

July 31, 2020

To,
BSE Limited,
P. J. Towers,
Dalal Street,
Mumbai – 400001
(Scrip Code : 532687)

To,
National Stock Exchange of India Ltd.,
Exchange Plaza,
Bandra Kurla Complex, Bandra East,
Mumbai – 400051
(Scrip Symbol – REPRO)

Dear Sir / Madam,

Sub: Analyst Presentation

Pursuant to the Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed copy of the presentation to Analysts/Investors on Financial Results of the Company for the last quarter and year ended March 31, 2020.

This is for your information and record.

Thanking you,

Yours faithfully,
For **Repro India Limited**,



Kajal Damania
Company Secretary & Compliance Officer

Encl: As above



BOOKS ON DEMAND. ANYTIME, ANYWHERE

Repro – Strategic Direction and Progress :

Books on Demand. Anytime! Anywhere!

2019-20 : Q4 and Annual Performance Highlights

**Moving forward to Quantum Growth and
Increased Market Share in the E-tail Book Industry**



BOOKS ON DEMAND. ANYTIME, ANYWHERE



***REACHING MORE BOOKS
to MORE READERS
through MORE CHANNELS!***

Contents

- ❏ **Repro's Strategic Direction 2019-20**
- ❏ **Executive Summary – 9 month scenario, Q4 numbers, Annual numbers**
- ❏ **The Impact of COVID-19**
- ❏ **Repro's Response to COVID-19**
- ❏ **Post COVID business Direction**
- ❏ **Financial Results**





BOOKS ON DEMAND. ANYTIME, ANYWHERE

Repro – Strategic Direction 2019-20

Reaching more books to more readers...



BOOKS ON DEMAND. ANYTIME, ANYWHERE

THE TECH PLATFORM FOR BOOK AGGREGATION



REPRO'S TECH-PLATFORMS ARE DISRUPTING THE PUBLISHING PROCESS AND REACHING MORE READERS, ON DEMAND!

Repro – generates
online demand

Repro – reaches
books directly to students

Repro – reaches
books to bookstores

Repro – prints and produces
one book to a million

Repro – lists
existing inventory

Books on demand... anytime, anywhere!

Key Strategies : 2019-20

Aggressive Growth

Content Acquisition :

- “Relevant” titles
- International Titles

Strategic partnerships with key publishers to

- Enhance market share
- Work on optimum pricing deals

Geographical Replication – In addition to the existing capacity in the West, increasing capacity in North and South India

Channel tie-ups to ensure optimum pricing

Operational Efficiencies

Building and enhancing IT Systems for multi-location servicing and higher scale

Investments in Digital Printing & Finishing Equipment to address newer segments like STM, International and Children

Financial Objectives

Higher growth and higher margin in the e-retail business

Working towards Cash flow Surplus in the e-retail business





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Repro – Executive Summary

Executive Summary : 9 months 19-20 over 9 months 18-19 – A Recap...

Moving forward on the strategic path... on an inflexion to rapid and sustained growth

90% growth in E-retail POD Revenue

- **Revenues** – Rs. **298** cr (9 months 2019-20) over Rs. **293** cr (9 months 2018-19)
- **14%** growth in PBDIT – Rs. **36.19** cr (9 months 2019-20) over Rs. 31.72 cr (9 months 2018-19)
- **19%** growth in PBT – Rs. **15.77** cr (9 months 2019-20) over Rs. 13.27 cr (9 months 2018-19)
- **Debt Equity Ratio – 0.35** (as on 31.12.19) compared with **0.52** (as on 31.03.19)
- **Receivables no of days – 68** (as on 31.12.19) compared with **105** (as on 31.03.19)
- **90%** growth in **e-retail POD Revenue** – as per the strategy, to Rs. **34.74** cr (9 months 2019-20) from Rs. 18.26 cr (9 months 2018-19)



Executive Summary : Key Financial highlights : Q4 19-20 Q4 over Q3 19-20

COVID-19 Impact in March 2020 affecting Quarter 4 Performance

□ **Revenue** – Rs. **74.28** cr (Q4 2019-20) over Rs. 87.36 cr (Q3 2019-20)

□ **PBDIT** – Rs. **9.83** cr (Q4 2019-20) over Rs. 11.07 cr (Q3 2019-20)

Maintained PBDIT rate at 13% of Revenues

□ **PBT** – Rs. **2.01** cr (Q4 2019-20) over Rs. 4.36 cr (Q3 2019-20)

□ **PAT** – Rs. **1.73** cr (Q4 2019-20) over Rs. 4.64 cr (Q3 2019-20)



Executive Summary : Key Financial highlights : 19-20 Annual over 18-19 Annual

On the strategic path... on an inflexion to rapid and sustained growth

- **Revenues** – Rs. **367.48** cr (2019-20) over Rs. **399.49** cr (2018-19)
- **PBDIT** – Rs. **45.79** cr (2019-20) over Rs. 44.25 cr (2018-19) *PBDIT Rate increased from 11% to 12%*
- **PBT** – Rs. **17.50** cr (2019-20) over Rs. 19.06 cr (2018-19)
- **PAT** – Rs. **18.80** cr (2019-20) over Rs. 23.58 cr (2018-19)
- **Total Debt Equity Ratio – 0.43** (as on 31.3.20) compared with 0.61 (as on 31.12.19)
- **Total Debt – Rs. 128 cr** (as on 31.3.20) compared with 100 cr (as on 31.12.19)





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The Impact of COVID-19

The Impact of COVID-19

- The lockdown announced by the Government of India due to the COVID-19 pandemic deeply affected the following areas of business.

1. E-Retail	2. Print	3. Facilities and Manufacturing Operations	4. People and Business Operations	5. Financial Planning and Operations
<ul style="list-style-type: none"> The e-tail channels (Amazon, Flipkart etc.) were completely shut as the supply chain was disrupted 	<ul style="list-style-type: none"> Global Business at a standstill. Export shipments stuck at ports / on sea MNC and Indian Publishers stopped orders as Retail and School channels closed Existing orders cancelled / postponed 	<ul style="list-style-type: none"> All 3 plants ceased operations. Surat facility started operations at 30% capacity from May Haryana Digital plant operating at 20% capacity from July. Mumbai in-operational 	<p>Focus on :</p> <ul style="list-style-type: none"> Business Continuity Working from home protocols Safety and Health measures Virtual Client Meets 	<p>Focus on:</p> <ul style="list-style-type: none"> Working capital for operations Cash-flows Debtors and collections





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The Repro Response to the COVID-19 Disruption

1. Corporate Response : Tasks and Objectives

To create a safe working environment and to keep the business operations continuing...



Some of the key steps taken :

- ❑ Creation of the **Repro COVID-19** task force whose priority was :
 - ❑ to protect the **health and safety** of its employees, suppliers and other partners
 - ❑ to work out the way forward to ensure **business continuity** for our clients
 - ❑ to **recommend and communicate** the necessary action, internally and externally, **aligning everyone to a coordinated plan**
 - ❑ to keep an **eye on the developing situation** and take action based on the same
 - ❑ to keep in **touch with the authorities** and **follow their guidance** based on the situation
- ❑ **Constant and frequent communication** sent out to clients, employees and other stakeholders



2. Response with Existing Customers : Confirming Order Book

Paving the way for the future with our existing clients!

Defining goals, objectives and tasks to increase existing print business



- ❑ Focus on mining and planning with MNCs / Strategic clients in the domestic market and international clients
 - ❑ Strategic contracts with MNC customers that have larger volumes and secured payments
 - ❑ Continuous contact with publishers to recover outstanding dues
 - ❑ Building solutions around online models for Coaching segment across India
 - ❑ Making plans for the coming season based on the sales plans of publishers



3. Response for Facilities and Manufacturing Operations : Safety and Healthy working environments Working towards safe operational processes



Mumbai



Haryana



SURAT

- ❑ Safety measures taken at all 3 locations include :
 - ❑ *Temperature check, Aarogya Setu app, Pulse oximeter checks for all*
 - ❑ *Social distancing measures, canteen arrangement, medical room*
 - ❑ *Transport & accommodation arrangement for employees*
 - ❑ *Use of Face mask, hand sanitizers and safe water arrangements*
 - ❑ *Complete sanitization of premises & equipment*



4. People and Business Operations : Safety and Healthy working environments Working towards safe operational processes



Safety while working



Connecting with clients



Following guidelines

- ❑ Currently a large part of the work is being carried out in a work-from-home model
- ❑ The key personnel have prepared several scenarios and have also created contingency plans for all the different situations that might arise
- ❑ The plans have been shared with the respective teams to action if they are required.
- ❑ The infrastructure at the facilities have been prepared to mitigate the spread of the virus.



5. Financial Operations:

Mitigating the fallout of a “paused” financial scenario

Focus on Cash Flows for long, medium and short term needs

Rating by ICRA was BBB stable last year and after review this year it is upgraded to BBB+

Contracts & Fixed Expenses	Reduced Salary Costs	Funds inflows & Collections	Financial Prudence...
<ul style="list-style-type: none">Lean ManufacturingPaper: Renegotiated contracts with lower rates and extended credit cycleNo Contract Labor: Plant process restructuringReduced Fixed costs – Rent for Warehouse & Plant, Electricity, WaterContracts with various service vendors have been renegotiated	<ul style="list-style-type: none">Remuneration of Staff paid at 50% of CTC until normalcy is restoredDirectors have foregone their remuneration until normalcy is restoredCurrent team entrusted with larger roles and redefined KRA's so additional layers of staff have been rationalized	<ul style="list-style-type: none">Infusion of Long Terms funds for equipmentCollections focus in the last 4 months....	<ul style="list-style-type: none">Overheads ReductionPayments of Statutory dues done in the last four months...No default





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The Post COVID-19 Business Scenario

Print On Demand finds favour with publishers...

Publishing Industry

- Publishing Industry severely impacted due to the Pandemic
- Publishers
 - Unsold stocks, Cash Crunch;
 - Keen to embrace Repro Solution for On-Demand Print & Distribution
- No Technology Driven Distribution Company existing in the market apart from Repro

Big Opportunity for Repro

- Technology to drive
 - Seam-less Operations
 - Productivity
 - Scale
 - Innovation
- Speed – to capture large market share and build competitive advantage
- Asset light business, Zero working capital requirement – High Return on Investment



Demerger paves the way for focussed attention on the growth of the Distribution Business

Repro India Ltd.

Print Business

- Offset Print
 - Servicing the long-run Print requirements of Publishers
- Digital Print – New Age Printing
 - Servicing the Print requirements of Repro Books Ltd.
 - Standardized Products

Repro Books Ltd.

Distribution Business

- Book Distribution for publishers
- India and Global
- Generating Demand for Books
- On-Demand Printing through Repro India Ltd.
- Technology Led



Summary of the Post Covid Business Scenario:

Innovating and transforming for a changed business scenario

On the strategic growth path – with new ideas, processes to meet desired outcomes!

We are seeing an uptick in the One book business as e-commerce and online purchases grow

1. E-Retail	2. Print	3. Facilities and Manufacturing Operations	4. People and Business Operations	5. Financial Planning and Operations
<ul style="list-style-type: none">• The e-tail channels up – with many more shopping online!• Publishers have no choice but to offer physical books for sale via e-commerce• More people reading books – more online purchases!	<ul style="list-style-type: none">• Global Business opening up - Focus on Export markets where schools have reopened• Focus on cost control and other lean manufacturing measures to achieve increased contribution despite lower revenue this year	<ul style="list-style-type: none">• Haryana factory increasing production numbers month on month• New Colour and Hard Case Solutions to give better contribution• Surat facility operating at 50% capacity	<ul style="list-style-type: none">• Acquiring Content from Premium segments – International, STM and self-publishing: Higher Contribution• Working from home – rewarding achievers• Investing in IT solutions to improve productivity	<ul style="list-style-type: none">• Collection focus to continue• Cost Control and keeping an eye on Over Heads• Reduce Short Term debt – reduced finance costs• Long term fund infusion





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REPRO : Financial Results

FY 2019-20 Q4 and Annual Results

Q4 2019 – 20 Financials Consolidated

Rs. In lacs

	Audited	Unaudited	Audited	Audited	Audited
Particulars	Quarter Ended	Quarter Ended	Quarter Ended	Year Ended	Year Ended
	31-03-2020	30-12-2019	31-03-2019	31-03-2020	31-03-2019
Revenue from operations	7,428	8,736	10,666	36,748	39,949
Other income	5	58	14	101	40
Total Income	7,432	8,794	10,680	36,849	39,989
Expenditure					
Cost of Materials consumed	2,797	2,867	5,736	15,731	23,908
Changes in inventories of finished goods, work-in-progress & stock-in-trade	212	1,611	102	2,639	(2,029)
Employee benefits expense	519	804	910	3,039	3,442
Other expenses	2,921	2,405	2,680	10,860	10,241
Total Expenditure	6,449	7,686	9,427	32,269	35,563
Gross Profit Before Interest, Depreciation and Tax (PBDIT)	983	1,107	1,254	4,579	4,425
Depreciation	513	480	373	1,919	1,484
Interest	269	191	301	908	1,036
Profit Before tax	201	436	579	1,751	1,906
Tax Expenses	27	(28)	(103)	(129)	(452)
Net profit after all taxes	173	464	682	1,880	2,358
Other comprehensive income (net of tax)	(40)	(4)	(25)	(27)	(17)
Total comprehensive income	134	460	657	1,853	2,341



Books on Demand... Anytime. Anywhere!



The Future of the Publishing Industry is here!