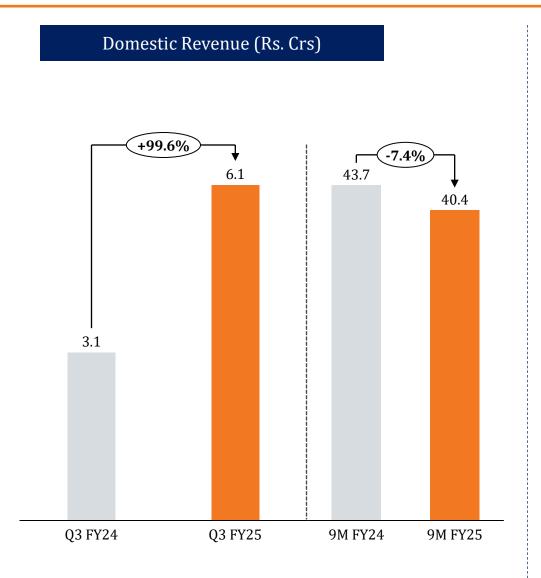
## **Historical Financial Performance (Consolidated)**

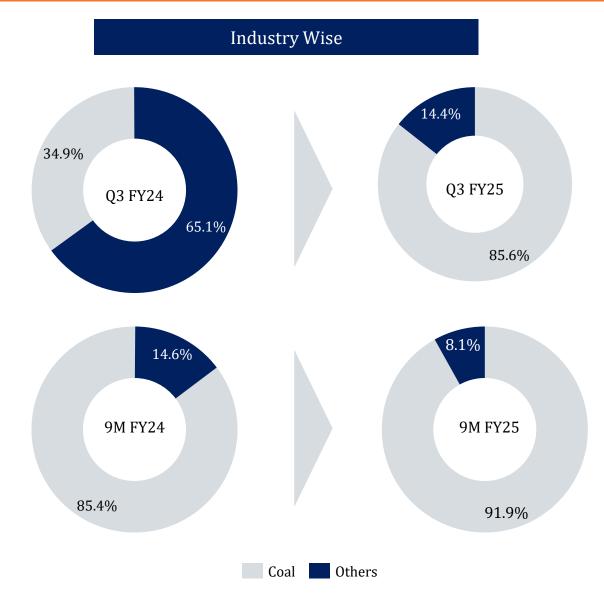




## **Domestic Revenue Break-up**

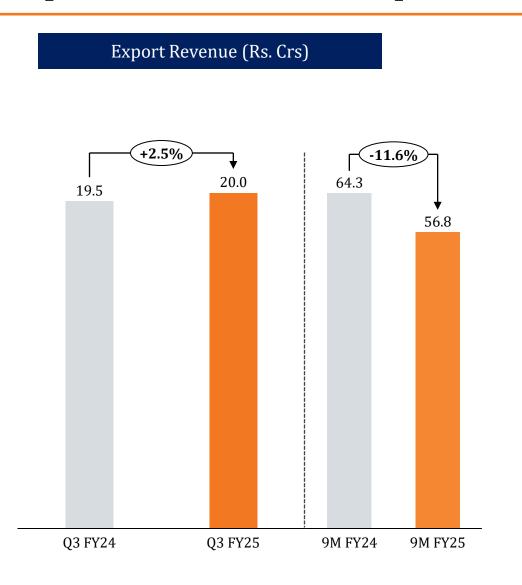


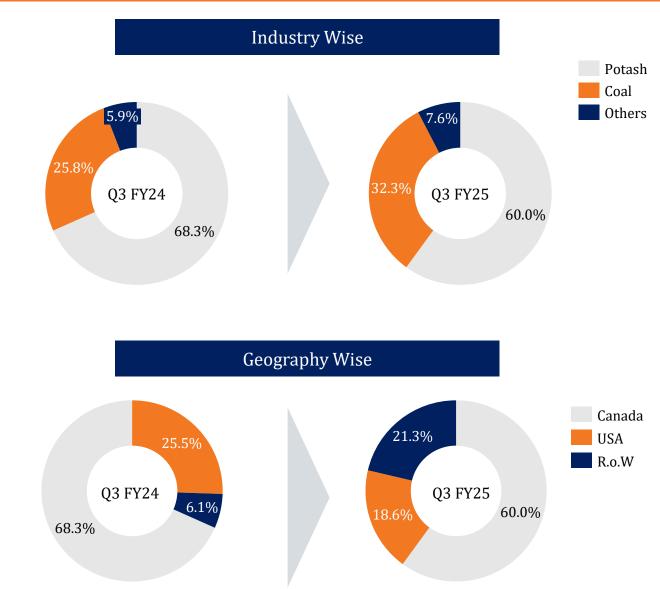




## **Exports Revenue Break-up**







## **Q3 FY25 Consolidated Profit & Loss**



Particulars (Rs. Crs.)	Q3 FY25	Q3 FY24	Y-o-Y	Q2 FY25	Q-o-Q	9M FY25	9M FY24	Y-o-Y
Revenue from Operations	26.1	22.6	15.7%	30.8	-15.2%	97.3	108.0	-9.9%
Cost of Materials Consumed	13.9	6.7		14.1		43.8	42.7	
Purchase of Traded Goods	1.0	3.7		0.9		2.0	4.8	
Changes in Inventories of Finished Goods and Work in Progress	-0.8	-0.1		-0.7		5.2	7.1	
Employee Benefits Expense	5.1	4.7		5.1		15.8	15.0	
Other Expenses	6.6	3.9		6.5		19.5	19.2	
EBITDA	0.4	3.7	-89.7%	4.9	-92.3%	10.95	19.2	-43.0%
EBITDA %	1.5%	16.3%		16.0%		11.3%	17.8%	
Other Income	29.2	22.6		31.9		103.5	58.5	
Depreciation and Amortisation Expense	0.5	0.5		0.4		1.3	1.4	
EBIT	29.1	25.7		36.4		113.1	76.2	
Finance Costs	1.6	2.2		2.2		6.6	6.9	
PBT	27.5	23.5	16.8%	34.2	-19.6%	106.6	69.4	53.6%
Total Tax Expense	7.5	4.2		7.4		27.9	13.1	
Profit for the year	20.0	19.3	3.6%	26.8	-25.4%	78.7	56.3	39.7%
PAT %	76.7%	85.6%		87.1%		80.9%	52.2%	
EPS	3.2	3.0		4.2		12.4	8.9	

## **Consolidated Balance Sheet**



EQUITY & LIABILITIES (Rs. Crs.)	Sep-24	Mar-24
Equity Share Capital	6.3	6.3
Other Equity	326.3	266.6
Total Equity	332.6	273.0
Financial Liabilities		
1. Borrowings	0.0	0.1
ii. Lease Liabilities	0.0	0.0
Provisions	0.4	0.4
Deferred Tax Liabilities (Net)	26.1	9.4
Other Non-Current Liabilities	4.2	0.0
Total Non-Current Liabilities	30.7	9.9
Financial Liabilities		
(i) Borrowings	91.6	124.6
(ii) Lease Liabilities	0.1	0.1
(ii) Trade payables		
Total Outstanding dues of micro enterprises and small enterprises	1.0	0.2
Total Outstanding dues of creditors other than micro enterprises and small enterprises	12.3	19.9
(iii) Other Financial Liabilities	7.4	0.0
Provisions	5.5	5.0
Other Current Liabilities	7.2	6.0
Current tax liabilities (net)	0.0	0.6
Total Current Liabilities	125.1	156.4
TOTAL EQUITY & LIABILITIES	488.4	439.2

ASSETS (Rs. Crs.)	Sep-24	Mar-24
Property, Plant and Equipment	13.3	13.9
Capital Work-in-progress	0.0	0.0
Goodwill on consolidation	1.0	1.0
Right of use assets	0.1	0.1
Intangible assets		0.0
Financial Assets		
(i) Investments	48.3	75.3
(ii) Loans	0.0	0.0
(iii) Other Financial Assets	1.8	2.1
Deferred Tax Assets (Net)	0.0	0.0
Non-Current Tax Assets (Net)	0.0	1.1
Other Non-Current Assets	0.0	0.0
Total Non-Current Assets	64.4	93.6
Inventories	23.54	28.78
Financial Assets		
(i) Investments	200.9	176.6
(i) Trade Receivable	17.3	20.7
(ii) Cash and Cash Equivalents	6.1	1.2
(iii) Other Bank Balances	2.7	2.2
(iv) Loans	162.6	111.3
(v) Other Current Financial Assets	9.1	1.2
Other Current Assets	1.8	3.8
Total Current Assets	424.0	345.7
TOTAL ASSETS	488.4	439.2

## **Consolidated Cash Flow**



Cash Flow Statement (Rs. Crs.)	Sep-24	Mar-24	Sep-23
Cash Flow from Operating Activities			
Profit before Tax	79.1	77.0	45.8
Adjustment for Non-Operating Items	-66.8	-49.1	-26.2
Operating Profit before Working Capital Changes	12.3	27.9	19.6
Changes in Working Capital	4.3	-9.5	2.9
Cash Generated from Operations	16.6	18.5	22.5
Less: Direct Taxes paid	1.0	6.5	2.8
Net Cash from Operating Activities	15.6	12.0	19.7
Cash Flow from Investing Activities	27.0	-47.6	-57.8
Cash Flow from Financing Activities	-37.7	34.5	41.2
Net increase/ (decrease) in Cash & Cash equivalent	4.8	-1.1	3.2
Cash and cash equivalents at the beginning of the year	1.2	2.3	2.3
Effect of exchange rate changes on Cash & Cash Equivalent	0.0	0.0	0.0
Cash and cash equivalents at the end of the year	6.0	1.2	5.4

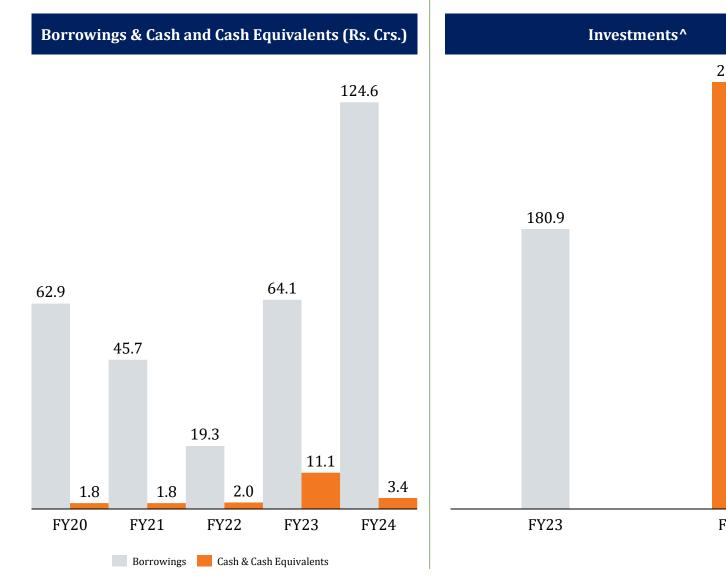
## **Consolidated Historical Profit & Loss**

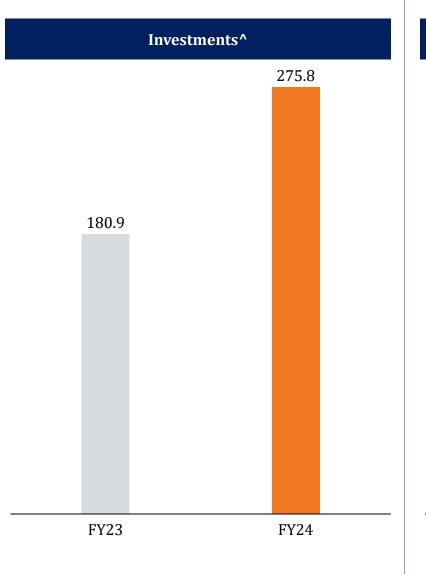


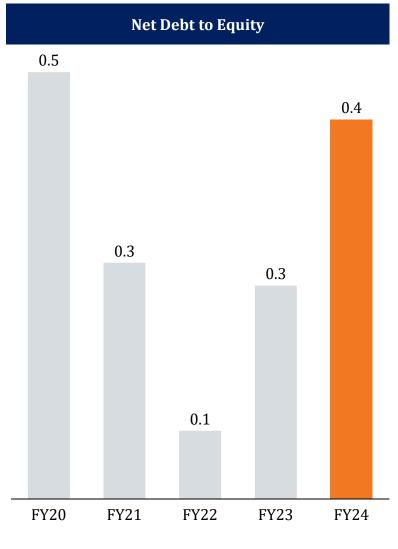
Particulars (Rs. Crs.)	Mar-24	Mar-23	Mar-22	Mar-21	Mar-20
Revenue from Operations	133.9	215.0	205.2	169.3	98.7
Cost of Materials Consumed	60.3	120.0	126.6	84.6	49.9
Purchase of Traded Goods	8.5	8.7	8.0	5.9	8.9
Changes in Inventories of Finished Goods and Work in Progress	-3.6	0.9	-4.8	7.3	-12.3
Employee Benefits Expense	20.9	18.0	18.6	14.4	11.8
Other Expenses	26.5	38.2	37.3	37.1	33.7
EBITDA	21.29	29.4	19.6	19.9	6.7
EBITDA %	15.9%	13.7%	9.5%	11.8%	6.8%
Other Income	66.6	14.0	13.5	9.0	8.2
Depreciation and Amortisation Expense	1.9	2.3	2.1	1.7	1.8
EBIT	86.0	41.1	31.0	27.2	13.1
Finance Costs	9.0	3.9	4.2	4.9	9.9
PBT	77.0	37.2	26.8	22.3	3.2
Total Tax Expense	14.64	8.5	10.6	5.7	-3.1
Profit for the year	62.4	28.7	16.2	16.6	6.4
PAT %	46.6%	13.4%	7.9%	9.8%	6.4%
EPS	9.8	4.3	2.4	2.5	0.9

## **Balance Sheet :- Enhanced Investment Portfolio**





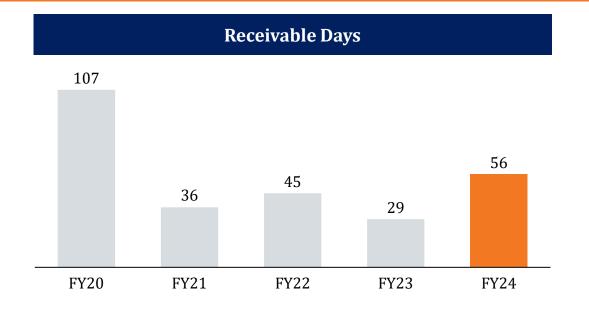




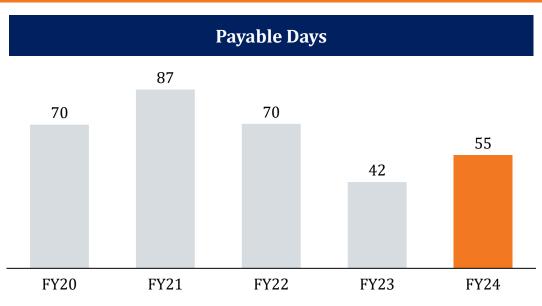
Figures on consolidated basis \*Standalone Basis

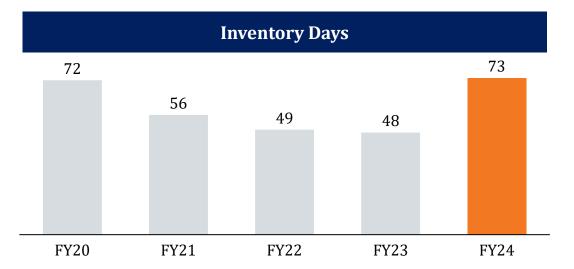
## **Efficient Working Capital Management**

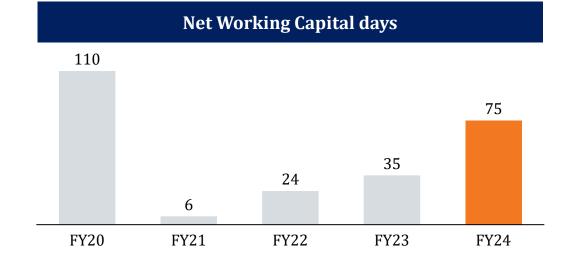












Figures on consolidated basis

## **Key Takeaways**



### Value Creation for Stakeholders

Revenue and Profitability Growth

## Global & Domestic mining growth along with industry diversification

The mining industry in India & across the globe has been growing so as the need for belting has increased. Our capabilities to cater to multiple industries gives us strong growth visibility



### New avenues for Growth

Entry into newer customers & geography with new products developed over the period

## Potential for Strong Orderbook visibility & Replacement demand

With strong orderbook & revenue visibility, along with huge replacement demand. We are all ready for growth in coming years

### Operational Leverage to play out

Increase in scale will lead to operating leverage play out and enhance Operating Margins

Figures on consolidated basis



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