



“IntraSoft Technologies Limited Q1 FY-17 Earnings  
Conference Call”

**August 08, 2016**



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**Moderator:**

Ladies and gentlemen good day and welcome to the IntraSoft Technologies Limited Q1 FY17 Earnings Conference Call. This conference call may contain forward-looking statements about the company which are based on the beliefs, opinions and expectations of the company as on date of this call. These statements are not the guarantees of future performance and involve risks and uncertainties that are difficult to predict. As a reminder all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing '\*' then '0' on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Arvind Kajaria-Managing Director from IntraSoft Technologies Limited. Thank you and over to you sir.

**Arvind Kajaria:**

I welcome everybody to the Q1 FY17 earnings call for our company. I'm joined by my colleague Mr. Mohit Kumar Jha-Chief Financial Officer and SGA our Investor Relation Advisors. We have uploaded the investor presentation and press release on our website. I hope all of you have received it and would have had a chance to go through it. As we have discussed the last time, we have made few additional information in our statement to enable you to better understand and analyze our business model. We have included new line items such as cost of goods sold, shipping and handling expenses and sales and marketing expenses. We have further provided you with cost of goods including shipping and handling expenses for the previous quarters in our fact sheet as well.

Moving onto our quarterly performance now; we believe we are on to a good start to the financial year. This quarter was an important one as it was a build up to the Independence Day sales as well as the Amazon prime day sales. We are happy to report that we achieved 90% growth in sales during prime day and clocked over USD 1 million in sales. The Amazon's prime day buildup was healthy contributing smartly to the overall 100% growth achieved in order shipped in Q1 FY17. The key focus in the quarter was on process optimization. We noticed a clear correlation between automation and our capacity to execute orders. Encouraged by the results we have pledged to continue to invest our intellectual capital in optimization of our supply chain. This will ensure that we are able to capitalize on the upcoming holiday season demand. Our shipments in Q1 FY17 grew by 112% year-on-year to 623,299 orders. Our proprietary technology platform allows us to scale order volumes with minimal human interaction enabling cost savings as we grow volumes. With the scalability of orders, we have sustained our high customer ratings across all market places which gives us immense confidence to reach a larger fulfillment growth moving forward. Our e-commerce revenue grew 93% to 218.67 crores. We have added 146 new suppliers and 35,000 products to our offerings during the quarter taking the total to 1746 suppliers and 535,000 unique products. Our top categories were furniture, patio, lawn and garden with a 28% share, home improvement and arts & crafts with a 21% share, musical instruments and gadgets with a 14% share, kitchen, dining and appliances with a 12% share, sports and outdoors with a 11% share and toys, games and baby products with a 9% share.



Our gross margin stood at 19.4% an increase of 1.8% year-on-year. The benefit was derived by higher economies of scale. Our efforts are to continuously better this number through increase efficiency in the supply chain. As on 30<sup>th</sup> June, 2016 inventory at our warehouses were 57.59 crores. Inventory turnover ratio TTM was 11.4 times reflecting fast moving and promotion driven inventory. As on 30<sup>th</sup> June, 2016 accounts payable days TTM for our e-commerce business was 14 days and account receivables days TTM stood at 4 days. On a TTM basis our revenue per employee has increased 183% showing higher levels of automation. This demonstrates the robustness and high automation levels of the technology platform which is capable of increasing sales as and when the momentum is achieved. Our strategy going forward would be to add hundreds of new suppliers and their thousands of new products to further improve supply-chain dynamics, leverage investments in technology to drive efficiencies, increased reach by adding new market places and leverage our association with suppliers and their products and finally to provide a better shopping experience with a better price point. With this I leave the floor open for Q&A. Thank you.

**Moderator:** Thank you very much. We will now begin with the question and answer session. The first question is from the line of Sanjay Shah from KSA Securities. Please go ahead.

**Sanjay Shah:** We really appreciate your growth in sales vis-à-vis fall in cost whereby increasing margin. You rightly said that because of skill you could do this, how do you see this panning out further ahead? How we are spending on improving our intellectual?

**Arvind Kajaria:** In our model there is no one price point where anything will change dramatically, it's a process improvement with every little process getting automated will help us achieve a higher volume without the additional increment of cost. That is where the margins are going to come from. So hopefully at least it is our endeavor that every quarter you should see a little bit more of that until we finally reach a zenith point.

**Sanjay Shah:** In our value of order we see there is some reduction in the value per order so can you throw some light on that? Have we added some lower products in our customer base supplier?

**Arvind Kajaria:** The value per order depends on exactly what you are selling. In the last 3 to 6 months our focus has been on toys which is essentially a lower priced product. But it has no impact on margin because the margin percentage enjoyed by all the products are very similar in percentage terms. But because we were able to fulfill a lot of the orders we have added some very good suppliers on the toy side so the value of order has fallen.

**Sanjay Shah:** I don't have the data of last year first quarter but last year full year we did some 11% or 12% contribution from toys and this quarter we have done 9%. So I don't know quarter-on-quarter, is it improving?



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- Arvind Kajaria:** Yes we believe that it is improving, toys is something that is found good affinity online in the US and with our added supplier base we intend to continue to do this path. We are quite optimistic about selling toys online, so we believe this number is going to go up as the quarters increase.
- Sanjay Shah:** In our musical instruments and gadgets has been replaced by home improvement and art-crafts, so much we have been very good in home improvements and art-crafts and we have brought down on musical instrument sales have come down, anything to say about it?
- Arvind Kajaria:** I would request you not to look at it on a category wise every quarter. It will be better if you look at it on TTM basis because some of these categories suffer or get more affected by the seasonality impact. But from our perspective there is no change in focus on whether we are going to sell home and improvement more or less. Our endeavor is to optimize sales of each and every category; each and every SKU to the best possible effort and this is a function of our relationship of the demand on the ground and ability to fulfill the orders. It's a combination of all the factors that result in that sale.
- Sanjay Shah:** We have been growing so well so it is taken as granted but this deal I would like to ask you, are you gaining your rating among the portal chains like Amazon and all?
- Arvind Kajaria:** Yes, we have maintained everywhere and we are on the top echelons of all the suppliers and almost all the portals that we are currently selling on. Without such a high rating it is not possible to get the growth in orders that we have got because our sales are greatly affected by the customer ratings that we get directly or indirectly.
- Moderator:** Thank you. The next question is from the line of Nishit Rathi from CWC Advisors. Please go ahead.
- Nishit Rathi:** What is the creditor value and value term what is the creditor this thing for the quarter end as of June '16?
- Arvind Kajaria:** You mean the numerical amount of accounts payable?
- Nishit Rathi:** Yes.
- Arvind Kajaria:** So Mr. Rathi would you have another question while Mr. Jha comes back.
- Nishit Rathi:** Gross margins you basically said that as the scale improves you could see further improvement. Would you like to give us some kind of direction as to how we should think about gross margins going forward?



- Arvind Kajaria:** Primarily linked to volumes Mr. Rathi, so the more you buy from a particular vendor the more discount he's more likely to give you not only in terms of that you become his favorite buyer but also in terms of costs optimization opportunities that include from buying for him. I will give you an example, if you are buying have a container then there is lot of shipping and handling charges that are extra but you are able to convert that into a full container load then there is a lot of cost maybe 3% to 4% that gets shaved off. That is the volume that you get. But 123Stores is a very conservative company from that aspect and we would not sacrifice over enthusiasm just to get the margins. So you would like to see the product scale over 2-3-4 quarters, we rely on data, we work with full analytics team. So once we know that it is for sure that this particular product is going to sell is when we would like to see continued growth rather than a spiked up growth. So that is what I mean by process improvement that is what I mean by a steady, a slow but a very steady growth in margins.
- Nishit Rathi:** But going forward since we are going to see our peak seasons are ahead of us and given what we have done in Q1 we could expect at least the similar margins to continue at is the gross margins and if not better.
- Arvind Kajaria:** Well we are certainly working towards it and I have no reason to believe that we cannot hit similar margins but at the same time you must remember that US is a highly competitive market, the whole world likes to supply to that market. So unless there is a reason why prices are over subdued again for which I have no reason to believe, I don't see why we should not be able to increase the margins slightly.
- Mohit Kumar Jha:** I have the figure, so it is 31 crores for the quarter ending June, 30<sup>th</sup> 2016.
- Nishit Rathi:** The corresponding figure for this for last year or last quarter can you just also help me with that if it's in front of you?
- Mohit Kumar Jha:** It was 32 crores as on March 2016.
- Nishit Rathi:** And you have the same number for last year?
- Arvind Kajaria:** We may not have these numbers in front of us. We have noted your point; we will try to put it up in our next presentation. I hope that is acceptable to you.
- Nishit Rathi:** That is good with me.
- Moderator:** Thank you. The next question is from the line of Satish Bhatt from Anvil Shares and Stock Brokers. Please go ahead.



**Satish Bhatt:** I have two things – I think you have really managed your working capital very well so you have negative float maybe 15 to 16 days. Is it possible that when we grow at the way we are growing at 90% to 100%, we may not require the capital for the next two years?

**Arvind Kajaria:** Increase in Accounts Payable base equating to suppliers credit we believe is the confidence that we have earned from our supplier base that trust in giving us that credit so that we can increase the sales and it shows that we have a very happy relationship. We are very buoyed and encouraged by this move of theirs. As we continue to sell more and more their products and they benefit greatly by our association, we can believe or we hope and we are endeavoring to see that this number increases. The more this number increases it would mean that we would have to employ less or less our own capital. So from that aspect I believe that your theory maybe correct but it's not something that we would wish overnight but it's a gradual process, trust is something that you gain over time. So trust is equal to increase in supplier's credit which is equal in terms to less of deployment of our own capital which is what we endeavor to do. Will that answer your question Mr. Bhatt?

**Satish Bhatt:** Yes. Lot of e-com companies like Amazon and e-Bay are putting lot of investments into the new data analytics which is basically going to do drive the next phase of growth understanding the customers and all of that. Are we planning of something on those terms of developing technology or buying some technology which will help us in data analytics of numbers or products sold our site or through us?

**Arvind Kajaria:** To our greatest belief we are already doing that sort proprietary platform is fully enable to store data, read data and take all the decisions based on data. We have been very focused on that from day one and we remain focused. In part of my release I have said that we will continue to invest in intellectual capital. Right now I don't see the need to buy or acquire that knowledge because I believe that is available in house. All the financials already reflect our investment into this area. I guess that we believe that this is the area that I think our team has done very well and is one of the basis and the reasons for our continued growth in performance.

**Satish Bhatt:** I think the way your business is scaling up, the way you get volumes, does this mean that as your scale goes up you will be able to have a far better bargaining power to improve your margins in terms of your bulk buying or something like that?

**Arvind Kajaria:** That ethos is not singled out as far as our company is concerned. If you take any retailers ethos, the more you buy you get better terms. It's a universally known fact which is what our endeavor is also. We would increase our concentration on people who are we've built a very deep relationship with. We are now in a position to accelerate because we have enough history, data, knowledge of that commercial behavior, commercial habits, acceptability of their products. So yes, as we continue to actually to press the accelerator on their product I think we should see a higher margin on their product. Higher margins are also sometimes subdued by



addition of new products because some of the new products we do not sell as much as we can because we don't have some of the other things that are mentioned in terms of behavior, etc., from the new product. A combination of that results in margin. But our belief is that we have hit some kind of a size now already where the margins on the older products will outweigh some of the not so good margins on the new products at this stage, so that said you should still see some steady improvement in our margin.

**Satish Bhatt:** Suppose you reached the size of a billion dollar maybe two or three years down the line, is there a scope to increase your gross margin in other 3% to 4% points?

**Arvind Kajaria:** To be honest I believe that it's an endless market out there that's what I personally believe. But I also believe that it's a very competitive market and if we get over enthuse only by the margins then we may allow lot of other people entry which may hurt our vendors and our relationships. So our endeavor is to make sure that we take care of all the people in our stakeholder's chain. We have to look after the interest of the vendors because if we over squeeze them then their viability comes into question. If we over squeeze the logistics partners, then probably that's not very healthy as well. So with that backdrop to answer your question I think there is enough margin on the table that we have to increase our margins but I would not like to comment on your 3%-4%-5% figure because we don't have any visibility on that as of right now.

**Moderator:** Thank you. The next question is from the line of Nishit Shah from Ambika Fincap Consultants. Please go ahead.

**Nishit Shah:** What I wanted to understand a little more is we have grown over the last 8 quarters at about on an average about 100% odd. On the year-on-year basis last two years you have grown 110%-- if I look at last year second quarter for which I have the numbers on the number of products that you have about 2,65,000, end of first quarter this year we now have 5,35,000 products so it's about 101% jump in the number of products. What I want to understand one is, are we adding the vendors and the products which are far bigger, better, more visible brands in the United States?

**Arvind Kajaria:** Yes, just to clarify we only work with branded products.

**Nishit Shah:** I was seeing on your site 123stores.com that you are selling Barbie dolls, you are selling now hot-wheels and you're also selling Lego. So these products I haven't seen six months back or maybe nine months back, so would you like to elaborate on that?

**Arvind Kajaria:** Yes to that extent you are right. I mentioned earlier also that we have got on board for the last six months a couple of very good toy suppliers who are the highest brand names in the industry. We would continue to market and sell their products. What I think you're trying to ask is whether the better brand names are coming onto us or not.



- Nishit Shah:** That's exactly what my point is.
- Arvind Kajaria:** We are very confident and we are very happy with the kind of brands that we have got. We will continue to work with better and better brands as we achieve higher and higher volumes. We see no reason why anybody would not come to us if that is what you are trying to ask me. Whether when that relationship, when that marriage of convenience will take place is something on the ground, it's not that they are not reaching out to us or we are not reaching out to them. It takes a little while for everybody to get that comfortable. So it's more of an operational issue rather than a strategic issue. But to confirm and to answer your question directly I see no reasons why Lego, etc., and even larger brands will not come to us because that is not the experience on the ground.
- Nishit Shah:** In nine months you have doubled the number of products and the number of vendors have also gone up 70%, so would you like to give some color on like you got Mattel on board, Would you like to share with us some kind of where the kind of momentum is terms of furniture, in terms of toys which areas do you see and where do you see the momentum building up or where are we going to see growth?
- Arvind Kajaria:** Growth in products comes from two areas – one is when you have an existing brand. Let's say we were doing about 500 of his product and he is got about 1500 so with each interaction you work out another 40-50 products that we can add on every quarter from this existing portfolio. So I would say primarily growth is coming from that and that is our ethos is to press the pedal on people that we have in existing relationship because everybody knows everybody and it's a very comforting thought. Some products, some percentage as you know comes from the new product and I think this ratio of more from the old and some from the new is something that we are comfortable with. We believe that it is the least riskiest way of achieving the kind of growth that we are doing that so I think we will continue to do that.
- Nishit Shah:** It's very heartening to note that you have got some of the best brands in the United States market on board with you. But if I extrapolate your growth and with those kind of brands and products coming in your growth momentum should continue. So what I'm trying to understand ask is if I extrapolate on a next 2-3 year basis where do you see the company? Obviously there will be challenges in terms of people, in terms of the management bandwidth, the capability to look at the size because the size is going to be very different in next 2-3 years. So could you elaborate on that and talk about what kind of strategies, how you're preparing the company to take on those different kind of challenges which are going to come in next 2-3 years?
- Arvind Kajaria:** I have said it earlier and I'm going to say the same thing again. I believe that the market is pretty large and in my mind endless because more and more vendors are realizing that do at your own self sales is simply not an option for them. It increases the cost, makes them do something that they are not comfortable with, so people like us who are experts in online



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selling would continue to see this kind of traction. Your question is not much on growth but more on how to manage growth.

**Nishit Shah:** Yes that's right.

**Arvind Kajaria:** So I was just giving that as a backdrop. To manage growth Mr. Shah, it's a combination of technological expertise which I think we have aptly demonstrated. We would need to continue to automate because without automation the kind of deliveries and the number of orders that would require to be efficiently delivered for us to maintain our customer rating, it would be absolutely impossible if there was to be a human element in it. So we have to keep on beating our own number of hours, number of seconds that we take to deliver a product and it has to be relatively without error so it has to be taking into fact many-many things such as the weather, such as integration with all the partners, any change in their technology, any change in their algorithms, all of that would have to be on a continuous basis which it is happening. On the management side I mentioned in my earlier calls itself, with rise in the value of the company in terms of growth we would definitely need to induct many-many more senior-level managers. Our current managers are fantastic, I'm so happy that they're working with us. But we would need to increase even more number of them and probably at a more expert level. My endeavor on that front is also on.

**Nishit Shah:** Could you elaborate on that what kind of steps you have taken or kind of people you would have hired, could you give some color on that?

**Arvind Kajaria:** These are mainly internal matrices but we would need people who are more kind of category managers who are able to reach out to more and more vendors. A case in point we have figured out that any relationship manager cannot optimally handle more than 30 or 40 relationships so we would need to increase the number of managers out there who are able to service the number of vendors. We would also need lot of people who manage them; we are invited to a lot of conferences now. We need to go and speak there and make ourselves more known, make ourselves more available. So it will require a lot of management expertise to do that and I think we are on that path to do all of this.

**Nishit Shah:** So have you taken initiatives to hire some people and would you like to give some color on that?

**Arvind Kajaria:** I would like to tell you that it's one of my personal focus areas to build a world-class team. The steps we have taken is, we have identified the kind of roles that these people would play. Moving forward we would start that process of identifying the people.

**Moderator:** Thank you. The next question is from the line of Nisha Shah from NS Limited. Please go ahead.



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**Nisha Shah:** I just wanted to know what role does automation play in your business. Can you just give us the example of benefits via automation of your business three years back versus now?

**Arvind Kajaria:** I think maybe 2 years back or something we introduced a tracking mechanism. So now when a product is picked up from our many-many close to 900 locations in the US every day, our system is immediately able to pick up whether packages and track it right to the user's home. So that would be an example of automation. Another example is that we are able to revise our prices on all our products across the market places at a real-time basis on a basis of what the others are doing. So these technologies we didn't have many quarters ago and these are two basic simple ones that I have said, operationally there are many-many more such operating matrices.

**Nisha Shah:** My second question is on your Amazon Canada business, can you just throw some light on that and can you just provide some statistics like number of orders, revenue etc.?

**Arvind Kajaria:** Amazon Canada is an extension of the Amazon brand very similar like what they have done in India. We have registered ourselves with them and we have begun the sales just like we do on amazon.com and we are seeing some of the products that are finding affinity in Canada and we've started listing them. Just like our operating ethos we start very slowly, see the whole system, how it works, see where the potential risks are, cover the risks and then accelerate. I don't have an exact percentage in front of me. We will try to put that up in your next presentation. But the number is close to 2% or 3% of our entire sales but I don't have an exact number on. I will put it up in our next update. But that number is slowly increasing.

**Nisha Shah:** Are any Indian brands you are looking at you for their USA foray?

**Arvind Kajaria:** You mean Indian brands wanting to sell on the US market?

**Nisha Shah:** Yes.

**Arvind Kajaria:** While we are not close to that but right now the number of brands that we have signed up already and the pressure on us is so hard to get them and they are all based out of the US so it's a much easier scale for us. I think honestly speaking first we are going to look at those US brands which are already registered are being sold online and very familiar with the US consumer. First I think we are going to attack them and help them go online and accelerate their sales and take the Indian and the other country brands to the US at a later date.

**Nisha Shah:** How many new market places are in discussion with currently?

**Arvind Kajaria:** There are about four or five market places left that we could go there by covering almost the entire US online population. On and off we are in discussions with them. As and when they will happen we will certainly go and that readiness has to be from both parties. So once we see



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that we need that extra growth we would certainly go for them. We don't want to do anything that once you sign up somebody and not able to do justice onto that.

**Nisha Shah:** What's your plan with respect to inventory business, what is the growth you see for next eight years in distribution?

**Arvind Kajaria:** If you followed my few quarters, inventory is largely due to promotions and fast moving goods. So as we've seen the online world, more and more market places are wanting to get into these promotions like a Prime Day, like an Independence Day sale and like we have in India these Diwali Dhamakas, etc., What that does for the consumer is that it gets you into the portal, it gets you very quickly to come in buy, it makes a buying decision easier. We intent to fully participate with all our marketplace partners. For that to give the customer a Wow experience for that I mean that delivery within the same day or the next day, you need to have that inventory. So I think if you compare our ratios which is about 11.4x inventory turnover ratio, we would be quite happy if it remains around that ratio.

**Nisha Shah:** Any fundraising plans going ahead?

**Arvind Kajaria:** With a bump up that we have seen in the last couple of quarters in our relationship with suppliers and the credit that we are getting from them. We feel that our platform is more or less fully built so we have no real need for any technology CAPEX, etc., So we don't believe that we need a fund for the current time period.

**Moderator:** Thank you. The next question is from the line of Nishit Rathi from CWC Advisors. Please go ahead.

**Nishit Rathi:** Just wanted to know what the percentage for drop ship and inventory sales were?

**Arvind Kajaria:** Mr. Rathi we have put that into the inventory turnover ratio beginning this quarter. So you would be able to get a better sense of what is the kind of inventory we have and the more the inventory is obviously the more the warehouse sales. So this is something that we noticed our peers were doing and that is how to become comparable this is what we have introduced from this quarter.

**Moderator:** Thank you. The next question is from the line of Mohit Jain from Anand Rathi. Please go ahead.

**Mohit Jain:** My only question is related to your employee cost, so when you were talking about last quarter or last to last quarter, you were saying that there is a possibility of buildup of some team on hiring in the US. Should we expect that to get completed in terms of incorporation to the financials for this year, how do you think it can basically be postponed to FY18 in terms of cost buildup?



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- Arvind Kajaria:** Now the time has come where we can beef up our Americanized work force as well I mean number of people. We are not a software company so you are not going to get a whole lot of people. We are more into intellectual capital kind of people who are very high-level and very more architecture oriented than this kind of body shopping or, etc., While I think you are absolutely right we will begin that phase so on but I don't expect it to have a dramatic impact on the PL account as much as we had anticipated earlier. But you might see some bump up and that would be because of the quality of people that would depend on the quality of person that we have hired over there.
- Mohit Jain:** On your tax rate, now should we expect that your tax rate will be 30%-35% going forward as well or do you think this quarter was the little on the higher side?
- Arvind Kajaria:** No we are just like every other corporation; the same tax rate is applicable to us now so you can factor that in.
- Mohit Jain:** For the full year as well?
- Arvind Kajaria:** Yes sir.
- Moderator:** Thank you. As there are no further questions I would now like to hand the floor over to the management for closing comments.
- Arvind Kajaria:** I thank everybody for making the effort to come on our quarterly call. I thank you for all your questions. It keeps us motivated, it keeps us encouraged, it keeps us to be on the right path. At IntraSoft we are committed to make a business where we are appreciated by all our stakeholders and we believe we are on the right path. We would continue to ask for your encouragement and support. Thank you again for coming on the call.
- Moderator:** Thank you. On behalf of IntraSoft Technologies Limited, that concludes this conference call. Thank you for joining us and you may now disconnect your lines.