

September 14, 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,

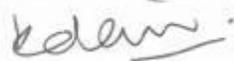
**Sub: Analyst Presentation**

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 quarter ended June 30, 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!*

## 2020-21 : Q1 Performance Highlights

**Gearing up for the rapidly growing opportunity  
in the E-tail Book Industry**



BOOKS ON DEMAND. ANYTIME, ANYWHERE



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

Reaching more books to more readers...

# 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!**



BOOKS ON DEMAND. ANYTIME, ANYWHERE

# Repro – Strategic Direction 2020-21

## Key Strategies : 2020-21

- ❑ 1. Mitigating the impact of COVID on the business
  - ❑ **Customer** Retention and Acquisition
  - ❑ **People** – Role Optimisation and Expansion
  - ❑ **Process** Re-casting and Improving Efficiency through **Technology**
  - ❑ **Cost Control** - Lean Manufacturing, Renegotiated Contracts
  - ❑ **Financial** Prudence – Collections, Debt Reduction



## Key Strategies : 2020-21

### 2. Focus - Grow E-retail Business

- Gearing up to capitalize on the huge **E-retail Opportunity**
- Increasing **Ratio of E-retail business** in overall business mix Q on Q
- Relevant **Content** Acquisition
- Increasing **Reach** through Geographical Replication, B2B, New Channels
- Maximising **Contribution** by scaling up fast
- Financial – **Positive Cash flows** from e-retail business to help reduce debt





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# **Repro – Executive Summary**

## **Of the Q1 2020-21 results**

## Executive Summary : Q1 2020-21

### Containing the Impact of COVID-19

- ❑ **Revenues – Rs.20.27 cr** *achieved in spite of all-round freeze due to lock-down*
  - ❑ E-retail business negligible during the quarter
  - ❑ Print business – 10 crores pertaining to previous quarter's unbilled orders
  - ❑ New Print Business – less than 10 crores
- ❑ **Swift and Decisive actions to contain costs and focus on collections helped to mitigate the impact**
- ❑ **EBIDTA: -7.42 crores; Cash Loss: 10.7 crores**



## Quick Response helps mitigate impact

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

### Contracts & Fixed Expenses

- Lean Manufacturing
- Paper: Renegotiated contracts
- No Contract Labor: Plant process restructuring
- Reduced Fixed costs – Rent, Electricity, Water
- Contracts with service vendors renegotiated

### Funds inflows & Collections

- Infusion of Long Terms funds:
- Collections focus yields results

### Financial Prudence...

- Overheads Reduction in order to sustain through the challenging times
- All payments of Statutory dues done in the last five months - No default



## Quick Visible Actions Strengthen All-round Confidence

- **Infusion of Long Term Funds**
  - Overall Debt reduction in-spite of Q1 loss
  - Debt Equity Ratio of 0.43 as on 1<sup>st</sup> July 2020
  
- **Rating by ICRA upgraded to BBB+ from BBB**



## Quick Visible Actions Strengthen All-round Confidence

### □ Publishers:

- Debtors realisation happening in spite of the industry cash flows severely impacted by the pandemic
- Large number of titles ingested for Digital business from Multinational and Domestic Publishers
- Joint Business Plans with key publishers for on-line selling and promotion of titles



## Quick Visible Actions Strengthen All-round Confidence

### Channels:

- Flipkart – Expeditious inbounding and listing of titles; Promotion of POD titles to customers  
- Joint efforts to boost sales
- Amazon - Recognises and rewards “Repro Books On Demand” as “Amazon FBA Super Achiever” for exceptional performance on Amazon

It gives us great pleasure to announce that we, at Amazon India, would like to recognize “**Repro Books On Demand**” as “**Amazon FBA Super Achiever**” for your exceptional performance on Amazon.

You have been selected from amongst 6 Lakh + sellers on our platform. We congratulate you on your achievement and would like to extend a special invite to you to attend our first ever Amazon Connect Virtual Summit.

As a part of the summit, we would also be hosting the

### “**Amazon Connect Awards**”

during which we would like to facilitate and acknowledge you for your efforts.





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# **Q2 – Focus: Staying Relevant in the Post-Covid world**

## Industry & Business Outlook

### ❏ Publishers

- ❏ Unsold stocks, Cash Crunch
- ❏ Keen to embrace Repro Solution for On-Demand Print & Distribution

### ❏ On-line Sales

- ❏ The e-tail sales up – with many more shopping online!
- ❏ Publishers have no choice but to offer physical books for sale via e-commerce

### ❏ Geared to capitalize on Opportunity

- ❏ Investments in IT and Data Integrity helping to improve speedy listings and replication
- ❏ Promotion and Marketing to improve Book Discoverability and Sales
- ❏ Additional Ingestion, Automation and Mumbai Replication to add to sales in Q3



## Industry & Business Outlook

### □ Digital Print:

- Haryana Plant commissioned to handle all range of products
- Quality of new Colour and Hard-case products greatly appreciated by clients
- Production gaining traction – last mile integration pending due to inability of Engineers to travel from abroad. Should reach full potential in next 2 months.
- Mumbai plant started in phased manner in September

### □ Print:

- Uncertainty about re-opening of schools / colleges delays publishers' Print decisions
- Mitigation: Right-sized Surat facility – Lean Manufacturing, Optimum People, Operating Costs, Fixed Expenses



## Summary of the Business Scenario

**Innovating and transforming for a changed business scenario**  
– with new ideas, processes to meet desired outcomes!

### 1. E-Retail

- Grow the e-retail business through **relevant content** acquisition and **marketing & promotion**

### 2. Print

- Focus on **cost control** and other lean manufacturing measures
- **Right-sized** Surat plant for reduced revenues

### 3. Facilities and Manufacturing Operations

- Increasing production at **Haryana** month on month
- New Solutions : **Colour** and **Hard Case** give better contribution
- **Mumbai** to add revenues from Q3

### 4. People and Business Operations

- Acquiring Content from **Premium** segments – International, STM and self-publishing
- Working from home
- Investing in **IT Solutions** to improve productivity

### 5. Financial Planning and Operations

- **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

Repro India Limited				
Statement of Consolidated Financial Results for the quarter ended 30 June, 2020				
Rs. In Lakhs (Except for per share data)				
Particulars	Unaudited	Audited	Unaudited	Audited
	Quarter Ended 30 June 2020	Quarter Ended 31 March 2020 (Note 10)	Quarter Ended 30 June 2019 (Note 5&6)	Year ended 31 March 2020 (Audited)
<b>1 Income</b>				
a) Revenue from Operations	2,027.12	7,427.52	10,705.70	36,747.60
b) Other Income	30.39	4.77	17.01	100.92
<b>Total Income (1a+1b)</b>	<b>2,057.51</b>	<b>7,432.29</b>	<b>10,722.71</b>	<b>36,848.52</b>
<b>2 Expenses</b>				
a) Cost of materials consumed	853.80	2,796.80	5,897.98	15,731.49
b) Changes in inventories of finished goods, work-in-progress and stock-in-trade	329.72	212.23	94.26	2,638.52
c) Employee benefits expense	689.89	519.41	822.94	3,039.26
d) Finance costs	336.75	269.45	277.61	908.46
e) Depreciation and amortisation expense	707.95	512.71	471.18	1,919.39
f) Other expenses	926.48	2,920.98	2,581.34	10,860.01
<b>Total expenses (2a to 2i)</b>	<b>3,844.60</b>	<b>7,231.58</b>	<b>10,145.31</b>	<b>35,097.13</b>
<b>3 Profit before tax (1-2)</b>	<b>(1,787.10)</b>	<b>200.71</b>	<b>577.40</b>	<b>1,751.39</b>
<b>4 Tax Expenses</b>				
a) - Current tax	-	86.18	-	98.70
b) - Deferred tax	(86.72)	(28.88)	(13.39)	(81.82)
c) - tax for earlier period	-	-	(103.14)	(90.15)
d) -MAT credit (including earlier year)	-	(29.82)	-	(55.33)
<b>Total tax expenses (4a+4b)</b>	<b>(86.72)</b>	<b>27.48</b>	<b>(116.52)</b>	<b>(128.60)</b>
<b>5 Profit for the period after tax (3-4)</b>	<b>(1,700.37)</b>	<b>173.23</b>	<b>693.93</b>	<b>1,879.99</b>



# Books on Demand... Anytime. Anywhere!



## The Future of the Publishing Industry is here!