





## माझगांव डॉक शिपबिल्डर्स लिमिटेड

(भारत सरकार का उपक्रम)

### Mazagon Dock Shipbuilders Ltd.

(Formerly Mazagon Dock Limited) (A Govt. of India Undertaking)

डॉकयार्ड रोड, माझगांव, मंबई-400 010 Dockyard Road, Mazagon, Mumbai - 400 010

Certified - ISO 9001 Company CIN: U35100MH1934GOI002079

संदर्भ क्रमांक: Ref. No.: दिनांक:

Date:

15 02 2022

The General Manager,	The Vice President,
BSE Limited	Listing Department,
Corporate Relationships Department,	National Stock Exchange of India Limited
Phiroze Jeejeebhoy Towers,	Corporate Relationships Department,
Dalal Street,	Exchange Plaza, Plot No. C/1, G Block
Mumbai – 400 001	Bandra-Kurla Complex, Bandra (E)
	Mumbai – 400 051
SCRIP CODE: 543237	SCRIP SYMBOL/ SERIES: MAZDOCK

Dear Madam/Sir(s),

Sub: Schedule of Analyst/ Institutional Investor Site Visit/Meet-Mazagon Dock Shipbuilders Limited (the "Company")

The Exchange is hereby informed that the Company will be organizing site visit at Mazagon Dock for prospective investors on Thursday i.e. March 16, 2023.

Please note that no unpublished price sensitive information is proposed to be shared during the meeting(s).

A copy of the investor presentation is enclosed. The same is also available on the website of the Company at www.mazagondock.in.

Note: The date of the Analyst/ Institutional Investor Meet is subject to change. Changes may happen due to exigencies on the part of investors/ Company.

The above is submitted in compliance of disclosure of material event / information under Regulation 30 and other applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015, as amended read with corresponding circulars and notifications issued thereunder.

Thanking You, Yours Faithfully, For MAZAGON DOCK SHIPBUILDERS LIMITED

VIJAYALAKSHMI VIJAYALAKSHMI KAMAL KUMAR Chate: 2023.03.15 17:52:14 +05'30'

(Vijayalakshmi Kumar) Company Secretary Encl: as above

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# माझगांव डॉक शिपबिल्डर्स लिमिटेड MAZAGON DOCK SHIPBUILDERS LIMITED



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## **Presentation Structure**



## **Company Overview**

**World Class Infrastructure & Strategic Location** 

Products & Services/R & D / AI / Indigenisation

**Strategy & Government Push** 

**Order Book / Financials / Future Outlook** 

Management / Manpower / Awards & Recognition

# **Company Overview**







## **Brief Company Overview**

®

- ✓ Mazagon Dock was first constructed in 1774 as a small dry dock, Incorporated as a Private Limited Company in 1934. Taken over by the Govt. of India in 1960. Listed at BSE and NSE in Oct 2020
- ✓ Only Indian Shipyard capable of building Destroyers and Conventional Submarines
- ✓ Built 801 vessels including 27 warships from Missile Boats to Guided Missile Destroyers and 7 Submarines since 1960
  - ✓ Commissioned 1<sup>st</sup> Warship in 1972 & 1<sup>st</sup> Submarine in 1992 for Indian Navy. Completed journey of 50 years in Warship building & 30 years in Submarine building.
- ✓ Conferred 'Mini-Ratna I' status in 2006 by the Department of Public Enterprises
- ✓ Delivered 5 & executing order for 1 Scorpene Submarine through collaboration with Naval Group, France and 1 Medium Refit and Life Certification of a submarine for the Indian Navy.
- ✓ Strategically located shipyard on West Coast of India

### **Key Customers**





**Indian Navy** 

**Indian Coast Guard** 

### Major warships built & delivered

Туре	Nos.
Destroyers	8
Frigates	12
Corvettes	3
Missile boats	4
Offshore Patrol Vessels	7
Submarines	7

## The Journey So Far



#### 2021 and 2022

- Delivery of 3<sup>rd</sup> & 4<sup>th</sup> Scorpene Submarines (INS Karanj & INS Vela) and 1<sup>st</sup> P15B missile destroyer (INS Visakhapatnam) in 2021
- Historical Double Launch of a Missile Destroyer "Surat" and a Stealth Frigate "Udaygiri" on 17 May 2022.
- Launching of 6<sup>th</sup> Submarine "Vaghsheer" on 20 Apr 2022 & launching of 3<sup>rd</sup> Stealth Frigate "Taragiri" on 11 Sep 2022
- Delivery of 2<sup>nd</sup> P15B missile destroyer, "INS Mormugao" on 24 Nov 2022 & 5<sup>th</sup> Scorpene submarine "INS Vagir" on 20 Dec 2022
- Accredited with ISO 14001:2015 & ISO 45001:2018 (HSEMS) on 28 Jul 2022 and ISO/IEC 27001:2013 on 19 Oct 2022.

#### 2019 and 2020

- Delivery of 2<sup>nd</sup> Scorpene class submarine, INS **Khanderi** in 2019
- Listing of MDL in BSE & NSE in 2020

#### 2016 and 2017

- Inauguration of new submarine section assembly workshop at Alcock yard
- Delivery of 1<sup>st</sup> Scorpene class submarine, INS Kalvari in 2017

# 2015 Signed contract for construction and delivery of 4

# frigates of Project 17A with the MoD 1997

Commissioned 1st Destroyer, INS Delhi

#### 1992

Commissioned 1st Indian built submarine, INS Shalki

#### 1984

Inauguration of undertaking submarine construction

#### 1972

Delivered the 1<sup>st</sup> frigate, INS Nilgiri

# Į,

## 1960

Acquired by the Gol

#### 1934

Incorporated as a private company



#### 2014

Inauguration of the Mazdock Modernization Project

#### 2009

Implementation of Enterprise Resource Planning and Systems Applications and Products

### 2006

Awarded Mini Ratna Category – I status

#### 2000

Upgraded to Schedule 'A' status from Schedule 'B'

#### 1998

Accredited with ISO certification for shipbuilding

# Only Public Sector Defence Shipyard Constructing Destroyers & Conventional Submarines



1

India's only shipyard building **Destroyers** and **Conventional Submarines** for the Indian Navy

2

Some of the warships built and delivered are –

8 Destroyers; 12 Frigates; 3 Corvettes; 4 Missile Boats

7 Submarines

3 C

Construction of Scorpene submarine under a **Technology Transfer** agreement with the **Naval Group, France** 

4

### Also delivered for various customers in India and abroad -

- Cargo ships and passenger ships
- Supply and multi-purpose support vessels
- Water tankers, tugs, dredgers
- · Fishing trawlers, barges and border outposts

### **Recently delivered**

### Warships



INS Mormugao (24 Nov 22)



INS Visakhapatnam (28 Oct 21)

### **Submarines**



INS Vagir (20 Dec 22)



INS Vela (09 Nov 21)



INS Karanj (15 Feb 21)



INS Khanderi (19 Sep 19)



INS Kalvari (21 Sep 17)

Built a total of 801 vessels including 27 warships and 7 submarines since 1960

# **World Class Infrastructure & Strategic Location**







### **World-Class Infrastructure**



### **Ship-building facility comprises of:**

- 3 dry docks
- 2 wet basins
- 3 slipways
- Production shops
- Assembly shops
- Electrical shop
- 300 tonne goliath crane
- Shore integration facility

- Module shop with painting chamber for Integrated construction
- Sheet metal shop
- Pipe shop
- Machine and fitting shop
- Instrumentation shop

### **Submarine division infrastructure includes:**

- Shops for fabrication of frame
- · Sub-section assembly and section formation shops
- · Cradle assembly shop for equipment outfitting
- 1 dry dock
- Shore integration facility

### 300 tonne Goliath crane spanning 138 meter





Shipbuilding and submarine & heavy engineering divisions are ISO 9001:2015 certified

**Both** 

Capacity to build 10 Warships and 11 conventional Submarines simultaneously

# **Location Provides Strategic Advantage**





Location

Location on Indian west coast connects with busy international maritime route from Europe to Pacific Closer coordination

Being present in western India provides access to client and vendors resulting in closer co-ordination Access to Labour

Majority of sub-contractors in & around Mumbai provides ease of access to workforce Competitive Advantage

Location of facilities provide a strategic competitive advantage over peers

Strategically located at busy international maritime route provides significant advantage

# **Product & Services / R & D / AI / Indigenisation**







## **Product & Services**



1

### **PLATFORMS**

- Naval & Coast Guard Vessels Destroyers, Frigates, Corvettes, Missile Boats, OPVs,
- Conventional Submarines
- Commercial Vessels OSVs, Dredgers, MSVs, Tugs Barges, Pontoons

2

### **SERVICES**

- Repairs and Refits Warships/ Coast Guard Vessels/ Conventional Submarine/ Commercial Vessels
- · Design of Warships and Commercial Ships

3

### **PRODUCTS**

- Equipment / Systems for Marine and Oil & Gas Industry
- Al Enabled / VR / AR Products

1

### INFRASTRUCTURE DEVELOPMENT

Turnkey Consultancy

# R&D/AI/ Indigenization - Shipbuilding (Proven)



MDL diversifying into various innovative products for both domestic and International market apart from main weapon platforms.

# 1. Al based Remote Operated Vehicle



R&D initiatives in association with Academia and start-up - developed for underwater inspections of marine/civil infrastructure with advanced capabilities for feature recognition.

# 2. Al enabled weld inspection tool with Computerized Radiography



R&D initiatives in association with Academia and start-up - developed as the replacement of film X-ray technique that is used currently in conventional radiography for weld inspection

# 3. Al enabled weld inspection tool with Advanced Phase Array and Ultrasound

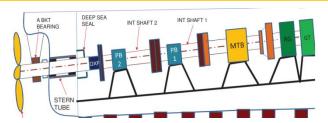


R&D initiatives in association with Academia and start-up - developed as the replacement of film X-ray technique that is used currently in conventional method

# R&D/AI/ Indigenization – Shipbuilding (Proven)



# 4. Innovative procedure for final alignment of shafting for warships



Final alignment of shaft line under standard loading conditions done in dry-dock instead of doing it in afloat condition (conventional practice)

# 5. Minimization of the effect of launch induced deflections on Ship hull



Minimization of launch induced deflection by installation of technical shaft to simulate the solid reference axis (Pre-alignment condition) for facilitating completion of structural shafting job on slipway before launching.

# 6. Augmented Reality (AR) based Fast track Ship construction

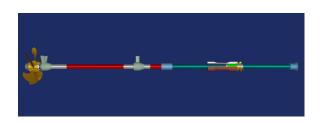


Providing 3D CAD model pulled from Design on hand held devices like iPads and 3D Goggles (HoloLens) superimposing on compartments physical structural boundaries resulting in reducing re-work and reduction of valuable project completion time and cost.

# R&D/AI/ Indigenization – Shipbuilding (Under development)

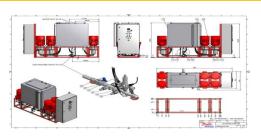


1. Indigenised Controllable propeller and shafting system



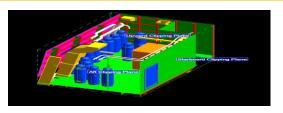
Indigenization program initiated on behest of MoD with 70% funding by the shipyard to industry partner to reduce imports as part of Atmanirbhar Bharat

2. Indigenized High pressure water mist system for Engine room fire fighting



Indigenization program initiated on behest of MoD with 70% funding by the shipyard to industry partner to reduce imports as part of Atmanirbhar Bharat

3. Indigenised Helo firefighting system for Hangar



Indigenization program initiated on behest of MoD with 70% funding by the shipyard to industry partner to reduce imports as part of Atmanirbhar Bharat

## **R&D, AI & Indigenization – Submarine Division**



MDL diversifying into various innovative R & D products for both domestic and International market apart from main weapon platforms.

### 1. Midget Submarine



MDL's flagship R&D program with the ultimate goal of designing India's first truly Indigenous Conventional Submarine. The prototype is scheduled to be commissioned by Dec 2024

### 2. Fuel Cell Electric Vessel



Country's maiden fuel cell technology vessel with zero CO2, NOX, SOX emission and cost effective sustainable green energy solution for inland waterways application. Proof of concept is already completed, 24 pax vessel is under development.

### 3. Lithium Ion Battery



Indigenous development of Lithium Ion Battery for Submarines. Battery module with 50 Ah Cell successfully developed along with Battery Monitoring System. Prototype of 100 KWH capacity is under development.

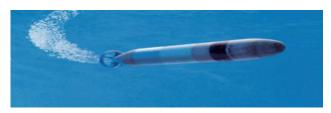
## **R&D**, AI & Indigenization – Submarine Division



4. <u>Autonomous Underwater Vehicle (AUV)</u>: MDL developing variety of underwater platforms with use of modern technology and artificial intelligence.



a) <u>Swarm Drones:</u> The swarm of AUVs will help in locating mines and neutralizing it after getting confirmation from mother ship.



b) Mobile Target Emulator (MTE): Attracts the torpedoes away from the counter maneuvering Submarine (target) by emulating the acoustic and dynamic behavior of a target submarine.



c) Expendable Underwater Target (EUT): To train the crew of *IN* ships, Submarine, aircraft in detecting, tracking & attacking an underwater target.

### 5. Autonomous Tug Vessel



R&D for Autonomous operaton of Marine Tug Vessel: Upgradation of Tug vessel to autonomous navigation capability with full surface autonomy in compliant with IMO Level 4

# **Increase in Indigenization of Warships & Submarines**





Set up a dedicated "Make in India" Department for Indigenization

### Successfully indigenised equipment such as:

- ✓ Sonar Dome for Ships through Kineco, Goa
- ✓ Ship Installed Chemical Agent Detection System through L&T Bengaluru/DRDE Gwalior
- ✓ Magazine Fire Fighting System for Ships by MDL Mumbai/BEL Kotdwar through CFEES (DRDO), Delhi
- ✓ Main batteries for Submarines through Exide India, Mumbai
- ✓ Battery loading trolley for Submarine through SEC, Hyderabad
- ✓ Sacrificial Zinc anode Flanges for Submarine through Sargam Metals, Chennai
- ✓ GRP panels for Submarine through Kineco, Goa
- ✓ **Air Conditioning** through Shree Refrigeration

Large number of
equipment
indigenised in order
to give an impetus to
the Gol's "Make in
India" campaign

Indigenous content in warships & Submarine increasing over the years has led to a reduction in construction cost

Indigenization has reduced reliance on 3<sup>rd</sup> party component manufacturers

Dependence on imports has reduced

Cost saving, quality improvement & efficient after sales support services due to indigenization

Indigenous content in warships & Submarines built has increased in the past 5 years

# **Strategy & Government Push**







# **Strategy**



### **Diversification of Revenue Stream**

**Export of products to the international market** 

- ✓ Reviving exports to Latin America, Africa, South East Asia, Middle East and Scandinavian regions, entering into agency agreements with sales agents in order to procure customers
- ✓ To identify potential domestic & international markets
- ✓ Increase presence globally by establishing an international marketing team
- ✓ Forging strategic partnerships to enable us to market at offshore locations

Focus in Ship repair business

✓ Increased impetus on ship repair activities to increase client base, generate more revenues and reduce dependency on MoD

3

### Augmentation of infrastructure and enhancing manufacturing capacity

- ✓ MDL owns an area of 37 acres located at 10 nautical miles across the channel at Nhava, Navi Mumbai. The area can be developed as a greenfield shipyard with a Shiplift, Wet basin, Workshops, Stores & Buildings and a Ship Repair Facility.
- ✓ Submarine Launch facility and Blasting Painting chamber
- ✓ Dredging of the water front to deepen the navigational channel

### **Government Push**

®

- Indian Navy announced an indigenization plan of up to 2030, in July 2015
- Industry to play a vital role in parts to meet the sophisticated needs of the armed forces
- Lists out the equipment which can be taken up for indigenization in the coming years
- Encouraging all sectors of the industry to come forward and participate in indigenous development of weapons, sensors and other high-end equipment for the Indian Navy



- Inland waterways traffic to shoot up 15x over the next 20 years\*
- Capacity augmentation to result in 5x rise in traffic capacity, from the existing 350 million tonnes\*
- To bring in additional ship repair business
- \* source RHP

- To be granted to both state owned & private shipbuilders on each ship built
- Assistance only after construction & delivery of ship to the buyer
- Policy has been approved by the cabinet

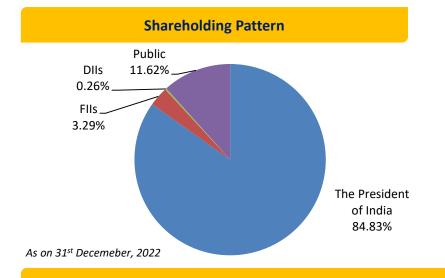
# **Order Book / Financials / Future Outlook**





## **Stock Overview**





### **Stock Overview**

CMP (in Rs)	719.55
52 Week High (in Rs)	936.85
52 Week Low (in Rs)	229.45
Market Capital (in Mn)	1,45,126.00
Free Float Mcap (in Mn)	22,017.50

As on 28<sup>th</sup> February, 2023

### **One Year Price and Quantity Change**



Source: BSE

# **Strong Order Book**

	Duningt Value	Nee			Nos.
Particulars	Project Value (INR mn)	Nos. (Contracted)	Client	Value (INR mn)	(pending to be delivered)
Shipbuilding					
P15B Destroyers	3,20,801	4	MoD	1,70,756	2
P17A Stealth Frigates	2,42,547	4	MoD	1,90,734	4
Others	842			842	
Submarine and heavy engineering					
P75 Scorpene Submarines	2,82,553	6	MoD	43,086	1
Medium Refit and Life Certification (MRLC) of a submarine	11,686	1	MoD	500	1
Total Order Book as on December 31, 2022				4,05,918	

## **Shipbuilding**





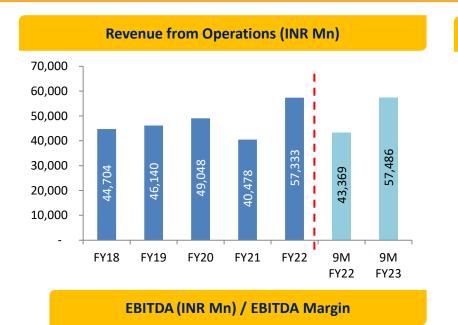
# Submarine & Heavy Engineering

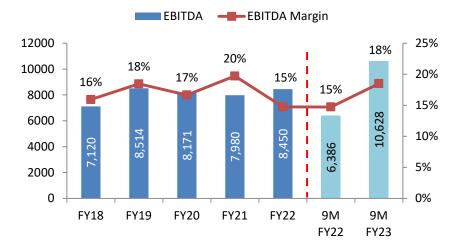


Healthy Order Book provides Execution Stability and consistent Cash availability

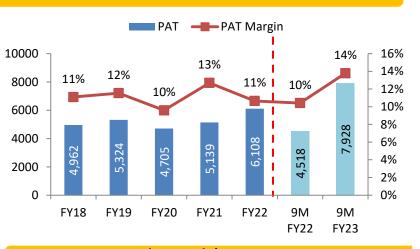
## **Financial Overview**



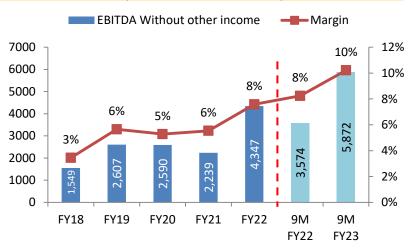




### PAT (INR Mn) / PAT Margin

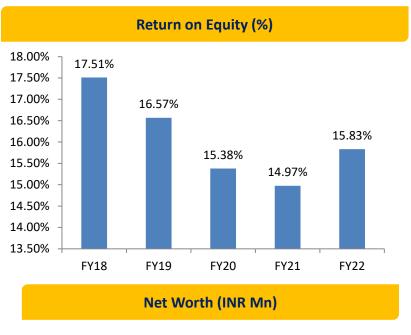


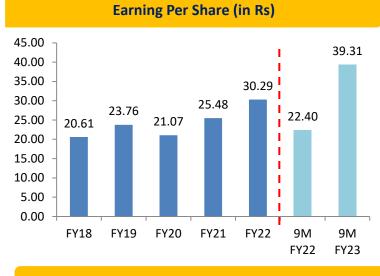
# EBITDA (INR Mn) / EBITDA Margin (Without Other Income)



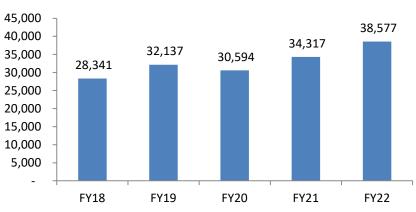
## **Financial Overview**

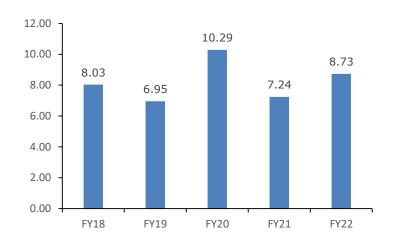






Dividend Per Share on declared basis (In. Rs.)





# **Financial Overview**



<b>Restated Consolidated P</b>	rofit & Loss	Account				,	
INR Mn	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	9M FY22	9M FY23
REVENUE							
Contract & other operating revenue	44,704	46,140	49,048	40,478	57,333	43,369	57,486
Other income	5,572	5,907	5,582	5,741	4,103	2,813	4,756
Total revenue	50,276	52,047	54,630	46,219	61,436	46,181	62,242
EXPENSES							
Cost of materials consumed	26,929	25,571	24,525	18,819	26,931	22,815	30,690
Procurement of base and depot spares	917	6,081	3,622	5,783	9,137	4,768	6,016
Employee benefits expense	8,857	6,895	7,805	6,528	7,987	5,975	5,835
Finance costs	91	91	93	84	72	57	44
Depreciation and amortization expense	525	643	688	597	745	516	552
Other expenses <sup>1</sup>	6,453	4,986	10,506	7,109	8,931	6,237	9,074
Total expenses	43,772	44,267	47,239	38,920	53,803	40,368	52.210
Profit before tax	6,504	7,780	7,391	7299	7633	5,813	10,032
Net profit for the year	4,962	5,324	4,705	5,139	6,108	4,518	7,928

### **Restated Consolidated Balance Sheet**

INR Mn		As at				
IIVR IVIII		31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22
EQUITY AND LIABILITIES						
Shareholders' funds		28,341	32,137	30,594	34,317	38,577
Long-term provisions		12,064	11,977	12,151	7,302	5,647
Other Non-current liabilities		2,129	1,952	2,064	1872	1,639
Total Current liabilities		151,170	162,314	164,600	207,894	251,839
	Total	193,704	208,380	209,409	251,385	297,702
ASSETS						
7.002.0						
Non-current assets		7,907	8,871	9,163	8,870	10,516
Other Long-term assets		15,359	18,721	19,526	21,673	21,892
Inventories		37,860	37,903	46,227	58,886	77,001
Trade receivables		11,134	14,729	14,328	9,659	10,054
Other current assets		121,444	128,156	120,165	152,297	178,239
	Total	193,704	208,380	209,409	251,385	297,702

Source: Audited Consolidated Financial Statements and Unaudited financials for 9 month period Note: 1. Other Expenses include Sub-contract, Power & Fuel, provisions and others

# **Prospective Orders and Bids**

- ®
- MDL is a strong contender for all major future projects of Indian Navy, Indian Coast Guard and Overseas Clients
- Some of the identified major Business Opportunities where MDL is a strong contender are detailed below,

Project	Nos.	Client	Approx Value (INR Mn)
Next Generation Destroyers	5	MoD/IN	5,00,000*
Project P75(I) conventional Submarine	6	MoD/IN	4,30,000**
Medium Refit cum Life Certification of INS Shankush Submarine	1	MoD/IN	20,000

<sup>\*</sup>Estimate value given by Navy at different forums

<sup>\*\*</sup>Acceptance of Necessity (AON) value from Navy



**Next Generation Destroyers** 



**Project P75(I) Conventional Submarine** 



**MRLC of INS Shankush Submarine** 

# Management / Manpower / Awards & Recognition







## **Leadership & Senior Management Team**



BCom (Honors) (University of Delhi) Cost accountant from the Inst. of Cost Accountants of India

#### Shri. Sanjeev Singhal

Director (Finance) & CFO with Addl. Charge of Chairman & Managing Director

- Over 35 years of experience in finance and accounting
- Previously, he was associated with Mishra Dhatu Nigam Limited as a Director (Finance) and with SAIL in the Finance & Accounts department



BSc. from JNU¹ (National Defence Academy , Pune)
BTech (Mechanical),
Jawaharlal Nehru
University, Delhi
M.Tech. (Modelling & Simulation), Univ. of Pune
MBA from Faculty of Management Studies,
New Delhi

#### Shri. Jasbir Singh

**Director, Submarine & Heavy Engineering** 

- Completed course in modeling & simulation (Inst. of Armament Tech., Pune) and basic engineering course in INS Shivaji (Naval College of Engg)
- Total 35 years service with 22.5 years in Navy and 12.5 years in MDL
- Served in the Indian Navy and has held several assignments such as INS Mumbai and INS Kuthar and Engineer Officer on various appointments in warship overseeing team, Directorate of Naval Design, Directorate of Ship Production and Naval Dockyard, Vishakhapatnam. Various appointment at MDL including project Superintendent of Scorpene Project.
- Received commendations from the flag officer commander in chief, Eastern Naval Command and Western Naval Command



Post Graduate
Degree in Ocean
Engineering and
Naval Architecture
from the Indian
Institute of
Technology
Kharagpur.

# Shri. Biju George Director, Shipbuilding

- Over three decades of experience in MDL where two decades were with the design of frontline warships viz. Missile Destroyers and Frigates
- Served as Project Superintendent of the prestigious P17A Frigates Program for the Indian Navy
- Headed the shipbuilding design department of MDL



BTech (Mechanical), JNU<sup>1</sup>, Delhi

Masters in Engineering from Pune University

### Shri. Vasudev Puranik

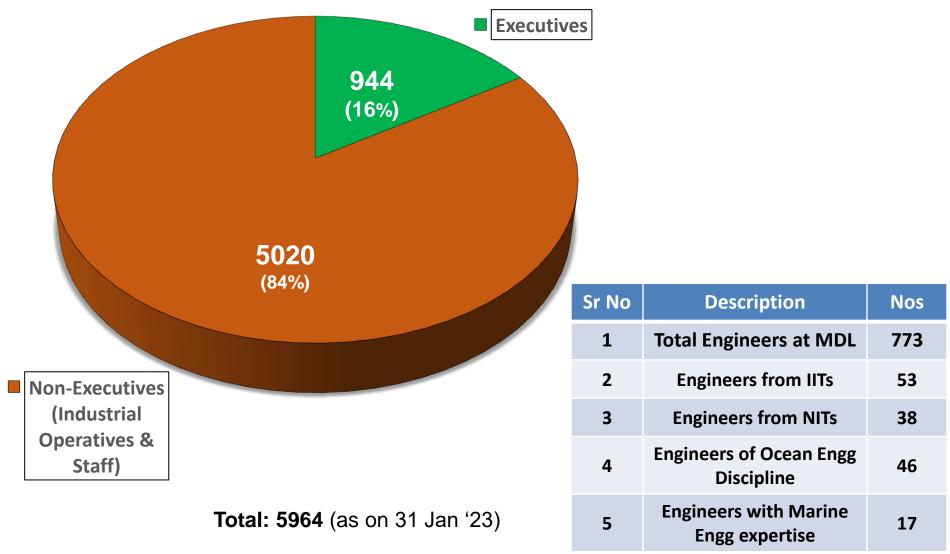
**Director, Corporate Planning & Personnel** 

- Served in the Indian Navy for over 22 years and has held several assignments afloat and onboard INS Rana, INS Nishank, INS Mysore and various appointments in DND, GT Overhaul Centre, Vishakhapatnam, DSP and Naval Dockyard, Mumbai.
- Received commendations from the flag officer commanding officer in chief, Western Naval Command.
- Served as Project Superintendent of the prestigious P-75 scorpene submarine project at MDL.

Note: 1 - JNU: Jawaharlal Nehru University

## **Manpower**

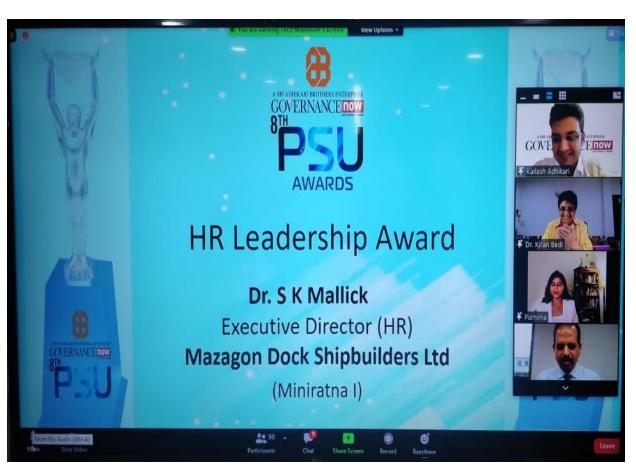






Year	Particulars Particulars
2022	<ul> <li>Accredited with ISO 14001:2015 and OHSAS 45001:2018 (HSEMS) on 28 Jul 2022 for Integrated Management System for Shipbuilding, Submarine &amp; Heavy Engineering, Corporate Planning &amp; Personnel and Finance divisions</li> <li>Accredited with ISO/IEC 27001:2013 on 19 Oct 2022 for Information Security Management System.</li> <li>MDL got felicitation for CSR Project by Hon'ble Governor of Maharashtra on 17 Sep 2022 for adopting Nandurbar District under Pradhan Mantri TB Mukt Bharat Abhiyan</li> <li>MDL's HR won the ICC 11<sup>th</sup> PSE Excellence Award in Human Resource on 25.02.2022.</li> <li>MDL won the HR Leadership Award during 8<sup>th</sup> PSU Awards by Governance Now, presented by Dr. Kiran Bedi on 29.07.2021.</li> </ul>
2021	<ul> <li>The National Awards for Excellence in Corporate Social Responsibility (CSR) under the category "Best Relief Package Announced for COVID-19" was conferred to MDL by World HRD Congress, Mumbai.</li> </ul>







MDL won the HR Leadership Award during 8<sup>th</sup> PSU Awards by Governance Now, presented by Dr. Kiran Bedi on 29.07.2021





MDL got felicitation for CSR Project by Hon'ble Governor of Maharashtra on 17 Sep 2022 for adopting Nandurbar District under Pradhan Mantri TB Mukt Bharat Abhiyan







MDL's HR won the ICC 11<sup>th</sup> PSE Excellence Award in Human Resource on 25.02.2022

# **Thank You**

