

BANGALORE BEIJING CAPE TOWN CHANDIGARH DELHI GOA HYDERABAD JOHANNESBURG KOLKATA LONDON LOS ANGELES MUMBAI NEW YORK VANCOUVER

Date: May 31, 2016

To, The National Stock Exchange of India Limited Listing Department, Exchange Plaza, Bandra Kurla Complex Bandra East, Mumbai - 400 051 Fax Nos.: 26598237 / 26598238 To, BSE Limited Listing Department, Phiroze Jeejebhoy Towers, Dalal Street, Mumbai - 400 001 Fax Nos.:22723121/2037/2039

#### Ref: Scrip Code: BSE - 532748/NSE - PFOCUS

## Sub: Presentation to the Analyst/Institutional Investor on financial results for the quarter and year ended March 31, 2016

Dear Sir/ Madam,

Please find enclosed the Presentation to the Analyst/Institutional Investor on financial results for the quarter and year ended March 31, 2016.

Kindly take the same on record and acknowledge receipt.

Thanking you.

Yours Faithfully,	
For Prime Focus Lin	nited
Bhah	
Parina Shah	
Company Secretary	

Encl: as above

Prime Focus Limited. Corporate Identity Number (CIN): L92100MH1997PLC108981 Prime Focus House, Linking Road, Opposite Citi Bank, Khar (West), Mumbai 400 052, INDIA. T: +91 22 67155000 F: +91 22 67155001 www.primefocusItd.com



# **Prime Focus Limited**

# Q3 & FY16 (March) Investor Presentation

May 2016





Certain statements in this document may be forward-looking statements. Such forwardlooking 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.





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# FY16: Significant synergies unlocked

Post three transformational transactions – PFW-DNeg, PFT-DAX & PFL-RMW mergers

Moving towards the end of phase 2 of integration

12 months ending Mar-16 Consolidated Revenues at Revenues at

Driven by strong growth across businesses

Expanded EBITDA margins at

17.1%

close to mid term target of 20%+ as cost synergies played out

2<sup>nd</sup> Consecutive Oscar Win



for Best VFX in *Ex Machina*, post *Interstellar's* win last year . . with increased momentum across businesses

# Cross-selling opportunities materializing in Creative Services





Batman Vs Superman (\$1062mn)

Captain America: Civil War (\$870mn)

### PFT's- increasing global penetration



### Worked on Top Bollywood grossers





Won Best VFX for 'Bajrangi Bhaijaan'

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# With strengthened leadership across businesses



### India FMS business- Unparalleled service capabilities

- Delivered several marquee projects including Fan, Neerja, Fitoor & Rocky Handsome
- Delivered all three of Ad Age India's 'Top Ads of the Week'
- Order book continues to be robust with high visibility:
  - Te3n, Housefull 3, Raees, M.S. Dhoni: The Untold Story, Udta Punjab, etc.

### Technology Services PFT- Leader in cloud solutions for Media & Entertainment industry



RELIANCE

MediaWorks

India FMS

- Extends CLEAR<sup>™</sup> Operations Cloud to Amazon Web Services
- Launched Industry-First Promo Versioning Automation Module for Adobe Premiere Pro CC
- Launched DAX® Production Cloud which allows clients to use one software for all dailies and post servicing workflows in the production supply chain.

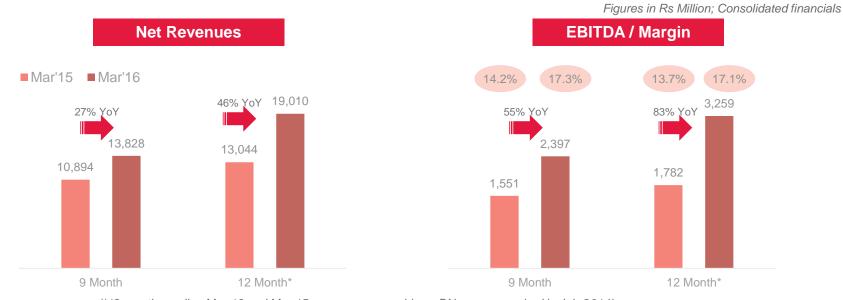


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Signed deal with Global Eagle Entertainment to automate inflight entertainment supply cha

Note- FY16 comprises of nine month period from July 1, 2015 to March 31, 2016

# FY16: Delivers strong performance driven by robust growth across businesses



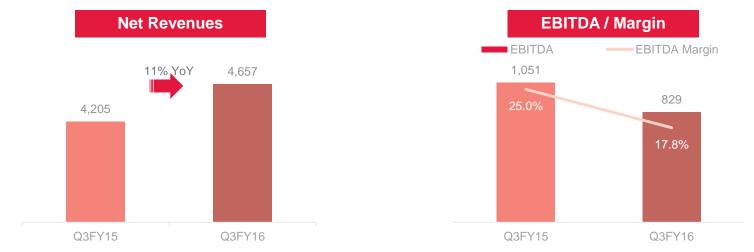
(\*12 months ending Mar-16 and Mar-15 are non-comparable as DNeg was acquired in July 2014)

- Significant growth in revenues driven by strong growth across all the three businesses i.e. Creative, Tech/Tech Enabled Services and India FMS
- Operating EBITDA has increased more than 50% reflecting the growth in revenues as well as benefits of Integration efforts
- Exceptional expenses for FY16 (9months) at Rs 835 mn which primarily includes:
  - Loss on sale of non-core real estate assets.
  - Planed shut down of DNeg's Singapore operations, post successful launch of Vancouver facility
  - Majority of the integration efforts now behind us •
- Depreciation for the period at Rs 2,007 mn up from Rs 1,422 mn in 9M Mar-15, on account of charges towards sale of . real estate, shut-down of Singapore facility, charge on new facilities and amortization of intangibles
  - Large part is non-recurring

Note- \*\*FY16 comprises of nine month period from July 1, 2015 to March 31, 2016 primefocus.com



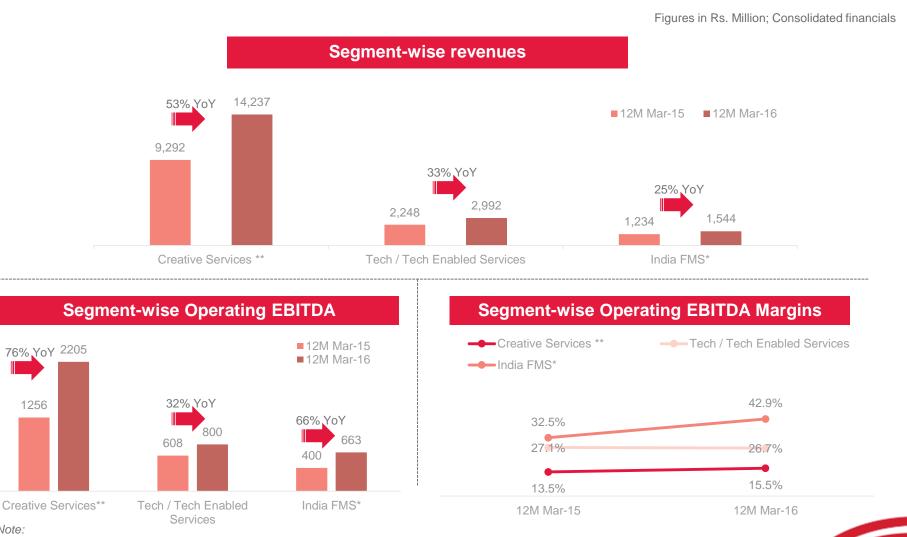
Figures in Rs Million; Consolidated financials



- Revenue growth of 11% on back of expansion of VFX business in Vancouver and sustained growth in 3D conversion business
- As communicated earlier, Mar-15 was a one-off quarter driven by a couple of large highly profitable projects; current margins reflect the run rate for the company and is line with previous guidance
- Increase in Finance costs due to pre-closure of mortgage for sale of non-core real-estate assets, offsetting amounts interest expense and income, as well as charges towards new facilities
- One time exceptional costs of Rs 653 mn on account of:
  - Planed shut down of DNeg's Singapore operations, post successful launch of Vancouver facility
  - Loss on sale of non-core real estate assets







#### Note:

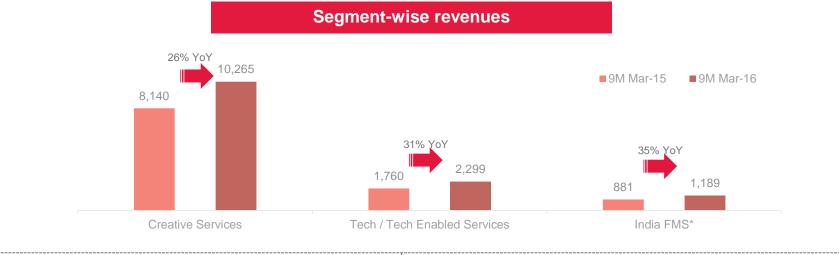
- \*FY16 includes RMW FMS financials, hence YoY financials are not comparable
- \*\*12 months ending Mar-16 and Mar-15 are non-comparable as DNeg merger happened in July 2014
- \*\*EBITDA Adjusted for integration and restructuring costs

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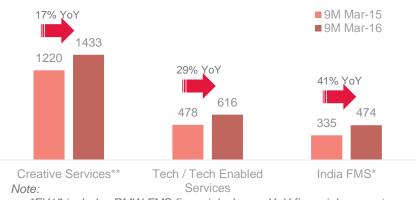
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Figures in Rs. Million; Consolidated financials



Segment-wise Operating EBITDA



\*FY16 includes RMW FMS financials, hence YoY financials are not comparable

- FY16 comprises of nine month period from July 1, 2015 to March 31, 2016
- \*\* EBITDA Adjusted for integration and restructuring costs

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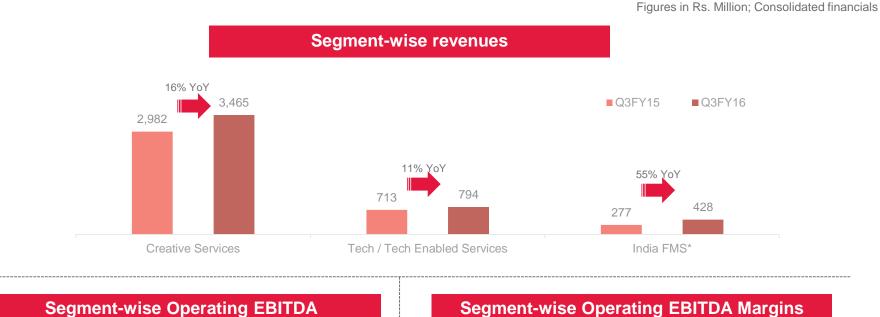
----- Tech / Tech Enabled Services

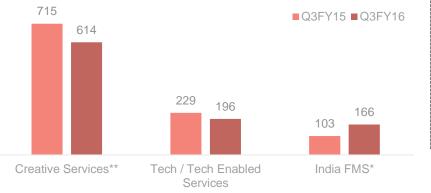


Segment-wise Operating EBITDA Margins

Creative Services\*\*











#### Note:

\*Q3FY16 includes RMW FMS financials, hence YoY financials are not comparable

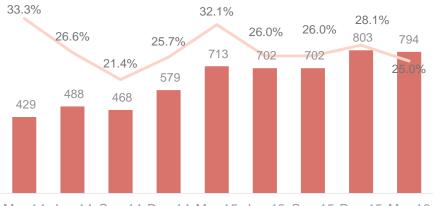
\*\* EBITDA Adjusted for integration and restructuring costs

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PFT continues to grow at non linear growth rate

Expands global presence with new International customer wins

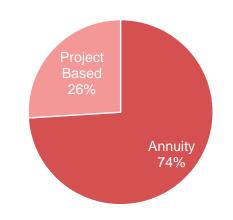
#### **Revenue & EBITDA Margin**



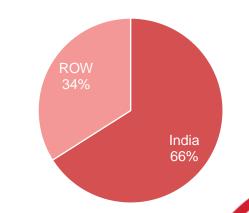
Mar-14 Jun-14 Sep-14 Dec-14 Mar-15 Jun-15 Sep-15 Dec-15 Mar-16

- Revenue up 34% YoY in 12 months ending March-16
- EBITDA margins for 12 months ending Mar-16 at 27%
- Added new clients like Miramax, Cricket Australia, GEE, EPIX, TERN, Mammoth Screen, VOOT, Sony Pictures Entertainment
- CLEAR Media ERP SaaS sales add 5 new deals in the year
- Brand services business has resulted in client base of around 140 brands
- Added new features for flagship CLEAR Media ERP suite DAX® Production Cloud, Amazon, Promo Versioning Automation module for Adobe Premiere Pro CC and Compliance Data Model

### **Revenue by Contract type**



### **Revenue by Geography**

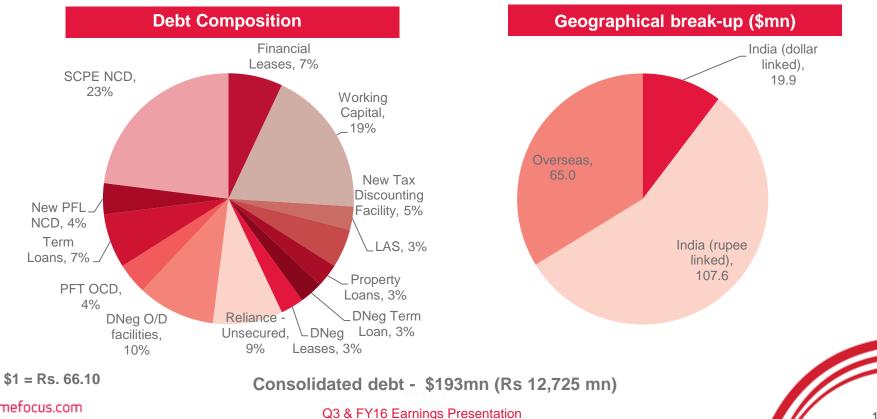


Note: Revenue by Geography and Contract type is for the period of 12 months ending Mar-16

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- Consolidated debt at \$192mn (Rs 12,725 mn) in Mar-16 compared to \$198mn (Rs 13,077 mn) in Dec-15
  - Cash and Cash Equivalents / Deposits of Rs 1,136 mn at the end of Mar-16
- Focus on Deleveraging of balance sheet •
  - Sold non-core real estate assets for US\$20 mn, proceeds of which shall largely be utilized towards reduction of debt •
  - Planned monetization of stake in Digital Domain will help de-lever the group over and above the cash flow from operations



Moving towards end of 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

EBITDA Margin up by 2-4%

#### Phase 2

18-24 months

- 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
- DNEG shut down its operations in Singapore, post successful launch of its facilities in Vancouver.

EBITDA Margin up by 4-5%

#### Phase 3

24-36 months

- 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



### Key projects delivered in Q3 include current box office hits

### International



Captain America: Civil War



Batman V Superman: Dawn Of Justice



**The Brothers Grimsby** 



The Danish Girl

### Bollywood





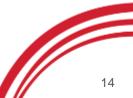


### **TVCs**

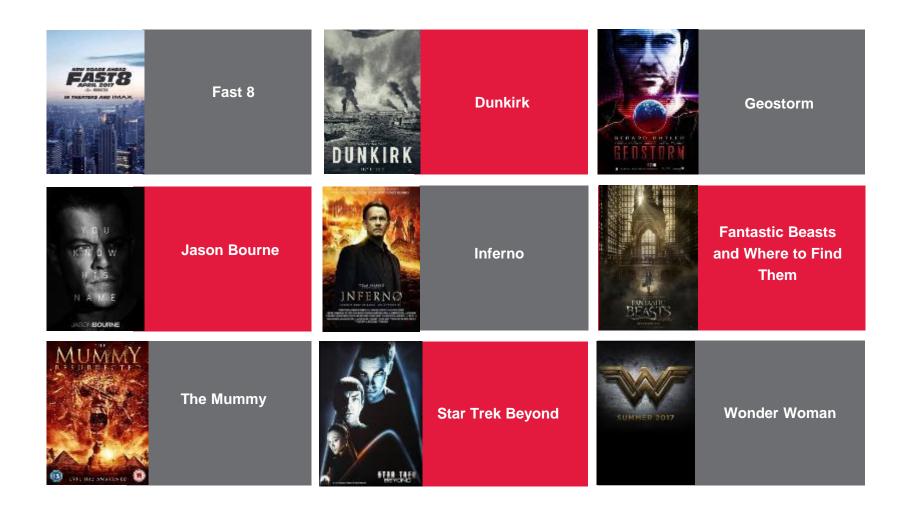




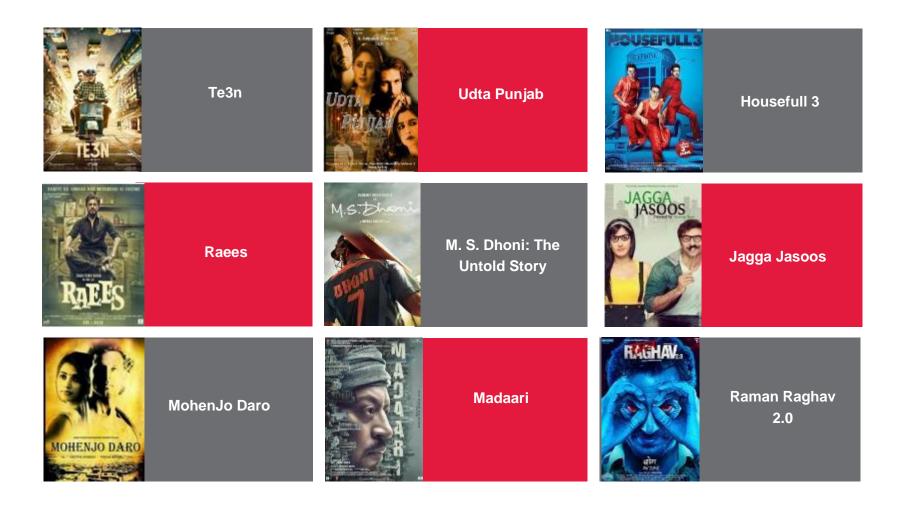




# Strong pipeline of ongoing projects in Creative Services



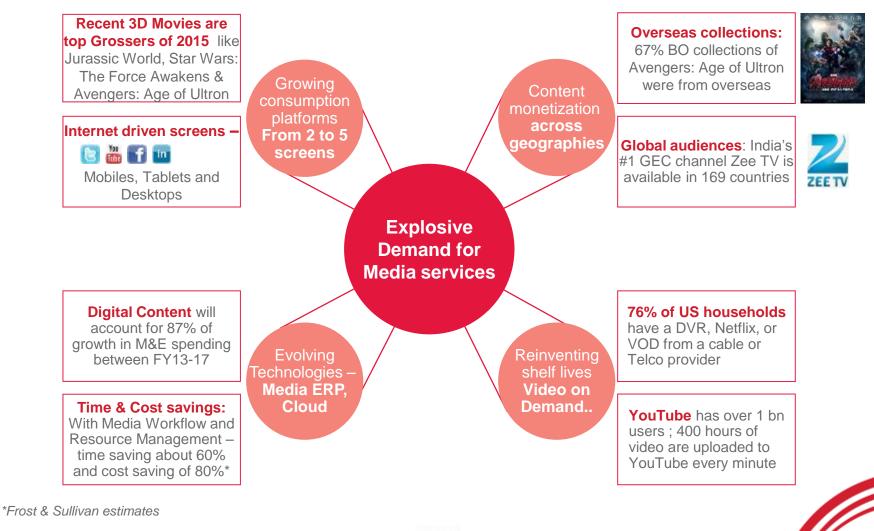




# Industry Opportunity

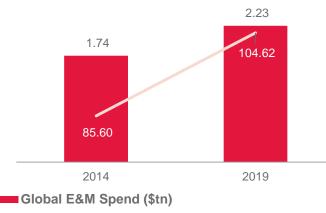


# Media services on an high growth trajectory; De-risked to recessionary pressures with services models





### Global E&M spend growing at 5.1%. .



Global Filmed Entertainment Revenue (\$bn)

Source: Global entertainment & media outlook (2014-2019) by PwC

2015 Top 5 International
Box Office Markets (\$bn)

6.8
1.9
1.8
1.6
1.5

Source: Theatrical Market Statistics 2015 by MPAA

### Global box office collections (\$bn). . .



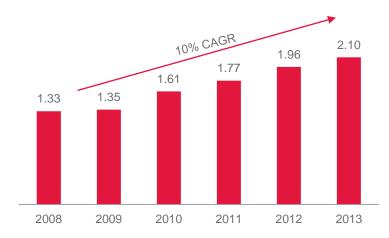
Source: Theatrical Market Statistics 2015 by MPAA

- Global E&M spend projected to grow at 5.1% CAGR for next 5 years to reach \$2.23tn by 2019 with filmed entertainment growing at 4.1%.
- Total worldwide box office for all films released reached \$38.3bn in 2015, up 5% driven by Asia Pacific (13%) & US/Canada (8%).
- China's box office revenue is up 49% in 2015, to reach \$6.8 bn.



# ...with growing opportunities in key segments

Growing VFX revenues (\$bn)....

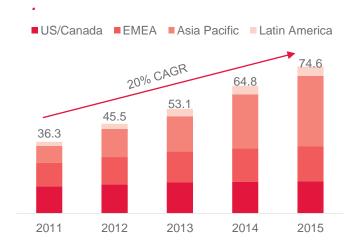


Source: Frank N. Magid Associates, Inc.

New releases movie (2015) conversion opportunity in US								
In 3D	40							
Conversion opportunity (\$8mn per movie)	\$320mn							

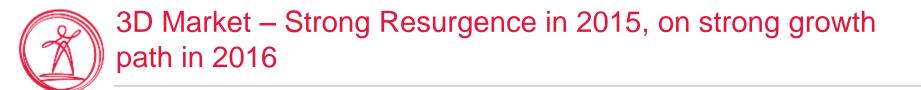
Source: Company estimates,

### And no of Global 3D Screens ('000). .



Source: Theatrical Market Statistics 2015 by MPAA

Legacy movie conversion opportunity in US								
Library film titles with major studios	35,000							
In 3D (1%)	3,50							
Conversion opportunity (\$5mn per movie)	\$1.75bn							



# 8 of the 10 highest grossing films of 2015 were released in 3D

	Movie	3D Collections*	Prime Focus
1	Star Wars: The Force Awakens	48%	
2	Jurassic World	48%	
3	The Martian	46%	Y
4	Mad Max: Fury Road	41%	
5	San Andreas	44%	
6	Terminator Genisys	47%	Y
7	Ant-Man	42%	Y
8	Avengers: Age of Ultron	42%	Y

Source: The Wrap

Note- \* % of opening weekend's 3D Collection

Star Wars is highest grossing 3D movie in North America (\$764mn), followed by Avatar (\$760mn) & Jurassic World (\$652mn)

# 74,500 3D equipped screens to support upcoming big 3D releases







Batman v The Jungle Book Superman: Dawn of Justice







Captain America: Civil War

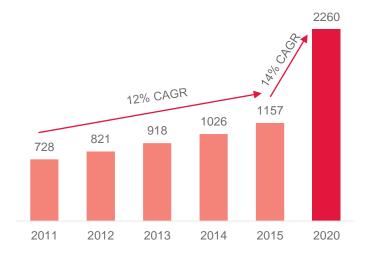
rica: Independence Day: Resurgence Alice Through the Looking Glass



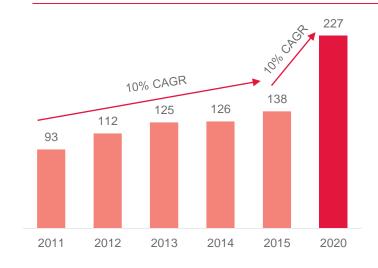
# Indian E&M industry on higher growth trajectory

Figures in Rs Billion

### E&M revenues set to double by 2020..



.. With 1.6x growth from film revenue



### Target segments to grow at higher than industry growth rate

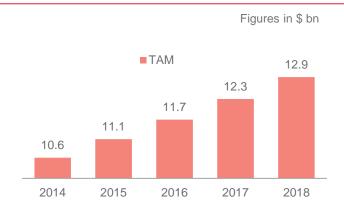
Segment	2011	2012	2013	2014	2015	2020	CAGR (2011-15)	CAGR (2015-20)
Animation services	7.1	7.6	8	8.1	8.3	12.5	4%	8.5%
Animation production	4.2	4.5	4.7	5.1	5.6	8.4	7.5%	8.4%
VFX	6.2	7.7	9.3	11.3	14.4	45.1	23.5%	25.7%
Post-production	13.5	15.5	17.7	20.4	22.8	42	14%	13%
Total	31	35.3	39.7	44.9	51.1	108	13.3%	16%

Source: FICCI-KPMG Indian Media and Entertainment Industry Report 2016

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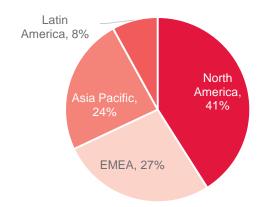
# Digital content solutions – a large market opportunity

# Total Addressable market is expected to grow at CAGR of 5%

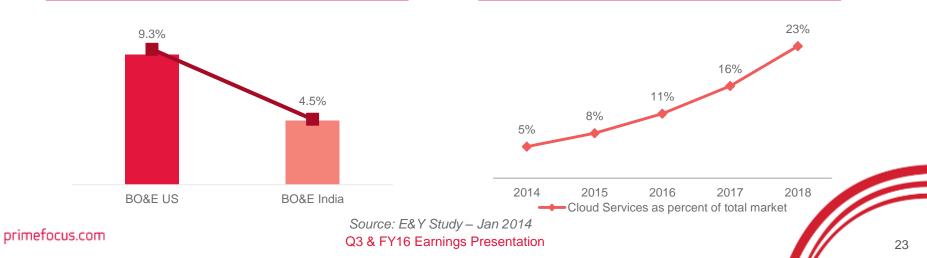


# Media ERP can save M&E Firms up to 5% of revenue

### North America, the largest market while Asia and Latin America, fastest growing markets



# Cloud-enabled services expected to grow at 46%



# About us

# PFL...World's Largest Global Integrated Media Services player

Rs 19bn (ttm revenues) enterprise with unmatched offerings for Global M&E Industry



Tech / Tech Enabled Services: Growing at non-linear growth rate



India FMS: Unparalleled service capabilities

Distinct Leadership in fast growing Indian Market



Worked on Top Bollywood grossers



### Creative Services

- Largest Global independent Tier 1 Visual effects player
- ~30% market share in stereo 3D conversion services
- Working with top studios like Marvel, Warner Bros, Universal, Paramount, etc.
- Comprising 76% of 12 months ending Mar-16 revenues

### Tech / Tech Enabled Services

- Pioneered ERP solutions for M&E with CLEAR<sup>™</sup>
- Leader in cloud solutions for M&E industry
- Increasing global penetration with new clients like Crowns Media. FX Network, tru TV, SABC, HooQ post DAX acquisition
- On a non linear growth path, 16% share in 12 months ending Mar-16 revenues

### India FMS

- Leading player in Indian post production market
- Mumbai's Owns largest Integrated Studio & leader in camera rental market
- Contributed 8% of 12 months ending Mar-16 revenues



**FY13** 

Strongly growing revenues

#### 19 10.8 7.77.6 5 2.4 1.8 2.4 1.7

FY14\*

**FY15** 

12M Mar-16

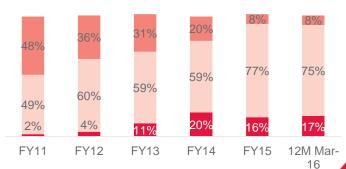
\*FY14 is for 15 months ending June-14.

**FY12** 

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FY11

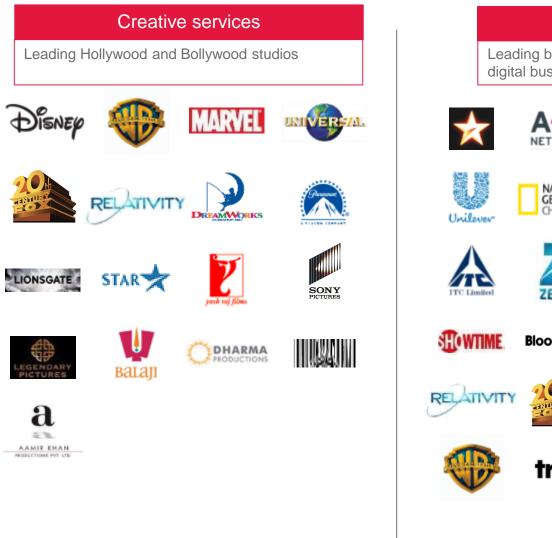
### Driven by Creative & Tech / Tech Enabled Services. . . .



India FMS Creative Services Tech / Tech Enabled Service

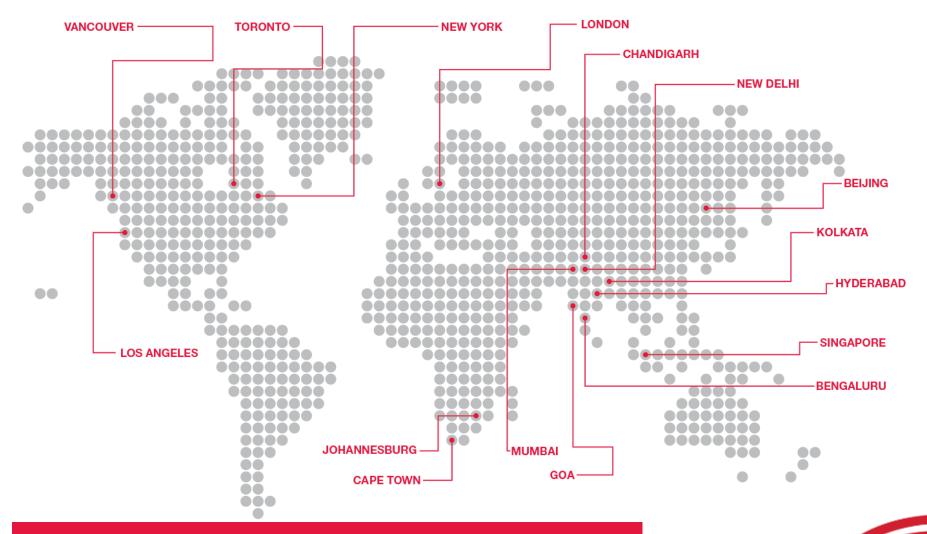


### Fuelling success with marquee clients across the globe



### Technology services Leading broadcasters, studios, brands, sports and digital businesses FX Disnep NETWORKS NATIONAL GEOGRAPHIC CHANNEL CNBC BBC Starz CrownMedia CBS Bloomberg тата (*S*ку SABC Google B A BROADCART ALTERNACT RCSCARCH CODENCE tru<sub>0</sub>

# 'WorldSourcing' model providing unmatched competitive edge



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

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# Annexure



### **Consolidated Profit & Loss Statement**

Particulars (Rs Million)	Q3 FY16	Q3 FY15	% YoY Variance	Q2 FY16	% QoQ Variance	9M ending Mar-16	9M ending Mar-15	% YoY Variance	12M ending Mar-16	12M ending Mar-15
Net sales / income from operations	4,657	4,205	11%	4,685	-1%	13,828	10,894	27%	19,010	13,044
Total Expenditure	3,859	3,153	22%	3,933	-2%	11,756	9,335	26%	15,713	11,342
Personnel Cost (including technician fees)	2,994	2,385	25%	2,920	3%	8,837	6,818	30%	11,560	8,289
Other Expenditure	865	767	13%	1,013	-15%	2,920	2,517	16%	4,153	3,052
EBITDA	799	1,053	-24%	753	6%	2,072	1,559	33%	3,298	1,702
Foreign exchange gain/(loss)	30	-1	NM	79	-62%	325	-9	NM	-39	80
EBITDA (including Exch. Gain (net))	829	1,051	-21%	831	0%	2,397	1,551	55%	3,259	1,782
Depreciation & amortization	804	487	65%	582	38%	2,007	1,422	41%	2,796	1,717
EBIT	24	565	-96%	250	-90%	390	128	204%	462	65
Interest & Finance charges	392	142	176%	251	56%	820	473	73%	1,074	648
Non-operating costs		-	NM	37	NM	37	-	NM	37	-
Other income	115	88	30%	5	2408%	120	265	-55%	51	278
PBT Before Exceptional Items	-253	511	NM	-34	NM	-348	-80	NM	-562	-305
Exceptional Items- Expenditure/ (Income)	653	398	64%	60	996%	835	883	-5%	2,428	971
РВТ	-906	114	NM	-94	NM	-1,183	-963	NM	-2,990	-1,275
Tax Expense	144	216	-33%	51	185%	236	-135	NM	696	-296
Minority Interest	-250	100	NM	-30	NM	-335	-43	NM	-501	-107
РАТ	-801	-203	NM	-114	NM	-1,085	-785	NM	-3,185	-872

Key Ratios	Q3 FY16	Q3 FY15	Q2 FY16	9M ending Mar-16	9M ending Mar-15	12M ending Mar-16	12M ending Mar-15
EBITDA Margin	17.1%	25.0%	16.1%	15.0%	14.3%	17.3%	13.0%
EBITDA (including Exch. Gain (net))	17.8%	25.0%	17.7%	17.3%	14.2%	17.1%	13.7%
Net Margin	-17.2%	-4.8%	-1.6%	-7.8%	-7.2%	-16.8%	-6.7%
Total Expenditure/ Revenues	82.9%	75.0%	83.9%	85.0%	85.7%	82.7%	87.0%
Personnel Cost/ Total Operating Income	64.3%	56.7%	62.3%	63.9%	62.6%	60.8%	63.6%
Other Expenditure/ Total Operating Income	18.6%	18.2%	21.6%	21.1%	23.1%	21.8%	23.4%

Note:

• FY16 comprises of nine month period from July 1, 2015 to March 31, 2016

• 12 months ending Mar-16 and Mar-15 are non-comparable as DNeg was acquired in July 2014

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Particulars (Rs Million)	As on March 31 2016	' As on June 30, 2015
Shareholder's Equity	9,550	11,118
Total Debt	10,867	8,198
Minority Interest	1,322	1,540
Other Long Term Liabilities	3,192	3,926
Provisions	65	49
Trade Payables	2,012	2,505
Deferred Tax	125	93
Other Current Liabilities	7,149	6,451
Total Liabilities and Owner's Equity	34,282	33,880
Net block	12,145	13,348
Capital Work in Progress	9	3
Intangible assets under development	499	441
Goodwill on consolidation	8,317	8,030
Investments	885	857
Deferred Tax Assets	625	584
Long-term Loans and Advances	1,646	1,646
Other Non-current Assets	-	1
Inventory	6	6
Trade Receivables	4,184	3,756
Cash and cash equivalents	1,135	616
Other Current Assets	1,410	1,945
Short term Loans and Advances	3,422	2,647
Total Assets	34,282	33,880





### Standalone Profit & Loss Statement

Particulars (Rs Million)	Q3 FY16	Q3 FY15	% YoY Variance	Q2 FY16	% QoQ Variance	9M ending Mar- 16	9M ending Mar-15	% YoY Variance	12M ending Mar-16	12M ending Mar-15	% YoY Varianc e
Net sales / income from operations	428	277	55%	373	15%	1,189	881	35%	1,544	1,543	0%
Total Expenditure	253	194	30%	251	1%	756	553	37%	956	968	-1%
Personnel Cost (including technician fees)	138	85	62%	122	13%	375	269	39%	490	567	-14%
Other Expenditure	115	109	5%	129	-11%	381	284	34%	466	400	16%
EBITDA	175	83	111%	122	44%	433	327	32%	588	576	2%
Foreign exchange gain/(loss)	-9	-5	NM	4	NM	41	-17	NM	75	5	1449%
EBITDA (including Exch. Gain (net))	166	77	114%	125	32%	474	310	53%	663	581	14%
Depreciation & amortization	76	49	55%	74	3%	224	156	43%	303	243	25%
EBIT	89	28	219%	51	74%	250	154	62%	360	338	6%
Interest & Finance charges	86	74	16%	64	33%	208	199	5%	256	252	2%
Other income	43	28	55%	43	1%	110	55	101%	149	66	125%
PBT Before Exceptional Items	47	-18	NM	30	57%	151	10	1478%	252	152	66%
Exceptional Items- Expenditure/ (Income)	-	107	NM	-	NM	-	107	NM	50	90	-44%
РВТ	47	-125	NM	30	57%	151	-97	NM	202	62	225%
Tax Expense	24	51	-53%	18	31%	68	53	29%	250	-120	NM
Minority Interest	-	-	NM	-	NM	-	-	NM	-	-	NM
PAT	23	-176	NM	11	99%	84	-150	NM	-47	182	NM

Key Ratios	Q3 FY16	Q3 FY15	Q2 FY16	9M ending Mar-16	9M ending Mar-15	12M ending Mar-16	12M ending Mar-15
EBITDA Margin	40.8%	29.9%	32.6%	36.4%	37.2%	38.1%	37.3%
EBITDA (including Exch. Gain (net))	38.7%	27.9%	33.6%	39.9%	35.2%	42.9%	37.6%
Net Margin	5.3%	-63.7%	3.0%	7.0%	-17.0%	-3.1%	11.8%
Total Expenditure/ Revenues	59.2%	70.1%	67.4%	63.6%	62.8%	61.9%	62.7%
Personnel Cost/ Total Operating Income	32.3%	30.7%	32.8%	31.5%	30.5%	31.7%	36.8%
Other Expenditure/ Total Operating Income	26.9%	39.4%	34.5%	32.1%	32.3%	30.2%	25.9%

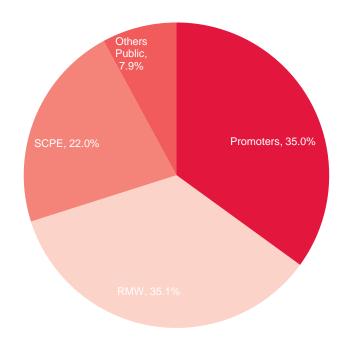
Note:

• FY16 comprises of nine month period from July 1, 2015 to March 31, 2016

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As on 31<sup>st</sup> March- 2016 Outstanding shares – 299mn





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### **About Prime Focus Limited**

Prime Focus Limited (PFL), the world's largest independent integrated media services powerhouse, employs over 6,000 professionals in 16 cities across 4 continents and 7 time zones. We provide end-toend creative services (visual effects, stereo 3D conversion and animation), technology products & services (Media ERP Suite and Cloud-enabled media services), production services (equipment rental) and post-production services (Digital Intermediate, digital lab and picture post) to Studios and the Broadcast and Advertising industries.

In 2014 Prime Focus World merged with award-winning visual effects company Double Negative, one of the world's foremost providers of VFX; and Reliance MediaWorks merged their global film and media services business with Prime Focus Limited. Double Negative has won three Academy Awards® for its VFX work in recent years – for Ex Machina (2015), Interstellar (2014) and Inception (2010).

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

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, Toronto and Vancouver.

For more details www.primefocus.com www.primefocusworld.com www.primefocustechnologies.com www.primefocusindia.com



