

# D B Corp Ltd. Investor Presentation

February 2017



India's Largest Newspaper Group | 14 States | 62 Editions | 4 Languages

CORE VALUES – Ambition | Differentiator | Ground Connect | Focus On Goals | Respect And Recognition

BRAND VALUES – Trendsetting | Result-oriented | Analytical | Connected

# Disclaimer

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These forward-looking statements include, without limitation, statements relating to revenues and earnings.

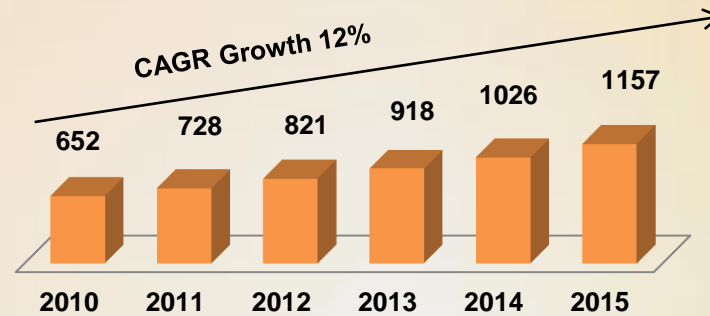
These statements are not guarantees of future performance and are subject to risks, uncertainties and other factors, some of which are beyond the control of the Company and are difficult to predict. Consequently, actual results could differ materially from those expressed or forecast in the forward-looking statements as a result of, among other factors, changes in economic and market conditions, changes in the regulatory environment and other business and operational risks. DB Corp Ltd. does not undertake to update these forward-looking statements to reflect events or circumstances that may arise after publication.



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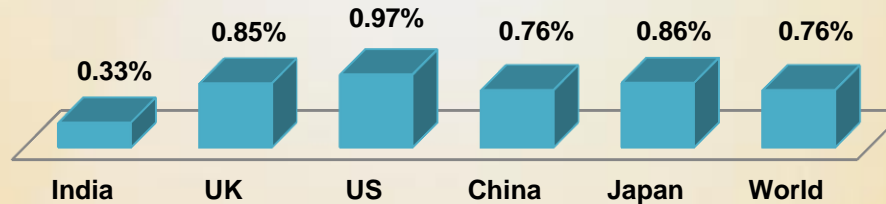
# Indian Media & Entertainment Industry

## Media Sector – Strong & Consistent Growth (INR bn)



- M&E industry size was Rs. 1157 bn in 2015, which grew by 13% over 2014.
- Expected CAGR growth is 14% till 2020.

## Media Spend as % of GDP



- It is still lower than global peers
- Reflective of sizeable / huge potential

Source: FICCI-KPMG Report 2016 | Worldwide Media & Mktg. Forecasts, Group M, Summer 2011

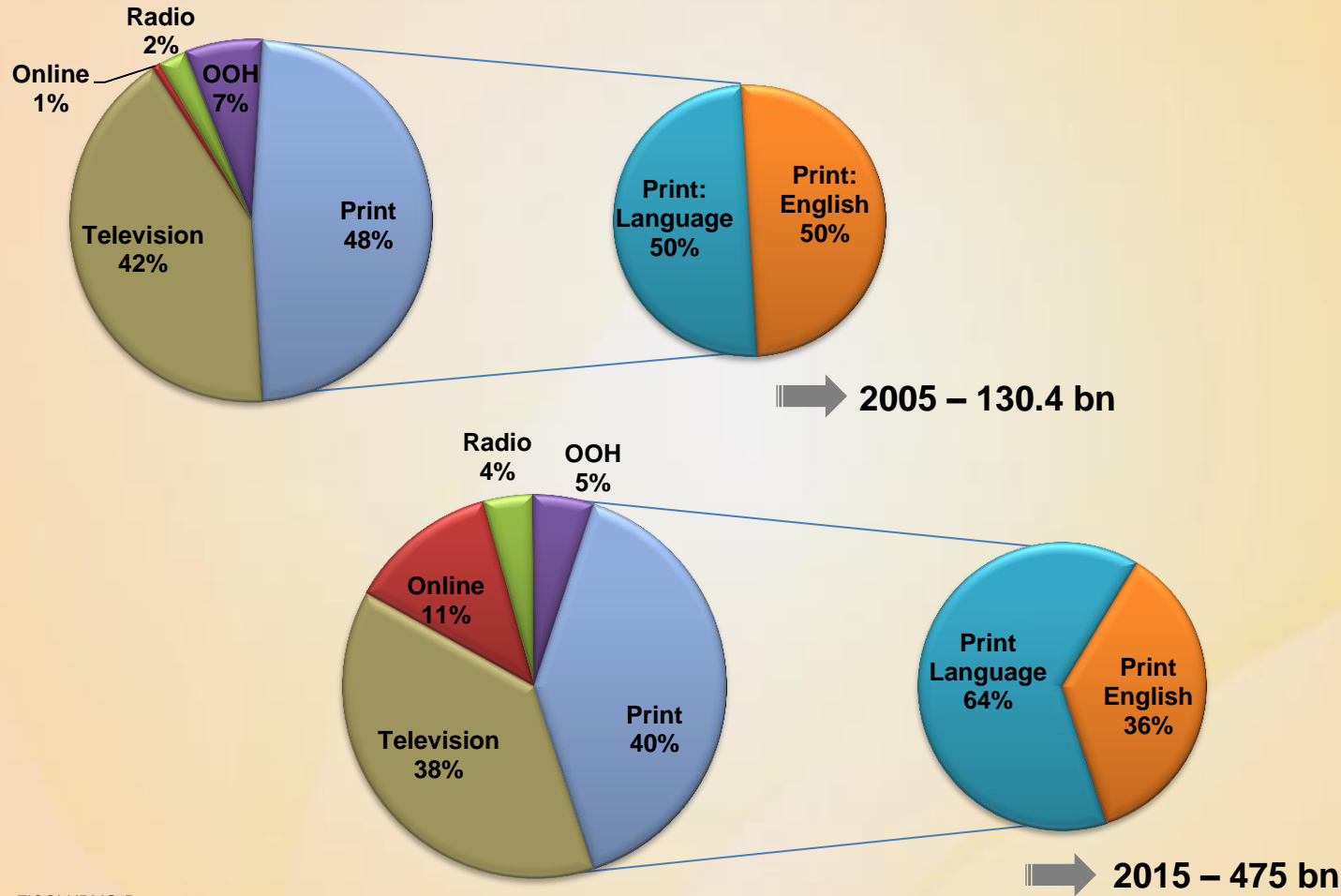


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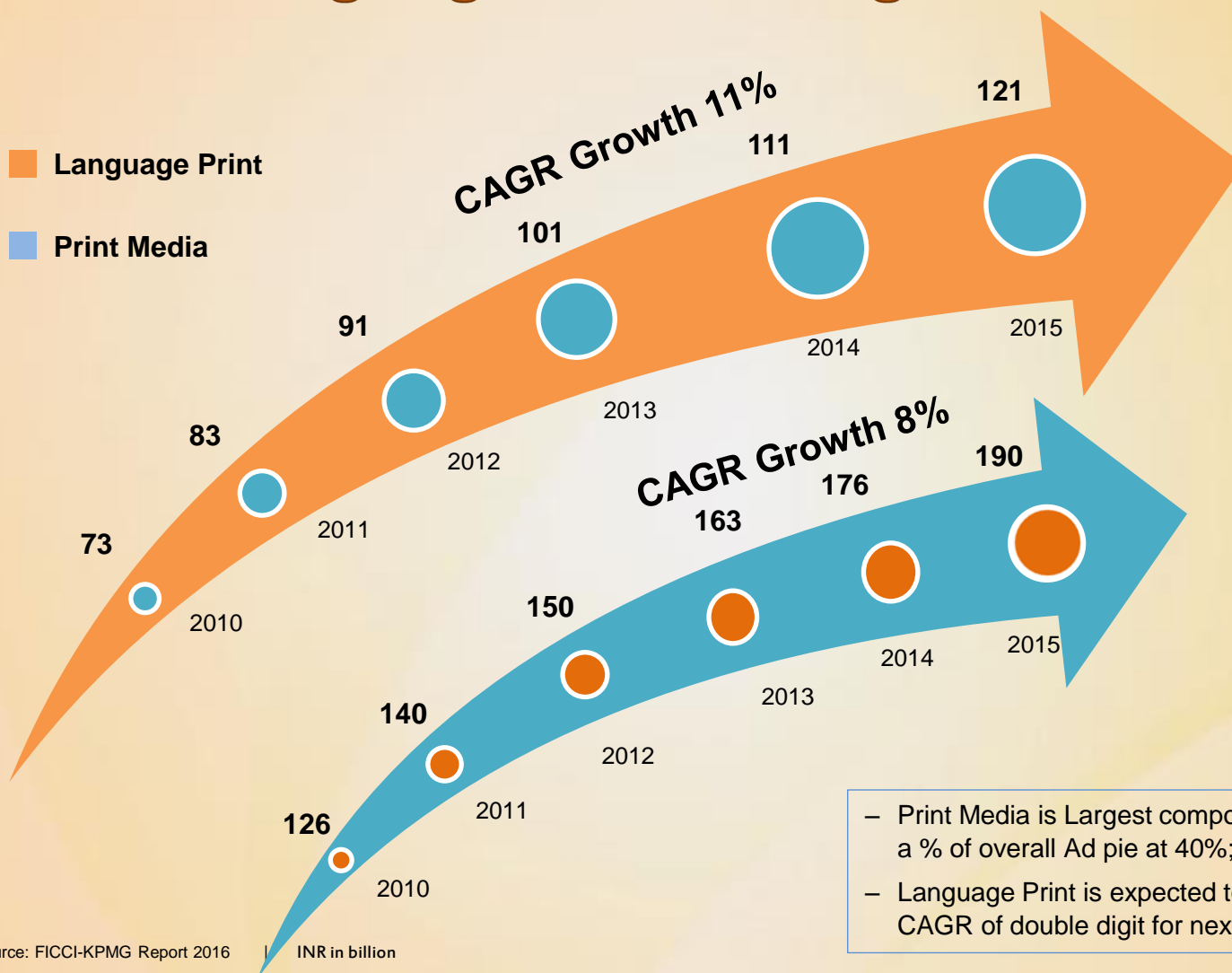
# Print Maintains Largest Ad-pie – Language Print Witnesses Higher Growth



Source: FICCI-KPMG Report 2016



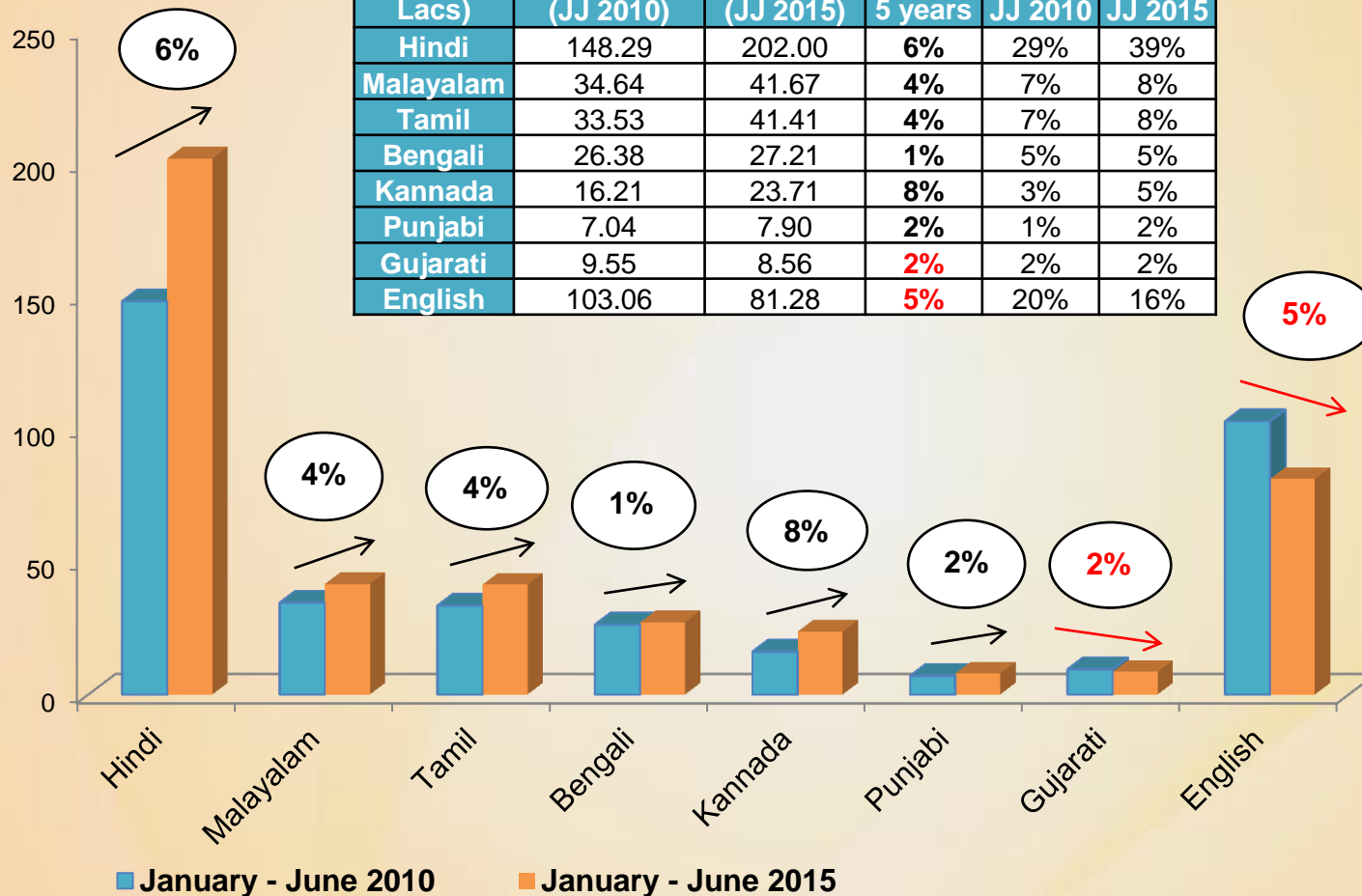
# Print & Language Advertising Revenue



- Print Media is Largest component of advertising, as a % of overall Ad pie at 40%;
- Language Print is expected to maintain a healthy CAGR of double digit for next 4 – 5 years.

# Circulation Growth - Language Dailies Gain

Languages (Copies in Lacs)	January - June 2010	January - June 2015	CAGR for 5 years	% Contribution	
	(JJ 2010)	(JJ 2015)		JJ 2010	JJ 2015
Hindi	148.29	202.00	6%	29%	39%
Malayalam	34.64	41.67	4%	7%	8%
Tamil	33.53	41.41	4%	7%	8%
Bengali	26.38	27.21	1%	5%	5%
Kannada	16.21	23.71	8%	3%	5%
Punjabi	7.04	7.90	2%	1%	2%
Gujarati	9.55	8.56	2%	2%	2%
English	103.06	81.28	5%	20%	16%



Source: Audit Bureau of Circulation

# D B Corp Ltd - The Largest Print Media Company In India

## Major Business Brands



Hindi Newspaper

12 States, 40 Editions



Gujarati Newspaper

2 States, 7 Editions



Marathi Newspaper

1 State, 7 Editions



FM Radio Network

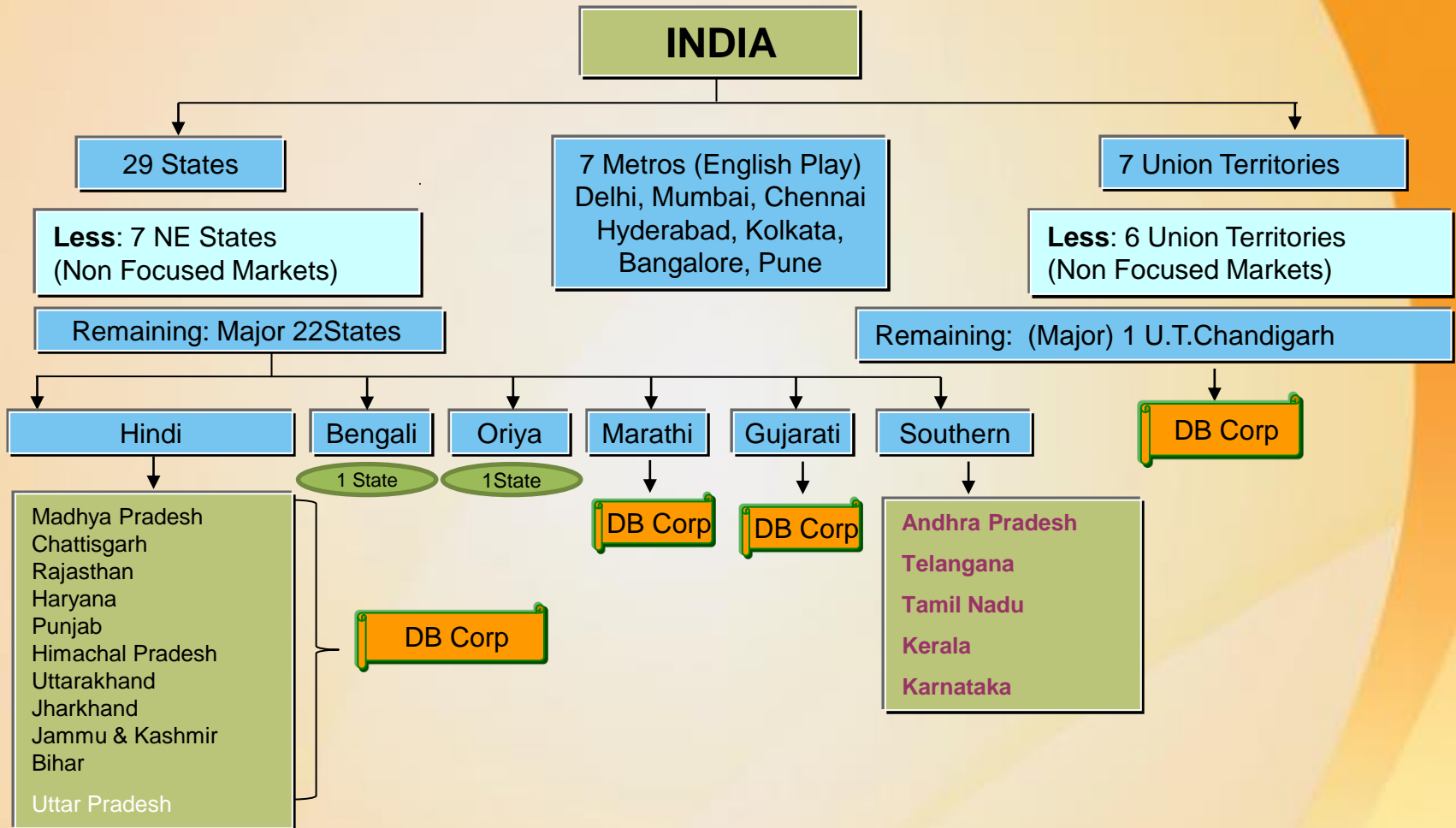
7 States, 28 Stations



Digital & Mobile

13 Portals & 2 Apps

# Presence Across Fast Growing Markets





# Focused on Largest Revenue Markets of India

**A Leader in Print Readership, operating in the highest growth markets in India**



Source: Indian Govt. Web site

Map not to scale

## **Leadership in Multiple States – Emerging Tier II & III Cities**

- Madhya Pradesh, Chhattisgarh, Rajasthan, Gujarat, Haryana, Punjab, Chandigarh, Maharashtra, Uttarakhand, Himachal Pradesh, Jharkhand, Bihar, Jammu & Kashmir & Delhi

## **Focus on Revenue Market Share – in Multiple language**

- Hindi, Gujarati, Marathi and English
- 49% Urban population resides in Bhaskar Markets
- 50% of India's total consumption is concentrated in Bhaskar Markets.
- Newspaper readership penetration is only 30% of "Can Read" population

# Dainik Bhaskar Is World's 4th Largest Circulated Newspaper

## WAN IFRA's World Press Trends 2015 Reports:

Dainik Bhaskar (3.6 million copies) ranked as world's fourth largest circulated news daily

Dainik Bhaskar is the only Indian news daily to feature amongst the world's top 5 most circulated newspapers

Other top 3 newspapers :

The Yomiuri Shimbun (Japan- 9.1 million copies);

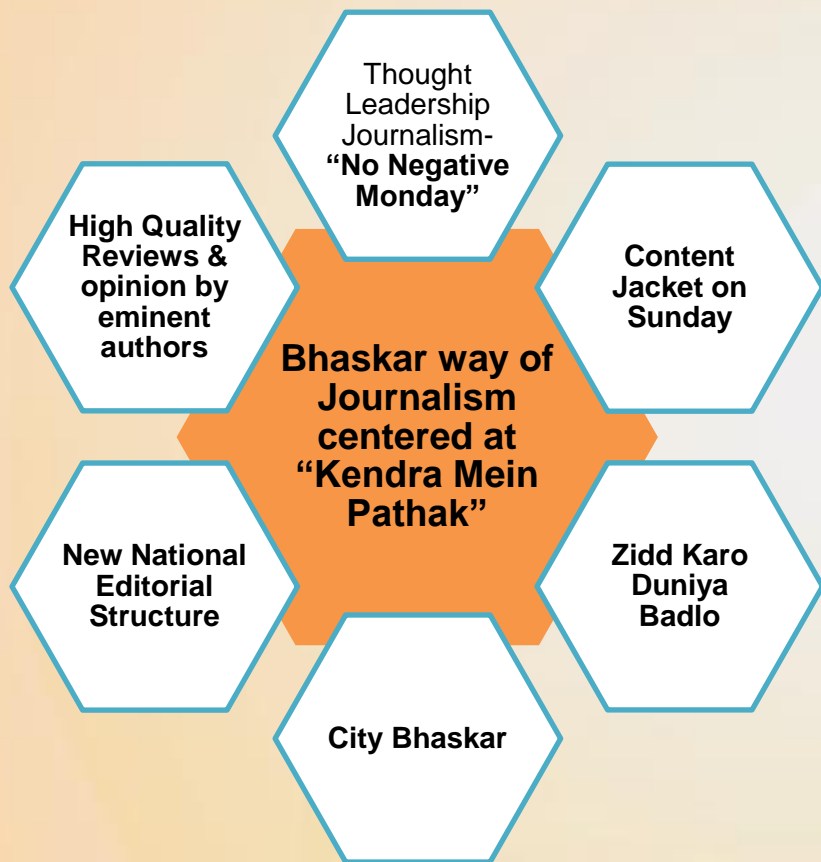
The Asahi Shimbun (Japan- 6.8 million copies); and

USA Today (USA- 4.1 million copies)

WAN IFRA -World Association of Newspapers and News Publishers.

# Strategic Focus Area - Editorial Strategy

## Innovative reader engagement initiatives



### CONTENT STRATEGIES

=

Knowledge enhancement for reader

+

Product differentiation towards growth

**Content associations with:** Harvard Business Review, TIME Magazine, New York Times, The Economist etc. are established for providing global world class content.

#### **Initiatives introduced during Q1 FY 2017:**

- "Under 30" years of age column on edit page
- "Humour Bhaskar" page every Saturday
- 'She' – Meri Khabarein; daily column for women – specific updates

# Circulation Strategy – Proven Track Record

1. **15% CAGR Growth:** For 5 years, from FY 2010-11 to FY 2015-16 is 15%. with volume growth of 5% and balance 10%, driven by yield in our core legacy markets.
2. **Dainik Bhaskar maintains its position as the largest circulated national daily of India consistently since last 5 times i.e. since last 2 ½ years, as per Audit Bureau of Circulation results of January – June'16.**
3. **Dainik Bhakar becomes the nation's largest circulated Multi-Edition Daily as per Press In India Report 2015-16 prepared by Registrar of Newspapers of India (RNI) released by Mr. Venkaiah Naidu, Hon. Minister for Information and Broadcasting, Government of India.**
4. **Current Focus:**
  - Increasing market share in Gujarat, Rajasthan & Punjab having its potential growth possibilities, then in Bihar, Jharkhand and within Madhya Pradesh some markets.
  - 'Dainik Divya Marathi' will consider covering few more relevant geographies of Maharashtra market, after tasting the success & acceptance of the product in the existing urban cities.
5. **High quality content & enriched product-continue to create a strong bond with readers, leading to growth in readership despite increase in its cover price.**



# Expansion Strategy – Digital Business

## VISION

- Lead digital revolution by creating most preferred destination for content.

## MISSION

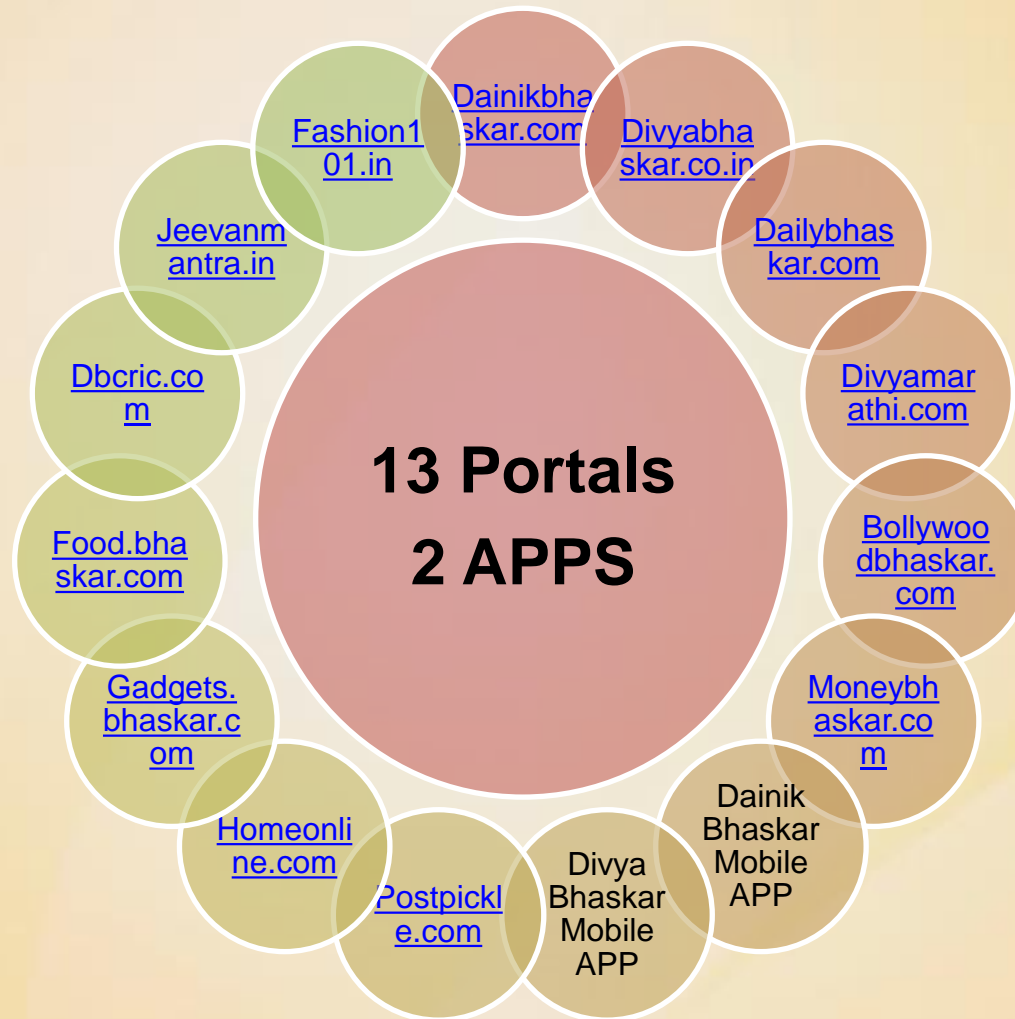
- Become an integral part of our readers' news needs by offering instant/real time, impactful, objective and engaging content
- Attract new audiences as a window to the world.

## STRATEGY

- Based on unique content, expansion of engaging platforms and ability to leverage the Bhaskar Group's editorial network.
- Greater emphasis in Hindi, Gujarati and Marathi - 3 of the top 5 regional languages, occupies 65% of Language space of India



# Focused, Strong Brands For Growing Digital Audiences

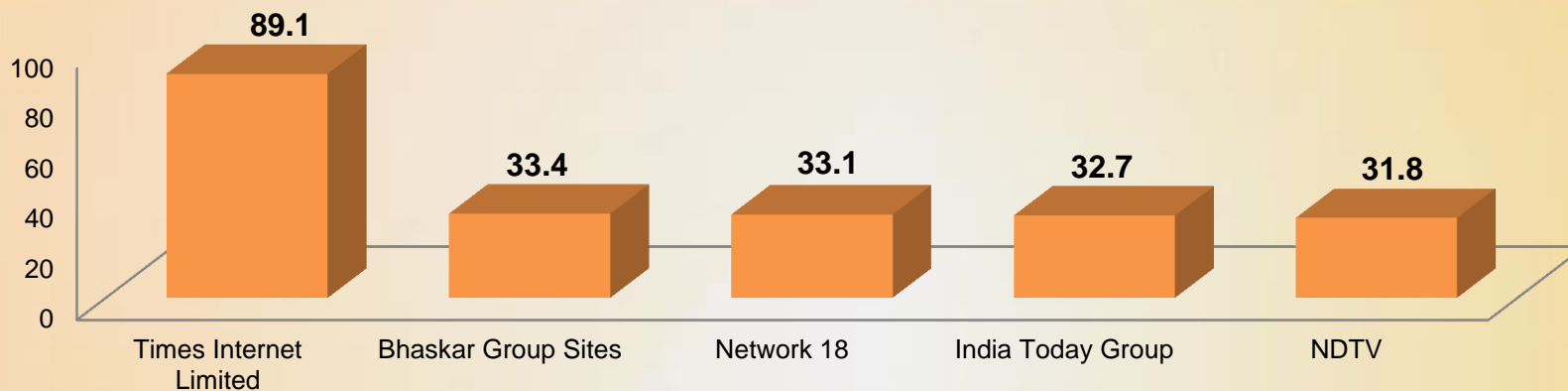


# Dainik Bhaskar Digital is India's 2nd Largest Digital Group

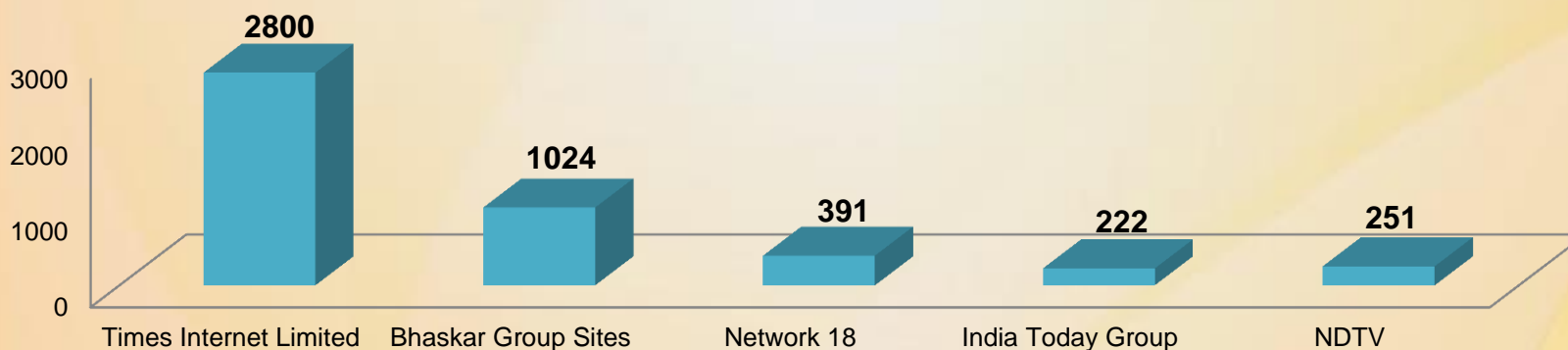


## Comscore News & Information - November 2016

### Unique Visitors (Mn)



### Page Views (Mn)



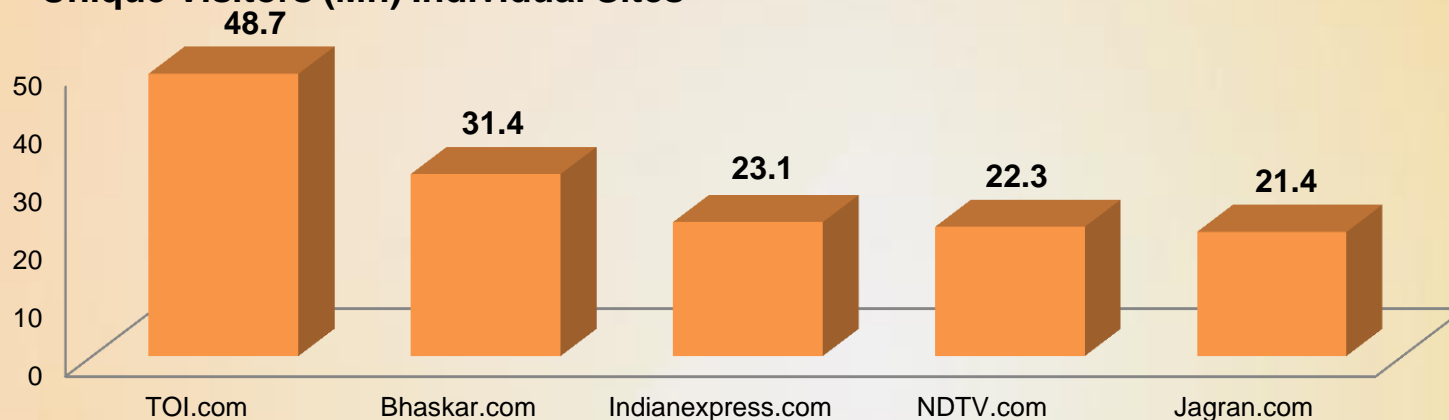
Source: Comscore November 16



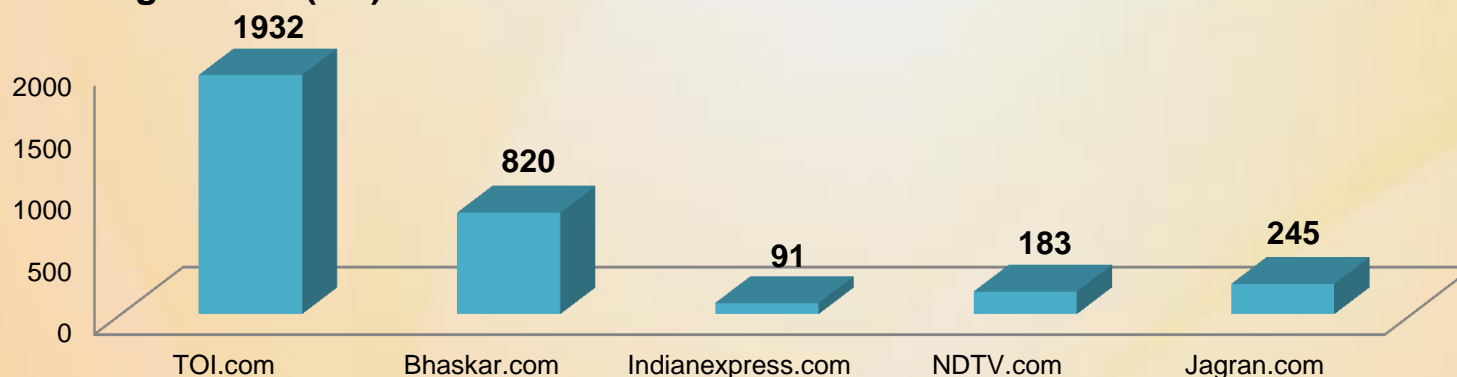
# The New Game Changer: dainikbhaskar.com Is India's 2nd Largest News Destination

## Comscore News & Information - November 2016

Unique Visitors (Mn) Individual Sites



Page Views (Mn) Individual Sites



Source: Comscore November 16

# Gaining Traffic Traction

Digital Media Unique Visitors (UV) has risen to 80 million\* and Page Views (PV) to 2.6 billion\* for the month of December'16.

More than 8.5 mn app downloads for Dainik Bhaskar & Divya Bhaskar

**Dainik Bhaskar - No. 1 Hindi News** website and also the Hindi Language website on internet.

**Divya Bhaskar - No. 1 Gujarati News** website and also the Gujarati Language website on internet.

\* Source: Google Analytics

# Audience targeting core part of digital strategy



Ensures optimal campaign success for advertisers

Emphasis on targeting right user and delivering right message: phased and focused efforts to understand digital behavior, appropriately create relevant content, in-turn drives performance and generates ROI

Provides end-to-end implementation of campaign integrated across platforms through creative and best mix of digital tools: has been generating stronger brand affinity and interaction for leading corporates ensuring successful digital campaigns

Experiencing strong attention from segments including home improvement, BFSI, Online shoppers, movie audiences.



# Pillars Of Digital Existence

## 1. Thrust on Technology to ensure:

- Continuous optimization of sites for speed, better user experience & engagement by increasing page depth and maximizing the ROI to advertisers.

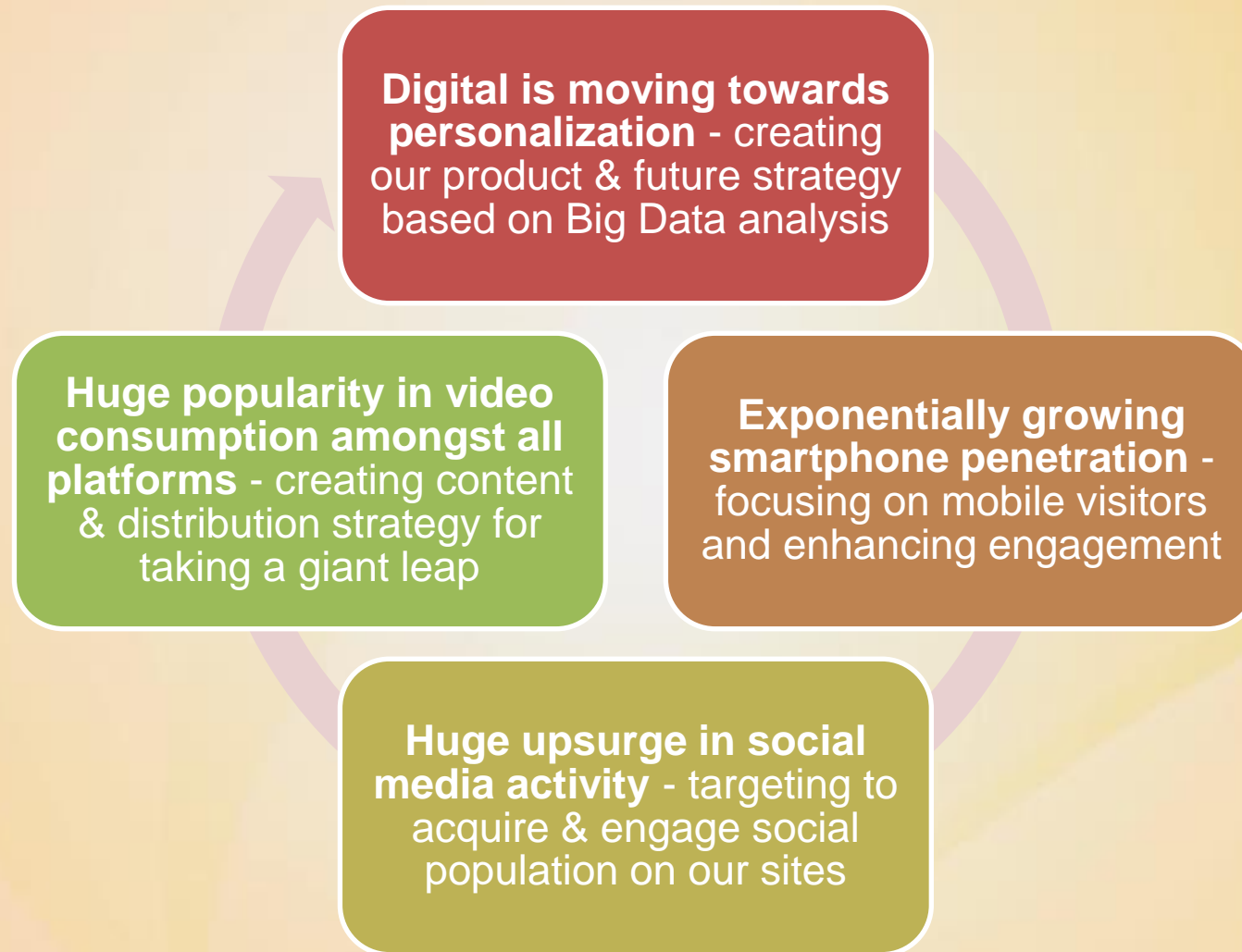
## 2. Content Differentiator is the core of digital strategy :

- Offering bouquet of content – special teams for hyper- localized news in religion, business, news bulletins, fashion, bollywood, money, real estate and finance.
- Leveraging real time updates on the website, utilize print news network and creating exclusive content in digital properties.
- Building engagement with mobile audiences with short format content.
- The editorial strength for only digital division is 300+ journalists.

## 3. Innovative reader engagement efforts:

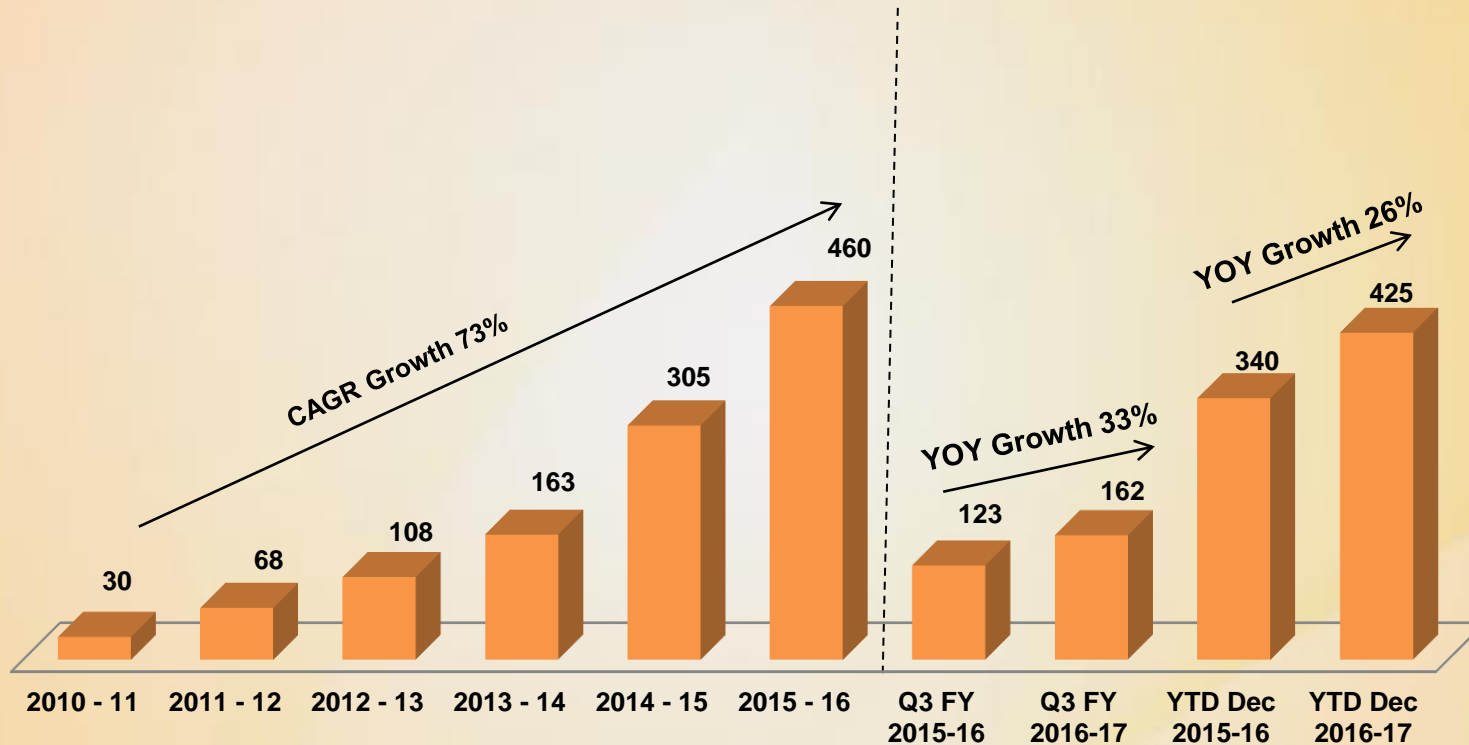
- **Launched DBlite:** a lighter version of the site.
- **Introduced Fatafat News:** a new offering to drive recurring sessions to deliver news in a quick & easy reading format

# Digital Way Forward



# Exponential Digital Advertisement Revenue **DB**DIGITAL

Digital Revenue (Rs. mn)



# Expansion Strategy – Radio Business



## VISION

- To be the leading and most admired FM Radio network in non-metro cities by enriching the lives of our listeners and business associates by following the guiding principles of management philosophy.

## MISSION

- To become an indispensable part of the lives of our listeners and business associates by offering them relaxing, refreshing and informative content.

## STRATEGY

- **Significant growth potential in India. Capitalize on the marked shift of attitude in consumption of radio content:**
  - From an add-on medium to an increasingly integral part of media plans seeking to target more focused and localized audience groups.
  - Be the market leading radio business in 'Unmetro' geographies, where DBCL has a significant print media footprint.

# Growth Opportunities - Radio



## Introduction:

- Launched in 2006, 94.3 MY FM operates from 28 stations in 7 states
- 94.3 MY FM continues to be no.1. in markets of Madhya Pradesh, Chhattisgarh and Rajasthan and largest network in Chandigarh, Punjab and Haryana.

## Post Phase 3 Radio Auctions:

- Consolidating presence in line with strategy to be market leader in “Unmetro” geographies with strong DBCL presence.
- With the 13 New frequencies acquired, during the Phase III Radio auctions, 94.3 MY FM to be:
  - Biggest player in Rest of Maharashtra with 10 frequencies including Nagpur
  - Biggest player in Chandigarh / Haryana/ Punjab with 4 frequencies
  - Biggest Player in Rajasthan with 6 frequencies
  - Strengthened Gujarat with presence in Rajkot

## MY FM new launches:

- Of the 13 New Acquired frequencies, 94.3 MY FM has launched 11 stations in cities of Hisar, Karnal, Rajkot, Aurangabad, Ahmednagar, Nanded, Sangli, Jalgaon, Nashik, Solapur and Dhule.
- Introduced several new content programs as part of *Ab Har Kaan Sunega* campaign aligned to audience preferences distilled from *Aap Ki Marzi* survey undertaken at pre-launch stage





# Innovative & Unique Programing of Content with Consumer Centric Approach:



First ever centralized content team for 3 drivers shows:

- Breakfast show consists of Newsmaker, Editor's voice & Expert Analyst.
- Mid morning show for housewives, panel experts and content breadth.
- Reverse Driver show for working male / female with humour hour & content breadth.

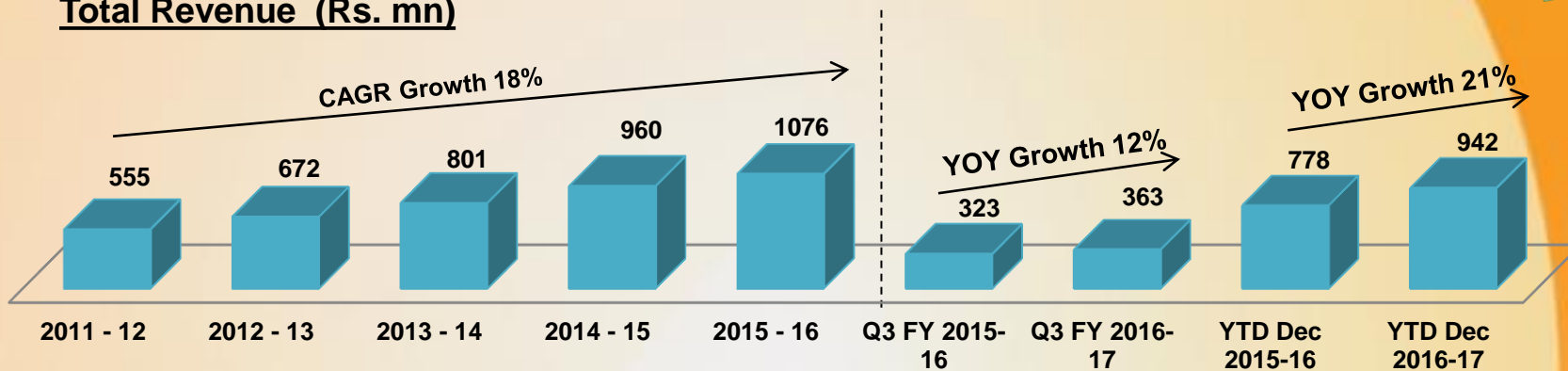
Emotional Engagements

- Reality show of Paison ka Ped, Dawat – e – Music, Rangrezz, Ek Pyala Kushi and Secret Wish (Raksha Bandhan)

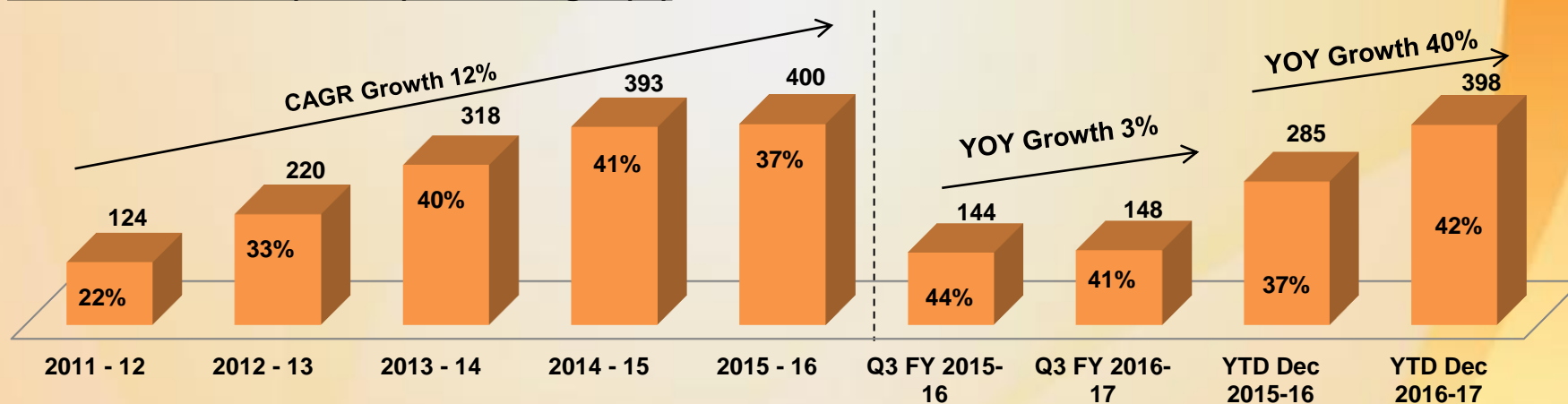
# Delivering Consistent & Largest Growth in Radio



## Total Revenue (Rs. mn)



## EBITDA Revenue (Rs.mn) & its Margin (%)

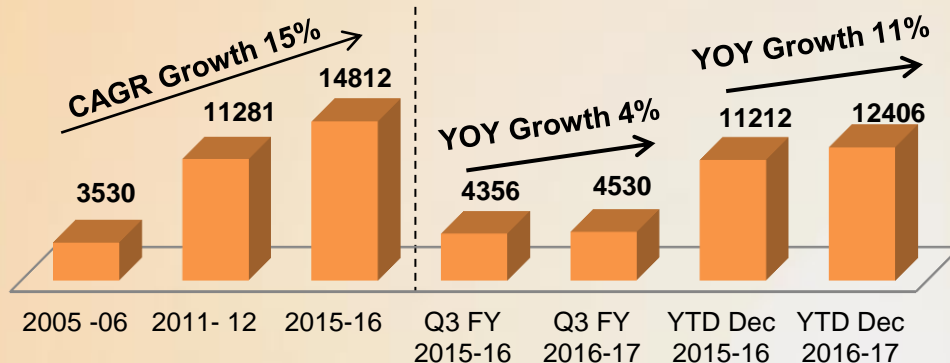


**Robust Growth in Profits**  
**Strong Focus on ROCE & RONW**  
**Low Debt Exposure**  
**High Net worth & Strong Balance Sheet**

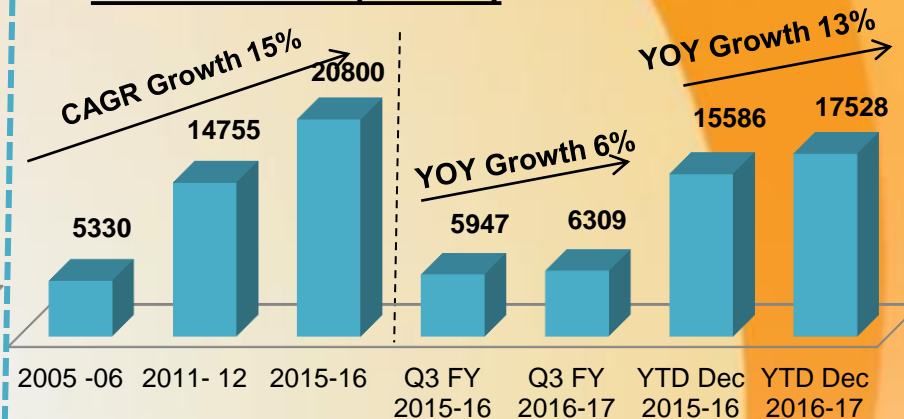


# Proven Track Record of Topline & Bottom Line Growth

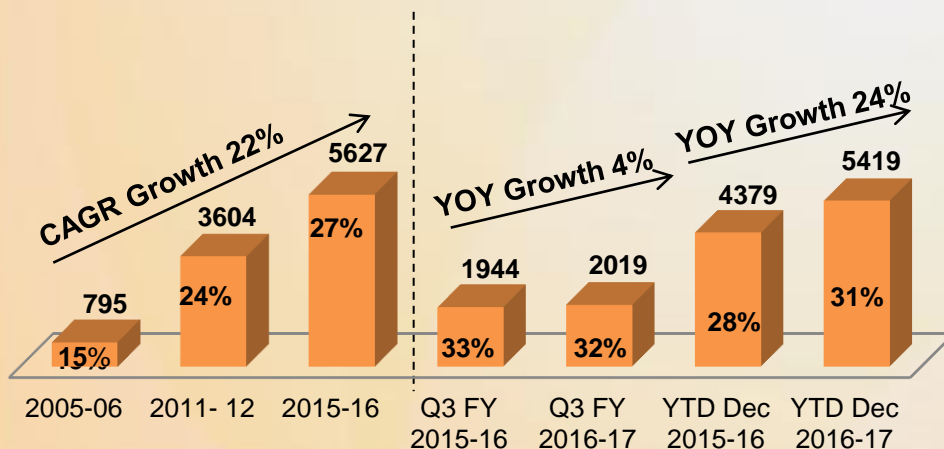
## Advertisement Revenue (Rs. mn)



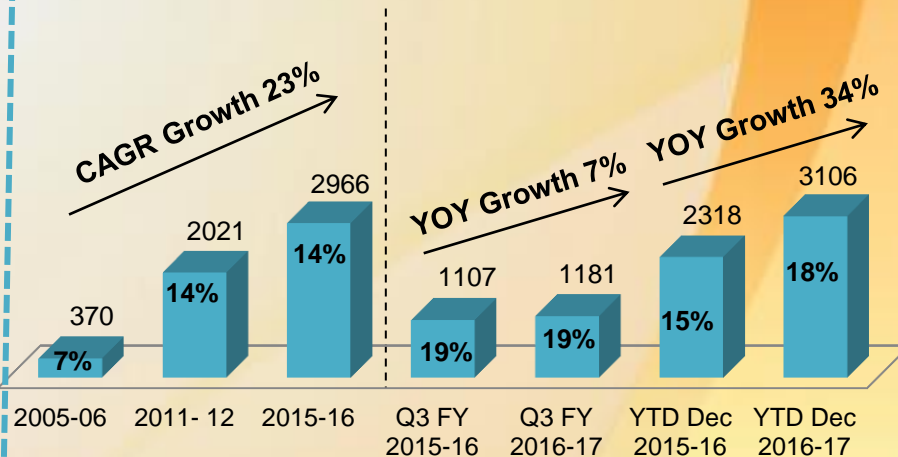
## Total Revenue (Rs. mn)



## EBITDA Revenue (Rs. mn) & its Margin (%)



## PAT (Rs. mn) & its Margin (%)



# Healthy Operating Profit In Our Mature Market

Rs MN

Particulars	Q3 (FY15-16)			Q3 (FY16-17)			Annual (FY 14-15)			Annual (FY 15-16)		
	Matured	Emerging Business	DBCL Standalone	Matured	Emerging Business	DBCL Standalone	Matured	Emerging Business	DBCL Standalone	Matured	Emerging Business	DBCL Standalone
Topline	4891	569	5891	5599	186	6308	16417	2666	20347	17412	1882	20789
EBIDTA(Before pre-opex)	1808	5	1916	1945	(57)	2024	5804	(277)	5888	5777	(280)	5719
EBIDTA(After pre-opex)	1808	2	1913	1945	(57)	2024	5804	(280)	5885	5777	(338)	5661
EBIDTA %	37.0%	0.4%	32.5%	34.7%	(30.0%)	32.1%	35.4%	(10.5%)	28.9%	33.2%	(17.8%)	27.2%

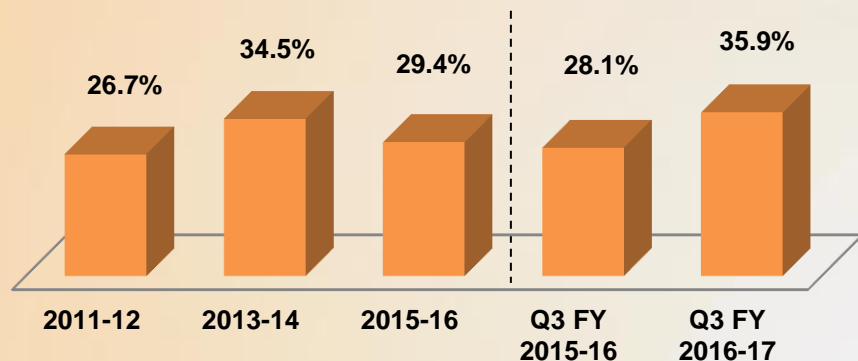
Emerging Business – Editions below 4 years of age also includes Mobile app Downloading business, E real estate and dedicated website business.



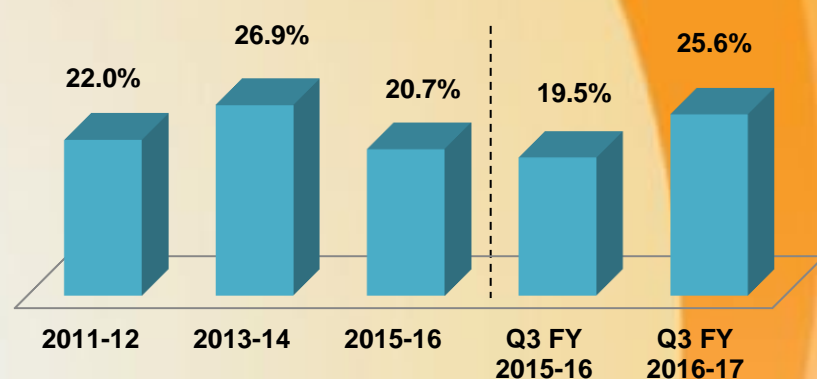


# Focused on Balance Sheet & Distribution of Profits

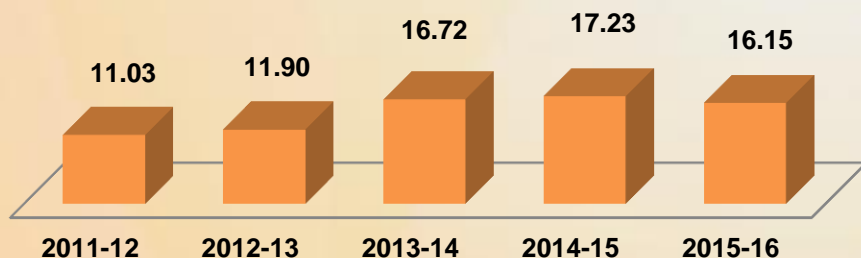
## Return on Capital Employed



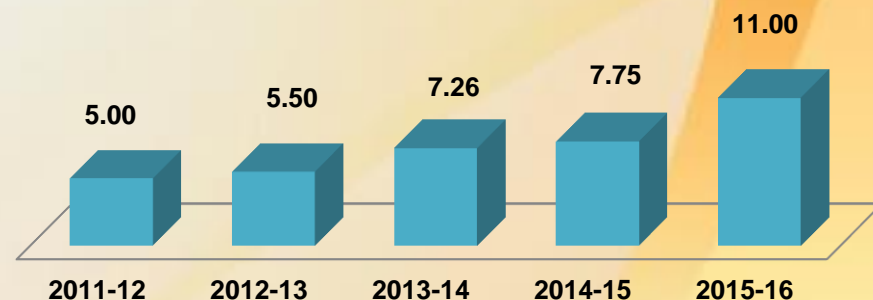
## Return on Net Worth



## Earning Per Share



## Dividend Per Share



# Financial Summary

				Quarter Ended			Half Year Ended		
Particulars (INR million)	14-Mar	15-Mar	16-Mar	Q3 FY16	Q3 FY17	Growth %	9M FY16	9M FY17	Growth %
Advertising Income	14178	15166	14812	4356	4530	4%	11212	12406	11%
Circulation Revenue	3235	3755	4356	1141	1243	9%	3220	3597	12%
Total Income	18836	20353	20783	5947	6309	6%	15586	17528	12%
Newsprint	(6323)	(6479)	(6186)	(1663)	(1769)	6%	(4606)	(5003)	9%
Other Operating Expenditure	(7272)	(7995)	(9060)	(2340)	(2521)	8%	(6601)	(7107)	8%
Total Expenditure	(13595)	(14474)	(15246)	(4003)	(4290)	7%	(11207)	(12109)	8%
EBITDA	5241	5879	5537	1944	2019	4%	4379	5419	24%
EBITDA Margin	27.80%	28.89%	26.64%	32.69%	32.00%		28.10%	30.91%	
Net Profit	3066	3163	2901	1107	1181	7%	2318	3106	34%
Net Worth	11405	12836	13993	14857	16193		14857	16193	
Secured Long Term Gross Loan	969	758	536	669	412		669	412	
Cash & Bank Balance	1135	1782	926	841	1489		841	1489	
Secured Working Capital Loan	362	477	631	667	285		667	285	
Total Secured Gross Debt	1331	1235	1167	1336	697		1336	697	
Net Block (Fixed)	8526	8203	9128	9257	8835		9257	8835	
ROCE	34.50%	34.50%	29.41%	28.08%	35.94%		28.08%	35.94%	
RONW	26.90%	24.64%	20.72%	19.53%	25.57%		19.53%	25.57%	



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# Board Of Directors

**Ramesh Chandra Agarwal**  
Chairman

- Over five decades of experience. Serving as Chairman of FICCI of the MP region
- Included in India Today's list of 50 Most Powerful Persons in India

**Sudhir Agarwal**  
Managing Director

- 27 years of experience in the publishing and newspaper business
- responsible for its long-term vision, business planning and performance monitoring

**Pawan Agarwal**  
Deputy Managing Director

- 13 years of experience in the publishing business
- Heads entire Production, IT and Strategy dept. , with the Radio & Digital business

**Girish Agarwal**  
Non-Executive Director

- 20 years of experience. Awarded "Outstanding Entrepreneur" trophy at APEA
- provides direction to the marketing strategy and related operations of the Group

**Piyush Pandey\***

- Executive Chairman of Ogilvy & Mather Pvt. Limited, India

**Harish Bijoor\***

- A member of the planning group sub-committee of the Union Planning Commission of India

**Ashwani Kumar Singhal\***

- Vice-President of BIR Brussels, the International Authority in Non- Ferrous Metals

**Naveen Kumar Kshatriya\***

- 40 years of international experience with Unilever and BP Castrol at senior most position at UK, Middle East, Singapore and Hong Kong.

**Anupriya Acharya\***

- Post Graduate from IIT – Roorkee, was Zenith Optimedia's Group CEO and now CEO of Publicis Media

*\* denotes Independent Directors*



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# THANK YOU

For more information, please visit our website [www.bhaskarnet.com](http://www.bhaskarnet.com)



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