

Date: 18<sup>th</sup> May, 2016

The Secretary  
National Stock Exchange of India Limited  
Exchange Plaza, 5<sup>th</sup> Floor,  
Plot No. C/1, G Block  
Bandra Kurla Complex, Bandra (E)  
Mumbai- 400 051

The Secretary  
The Bombay Stock Exchange Limited  
Phiroze Jeejeebhoy Towers, Dalal Street  
Mumbai- 400 001

**NSE Scrip Name- SKIPPER / BSE Scrip Code- 538562**

Re: Investors Presentation for Q4 & 12 months for FY 15-16.

Dear Sir,

We are forwarding herewith Investors Presentation for Q4 & 12 months for FY 15-16.

Kindly take the same on record and oblige.

Thanking you,  
Yours faithfully,

For Skipper Limited



Arbind Kumar Jain  
Company Secretary

Encl: a.a



**Updated - 12M & 4Q FY'16**





## Our Vision

“To produce world-class quality products ensuring robust National Infrastructure development and making India the preferred sourcing hub for Global Infrastructure needs ”.



# Presentation

## o u t l i n e

|                                              |                                      |
|----------------------------------------------|--------------------------------------|
| ➤ Skipper: About us                          | ➤ PVC Products Business              |
| ➤ India: At the take off stage               | ➤ Investment Highlights              |
| ➤ Power Transmission & Distribution Business | ➤ Performance Update 12M & 4Q FY' 16 |



# Skipper: About us



- Incorporated in 1981, Skipper Limited is the Flagship company of the S.K. Bansal Group

- Manufactures:

**Transmission Towers & Poles**

**Tubular Poles**

**Monopoles**

**PVC / CPVC Pipes**

**& Fittings**

**Solar Structures**

- One of the world's largest Integrated Transmission Tower manufacturing companies with Angle Rolling, Tower, Accessories & Fastener manufacturing and EPC line construction

- Our Transmission Tower manufacturing capacity is among the top 3 in India and among the top 10 in the world

- Largest producer of Plastic Pipes & Fittings in West Bengal, the fastest growing and second largest in Eastern India

- 5 manufacturing plants located across India

- Awarded as the “Fastest growing Transmission Tower manufacturing company in India” and “Largest Tower Supplier” to PGCIL

- Awarded as "Best Industry in Water Resources sector" by Central Board Of Irrigation And Power

- Total workforce of 1600+ members



## Key Market Snapshot

| Particulars             | Amount |
|-------------------------|--------|
| * Share price (INR)     | 140    |
| * Market Cap (INR Mn)   | 14,324 |
| FY16 Net Sales (INR Mn) | 14,624 |
| FY16 EBITDA (INR Mn)    | 2,193  |
| FY16 PAT (INR Mn)       | 951    |
| FY16 Networth (INR Mn)  | 3,778  |
| FY16 Debt (INR Mn)      | 4,682  |

\* As per NSE share price as on 13<sup>th</sup> May 2016

## Growth Highlights

### 3yr CAGR (FY13-16)

- Revenue – 18%
- EBITDA - 37%
- PAT - 72%
- Order Book - 65%

### FY'16 Highlights

- Operating Margins - 13.8%
- EBITDA Margins – 15.0%
- Debt by Equity - 1.24
- Interest Coverage - 3.51



# Our key milestones

**1981**



Company incorporated and commenced manufacturing Hamilton Poles

**1990**



Company entered into manufacturing of Telecom Towers & Masts

**2001**



Set up LPG cylinder manufacturing unit

**2003**



Set up first Tube Mill

**2005**



Set up first Galvanizing Plant

**2006**



Crossed revenue of INR 100 Crore



Got POWERGRID approval for Tower unit and first order itself for 400KV towers (the highest voltage level at that time)



Entered into a manufacturing Tieup with Ramboll, Denmark- the world's largest Tower design company

**2007**



Entered into value addition of steeltubes as Scaffoldings

**2008**



Started process of conversion of Tower production process from manual to automated CNC



2009



Got India's first order for 800KV transmission towers from PGCIL



Commissioned Uluberia unit with first PVC unit and India's first double side GI plant

2010



Entered into backward integration of the two major product verticals Tubes & Tower, by way of strip mill and angel mill respectively

2013



Crossed revenue of INR 1000 crore



Alliance agreement with the South Americas largest TSO for exclusive supply to their transmission project

2014



Listed with BSE, nationwide premier stock exchange



Listed with NSE, a premiere stock exchange of India



Technological tie up with SEKISUI of Japan for CPVC compound.

2015-16



New PVC unit got operational at Ahmedabad, Guwahati & Sikandrabad



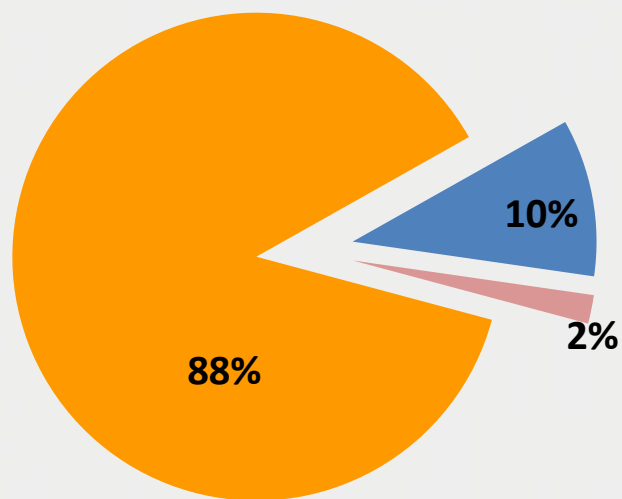
Company is awarded as "Fastest growing Transmission Tower company" by CNBC TV18



Company was awarded 'The Best Industry in Water Resources Sector' from the Central Board of Irrigation and Power



# Skipper: Business Segments



- Engineering Products
- Polymer products
- Infra Projects

|                         | Engg Products                                                                                                                                                                                                                                        | Polymer Products                                                                                                                                           | Infra Projects                                                                                                                                          |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Capacity (MTPA):</b> | 200,000                                                                                                                                                                                                                                              | 35,000                                                                                                                                                     |                                                                                                                                                         |
| <b>Product Range</b>    | <ul style="list-style-type: none"> <li>• Power Transmission Tower</li> <li>• Power Distribution Poles</li> <li>• Monopoles</li> <li>• MS &amp; High Tensile Angles</li> <li>• Fasteners</li> <li>• Tower Accessories</li> <li>• ERW Pipes</li> </ul> | <ul style="list-style-type: none"> <li>• UPVC Pipes</li> <li>• CPVC Pipes</li> <li>• SWR Pipes</li> <li>• Fittings</li> </ul>                              | <ul style="list-style-type: none"> <li>• Transmission Line EPC</li> <li>• Underground Utility laying by HDD</li> <li>• Water EPC</li> </ul>             |
| <b>Highlights</b>       | <ul style="list-style-type: none"> <li>• Ranks among the world's leading transmission tower manufacturer and Top 3 in India</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• Strong Dealership Network:</li> <li>• Aggressive Capacity expansion plan: to become a pan India player</li> </ul> | <ul style="list-style-type: none"> <li>• Recently forayed as part of forward integration activity.</li> <li>• Targeting high margin business</li> </ul> |
| <b>Net Sales</b>        | <ul style="list-style-type: none"> <li>• Rs 12,822 Mn (3yr CAGR 15.4%)</li> </ul>                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Rs 1,525 Mn (3yr CAGR 46.9%)</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>• Rs 277 Mn (3 yr CAGR 17.1%)</li> </ul>                                                                         |

# Our management team



**Mr. Sajjan Kumar  
Bansal**

*Managing Director*

The driving force behind the company's exponential growth since the start of the new millennium. Under his visionary leadership, the company has grown from a single unit, single product manufacturer into a multi-unit, multi-product manufacturing enterprise – ranging from steel to plastics.



**Mr. Sharan Bansal**

*Director*

A mechanical engineering graduate, he is currently heading the tower manufacturing and EPC business of the company and has taken it to a leadership position in the industry.



**Mr. Devesh Bansal**

*Director*

A Masters in International Business, he is heading the tubes and tubular products divisions of the company. He is also responsible for the group's upstream expansions.



**Mr. Siddharth Bansal**

*Director*

Heading the company's first diversification into non-steel products, he is responsible for the PVC pipe manufacturing divisions. He has a degree in Entrepreneurship from the University of Illinois, US.



# Our management team



**Mr. Amit Kiran Deb**

*IAS (Retd)  
Chairman*

Held several responsible and important portfolios in the WB State Government such as Home, Cultural & Information, Tourism and Industry before finally retiring as Chief secretary and Tourism secretary, he has had close interactions with prominent industrial houses in West Bengal as well as in India and has profound knowledge and experience with different types of industries.



**Mr. Joginder Pal Dua**

*Ex Chairman,  
Allahabad Bank & BIFR*

Served as Chairman and Managing Director of Allahabad Bank for five years and retired as Chairman of Board for Industrial & Financial Reconstruction (B.I.F.R.). He has held several important portfolios in many reputed banking organizations and was on the governing board of several premier education institution like NIBM, XIMB, IBPS, IIBF and IIBM.



**Mr. Manindra Nath Banerjee**

*IAS (Retd)*

Served as Managing Director as well as Chairman of more than 10 State Government undertakings. He has also worked in Durgapur Steel Plant on deputation from State Government.



**Mrs. Mamta Binani**

*President, Institute of  
Company Secretary of India*

President of the Institute of Company Secretary of India and occupied as one of the leading practicing Company Secretary from the eastern India. Her professional career includes 17 years of experience in corporate consultation & advisory.



# India: At the take-off stage



- One of the fastest growth trends anywhere in the world
- Set to overtake China growth rate
- Consistent growth projections over 7%
  - ▣ 7.6% GDP growth in FY16 vs 7.3 % in FY15
- Macro indicators turning positive
- Improving IIP trends, Electricity showing positive trend for last 4 years

Amidst slowdown in global growth, most multilateral agencies remained upbeat on India growth story by projecting the growth forecast substantially higher than global growth averages.



- Domestically the government continues to push along the path of reforms, transparent policy making and faster project clearance.
- Launched Ambitious “Make in India” scheme and focusing on improving ease of doing business in India.
- Improving CAD & Inflation scenario.
- Stable Exchange Rate.
- Softening interest rate cycle.
- Lower commodity and Crude prices.
- Higher FDI Limits opened in key sectors like Railways & Defence.
- Proposed introduction of GST will potentially add to economic growth.



# Engineering Products

## Power Transmission & Distribution Business



# Skipper: Power transmission business



## India: Exponential power transmission sector opportunities

- Power-evacuation constraints and high T&D losses have attracted the attention of policy-makers for more investment in transmission infrastructure to match the investment in power generation
  - Under-investments in power transmission vis-à-vis generation finally catching up
  - Dedicated schemes of Rs 1.09 lakh cr for 24x7 power in rural and urban areas
  - An unprecedented Rs 1 lakh cr allocated by the central government for the national transmission grid
- In each Transmission Line project (excluding substations), portion of towers is about 40% . Conductors and Insulators are about 40% and EPC is about 20%
  - The government's increasing focus on transmission reflected in the total line capacity addition from 2,57,481 Ckm in the 11th Plan to 3,64,921 in the 12th Plan
  - India Transmission capex estimated at INR 2.6 trillion (+49%) in the 13<sup>th</sup> Plan.
  - The government estimates 29% increase in capacity (400kV and above) for the 13th plan.

*Transmission sector capacity addition (Ckm)*

| 9th Plan | 10th Plan | 11th Plan | 12th Plan (upto January '16) |
|----------|-----------|-----------|------------------------------|
| 1,52,269 | 1,98,407  | 2,57,481  | 3,37,982                     |



## India: Exponential power transmission sector opportunities

Establishment of dedicated green energy transmission corridors to cater to the massive renewable power generation target of 1,75,000 MW by 2022

Growing interest in tariff-based competitive bidding (TBCB) by several private sector giants such as Sterlite, Essel and Adani

Growing inclination by the SAARC to develop robust transmission grid connections for ease of power trade between the nations

Sizeable products currently under bidding are:

- Rs 10,000 cr transmission investments in India's northeast under the NERPSIP programme
- Rs 25,000 cr 800 KV HVDC Raigarh Pugalur Transmission project
- Rs 40,000 cr Plus Green Corridor Projects (Lines being built in Western region catering to Renewable power sources)

# Skipper: Power transmission & Distribution business overview



- Emerged as India's only company (of its size) focusing on transmission tower manufacturing, rather than EPC.
- Ranks among the world leading transmission tower manufacturer & Top 3 in India



- One of the lowest cost producer of transmission tower in the world
- Presence across business sub segments – Towers, Tubular Poles, Monopoles & EPC



- First company in India to manufacture and supply 800 KV transmission towers to PGCIL
- Complete control over the value chain from angles to tower production to fasteners to EPC with a high degree of performance

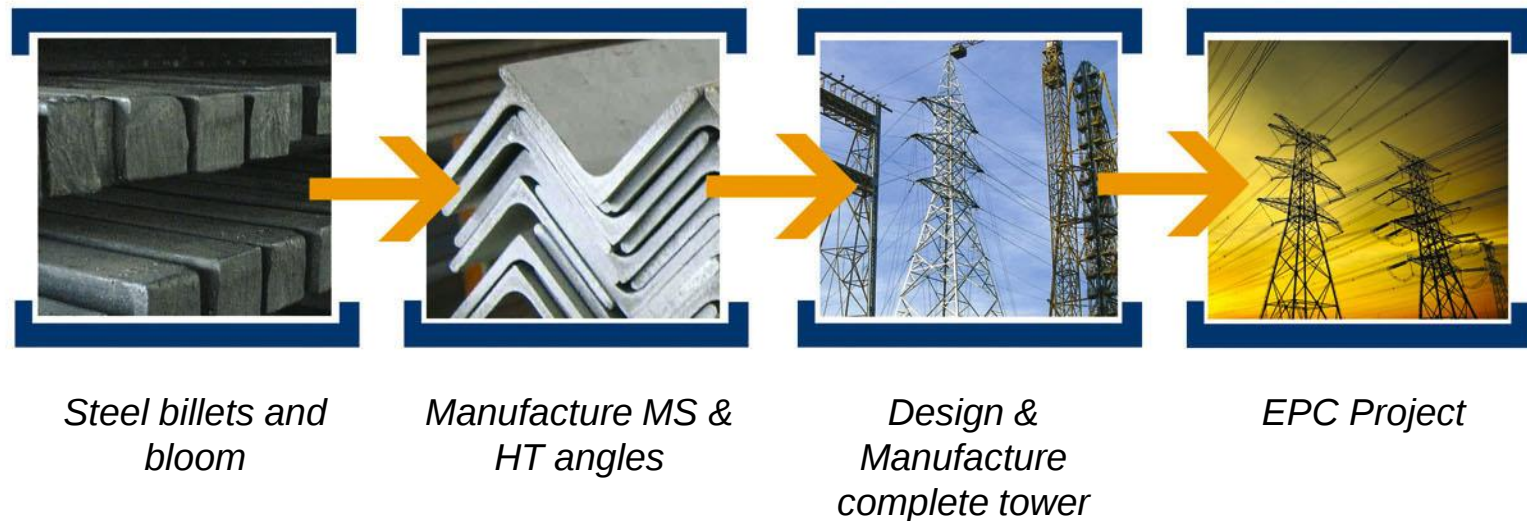


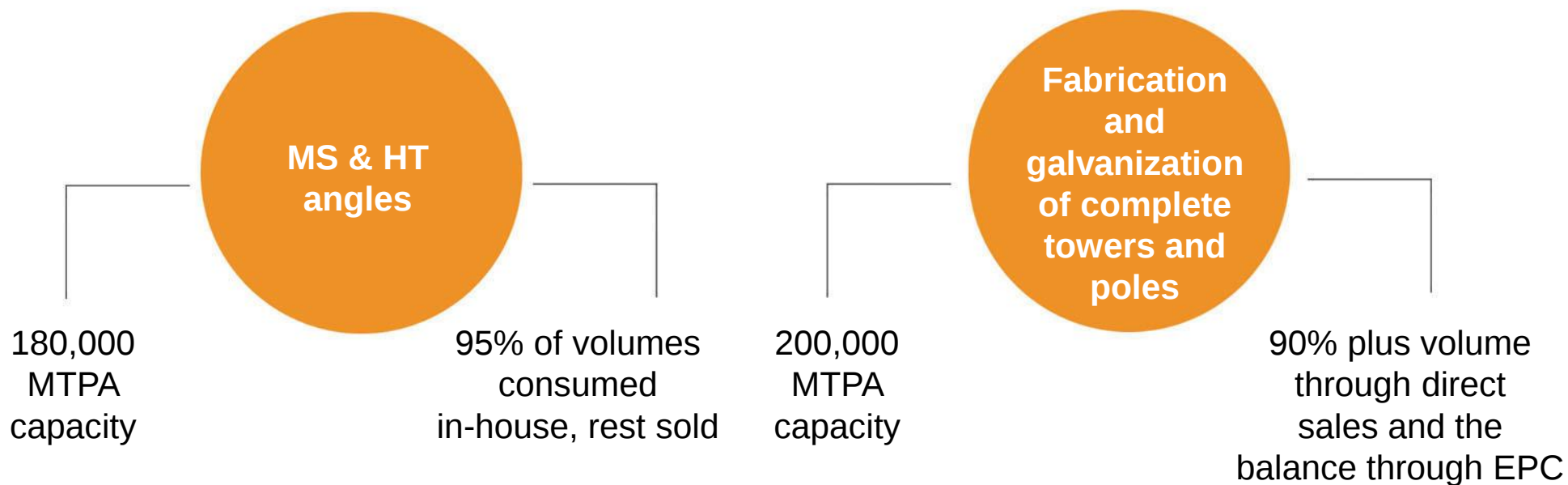
# Skipper: Power transmission & Distribution business



## Plant Facilities & Integrated Value Chain

Skipper has three state-of-the-art manufacturing plants in Eastern India, two at Jangalpur and one at Uluberia, all near Kolkata, with an installed capacity of 200,000 MTPA

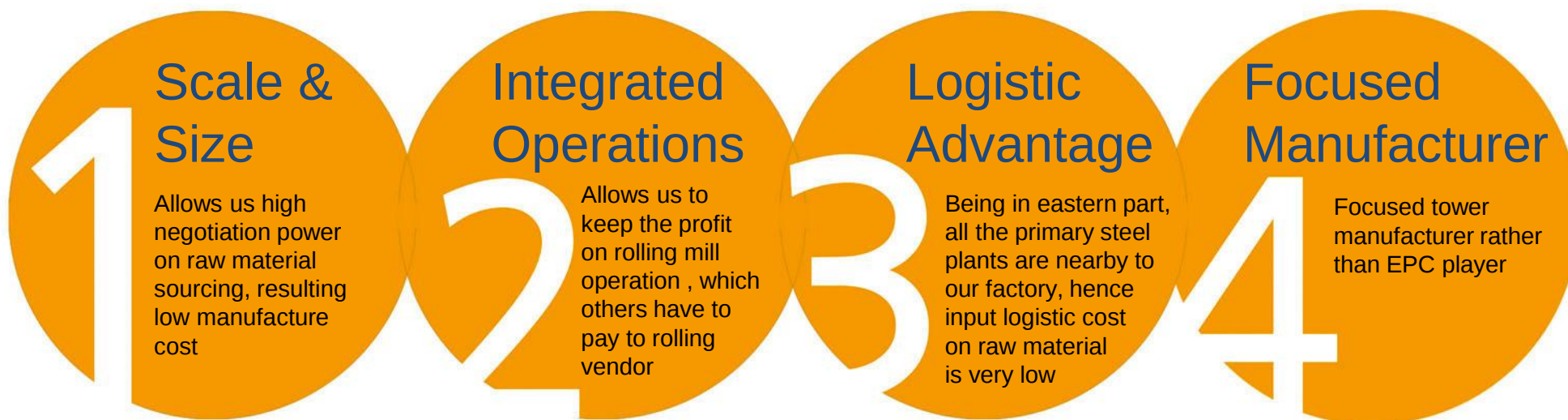




- Captive galvanizing plants and angle and plate CNC lines ensure highest product quality and timely supplies, strengthening customer trust and ensuring repeat business
- Over 75% of our manufacturing is carried out using automated CNC lines, imported from reputed global suppliers.



# Why our T&D margins are better than our peers ?



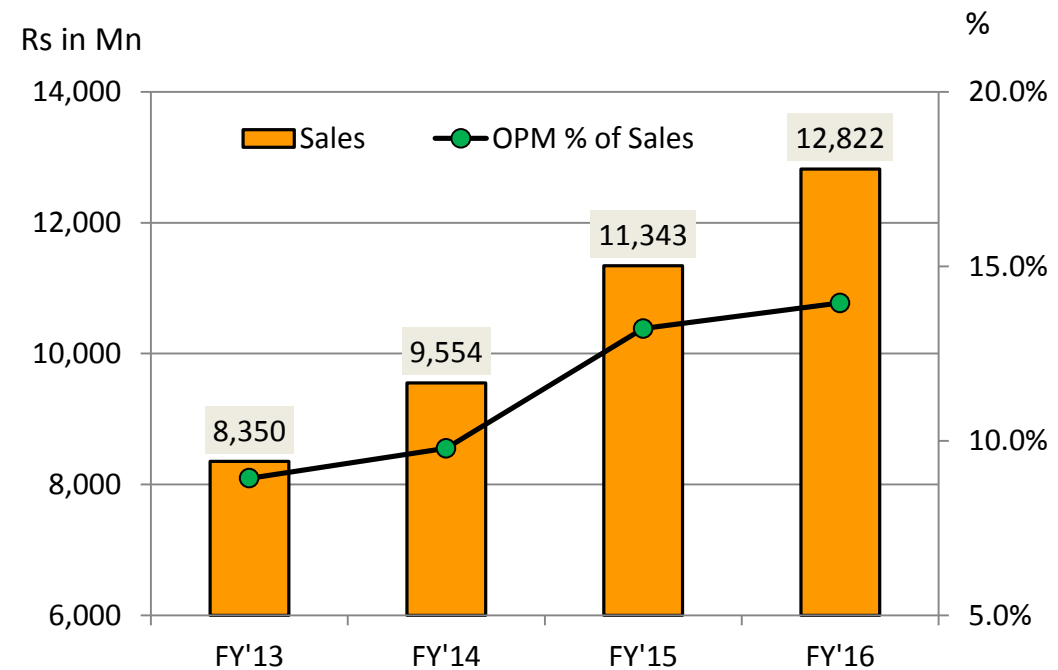
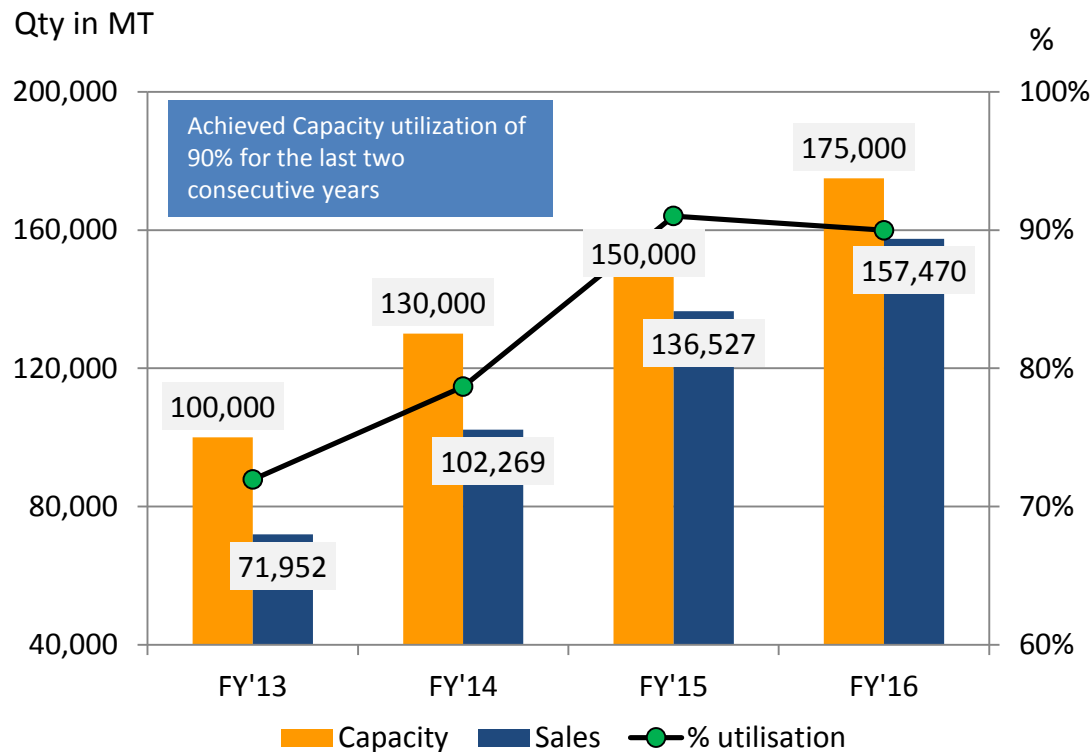
**Effect:** The combined effect of all four advantages resulting to about **3-4%** additional profit for us as compared with peers



# Global Foot Prints



# Engineering Segment – Performance



Note:

- Assumption based with unallocated corporate expenses allocated in combined prorata share of sales and capital employed.
- Operating margin excludes gain from forex forward contracts

# What prevents the entry of new players in the business – our competitive moat

- Easy to replicate costs – not economics
- Large upfront investments in assets and capacities / approx capex of Rs 4000 Mn for building tower capacity of our size
- Challenges in large-scale industrial land availability, environmental and safety clearances and NOCs
- Challenges in continuous cost-effective working capital supply for smooth functioning of business
- Challenges in forging customer relationships; empanelment with PGCIL is a near 5-year process
- Need of past credentials including significant projects

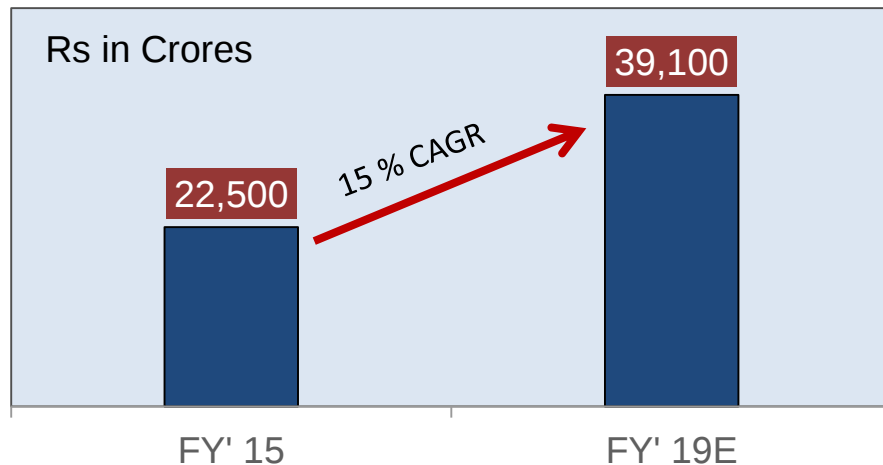


# Polymer Products Business



# Skipper: Urban rejuvenation of water take-off

## PVC Pipes Industry – Growth Opportunity Size



- PVC pipes and fittings market is projected to grow @ 15% CAGR in FY15-19E
- The industry estimates installed capacity to move from 17 Lac MT to 33 Lac MT over FY 15-19E

The government has announced massive investment plans in the water transmission & distribution space

The government thrust on water, irrigation, improving sanitation, urbanization, the pvc pipes and fittings market to grow at a much faster pace

Programmes of Rs 98,000 cr announced for building next generation infrastructure – smart cities and urban transformation

Major focus by the government to develop 100 smart cities at a total cost of over Rs 7,000 cr

Catalytic shift towards the organized sector for a wide range of building materials now visible for water pipes as well

Modern high-rise buildings and large township projects leading to the demand for evolved plumbing solutions

Government focus on infrastructure, irrigation and farm productivity

# **Skipper:** Polymer products business

**Business constitutes the manufacturing, branding and supply of Polymer pipes and fittings**

**Largest PVC pipes manufacturer in West Bengal; one of the largest capacities in eastern India**

**Cumulative production capacity of 35,000 TPA created within only 5 years of business launch**

**Technological tie-up with two of the world's most renowned companies Sekisui of Japan for CPVC compound and**

**Wavin Group of The Netherlands for advanced plumbing solutions**

**These partnerships open up the prospects of premium brand positioning and product differentiation**

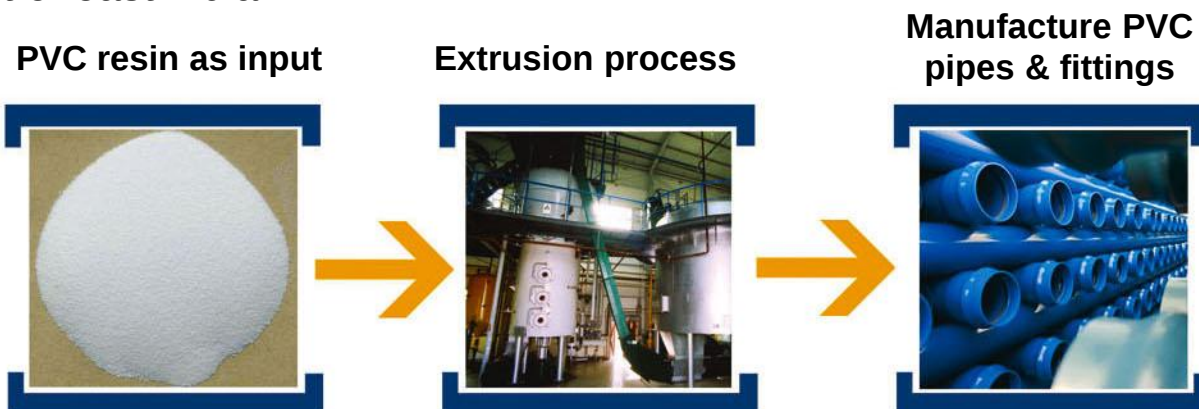
**Large-scale and widespread distributorship of over 750 channels**

**Scale economies in procurement of PVC resin locally as well as through imports**

# Plant Facilities & Integrated Value Chain

## Skipper has Cumulative Polymer Pipes production capacity of 35,000 TPA

- 15,000 MTPA located in Uluberia, West Bengal
- Newly-established 10,000 MTPA located in Ahmedabad, Gujarat, and 4000 MTPA Plant Guwahati, Assam and 6,000 MTPA plant in Sikandrabad, Uttar Pradesh represents first such venture to be located out of east India



State of the art extrusion machines and processes that ensures consistent quality & long lasting Pipes

The pipes are extruded and tested to meet industry standards for endurance and durability



# Skipper Polymer Pipes

## Range of products

- UPVC Lead-Free Plumbing Pipes
- CPVC by Durastream hot and cold Pipes and Fittings
- SWR Magik Flow Pipes and Fittings
- Agricultural Pipes & Fittings
- Borewell and Irrigation Pipes and Fittings
- HEP20 Polybutylene System





## UPVC Lead-Free Plumbing Pipes

- Unaplasticised Polyvinyl Chloride Skipper High pressure UPVC solvent weld system are the most suitable and easy and economical solution for transportation and distribution of portable water
- It is manufactured in 15mm to 300 mm sizes as per ASTM D-1785
- The complete range of fittings in SCH 80 and also available as per ASTM D- 2846
- Pipes are 3 m long and are available in both SCH 40 and SCH 80
- A lead free variant is also available



## CPVC by Dura stream Pipes and Fittings

- Skipper CPVC Durastream hot and cold pipes and fittings Corrosion free hot and cold pipes and fittings comes with the standard of IS 15778 and ASTM 2846
- It is a long lasting and cost effective solution for Hot and cold water in plumbing and portable applications
- The pipe are available in the complete range from 15mm to 50 mm. The pipes are available in SDR 11 and SDR 13.5, whereas fittings are available in SDR 11 pressure class



## SWR Magik flow Pipes and Fittings

- SWR pipes- (Soil, water and rain)
- Smooth finishing Magik flow pipes and fittings that allows free flow ensuring better performance
- It is highly recommended for residential / office /hotel and commercial use
- It comes in 75mm/ 110mm/ 160mm
- Light and easy to handle, They have very high tensile and impact strength making it tough, resilient and durable
- It is resistant to rust, UV Radiation and most chemical action, They ensure a very long life span





## Borewell system and Column Pipes

- **Skipper Borewell Casing Pipes :**

Highly recommended by experts at the highest level for its strength and longer span. They are cost-effective, light and easy to install. It offers three types:

- Casing shallow - these pipes are suitable for wells with depths upto 80m
- Casing medium - these pipes are suitable for wells with depth above 80m and upto 250 m
- Casing deep - these pipes are suitable for wells with depth above 250m and upto 450m

- **Skipper Ribbed Strainer Pipes :**  
Are available in 1.8,2 and 3m lengths, they are used for filtration of ground water and are installed at that depth of boring pipe where clean water is available.

They conform to IS: 12818

- **Skipper Column Pipes :**

Are made to Fit in extra depths and sustain load deep under. These pipes are used for transmission of water from a submersible pump towards the desired source



## Agricultural Pipes and Fittings

- These are the best solution for perfect Irrigation
- The Skipper brand of rigid PVC Pipes Comes under class 1,2,3,4 and 5 with water pressure capacity of 2.5kg/cm<sup>2</sup>, 4kg/cm<sup>2</sup>, 6kg/cm<sup>2</sup>, 8kg/cm<sup>2</sup> and 10kg/cm<sup>2</sup> respectively
- Also widely used for long water supply lines to deliver water to agricultural fields.
- They have superior quality and thickness and are generally used for irrigation and under ground laying of pipes for fresh water supply.
- Rigid pipes conform to IS 4985 and Fittings conform to IS 10124



**CPVC | UPVC | SWR | BOREWELL | AGRICULTURE**



# Outperformance driven model

## Competitive Advantage

INR 8000 per MT of capacity added ( industry average of about INR 20000 per MT) achieved through Asset Light model



## Contemporary

60% of Gross block less than 5 years old  
Cost effective management;  
and one of the very few companies in India to be assured of CPVC for manufacture of state of the art pipes

## Brand positioning

Value for money despite a narrowing price differential between its products and their band leader



## De - Risked

Retail sales 90% of volumes; lower Vern ability to cyclical impact



# Business Summary Highlights

- Skipper's Polymer products business is a high growth segment and has been growing at a fast clip of 50% over the past few years
- With its new expansion plans, the business is expected to double its size every year for the next 3-4 years with a targeted capacity of 1,00,000 MT, within as many years
- EDIBTA-accretive business with average margins of 13% - 14%
- Tie-ups with Sekisui will further aid the product premiumization strategy and help open up new customer segments and geographies
- Accelerated capacity creation plans - Already established 3 plants during FY 16, another plant coming up in Hyderabad for catering to South India markets.
- Presence of only a handful of national brands (only 4 to 5) provides for a significant upside for a financially-strong frontline company like Skipper to swiftly break into segment and create a pan-India presence



Polymer products business (contd...)

## What prevents the entry of new players in the business – our competitive moat

- Business perceptibly moving towards branded products in the organized sector
- Specialized competencies required on the manufacturing side to produce quality products conforming to ISO standards
- Large-scale investments required in building brand visibility and consumer trust
- Fairly high capex of Rs 20,000 per tonne required to set up a scalable capacity.



# Polymer products growth & ambition blueprint

- Increase capacity ten-fold to 100,000 TPA by FY 18
- Emerge among the top five PVC pipe makers of India
- Evolve from Zonal to National
- The addition of CPVC pipes to the product basket strengthens our position further in plumbing Centre's apart from the the rural agricultural sector
- Pursue mix of equipment rental cum asset-lightness cum equipment portability
- Focus on achieving best quality at lowest delivered cost
- 90% retail sales to taper to 60% (rest projects)



# Advantage Skipper



# Advantage Skipper

- Present in two of India's high-growth businesses with potential catch-up demand plus fresh demand
- Increasing business synergies with potential to cross-sell products
- Projected increase in blended margins on account of value-added products and venture
- Backward integration enabling cost optimization, swifter time-to-market, high quality control, timely dispatch, superior customer service, much lower exposure to commodity price fluctuations, higher margins and business sustainability and facilitating entry into new geographies with new products and solutions



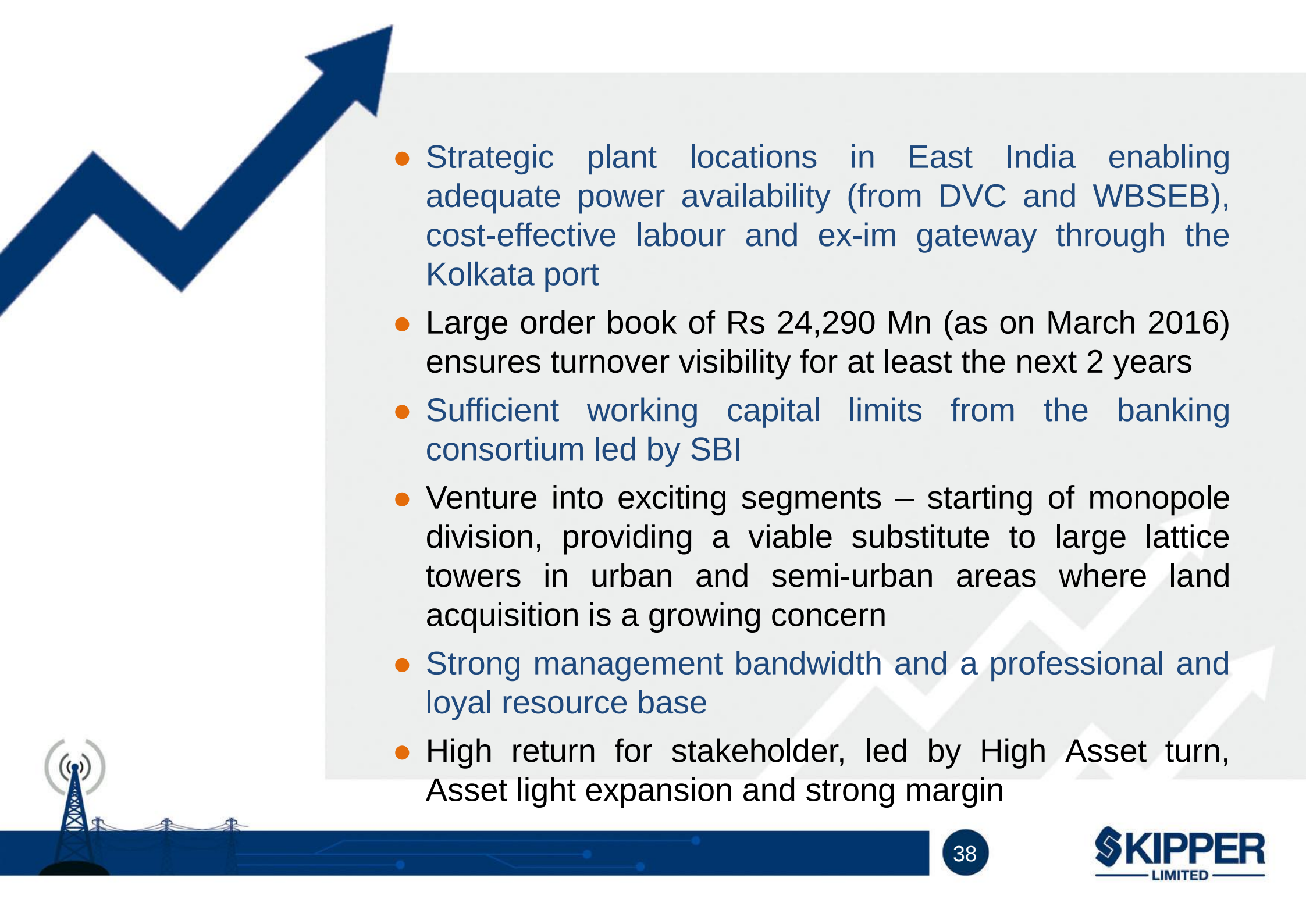
# Advantage Skipper

- PGCIL approved and ISO certified plant with large manufacturing capacity enable us to participate in large projects size orders
- Sizeable and growing capacities help serve large order sizes promptly
- Flexible production schedule to cater to varying order sizes
- Complete backward integration reduce customer exposure to commodity volatility; this fosters a stable pricing environment
- Engineering and design excellence help optimize product and process costs and drive high levels of customization



- One stop customer convenience through in-house availability of products, accessories and technical services
- Strong logistics support ensuring doorstep delivery
- Good industrial relations; large and stable workforce
- Multiple plant locations; contemporary technology
- Several pride-enhancing customers – PGCIL, Tata Projects, EMC, Tata Steel, Angelique International, EMCO Ltd, Reliance Jio, etc



- 
- Strategic plant locations in East India enabling adequate power availability (from DVC and WBSEB), cost-effective labour and ex-im gateway through the Kolkata port
  - Large order book of Rs 24,290 Mn (as on March 2016) ensures turnover visibility for at least the next 2 years
  - Sufficient working capital limits from the banking consortium led by SBI
  - Venture into exciting segments – starting of monopole division, providing a viable substitute to large lattice towers in urban and semi-urban areas where land acquisition is a growing concern
  - Strong management bandwidth and a professional and loyal resource base
  - High return for stakeholder, led by High Asset turn, Asset light expansion and strong margin



# Performance Update

## 12M & Q4 FY'16



# Awards & Accolades

- ❑ Won the prestigious “Largest Tower Supplier” award by Power Grid Corporation of India Ltd. (PGCIL) in the Tower Supply category
- ❑ Awarded and recognized as the “Best Industry in Water Resource Sector” in India by Central Board of Irrigation and Power.
- ❑ Awarded with “Star Performer Award 2013-14” from EEPC India in the large enterprise category.
- ❑ Accorded with coveted status of Two Star Export House by the Ministry of Commerce and Industry, Government of India.
- ❑ Proud entrant to the NSE elite club of India’s Top 500 companies by market capitalization as on 31st March 2016.

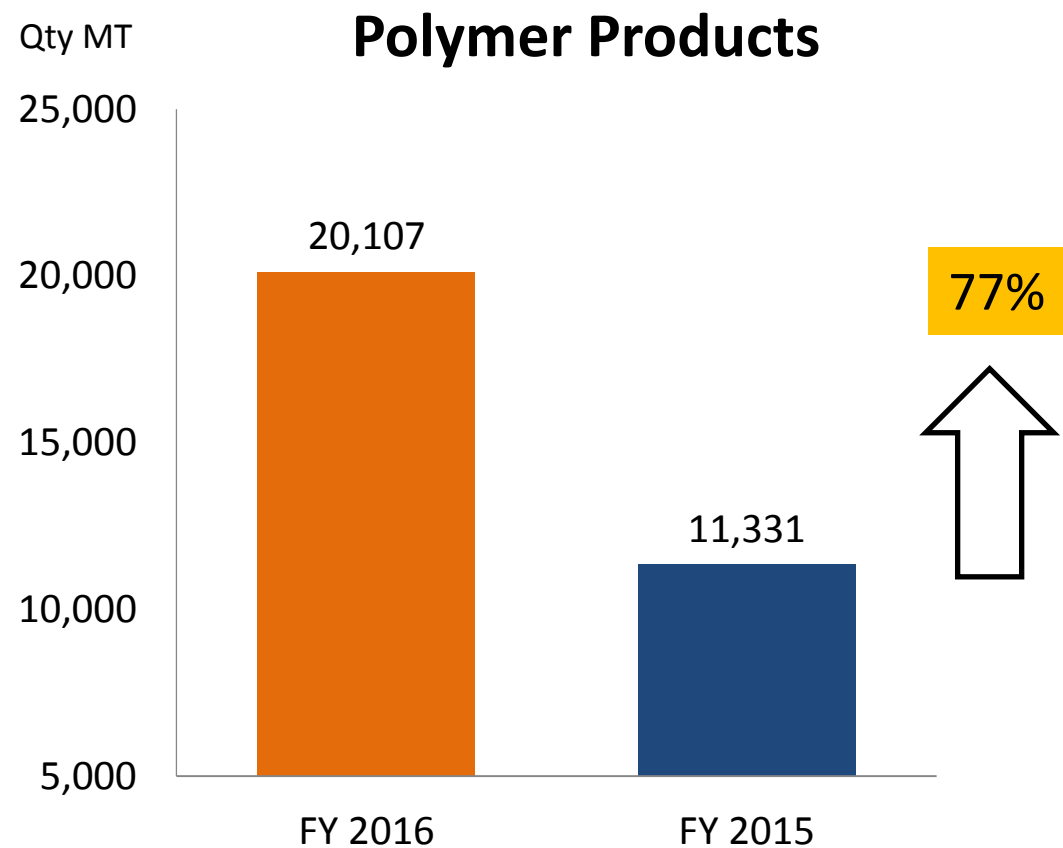
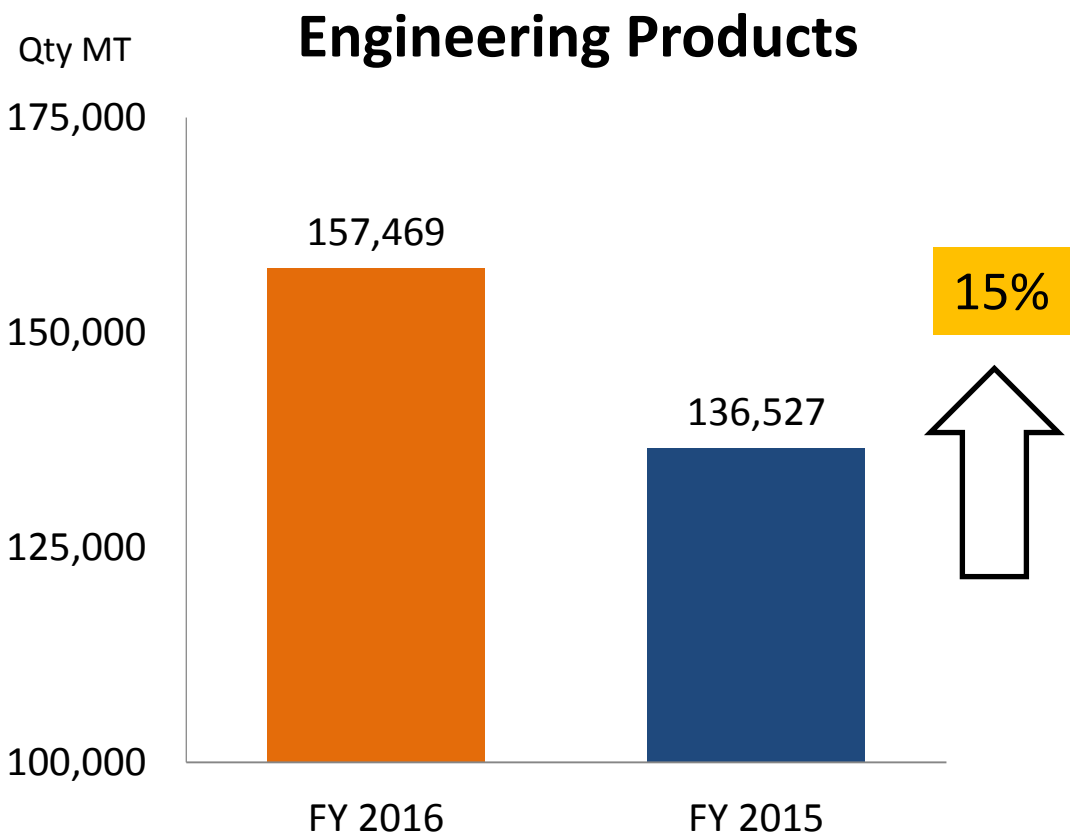


# Key Achievements

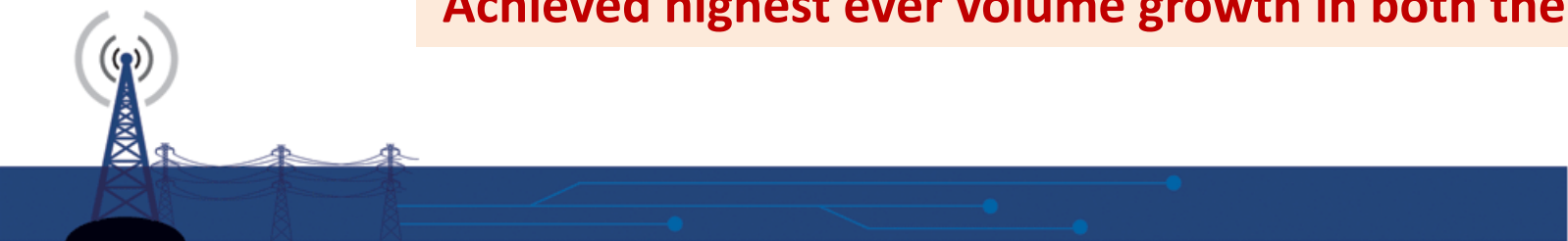
- ❑ Polymer products manufacturing capacity increased 3X during the year to 35,000 MTPA, Set up 3 PVC manufacturing plant products under asset light model at Ahmedabad, Guwahati and Sikandrabad.
- ❑ Installed India's largest galvanizing plant with capacity of 8,000 T/ Month enabling company to manufacture Tower & Monopoles of the highest sizes.
- ❑ Executed prestigious & challenging export orders for supply of engineering products to LATAM regions , Share of Export to total revenue at 45%
- ❑ Entered into technological tie up with SEKISUI of Japan for CPVC "Durastream" compound to produce CPVC pipes of premier quality.
- ❑ Polymer products business witnessed significant growth owing to proactive market foray and enhanced scale; addition of CPVC into plumbing products basket; Significant addition in dealer network.
- ❑ The Company's external credit rating has been upgraded two notches by CARE from A- to A+ on account of improved operational & financial performance in conjunction with better growth prospects.



# Quantitative Performance



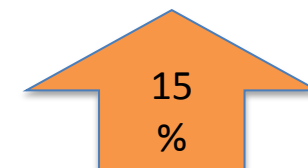
**Achieved highest ever volume growth in both the segments**



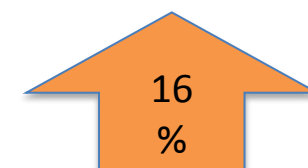
# Financial Performance - 12M FY'16

| Sl. No | Profit & Loss Summary              | 12M FY 16       | 12M FY 15 | Change % |
|--------|------------------------------------|-----------------|-----------|----------|
|        |                                    |                 |           | YoY      |
| 1      | Net Sales                          | <b>14,623.5</b> | 12,702.3  | 15.1%    |
| 2      | Operating EBITDA                   | <b>2,011.1</b>  | 1,731.5   | 16.1%    |
|        | % of Sales                         | <b>13.8%</b>    | 13.6%     |          |
| 3      | Depreciation                       | <b>241.2</b>    | 219.9     |          |
| 4      | Interest Expenses                  | <b>570.0</b>    | 582.6     |          |
| 5      | Other Income incl. Interest Income | <b>51.7</b>     | 16.6      |          |
| 6      | Operating PBT (2-3-4+5)            | <b>1,251.6</b>  | 945.6     | 32.4%    |
|        | % of Sales                         | <b>8.6%</b>     | 7.4%      |          |
| 7      | Income from Fwd Contracts          | <b>181.4</b>    | 420.1     |          |
| 8      | PBT (6+7)                          | <b>1,433.0</b>  | 1365.7    | 4.9%     |
| 9      | Tax                                | <b>481.7</b>    | 474.0     |          |
| 10     | PAT (8-9)                          | <b>951.3</b>    | 891.7     | 6.7%     |

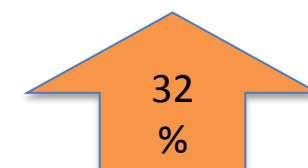
Note: Operating EBITDA (W/o Other Income) & Operating PBT excludes income from forward contracts



**Net Sales**



**Operating  
EBITDA**

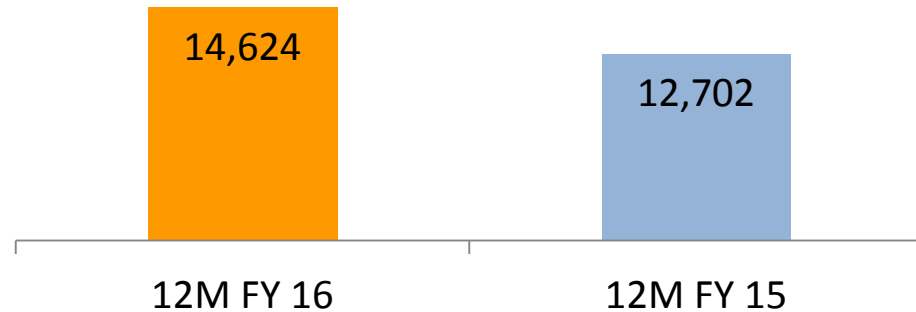


**Operating  
PBT**



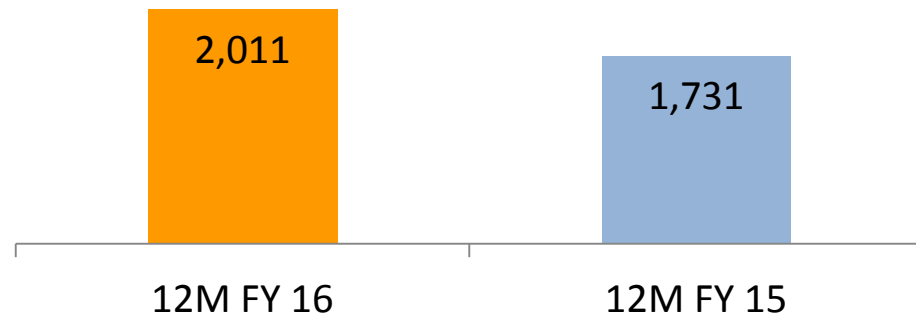
# Financial Highlights - 12M FY'16

## Net Sales



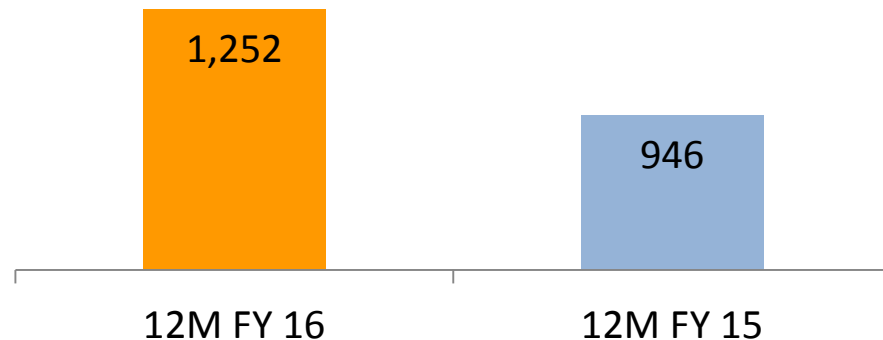
- Net Sales increased by 15%
- Multifold increase in export revenues, share of Export to total revenue at 45%.
- Falling commodity prices restricted sales value growth, even though sales volume has grown.

## Operating EBITDA (W/o Forex & Other Income)



- Operating Profit grown by 16%
- Operating EBITDA Margin improved to 13.8%

## Operating PBT (W/o Forex Income)



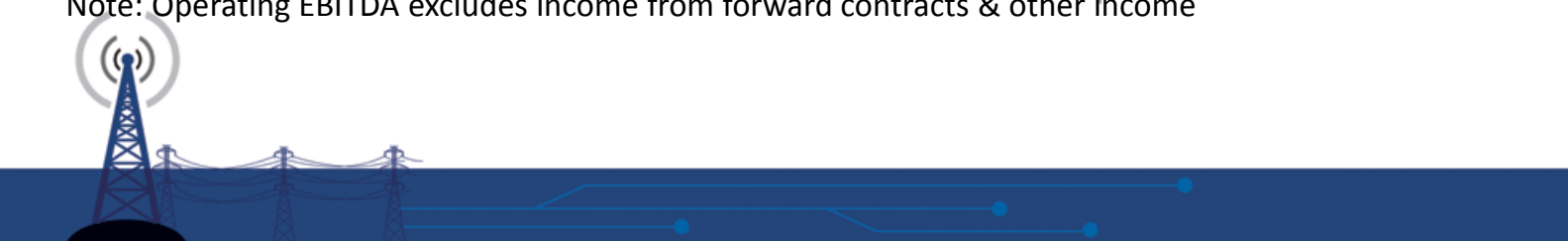
- Operating Profit grown by 32%
- Operating PBT margin at 8.6%, improved by 120 bps over previous year.

# Financial Performance - Q4 FY'16

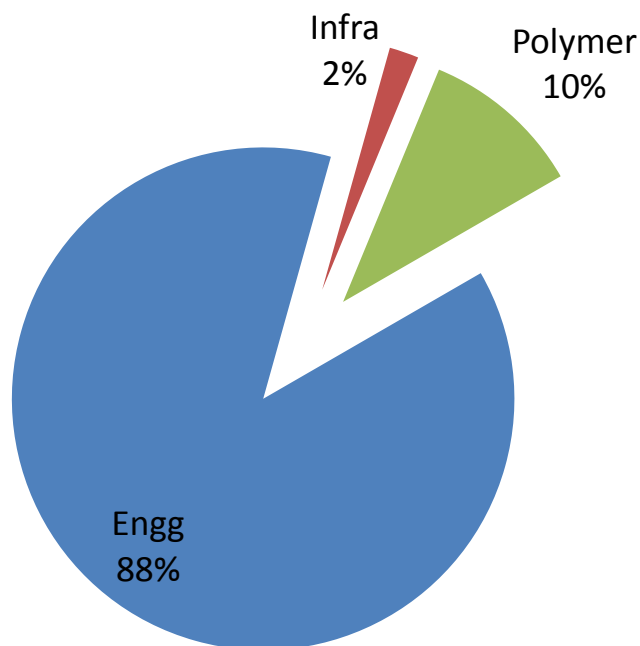
**Net Sales**  YoY up by 5%  QoQ up by 45%
 **Operating EBITDA**  YoY up by 7%  QoQ up by 48%
 **PBT**  YoY up by 12%  QoQ up by 82%
 **PAT**  YoY up by 19%  QoQ up by 93%

| Profit & Loss Summary              | Q4 FY 16        | Q4 FY 15       | Change % | Q3 FY 16       | Change % |
|------------------------------------|-----------------|----------------|----------|----------------|----------|
|                                    |                 |                | YoY      |                | QoQ      |
| Net Sales                          | <b>5,227.30</b> | <b>4,994.7</b> | 4.7%     | <b>3,615.7</b> | 44.6%    |
| Operating EBITDA                   | <b>734.1</b>    | <b>686.9</b>   | 6.9%     | <b>495.0</b>   | 48.3%    |
| % of Sales                         | <b>14.0%</b>    | <b>13.8%</b>   |          | <b>13.7%</b>   |          |
| Depreciation                       | <b>63.3</b>     | <b>63.4</b>    |          | <b>61.3</b>    |          |
| Interest Expenses                  | <b>155.4</b>    | <b>153.5</b>   |          | <b>153.1</b>   |          |
| Other Income incl. Interest Income | <b>11.0</b>     | <b>0.8</b>     |          | <b>8.5</b>     |          |
| PBT                                | <b>526.4</b>    | <b>470.8</b>   | 11.8%    | <b>289.1</b>   | 82.1%    |
| % of Sales                         | <b>10.0%</b>    | <b>9.4%</b>    |          | <b>8.0%</b>    |          |
| Tax                                | <b>165.3</b>    | <b>168.2</b>   |          | <b>102.1</b>   |          |
| PAT                                | <b>361.1</b>    | <b>302.6</b>   | 19.4%    | <b>187.0</b>   | 93.1%    |

Note: Operating EBITDA excludes income from forward contracts & other income



# Segment Performance - Q4 & 12M FY'16



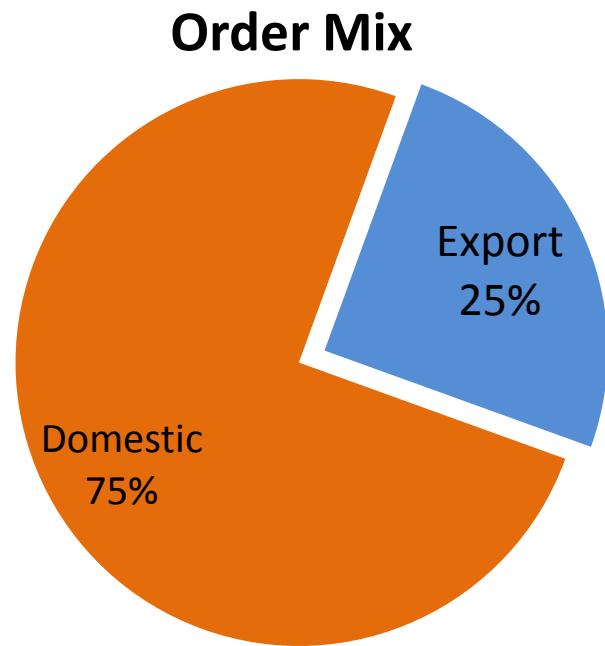
**Revenue Mix – 12M FY'16**

Rs in Mn

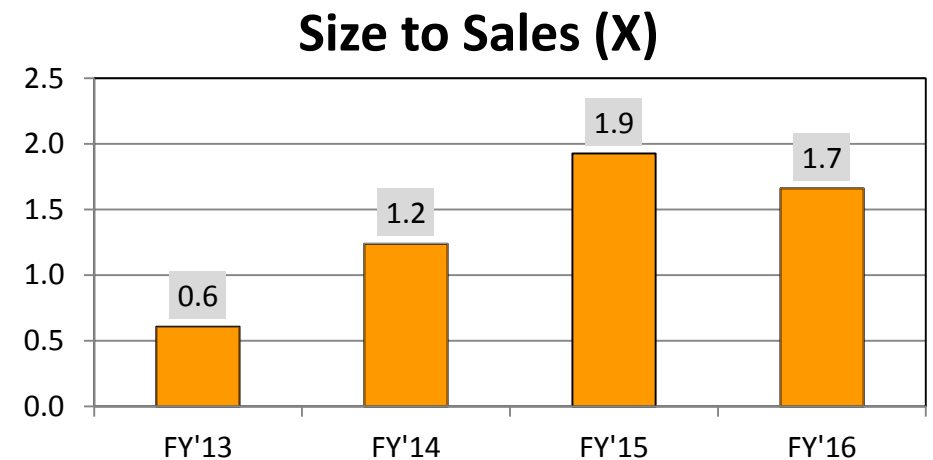
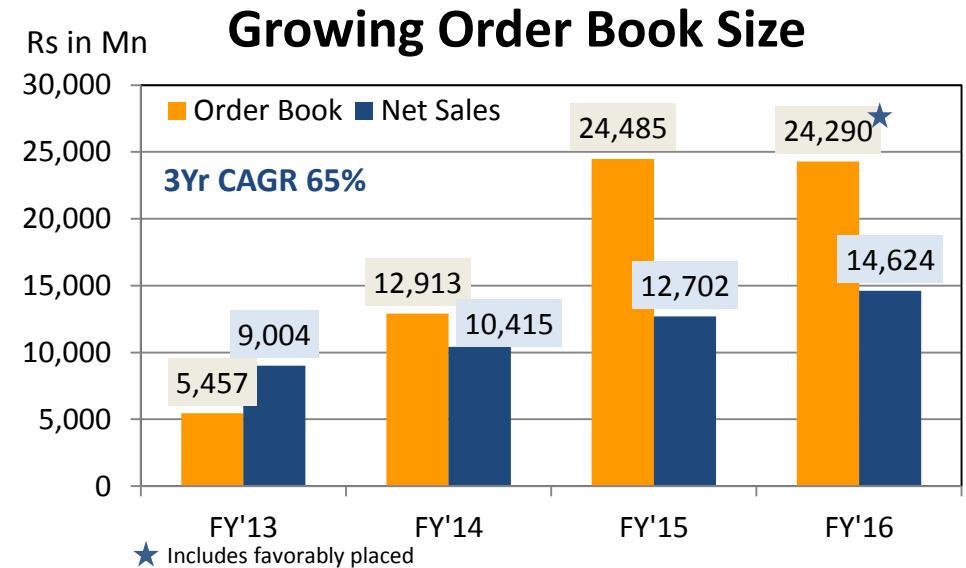
| Segment          | Profit & Loss Summary    | Q4 FY 16 | Q4 FY 15 | Change % | 12M FY 16 | 12M FY 15 | Change % |
|------------------|--------------------------|----------|----------|----------|-----------|-----------|----------|
| Engg Products    | Segment Sales            | 4,589.2  | 4,408.8  | 4.1%     | 12,821.6  | 11,342.6  | 13.0%    |
|                  | Segment Result (Excl FX) | 674.5    | 566.5    | 19.1%    | 1,756.1   | 1,389.0   | 26.4%    |
|                  | % of Sales               | 14.7%    | 12.8%    |          | 13.7%     | 12.2%     |          |
| Polymer Products | Segment Sales            | 557.6    | 433.5    | 28.6%    | 1,525.3   | 897.3     | 70.0%    |
|                  | Segment Result           | 54.9     | 55.3     | -0.7%    | 165.1     | 102.8     | 60.6%    |
|                  | % of Sales               | 9.9%     | 12.8%    |          | 10.8%     | 11.5%     |          |
| Infra Projects   | Segment Sales            | 80.5     | 152.4    | -47.2%   | 276.6     | 462.4     | -40.2%   |
|                  | Segment Result           | 4.4      | 12.5     | -64.5%   | 42.8      | 110.1     | -61.1%   |
|                  | % of Sales               | 5.5%     | 8.2%     |          | 15.5%     | 23.8%     |          |



# Skipper: Diversified Order Book (March 2016)



There are existing unopened bids worth over Rs 1,200 crores under submission for which results are awaited and the company expects to see a significant portion of those getting converted into the order books.

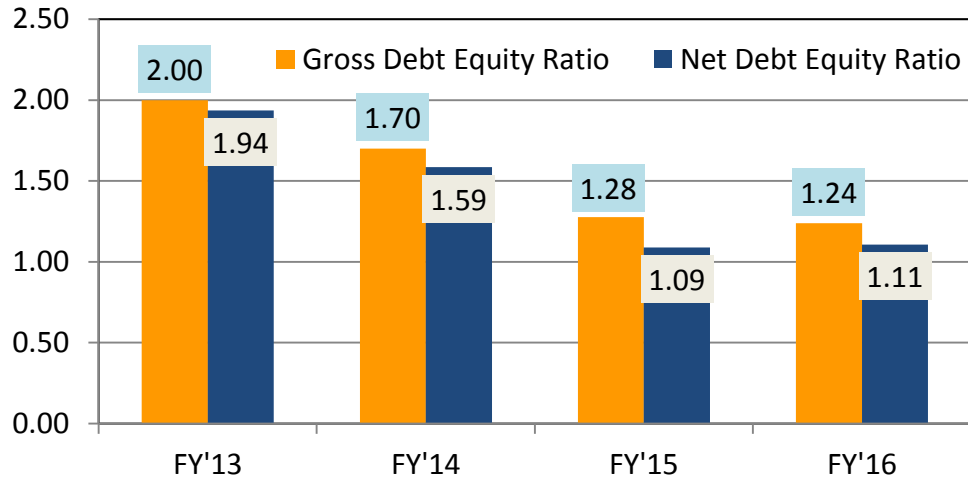


# Financials Trend

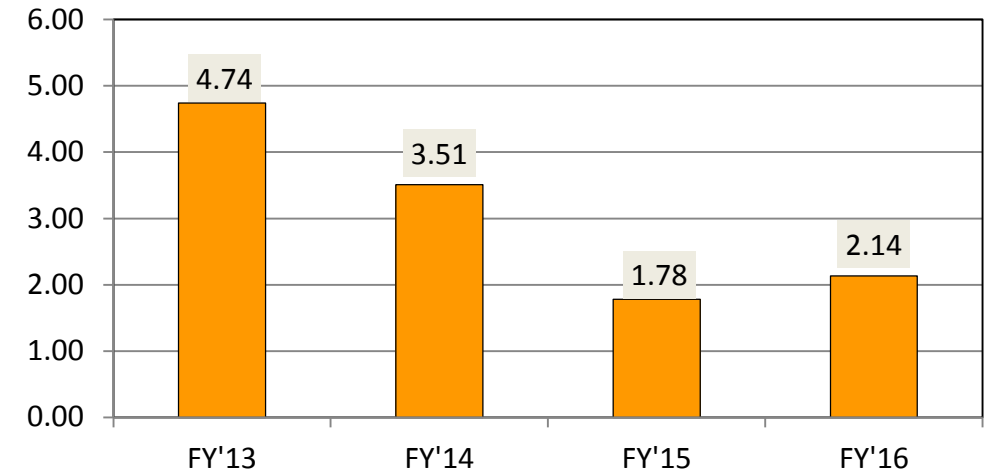


# Performance & Leverage Ratio

Times (X)

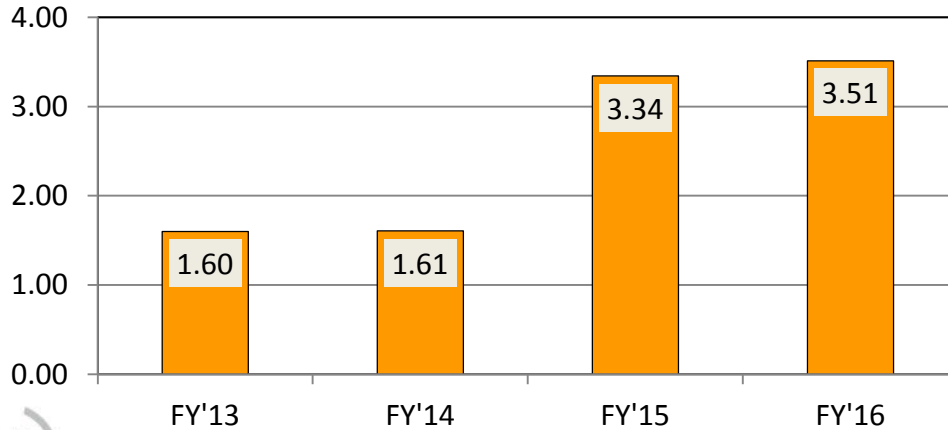


Times (X)



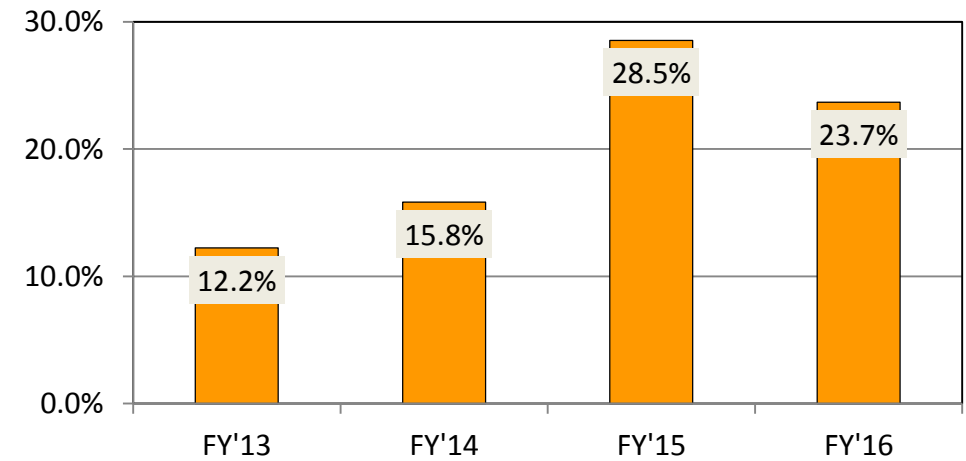
## Debt Equity

Times (X)



## Interest Coverage

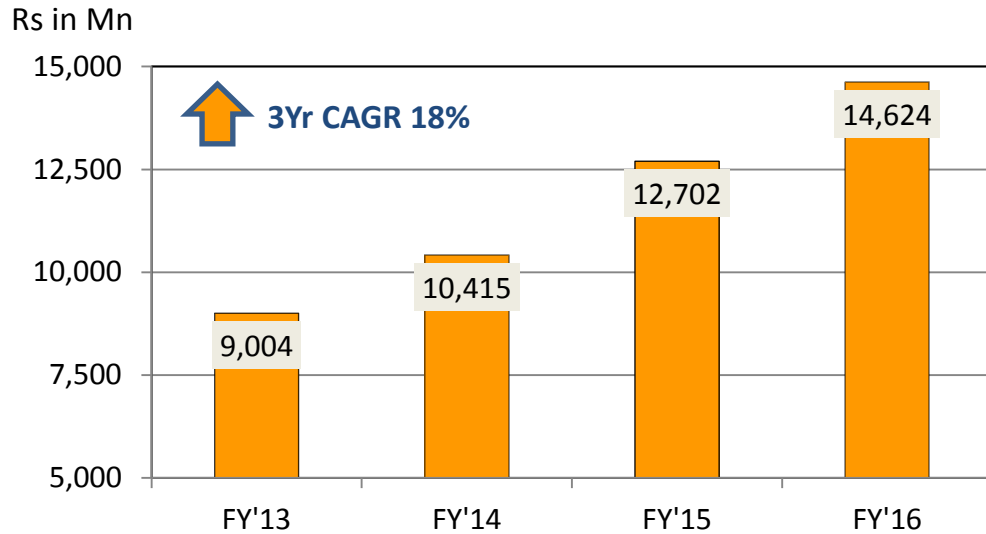
## Debt /EBITDA



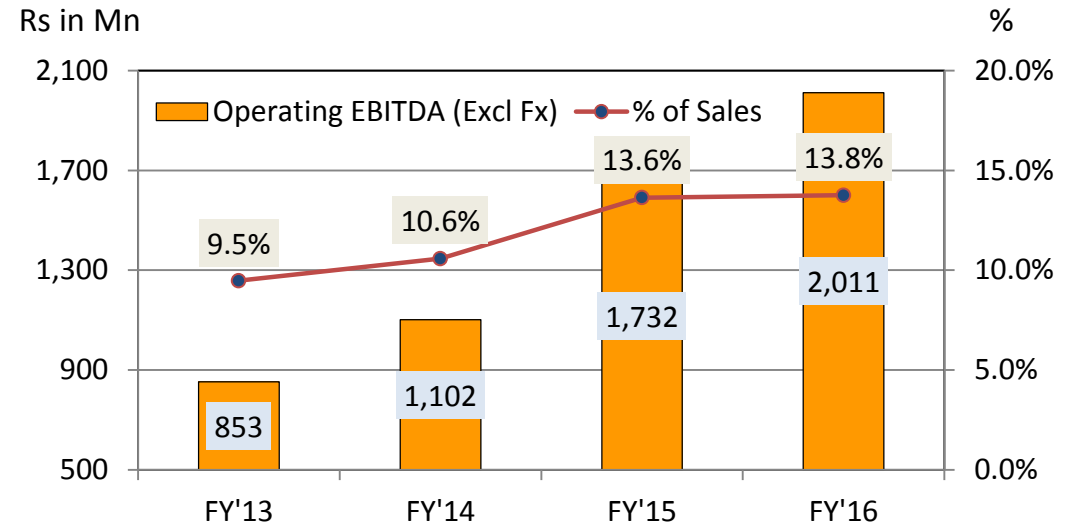
## ROCE



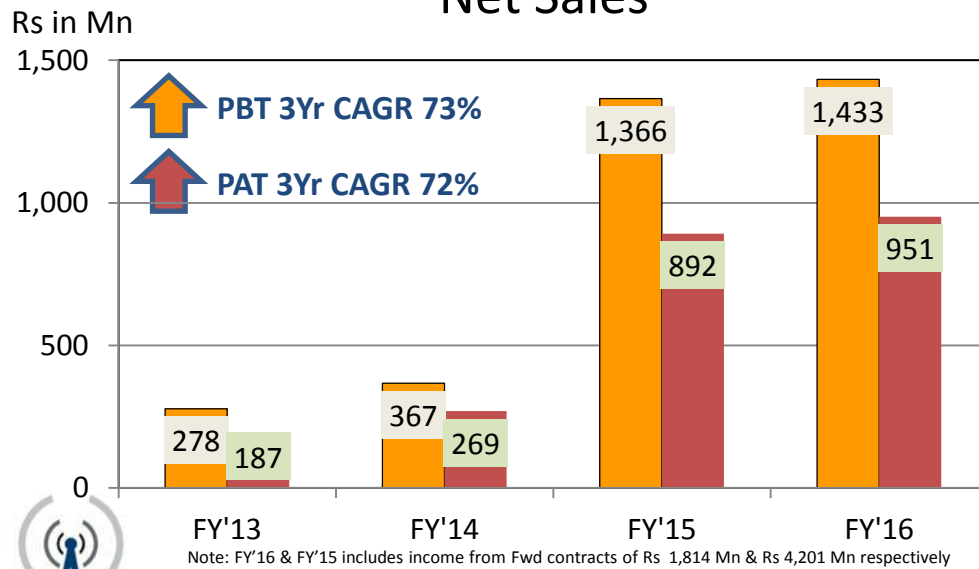
# Revenue & Profitability Trends



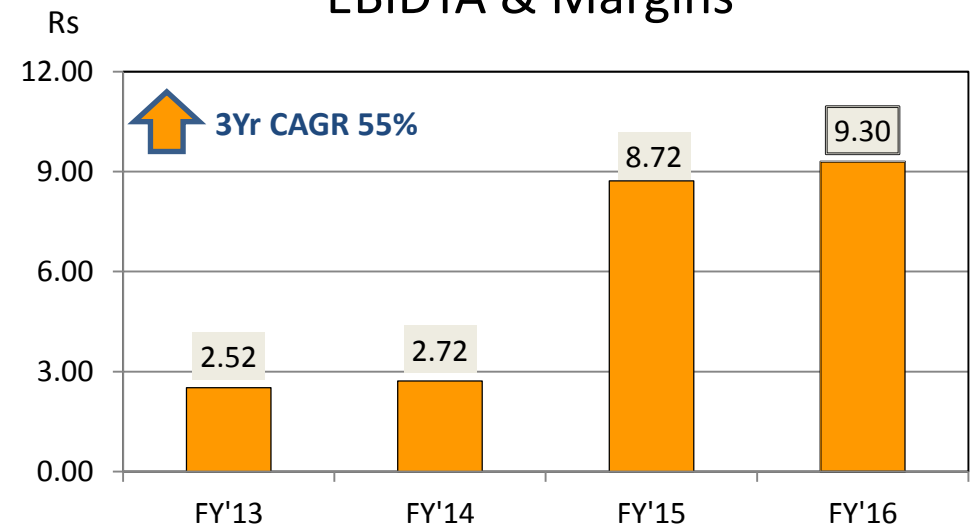
Net Sales



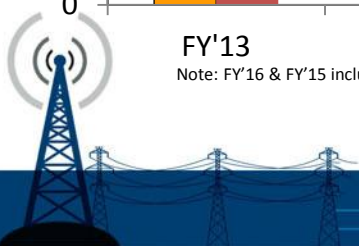
EBIDTA & Margins



PBT & PAT



EPS ( FV Rs 1/-)



# Proud Moments



*PGCIL CMD Mr. IS Jha and Director (Operations & Projects) Mr. RP Sasmal handing over the award of **"Largest Tower Supplier"** to Mr. Sharan Bansal, Director, Skipper Limited.*



*His excellency Mr. Keshari Nath Tripathi, Hon'ble Governor of West Bengal handing over the award of **"Star Performer"** to Mr. Sajjan Kumar Bansal, MD and Mr. Devesh Bansal, Director*



*Her Excellency the Union Minister of Water Resources Shrimati Uma Bharti handing over the award of **"Best Industry in Water Resource Sector"** to Mr Siddharth Bansal, Director, Skipper Limited.*



# Thank you

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