

May 24, 2021

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|--|---|
| <b>BSE Ltd.</b><br><b>Corporate Relationship Department</b><br><b>1st Floor New Trading</b><br><b>Rotunda Building, P J Towers</b><br><b>Dalal Street Fort, Mumbai-</b><br><b>400001</b> | <b>National Stock Exchange of India Ltd</b><br><b>Listing Department,</b><br><b>Exchange Plaza,</b><br><b>Bandra Kurla Complex,</b><br><b>Bandra (East), Mumbai-</b><br><b>400051</b> |
| <b>Scrip Code – 530517</b>   | <b>Scrip Code – RELAXO</b>  |

**Sub: Investor Presentation on Audited Financial Results for the quarter and year ended on March 31, 2021**

Dear Sir,

Please find enclosed Investor Presentation on Audited Financial Results of the company for the quarter and year ended on March 31, 2021.

The same is for your information and record.

Thanking You,

For **Relaxo Footwears Limited**,

**Vikas Kumar Tak**  
**Company Secretary and Compliance Officer**  
**Membership No.: FCS 6618**

Encl. as above

## RELAXO FOOTWEARS LIMITED

**Registered Office:** Aggarwal City Square, Plot No. 10, Manglam Place,  
District Centre, Sector-3, Rohini, Delhi-110085. Phones: 46800 600, 46800 700  
Fax: 46800 692 E-mail: [rfl@relaxofootwear.com](mailto:rfl@relaxofootwear.com)  
**CIN L74899DL1984PLC019097**



**RELAXO**

**INVESTORS  
PRESENTATION**  
MARCH 2021

May, 2021

COMMITTED TO PROVIDE  
BEST-IN-CLASS FOOTWEAR

# Safe Harbor

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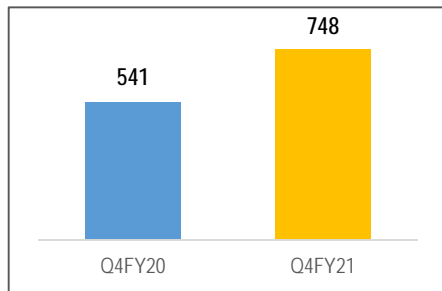
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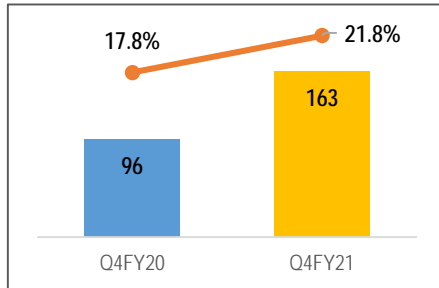
# Q4 FY21 and FY21 Performance

## Q4FY21 Performance

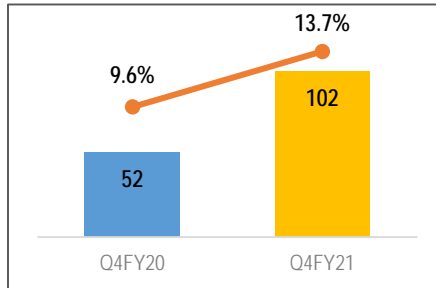
Revenue from Operations (in ₹ crs)



EBITDA (in ₹ crs) and EBITDA %

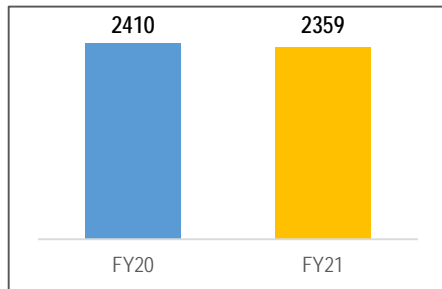


PAT (in ₹ crs) and PAT %

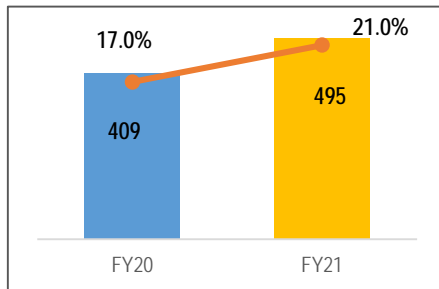


## FY21 Performance

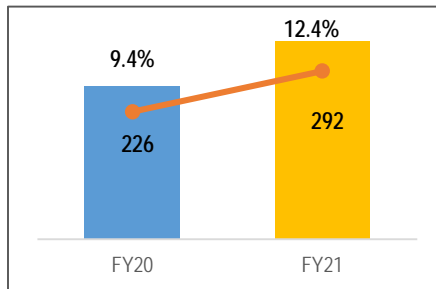
Revenue from Operations (in ₹ crs)



EBITDA (in ₹ crs) and EBITDA %



PAT (in ₹ crs) and PAT %



### Q4 FY21

- Revenue up by 38% Y-o-Y to Rs. 748 crore as compared to Rs. 541 crore in the corresponding period of the previous year.
- EBITDA up by 69% Y-o-Y to Rs. 163 crore. EBITDA margins increased by 398 basis Y-o-Y to 21.8% mainly due to strong revenue growth, product mix and saving in selling and administrative expenses.
- Profit after Tax up by 97% Y-o-Y to Rs. 102 crore. PAT Margins increased by 408 basis Y-o-Y to 13.7%.

# *Company Overview*

# Highlights FY21

- Largest footwear manufacturer in India.
- 'Value for Money' products.
- Portfolio of mass appeal brands.



**2,359 Cr.**

Revenue from operations



**495 Cr.**

EBITDA



**292 Cr.**

PAT



**19.1 Cr.**

Pair sold



**9**

Brands



**10000+**

SKUs



**8**

State of the art manufacturing plants



**50,000+**

Retailers served through distributors



**398**

Exclusive brand outlet (EBO)

Classification: **Internal**

## BEST IN PERFORMANCE

Commitment is an intangible bond you make with yourself. At Relaxo, we strive to score distinction by taking bold new steps, every day, every year. Pursuing excellence at every turn, our journey gets marked with one milestone after another.

Relaxo Footwears Limited was incorporated  
Revenue: ₹ 178 lacs

1984

Launched Relaxo brand  
Revenue: ₹ 12 lacs

1976

1995

IPO, to set up a plant in Haryana  
Revenue: ₹ 3,817 lacs

Expanded Capacity in Haryana  
Revenue: ₹ 12,424 lacs

2000

2005

Launched 'Flite' and 'Sparx' brands. First COCO store launched  
Revenue: ₹ 21,547 lacs

2007

Commenced Exports  
Revenue: ₹ 23,593 lacs

2012-14

Corporate identity revamped  
Revenue: ₹ 1,65,197 lacs

2017

Renewable power capacity of 6.00MW  
Revenue: ₹ 55,370 lacs

2018-21

Set up 8th plant in Rajasthan  
Merger of 'RRPL' and 'MPPL' with your Company  
Revenue: ₹ 2,35,915 Lacs

### Business Transformation Initiatives

- Signed top-notch celebrities as brand ambassadors
- Strengthened distribution and supply chain management
- Launched e-commerce platform
- Increased people engagement
- New product development & portfolio strategy

Revenue: ₹ 1,21,461 lacs

# Key investment highlights



Classification: **Internal**



# Attractive dynamics of the Indian footwear industry

## Strong growth potential of the Indian footwear industry

- India is the second largest footwear producer of the world after China, accounting for 9% of the world market with ~22bn pair.
- Currently India exports only 10% of the footwear produced with the domestic market being the major contributor of around 90%.
- India is still an underpenetrated market – a per capita consumption of only ~1.66 pair p.a against a global average of 3 pair. Developed countries average 6-7 pair p.a.
- Rising disposable income is edging individuals up the value chain promoting occasion based purchases, leading to emergence of new product segments and is driving industry leaders to continually innovate their offerings fuelling growth in every category.
- India's share in global exports is just 2% compared to China's share of ~40%, thus presenting room for growth opportunities.

## With changing consumer demands....

- Footwear has evolved from being a mere necessity to an important fashion accessory.
- Buying behaviour of the Indian consumer is changing rapidly with growing urbanisation and ever-increasing penetration of internet.
- Growing awareness about latest trends and consciousness among consumers.
- Consumers becoming more brand-centric in tier II, tier III cities and rural markets as well.
- Aspirations for latest global trends has increased the frequency of shopping.

## ...backed by a strong operating environment

- Footwear industry recognized by Gol as a focus sector in the 'Make In India' mission.
- GST is propelling the shift from unorganized to organized segment. Organized segment today caters to ~45% of the market.
- Uniform tax rates pan-India for all footwear ensuring a level playing field.
- Availability of skilled and unskilled manpower resources.

# Relaxo is a leading player in the 'Value' segment

- Market leader in the 'Value' segment
- Robust product portfolio
- High Brand Equity

## Aligning our product portfolio with evolving consumer needs and trends



### Structured Market Research

Regular market sensing for consumer insights across different regional, economic and demographic strata.



### Product Innovation

In-house design capability enables continuous product innovation as per consumer needs.



### Portfolio Rationalization

In-season launches with optimal product portfolio. ~ 20% of the portfolio is restyled every year.



### Brand Equity

Carefully crafted and steadily built brands over time.

Classification: **Internal**

# Our portfolio of brands, with strong identities

Premium range of sports & canvas shoes, sandals & slippers



Formal shoes for men

Fashionable and light weight footwear



Trendy footwear for women

Most popular iconic brand of Hawai slippers



Household name synonymous with quality, comfort & value

Trendy and fashionable flip-flops



Quality, Comfortable shoes for men

Range of school shoes for boys and girls



Range of cool, colourful footwear for next-gen kids

Classification: Internal

# Sustained manufacturing excellence

## Strong in-house manufacturing capabilities

- 8 manufacturing facilities with a capacity to produce ~7.5 Lac pair/day.
- Continuous focus on optimising operations
  - Dedicated line for manufacturing fast moving SKUs
  - Lean manufacturing (waste minimisation without compromising on productivity)
  - Maynard Operation Sequence Technique (MOST)
  - Yield improvement
  - Focus on cost optimisation in manufacturing allows competitive pricing.

## Committed to Quality

- Own manufacturing helps maintain quality end-end.
- Monitor every stage of manufacturing process
  - Designing
  - Raw Materials
  - Production Process
  - Packaging
  - Final Products

## Certifications

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO 27001:2013
- BIS/SATRA Manufacturing Standards
- CLE (Council for Leather Export)



RFL I & II- Bahadurgarh



RFL III - Bhiwadi



RFL IV - Bahadurgarh



RFL V - Haridwar



RFL VI - Bahadurgarh



RFL VII - Bahadurgarh



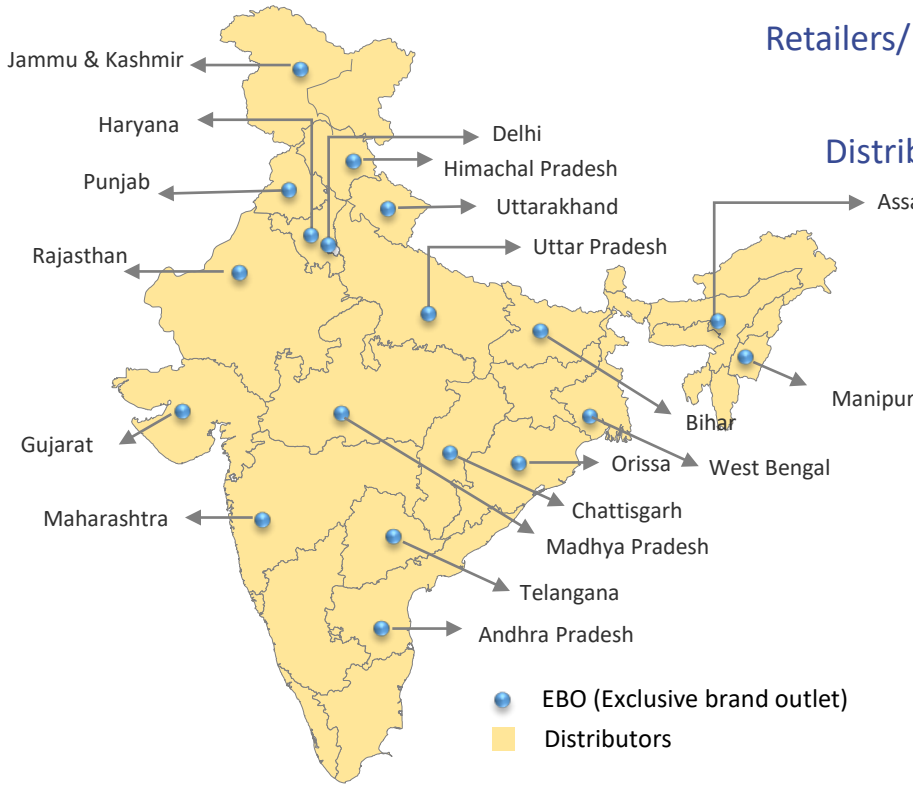
RFL VIII - Bahadurgarh



RFL IX - Bhiwadi

Classification: Internal

# Strong distribution network; one of the largest in the Indian footwear industry



Retailers/ MBOs

50,000+

Distributors

~650

Countries exported to

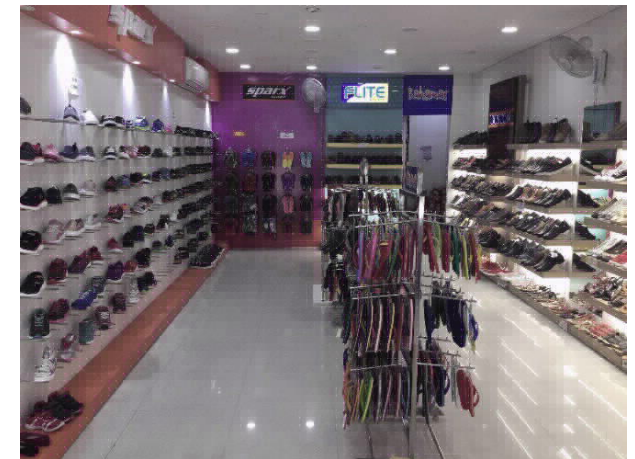
~30

EBO

398

Overseas office in Dubai

1

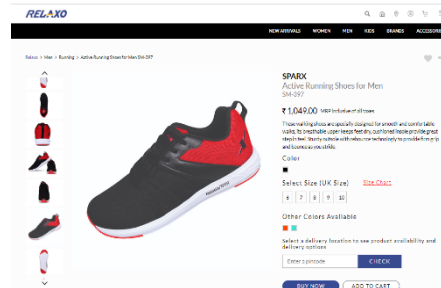
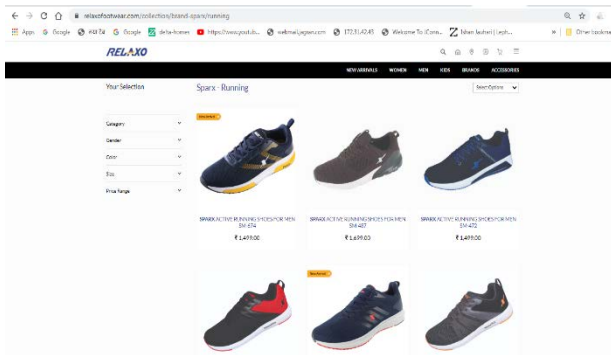
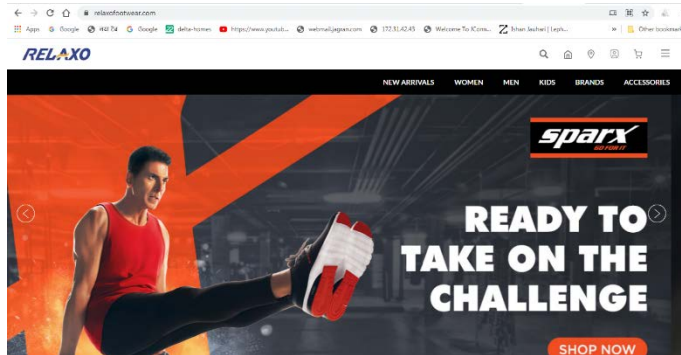


Map not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

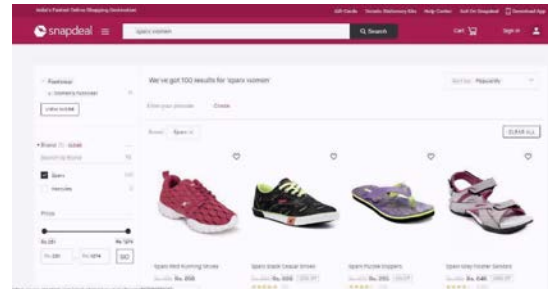
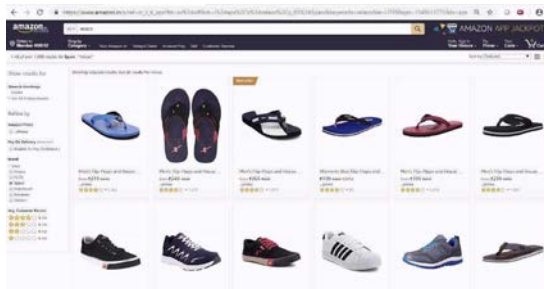
Classification: Internal

# With a growing online presence

www.relaxof footwear.com



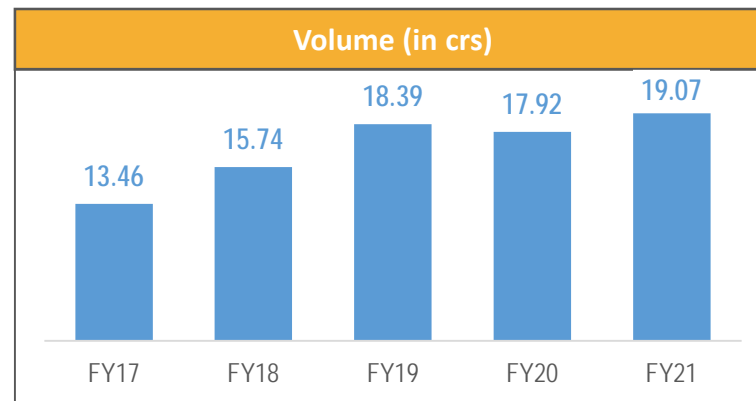
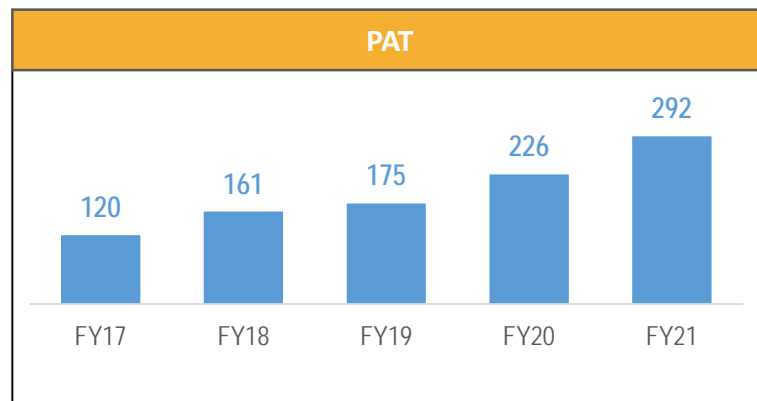
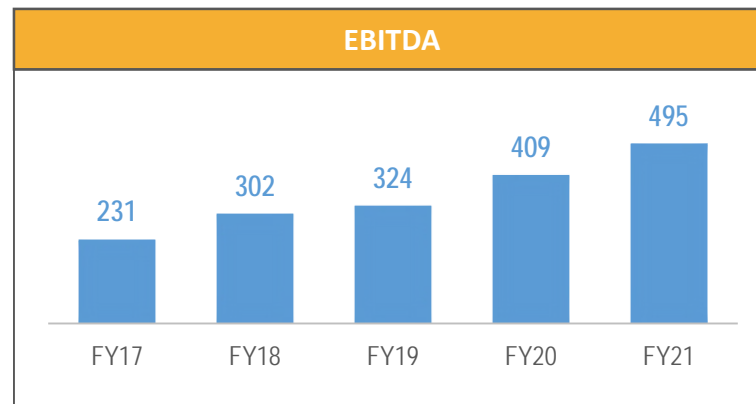
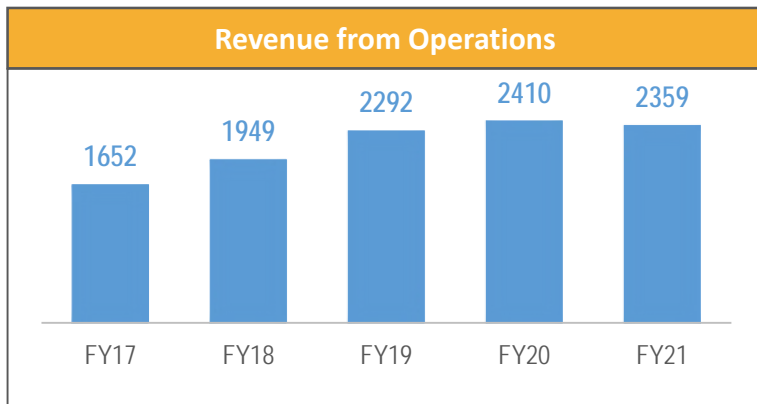
## Partnerships with major ecommerce companies



Classification: Internal

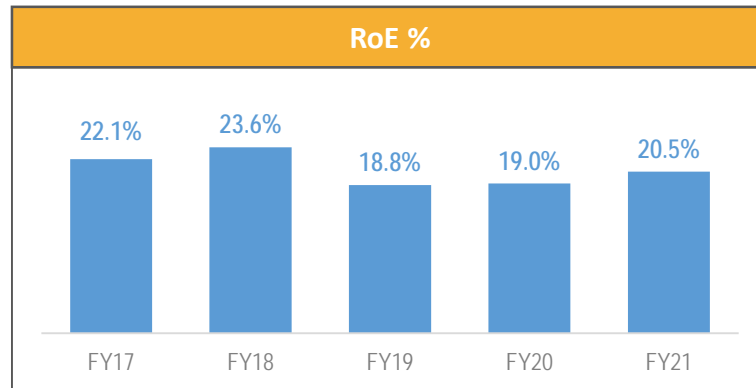
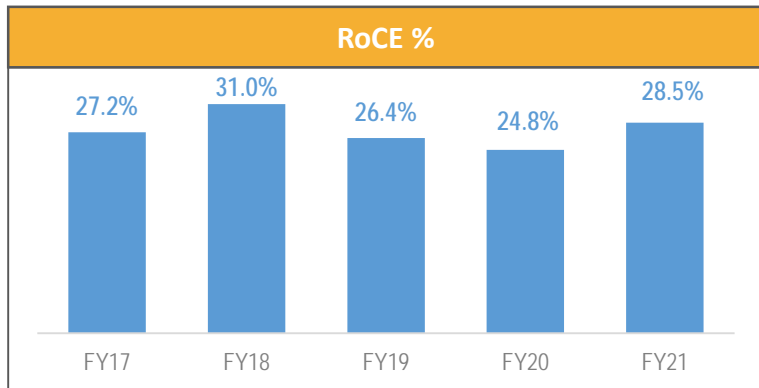
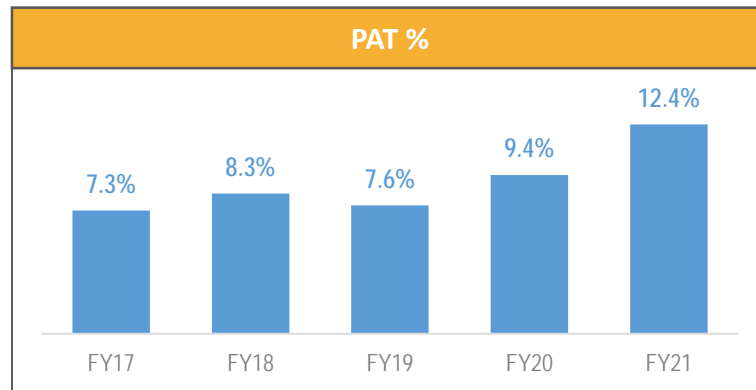
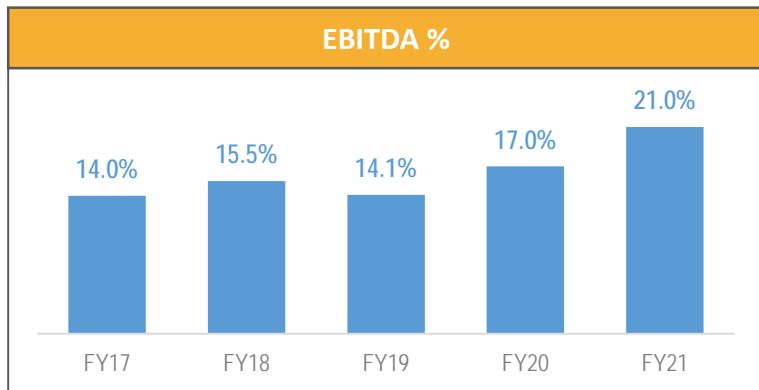
# Robust financial performance..

₹ in Crore



Classification: Internal

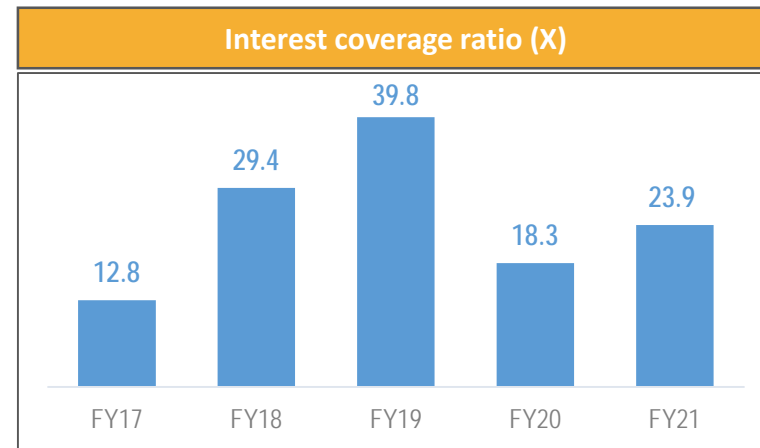
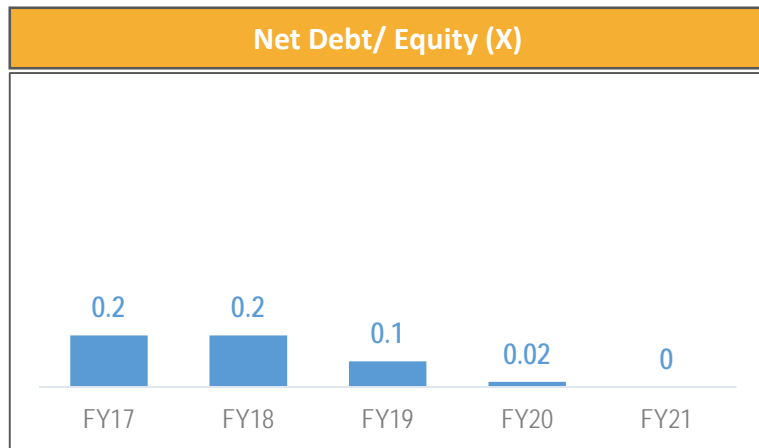
# with operational efficiencies



Classification: Internal



# Debt ratings and profile

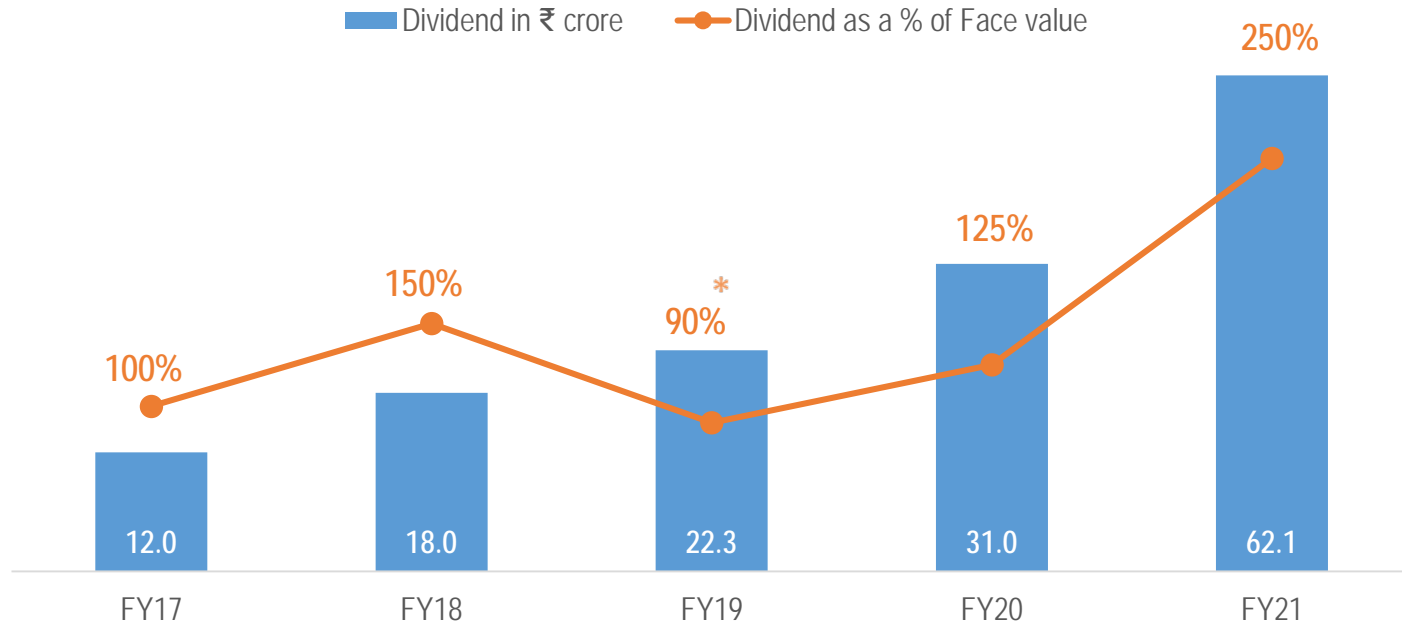


## Credit Ratings

| Agency | Instruments      | Ratings                | Comments  |
|--------|------------------|------------------------|---|
| ICRA   | Short Term Funds | A1+                    | Indicates very strong degree of safety for short term debt instruments. Instruments rated in this category carry the lowest credit risk |
| ICRA   | Long Term Funds  | AA with stable outlook | Indicates high degree of safety for long term debt instruments. Instruments rated in this category carry low credit risk                |

Classification: **Internal**

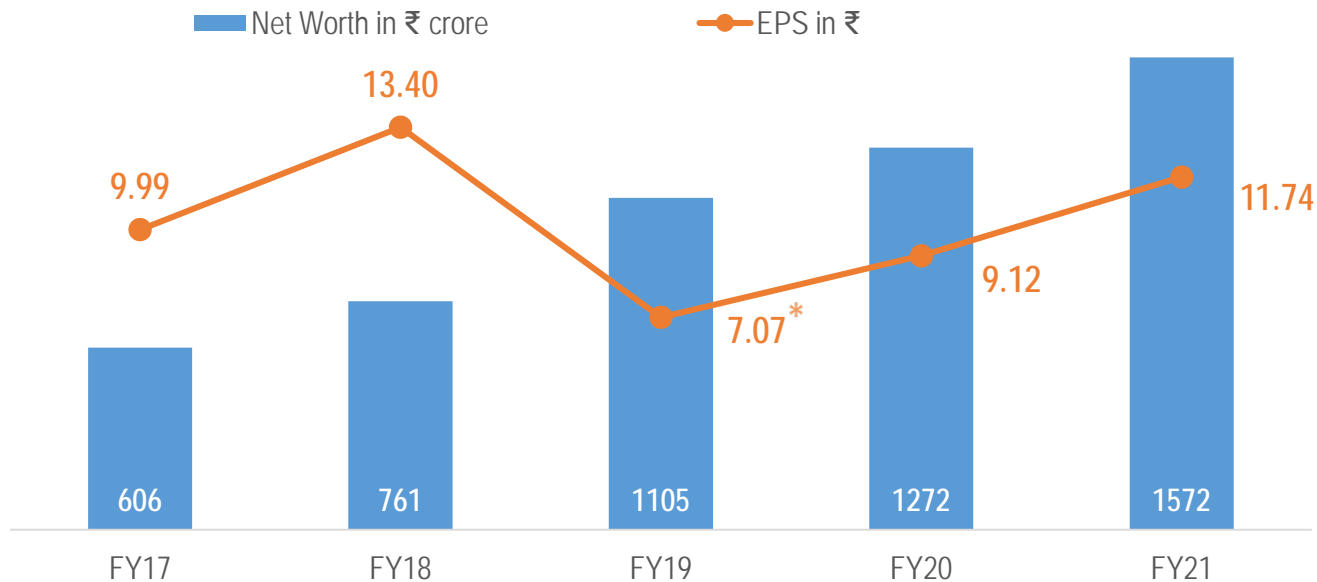
# Consistent dividend payout



\* Post Bonus

Classification: **Internal**

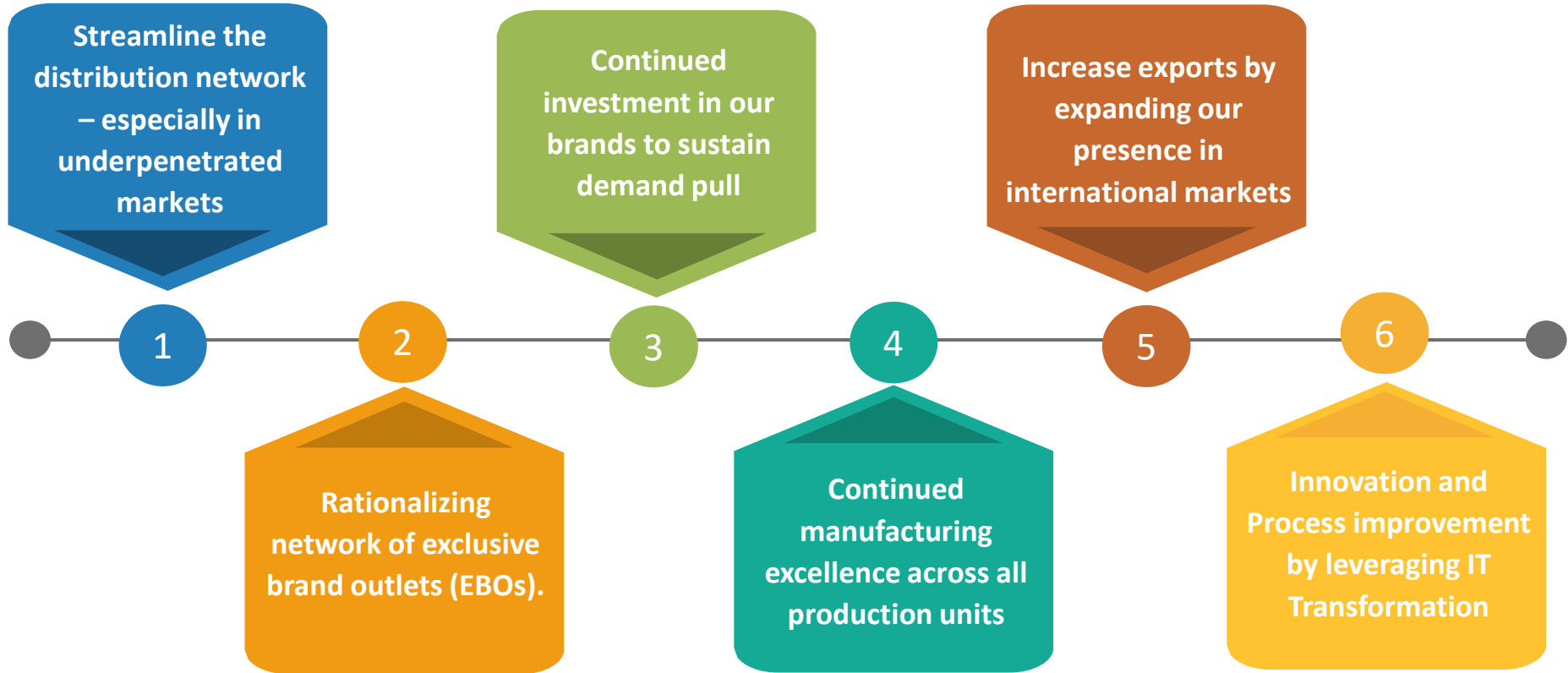
# EPS and Net Worth



\* Post Bonus

Classification: Internal

# Advancing towards Tomorrow, Today



Classification: Internal

# Highly experienced Board of Directors

## Ramesh Kumar Dua, Managing Director

- Over 45 years of experience in strategic, sales and marketing, production and new product development in footwear industry
- Commerce Graduate & Rubber Technologist (LPRI, London)
- Leading Relaxo to become the largest footwear manufacturer of India, with an array of strong brands.

## Nikhil Dua, Whole Time Director

- Over 25 years of experience in production and new product development and has rich knowledge of product mix in Footwear Industry
- Commerce graduate and has studied from International School of Modern Shoemaking, Czech Republic

## Pankaj Shrimali, Independent Director

- Over 37 years of experience in areas of finance, accounts, secretarial, corporate management, legal & corporate consultancy services, strategic management and investment banking for reputed corporate houses
- Fellow member of ICAI, ICSI, and Institute of Cost Accountants of India

## Vivek Kumar, Independent Director

- Over 21 years experience as Operational Head in leading Indian companies and is also a management consultant to many corporates in the areas of quality, productivity, environment and safety
- MBA from Faculty of Management Studies, Delhi University and Electrical Engineer from the University of Roorkee (now IIT Roorkee)

## Mukand Lal Dua, Whole Time Director

- Over 48 years of experience in manufacturing excellence in footwear industry.
- Science Graduate
- Providing cutting edge impetus to new product development and quality control.

## Deval Ganguly, Whole Time Director

- Over 40 years of experience in areas of manufacturing, project and plant management in various reputed organisations,
- Joined Company in 2011 as President, Manufacturing and was elevated to Board w.e.f 5.11.2012. He is B.Tech from IIT Kanpur

## Deepa Verma, Independent Director

- Over 33 years of experience in academic administration.
- Associated with University of Petroleum & Energy Studies since inception and has held various positions such as Director (NCR) region, VP (Academic Affairs) & presently in charge of Institutional Affairs & HR
- B.Sc, LL.B, M.A (Psychology), Diploma in Educational Guidance & Counselling

## Rajeev Bhaduria, Independent Director

- Over 34 years of experience in Human Resource and leadership
- Past association with JSPL, Reliance ADA group & NTPC at various positions in Human Resource.
- B.A. & LLB from Allahabad University and management diploma from Power Management Institute, New Delhi

## And a strong management team

**Mr. Gaurav Dua,  
Executive VP -  
Marketing**

MBA having over 20 years of experience in Sales & Marketing.

**Mr. Ritesh Dua,  
Executive VP - Finance**

MBA having over 21 years of experience in Finance, HR & IT

**Mr. Nitin Dua,  
Executive VP - Retail**

MBA having over 17 years of experience in Retail Business.

**Mr. Ashish Srivastava ,  
VP – Human Resources**

MBA having over 23 years of experience in HR, Industrial Relations & Administration.

**Mr. Vinay Kumar Bajaj,  
VP - Sales**

Graduate having over 30 years of experience in Sales & Marketing

**Mr. Sushil Batra,  
Chief Financial Officer**

FCA having over 30 years of experience in Finance, Taxation and Strategic Planning

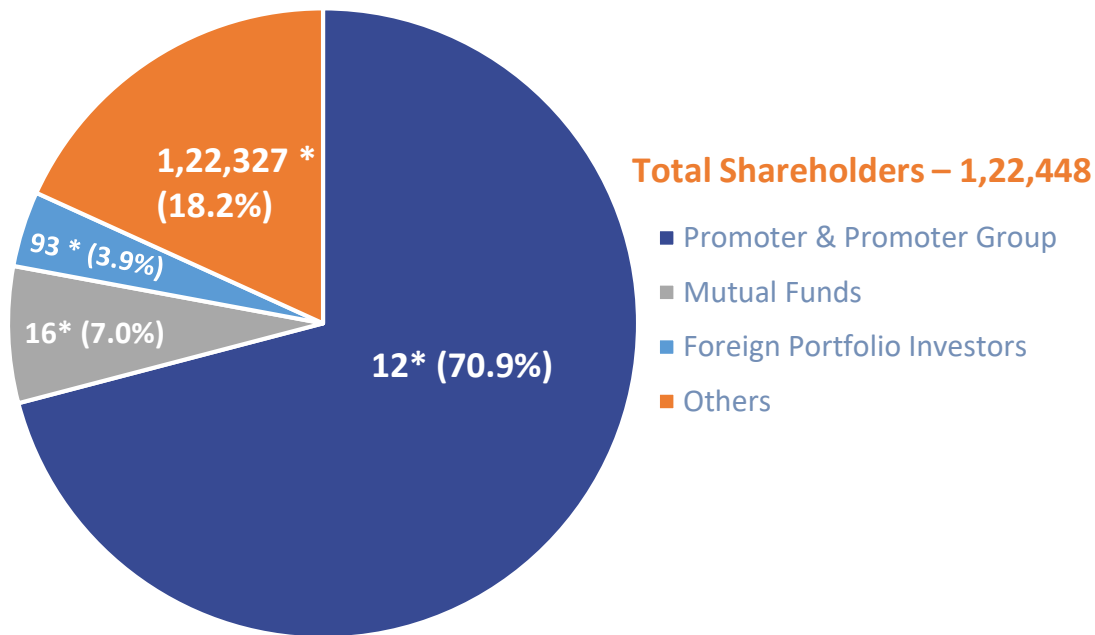
**Mr. HR Sapra,  
Senior VP - Materials**

BE having over 48 years of experience in Materials & Procurement

**Mr. Rahul Dua,  
Assistant Executive VP -  
Manufacturing**

Graduate having over 11 years of experience in Manufacturing

# Shareholding pattern as of 31<sup>st</sup> March, 2021



## Shareholder Information as on 31<sup>st</sup> March 2021

|                         |          |
|-------------------------|----------|
| BSE Ticker              | 530517   |
| NSE Ticker              | RELAXO   |
| Market Cap (INR Mn)     | 2,17,176 |
| % Free- float           | 29.1%    |
| Shares Outstanding (Mn) | 248.4    |
| 3M ADTV (Shares)        | 98,289   |
| 52 Week High            | 974.15   |
| 52 Week Low             | 578.20   |
| 52 Week ADTV (INR Mn)   | 12.3     |

\* No. of Shareholders with Shareholding Percentage

Classification: Internal

# Awards and Accolades



Classification: Internal



*Thank You*