

October 20, 2023

To,
The Manager
Listing Department
BSE Limited,
Phiroze JeeJeeBhoy Towers,
Dalal Street, Mumbai – 400001 (E)
Maharashtra, India
Scrip code: 543426

To,
The Manager
Listing Department
National Stock Exchange of India
Ltd,
Exchange Plaza, 5th Floor, Plot No.
C/1, G Block, Bandra Kurla Complex,
Bandra (East),
Mumbai – 400051
Symbol: **METROBRAND**

Subject: Presentation of Investor/Analyst Meet.

Dear Sir/Madam,

Please find enclosed Investor presentation, to be used by the Company for Investor/Analyst Meeting scheduled to be held on Friday, October 20, 2023, at 3.30 PM IST.

Request you to take the same on record.

Thanking you,

For and on behalf of Metro Brands Limited,

Deepa Sood
(VP- Legal, Company Secretary & Compliance Officer)
Membership No: 16019



METRO BRANDS LIMITED

H1 FY24 EARNINGS PRESENTATION

19th October 2023



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Brief Overview

Q2 & H1 FY24 Business Highlights

Metro's Strengths

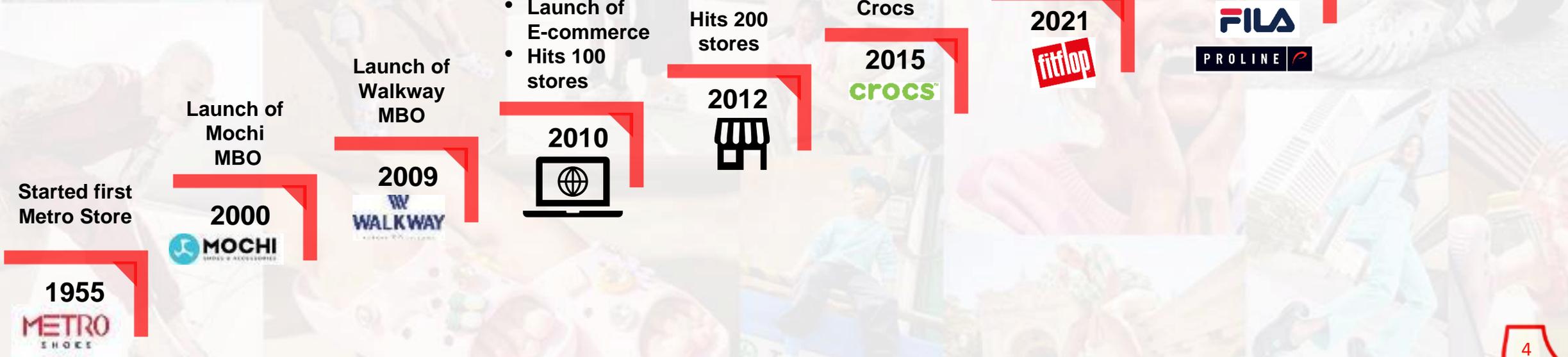
Levers of growth

Sustainability Initiatives & Others

Appendix: Industry Overview

FEET ON THE GROUND.

EYES ON THE FUTURE.





Company Facts

- 
5
 store formats[^]
- 
795
 Stores [^]
- 
31
 States & Union territories [^]
- 
189
 Cities[^]
 (Q1: 8 new cities
 Q2 : 7 new cities)
- 
13+ million
 Loyalty membership [^]

Performance in H1 FY24

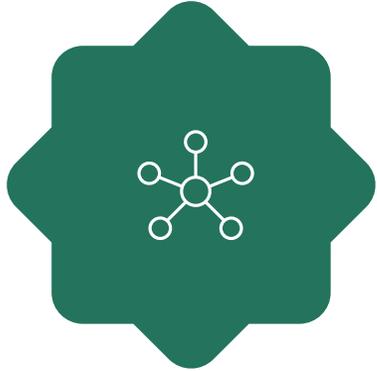
- 
Rs 1,138 crores
 Revenue from operations
 15.6 % YOY growth
- 
Rs 343 crores
 EBITDA
 30.1 % EBITDA margin
- 
70%
 Revenue contribution of in-house brands at MBOs [^]
- 
53%
 YOY Growth in e-commerce revenue [^]
- 
56
 Net store additions [^]

Note : [^]These numbers exclude data for Fila and Proline.



KEY ENABLERS

STRONG BRAND PORTFOLIO



- ❖ **One-stop-shop family retailer** catering to the footwear needs of men, women and children for different occasions
- ❖ Wide range of brands which allows us to **operate across the economy, mid and premium segments**

WIDE REACH



- ❖ Pan-India presence through **795 Stores** located in **189 cities** spread across **31 states and union territories** in India (as of Sep'23)

CAPITAL-LIGHT BUSINESS



- ❖ **Long-standing relationships** with vendors
- ❖ In the last three Fiscals, Company engaged with **over 250 vendors** for their products
- ❖ Continued engagements with vendors, leads to **translating trends into products efficiently**

COMPETENT MANAGEMENT



- ❖ Chairman Mr Rafique A. Malik has **50+ years** of experience in Footwear Retail
- ❖ CEO, Mr Nissan Joseph has spent over **5 years at Crocs across key roles**. Previously associated with Payless Shoes Pty Ltd, Hickory Brands Inc, Crocs, MAP Active & Planet Sports Inc

OPERATIONAL EFFICIENCY



- ❖ Among the few footwear retailers in India to **source all products through outsourcing arrangements**
- ❖ Owing to **scale of operations** and **strong supplier network**, Company is able to leverage better margins with our vendors

One Stop Shop for all Footwear Needs



	Sep'23 / H1FY24	(MBO)	(MBO)	(EBO)	(MBO)	(EBO)
Target Customer		Family	Youth	Premium	Value Format	Premium
No. of. Stores		299 (38%)	223 (28%)	197 (25%)	69 (9%)	7 (1%)
Cities		159	108	92	50	6
Price Range (INR) ¹		1,000 – 10,000	1,000 – 10,000	1,500 – 6,000	350 – 3,500	3500-10,000
Avg. Realization per Unit (INR) ²		1,600	1,600	1,700 ³	700	5,400
Size (sq.ft)		1,600	1,600	600	1,400	550

Note: Numbers / Percentages are rounded off ;

¹ Price Range refers MRP of the inventory and represents 85% of the total inventory value for the relevant customer segment.

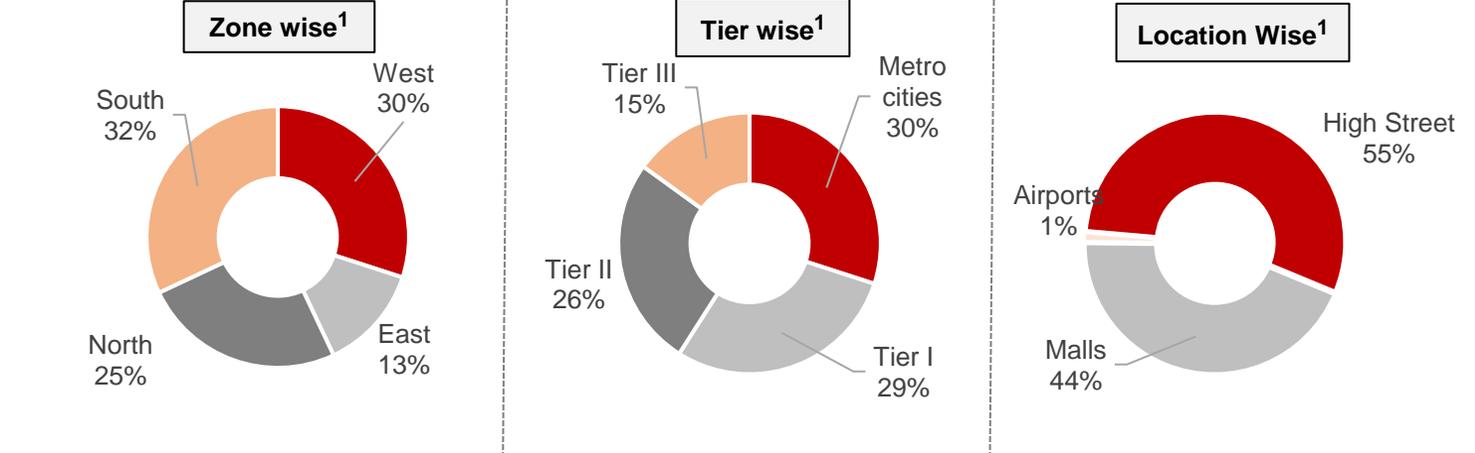
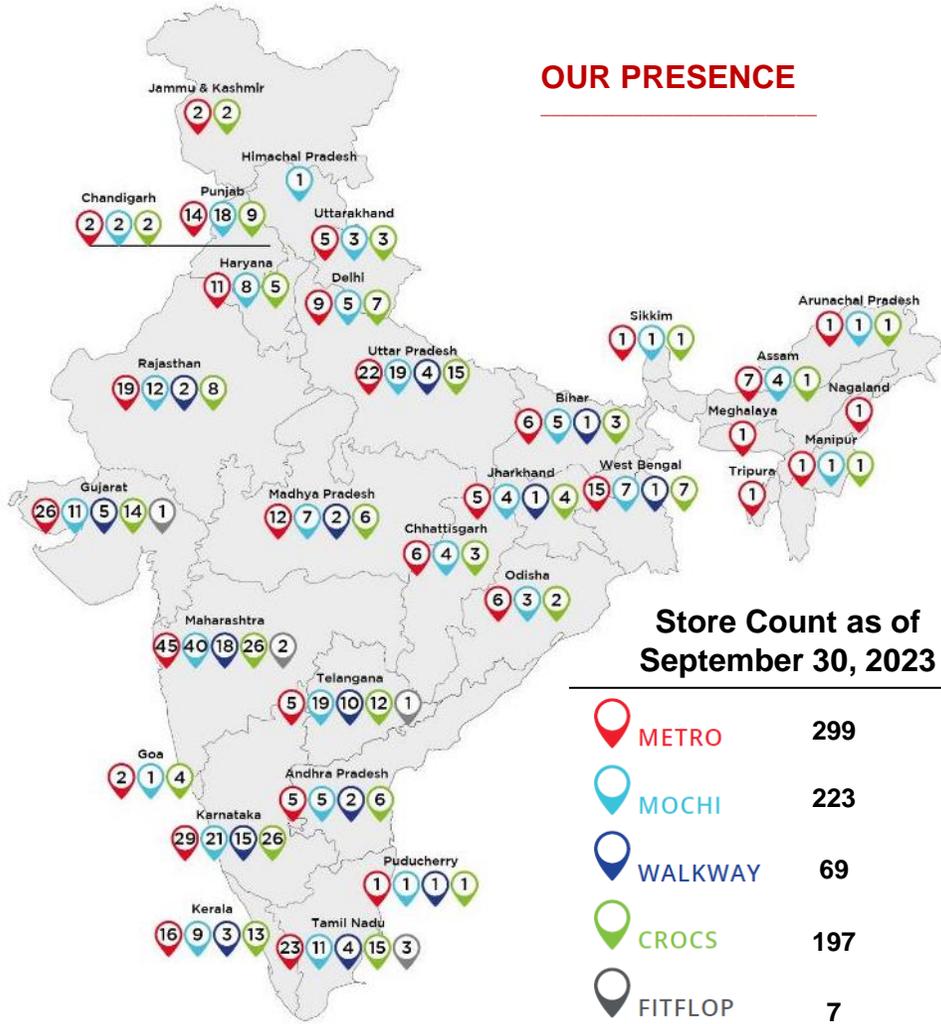
² Average Realization per unit includes accessories.

³ Average realization per unit for Crocs EBO footwear excluding Jibbitz is INR 3,000 for H1FY24 (INR 2,800 for H1FY23)



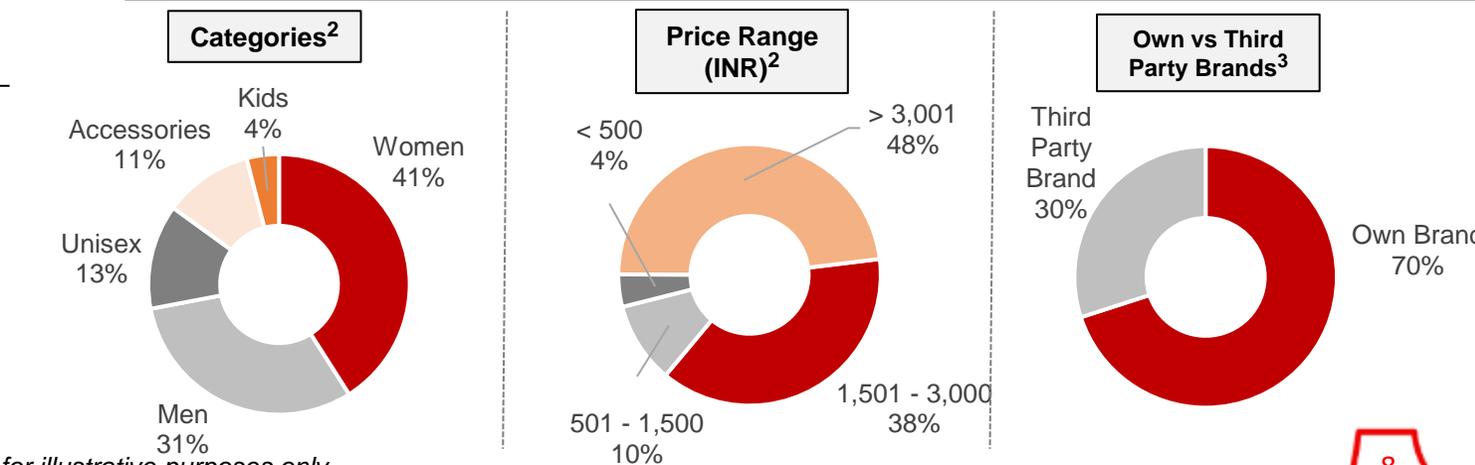
Network of Retail Outlets (as of Sep'23)

PAN India Presence with 795 Stores | 189 Cities | 31 States and UTs (As of Sep'23)



Primarily follows "Company Owned and Company Operated"(COCO) model of Retailing

Products for entire family with focus on Mid and Premium Segment (H1 FY24)



Note: Numbers / Percentages are rounded off ; The above map is not to scale and is for illustrative purposes only.

¹ Total Store Split as of Sep23 ² Split of Total Store Product Sales for H1FY24 on standalone basis ³ Split of Total Store Product Sales on stand alone basis for H1FY24 at MBOs. Third party brands at MBOs include Crocs, Fitflop and Fila.





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Sustainability Initiatives & Others

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Q2 FY24 Business Highlights

Standalone

	Q2 FY24	Q2 FY23	YoY Growth%
Revenue	532	463	14.8% 
EBITDA	161	143	12.3% 
<i>EBITDA%</i>	30.2%	30.9%	
PAT	79	74	7.7% 
<i>PAT%</i>	14.9%	15.9%	

Consolidated

	Q2 FY24	Q2 FY23	YoY Growth%
Revenue	556	476	16.7% 
EBITDA	156	148	5.6% 
<i>EBITDA%</i>	28.1%	31.0%	
PAT	68	78	-13.2% 
<i>PAT%</i>	12.2%	16.4%	

In INR Crore

Business Highlights

- ❖ Q2 FY24 witnessed higher YoY revenue growth of 14.8% as compared to 11.7% YoY growth in Q1 FY24, due to tapering of pent-up demand in Q2 FY23 (vs Q1 FY23). Festive period is also delayed in FY24 v/s FY23 by ~ 2.5-3 weeks especially impacting Q2 sales v/s last year.
- ❖ Store expansion on track with net addition of 29 stores (7 new cities covered in Q2 FY24) across all formats during the quarter.
- ❖ Ecommerce sales (including omni-channel) for Q2 FY24 were Rs 60 cr. Growth momentum in Ecommerce sales (including omni channel) continues as sales grew 45%.
- ❖ Q2 FY24 PAT at consolidated level includes loss from CBL of Rs 14 cr. (v/s Rs 14 cr in Q1 FY24).

H1 FY24 Business Highlights

Standalone

	H1 FY24	H1 FY23	YoY Growth%
Revenue	1,088	961	13.2% 
EBITDA	355	324	9.6% 
<i>EBITDA%</i>	32.6%	33.7%	
PAT	186	177	4.9% 
<i>PAT%</i>	17.1%	18.4%	

Consolidated

	H1 FY24	H1 FY23	YoY Growth%
Revenue	1,138	984	15.6% 
EBITDA	343	331	3.6% 
<i>EBITDA%</i>	30.1%	33.6%	
PAT	161	184	-12.3% 
<i>PAT%</i>	14.2%	18.7%	

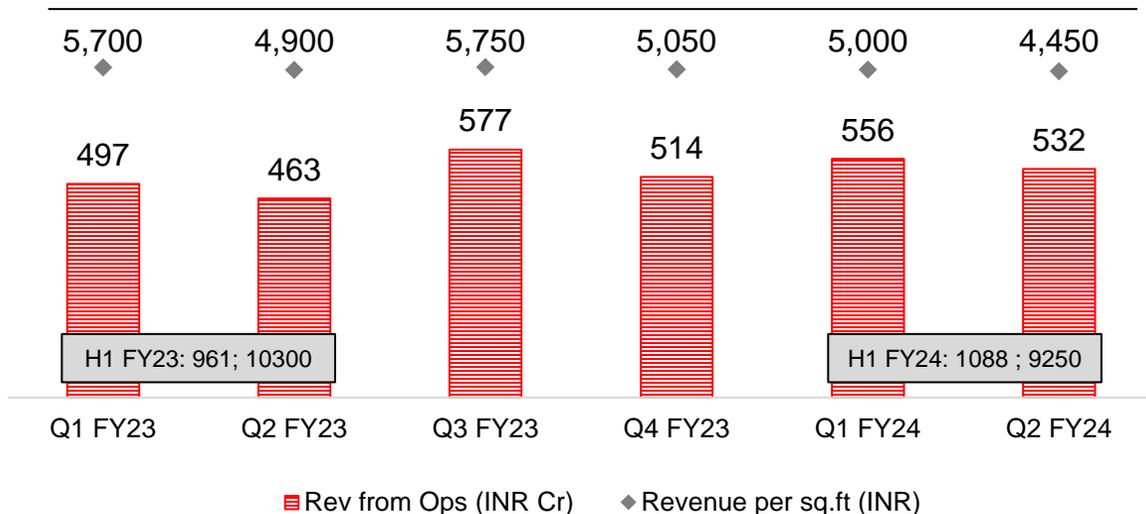
In INR Crore

Business Highlights

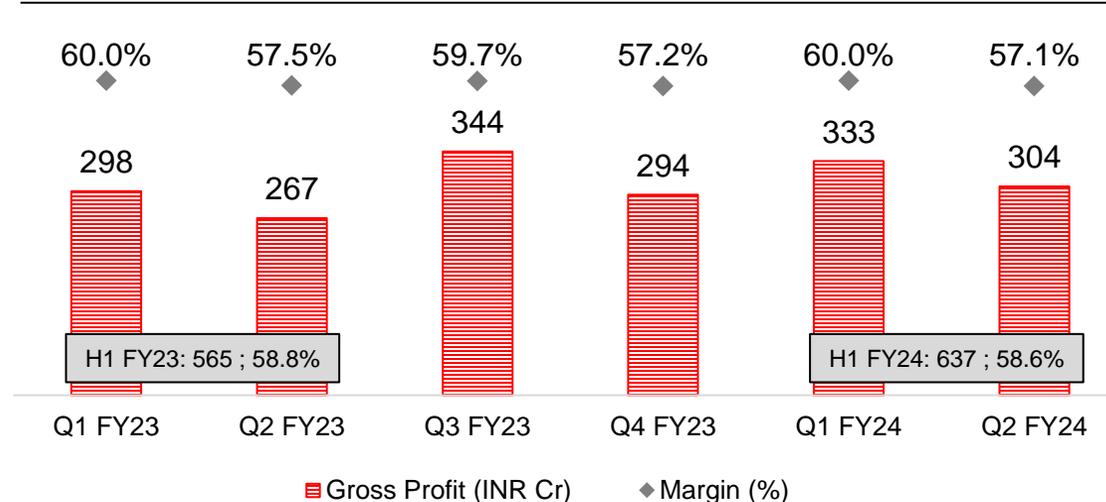
- ❖ H1 FY24 has witnessed stable YoY growth as compared to H1 FY23 which had pent-up buying on easing of Covid restrictions & higher number of marriage dates. Further, festive period is also delayed in FY24 v/s FY23 by ~ 2.5-3 weeks.
- ❖ Store expansion on track with net addition of 56 stores (15 new cities covered in H1FY24) across all formats during the period.
- ❖ Ecommerce sales (including omni-channel) for H1 FY24 were Rs 121 cr. Growth momentum in Ecommerce sales (including omni channel) continues as sales grew 53%.
- ❖ H1 FY24 PAT at consolidated level includes loss from CBL of Rs 28 cr. H1 FY24 has 1% PBT impact on account of incremental charge for ESOP issuances and Ind AS 116 (due to higher new store openings) v/s H1 FY23.

Q2 & H1 Business Highlights (Standalone)

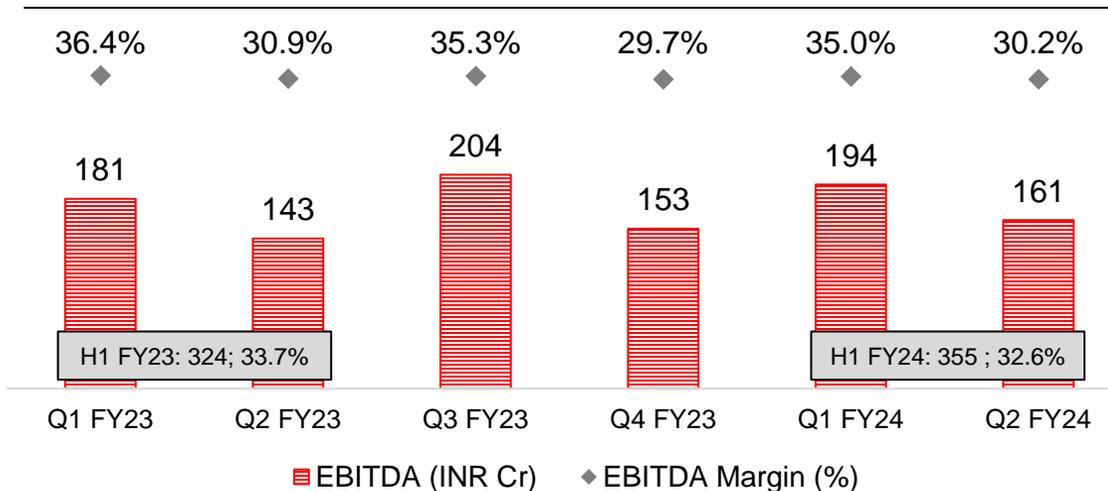
Revenue from Operations and Revenue per sq.ft



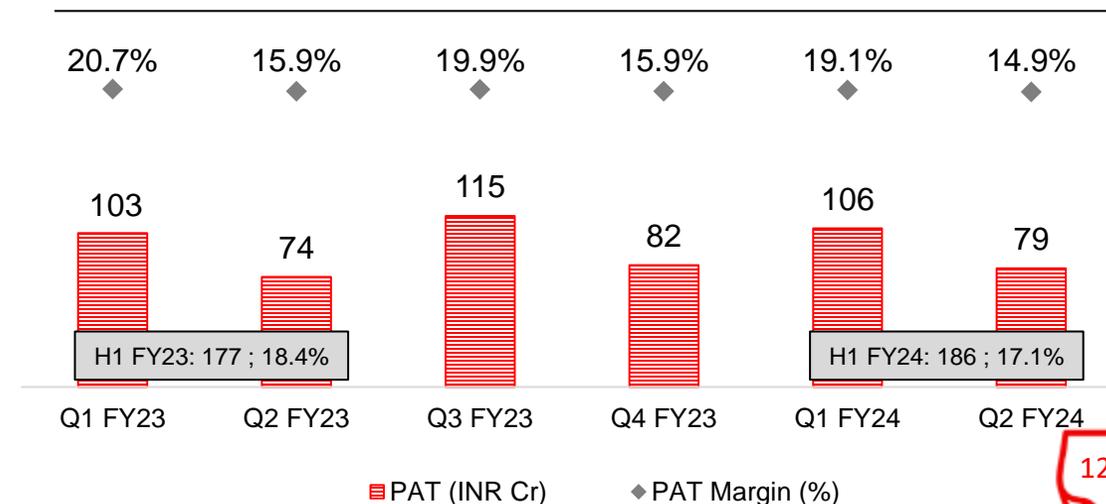
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



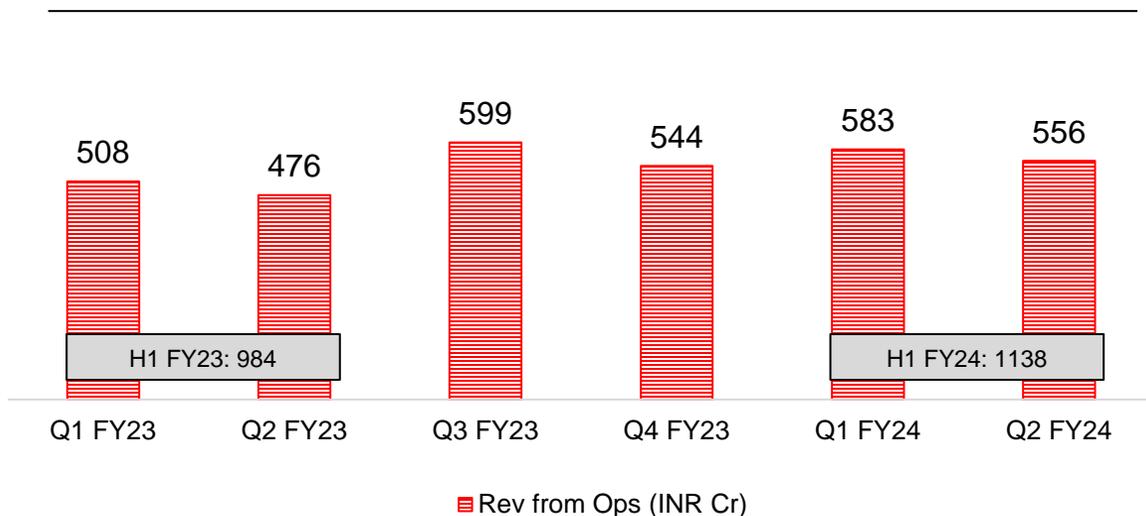
PAT and PAT Margins



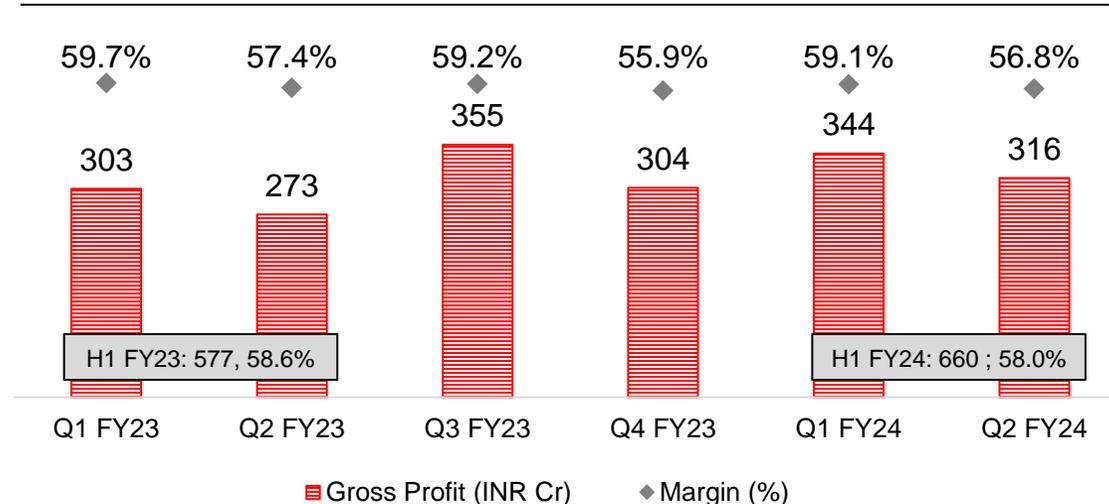
Note: Numbers and decimals rounded off

Q2 & H1 Business Highlights (Consolidated)

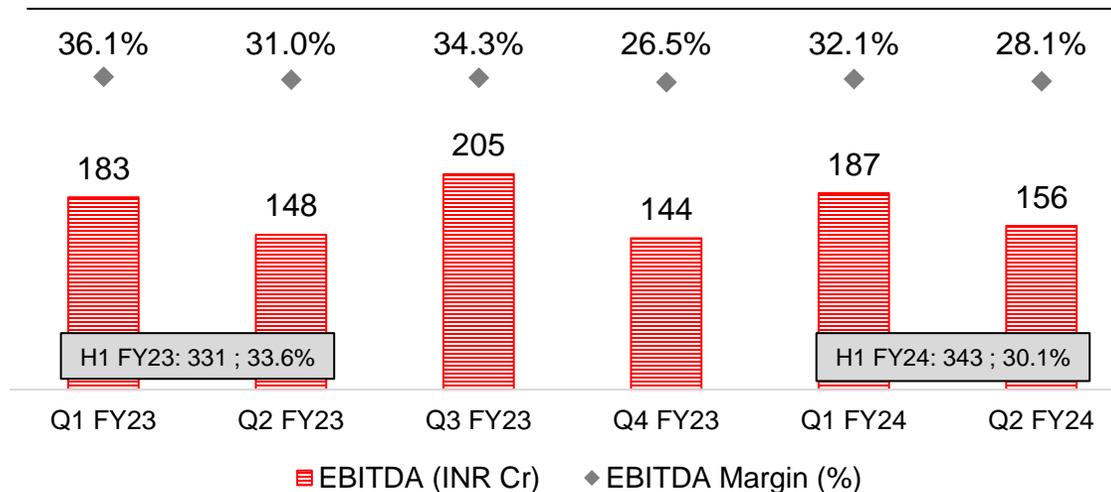
Revenue from Operations



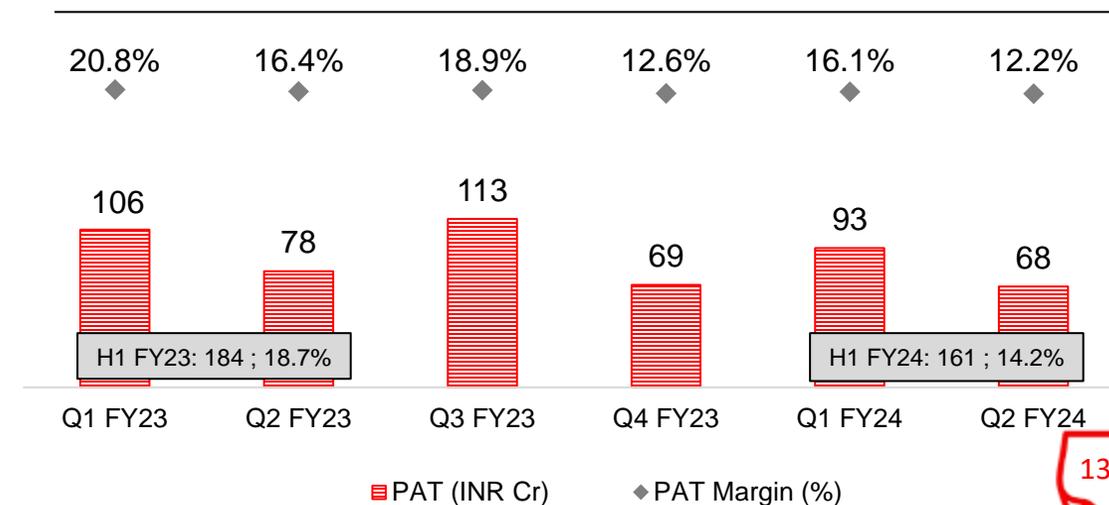
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



PAT and PAT Margins



Note: Numbers and decimals rounded off

- ❑ The Department for Promotion of Industry and Internal Trade (DPIIT) issued BIS Quality Control Order (QCO) for footwear which was mandatory from 1st July 2023.
- ❑ The implementation date is now deferred to 1st January 2024 for most categories of footwear.
- ❑ While the industry is gearing up for quality control orders (QCO) compliance we expect significant clarity & progress to transpire over next 2 quarters.
- ❑ In order to circumvent any potential supply chain disruptions, MBL has front loaded inventory buying to some extent.
- ❑ This would lead to higher inventory levels till Mar24.

Results of Cravatex Brands Ltd incorporated with MBL financials w e.f 1st December 2022

Q2 FY24

In INR Crore

	MBL Consolidated	Cravatex	MBL excluding Cravatex
Revenue from operations	556	13	542
Other Income	16	0	16
Total Income	572	14	558
EBITDA	156	(7)	163
EBITDA margin	28.1%	-55.4%	30.1%
PAT	68	(14)	82
PAT margin	12.2%	-105.5%	15.0%

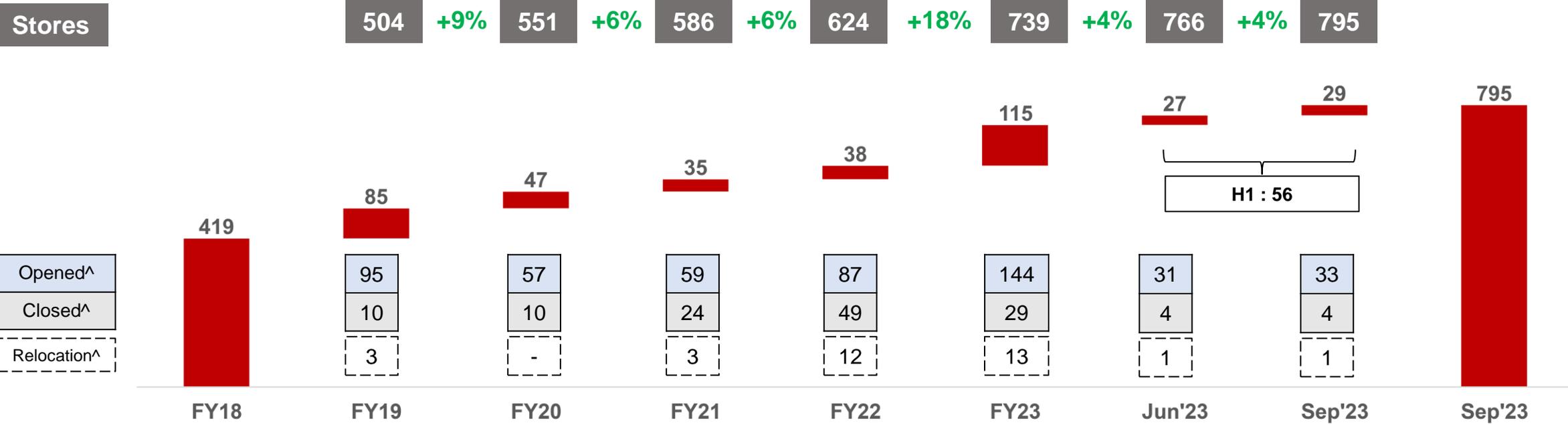
H1 FY24

In INR Crore

	MBL Consolidated	Cravatex	MBL excluding Cravatex
Revenue from operations	1,138	30	1,108
Other Income	31	1	29
Total Income	1,169	31	1,138
EBITDA	343	(17)	360
EBITDA margin	30.1%	-55.9%	32.5%
PAT	161	(28)	190
PAT margin	14.2%	-95.5%	17.1%

- ❑ Revenue for Q2 FY24 was impacted due to return of inventory on rationalisation of LFS doors. Integration with MBL eco-system is progressing well. Cravatex has successfully migrated to “SAP S4 Hana” ERP system w.e.f 1st Apr23.
- ❑ Liquidation of excess inventory is “On track” & will be completed by Mar24.
- ❑ Despite lower quarterly sales, the loss was contained at Rs 14 crore due to aggressive cost rationalization across all functions.
- ❑ CBL has 22 FILA EBO stores across various formats (COCO, COFO, FOFO). We are undertaking various measures to improve stores performance and profitability.

Year wise Store additions - Standalone



	FY19	FY20	FY21	FY22	FY23	Jun23	Sep23
Metro	209	218	219	231	278	289	299
Mochi	136	145	145	162	199	211	223
Walkway	63	70	73	53	63	66	69
Crocs	96	118	149	178	195	195	197
Fitflop	-	-	-	-	4	5	7
Total Stores	504	551	586	624	739	766	795

Note: Store count for Sep'23 includes 9 Franchise Stores ^Opened and closed stores include relocated stores. Decimals rounded off



Profit & Loss Statement (Standalone)

In INR Crore

Particulars	Q2 FY24	Q1 FY24	Q2 FY23	H1 FY24	H1 FY23	FY23
Revenue from Operations	532	556	463	1,088	961	2,052
Other Income	18	16	12	34	21	55
Total Income	550	572	475	1,122	981	2,107
EXPENSES						
Purchases of stock-in-trade	200	324	286	524	544	1,017
Changes in inventories of stock in trade	28	(101)	(89)	(73)	(148)	(168)
Employee Benefits Expense	50	48	41	98	79	171
Finance costs	19	18	15	37	28	62
Depreciation and amortisation expenses	54	50	41	104	80	175
Other expenses	93	91	83	184	162	352
Profit before tax for the period/year	106	142	99	248	236	498
Net Tax Expense	26	36	25	63	59	125
Profit after tax for the period/year	79	106	74	186	177	373
Other comprehensive income	(0)	(0)	(0)	(0)	(1)	(2)
Total comprehensive income for the period/year	79	106	74	186	176	372

Note: Numbers rounded off



Profit & Loss Statement (Consolidated)

In INR Crore

Particulars	Q2 FY24	Q1 FY24	Q2 FY23	H1 FY24	H1 FY23	FY23
Revenue from Operations	556	583	476	1,138	984	2,127
Other Income	16	14	12	31	21	54
Total Income	572	597	488	1,169	1,005	2,182
EXPENSES						
Purchases of stock-in-trade	209	328	295	538	558	1,066
Changes in inventories of stock in trade	31	(90)	(92)	(59)	(150)	(174)
Employee Benefits Expense	55	53	43	109	82	184
Finance costs	20	18	15	38	28	63
Depreciation and amortisation expenses	57	54	41	111	80	181
Other expenses	105	104	83	209	164	372
Profit before tax for the period/year	95	128	103	223	242	489
Net Tax Expense	28	35	25	63	60	126
Share of profit of a Joint Venture	1	1	0	1	1	2
Profit after tax for the period/year	68	93	78	161	184	365
Other comprehensive income	(0)	(0)	(0)	(0)	(1)	(2)
Total comprehensive income for the period/year	68	93	78	161	183	363

Note: Numbers rounded off

Balance Sheet

In INR Crore

Particulars	As at September 30, 2023	As at March 31, 2023
Non-current assets		
Property, plant and equipment	338	298
Goodwill	41	41
Capital work-in-progress	13	17
Right of use assets	943	838
Intangible assets	123	126
Intangible assets under development	1	1
Investment in Joint Venture	12	10
Financial assets	75	66
Deferred tax assets (net)	10	5
Non-current tax assets	1	1
Other non-current assets	5	1
Current assets		
Inventories	705	646
Financial assets		
Investments	523	466
Trade receivables	130	115
Cash and cash equivalents	33	32
Bank Balances other than above	150	167
Loans	2	1
Other financial assets	18	22
Other current assets	43	64
Assets classified as held for sale		
Total assets	3,164	2,916

Particulars	As at September 30, 2023	As at March 31, 2023
Equity		
Equity share capital	136	136
Other equity	1,538	1,412
Non-Controlling Interests	28	26
Share application money pending allotment		0
Non - current liabilities		
Financial liabilities	925	813
Provisions	1	1
Other non-current liabilities	2	3
Current liabilities		
Financial liabilities		
Borrowings	-	2
Lease liabilities	135	129
Trade payables	291	303
Other financial liabilities	35	34
Other Current liabilities	50	43
Provisions	10	13
Current tax liabilities (Net)	14	2
Total equity and liabilities	3,164	2,916

Net core working capital days

In INR Crore

Net Core Working Capital days	H1 FY24		FY23	
	MBL Consol.	MBL Standalone	MBL Consol.	MBL Standalone
Closing Inventory	705	660	646	587
Closing Trade receivables	130	55	115	24
Closing Trade payables	(291)	(271)	(303)	(264)
Net Core Working Capital	545	444	458	348
Revenue from operations	1,138	1,088	2,127	2,052
Net Core Working Capital days	86	74	79	62

Note: Numbers rounded off



Cash Flow statement (Consolidated)

Particulars	In INR Crore	
	For the six month period ended September 30, 2023	For the six month period ended September 30, 2022
Cash flow from Operating Activities	223	242
Profit before tax for the year	130	92
Add: Non-cash items/re-classification	353	335
Operating profit before working capital changes		
Movement in working capital:		
Increase in Trade Receivable	(16)	(35)
Increase in Inventories	(59)	(150)
(Increase)/Decrease in trade and other payables	(3)	57
Increase/(Decrease) in other assets/liabilities	16	(26)
Cash generated from operations	292	180
Less: Income taxes paid	(56)	(60)
Net cash generated from operating activities	235	121
Cash flows from investing activities		
Net Capital expenditure	(65)	(40)
Net investments in FD & other investments	(14)	(9)
Net cash flows used in investing activities	(80)	(49)
Cash flow from financing activities		
Proceeds from issue of shares	0	1
Payment of share issue Expenses	-	(2)
Payment of Lease Liabilities	(112)	(76)
Final and interim dividends including Dividend Tax paid	(41)	(20)
Movement in borrowings and interest payment	(3)	2
Net cash used in financing activities	(155)	(96)
Net increase/(decrease) in cash and cash equivalents	1	(24)
Cash and cash equivalents at the beginning of the period	32	62
Cash and cash equivalents at the end of the period	33	37

Note: Numbers rounded off





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Levers of growth

Sustainability Initiatives & Others

Appendix: Industry Overview

Our Key Strengths



1

One of India's largest pan India footwear retailers¹ with a brand appeal among aspirational consumer segments



2

Pivoting from primarily "Offline" to an "Omni-channel" enabled footwear & accessories retailer



3

Wide range of brands and products catering to all occasions across age groups and market segments resulting in strong customer loyalty



4

Asset light business with an efficient operating model leading to sustained profitable growth



5

Efficient operating model through deep vendor engagements and TOC (Theory of Constraints) based supply chain



6

Platform of choice for third party brands looking to expand in India



7

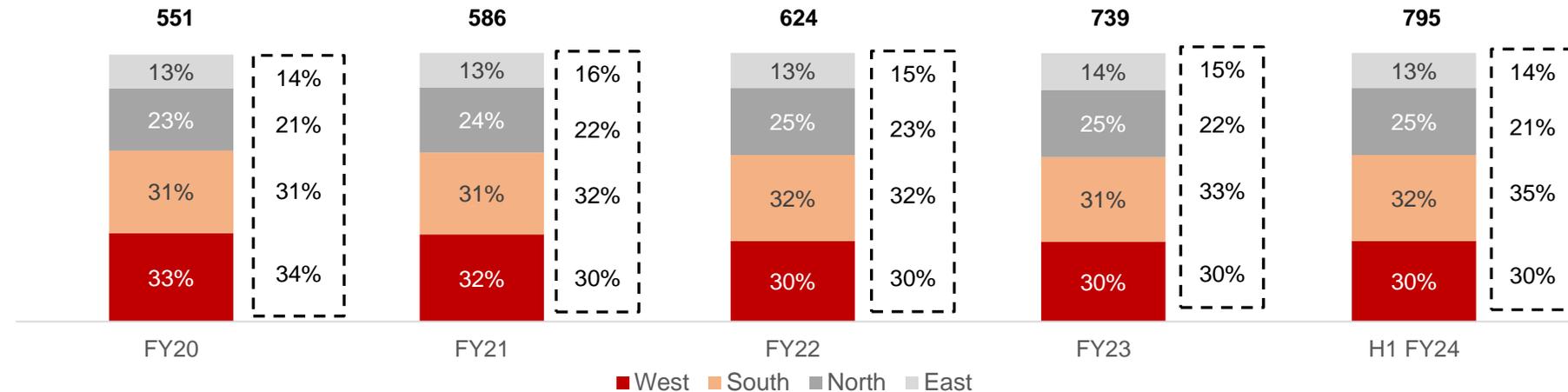
Strong promoter background and an experienced and entrepreneurial management team with a proven track record



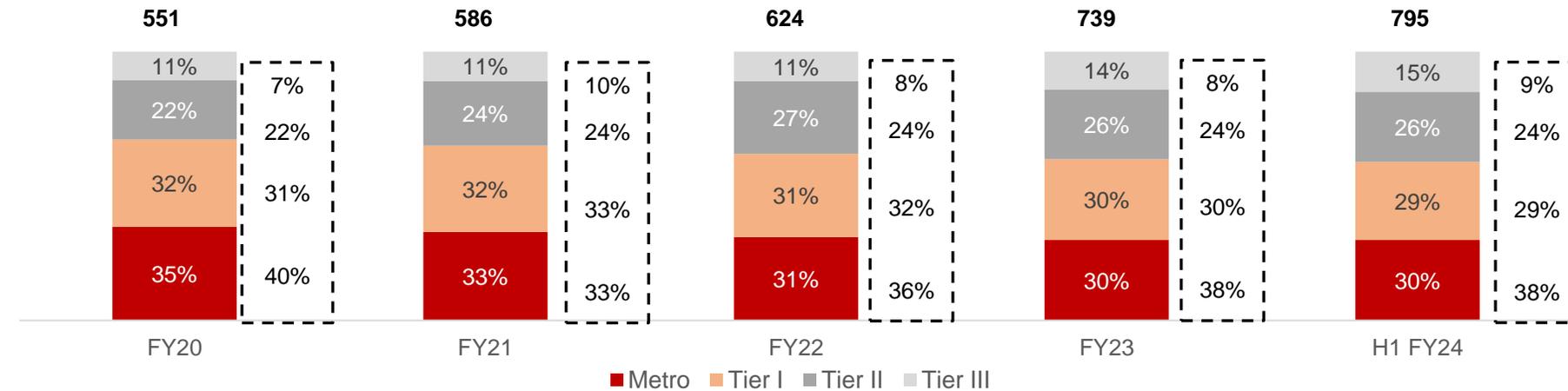
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Strong track record of growth, profitability and financial discipline

...with diversified presence across regions²



Increasing presence in Tier II and Tier III cities²

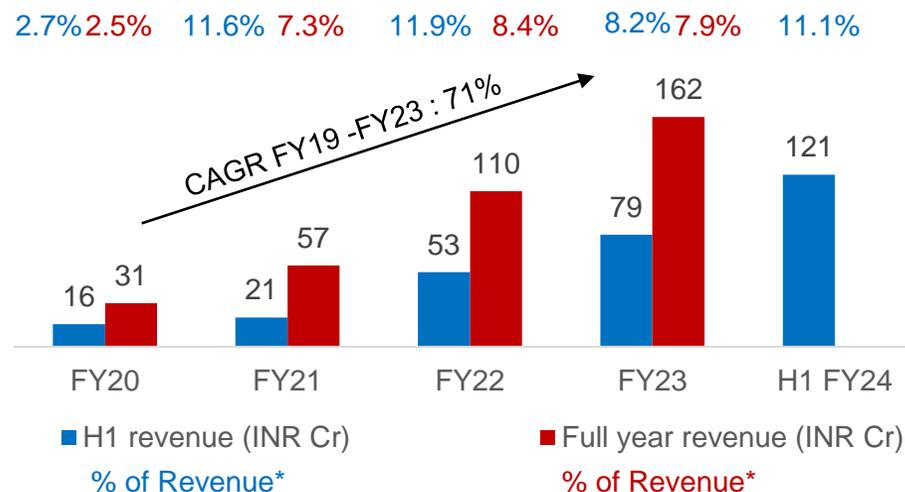


Note: Decimals rounded off ; Above figures are on standalone basis.

¹CRISIL Research ; ²Figures represent store count as of September 30, 2023

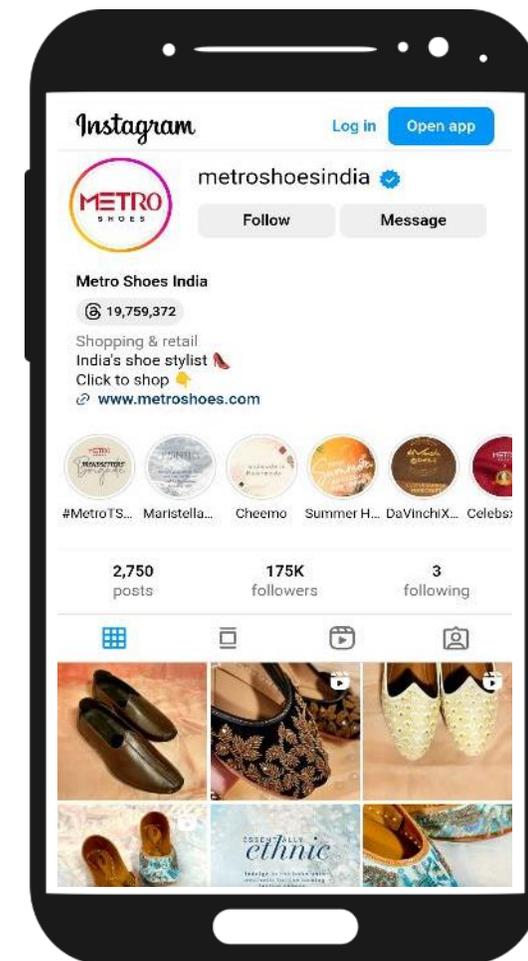
[---] denotes % share in Total Store Product Sales

E-commerce – Online & Omnichannel

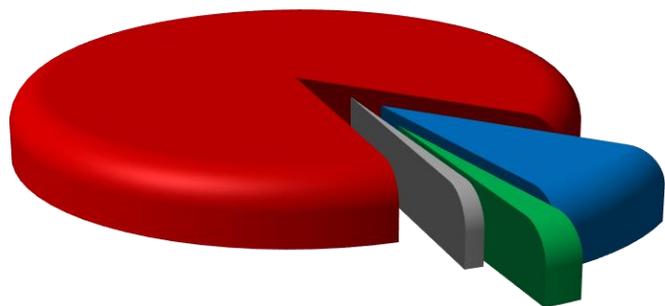


- Majority of online business comes through leading e-commerce marketplaces (Present on 6 Major E-commerce marketplaces)
- Manage three own brand websites (www.metroshoes.com, www.mochishoes.com and www.walkwayshoes.com) and one exclusive brand www.fitflop.in
- Marketing through Social Media platforms
- Company owns and operates its e-commerce operations; Investment in E-commerce specific warehouse management system which integrates store network with its online platform

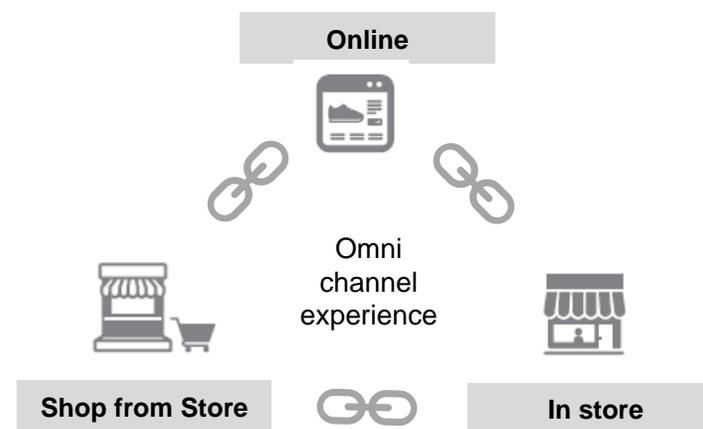
"Highest number of Instagram Followers among key footwear retailers in India" (CRISIL)



Revenue Breakup - Instore & E-commerce



H1 FY24 :
Instore : 88% | Online : 9% | Omnichannel: 2% | Others: 1%

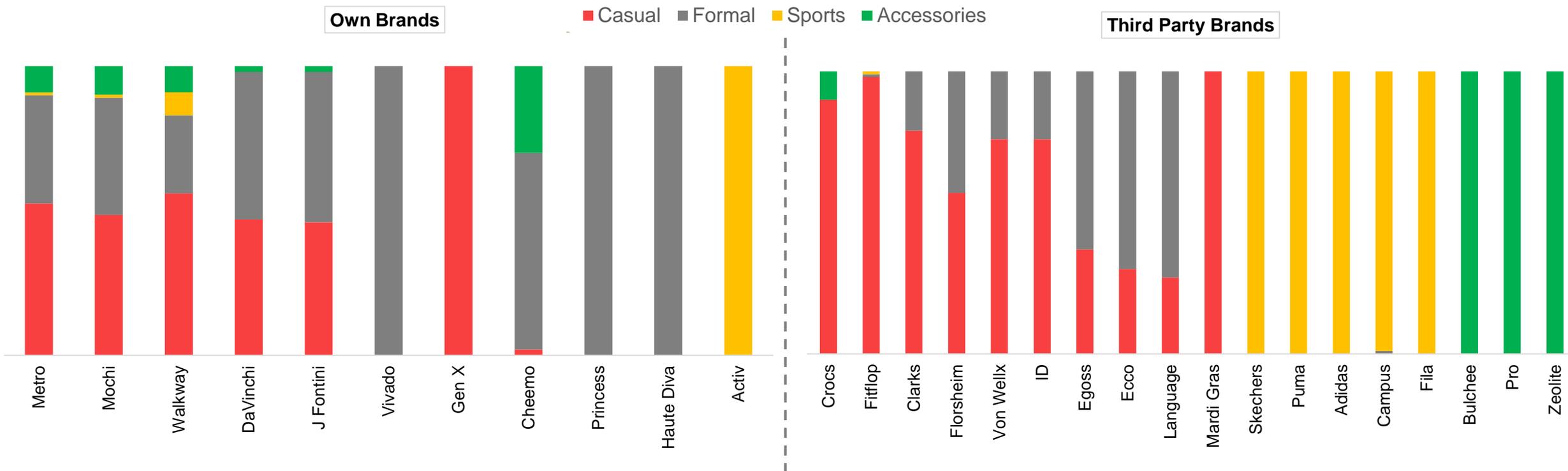


- Customer engagement through home – visits and instant messaging channels such as Whatsapp

* As a % of Standalone Revenue from Operations

Note : Numbers and percentages rounded off ; Revenue is net of returns and discounts

Product presence across multiple categories through Own and Third party brands



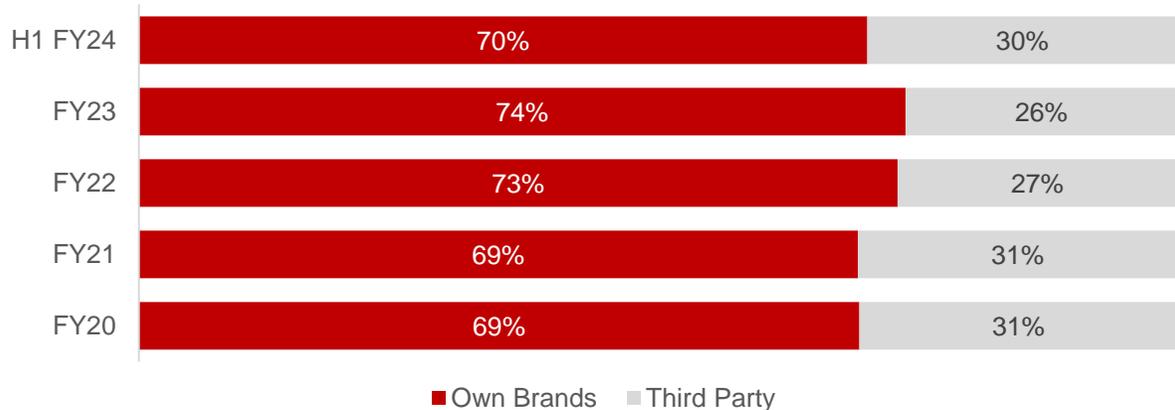
Product Presence across various Product Categories

Footwear			Accessories					
Men	Women	Kids	Bags	Clutches	Wallets	Foot care	Belt	Shoe care

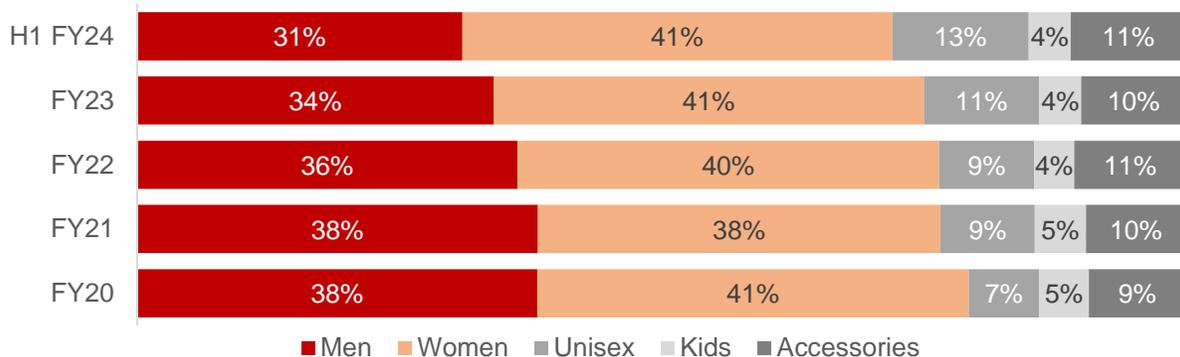
Note : Above figures are on standalone basis



Own Brands contribute ~ 70-75% of total store product sales at MBOs



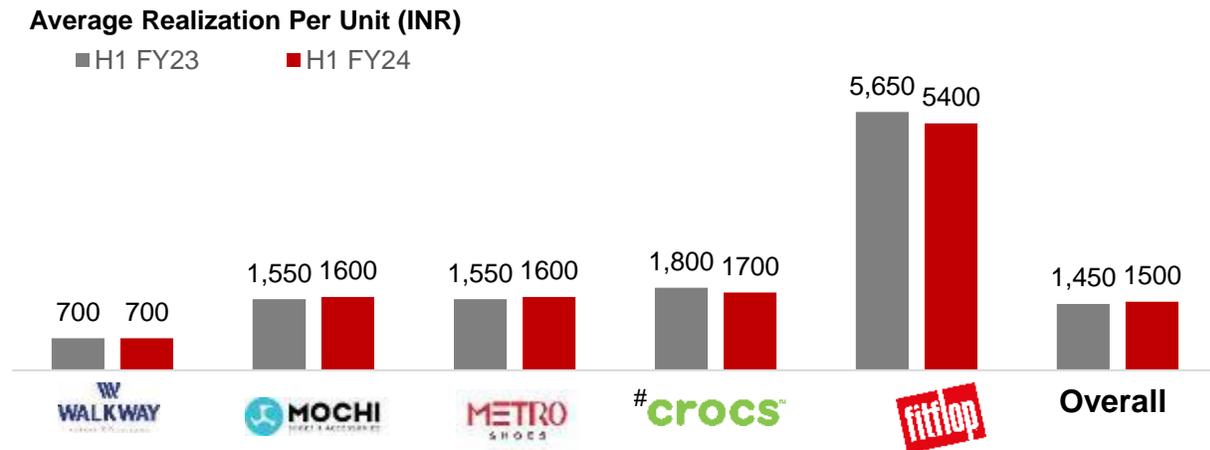
One Stop Shop for all the family members¹



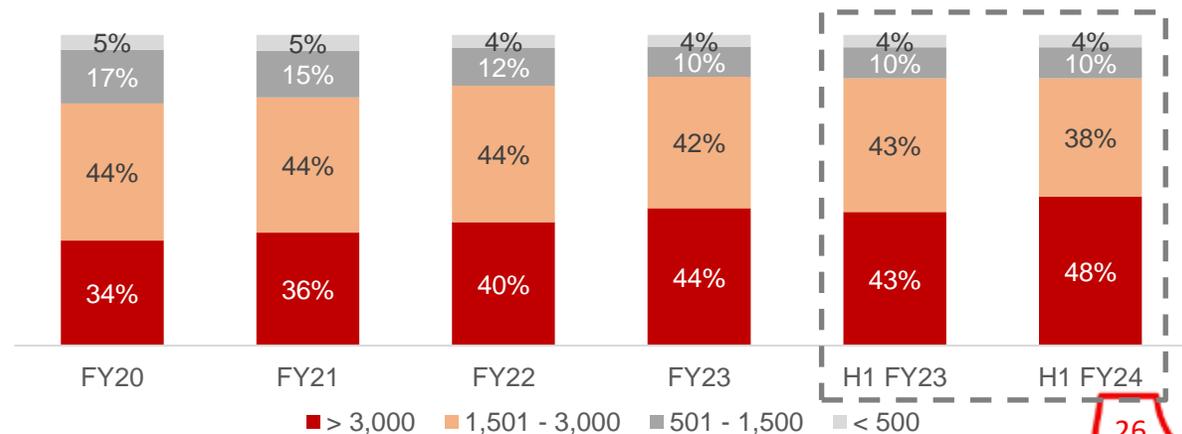
¹% of Total Store Product Sales

Note : Numbers and decimal rounded off. Above figures are on standalone basis. . # Average realization per unit for Crocs EBO footwear excluding Jibbitz is INR 3,000 for H1FY24 (INR 2,800 for H1FY23)

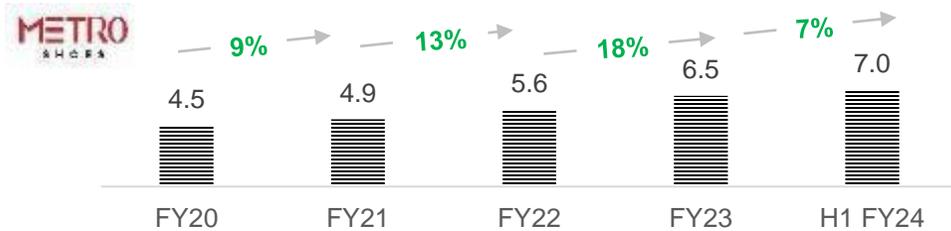
Targeting Mid and Premium Segment through 5 different Brand Outlets



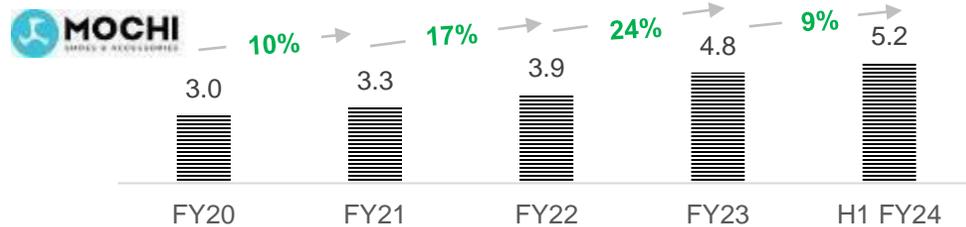
Product Pricing wise Sales Mix¹



Club Metro (2007*) – Loyalty Program Members (Mn)



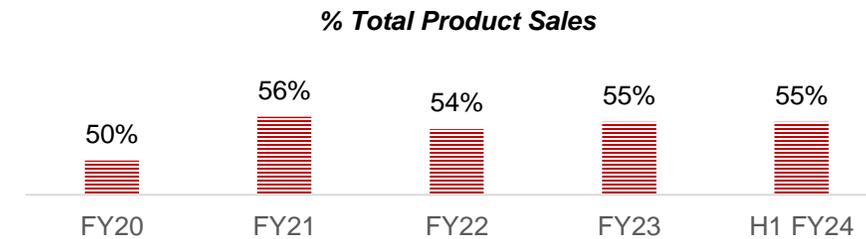
My Mochi (2011*) – Loyalty Program Members (Mn)



Crocs (2020*) – Loyalty Program Members (Mn)



Repeat Sales to Members of Loyalty programs



1

Loyalty programs have been digitized and thus provide insights into Customer Preference and Trends which help in procurement of right product mix

2

Loyalty program data leads to targeted and relevant campaigns to improve customer engagement and experiences

Club Metro and My Mochi Loyalty Program Details

- Valid for a period of one year from the data of purchase unless specified otherwise
- Flat, Single level membership programs
- 4% of net bill value in the form of loyalty points (one point equals Re. 1)
- Highest loyalty points credit for customers among the key Indian footwear players (Source : CRISIL Research)
- Can be redeemed across any store of the respective brands

1

Outsourced Manufacturing

- ✓ One of the few footwear Retailers in India to source all products through outsourcing arrangements without own manufacturing facility¹

2

Leveraging scale of operations

- ✓ One of the highest gross margins among peers ¹
- ✓ Under most agreements for third party brands company is required to pay for products only once they are sold
- ✓ Under certain agreements company can return ageing inventory

3

Identification of store location

- ✓ Robust store selection process targeting high streets, malls and airports
- ✓ 376 Net Store additions since FY19

4

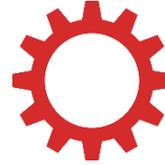
Variable Cost Structure

- ✓ Lease Rentals: Either fixed or revenue sharing basis with landlords
- ✓ Compensation for store managers include significant variable pay
- ✓ Variable component for store employees is pegged to store level sales
- ✓ EBITDA Margin of ~30% (Highest among listed peers)



Long Standing Relationships with Vendors

- 250+ vendors dealt with over last 3 fiscal years
- 20+ years of relationship with certain vendors



Demand Driven Inventory Norms

- Optimum capital employed
- Minimize stale stock (Reducing Discounted Sales)
- Improving gross margins



New Designs and Styles

- Vendor engagement through merchandising and design team leading to new products



Focus on Product Assortment

- Theory of Constraints (TOC) method for supply chain offering greater predictability of products in demand and reducing stock outs

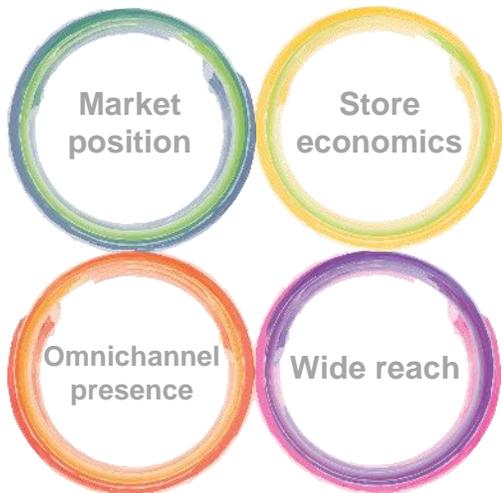


Pull Model for Product availability

- Product replacement led by a demand driven inventory replenishment model



Why brands prefer Metro platform



- 1 Long track record of successful partnerships
- 2 Healthy store economics by optimizing operational cost
- 3 Presence across EBO/MBOs, and e-com platforms
- 4 Wide reach across India, servicing customers of different ethnicities and markets

Successful brand partnership

crocs™

Number of Crocs EBOs



fitflop



- ❑ Metro entered into an agreement with Crocs in Apr 2015, as amended by way of an addendum agreement entered in Jul 2017
- ❑ The Company has First right of refusal to opening a retail store / kiosk or outlet in India, as may be proposed by Crocs
- ❑ The Company has rights to Sell Crocs products in India at stores and Kiosks as approved by Crocs

- ❑ Metro entered into a long-term exclusive agreement with Fitflop in January 2022 and 7 stores opened till September 2023.
- ❑ With this agreement, Metro Brands gets exclusive rights for sale and distribution across all formats including , Exclusive Brand Stores, Multi Brand Stores, Airport Stores, Distribution, Online Marketplaces and Webstore in India.



ARUNA BHAGWAN ADVANI,
Independent Director

- ❖ Holds bachelor's degree in science from University of Sussex
- ❖ Previously served as executive chairman of Ador Welding Ltd.



ARVIND KUMAR SINGHAL,
Independent Director

- ❖ Holds Bachelor of Engineering degree from IIT-Roorkee, and an MBA from University of California, Los Angeles, USA
- ❖ Presently serving as the Managing Director of Technopak Advisors Pvt. Ltd.



MANOJ KUMAR MAHESHWARI,
Independent Director

- ❖ Holds bachelor's degree in science
- ❖ He is the Chairman and Director of Maheshwari Investors Pvt. Ltd. and serves on the Boards of Mahindra CIE Automotive Ltd, R.J Investment Private Ltd. and RPG Life Sciences Ltd.



IQBAL HASANALLY DOSSANI,
Whole Time Director

- ❖ Holds bachelor's degree in commerce, in Financial Accounting and Auditing
- ❖ Previously associated with M/S Workforce Media Network and Schefata Pharmaceutical & Development Laboratories.



SRIKANTH VELAMAKANNI,
Independent Director

- ❖ Holds bachelor's degree in electrical engineering from IIT Delhi and PGDM from IIM Ahmedabad
- ❖ Is a whole time director and member of Fractal Analytics Pvt. Ltd



UTPAL HEMENDRA SHETH,
Non-Executive Director (Nominee)

- ❖ He is a Cost Accountant and Chartered Financial Analyst from ICAI, Hyderabad and holds bachelor's degree in commerce
- ❖ Is currently serving as the CEO of Rare Enterprises



VIKAS VIJAYKUMAR KHEMANI,
Independent Director

- ❖ Fellow Member of ICAI, a CFA Charter Holder and member of ICSI.
- ❖ Currently serves on the Boards of Carnelian Asset Advisors Pvt Ltd, BSAS Infotech Ltd, Tibbs Foods Pvt. Ltd., and Zicom SaaS Private Limited.



RAFIQUE A. MALIK,
Chairman

- ❖ Over 50 years of experience in the field of footwear retail
- ❖ Holds a bachelor's degree in commerce and has attended the Owner/President Management Program at the Harvard Graduate School of Business
- ❖ He has been associated with the Company since Jan 12, 1977



FARAH MALIK BHANJI,
Managing Director

- ❖ Over 20 years of experience in the field of footwear retail
- ❖ Holds bachelor's degrees in Arts and BBA from University of Texas at Austin
- ❖ Attended the Owner / President program at the Harvard Graduate School of Business
- ❖ She has been associated with the Company since Dec 05, 2000



ALISHA RAFIQUE MALIK,
*President - Sports Division,
E-Commerce and CRM*

- ❖ Holds a bachelor's degree in Arts (Finance) from University of Northumbria conducted at Welingkar Institute of Management Development and Research
- ❖ She has been associated with the Company since Jul 01, 2009



NISSAN JOSEPH,
Chief Executive Officer

- ❖ Holds master's degree in Business Administration
- ❖ Previously associated with Payless Shoes Pty Ltd, Hickory Brands Inc, Crocs, MAP Active & Planet Sports Inc

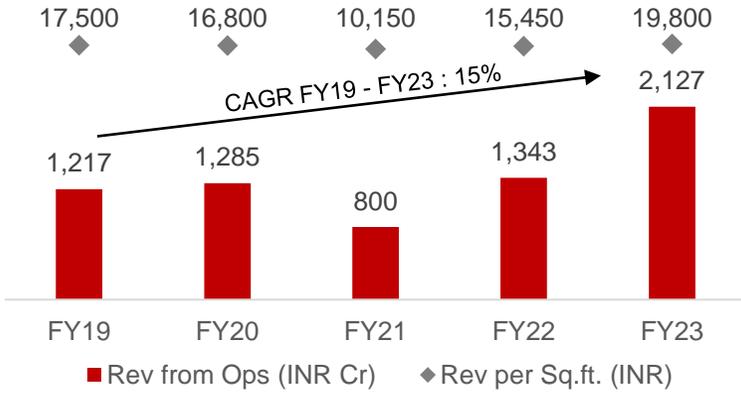


KAUSHAL KHODIDAS PAREKH,
Chief Financial Officer

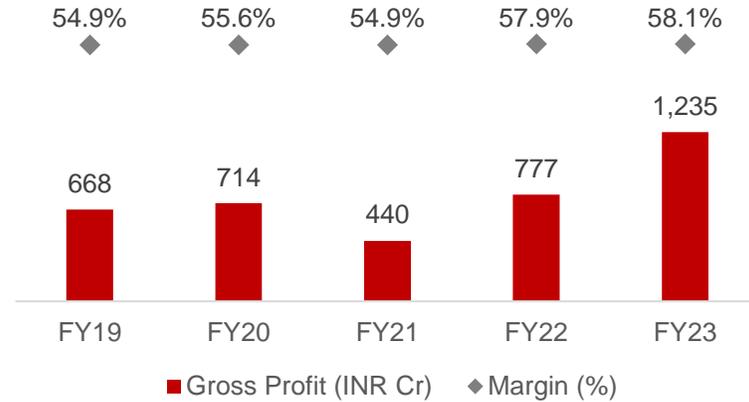
- ❖ Holds bachelor's of commerce degree in Financial Accounting and Auditing (Special) and is a qualified Chartered Accountant & Company Secretary.
- ❖ Previously associated with Ernst & Young, PwC & N. M. Raiji & Co.



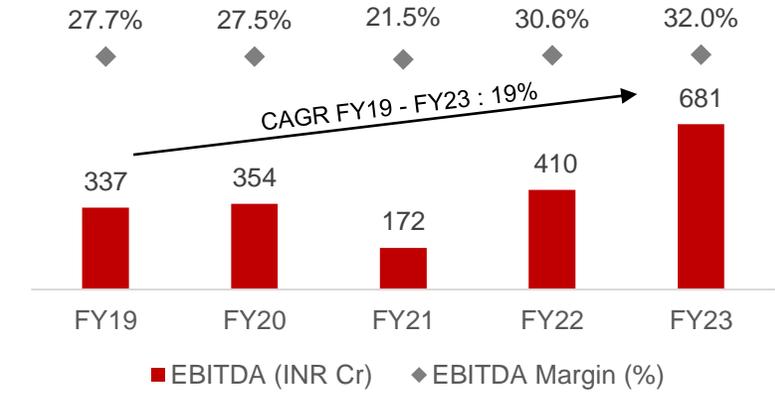
Revenue from Operations



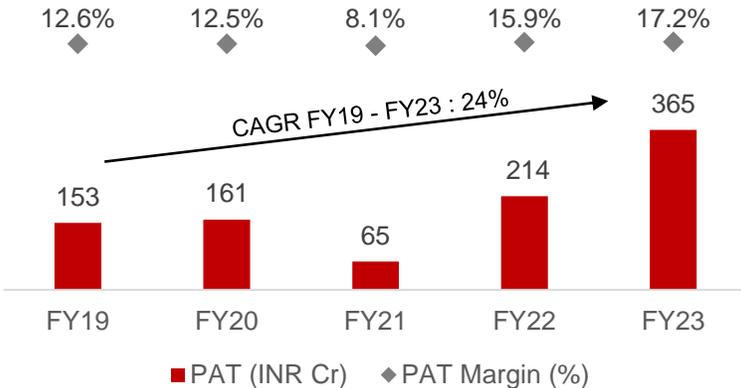
Gross Profit and Gross Margins



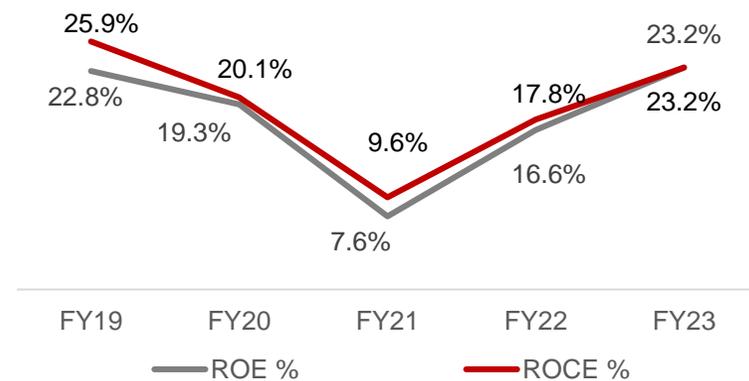
EBITDA and EBITDA Margins



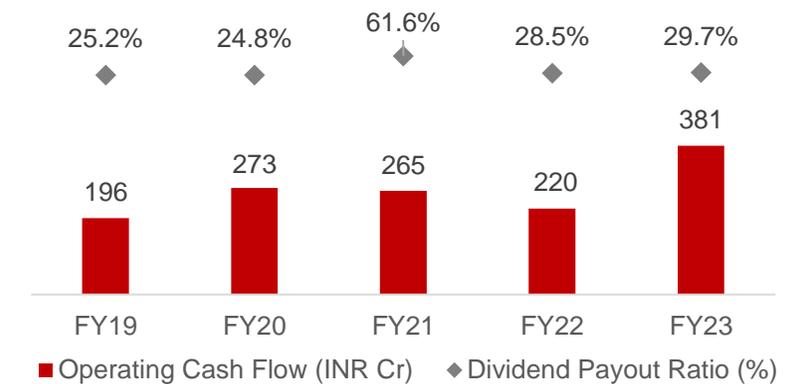
PAT and PAT Margins



Return Ratios (ROE and ROCE)



Operating Cash Flow and Dividend Payout



The Company has been declaring and paying dividend to shareholders consistently since 2000

Note: Numbers are rounded off ; Figures are post IND AS 116 ; ROE is calculated as profit after tax for the year divided by total equity ; ROCE is calculated as EBIT divided by Capital Employed (Total Assets less current liabilities) ; Gross Margin is calculated as revenue from operations less purchases, changes in inventories of stock-in-trade





Brief Overview

Q2 & H1 FY24 Business Highlights

Metro's Strengths

Levers of growth

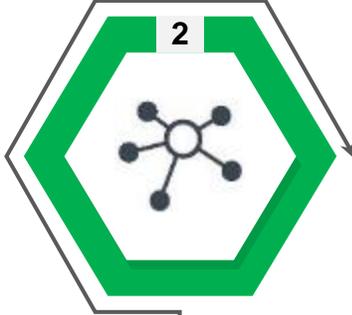
Sustainability Initiatives & Others

Appendix: Industry Overview



Store Expansion Plans

Target to open 200 stores over next 2 financial years



Leverage multi-channel platform

Build on successful expansion of Crocs / Fittlop and leverage the platform to evaluate similar opportunities



E-Commerce Expansion

Leverage existing capabilities to increase E-commerce operations
Expand Revenue Generating Channels and become a digitally relevant brand



Expand Portfolio of Accessories and others

Growth in allied businesses like accessories, shoe care & foot care



Inorganic Opportunities

Evaluation basis targeted returns, operational scale and diversification criteria

To Summarize....

SOURCING & VENDOR
RELATIONS

ASSET LIGHT BUSINESS
MODEL

ALLIED PRODUCTS
(Accessories, Foot care,
Shoe care, etc.)

BRAND VINTAGE



WIDE RANGE OF
PRODUCTS

PREFERRED PARTNER
FOR THIRD PARTY
BRANDS

PAN INDIA PRESENCE

MULTI-CHANNEL
RETAIL PLATFORM





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Environment

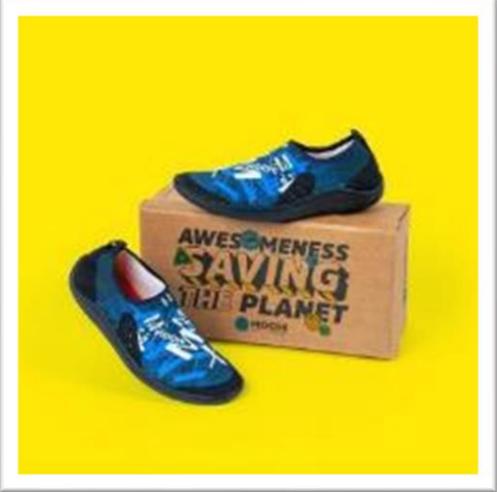
Processing of Old & Discarded Footwear (ODF) in an eco-friendly manner



- ❑ Under this project, ODF is collected & then sorted, cut, and again sorted material wise as below:
 - Rubber and Plastic materials are sent for recycling.
 - Other totally worn off parts are then sent either to cement kilns or power generating units where they are co-processed as a substitute for coal.
- ❑ We processed old & discarded footwear aggregating to **~900 tons (~2 million pairs) in FY23 and ~515 tons (~ 1.2 million pairs) in H1 FY24** in an eco-friendly manner.

**It is our long-term goal to
“recycle a pair for every pair we sell”.**

Environment



☐ Launched vegan friendly footwear range : Tie-Dye Collection, made with modern, comfortable animal-free materials.

☐ Nature Pro Collection: 11 PET bottles recycled to get 1 pair of shoes.
☐ Merino Wool Collection: Biodegradable, vegan.

☐ Our packaging boxes use filler paper made of recycled & bio-degradable paper pulp
☐ Boxes with no additive of fresh wood or metal like Zinc & Lead



Solar rooftops installed at both of our warehouses with a combined capacity of 240 KW. The solar rooftops generated 221 MWh of power.



Distributed more than 18,000 footwear pairs to the less fortunate rural school children of Maharashtra, Gujarat, Odisha and Telangana

Health & Well-being

Launched project “Ek Kadam Aage” to empower **150 Mumbai Railway Station based Shoe Shiners** covering the aspects of their livelihood, healthcare and financial literacy trainings

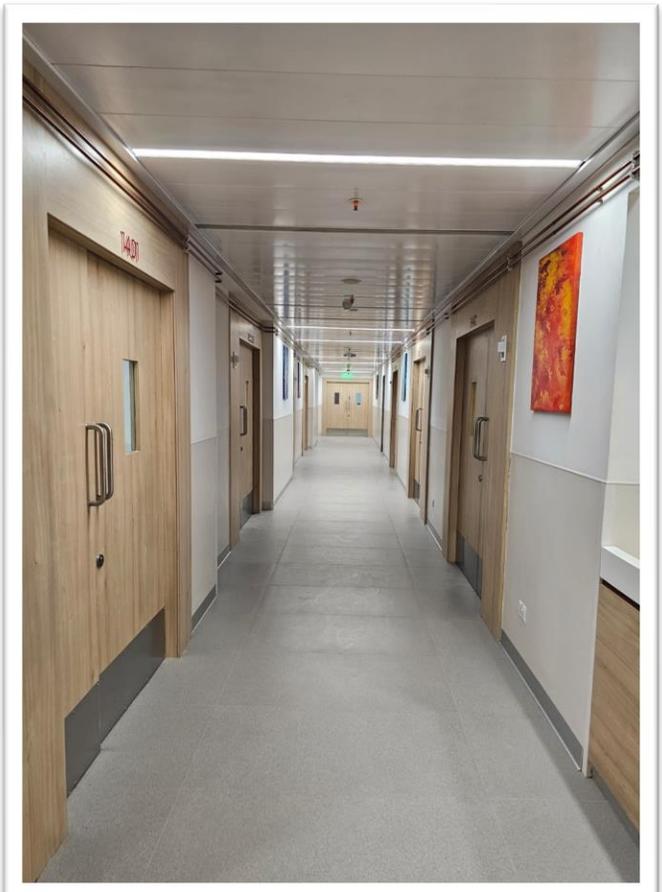


Through another project, we are working to create awareness, educate, handhold and enroll **4000+ beneficiaries** from the cobbler community spread across Mumbai Metropolitan Region and their family members in various GOI sponsored benefit schemes.



Health & Well-being

Contributed towards Capex for building a Head and Neck Cancer Hospital in Mumbai.



Health & Well-being

We are creating awareness and early detection of hypertension, diabetes & oral cancer through screening in cobbler as well as other vulnerable communities.



We donated Footwear pairs to **more than 1200 children** residing in 41 childcare institutions spread across 16 districts in 4 states.



Education

We are supporting **more than 80 children** of under privileged families with their school fees and uniform expenses.



We are supporting a college to construct a new classroom to decongest the existing ones, so that school children can study comfortably.



Education



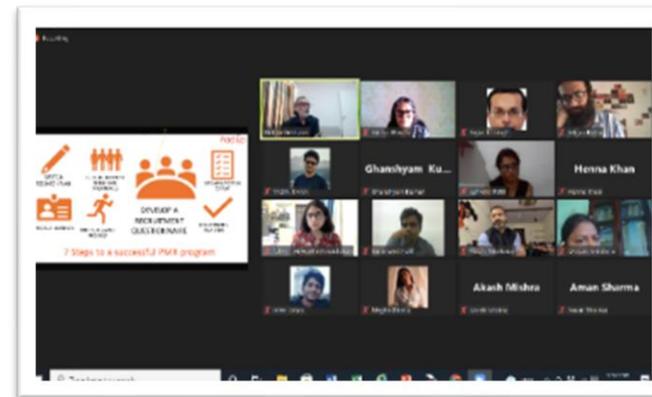
We contributed towards providing access to **quality education to 500 underprivileged girls** from Bharuch, Gujarat and helped them complete schooling with dignity.



Sponsored 230 underserved adolescents to develop leadership skills in them through football, with a focus on breaking gender stereotypes, gender mainstreaming and equipping these children with life skills to be problem solvers and role models.



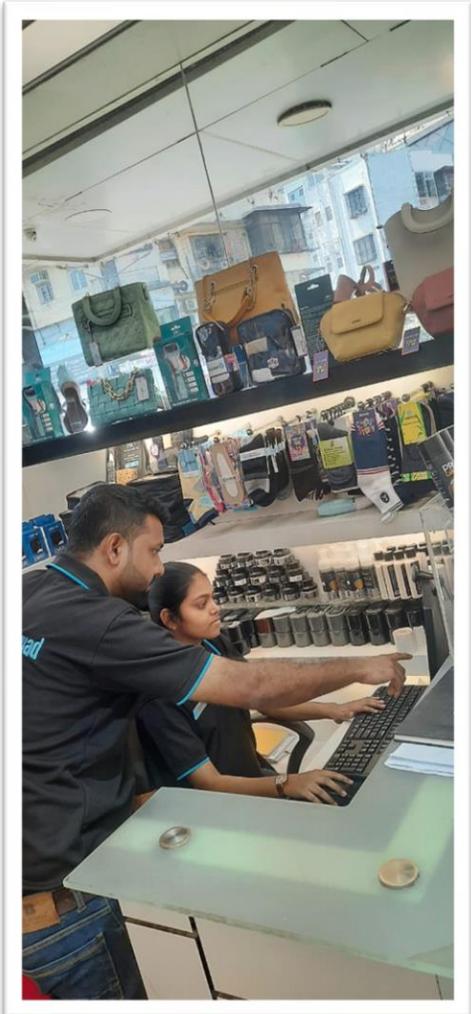
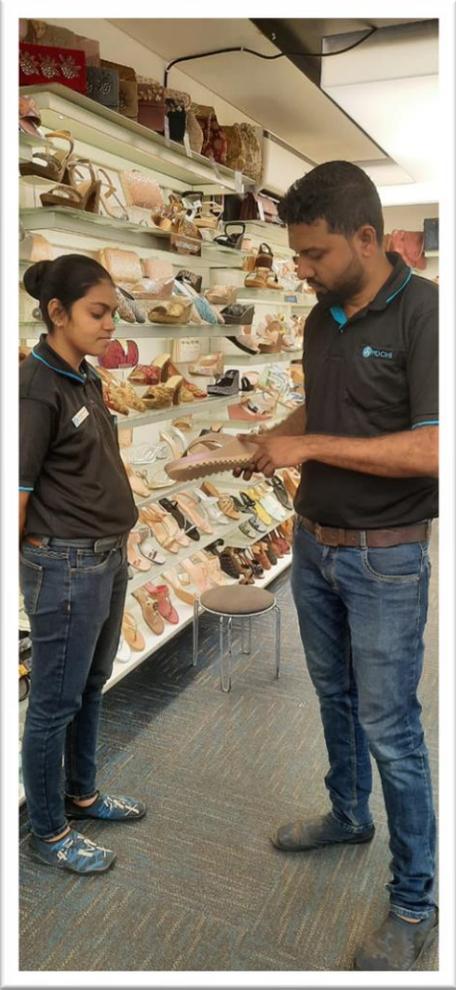
Supported as a co-funder to transform learning, teaching and leading school improvement in Bihar.



We supported 32 Social Entrepreneurs to grow in their leadership skills through incubation support, immersive residential workshops, capacity building and increasing the network of their supporters.

Education

We supported **more than 150 trainees** by providing them practical exposure through on-the-job training at Metro Brands Ltd retail outlets, thus enhancing their skills.



Awards & Recognition



MAPIC India Retail Awards
*Most Admired Retailer of the year
 Footwear Category, 2023*



Forbes India Leadership Awards 2022
*Farah Malik Bhanji and Alisha Malik won the
 GenNext Entrepreneur award for a
 successful expansion and listing at the
 markets in 2021.*



PETA India – Vegan Fashion Awards
Best Vegan Shoe Line, 2022



Economic Times Awards
Iconic Brands of India Award, 2023



Image Business Of Fashion
Fashion Brand Icon, 2022 – Nissan Joseph, CEO



Recognition: Leadership
*Nissan Joseph , CEO featured in
 Entrepreneur Magazine
 Most Daring CEO, 2022*



IMAGE Retail Awards
Most Admired Footwear Retailer ,2023



**India Retail Champions Award,
 Retailers Association of India**
Footwear category, 2022



Technology Excellence Awards
*Best Use Of Cloud Services – Ecommerce,
 2022*



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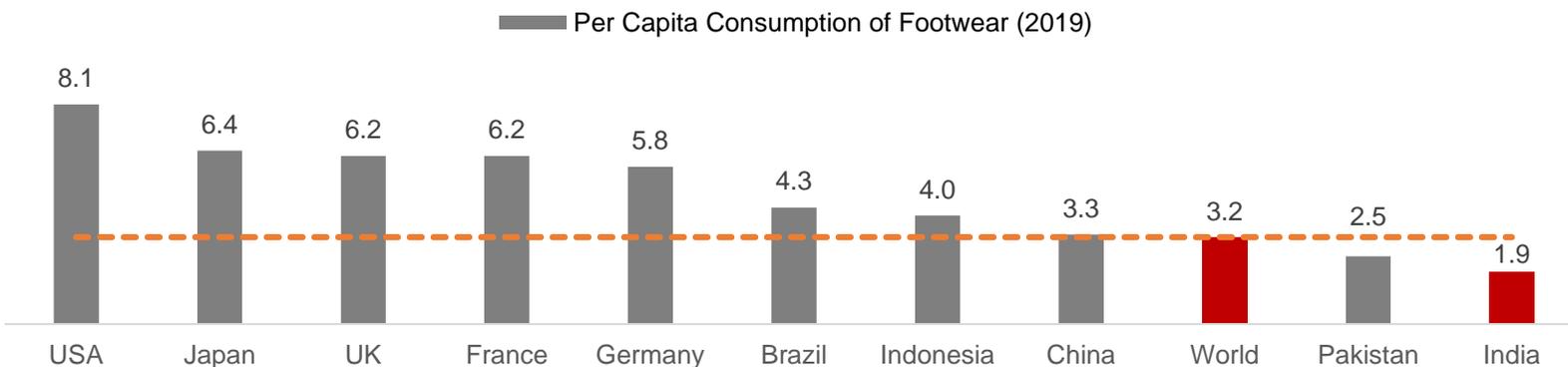
Levers of growth

Sustainability Initiatives & Others

Appendix: Industry Overview

Industry Overview (1/2)

Low per capita footwear consumption in India as compared to other countries



Figures represent pairs of footwear

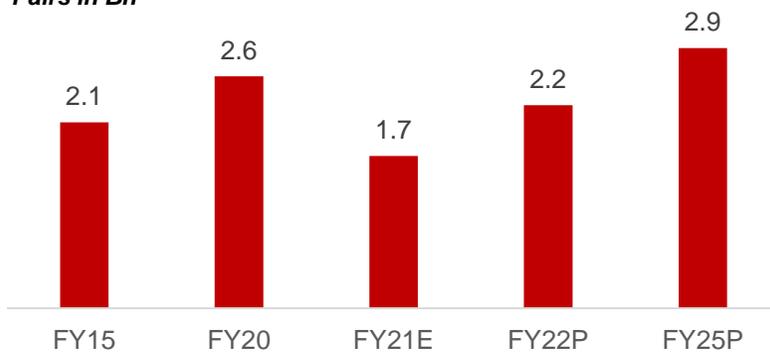
Per Capita footwear consumption India

Per capita consumption of footwear (pairs)



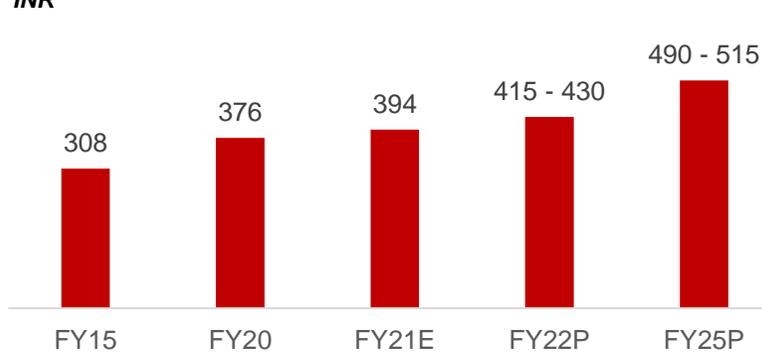
Indian Footwear Market Size (in Volume)

Pairs in Bn



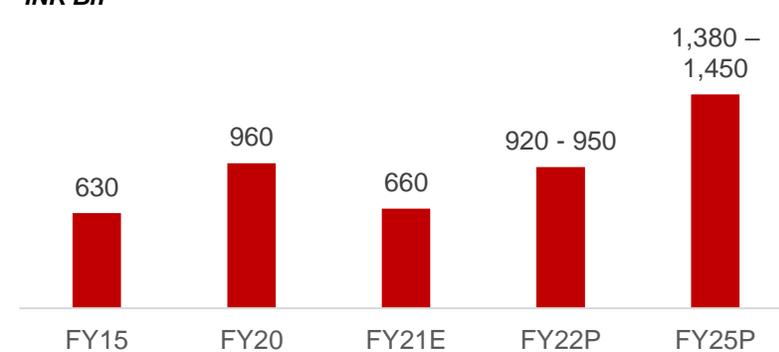
Avg. Selling Price for Footwear in India

INR



Indian Footwear Consumption in Value

INR Bn



Source : CRISIL Research

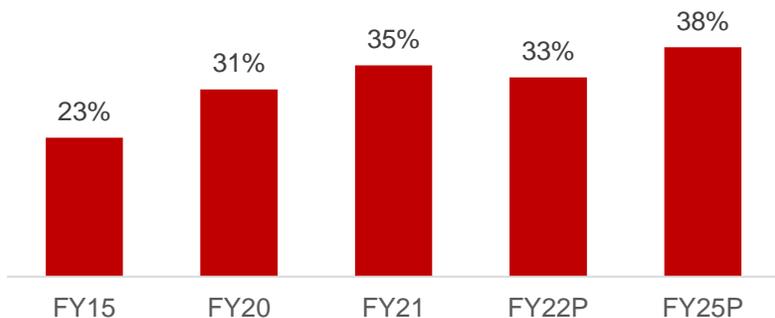
Note: Numbers and decimals rounded off



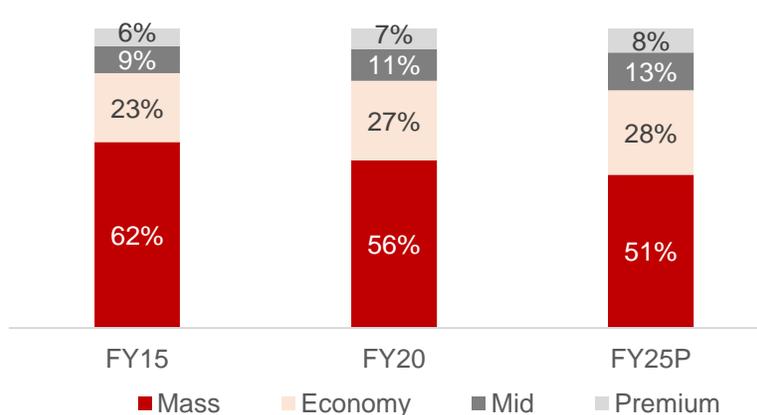
Industry Overview (2/2)

Organized Retail Penetration - Footwear

In Percentage (%)

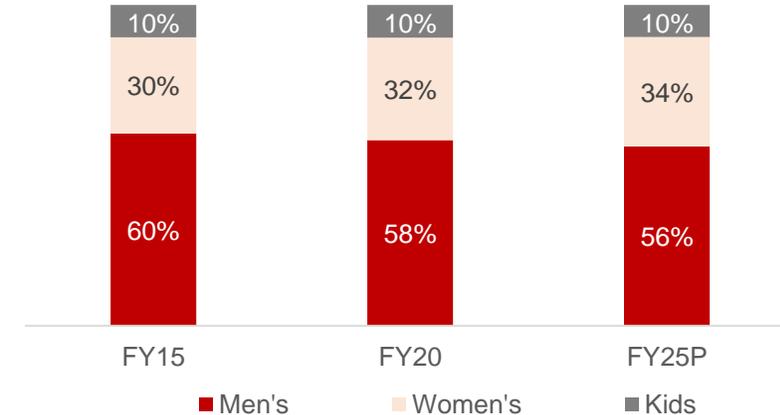


Segment wise market composition



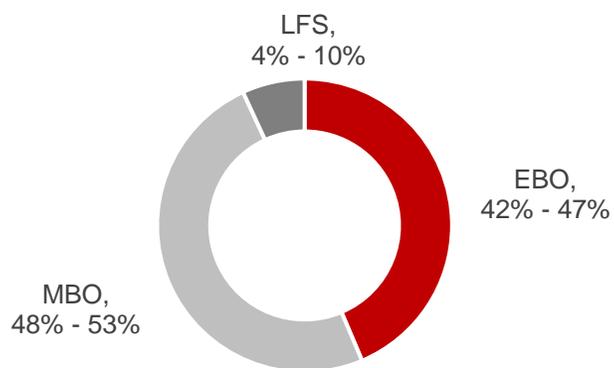
Note : % Share in Total Footwear Industry

Category wise market composition



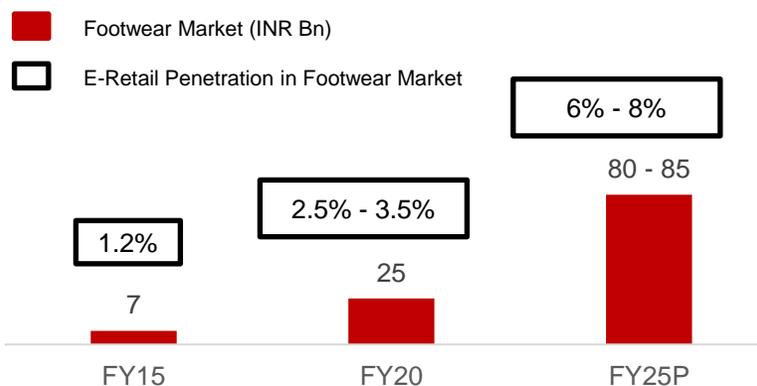
Note : % Share in Total Footwear Industry

Share of various Retail Formats (FY21)

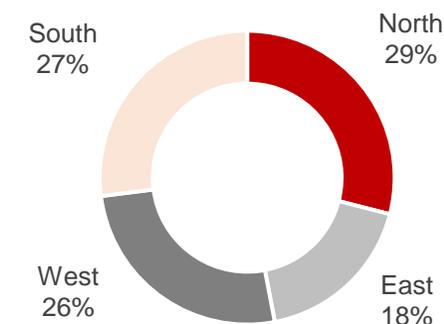


Note : Broad split of traditional offline formats for organized footwear industry

E-Retail Market in India



Region wise market composition (FY20)



Note : Breakup of Footwear Market in India





THANK YOU

metro
BRANDS