

January 15, 2022

To,
The Manager
Listing Department
BSE Limited,
Phiroze Jee Jee Bhoy 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,

We are enclosing the Investor presentation, to be used by the Company for Investor/Analyst Meetings.

Kindly take the same on record.

Thanking you,

For and on behalf of Metro Brands Limited,

Tarannum Bhanpurwala
(Company Secretary & Compliance Officer)

Mem No: 42872

Encl: As above



METRO BRANDS LIMITED

EARNINGS PRESENTATION – Q3 & 9M FY2022

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BRIEF OVERVIEW



Q3 & 9M FY22
BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH

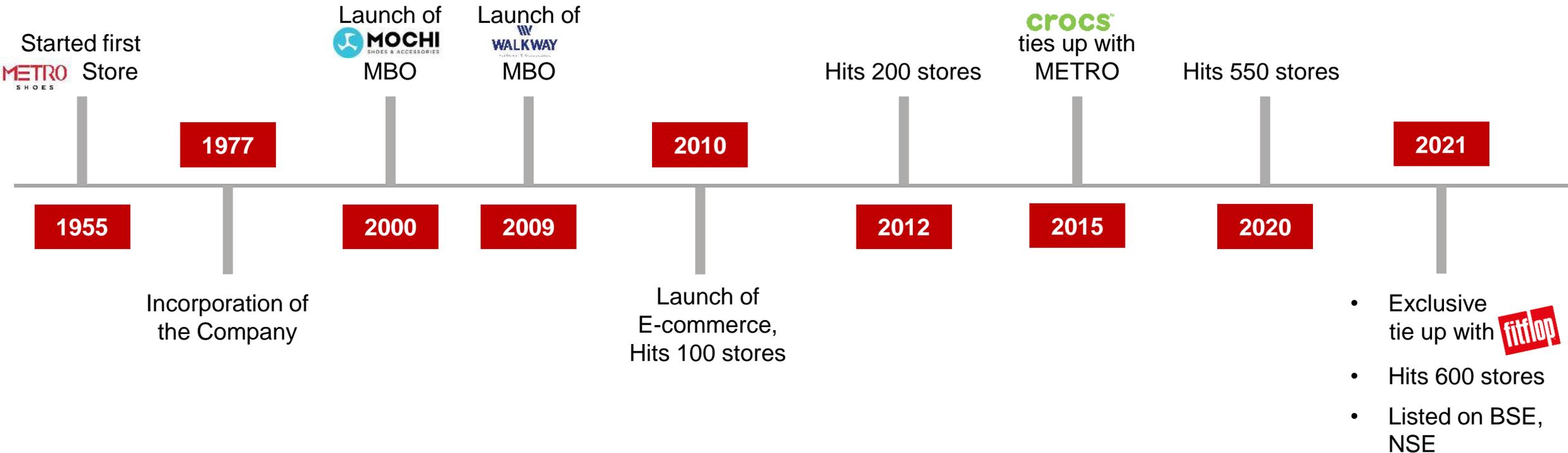


SUSTAINABILITY
INITIATIVES & OTHERS



APPENDIX:
INDUSTRY OVERVIEW





Today METRO stands tall with a presence across

4 FORMATS | 629 STORES | 30 STATES AND UTs | 140 CITIES*

Exclusive tie-up with Fitflop for all sales channels – 5th Store format added in Jan 2022

Note: * Store count as on December 31, 2021



Key Enablers

1



Wide range of brands and products – catering to all occasions across age groups and market segments

- ❖ **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**

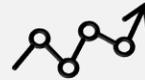
2



One of the largest Indian footwear specialty retailers¹

- ❖ Pan-India presence through **629 Stores** located in **140 cities** spread across **30 states and union territories** in India (as of Dec'21)

3



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

- ❖ **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**

4



Strong promoter background with an experienced and entrepreneurial management team

- ❖ 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

5



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

- ❖ Among the few footwear retailers in India to **source all products through outsourcing arrangements¹**
- ❖ Owing to **scale of operations and strong supplier network**, Company is able to leverage better margins with our vendors

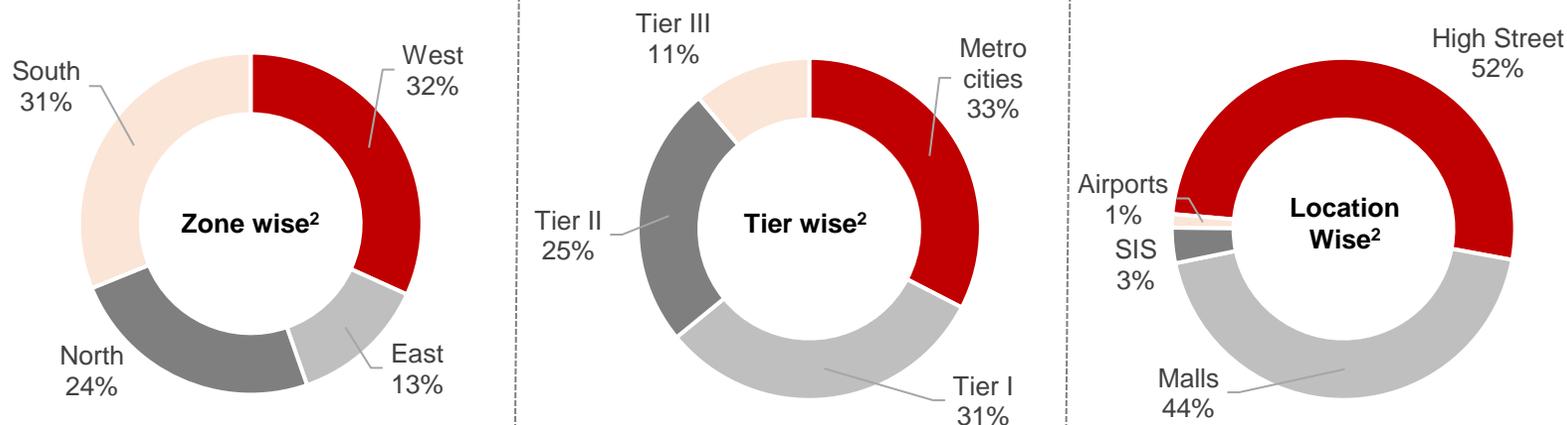
Brief Overview

One Stop Shop for all Footwear Needs



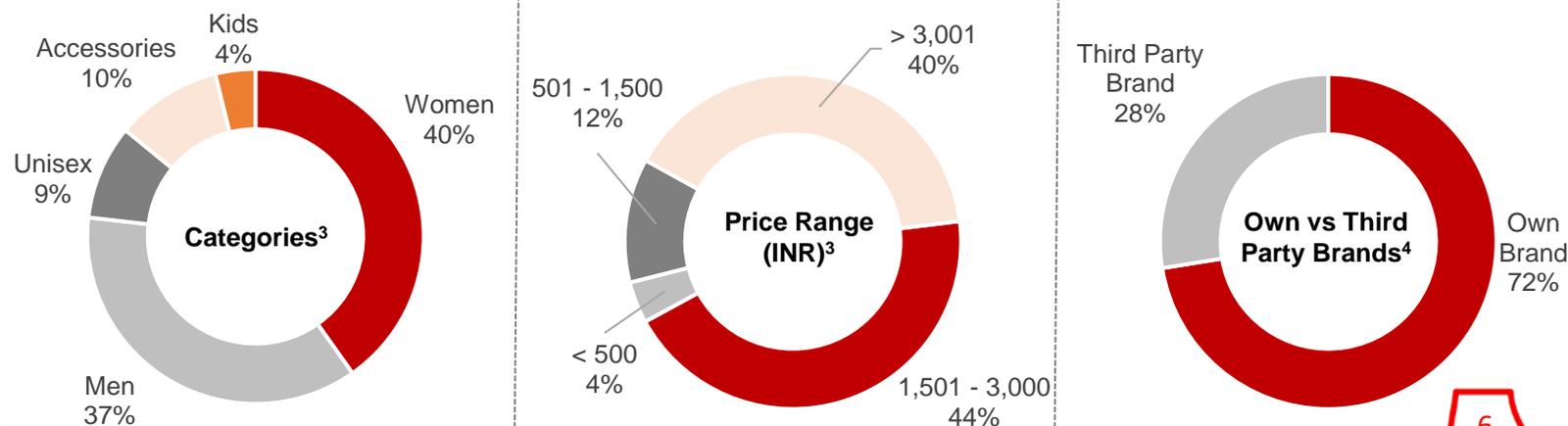
	Dec'21 / 9M FY22	(MBO)	(MBO)	(EBO)	(MBO)
Target Customer		Family	Youth	Premium	Value Format
No. of Stores		226 (36%)	156 (25%)	175 (28%)	72 (11%)
Cities		123	81	82	40
Price Range (INR) ¹		1,000 – 10,000	1,000 – 10,000	1,500 – 6,000	350 – 3,500
Avg. Realization per Unit (INR)		1,556	1,543	2,007	633
Size (sq.ft)		1,591	1,517	589	1,338 ⁵

PAN India Presence with 629 Stores | 140 Cities | 30 States and UTs (As on Dec'21)



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

Products for entire family with focus on Mid and Premium Segment (9M FY22)



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 Total Store Split as on Dec 21 ³ Split of Total Store Product Sales for 9M FY22 on standalone basis ⁴ Split of Total Store Product Sales on stand alone basis for 9M FY22 at MBOs ⁵ Walkway store size excludes Shop in shops



BRIEF OVERVIEW



**Q3 & 9M FY22
BUSINESS HIGHLIGHTS**



METRO'S STRENGTHS



LEVERS OF GROWTH



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INITIATIVES & OTHERS



APPENDIX:
INDUSTRY OVERVIEW



Best quarter in Company's History - Highest ever quarterly Revenue, EBITDA and PAT !

Standalone	In INR Crore			Consolidated	In INR Crore		
	Q3 FY22	Q3 FY21	YOY Growth%		Q3 FY22	Q3 FY21	YOY Growth%
Revenue	476	293	62.2% 	Revenue	484	304	59.0% 
EBITDA	167	93	79.2% 	EBITDA	169	99	69.8% 
PAT	100	62	62.6% 	PAT	102	66	53.3% 

Business Highlights

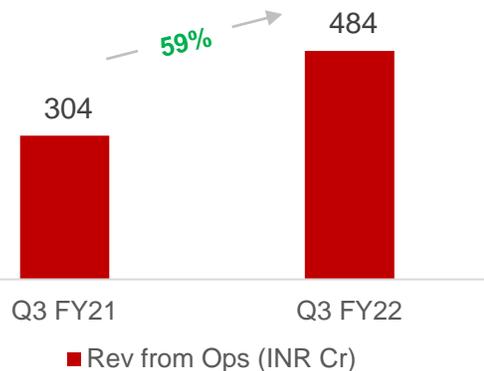
- ❖ Q3 FY22 was the first quarter post Mar'20 without any major Covid related restrictions. Robust recovery in customer sentiments witnessed since Aug21 continued in Q3 FY22 – Helping us register our best ever quarterly sales.
- ❖ Store expansion also gathered pace with **39 new stores** opening in Q3 FY22 - **highest ever new store openings per quarter till date**.
- ❖ Growth momentum in Ecommerce sales (including omni-channel sales) continues with **69% growth** (Q3 FY22 vs Q3 FY21).
- ❖ Strong gross margins achieved - due to lower contribution of discount sales and improvement in overall sales mix. In coming quarters, overall gross margins to normalize back to around ~ 55-56% levels. (average seen over last few years).



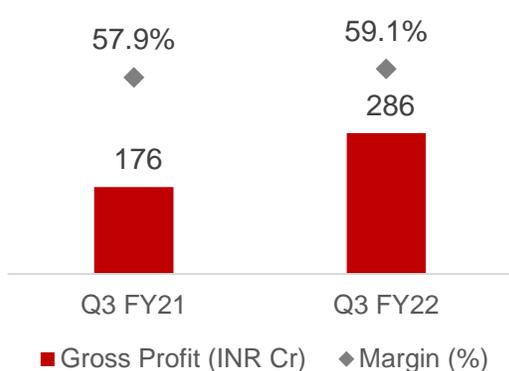
Q3 & 9M FY22 Business Highlights (Consolidated)

Q3 FY22 YOY Analysis

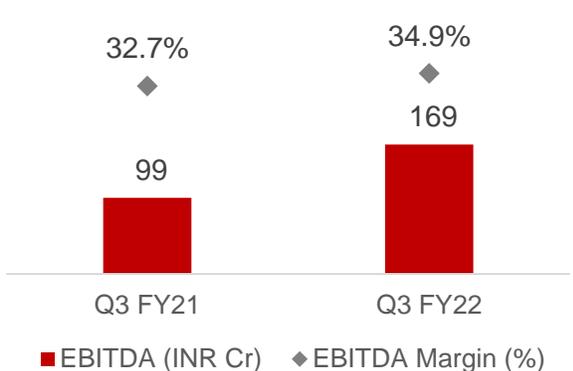
Revenue from Operations



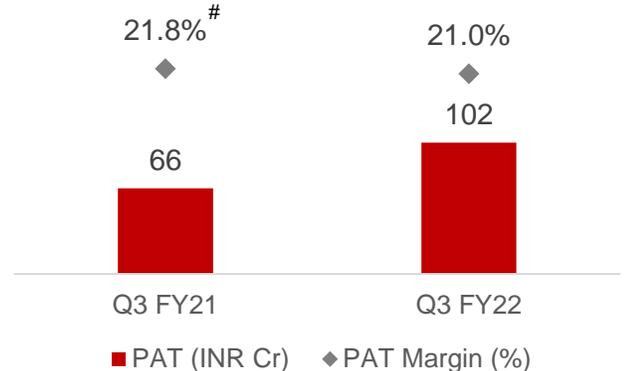
Gross Profit and Gross Margins



EBITDA and EBITDA Margins

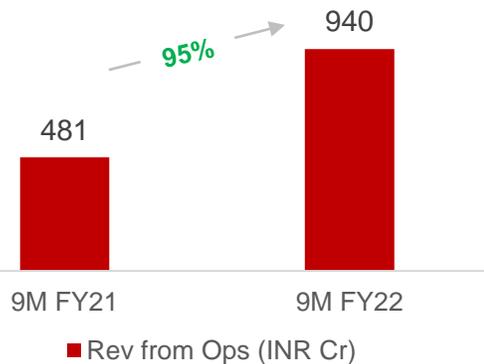


PAT and PAT Margins

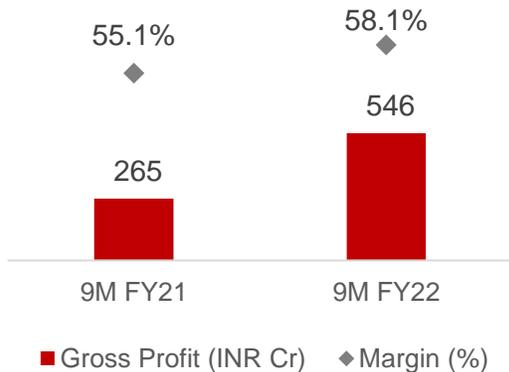


9M FY22 YOY Analysis

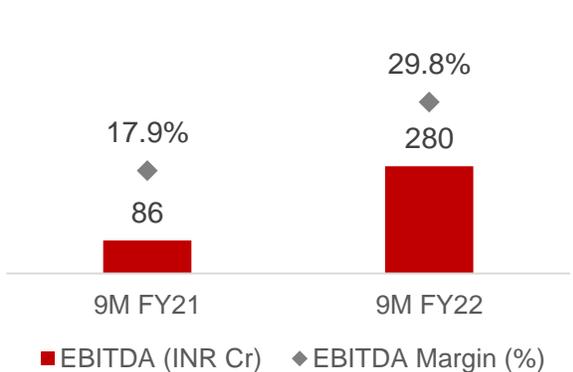
Revenue from Operations



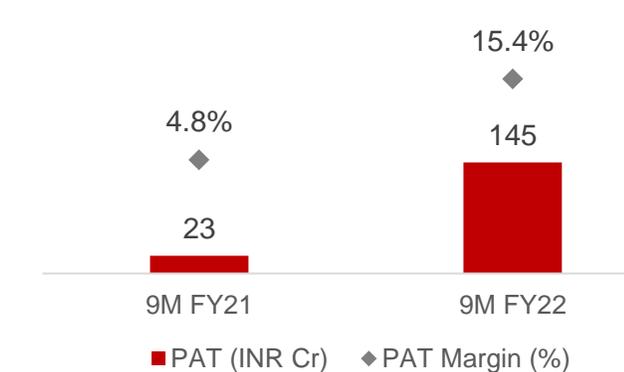
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



PAT and PAT Margins

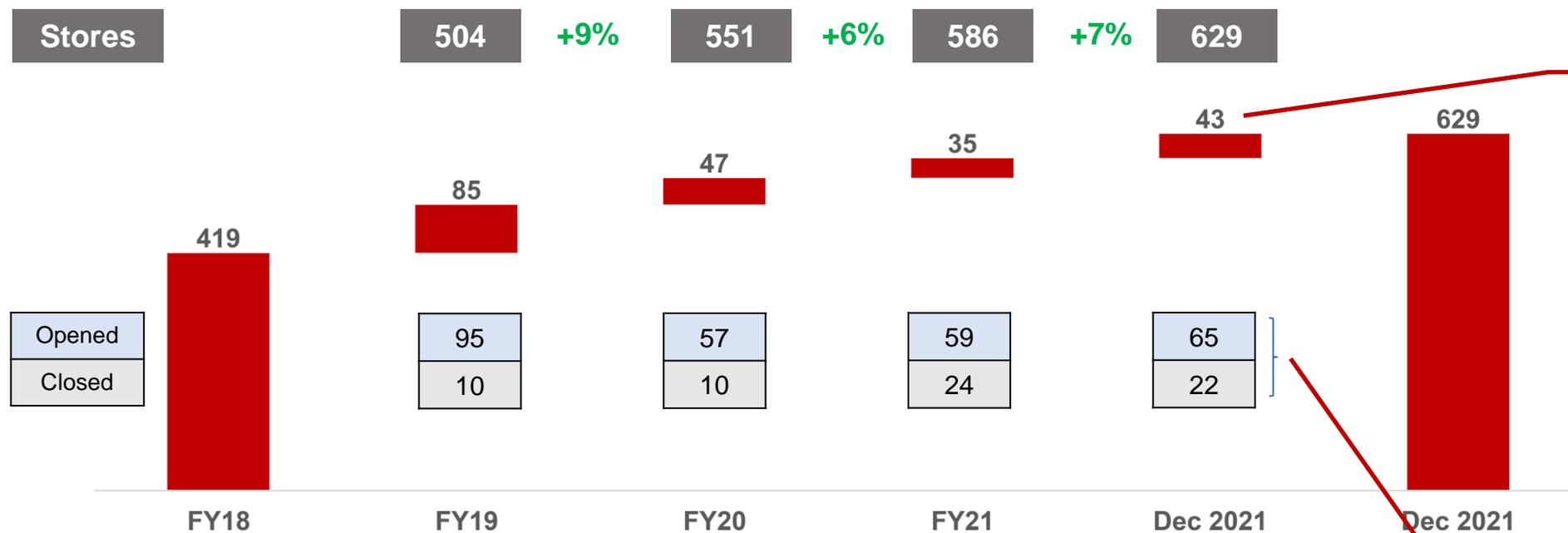


Q3 FY21 : Due to Covid impact, Company reported loss in H1 FY21. Hence, effective tax rate on profits of Q3 FY21 was lower resulting in better PAT Margin for the Q3 quarter.

Note: Numbers and decimals rounded off



Year wise Store additions



Out of the 43 net store additions, 31 net additions were during Q3 FY22. Due to lockdown restrictions imposed at the start of the Fiscal, the store expansion plans were hampered, which picked up pace in Q3 FY22.

Includes 7 stores which were relocated to better locations.

	FY19	FY20	FY21	As of Dec 2021
Metro	209	218	219	226
Mochi	136	145	145	156
Walkway	63	70	73	72
Crocs	96	118	149	175
Total Stores	504	551	586	629

Note: Decimals rounded off



Robust growth in Ecommerce sales continues.. Pivoting successfully as an omni-channel footwear retailer ..

- ❖ Growth momentum in online sales (including omni-channel sales) continues with 114% growth on YoY basis.
- ❖ Contribution of online sales (including omni-channel sales) has increased to 9.2% of total sales in 9M FY22 v/s 7.3% in FY21 and 2.5% in FY20.

Covid19 – Third wave (Omicron variant impact)

- ❖ Our sales and footfalls will be dependent on local / central regulations. We continue to take all precautions to ensure our customers, employees and partners are operating in a safe environment.
- ❖ We will closely monitor our sales & related costs and take appropriate measures in line of those taken by us during earlier Covid waves.

Raw material cost inflation & Supply chain disruptions

- ❖ Effective planning and close coordination with our vendor partners - helped us successfully ride over supply chain disruptions caused by earlier Covid-19 related lockdowns.
- ❖ We are witnessing inflationary trend in raw material cost in the range of ~ 5%.
- ❖ We continue to engage with our vendor partners to evaluate all means to cushion expected MRP revisions of our upcoming footwear / accessories range.

GST rate revision for footwear < Rs 1000 from 5% to 12% (effective 1st Jan22)

- ❖ No major impact expected – As less than 15% of our range (on closing stock basis) is below MRP Rs 1000.
- ❖ For Walkway (our value price range brand) - Appropriate measure have been taken to protect our gross margins.



Profit & Loss Statement (Standalone)

Particulars (In Rs Crore)	Q3 FY22	Q2 FY22	Q3 FY21	9M FY22	9M FY21	FY21
Revenue from Operations	476	314	293	917	471	789
Other Income	12	17	17	45	69	79
Total Income	488	332	310	962	539	867
EXPENSES						
Purchases of stock-in-trade	244	153	120	482	185	316
Changes in inventories of stock in trade	-51	-18	5	-101	23	36
Employee benefits expense	32	28	22	82	68	97
Finance costs	12	12	10	36	32	43
Depreciation and amortisation expenses	34	34	30	99	91	121
Other expenses	84	60	54	179	105	163
Profit before Tax for the period/year	133	63	70	185	35	91
Net Tax Expense	32	13	9	45	8	19
Profit after tax for the period/year	100	50	62	140	28	73
Other comprehensive income	-1	1	-1	0	1	2
Total comprehensive income for the period/year	99	51	60	140	28	74

Profit & Loss Statement (Consolidated)

Particulars (In Rs Crore)	Q3 FY22	Q2 FY22	Q3 FY21	9M FY22	9M FY21	FY21
Revenue from Operations	484	325	304	940	481	800
Other Income	12	17	17	45	68	78
Total Income	496	342	321	985	549	879
EXPENSES						
Purchases of stock-in-trade	250	155	118	495	140	274
Changes in inventories of stock in trade	-52	-17	10	-101	76	86
Employee benefits expense	33	29	24	86	72	103
Finance costs	12	12	10	36	32	44
Depreciation and amortisation expenses	34	34	30	100	92	122
Other expenses	85	61	54	181	106	165
Profit before Tax for the period/year	133	68	75	189	31	85
Net Tax Expense	32	13	10	45	7	19
Share of (loss)/ profit of a Joint Venture	1	0	1	1	-1	-1
Profit after tax for the period/year	102	55	66	145	23	65
Other comprehensive income	-1	1	-1	0	1	2
Total comprehensive income for the period/year	101	56	65	144	24	66



BRIEF OVERVIEW



Q3 & 9M FY22
BUSINESS HIGHLIGHTS



METRO's STRENGTHS



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



8

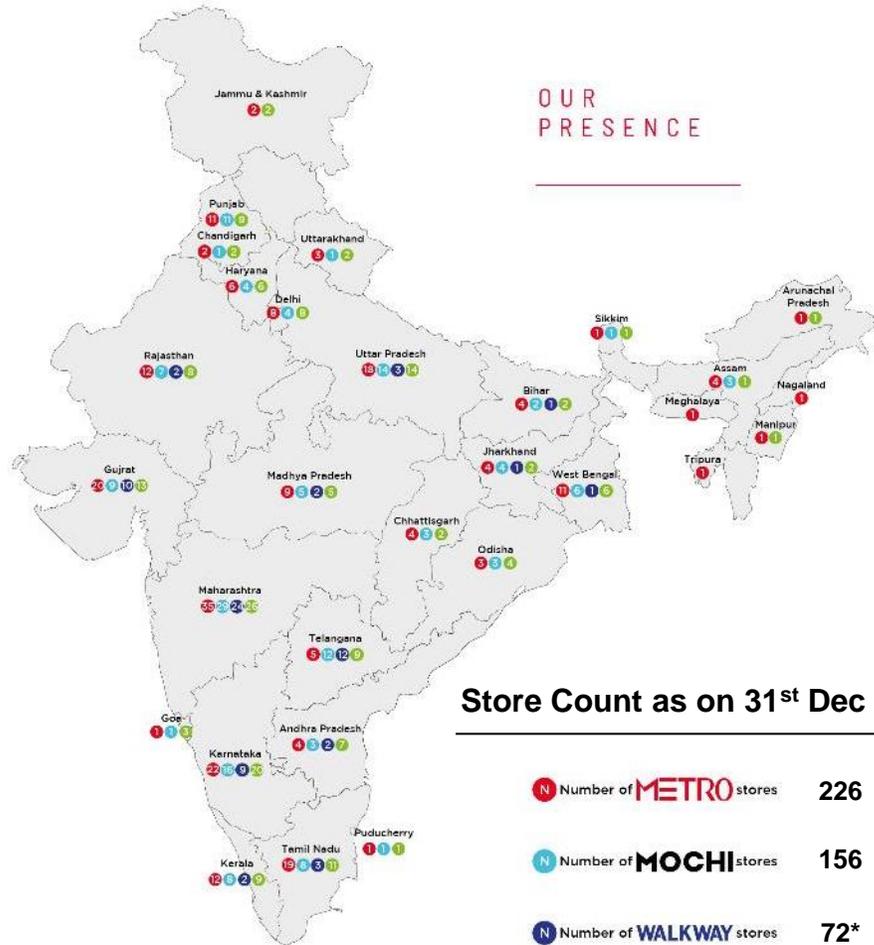
Strong track record of growth, profitability and financial discipline



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

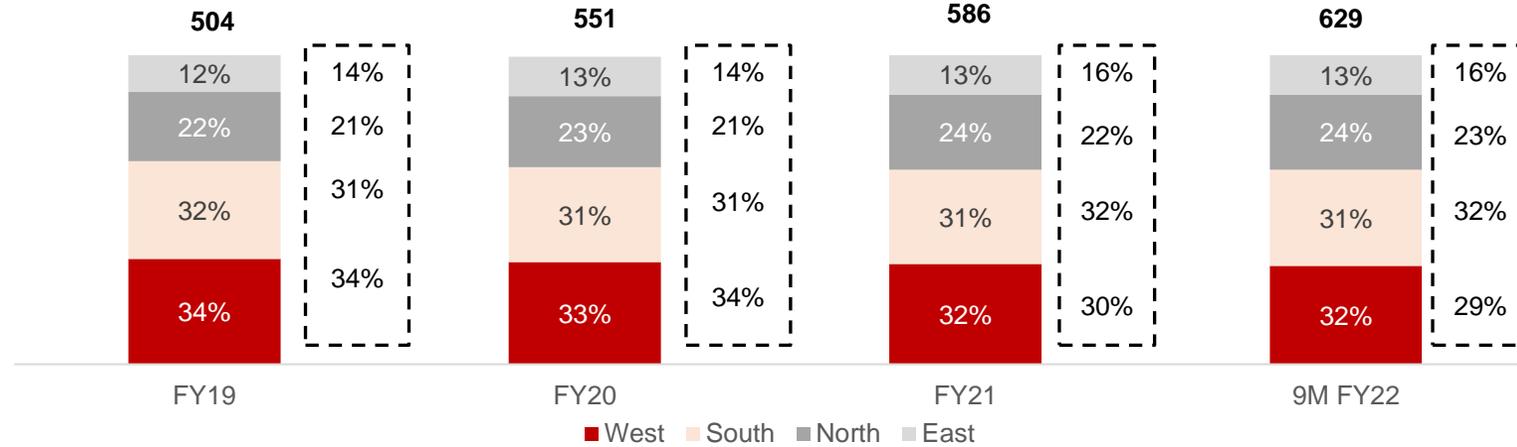


PAN India Network of Retail Outlets (as at Dec'21)

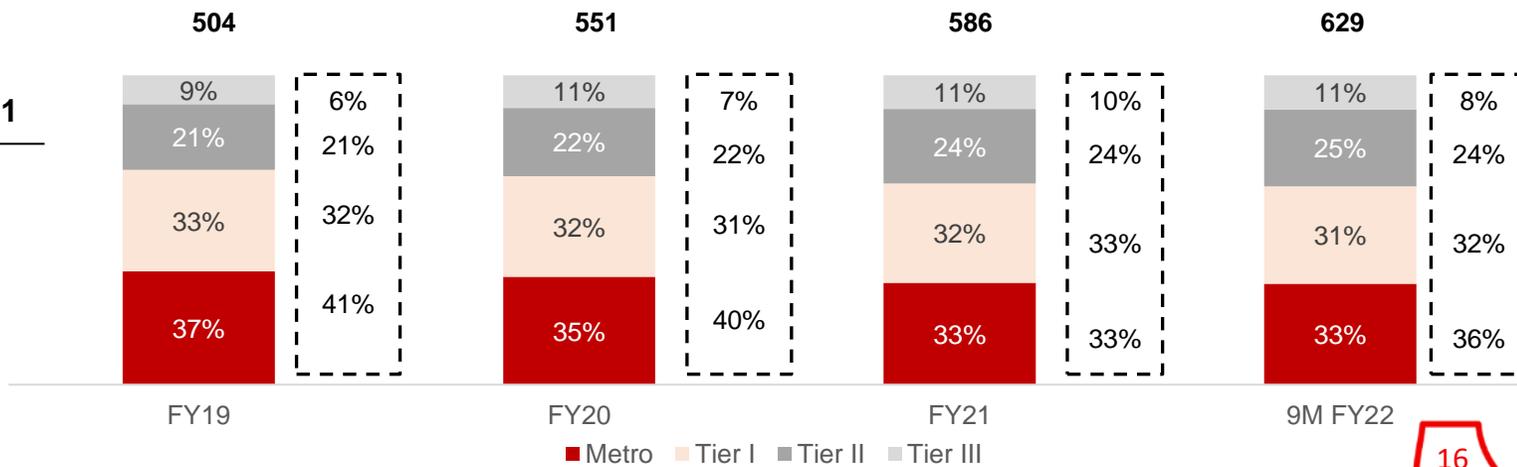


Store Count as on 31st Dec 2021

...with diversified presence across regions²



Increasing presence in Tier II and Tier III cities²



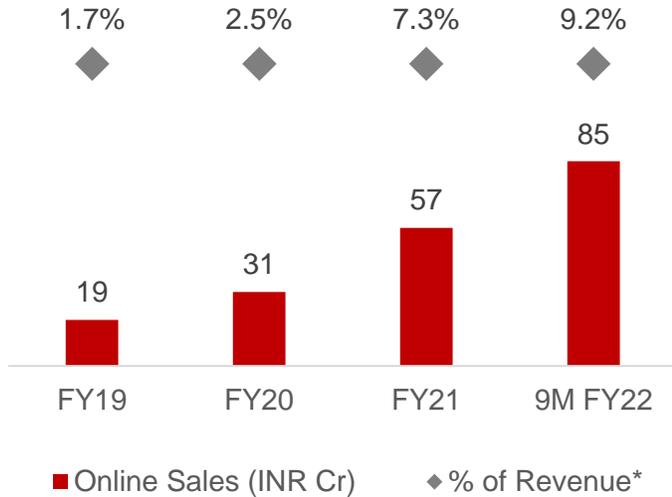
Note: Map is not to scale ; Decimals rounded off

* Walkway Store Count include 21 Shop-in-shops ; ¹CRISIL Research ; ²Figures represent store count as on 31st Dec, 2021

⌋ denotes % share in Total Store Product Sales

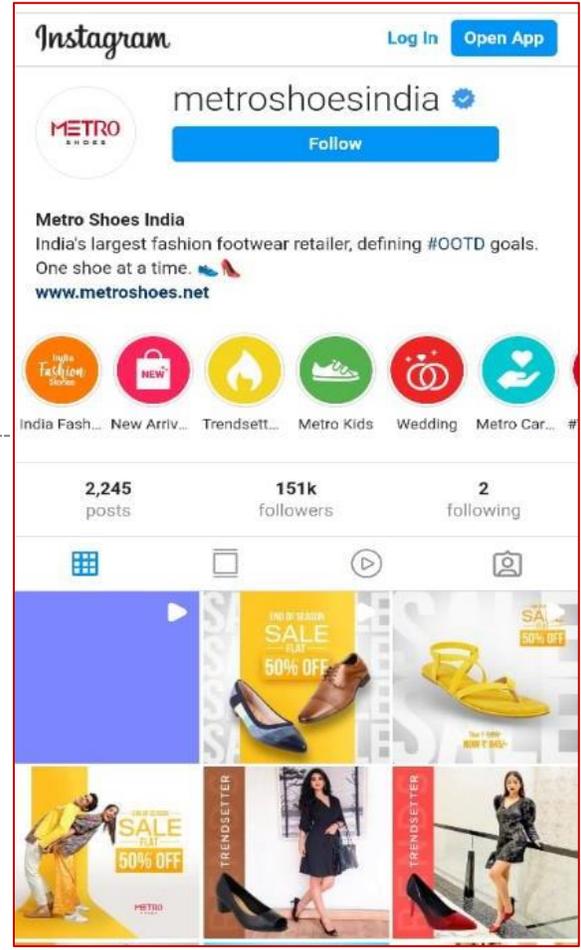
Pivoting from primarily "Offline" to an "Omni-channel" enabled footwear and accessories retailer

Online

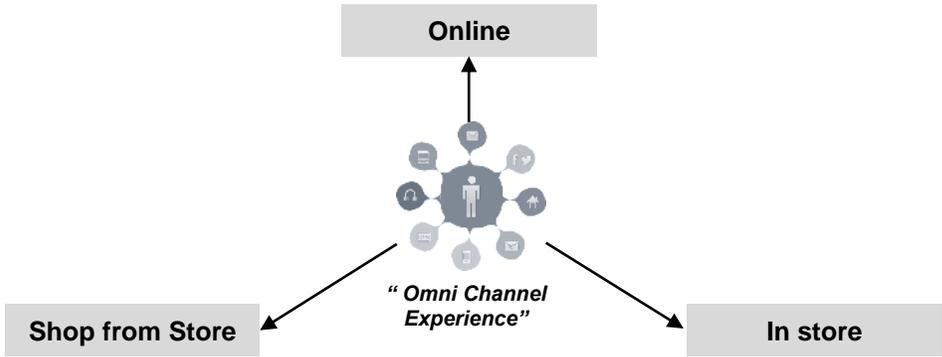
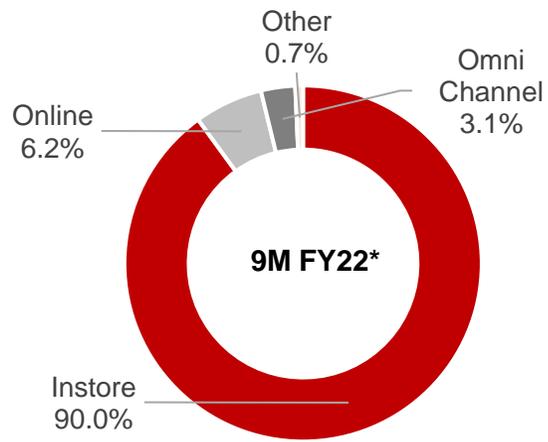


- ❖ Majority of online business comes through leading e-commerce marketplaces (Present on 7 Major E-commerce marketplaces)
- ❖ Manage three own brand websites (www.metroshoes.net, www.mochishoes.com and www.walkwayshoes.com)
- ❖ Marketing through Social Media platforms
- ❖ Company owns and operates its 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)



Omni Channel

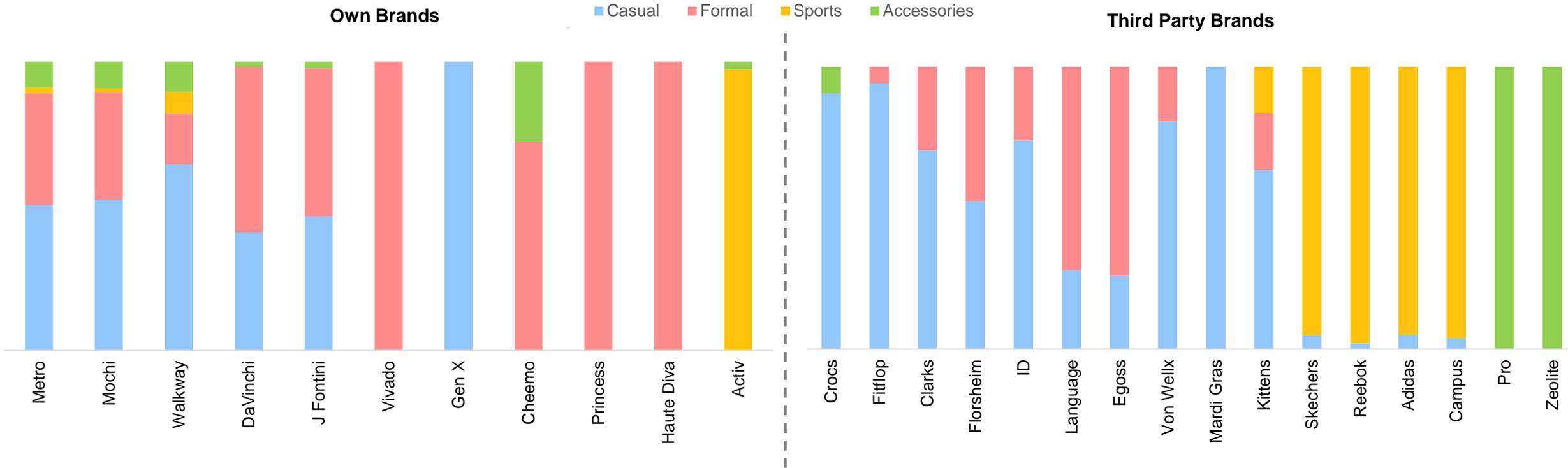


- ❖ Customer engagement through home – visits and instant messaging channels such as Whatsapp

* 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



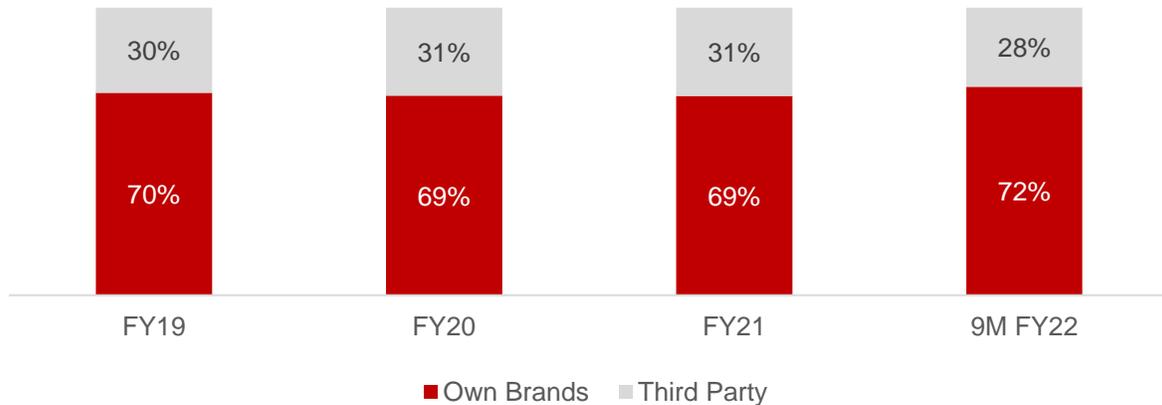
Product Presence across various Product Categories

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

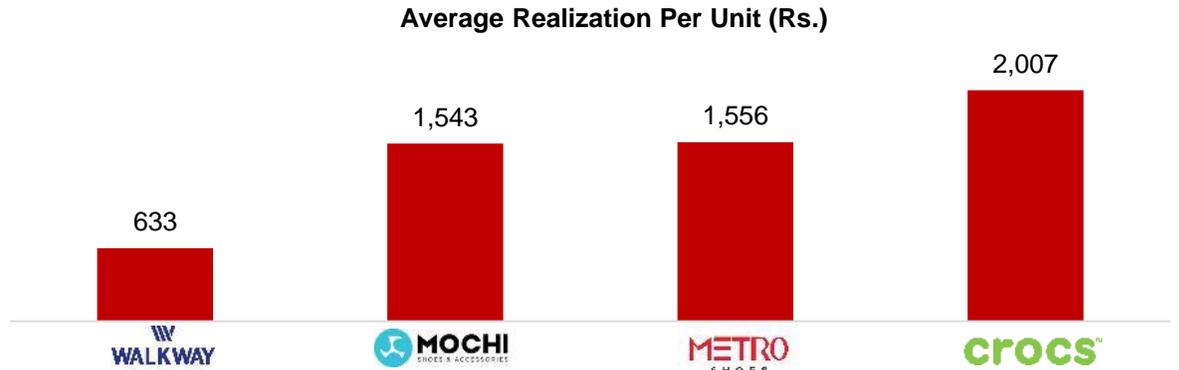


Wide range of brands and products catering to all occasions across age groups and market segments resulting in strong customer loyalty (2/3)

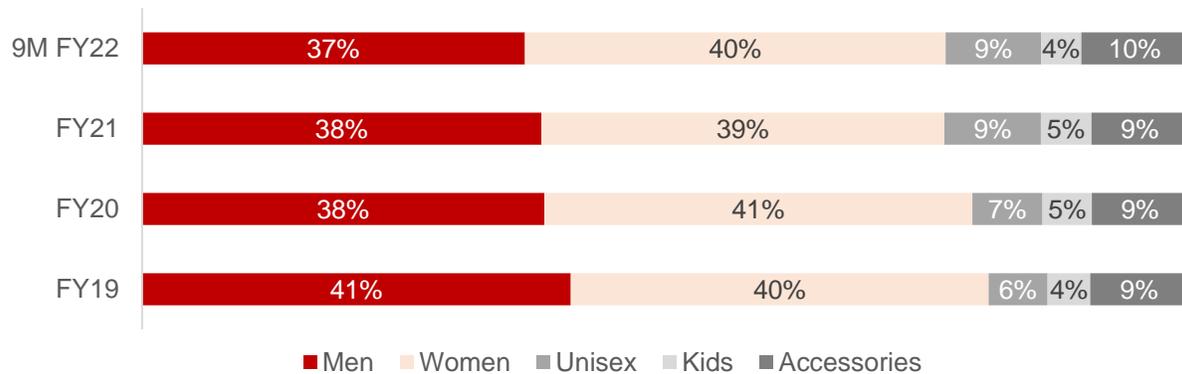
Own Brands contribute ~ 70% of total store product sales at MBOs



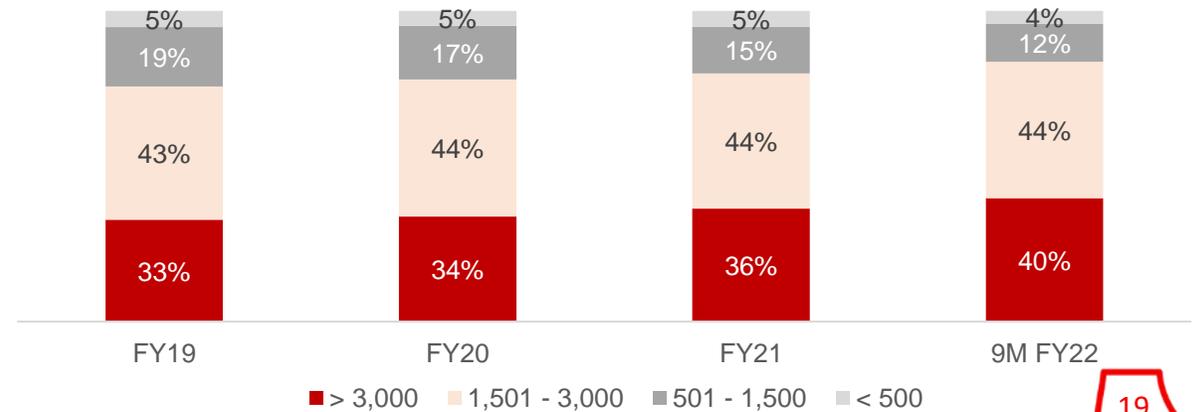
Targeting Mid and Premium Segment through 4 different Brand Outlets



One Stop Shop for all the family members¹



Product Pricing wise Sales Mix¹

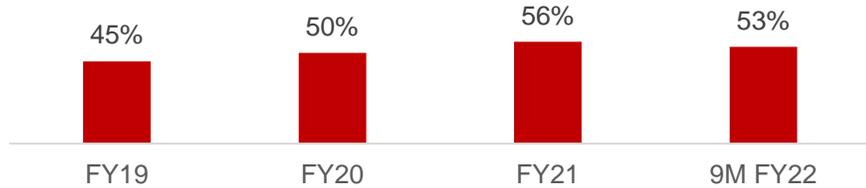


¹% of Total Store Product Sales
Note : Numbers and decimal rounded off

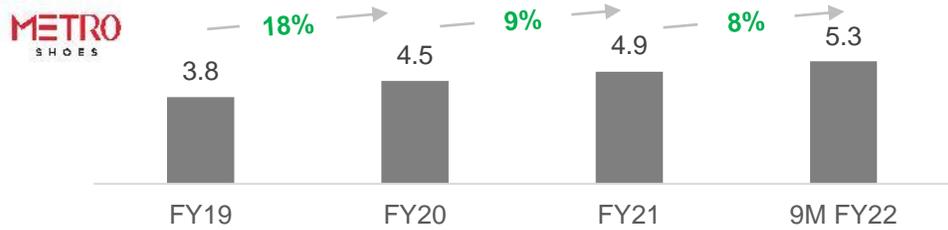


Repeat Sales to Members of Loyalty programs

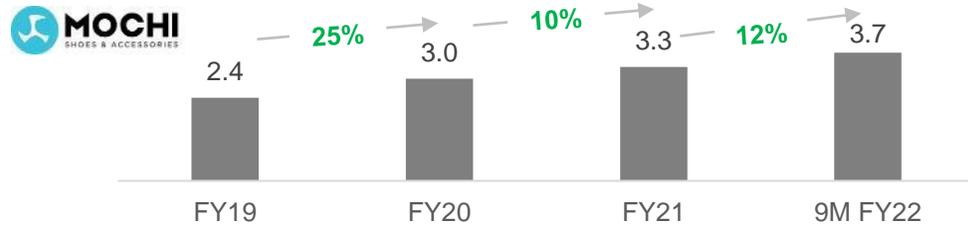
% Total Product Sales



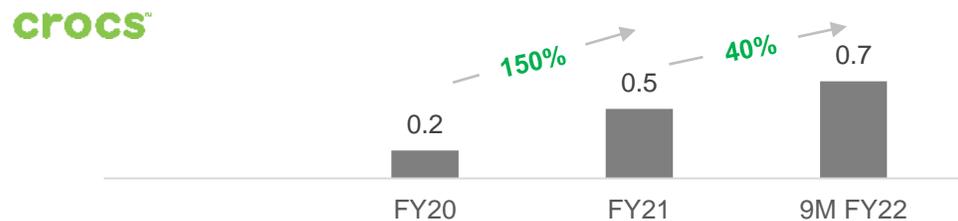
Club Metro (2007*) – Loyalty Program Members (Mn)



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



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



- 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 date of purchase unless specified otherwise

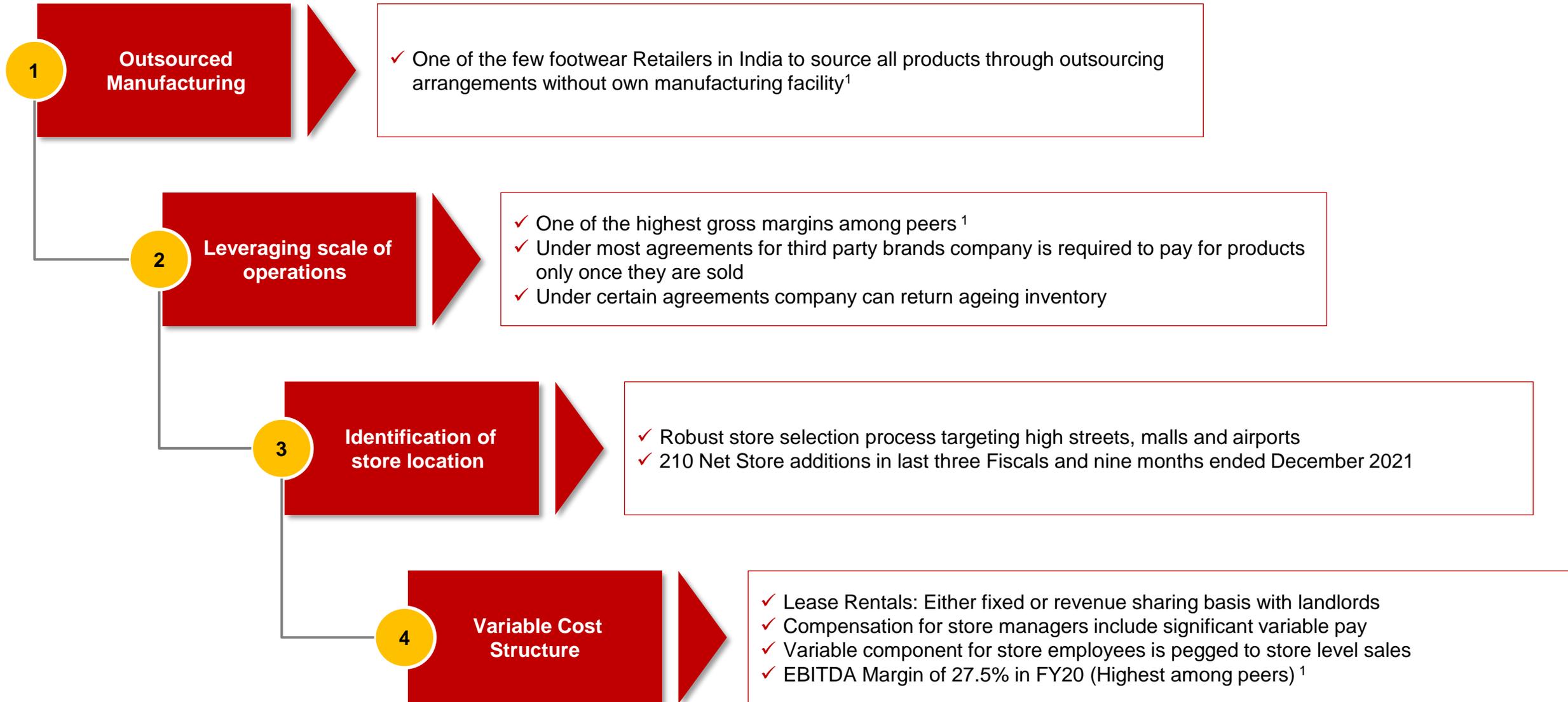
Flat, Single level membership programs

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 brand





¹ Source : CRISIL Research

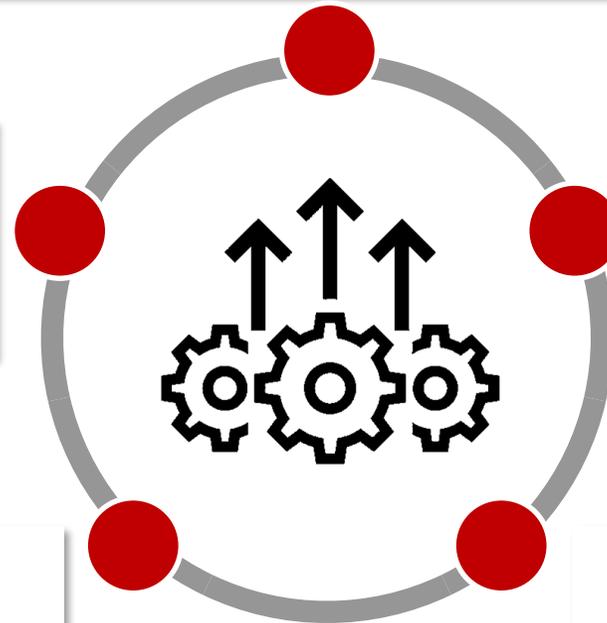
Note: Numbers and decimals rounded off

Long Standing Relationships with Vendors

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

Demand Driven Lean 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

MARKET POSITION

- Long track record of successfully incubating and scaling up various retail brands

STORE ECONOMICS

- Healthy store economics by optimizing operational cost

OMNI CHANNEL PRESENCE

- Presence across EBO/MBOs, SIS and e-com platforms

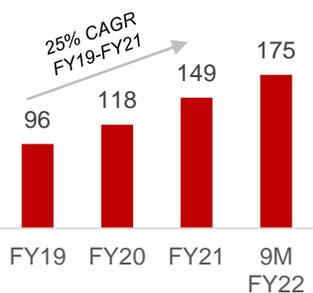
WIDE REACH

- PAN India Presence
- Servicing customers of different ethnicities and markets

Successful brand partnership



Number of Crocs EBOs



①

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

②

Operates EBOs under an 18 year agreement, post first 3 years the agreement provides for automatic renewal for 5 successive periods of 3 years each

③

Permitted to use trademarks and other intellectual property under the Crocs brand for the limited purpose of retailing Crocs Products in India



①

Based out of United Kingdom – Fitflop is known for its premium–super-comfortable flip-flops & footwear range offering shoes for all-day wearing, using a combination of biomechanics, comfort and fashion

②

Metro entered into a long-term exclusive agreement with Fitflop in January 2022

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's degree in electronics and communications and an MBA from University of California
- ❖ Presently serving as 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.



MOHAMMED IQBAL HASANALLY DOSSANI, WTD

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



SRIKANTH VELAMAKANNI,
Independent Director

- ❖ Holds bachelors degree in electrical engineering from IIT Delhi and PGDBM from IIM Ahmedabad
- ❖ Serves on the Board of Fractal Analytics Pvt Ltd



UTPAL HEMANDRA SHETH,
Non-Executive Director (Nominee)

- ❖ Holds bachelor's degree in commerce and has been awarded the certificate of merit from Institute of Chartered Financial Analysts of India
- ❖ Is currently serving as the CEO of Rare Enterprises



VIKAS VIJAYKUMAR KHEMANI,
Independent Director

- ❖ An associate of the ICAI and has passed the final examination held by the ICSI
- ❖ Currently serves on the Boards of BSAS Infotech Ltd, Carnelian Asset Advisors Pvt Ltd. And Tibbs Foods Pvt. Ltd.

¹Excluding Promoter Directors

Promoters

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
- ❖ Presently attending 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 – E-commerce and Marketing*



- ❖ 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

Key Managerial Personnel*

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*



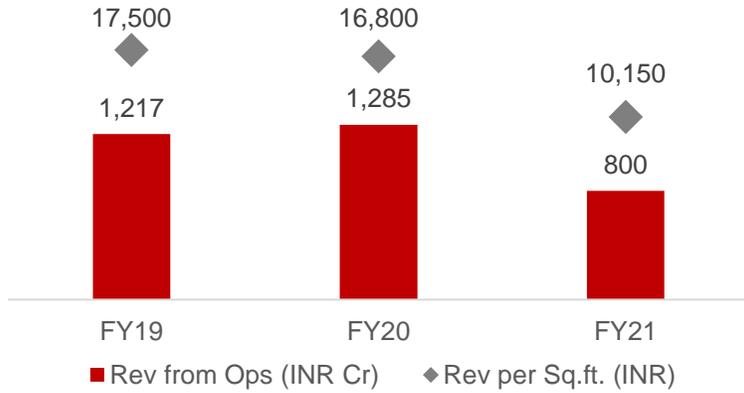
- ❖ Holds bachelor's of commerce degree in Financial Accounting and Auditing (Special) and is a qualified Chartered Accountant & Company Secretary.
- ❖ Previously associated with Ernst & Young Pvt Ltd

SOHEL JALALUDIN KAMDAR, *Chief Operating Officer*

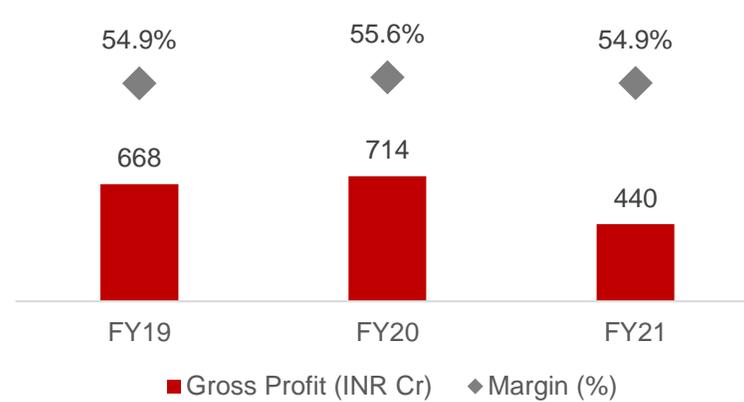


- ❖ Holds bachelor's degree of commerce in Financial Accounting and Auditing (Special) and is a member of the ICAI
- ❖ Previously associated with Jamani Investments Limited

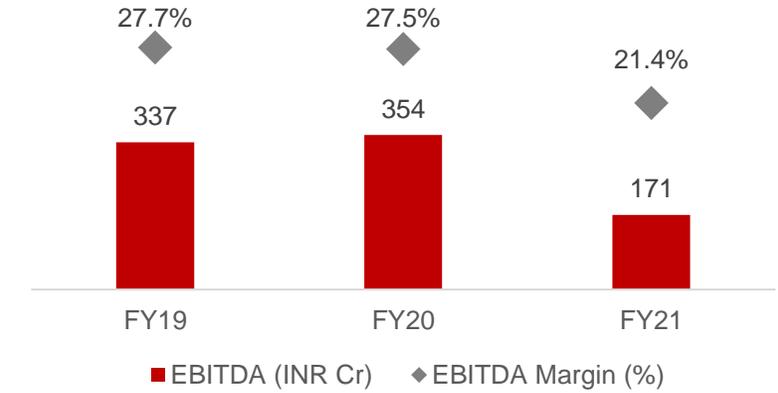
Revenue from Operations



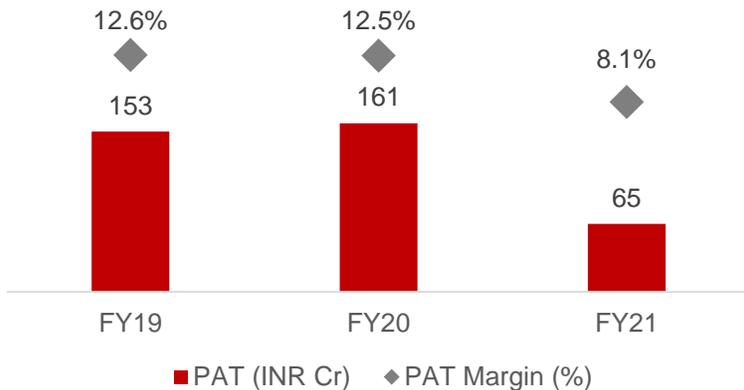
Gross Profit and Gross Margins



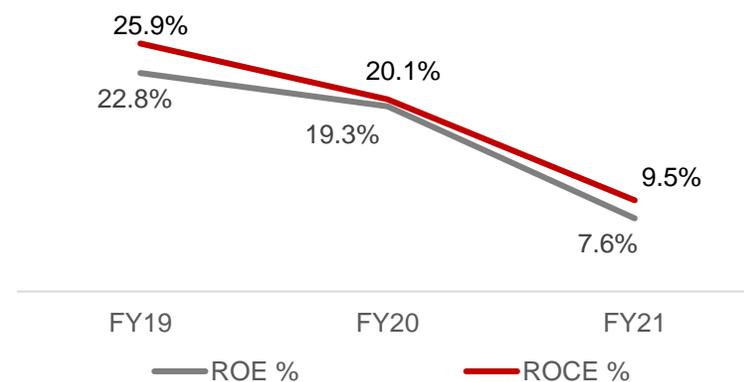
EBITDA and EBITDA Margins



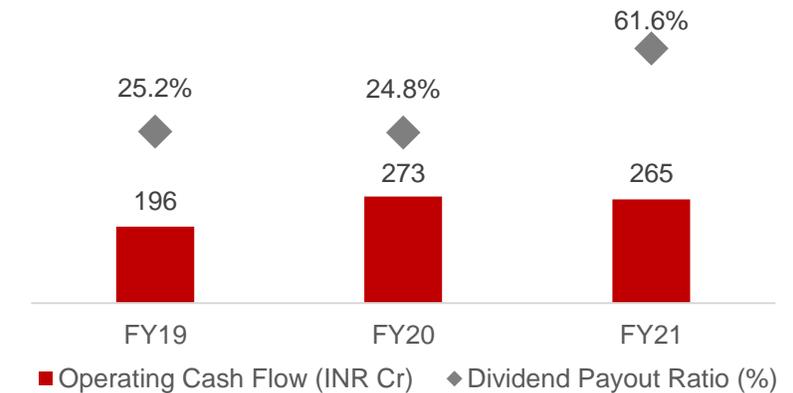
PAT and PAT Margins



Return Ratios (ROE and ROCE)



Operating Cash Flow and Dividend Payout



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



BRIEF OVERVIEW



Q3 & 9M FY22
BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



SUSTAINABILITY
INITIATIVES & OTHERS



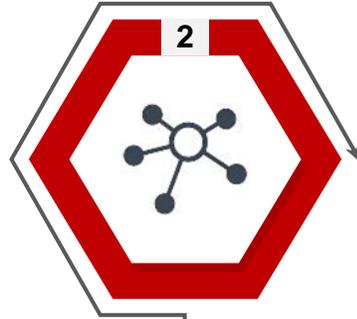
APPENDIX:
INDUSTRY OVERVIEW





Store Expansion Plans

Target to open 260 stores under various formats by end of FY25



Leverage multi-channel platform

Build on successful expansion of Crocs 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



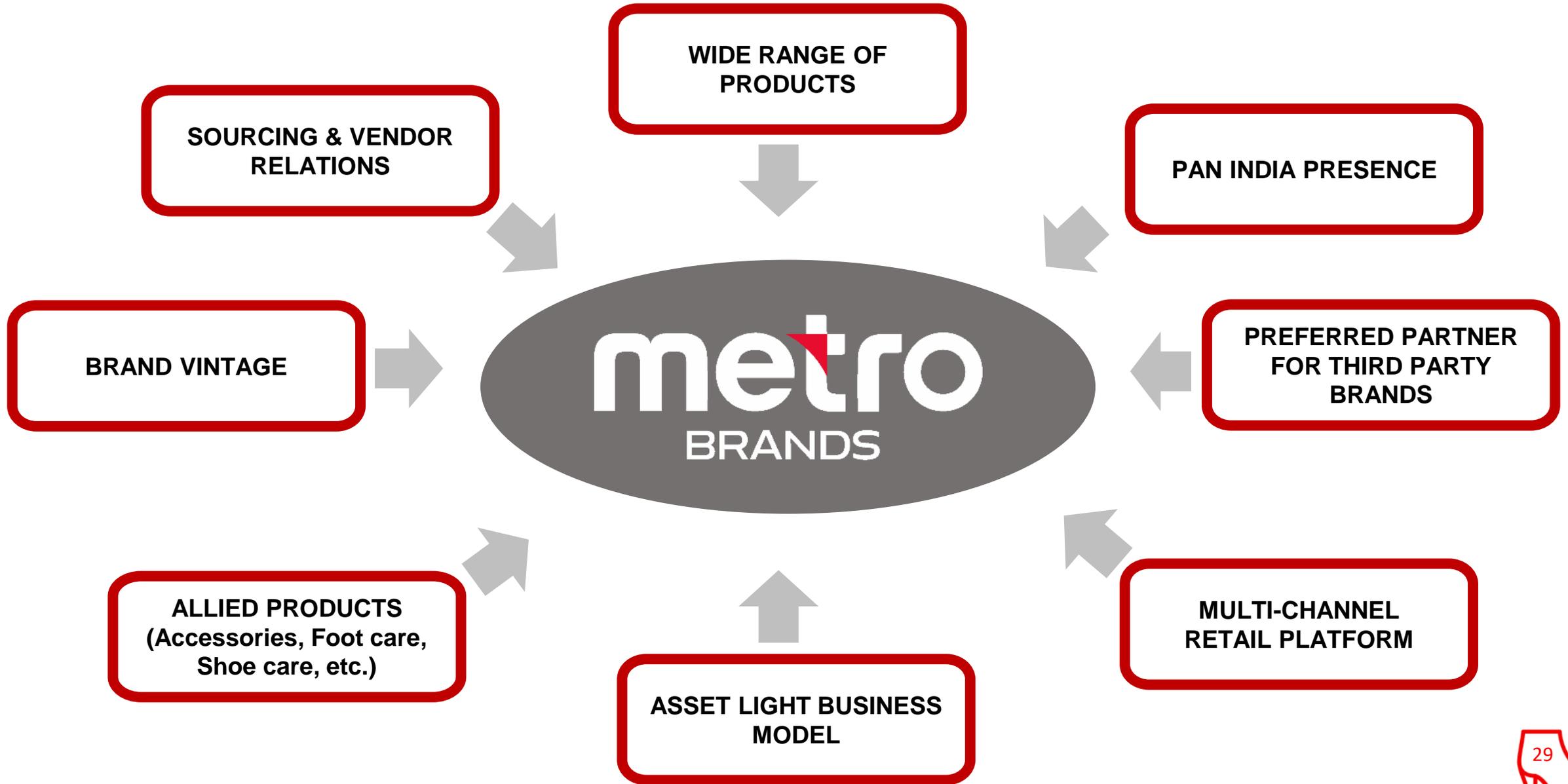
Expand Portfolio of Accessories and others

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



Inorganic Opportunities

Evaluation basis targeted returns, operational scale and diversification criteria





BRIEF OVERVIEW



Q3 & 9M FY22
BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



**SUSTAINABILITY
INITIATIVES & OTHERS**



APPENDIX:
INDUSTRY OVERVIEW



Sustainability Initiatives

SOLAR ROOFTOP AT OUR BHIWANDI WAREHOUSE

28,381 kg CO2 emission saved equivalent to **847 trees** planted.



RECYCLED DISCARDED FOOTWEAR

Co-processed around **130 tons** of old discarded footwear (~ 1.69 lac pairs) at various cement factories.



SUSTAINABLE FOOTWEAR COLLECTIONS

Nature Pro Collection: **11 PET bottles recycled** to get 1 pair of shoes.

Merino Wool Collection: **Biodegradable**, vegan and cruelty free.

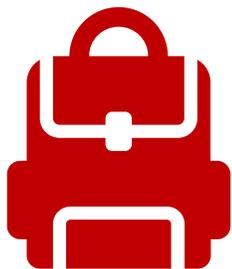


SUSTAINABLE PACKAGING

- Filler paper made of **recycled & bio-degradable** paper pulp
- Boxes with no additive of fresh wood or metal like Zinc & Lead



Sustainability Initiatives



EDUCATION

- ❑ *Through Project Nanhi Kali, contributed towards providing access to quality education to 500 underprivileged girls from Bharuch and help them complete schooling with dignity.*
- ❑ *Supported Pragatee Foundation – (Project: Enabling Leadership) to develop leadership skills in under-served 200 adolescents, to become problem solvers and role models.*
- ❑ *Through UnLtd India, supporting 32 Social Entrepreneurs in leadership skills through incubation support, immersive residential workshops, capacity building and increasing the network of their supporters.*
- ❑ *Supported as a co-funder in Mission Vriddhi, a project designed by Mantra to transform learning, teaching and leading school improvement in Bihar.*



HEALTH

- ❑ *Contributed towards Capex for building a Head and Neck Cancer Hospital in Mumbai through Cancare Trust.*
- ❑ *Supported in treatment costs of economically weaker section people through Prince Aly Khan Hospital.*

Sustainability Initiatives.. Some glimpses



Refurbished footwear distribution to 12,500 rural school children (Greensole Foundation)



Project to develop leadership skills in under-served 200 adolescents (Pragatee Foundation)



Access to quality education to 500 underprivileged girls (Project Nanhi Kali)

Awards & Accolades



FARAH MALIK BHANJI

Managing director, Metro Brands

Age: 45 • India

Malik Bhanji runs Metro Brands, India's fourth-largest footwear retailer by revenues, with over 10 in-house and more than 25 third-party brands. The pandemic hit the retailer hard, causing it to close 24 stores and cutting revenue 38% to 8 billion rupees (\$107 million) in the fiscal year to March from a year earlier. In response, Malik Bhanji beefed up online sales through the company's website, online marketplaces and social media platforms. Online sales grew 87% year-on-year to 572 million rupees in fiscal 2021. Malik Bhanji's grandfather Malik Tejani opened the first store under the Metro brand in 1955. Today her father Rafique has a net worth of \$1 billion, and debuted on the global billionaires list earlier this year. After graduating from the University of Texas in Austin with honors in arts and business administration, Malik Bhanji joined the privately held family business in 2000. She was instrumental in developing relationships with foreign brands such as Clarks, Crocs and Skechers, and helped expand the store network from 100 in 2010 to 586 stores in 134 Indian cities. Metro is awaiting regulatory approval that would allow it to go public.



COURTESY OF METRO BRANDS

Mrs. Farah Malik Bhanji featured on the Forbes' Asia's Power Businesswomen 2021



2021
Best Footwear Brand 2021
Award By - India Retail
Champions Award { RAI }



2021
MAPIC India Awards
Most Admired Retailer
Of The Year- Footwear



2021
IMAGES RETAIL AWARDS
Most Admired Retailer Tech
Implementation



2021
Franchise India Awards
Retail Brand Of The Year- Footwear



BRIEF OVERVIEW



Q3 & 9M FY22
BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



SUSTAINABILITY
INITIATIVES & OTHERS

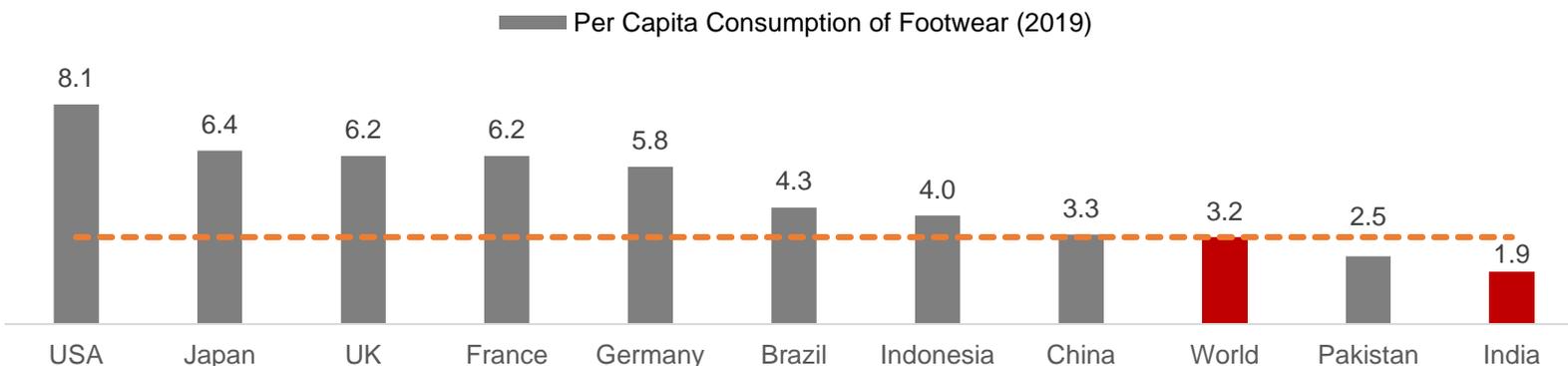


**APPENDIX:
INDUSTRY OVERVIEW**



Industry Overview (1/2)

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



Figures represent pairs of footwear

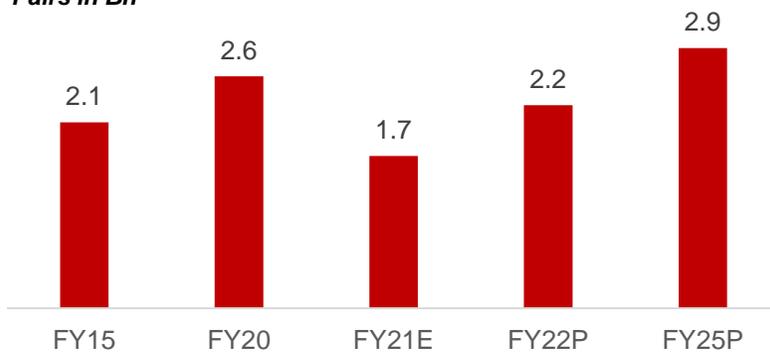
Per Capita footwear consumption India

Per capita consumption of footwear (pairs)



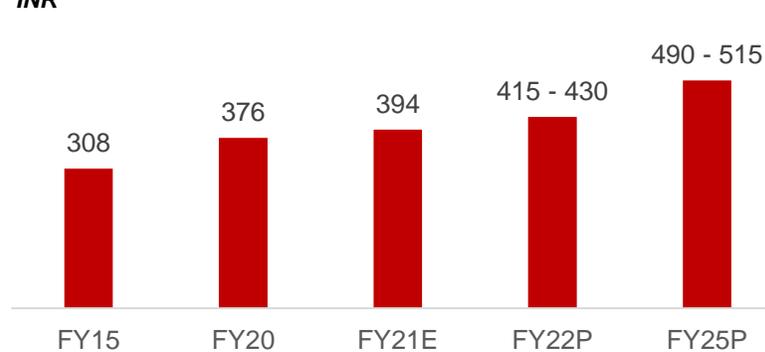
Indian Footwear Market Size (in Volume)

Pairs in Bn



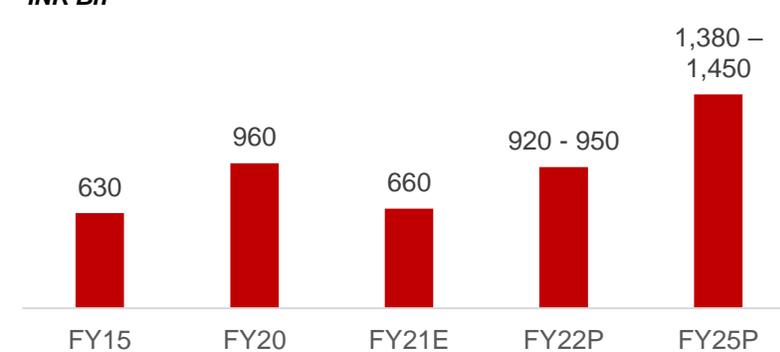
Avg. Selling Price for Footwear in India

INR



Indian Footwear Consumption in Value

INR Bn



Source : CRISIL Research

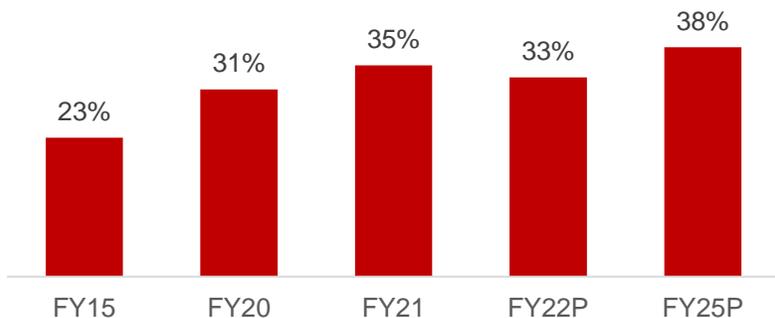
Note: Numbers and decimals rounded off



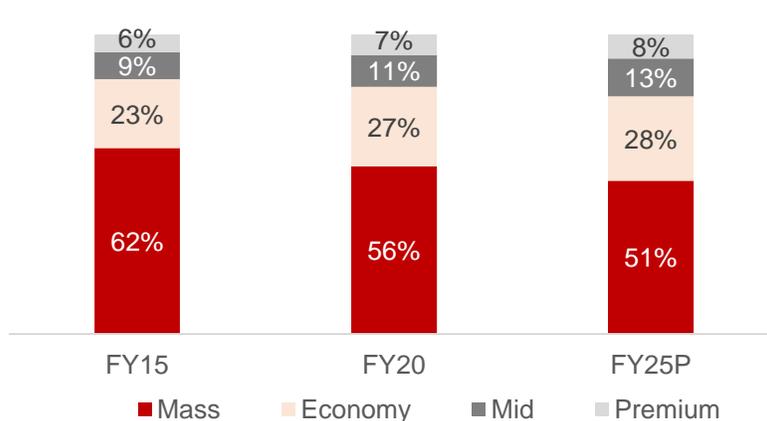
Industry Overview (2/2)

Organized Retail Penetration - Footwear

In Percentage (%)

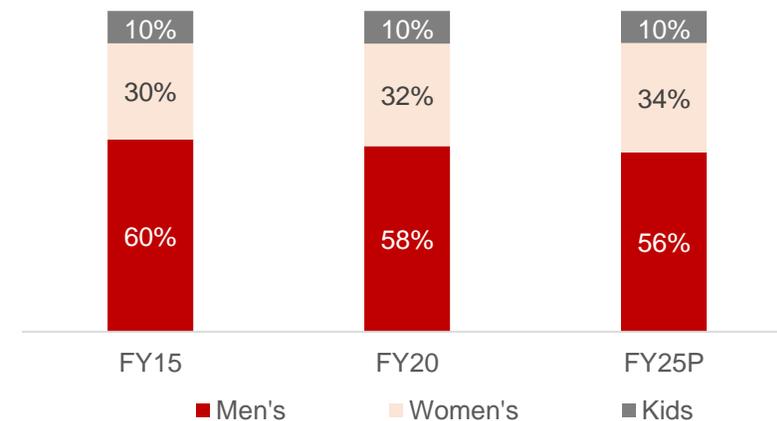


Segment wise market composition



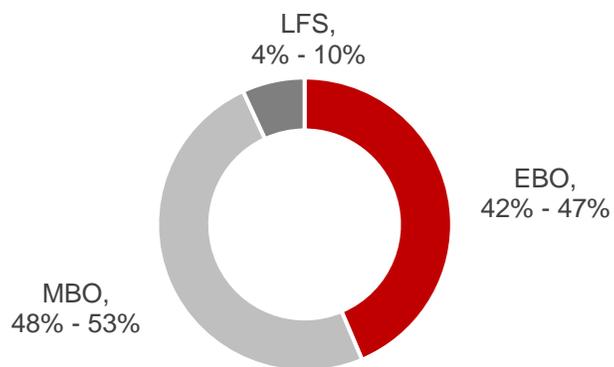
Note : % Share in Total Footwear Industry

Category wise market composition



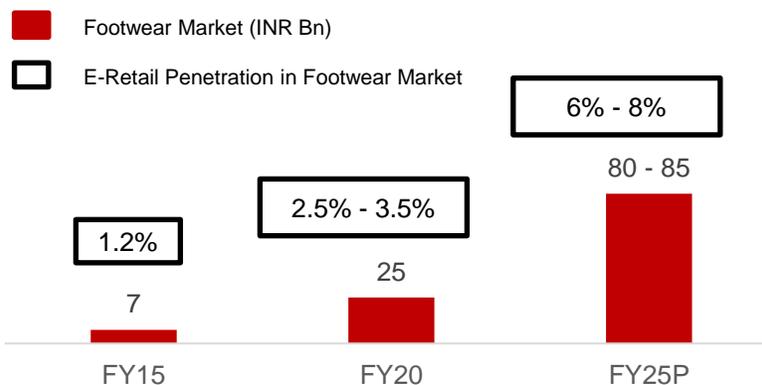
Note : % Share in Total Footwear Industry

Share of various Retail Formats (FY21)

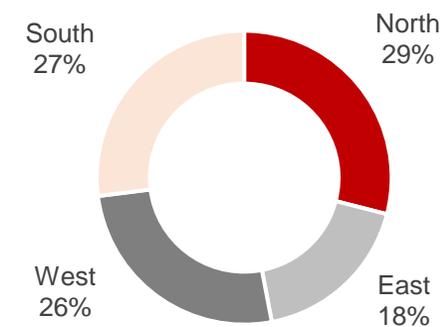


Note : Broad split of traditional offline formats for organized footwear industry

E-Retail Market in India



Region wise market composition (FY20)



Note : Breakup of Footwear Market in India



Thank You

