



# Prime Focus Limited

## Q2 FY16 Investor Presentation

February 2016





## Safe Harbor

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Certain statements in this document may be forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties like regulatory changes, local political or economic developments, and many other factors that could cause our actual results to differ materially from those contemplated by the relevant forward-looking statements.

Prime Focus will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.



# Agenda

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# Positive growth momentum continues across all businesses

As integration enters Phase 2, revenues and profits witness robust growth

## Creative Services

- **Movies Delivered-** *The Hunger Games: Mockingjay-Part 2, In the Heart of the Sea, Paranormal Activity: Ghost Dimension & Pan*
- **Bundled Services (VFX+3D)** for Captain America Civil War & Batman V Superman
- **Best VFX Academy Award nomination-** Ex Machina; BAFTA nomination: Ant-man & Ex Machina
- **Robust Order book with new additions like** Jason Bourne, Captain America Civil War, Assassin's Creed, A Cure For Wellness, Fantastic Beasts and Where to Find them

*Revenues up driven by robust growth in Creative & Tech/Tech Enabled Services*

# 47%

YoY growth in Q2FY16 consolidated revenues reach Rs. 4.7bn

*EBITDA Margin expands with Integration & Consolidation—move towards 20%+ target*

# 17.7%

EBITDA Margin up from 11.1% in Q2FY15; EBITDA at Rs. 831mn

## PFT

- CLOUD & Enterprise software led Digital Transformation strategies by Broadcasters & Studios continue to drive PFT growth
- **Strong growth in CLEAR Media ERP SaaS sales**, 6 new deals in the quarter, All international deals
- Order book **grew by \$13 million** in the quarter

## India FMS

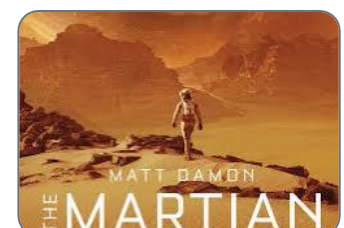
- **Delivered blockbusters** including Dilwale, Bajirao Mastani, Prem Ratan dhan Payo & Wazir
- **Strong Order book** with high visibility Fan, Raees, MohenJo Daro, Jagga Jasoos, etc.



# Delivered 5 of the top 10 Hollywood Blockbusters in 2015

Rank	Movie	Worldwide Gross (\$mn)	Prime Focus
1	Star Wars: The Force Awakens	2,011.8	
2	Jurassic World	1,670.4	
3	Furious 7	1,516.0	
4	<b>Avengers: Age of Ultron</b>	<b>1,405.4</b>	<b>Y</b>
5	Minions	1,159.1	
6	<b>Spectre</b>	<b>879.2</b>	<b>Y</b>
7	Inside Out	856.8	
8	<b>Mission: Impossible - Rogue Nation</b>	<b>682.3</b>	<b>Y</b>
9	<b>The Hunger Games: Mockingjay - Part 2</b>	<b>652.2</b>	<b>Y</b>
10	<b>The Martian</b>	<b>608.3</b>	<b>Y</b>

Source: Box Office Mojo as on 11<sup>th</sup> Feb 2016

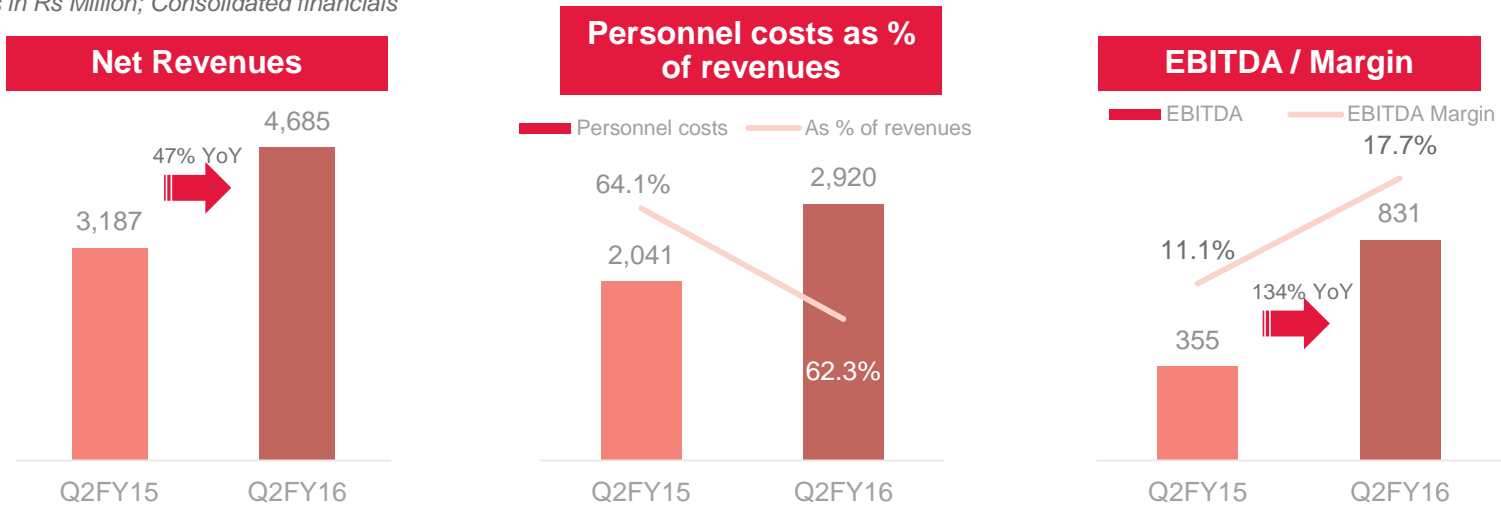




# Q2FY16: Creative & Tech/ Tech Enabled businesses deliver

Revenue jumps 47%YoY, EBITDA Margin at 17.7% moves closer to the mid-term target of 20%+

Figures in Rs Million; Consolidated financials



- Revenue up 47%YoY in the quarter driven by robust growth in Creative & Tech/Tech Enabled Services
- Personnel cost as percentage of revenues declines to 62.3% from 64.1% as more work is delivered from India
- EBITDA Margin for the quarter increased by 660bps to reach 17.7% from 11.1% in same period last year on account of integration & cost consolidation initiatives
- PBT at Rs. (94)mn in the quarter from Rs. (395)mn in Q2FY15 with improved margin & progress in integration activities
  - Integration & one time expenses reduces to Rs. 60mn as integration continues to progress well
- PAT for the quarter at Rs. (114)mn as against Rs. (362)mn in Q2FY15

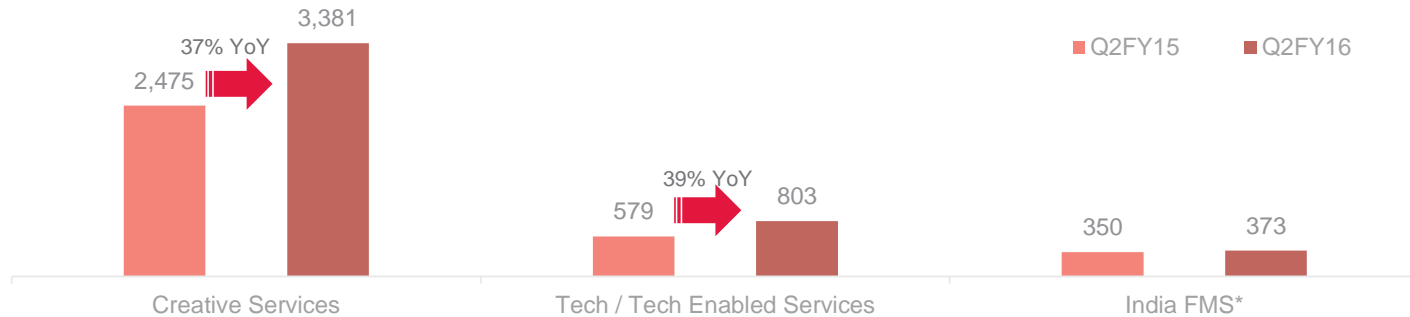


# Q2FY16 Segmental Analysis: All divisions deliver growth

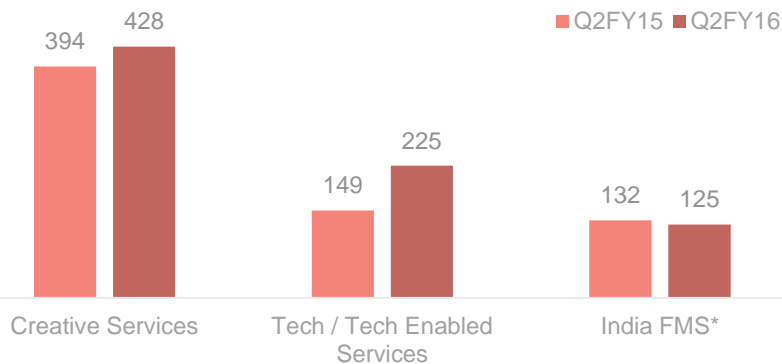
## Strong growth in Creative & Tech/Tech Enabled services

Figures in Rs. Million; Consolidated financials

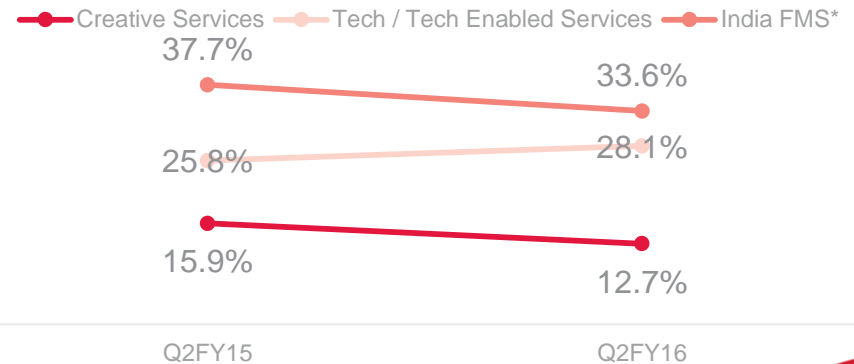
### Segment-wise revenues



### Segment-wise EBITDA



### Segment-wise EBITDA Margins



Note:

\*Q2FY16 includes RMW FMS financials, hence YoY financials are not comparable



# Key projects delivered in Q2 include current box office hits

## International



The Hunger Games: Mockingjay: Part 2



In the Heart of the Sea



Paranormal Activity: Ghost Dimension

## Bollywood



## TVCs







# Strong pipeline of ongoing projects in Creative Services



**Batman v Superman**



**Inferno**



**Geostorm**



**Captain America  
Civil War**



**Jason Bourne**



**Fantastic Beasts  
and Where to Find  
Them**



**Alice Through the  
Looking Glass**



**Star Trek Beyond**



**The Huntsman**





# Strong pipeline of ongoing projects in India FMS



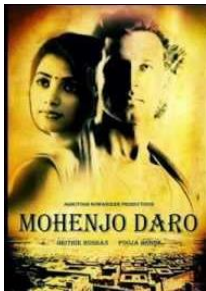
Fan



Raees



M. S. Dhoni: The Untold Story



MohenJo Daro



Neerja



Jagga Jasoos



Akira



Rocky Handsome



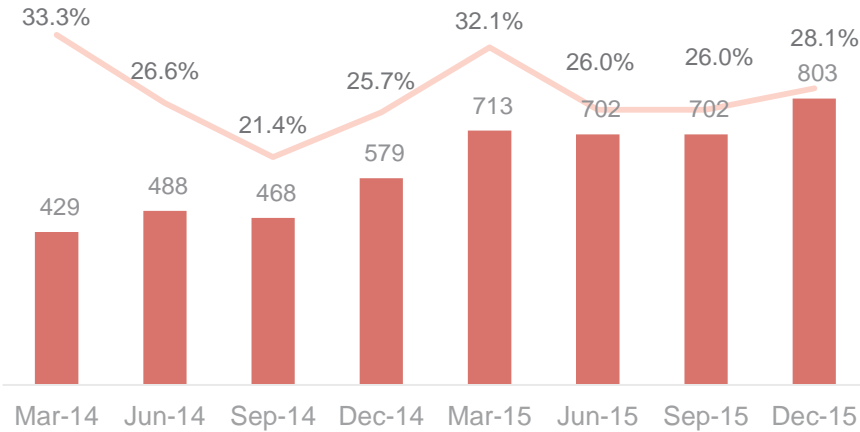
The Legend of Michael Mishra



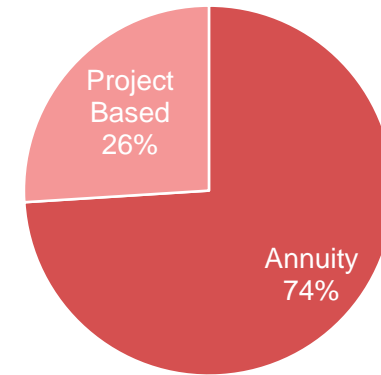


# PFT expands reach with strong revenue visibility thru annuity contracts - Key International Customer wins

## Revenue & EBITDA Margin

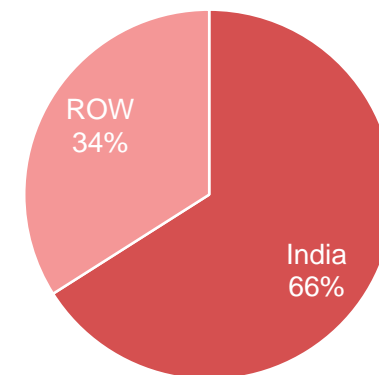


## Revenue by Contract type



- Revenue grew by 39% YoY
- EBITDA margins up 227bps to reach 28.1%
- Strong growth in CLEAR Media ERP SaaS sales, 6 new deals in the quarter, All international deals
- PFT to provide Cloud-Based Media Asset Management (MAM) to Cricket Australia, the national governing body for cricket in Australia
- Signed an agreement with global film and television studio Miramax, to provide DAX Production Solution to virtualize its content supply chain and production workflows
- Tata Sky revenue almost doubling on account of superior delivery

## Revenue by Geography

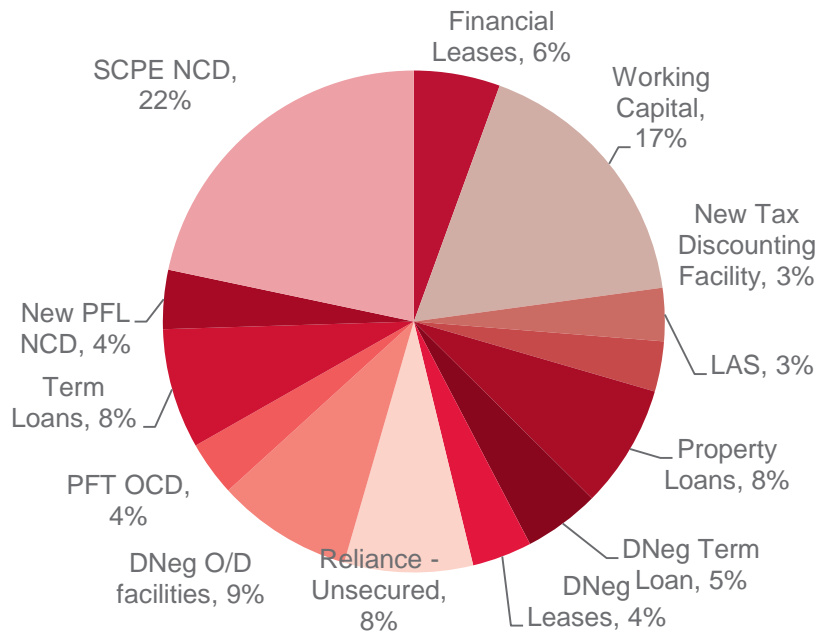




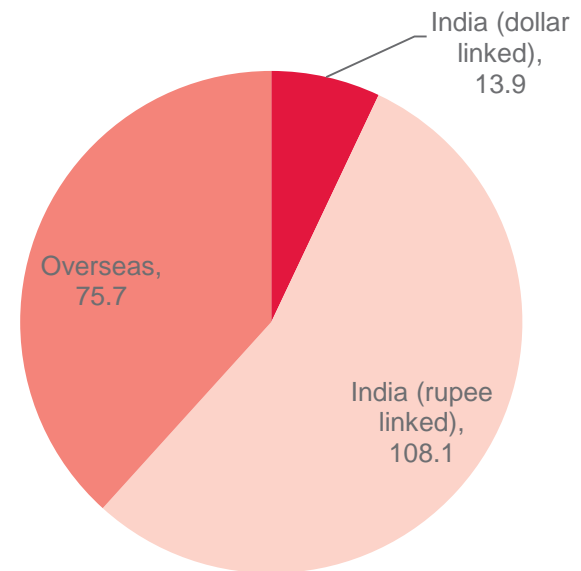
# Debt profile

- Consolidated debt at \$198mn (Rs. 13,077mn) in Dec'15 compared to \$172mn (Rs. 11,377mn) in Sept'15
  - Cash and Cash Equivalents / Deposits of Rs. 1,000mn at the end of Dec'15
- The Debt includes unsecured loan of Rs. 3,920mn and secured cash paying debt is at Rs. 9,157mn
- Increase is primarily on account of short Term O/D taken at DNeg to manage working capital on the back of new facility at Vancouver

## Debt Composition



## Geographical break-up (\$mn)



\$1 = Rs. 66.13

Consolidated debt - \$198mn (Rs. 13,077mn)



# Entered Phase 2 of integration; operating performance ahead of plan

## EBITDA Margin at 15%

### Phase 1

- Bundled offering of VFX & 3D conversion services in movies like Avengers: Age of Ultron, Terminator and many more in ongoing projects
- **Cost Consolidation post merger by closing its London and Vancouver VFX operations & pruned operations in India as well as elimination of duplicated overheads**
- **Double Negative Vancouver facility is Operational, Mumbai facility will be fully operational in coming 2 quarters; revenue synergies will further enhance in coming quarters**
- Divestiture of non-core UK post production business to remove the drag on consolidated results
- Increase revenue pipeline of PP services and low-hanging cost synergies

18-24 months

## EBITDA Margin up by 2-4%

### Phase 2

- Leverage strength of WorldSourcing model with enhanced execution from tax advantaged and lower cost centres
- Bundled offering of VFX & 3D conversion services
- Increase profitability of Indian post production and visual effects business with consolidation

24-36 months

## EBITDA Margin up by 4-5%

### Phase 3

- Partner of choice for M&E services across Hollywood, Bollywood & other major markets like China
- Global scalability of PFT's enhanced Cloud based Media ERP platform for content production, broadcast and exhibition segments
- Optimize capacity utilization and maximize delivery from tax advantaged & low-cost facilities

# About us





# PFL: World's Largest Integrated Media Services player

## Unique DNA



- **'Creative cum tech' combination** helps PFL emerge as only player to provide full bouquet of creative and technology based media services – new businesses (VFX, 3D & PFT) already contributing over 90% of revenues

## Present in top M&E Markets



- **Increasing presence across all major content markets** with over 80% of revenues from outside India in FY15 – we service our global clientele from 16 cities across the globe

## Higher growth ahead



- **Acceleration via M&A catapulting to global dominance**  
- successful Integration of Double Negative-PFW , PFT-DAX mergers & completion of PFL-RMW Film and Media services merger have rewritten the competitive landscape



# Fuelling success with marquee clients across the globe

## Creative services

Leading Hollywood and Bollywood studios



## Technology services

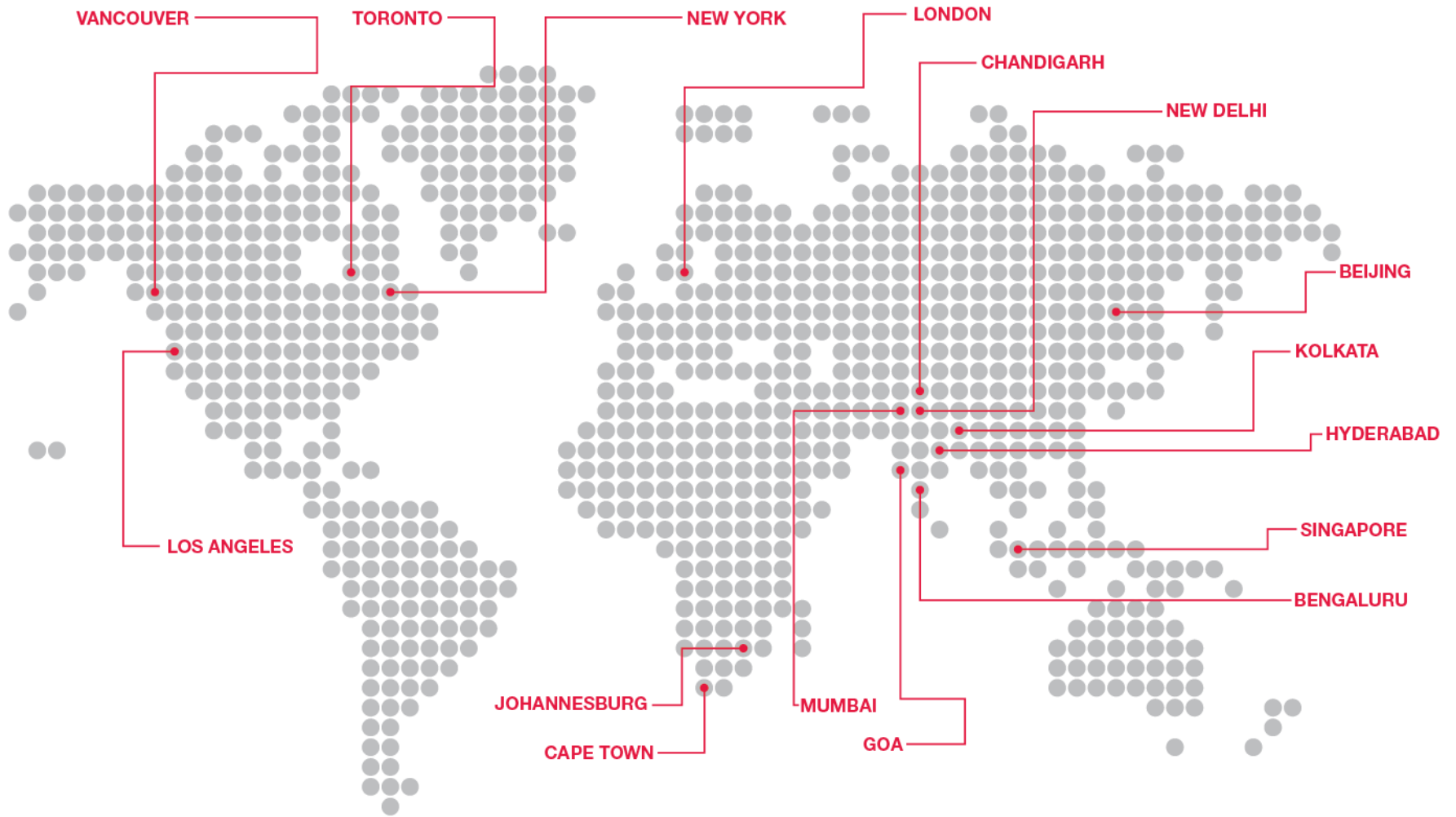
Leading broadcasters, studios, brands, sports and digital businesses







# 'WorldSourcing' model providing unmatched competitive edge



**4 continents | 5 time zones | 16 locations | 24/7 – 365 days**

# Annexure





# Consolidated Profit & Loss Statement

Particulars (Rs Million)	Q2 FY16	Q2 FY15	% YoY Variance	Q1 FY16	% QoQ Variance	6M ending Dec 15	6M ending Dec 14	% YoY Variance	FY 15
Net sales / income from operations	4,685	3,187	47%	4,486	4%	9,171	6,756	36%	16,076
<b>Total Expenditure</b>	<b>3,933</b>	<b>2,792</b>	<b>41%</b>	<b>3,965</b>	<b>-1%</b>	<b>7,898</b>	<b>6,250</b>	26%	<b>13,291</b>
Personnel Cost (including technician fees)	2,920	2,041	43%	2,923	0%	5,843	4,498	30%	9,541
Other Expenditure	1,013	751	35%	1,042	-3%	2,055	1,752	17%	3,750
<b>EBITDA</b>	<b>753</b>	<b>394</b>	<b>91%</b>	<b>521</b>	<b>45%</b>	1,273	506	152%	<b>2,785</b>
Foreign exchange gain/(loss)	79	-40	NM	217	-64%	295	-7	NM	-373
<b>EBITDA (including Exch. Gain (net))</b>	<b>831</b>	<b>355</b>	<b>134%</b>	<b>737</b>	<b>13%</b>	1,568	499	214%	<b>2,412</b>
Depreciation & amortization	582	470	24%	621	-6%	1,203	936	29%	2,211
<b>EBIT</b>	<b>250</b>	<b>-115</b>	<b>NM</b>	<b>116</b>	<b>115%</b>	365	-437	NM	<b>201</b>
Interest & Finance charges	251	173	45%	178	41%	429	331	29%	727
Non-operating costs	37	-	NM	-	NM	37	-	NM	-
Other income	5	35	-87%	0	918%	5	176	-97%	196
<b>PBT Before Exceptional Items</b>	<b>-34</b>	<b>-253</b>	<b>NM</b>	<b>-61</b>	<b>NM</b>	-95	-591	NM	<b>-331</b>
Exceptional Items- Expenditure/ (Income)	60	142	-58%	123	-51%	182	485	-62%	2,475
<b>PBT</b>	<b>-94</b>	<b>-395</b>	<b>NM</b>	<b>-184</b>	<b>NM</b>	-277	-1,076	NM	<b>-2,806</b>
Tax Expense	51	5	825%	41	23%	92	-351	NM	325
Minority Interest	-30	-39	NM	-55	NM	-85	-144	NM	-209
<b>PAT</b>	<b>-114</b>	<b>-362</b>	<b>NM</b>	<b>-170</b>	<b>NM</b>	-284	-582	NM	<b>-2,922</b>

Key Ratios	Q2 FY16	Q2 FY15	Q1 FY16	6M ending Dec 15	6M ending Dec 14	FY 15
EBITDA Margin	16.1%	12.4%	11.6%	13.9%	7.5%	17.3%
EBITDA (including Exch. Gain (net))	17.7%	11.1%	16.4%	17.1%	7.4%	15.0%
Net Margin	-2.4%	-11.3%	-3.8%	-3.1%	-8.6%	-18.2%
Total Expenditure/ Revenues	83.9%	87.6%	88.4%	86.1%	92.5%	82.7%
Personnel Cost/ Total Operating Income	62.3%	64.1%	65.2%	63.7%	66.6%	59.4%
Other Expenditure/ Total Operating Income	21.6%	23.6%	23.2%	22.4%	25.9%	23.3%

Note: From March-15 Revenues from tax credits in Vancouver, which was earlier netted off against personnel cost is reclassified as Revenue



# Consolidated Balance Sheet Statement

Particulars (Rs Million)	As on Dec 31, 2015	Year ended June 30, 2015
Shareholder's Equity	10,060	11,118
Total Debt	10,540	8,198
Minority Interest	1,474	1,540
Other Long Term Liabilities	3,448	3,926
Provisions	46	49
Trade Payables	1,987	2,505
Deferred Tax	120	93
Other Current Liabilities	7,535	6,451
<b>Total Liabilities and Owner's Equity</b>	<b>35,210</b>	<b>33,880</b>
Net block	13,414	13,348
Capital Work in Progress	10	3
Intangible assets under development	391	441
Goodwill on consolidation	8,303	8,030
Investments	878	857
Deferred Tax Assets	625	584
Long-term Loans and Advances	1,593	1,646
Other Non-current Assets	1	1
		-
Inventory	6	6
Trade Receivables	4,083	3,756
Cash and cash equivalents	436	616
Other Current Assets	2,532	1,945
Short term Loans and Advances	2,938	2,647
<b>Total Assets</b>	<b>35,210</b>	<b>33,880</b>



# Standalone Profit & Loss Statement

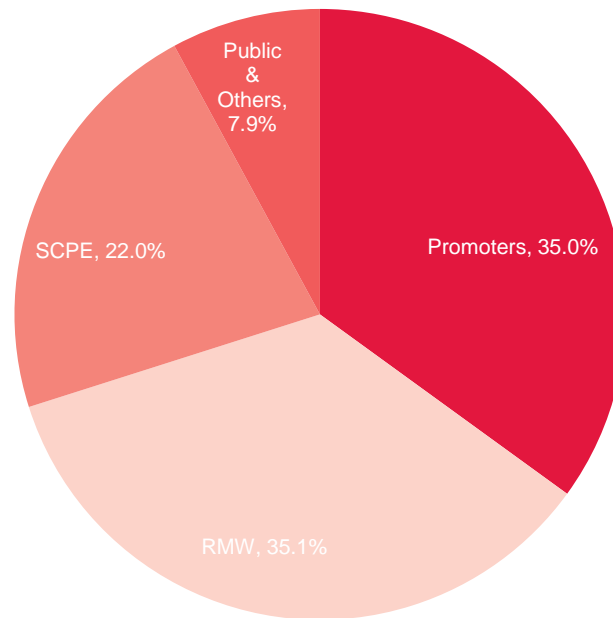
Particulars (Rs Million)	Q2 FY16	Q2 FY15	% YoY Variance	Q1 FY16	% QoQ Variance	6M ending Dec 15	6M ending Dec 14	% YoY Variance	FY 15
Net sales / income from operations	373	350	6%	388	-4%	761	604	26%	1,236
<b>Total Expenditure</b>	<b>251</b>	<b>216</b>	<b>16%</b>	<b>252</b>	<b>0%</b>	<b>503</b>	<b>359</b>	<b>40%</b>	<b>754</b>
Personnel Cost (including technician fees)	122	98	25%	114	7%	236	184	29%	384
Other Expenditure	129	119	8%	138	-6%	266	175	52%	369
<b>EBITDA</b>	<b>122</b>	<b>134</b>	<b>-9%</b>	<b>136</b>	<b>-11%</b>	<b>258</b>	<b>245</b>	<b>5%</b>	<b>482</b>
Foreign exchange gain/(loss)	4	-2	NM	47	-92%	51	-12	NM	17
<b>EBITDA (including Exch. Gain (net))</b>	<b>125</b>	<b>132</b>	<b>-5%</b>	<b>183</b>	<b>-32%</b>	<b>308</b>	<b>233</b>	<b>32%</b>	<b>499</b>
Depreciation & amortization	74	52	41%	73	1%	147	107	38%	236
<b>EBIT</b>	<b>51</b>	<b>80</b>	<b>-36%</b>	<b>110</b>	<b>-53%</b>	<b>161</b>	<b>126</b>	<b>28%</b>	<b>264</b>
Interest & Finance charges	64	84	-24%	59	9%	123	125	-2%	247
Other income	43	21	107%	24	76%	67	27	148%	93
<b>PBT Before Exceptional Items</b>	<b>30</b>	<b>16</b>	<b>82%</b>	<b>75</b>	<b>-61%</b>	<b>105</b>	<b>28</b>	<b>277%</b>	<b>110</b>
Exceptional Items- Expenditure/ (Income)	-	-	NM	-	NM	-	-	NM	157
<b>PBT</b>	<b>30</b>	<b>16</b>	<b>82%</b>	<b>75</b>	<b>-61%</b>	<b>105</b>	<b>28</b>	<b>277%</b>	<b>-47</b>
Tax Expense	18	2	767%	25	-28%	44	2	2683%	234
Minority Interest	-	-	NM	-	NM	-	-	NM	-
<b>PAT</b>	<b>11</b>	<b>14</b>	<b>-20%</b>	<b>50</b>	<b>-77%</b>	<b>61</b>	<b>26</b>	<b>133%</b>	<b>-281</b>

Key Ratios	Q2 FY16	Q2 FY15	Q1 FY16	6M ending Dec 15	6M ending Dec 14	FY 15
EBITDA Margin	32.6%	38.2%	35.1%	33.9%	40.5%	39.0%
EBITDA (including Exch. Gain (net))	33.6%	37.7%	47.2%	40.5%	38.6%	40.4%
Net Margin	3.0%	4.1%	12.8%	8.0%	4.3%	-22.7%
Total Expenditure/ Revenues	67.4%	61.8%	64.9%	66.1%	59.5%	61.0%
Personnel Cost/ Total Operating Income	32.8%	27.9%	29.4%	31.1%	30.4%	31.1%
Other Expenditure/ Total Operating Income	34.5%	33.9%	35.5%	35.0%	29.0%	29.9%



# PFL Shareholding Pattern

**As on 31<sup>st</sup> December 2015**  
**Outstanding shares – 299mn**





## About Prime Focus Limited

Prime Focus Limited (PFL), the world's largest integrated media services powerhouse employs over 5,500 professionals in 16 cities across 4 continents and 7 time zones. We provide end-to-end creative services (visual effects, stereo 3D conversion, animation), technology products & services (Media ERP Suite and Cloud-enabled media services), production services (shooting floors, sound stages, equipment rental) and post production services (Digital Intermediate, digital lab, sound, picture post) to Studios, Broadcast and Advertising industries.

Prime Focus is behind path breaking technologies like CLEAR™ (Hybrid Cloud technology enabled Media ERP Suite), Primetime Emmy® award-winning DAX Digital Dailies® and View-D™ (stereoscopic 2D to 3D conversion). Leveraging our Global Digital Pipeline and pioneering delivery model WorldSourcing® we partner content creators at every stage of the process ensuring creative enablement, work flow efficiencies and cost optimization.

In mid 2014 Prime Focus Technologies acquired DAX, a leading provider of cloud-based production workflow and media asset management applications; Prime Focus World merged with Double Negative, one of the world's foremost providers of visual effects; and Reliance MediaWorks merged their global film and media services business with Prime Focus Limited.

Listed on the BSE and NSE of India, Prime Focus has operations in Bangalore, Beijing, Cape Town, Chandigarh, Delhi, Goa, Hyderabad, Johannesburg, Kolkata, London, Los Angeles, Mumbai, New York, Singapore, Toronto and Vancouver.

For more details  
[www.primefocus.com](http://www.primefocus.com)  
[www.primefocusworld.com](http://www.primefocusworld.com)  
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