

# International Conveyors Limited

Corporate Office : 10, Middleton Row  
Post Box No. 9282, Kolkata - 700 071  
CIN : L21300WB1973PLC028854  
Phone : +91-33-2229 6033/1768  
Facsimile : +91-33-2217 2269  
Mail : icltd@icbelting.com  
Url : icbelting.com

ICL/2021-22/DS/ 580

November 15, 2021

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

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

The Secretary  
The Calcutta Stock  
Exchange Ltd  
7, Lyons Range,  
Kolkata-700001

Dear Sir(s),

**Subject: Investor Presentation – Q2 FY22**

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 half-year ended 30<sup>th</sup> September, 2021.

Kindly take the same on record and acknowledge receipt.

Thanking You,

Yours faithfully

**For International Conveyors Limited**

*Dipti Sharma*

Dipti Sharma

Company Secretary & Compliance Officer



Encl-As above



Registered Office & Works I :  
Falta SEZ, Sector - II, Near Pump House No. 3  
Village & Mouza - Akalmegh  
Dist. South 24 Parganas, West Bengal-743 504

Works II :  
E-39, M.I.D.C. Area, Chikalthana  
Aurangabad - 431 006  
Maharashtra



INTERNATIONAL CONVEYORS LTD

BELTS THAT TROUGH

COMPETENT DEPENDABLE SAFE CONVEYER BELTING



November 2021

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

Experience of  
Four Decades

A critical consumable for High Growth  
Mining & Bulk Transportation

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



**INTERNATIONAL CONVEYORS LIMITED**

Marquee International &  
Domestic Customers

Fully integrated  
Manufacturing Plants

At an inflection point to participate  
in Commodity Super-Cycle

# 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.

### 1979-2001

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

- Mr R K Dabriwala, Founder & MD of ICL, while managing family's erstwhile coal-mining business; experienced long waiting periods for conveyor belting as 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.

### 2002-2014

Entered International Markets to explore multiple growth avenues

- 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
  - USA and Canada in 2002-2003,
  - Australia in 2007-2008 and
  - 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.

### 2014-2019

Diversification into New Customer Segments, New Products with New Marketing Structure

- 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

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

## MINING OPERATIONS RELIES HEAVILY ON BELTING

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

- 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
- 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

Regular recommendations  
for belting designation to  
Canadian Customers based  
on their prevailing design

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

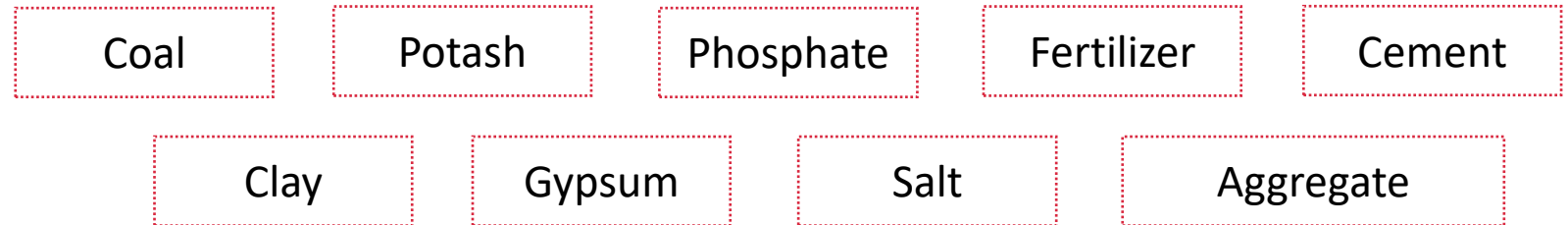


## TAILORED PRODUCTS TO DIFFERENT CUSTOMERS

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.

- We provide several value-added products in our sales mix and count several demanding multinationals as clients
- Our products are used for conveying :



### 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<br>Industrial: PVC 3500, 4500, 6000, 7500 | Mining: 36, 42, 43, 48 inch<br>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 1800mm

- 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.
- Carcasses making machine capable of handling up to 22 tons of beamed yarn in a single load.
- Highly skilled workforce 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.
- Quartz infra-red heat curing
- Fully equipped Test Laboratory
- Six storey high Vacuum Impregnation Tower
- Electronically controlled Integrated Coating plant

### Entry Barriers

Technical understanding of conveyor belting products

Manufacturing and R&D capabilities

Safety & Quality Assurance

Regulatory & Customer Approvals





## COST COMPETITIVENESS

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

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

| Facility     | Details                                                      | Area (Sq. Mtrs) |
|--------------|--------------------------------------------------------------|-----------------|
| E39 facility | Fully-integrated plant, Administrative office and Laboratory | 12,000          |
| H19 facility | Plant, with Administrative office inside the plant           | 1,527           |

#### Infrastructure / locational advantage:

- Excellent road infrastructure between Aurangabad and Mumbai
- Convenient rail and air connectivity with Mumbai and New Delhi.
- Mumbai sea-port is at a distance of ~350 km

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

| Facility           | Details                                                                                  | Area (Sq. Mtrs) |
|--------------------|------------------------------------------------------------------------------------------|-----------------|
| Falta SEZ facility | 1 fully-integrated plant, with 1 administrative office and 1 laboratory inside the plant | 6,000           |

#### Infrastructure / locational advantage:

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

#### Cost Advantages :

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

# We are only Indian player delivering global quality standards

**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**



# 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 – Dun and Bradstreet assigned D&B D-U-N-S Number: 65-066-9146
- 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). After DGMS approval, belts are approved by BIS



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.



Approval conforming to MT914-2008

# We have marquee International and Domestic Clientele

## CUSTOMERS FIRST

Over 80% of our Revenues are generated from Exports

Our products meet the highest international standards and ICL prides itself in not having a warranty claim

### International Customers












### Domestic Clients







An ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 Standard Company





# We have depth of engagement leading to 'Customer Stickiness'

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.

## 1 High Entry Barriers

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

## 2 High Revenue Visibility

- ✓ Long term **contracts ranging between 5-7 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 twice the green energy we consume

**Rs. 26 MILLION OF  
REVENUES FROM  
RENEWABLE ENERGY**

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

Units consumed for operations in 2019-2020 is 37,48,842.

Units generated in 2019-2020 is 71,98,939

At ICL we produce twice as much Green energy than we consume

- We have in total 5 Windmills
- All these Windmills are generating green energy in the states of Karnataka, Maharashtra, Gujarat and Andhra Pradesh and the same is supplied to respective state consumers through state grids.
- At Falta Plant, we have committed to buy 8,00,000 units p.a. of electricity generated from Solar Power Plant



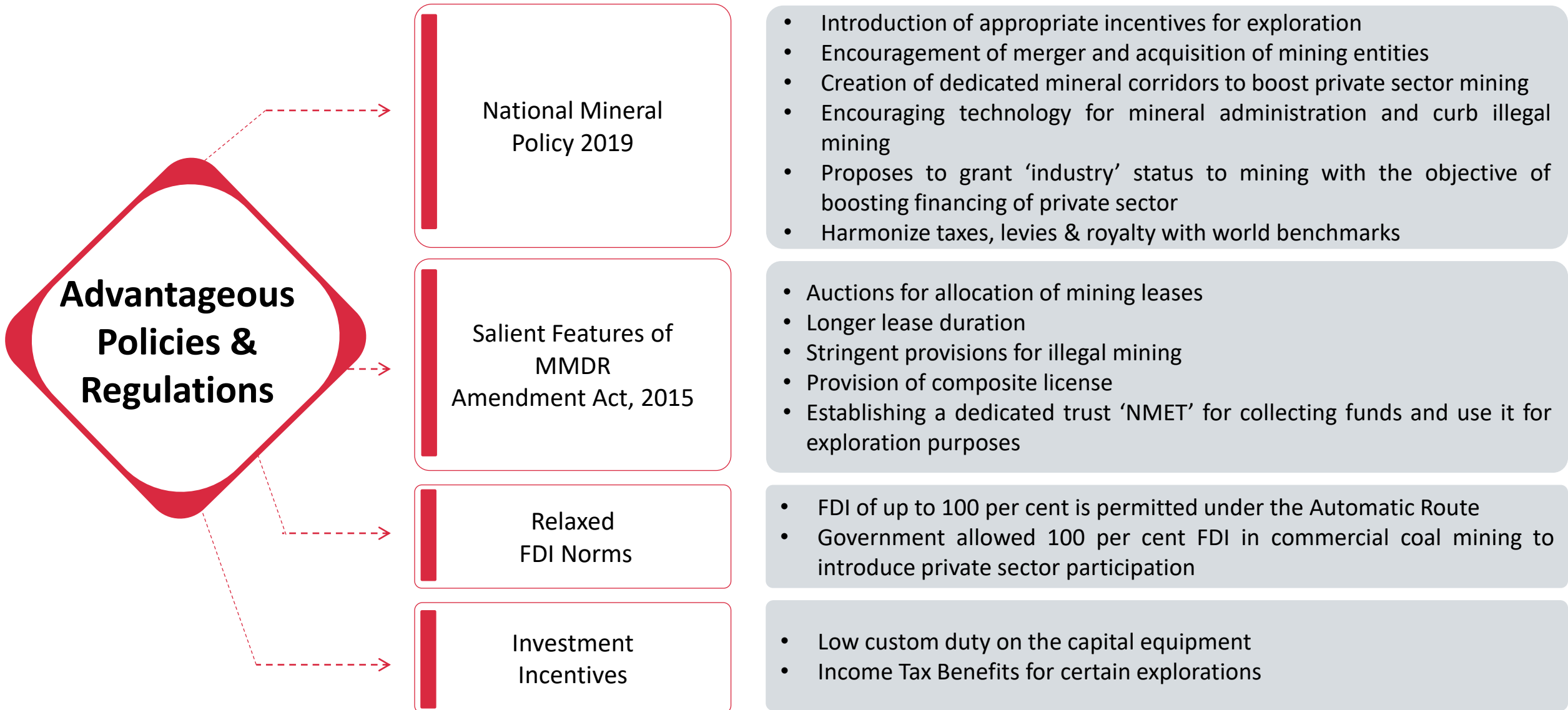
| Windmill Details                         | Capacity (KWH) |
|------------------------------------------|----------------|
| Chitradurga Dist., Karnataka             | 14,00,000      |
| Panchpatta Dist., Maharashtra            | 14,00,000      |
| Kutch Dist., Gujarat                     | 47,00,000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



## MINING INDUSTRY AT AN INFLECTION POINT



# Favorable Mining Policies & Regulations...





# ...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 at-least till 2024**

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

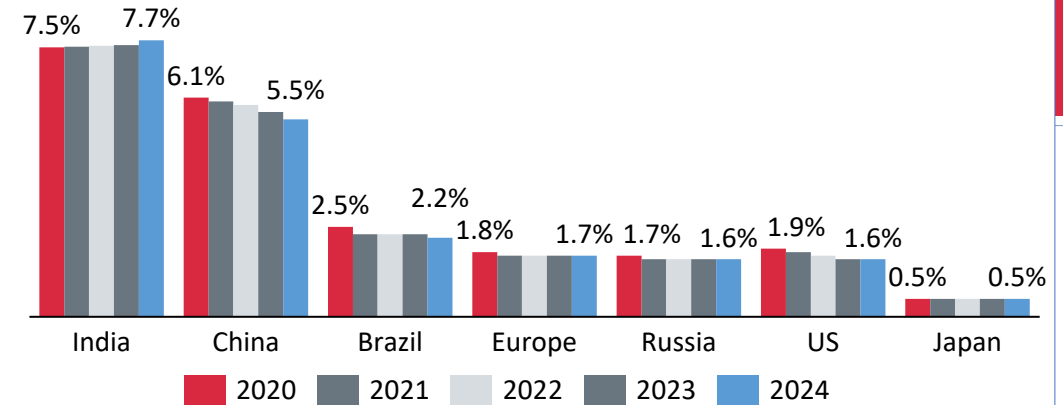
**Technology Development** in the sector increasing efficiencies and productivity

**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



### COAL

Demand estimated to increase to 1.3-1.9BT by 2030 (Base case-1.5BT) from 1BT in 2019

### CEMENT

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

### BEACH SAND MATERIAL

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



# ... along with growth in Global Potash Demand

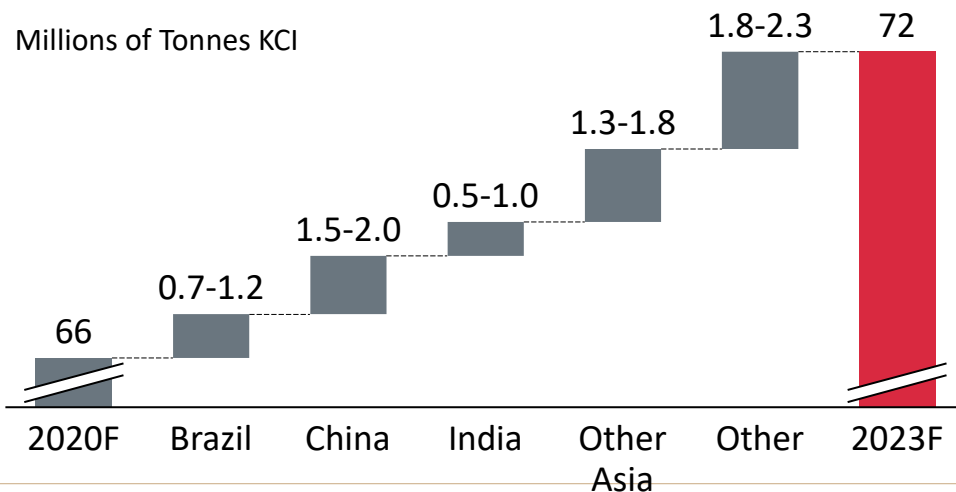


Global potash demand is expected to grow **~7Mmt in the next three years**, with medium term growth rates at historic levels. **Significant demand growth potential beyond historic rates**

Previous 5 year CAGR  
~1.5-2%

Estimated 5 year CAGR  
~3.5-4.5%

Estimated **100%** increase in  
growth rate as compared to  
historical growth



| Countries       | Mine Production |        |
|-----------------|-----------------|--------|
|                 | 2019            | 2020E  |
| United States   | 510             | 470    |
| Belarus         | 7,350           | 7,300  |
| Brazil          | 247             | 250    |
| Canada          | 12,300          | 14,000 |
| Chile           | 840             | 900    |
| China           | 5,000           | 5,000  |
| Germany         | 3,000           | 3,000  |
| Israel          | 2,040           | 2,000  |
| Jordan          | 1,520           | 1,500  |
| Laos            | 400             | 400    |
| Russia          | 7,340           | 7,600  |
| Spain           | 500             | 470    |
| Other Countries | 310             | 300    |
| Total           | 41,300          | 43,000 |

- 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

**I**NCREDIBLE

**C**OMPETENT

**L**ONG-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.

Economic life cycle of the belting is ~3 years depending on conditions and loads being handled

FRAS PVC Conveyor Belting from Type 3 to 18 catering to various customer requirements

High entry barriers: Separate approval per geography per plant

Significant opportunities to grow in Europe, Russia, South Africa, Canada, Australia and USA

Strong R&D capabilities to quickly adapt to regulatory changes in various developed countries

Reputed Clients in International and Domestic Markets

# We are Future Ready...

**LEARN TODAY**

**LEAD TOMORROW**

Our Aim :

Zero Accidents

Zero Waste

Zero Defects

Zero Breakdowns

## Expand Customer Base

- 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 and Russia

## Increase Product Portfolio

- Strategic limited marketing alliance with Plied Rubber Conveyor Belting manufacturers and distributors to provide a total basket of conveyor belting – Rubber, PVG and PVC – to select end-users

## 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 run way for growth for our products going forward



### Strong Order Book Visibility

Addition of new customers and newer products has enhanced our order book visibilities across segments. Our order book position is ~6 months at any given point in time



### Automation across Facilities

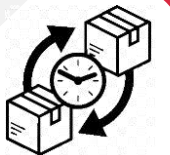
Our in-house R & D team working on automation and upgradation of machines & processes for efficiencies & enhanced product portfolio



### Huge Replacement Demand

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

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



# ...guided by experienced Leadership Team



## Mr. R K Dabriwala | Managing Director

- JEDP – IIM (Calcutta) & Harvard Alumni
- Having more than 5 decades of experience in diversified business and been a joint venture partner to GE, Fanuc, Emerson Electric among other multinationals.

## Mr. Surbhit Dabriwala | Director

- Bachelor of Arts and Science from University of Pennsylvania
- Holds senior level board positions including PNB Metlife India Insurance Co; 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. Prasad Deshpande | President

- Textile Engineer by qualification and has 30 years of work experience in manufacture of yarns and fabric for industrial application.
- Worked with Large corporates and MNC's for last 26 years and has handled business operations both in India and overseas. He was in charge of SRF's facility in Thailand prior to joining ICL.

## 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 and I G E (India) Private Limited.

## 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.



INTERNATIONAL CONVEYORS LIMITED

## Belts That Trough

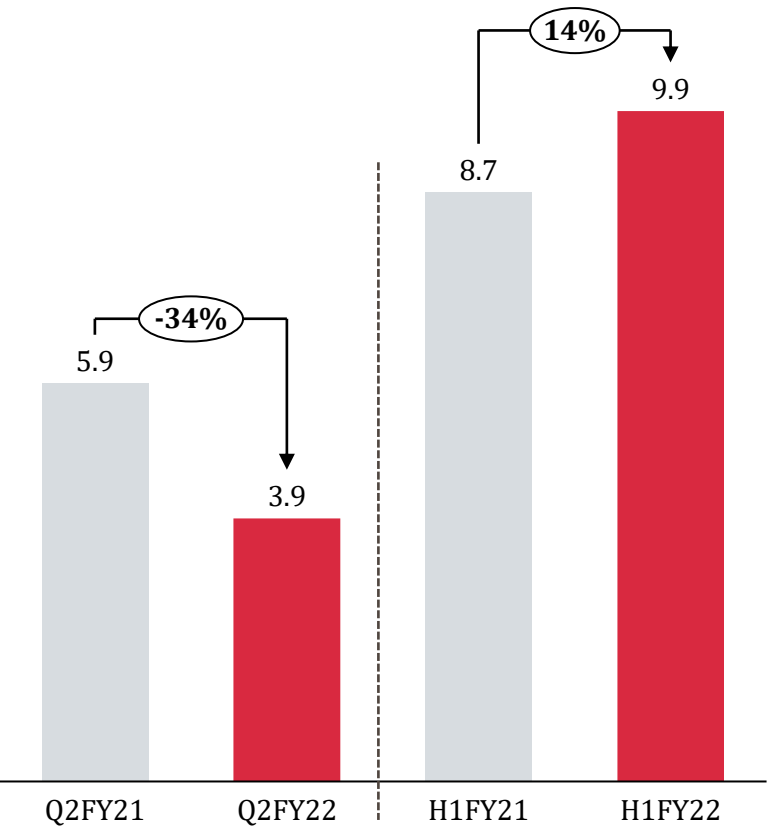


## FINANCIAL HIGHLIGHTS

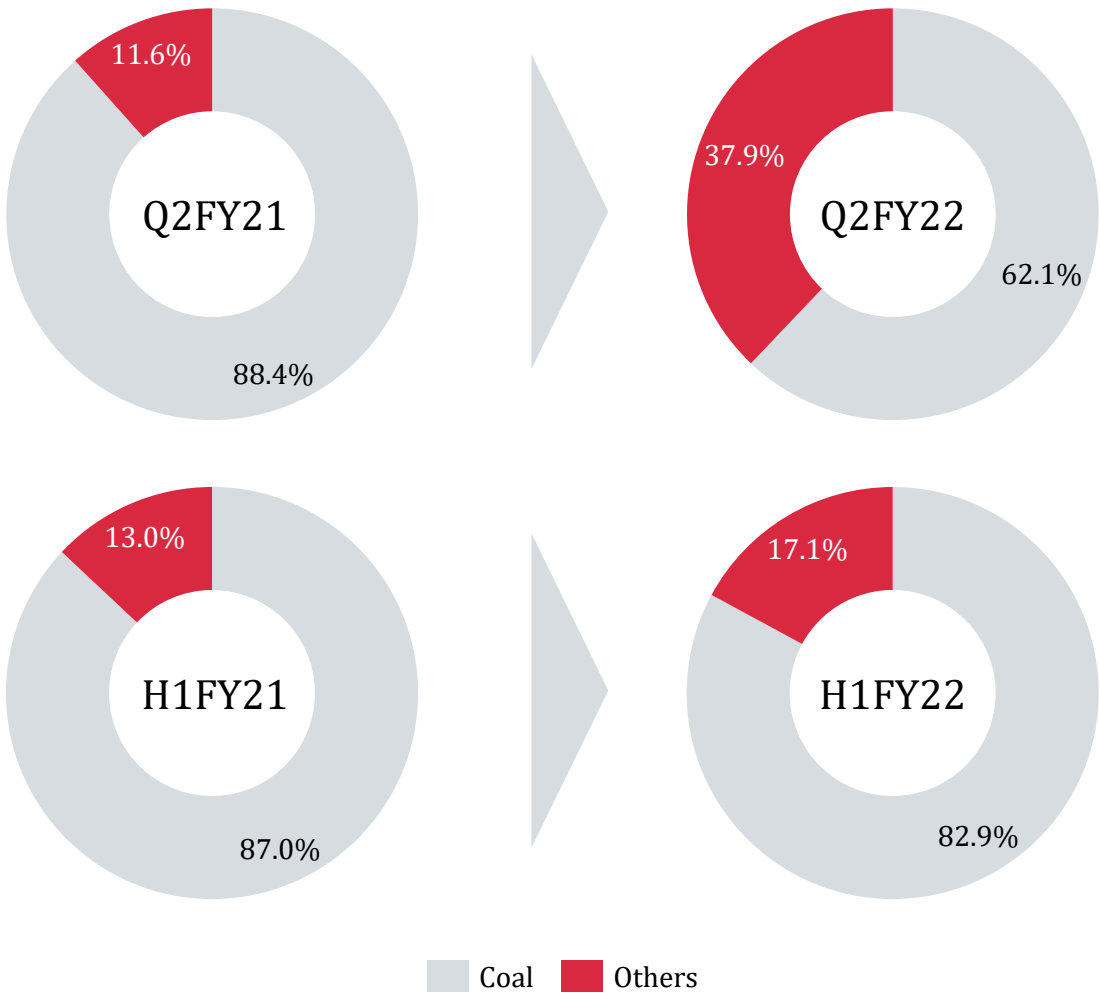
# Domestic Revenue Break-up



Rs. Crs



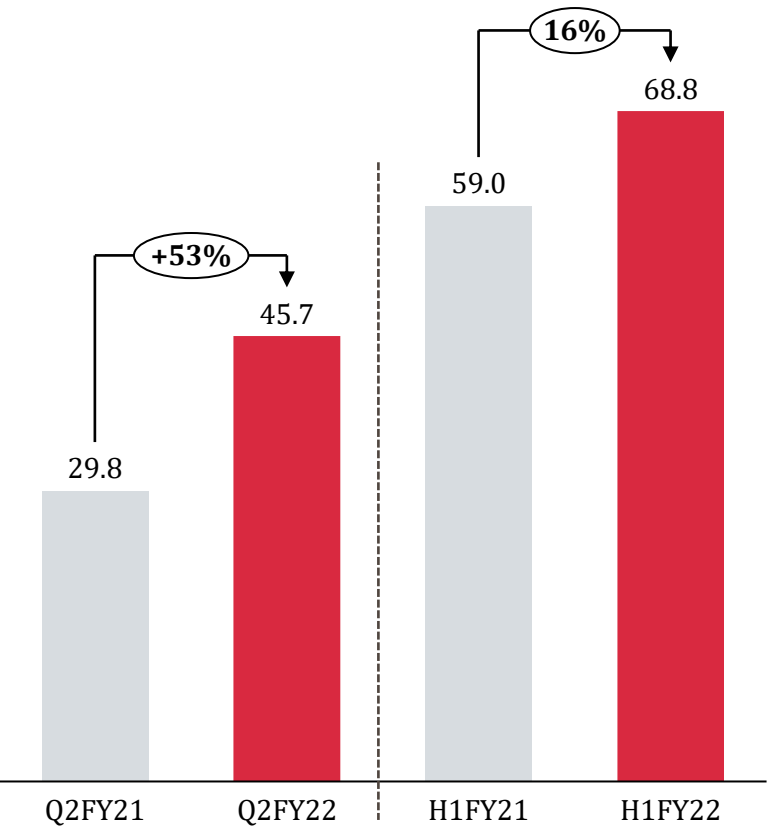
Industry Wise



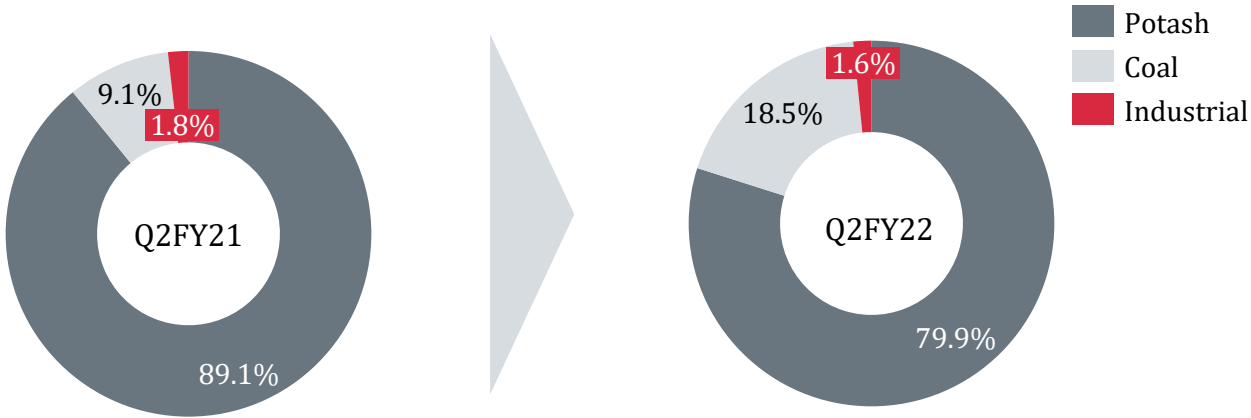
# Exports Revenue Break-up



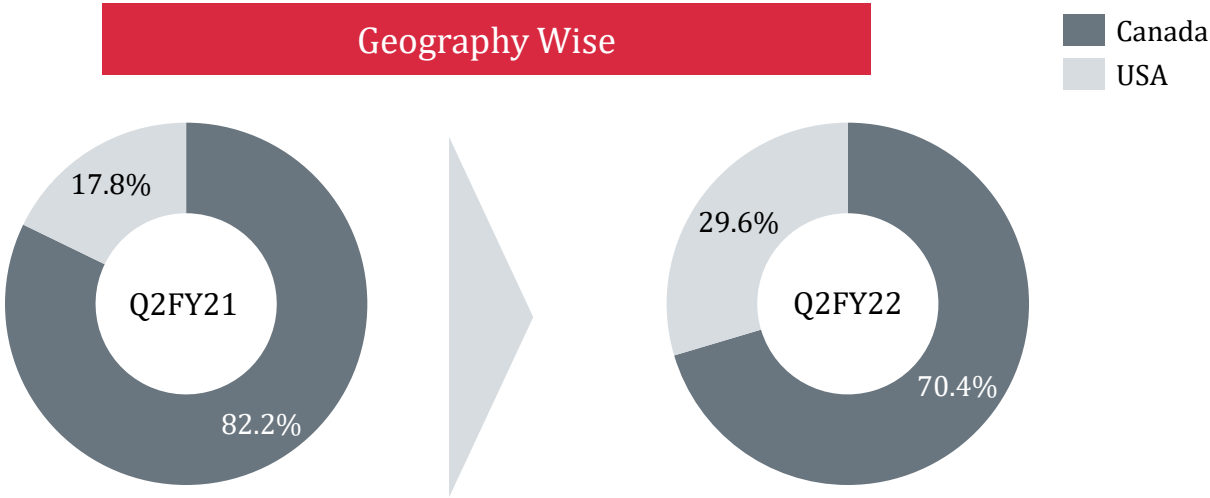
Rs. Crs



Industry Wise



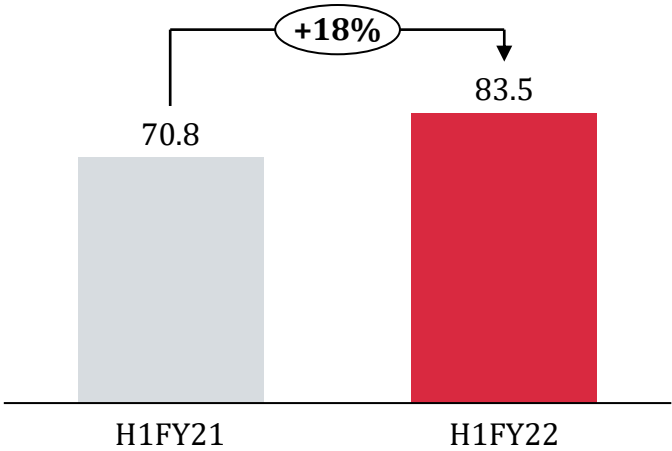
Geography Wise



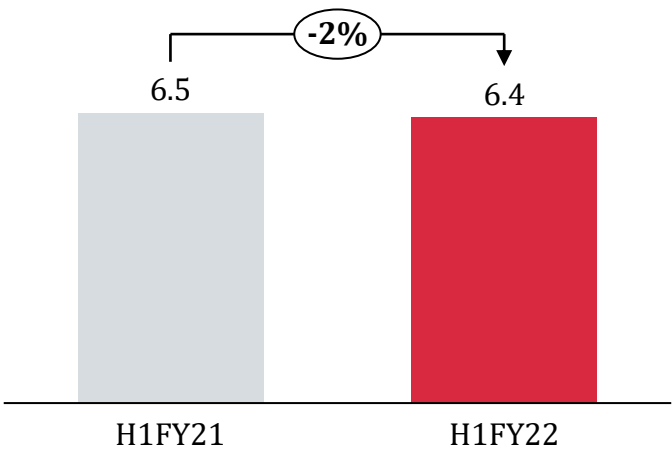
# H1FY22 Financial Performance



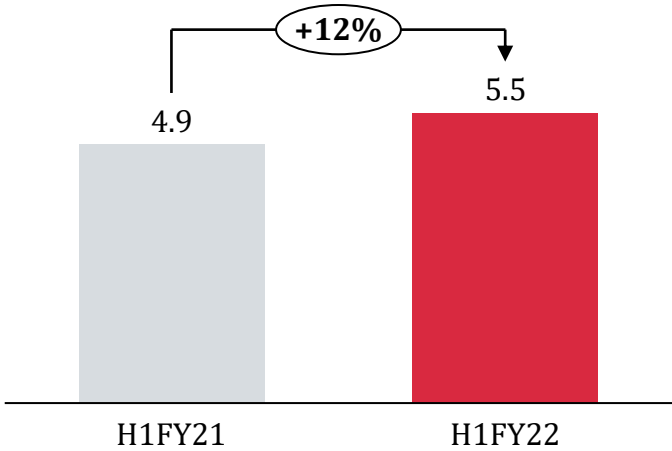
Revenues (Rs. Crs.)



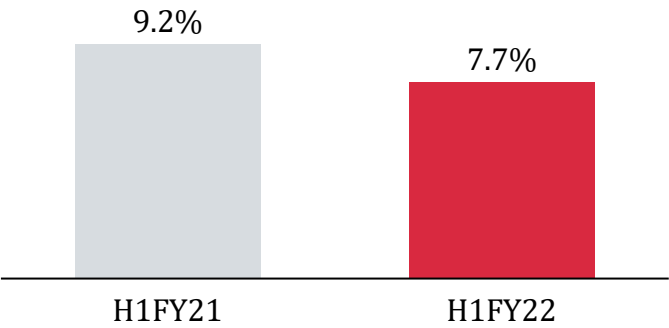
EBITDA (Rs. Crs.)



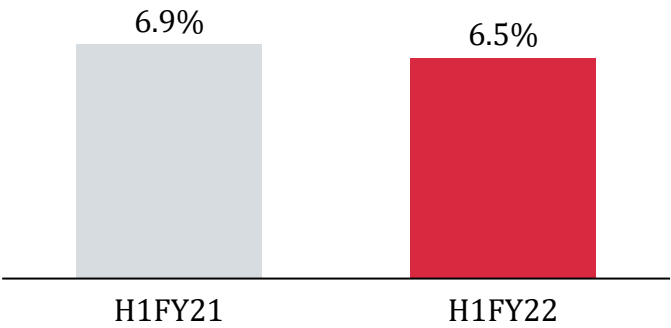
PAT (Rs. Crs.)



EBIDTA Margins (%)



PAT Margins (%)



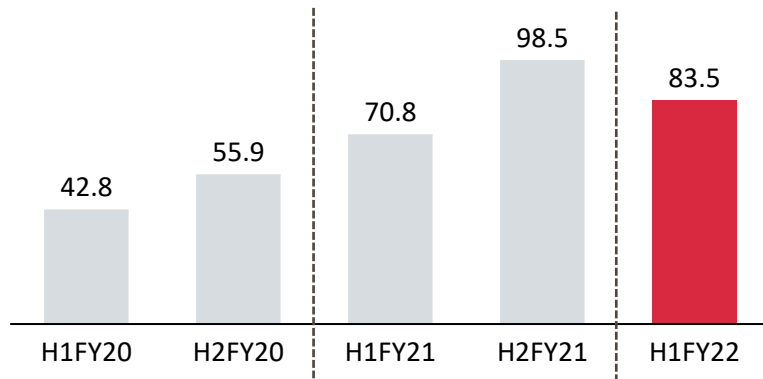
\*Consolidated Financial Highlights



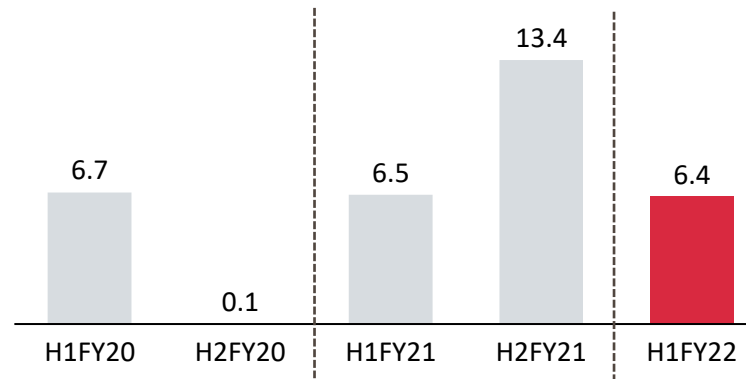
# Consistent Improvement in Performance



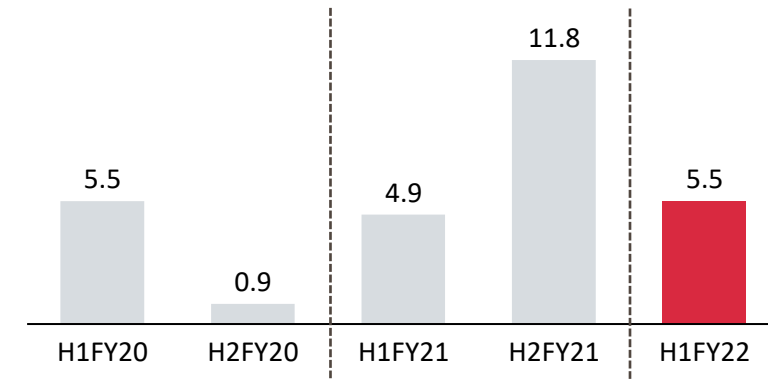
Revenues (Rs. Crs.)



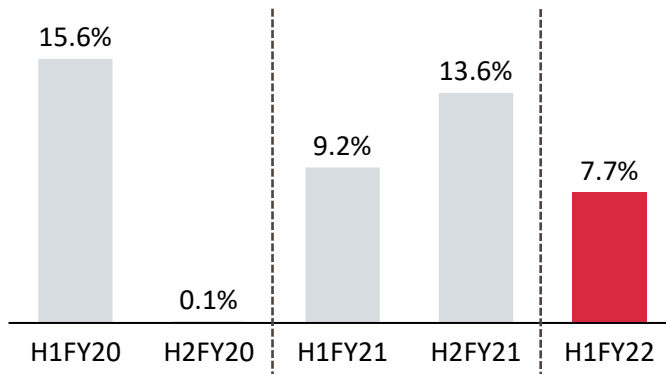
EBIDTA (Rs. Crs.)



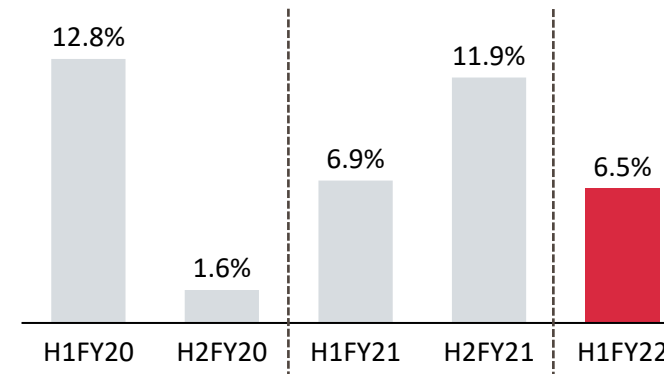
PAT (Rs. Crs.)



EBITDA Margins (%)



PAT Margins (%)



# Q2 & H1FY22 Consolidated Profit & Loss



| Particulars (Rs. Crs.)                                        | Q2 FY22      | Q2 FY21      | Y-o-Y         | Q1 FY22      | Q-o-Q         | H1 FY22      | H1 FY21      | Y-o-Y        |
|---------------------------------------------------------------|--------------|--------------|---------------|--------------|---------------|--------------|--------------|--------------|
| <b>Revenue from Operations</b>                                | <b>51.48</b> | <b>37.36</b> | <b>37.8%</b>  | <b>32.06</b> | <b>60.6%</b>  | <b>83.54</b> | <b>70.76</b> | <b>18.1%</b> |
| Cost of Materials Consumed                                    | 29.91        | 21.89        |               | 23.76        |               | 53.67        | 33.72        |              |
| Purchase of Traded Goods                                      | 1.92         | 1.43         |               | 1.37         |               | 3.29         | 2.33         |              |
| Changes in Inventories of Finished Goods and Work in Progress | 2.54         | -0.42        |               | -8.17        |               | -5.63        | 8.57         |              |
| Employee Benefits Expense                                     | 4.63         | 3.04         |               | 4.52         |               | 9.15         | 5.84         |              |
| Other Expenses                                                | 10.97        | 7.30         |               | 5.65         |               | 16.62        | 13.76        |              |
| <b>EBITDA</b>                                                 | <b>1.51</b>  | <b>4.12</b>  | <b>-63.3%</b> | <b>4.93</b>  | <b>-69.4%</b> | <b>6.44</b>  | <b>6.54</b>  | <b>-1.5%</b> |
| <b>EBITDA %</b>                                               | <b>2.9%</b>  | <b>11.0%</b> |               | <b>15.4%</b> |               | <b>7.7%</b>  | <b>9.2%</b>  |              |
| Other Income                                                  | 1.79         | 1.71         |               | 1.44         |               | 3.23         | 3.74         |              |
| Depreciation and Amortisation Expense                         | 0.54         | 0.39         |               | 0.49         |               | 1.03         | 0.77         |              |
| <b>EBIT</b>                                                   | <b>2.76</b>  | <b>5.44</b>  |               | <b>5.88</b>  |               | <b>8.64</b>  | <b>9.51</b>  |              |
| Finance Costs                                                 | 1.14         | 1.05         |               | 1.13         |               | 2.27         | 2.72         |              |
| <b>PBT</b>                                                    | <b>1.62</b>  | <b>4.39</b>  | <b>-63.1%</b> | <b>4.75</b>  | <b>-65.9%</b> | <b>6.37</b>  | <b>6.79</b>  | <b>-6.2%</b> |
| Total Tax Expense                                             | 0.90         | 1.25         |               | 0.01         |               | 0.91         | 1.92         |              |
| <b>Profit for the year</b>                                    | <b>0.72</b>  | <b>3.14</b>  | <b>-77.1%</b> | <b>4.74</b>  | <b>-84.8%</b> | <b>5.46</b>  | <b>4.87</b>  | <b>12.1%</b> |
| <b>PAT %</b>                                                  | <b>1.4%</b>  | <b>8.4%</b>  |               | <b>14.8%</b> |               | <b>6.5%</b>  | <b>6.9%</b>  |              |

# Historical Profit & Loss



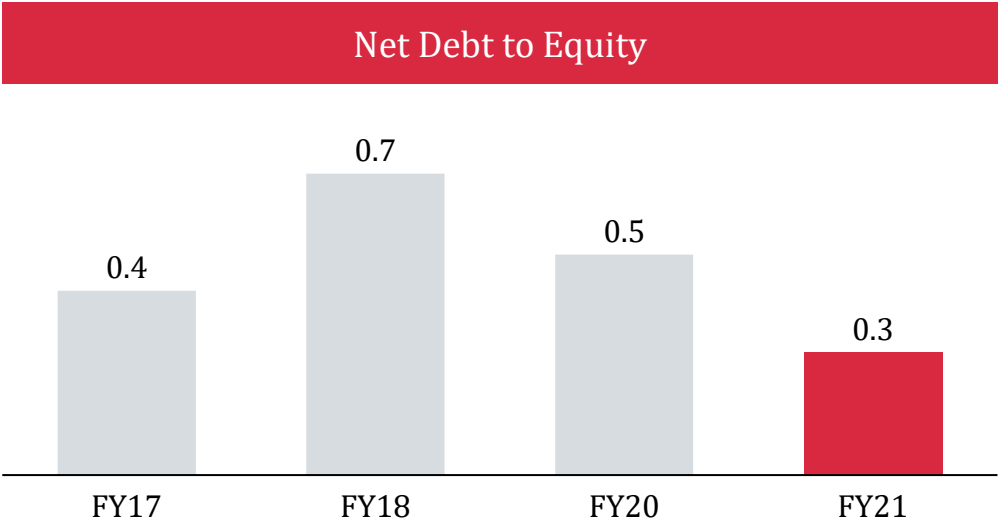
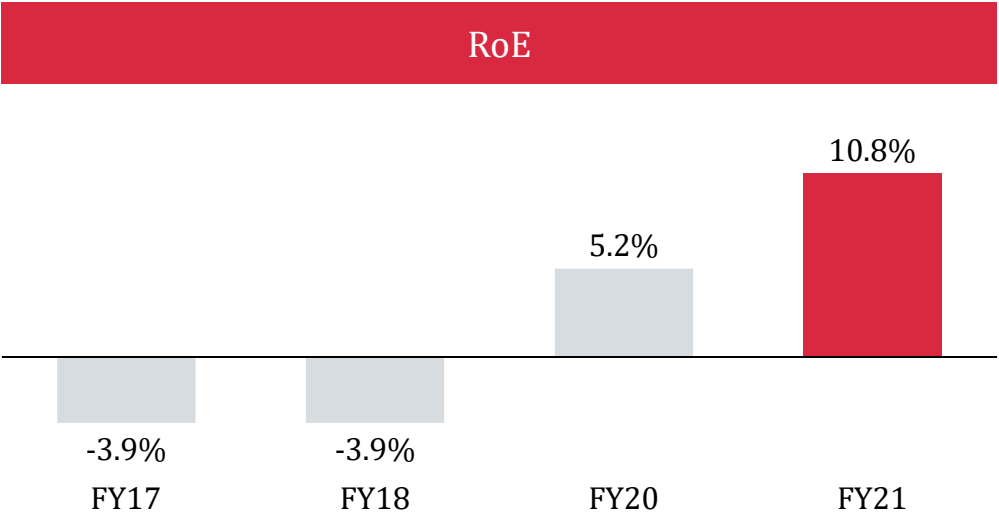
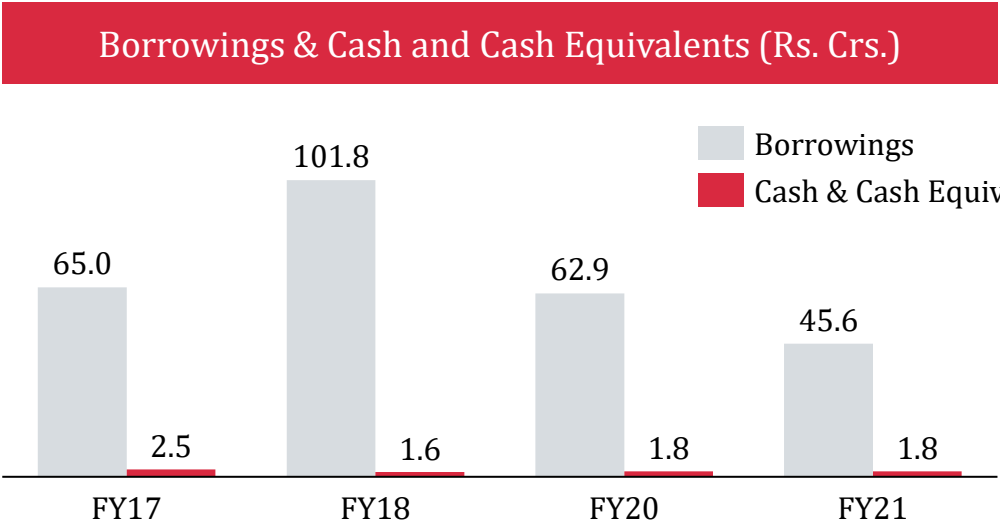
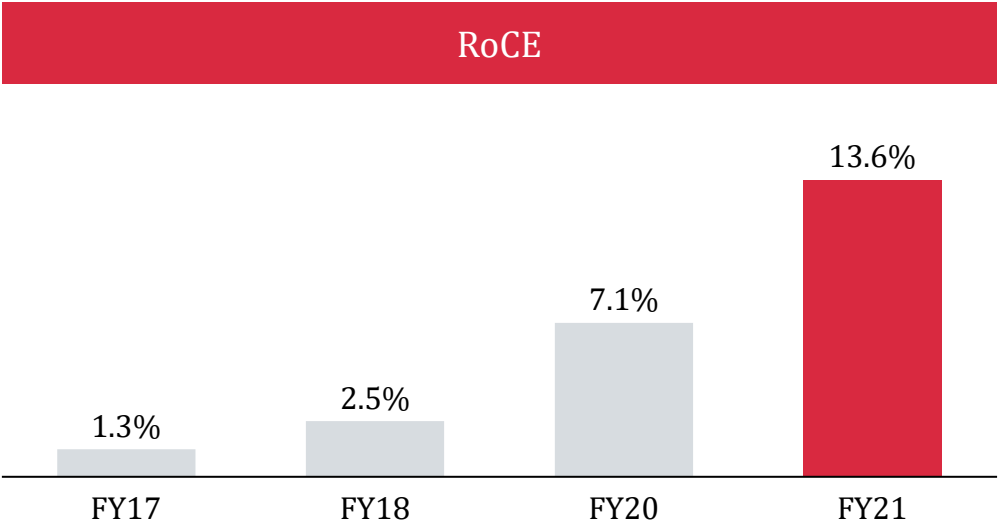
| Particulars (Rs. Crs.)                                        | H1FY22      | Mar-21       | Mar-20      | Mar-19       | Mar-18        | Mar-17      |
|---------------------------------------------------------------|-------------|--------------|-------------|--------------|---------------|-------------|
| <b>Revenue from Operations</b>                                | <b>83.5</b> | <b>169.3</b> | <b>98.7</b> | <b>85.6</b>  | <b>56.2</b>   | <b>59.9</b> |
| Cost of Materials Consumed                                    | 53.7        | 84.6         | 46.2        | 52.3         | 33.8          | 28.3        |
| Purchase of Traded Goods                                      | 3.3         | 5.9          | 8.9         | 0            | 0             | 0           |
| Changes in Inventories of Finished Goods and Work in Progress | -5.6        | 7.3          | -8.6        | 2.4          | 0.7           | 1.7         |
| Employee Benefits Expense                                     | 9.2         | 14.4         | 11.8        | 11.6         | 10.2          | 10.8        |
| Other Expenses                                                | 16.6        | 37.1         | 33.7        | 19.5         | 14            | 13.2        |
| <b>EBITDA</b>                                                 | <b>6.4</b>  | <b>19.9</b>  | <b>6.7</b>  | <b>-0.3</b>  | <b>-2.6</b>   | <b>5.9</b>  |
| <b>EBITDA %</b>                                               | <b>7.7%</b> | <b>11.8%</b> | <b>6.8%</b> | <b>-0.3%</b> | <b>-4.6%</b>  | <b>9.8%</b> |
| Other Income                                                  | 3.2         | 9.0          | 8.2         | 8.7          | 7.8           | 8.1         |
| Depreciation and Amortisation Expense                         | 1.0         | 1.7          | 1.8         | 2.1          | 2.5           | 2.9         |
| EBIT                                                          | <b>8.6</b>  | <b>27.1</b>  | <b>13.1</b> | 6.3          | 2.7           | 11          |
| Finance Costs                                                 | 2.3         | 4.9          | 9.9         | 10.4         | 6.6           | 6.1         |
| <b>PBT</b>                                                    | <b>6.4</b>  | <b>22.3</b>  | <b>3.2</b>  | <b>-4</b>    | <b>-3.9</b>   | <b>5</b>    |
| Total Tax Expense                                             | 0.9         | 5.7          | -3.1        | 1.7          | 1.8           | 1.7         |
| <b>Profit for the year</b>                                    | <b>5.5</b>  | <b>16.6</b>  | <b>6.4</b>  | <b>-5.7</b>  | <b>-5.8</b>   | <b>3.3</b>  |
| <b>PAT %</b>                                                  | <b>6.5%</b> | <b>9.8%</b>  | <b>6.5%</b> | <b>-6.7%</b> | <b>-10.2%</b> | <b>5.5%</b> |

# Consolidated Balance Sheet

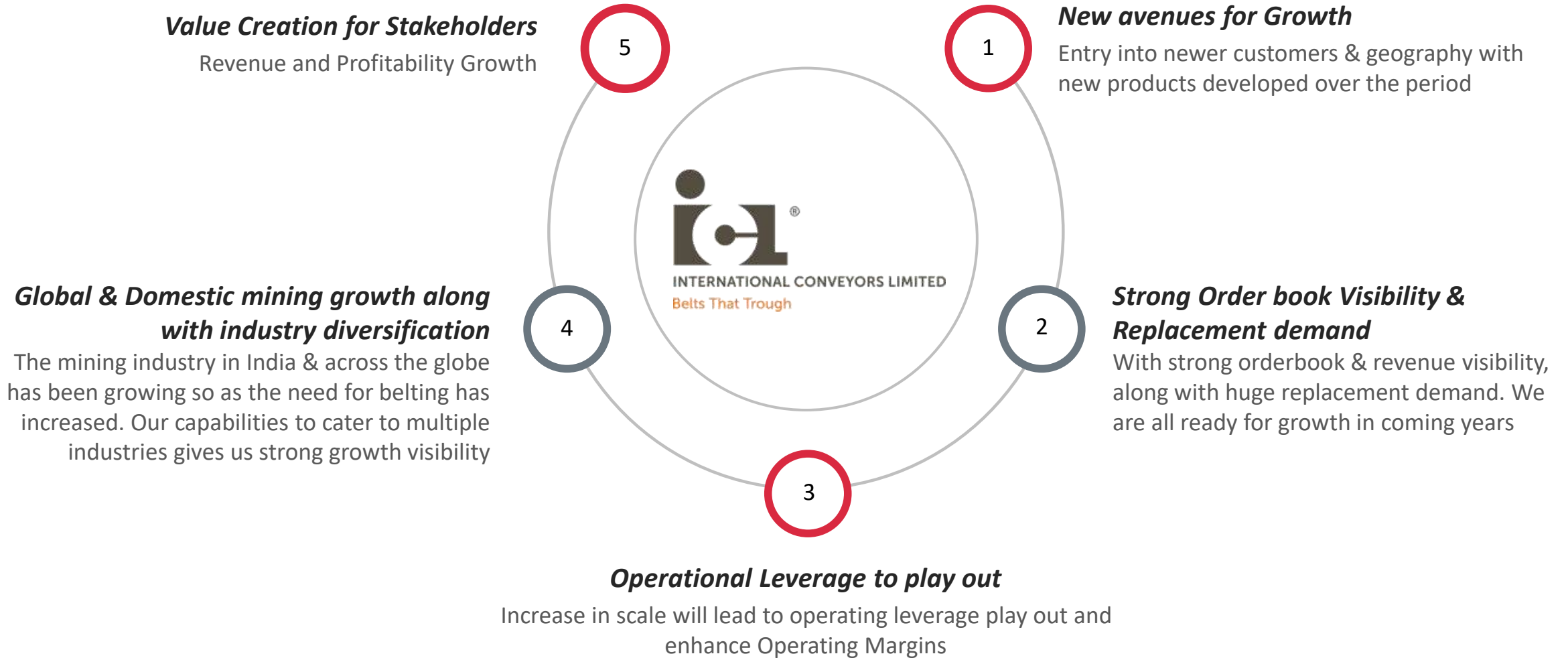
| ASSETS (Rs. Crs.)                  | Sep-21        | Mar-21        |
|------------------------------------|---------------|---------------|
| Property, Plant and Equipment      | 15.16         | 15.70         |
| Goodwill on Consolidation          | 1.01          | 1.01          |
| Intangible Assets                  | 0.01          | 0.01          |
| Financial Assets                   |               |               |
| (i) Investments                    | 123.46        | 147.40        |
| (ii) Other Financial Assets        | 5.44          | 5.15          |
| Deferred Tax Assets (Net)          | 0.00          | 0.71          |
| Non-Current Tax Assets (Net)       | 1.10          | 1.33          |
| Other Non Current Assets           | 0.03          | 0.00          |
| <b>Total Non-Current Assets</b>    | <b>146.21</b> | <b>171.31</b> |
| Inventories                        | 30.95         | 24.08         |
| Financial Assets                   |               |               |
| (i) Trade Receivable               | 31.58         | 16.87         |
| (ii) Cash and Cash Equivalents     | 4.30          | 1.63          |
| (iii) Other Bank Balances          | 0.12          | 0.12          |
| (iv) Loans                         | 72.14         | 5.37          |
| (v) Other Current Financial Assets | 1.58          | 1.40          |
| Other Current Assets               | 14.04         | 7.13          |
| <b>Total Current Assets</b>        | <b>154.71</b> | <b>56.60</b>  |
| <b>TOTAL ASSETS</b>                | <b>300.92</b> | <b>227.91</b> |

| EQUITY & LIABILITIES (Rs. Crs.)       | Sep-21        | Mar-21        |
|---------------------------------------|---------------|---------------|
| Equity Share Capital                  | 6.75          | 6.75          |
| Other Equity                          | 192.87        | 147.35        |
| <b>Total Equity</b>                   | <b>199.62</b> | <b>154.10</b> |
| Financial Liabilities                 |               |               |
| (i) Borrowings                        | 0.14          | 0.15          |
| Deferred Tax Liabilities              | 2.02          | 0.00          |
| Provisions                            | 0.38          | 0.35          |
| <b>Total Non-Current Liabilities</b>  | <b>2.54</b>   | <b>0.50</b>   |
| Financial Liabilities                 |               |               |
| (i) Borrowings                        | 61.93         | 45.50         |
| (ii) Trade payables                   | 22.80         | 20.54         |
| (iii) Other Financial Liabilities     | 3.39          | 3.34          |
| Provisions                            | 3.11          | 3.02          |
| Other Current Liabilities             | 7.53          | 1.01          |
| <b>Total Current Liabilities</b>      | <b>98.76</b>  | <b>73.41</b>  |
| <b>TOTAL EQUITY &amp; LIABILITIES</b> | <b>300.92</b> | <b>227.91</b> |

# Strengthening Balance Sheet







# THANK YOU

## International Conveyors Limited

**Mr. Udit Sethia, Director**  
CIN : L21300WB1973PLC028854

E: [investors@icbelting.com](mailto:investors@icbelting.com)  
[www.icbelting.com](http://www.icbelting.com)

## Investor Relations : Orient Capital

**Mr. Sagar Shroff / Ms. Neha Shroff**

E: [sagar.shroff@linkintime.co.in](mailto:sagar.shroff@linkintime.co.in) / [neha.shroff@linkintime.co.in](mailto:neha.shroff@linkintime.co.in)

T: +91 9820519303 / +91 7738073466

[www.orientcap.com](http://www.orientcap.com)

