

October 19, 2022

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 October 21, 2022, 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
(Company Secretary & Compliance Officer)
Membership No: 16019



METRO BRANDS LIMITED

EARNINGS PRESENTATION – H1 FY23

19th October, 2022

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BRIEF OVERVIEW



Q2 & H1 FY23 BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



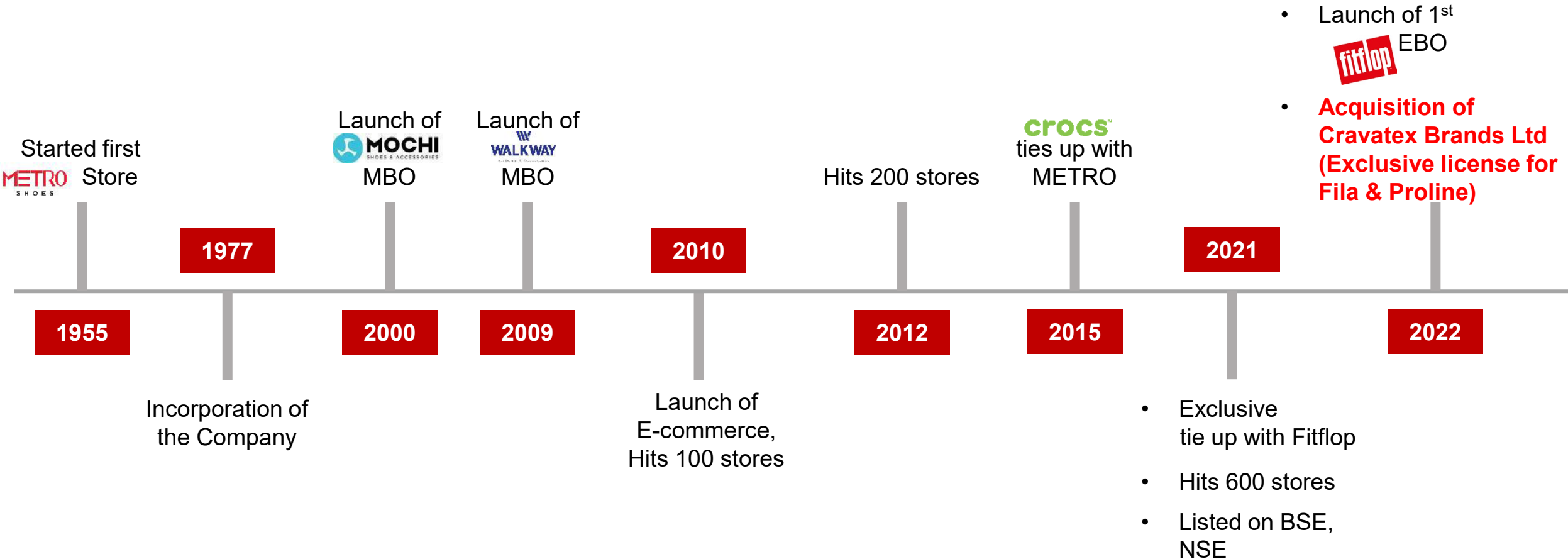
LEVERS OF GROWTH



SUSTAINABILITY INITIATIVES & OTHERS



APPENDIX:
INDUSTRY OVERVIEW



MBL stands tall with a presence across

5 FORMATS | 672 STORES | 30 STATES AND UTs | 158 CITIES*

Note: * Store count as of September 30, 2022



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**

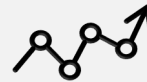
2



One of the largest Indian footwear specialty retailers¹

- ❖ Pan-India presence through **672 Stores** located in **158 cities** spread across **30 states and union territories** in India (as of Sep'22)

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



Sep'22 / H1FY23 (MBO) (MBO) (EBO) (MBO) (EBO)

Target Customer Family Youth Premium Value Format Premium

No. of Stores 255 (38%) 173 (26%) 185 (28%) 58 (9%) 1 (0%)

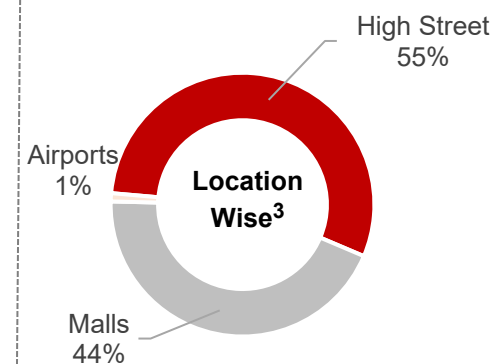
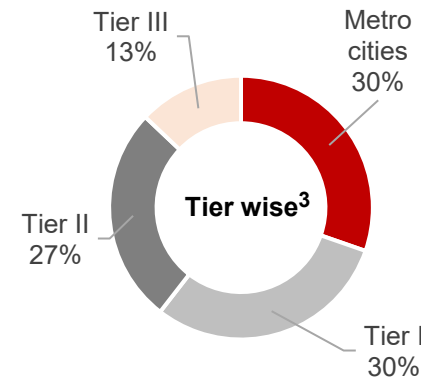
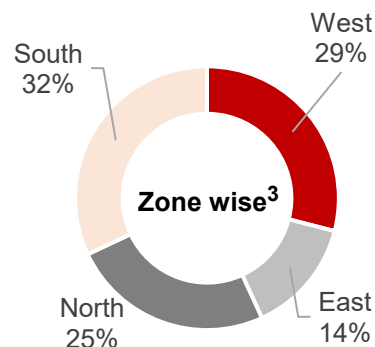
Cities 140 90 86 41 1

Price Range (INR)¹ 1,000 – 10,000 1,000 – 10,000 1,500 – 6,000 350 – 3,500 5000-10,000

Avg. Realization per Unit (INR)² 1,550 1,550 1,800⁶ 700 5,650

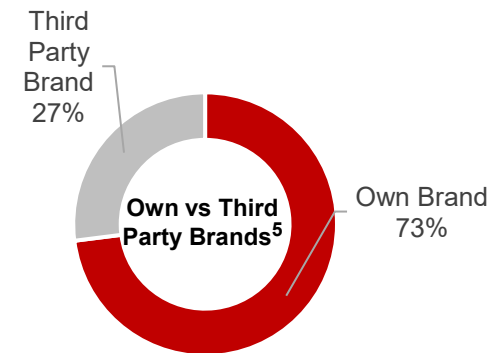
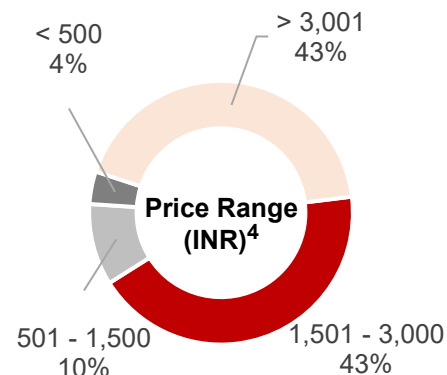
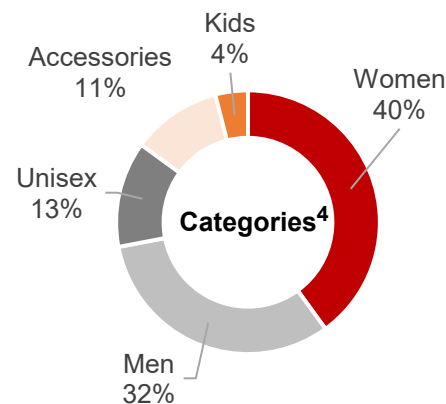
Size (sq.ft) 1,600 1,550 600 1,350 450

PAN India Presence with 672 Stores | 158 Cities | 30 States and UTs (As of Sep'22)



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

Products for entire family with focus on Mid and Premium Segment (H1 FY23)



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 Total Store Split as of Sep22 ⁴ Split of Total Store Product Sales for H1 FY23 on standalone basis ⁵ Split of Total Store Product Sales on stand alone basis for H1 FY23 at MBOs. ⁶ Average realization per unit for Crocs EBO footwear excluding Jibbitz is INR 2,800.





BRIEF OVERVIEW



Q2 & H1 FY23 BUSINESS HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



SUSTAINABILITY INITIATIVES & OTHERS



APPENDIX:
INDUSTRY OVERVIEW

Q2 FY23 Business Highlights

Standalone

	Q2 FY23	Q2 FY22	YOY Growth%
Revenue	463	314	47% ↑
EBITDA	143	92	56% ↑
<i>EBITDA%</i>	30.9%	29.1%	
PAT	74	50	47% ↑
<i>PAT%</i>	15.9%	16.0%	

Consolidated

	Q2 FY23	Q2 FY22	YOY Growth%
Revenue	476	325	47% ↑
EBITDA	148	97	52% ↑
<i>EBITDA%</i>	31.0%	29.9%	
PAT	78	55	41% ↑
<i>PAT%</i>	16.4%	17.0%	

In INR Crore

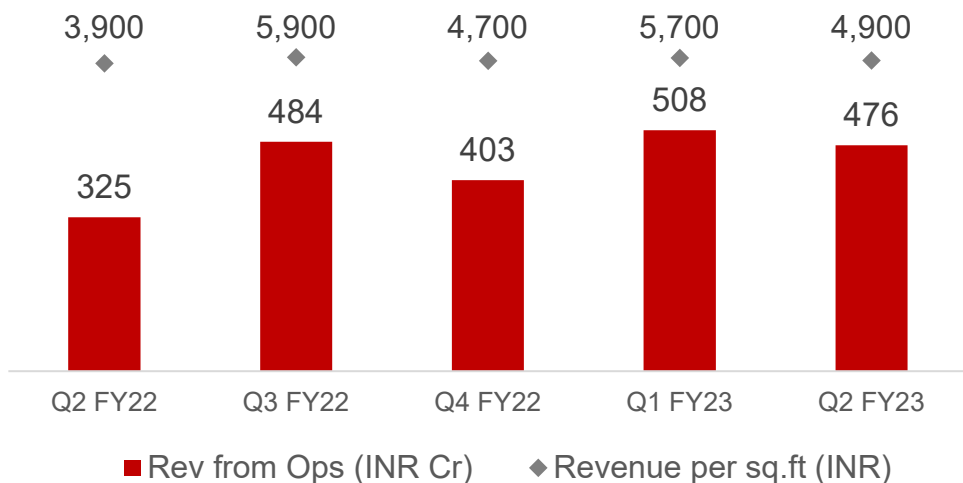
Business Highlights

- ❖ Store expansion picking pace with net addition of 28 stores across all formats during the quarter. (48 net additions in H1 FY23)
- ❖ Highest ever quarterly Ecommerce sales (including omni-channel) of Rs 41 cr. Growth momentum continues as sales grew 21% (Q2 FY23 vs Q2 FY22).
- ❖ As guided, gross margins moderated marginally in Q2 primarily due to EOSS (End of Season Sales) impact in Aug-Sep and change in inhouse v/s Outside brands mix. In coming quarters, overall gross margins may normalize back to around ~ 55-57% levels. (average seen over last few years).

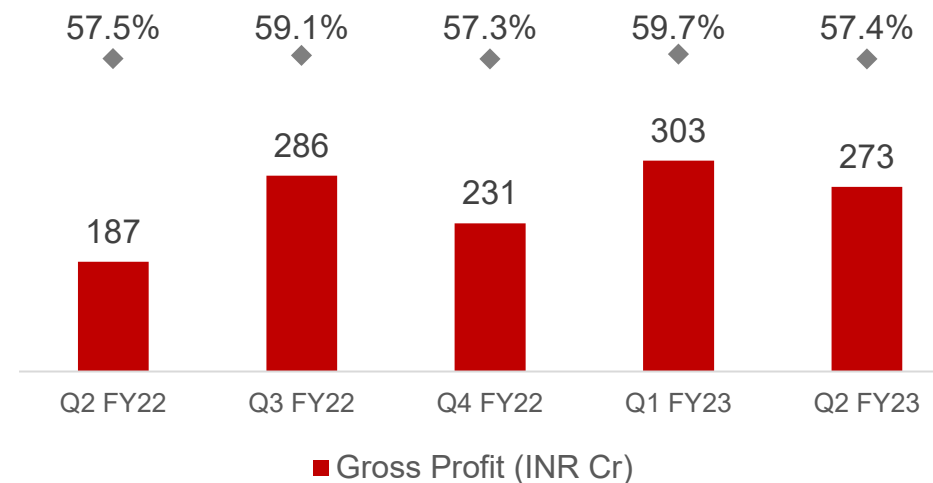


Q2 Business Highlights (Consolidated)

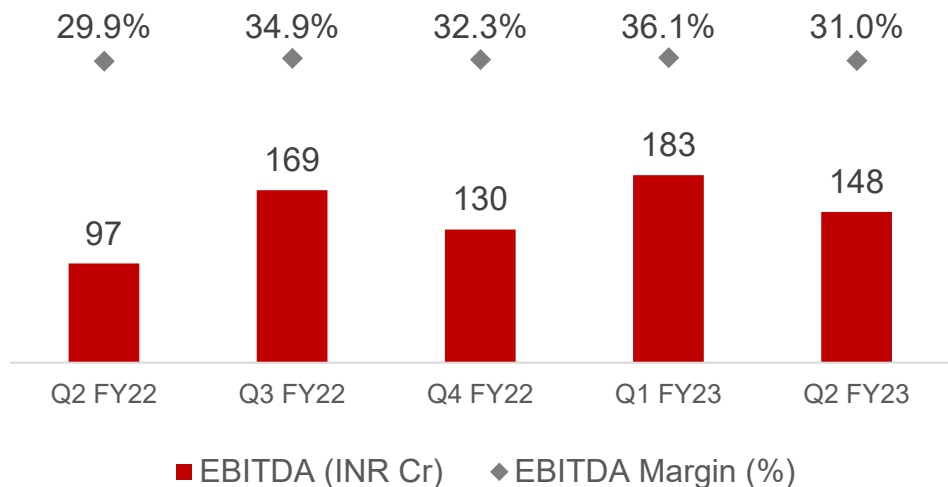
Revenue from Operations and Revenue per sq.ft



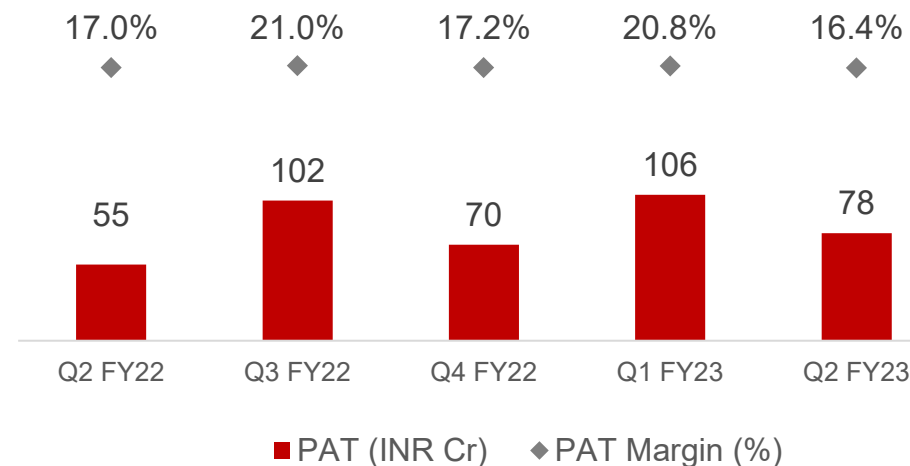
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



PAT and PAT Margins

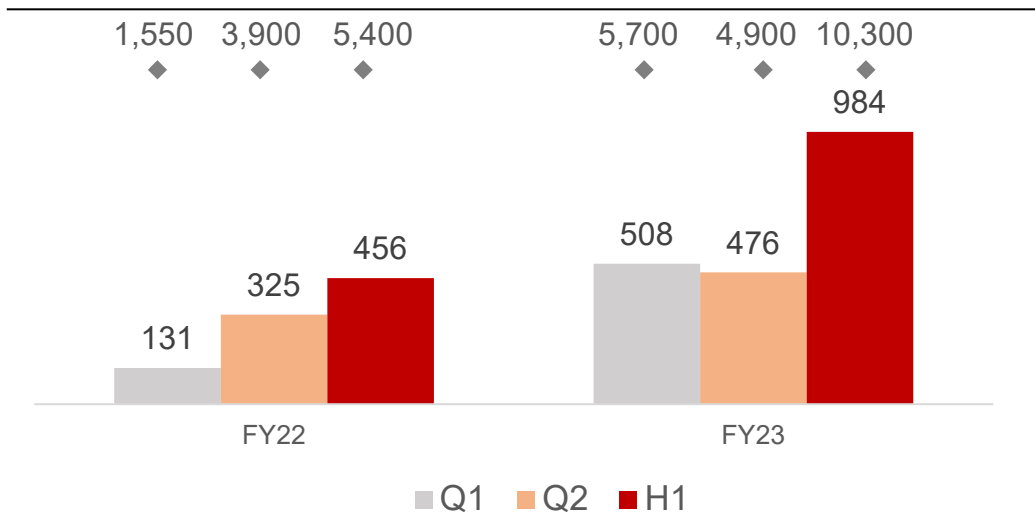


Note: Numbers and decimals rounded off . Revenue per sq.ft is calculated on stores revenue.

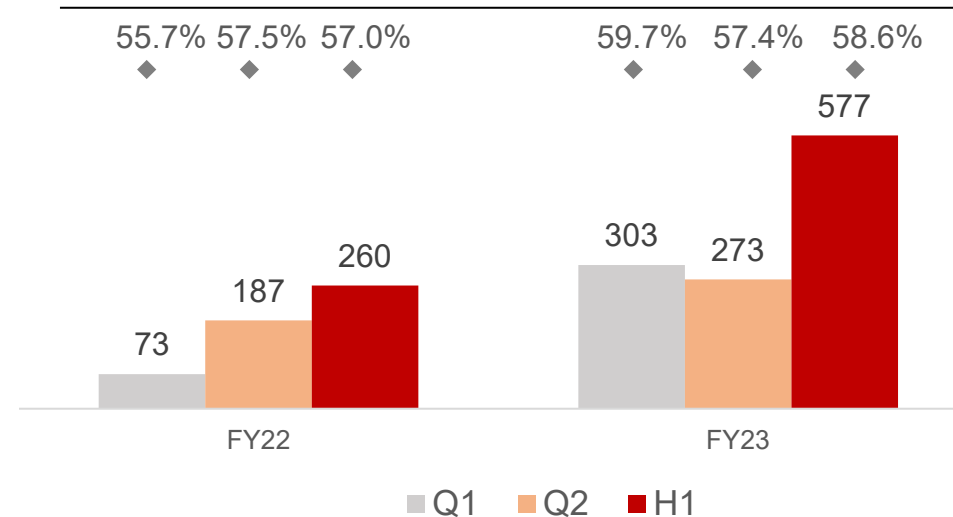


H1 Business Highlights (Consolidated)

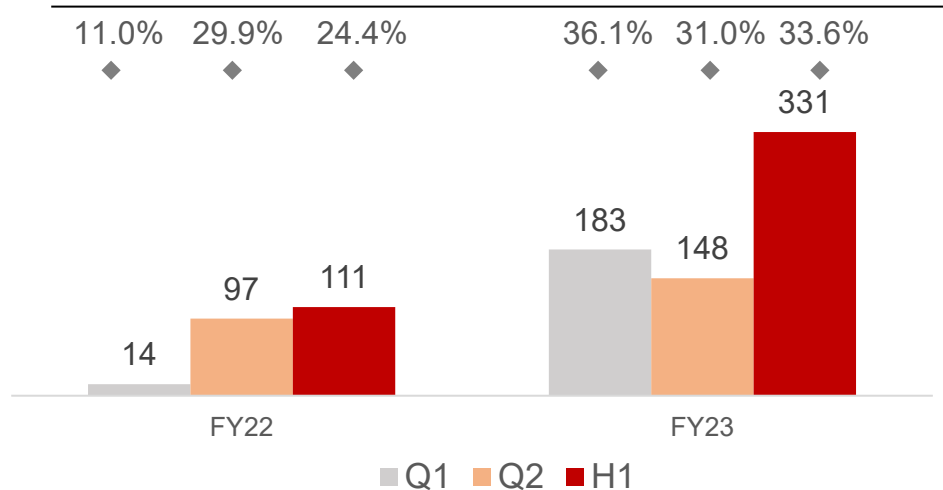
Revenue from Operations and Revenue per sq.ft



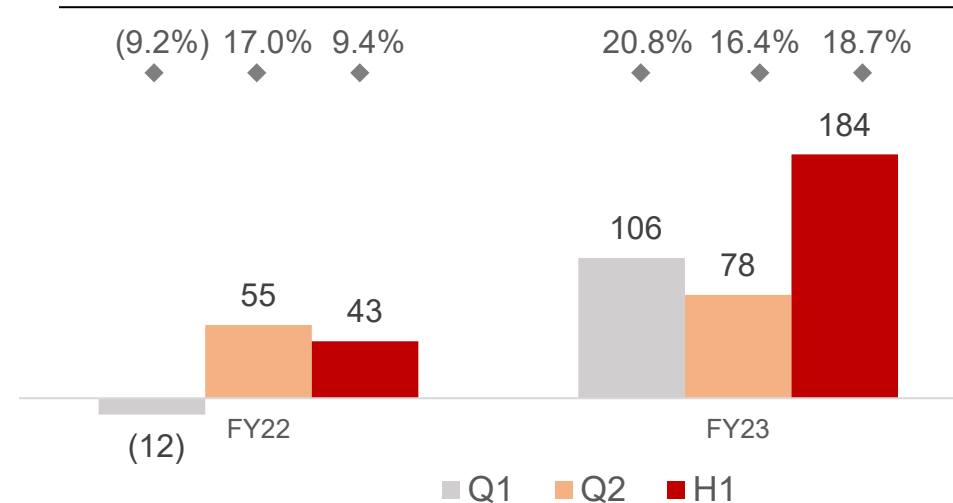
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



PAT and PAT Margins



Note: Numbers and decimals rounded off. Revenue per sq.ft is calculated on stores revenue.



Signed a share purchase agreement for 100% acquisition of Cravatex Brands Limited

- ❖ Cravatex Brands holds exclusive long-term license for the Italian sportswear brand **FILA** & owns the Indian sportswear brand **Proline**.
- ❖ This acquisition fits the strategic vision of Metro Brands Ltd to expand its presence in the sports and athleisure space in India. We look forward to elevate the sportswear landscape in India and address significant white space in our product portfolio as of date.
- ❖ MBL will be able to leverage sales across all formats i.e. Exclusive Brand Stores, Multi Brand Stores, Airport Stores, Distribution, Online Marketplaces and Webstores for these brands.

- ❖ **Key highlights of FILA agreement are:**
 1. Long term license agreement.
 2. Exclusive rights across multiple geographies (i.e. Apart from India, it includes Sri Lanka, Bangladesh, Pakistan, Nepal and Bhutan).
 3. Entire gamut of FILA product range available (i.e. Footwear, Apparels & Accessories).
 4. Certain obligations w.r.t payment of minimum License fees and marketing expenses.

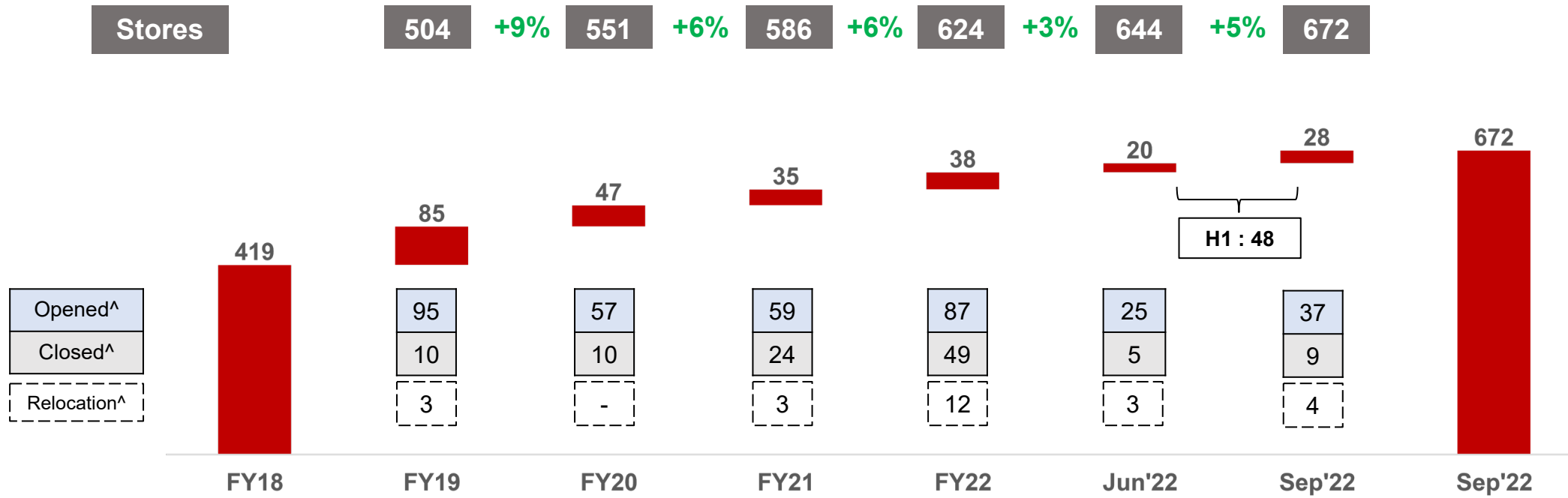
Inventory buying front loaded in view of upcoming festive & wedding season

- ❖ Adequate inventory to cater to upcoming festive / wedding season & new store openings to avoid any sale loss due to stock outs.
- ❖ We are cautiously tracking prices of raw material, and we continue to engage with our vendor partners to evaluate all means to cushion expected MRP revisions of our upcoming footwear / accessories range.

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

- ❖ Highest ever quarterly & half yearly Ecommerce sales (including omni-channel) of Rs 41 cr and Rs 79 cr respectively.
- ❖ Growth momentum in online sales (including omni-channel sales) continues with 50% growth on YoY basis. [H1 FY23 v/s H1 FY22].
- ❖ In H1 FY23, Online sales (including omni-channel sales) contribution is 8.2%. (as compared to 2.5% in FY20, 7.3% in FY21 and 8.4% in FY22). Last 3 years online sales CAGR is 79%.

Year wise Store additions



	FY19	FY20	FY21	FY22	Jun'22	Sep'22
Metro	209	218	219	231	238	255
Mochi	136	145	145	162	168	173
Walkway	63	70	73	53	56	58
Crocs	96	118	149	178	181	185
Fitflop	-	-	-	-	1	1
Total Stores	504	551	586	624	644	672

Note: [^]Opened and closed stores include relocated stores. Decimals rounded off



Profit & Loss Statement (Standalone)

In INR Crore

Particulars	Q2 FY23	Q1 FY23	Q2 FY22	H1 FY23	H1 FY22	FY22
Revenue from Operations	463	497	314	961	440	1,312
Other Income	12	9	17	21	33	58
Total Income	475	506	332	981	474	1,371
EXPENSES						
Purchases of stock-in-trade	286	258	153	544	238	684
Changes in inventories of stock in trade	(89)	(59)	(18)	(148)	(50)	(134)
Employee Benefits Expense	41	38	28	79	50	116
Finance costs	15	13	12	28	23	50
Depreciation and amortisation expenses	41	39	34	80	65	134
Other expenses	83	79	60	162	95	244
Profit before tax for the period/year	99	138	63	236	52	278
Net Tax Expense	25	35	13	59	12	70
Profit after tax for the period/year	74	103	50	177	40	208
Other comprehensive income	0	(1)	1	(1)	1	1
Total comprehensive income for the period/year	74	102	51	176	41	208

Note: Numbers rounded off

Profit & Loss Statement (Consolidated)

In INR Crore

Particulars	Q2 FY23	Q1 FY23	Q2 FY22	H1 FY23	H1 FY22	FY22
Revenue from Operations	476	508	325	984	456	1,343
Other Income	12	9	17	21	33	59
Total Income	488	517	342	1,005	489	1,402
EXPENSES						
Purchases of stock-in-trade	295	263	155	558	245	700
Changes in inventories of stock in trade	(92)	(59)	(17)	(150)	(49)	(134)
Employee Benefits Expense	43	40	29	82	53	121
Finance costs	15	13	12	28	24	50
Depreciation and amortisation expenses	41	39	34	80	65	134
Other expenses	83	81	61	164	96	247
Profit before tax for the period/year	103	140	68	242	56	283
Net Tax Expense	25	34	13	60	13	70
Share of (loss)/ profit of a Joint Venture	0	1	0	1	0	1
Profit after tax for the period/year	78	106	55	184	43	214
Other comprehensive income	0	(1)	1	(1)	1	0
Total comprehensive income for the period/year	78	105	56	183	44	215

Note: Numbers rounded off

Balance Sheet (Consolidated)

Balance Sheet

In INR Crore

Particulars	As at September 30, 2022	As at March 31, 2022
Non-current assets		
Property, plant and equipment	252	235
Capital work-in-progress	13	6
Right of use assets	715	610
Intangible assets	3	3
Intangible assets under development	1	1
Financial assets	69	63
Deferred tax assets (net)	26	22
Non-current tax assets	2	3
Other non-current assets	4	4
Current assets		
Inventories	575	424
Financial assets		
Investments	529	393
Trade receivables	84	48
Cash and cash equivalents	37	62
Bank Balances other than above	218	335
Loans	2	1
Other financial assets	25	19
Other current assets	62	73
Assets classified as held for sale		3
Total assets	2,617	2,305

Particulars	As at September 30, 2022	As at March 31, 2022
Equity		
Equity share capital	136	136
Other equity	1,290	1,129
Non-Controlling Interests	25	22
Non - current liabilities		
Financial liabilities	699	598
Provisions	1	1
Current liabilities		
Financial liabilities		
Borrowings	2	-
Trade payables	270	211
Lease liabilities	107	94
Other financial liabilities	23	21
Other Current liabilities	46	80
Provisions	6	4
Current tax liabilities (Net)	12	9
Total equity and liabilities	2,617	2,305

Net core working capital days

In INR Crore

	H1 FY23	FY22
Inventory	575	424
Trade receivables	84	48
Trade payables	(270)	(211)
Net Core Working Capital	389	261
Revenue from operations	984	1,343
Net Core Working Capital days	71	71

Note: Numbers rounded off

Cash Flow statement (Consolidated)

Particulars	In INR Crore	
	For the six month period ended September 30, 2022	For the six month period ended September 30, 2021
Cash flow from Operating Activities		
Profit/(loss) before tax for the year	242	56
Add: Non-cash items/re-classification	92	57
Operating profit before working capital changes	335	113
Movement in working capital:		
(Increase)/Decrease in Trade Receivable	(35)	(19)
(Increase)/Decrease in Inventories	(150)	(49)
Increase/(Decrease) in trade and other payables	57	30
Increase/(Decrease) in other assets/liabilities	(26)	(24)
Cash generated from operations	180	52
Less: Income taxes paid	(60)	(26)
Net cash generated from operating activities	120	26
Cash flows from investing activities		
Net Capital expenditure	(40)	(19)
Net investments in FD & other investments	(9)	60
Net cash from/ (used in) investing activities	(49)	41
Cash flow from financing activities		
Proceeds from issue of shares	1	-
Payment of share issue Expenses	(2)	-
Payment of Lease Liabilities	(76)	(44)
Final and interim dividends including Dividend Tax paid	(20)	(30)
Availments/Repayments of/from borrowings & interest payment	2	(1)
Net cash from/ (used in) financing activities	(96)	(74)
Net increase/(decrease) in cash and cash equivalents	(24)	(7)
Cash and cash equivalents at the beginning of the year/period	62	26
Cash and cash equivalents at the end of the year/period	37	19

Note: Numbers rounded off





BRIEF OVERVIEW



Q2 & H1 FY23 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



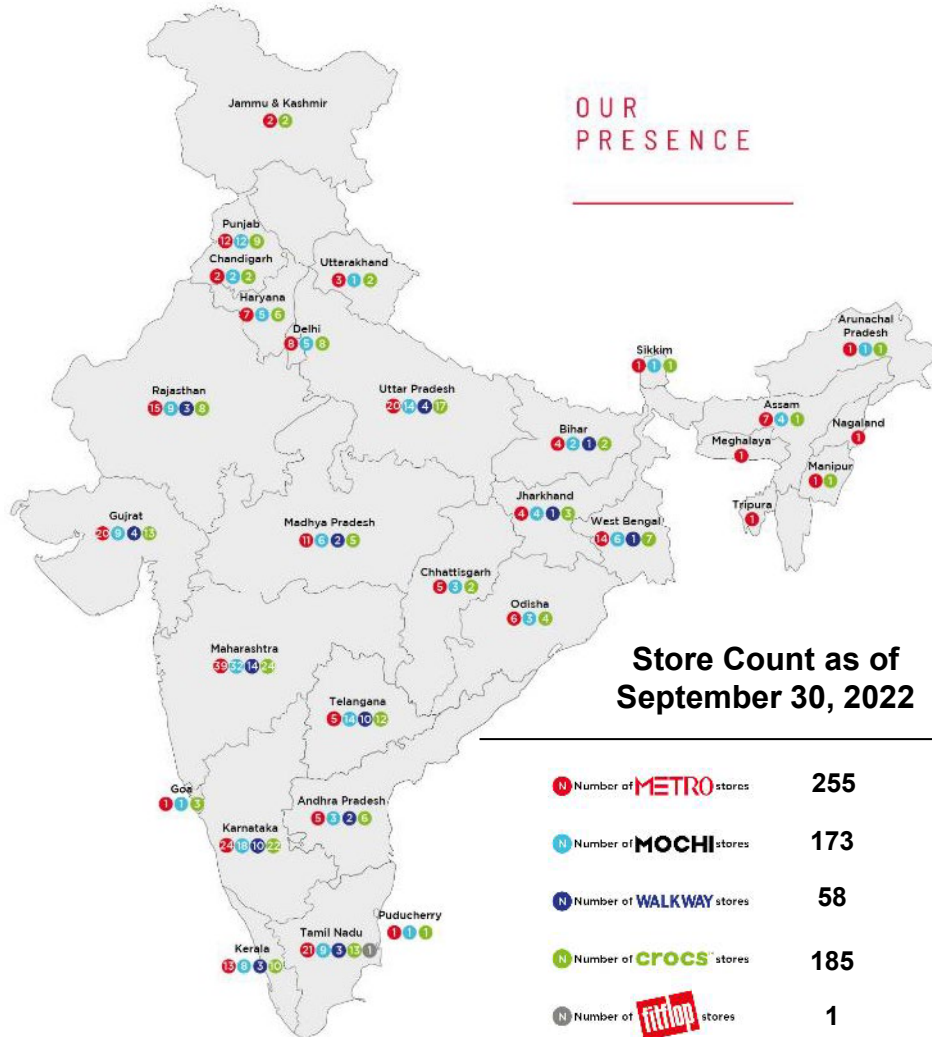
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Strong track record of growth, profitability and financial discipline

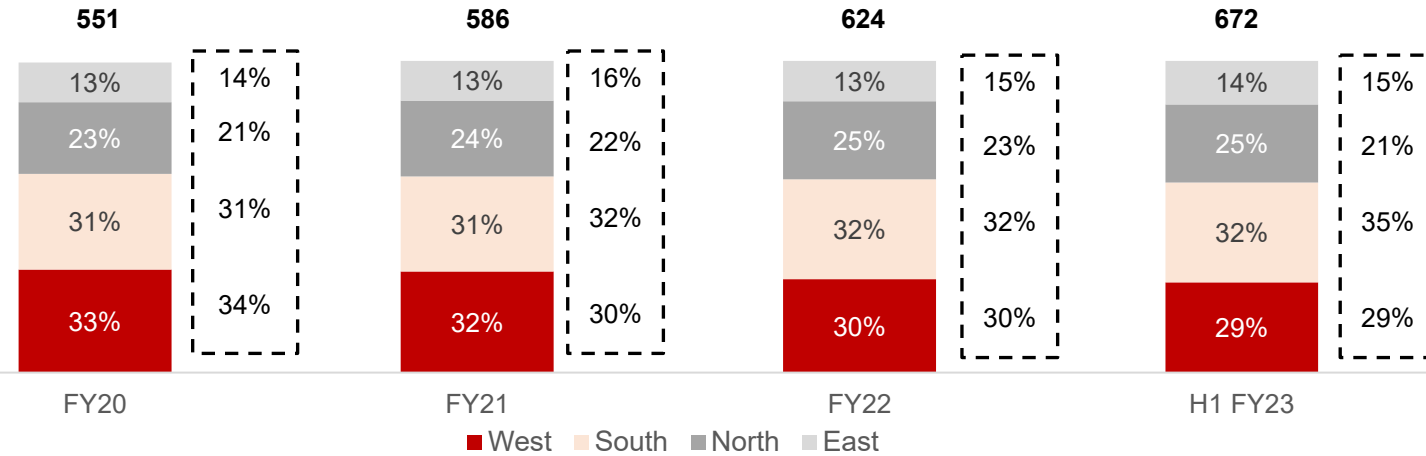


One of India's largest pan India footwear retailers¹ with a brand appeal among aspirational consumer segments

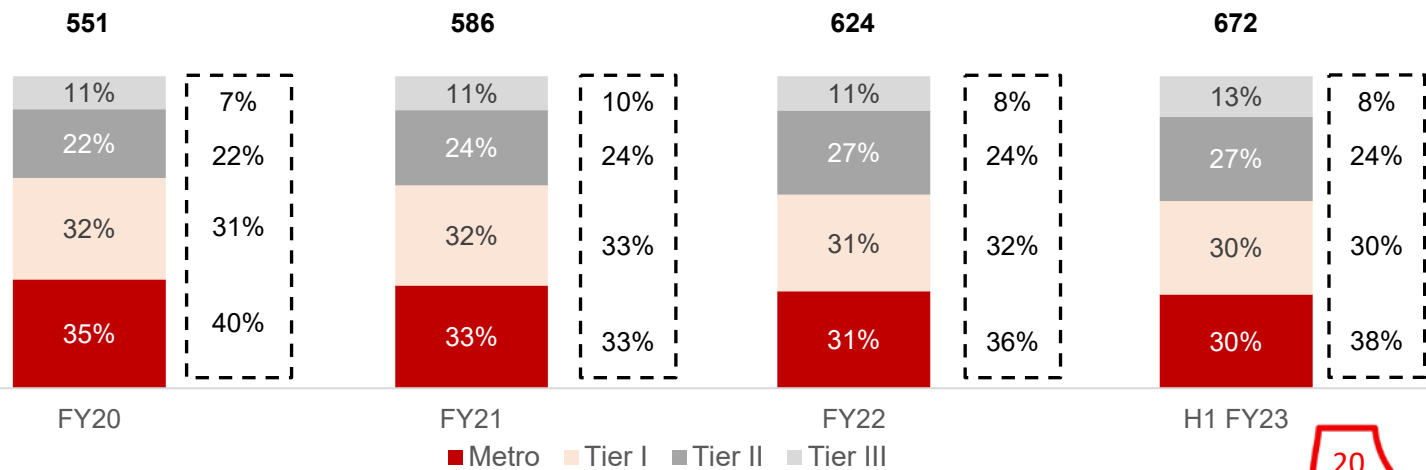
PAN India Network of Retail Outlets (as of Sep'22)



...with diversified presence across regions²



Increasing presence in Tier II and Tier III cities²



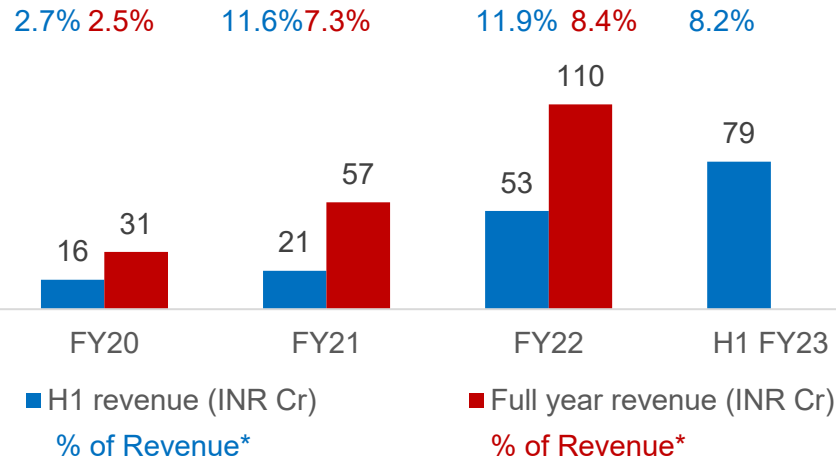
Note: Map is not to scale ; Decimals rounded off

¹CRISIL Research ; ²Figures represent store count as of September 30, 2022

☐ denotes % share in Total Store Product Sales

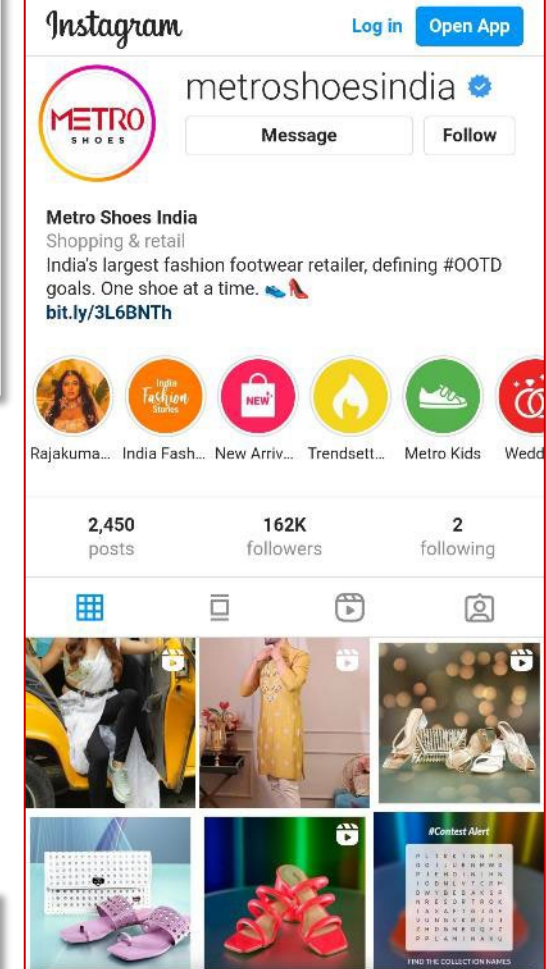
Pivoting from primarily "Offline" to an "Omni-channel" enabled footwear and accessories retailer

E-commerce – Online & Omnichannel

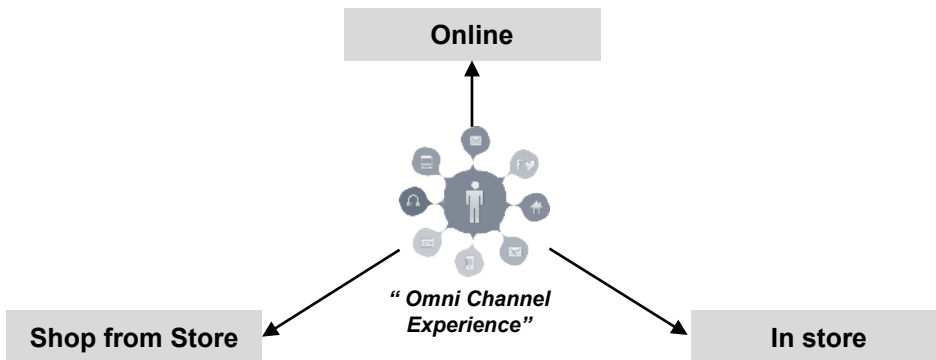
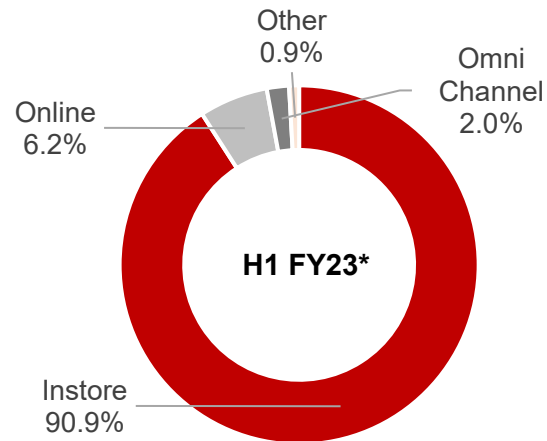


- ❖ Majority of online business comes through leading e-commerce marketplaces (Present on 6 Major E-commerce marketplaces)
- ❖ Manage three own brand websites (www.metroshoes.com, www.mochishoes.com and www.walkwayshoes.com) and one exclusive brand www.fitflop.in
- ❖ Marketing through Social Media platforms
- ❖ 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)



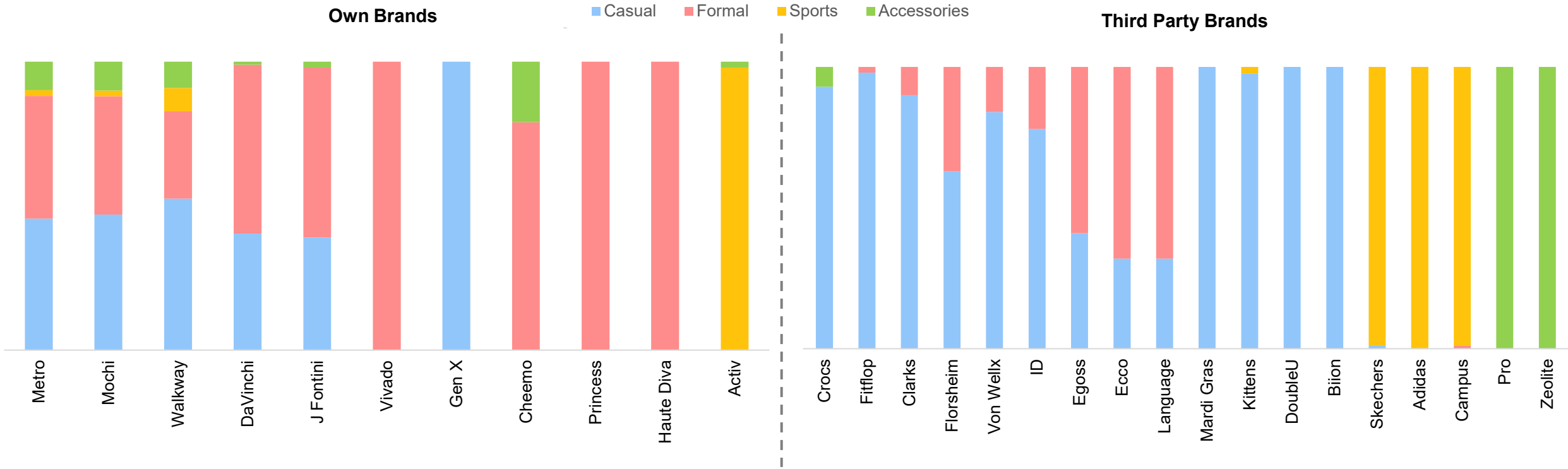
Revenue Breakup - Instore & E-commerce



- ❖ 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



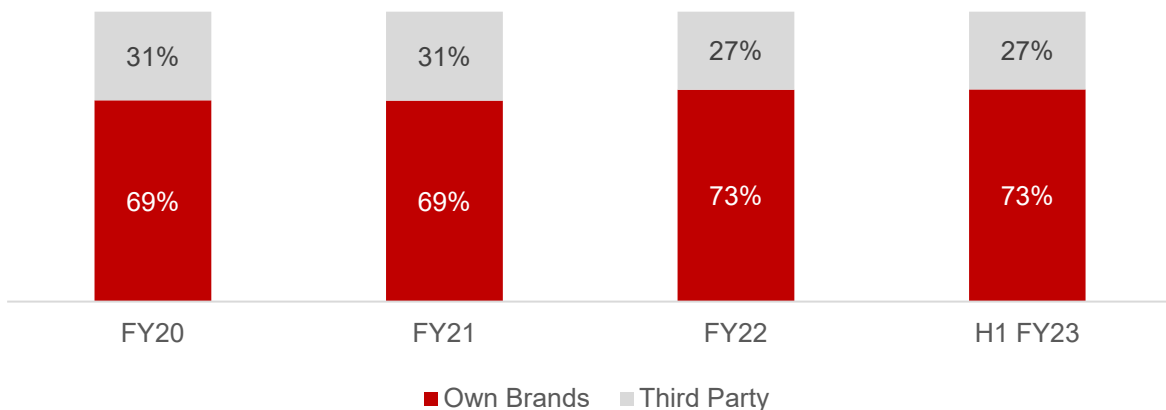
Product Presence across various Product Categories

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

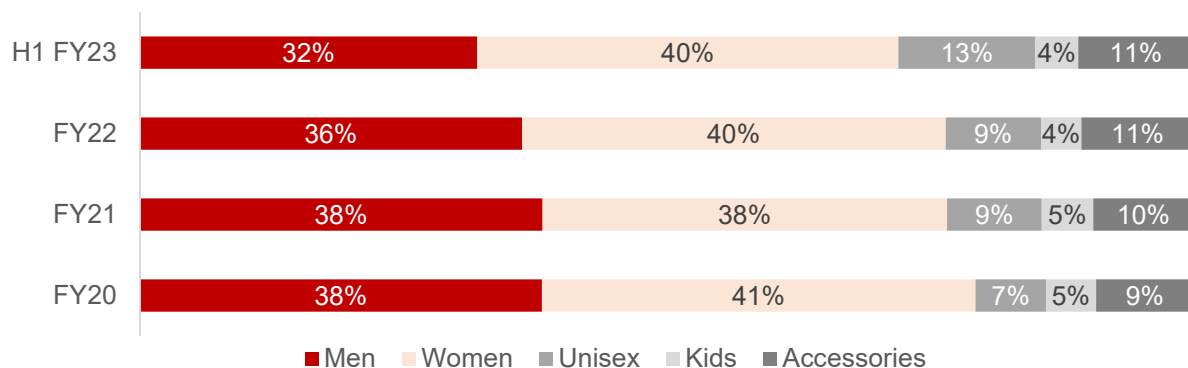


Wide range of brands and products catering to all occasions across age groups and market segments resulting in strong customer loyalty (2/3)

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

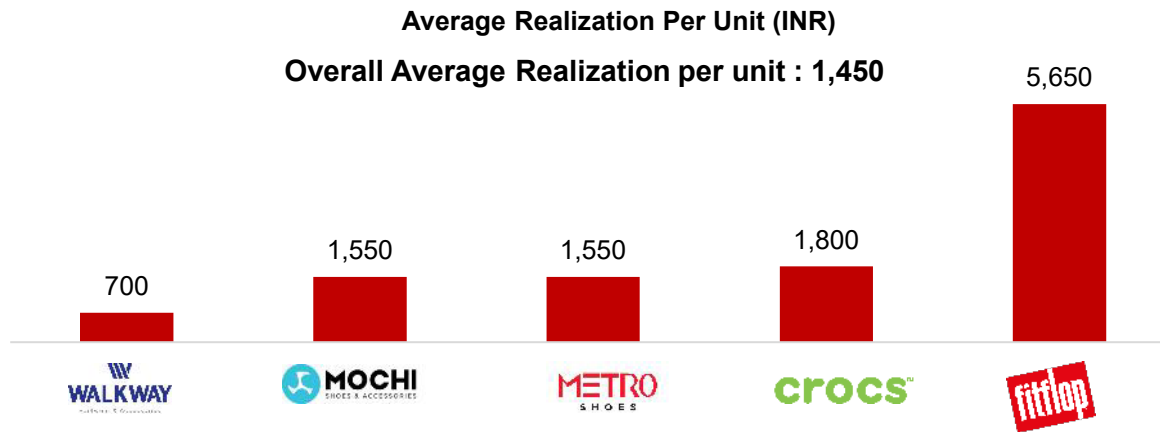


One Stop Shop for all the family members¹

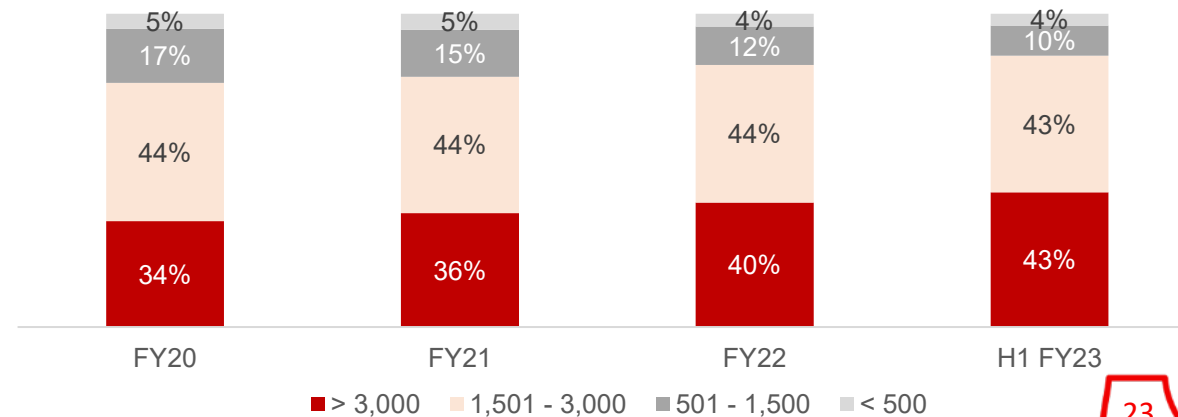


¹% of Total Store Product Sales
Note : Numbers and decimal rounded off

Targeting Mid and Premium Segment through 5 different Brand Outlets

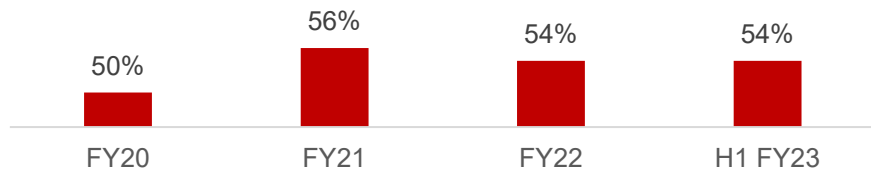


Product Pricing wise Sales Mix¹

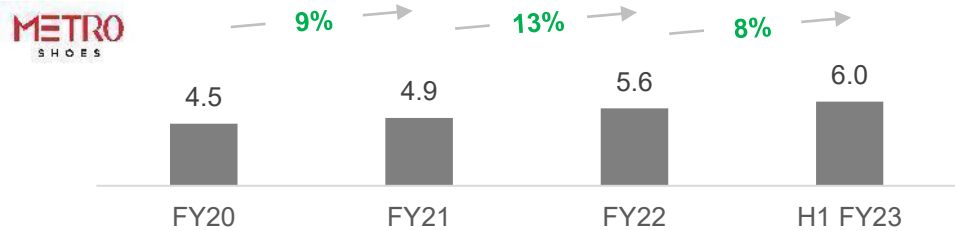


Repeat Sales to Members of Loyalty programs

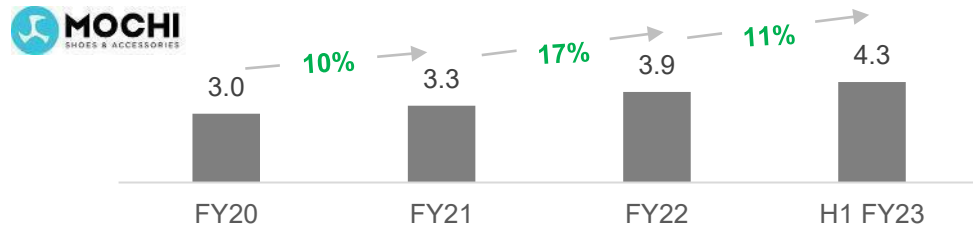
% Total Product Sales



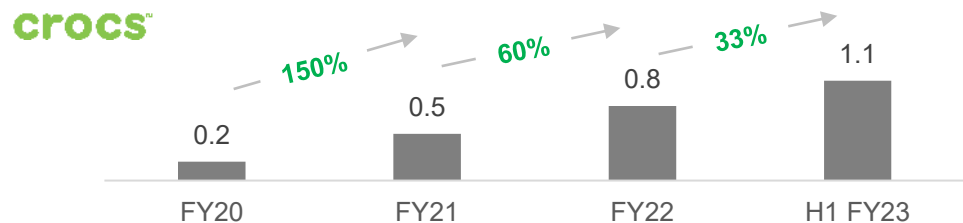
Club Metro (2007*) – Loyalty Program Members (Mn)



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



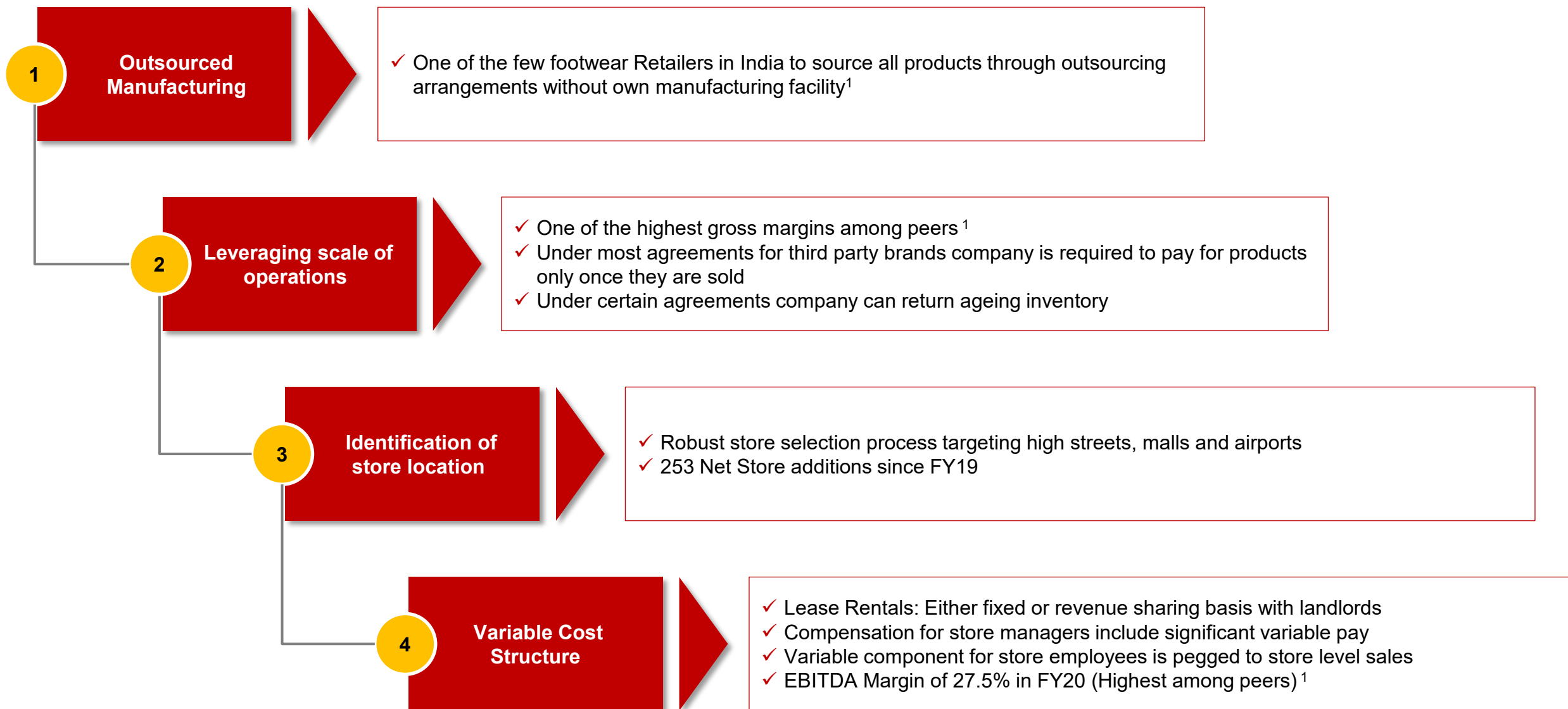
Valid for a period of one year from the data of purchase unless specified otherwise

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 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

Focus on Product Assortment

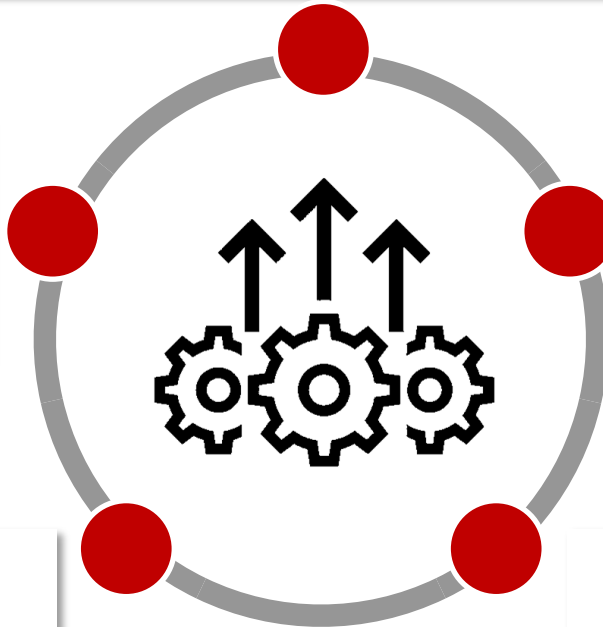
- ❖ Theory of Constraints (TOC) method for supply chain offering greater predictability of products in demand and reducing stock outs

New Designs and Styles

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

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, and e-com platforms

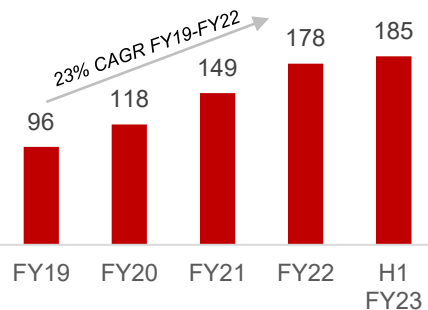
WIDE REACH

- 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 and first store opened in April 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 of Engineering degree from IIT-Roorkee, and an MBA from University of California, Los Angeles, USA
- ❖ Presently serving as the Chairman 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 Co-Founder, Group CEO and Executive Vice Chairman at 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 and is a CFA Charter Holder
- ❖ Currently serves on the Boards of Carnelian Asset Advisors Pvt Ltd, BSAS Infotech Ltd, Tibbs Foods Pvt. Ltd. and Course5 Intelligence 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 – 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

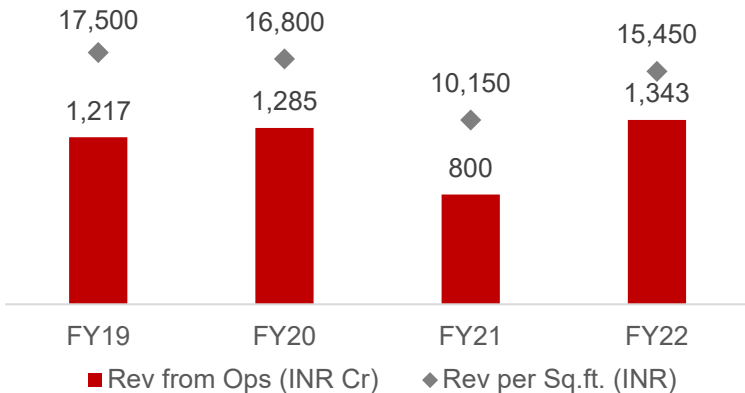


KAUSHAL KHODIDAS PAREKH,
Chief Financial Officer

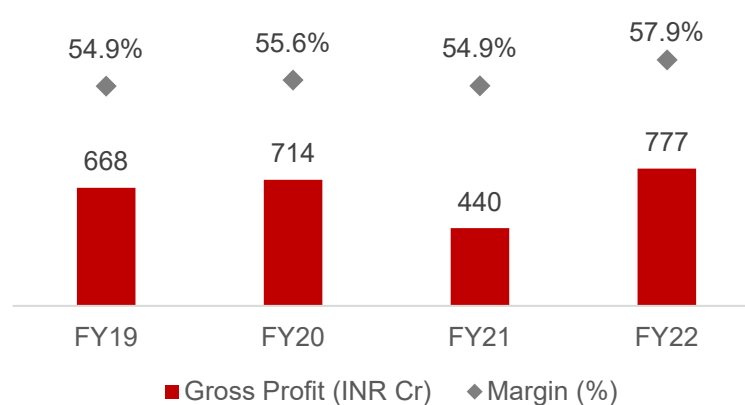
- ❖ Holds bachelor's of commerce degree in Financial Accounting and Auditing (Special) and is a qualified Chartered Accountant & Company Secretary.
- ❖ Previously associated with Ernst & Young, PwC & N. M. Rajji & Co.



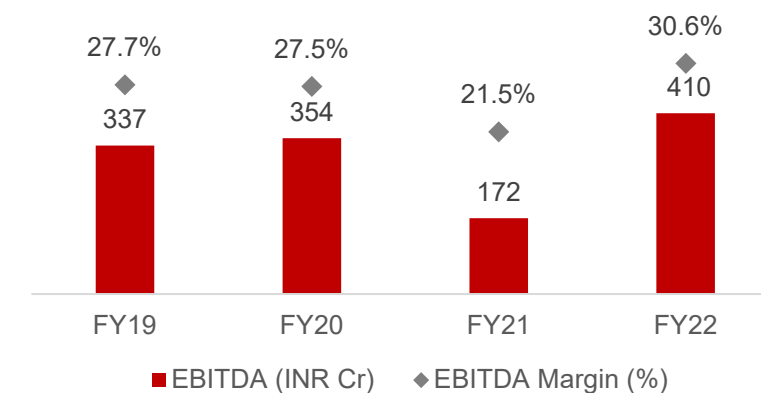
Revenue from Operations



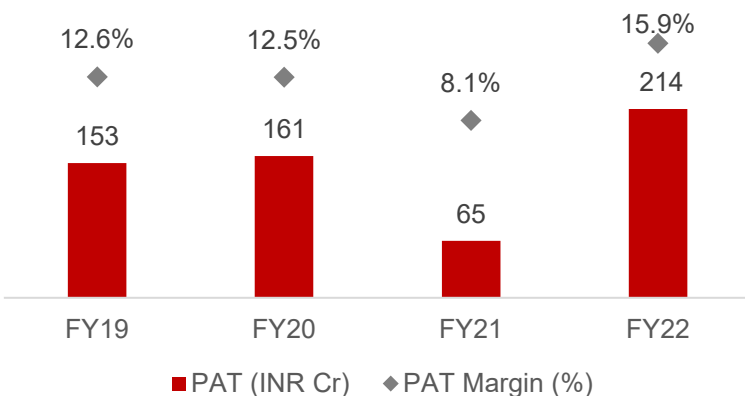
Gross Profit and Gross Margins



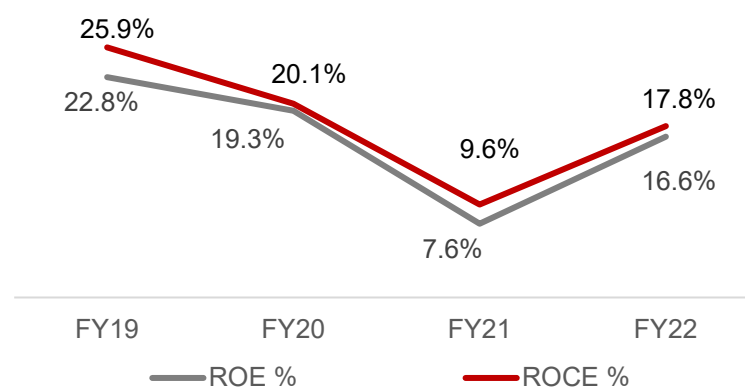
EBITDA and EBITDA Margins



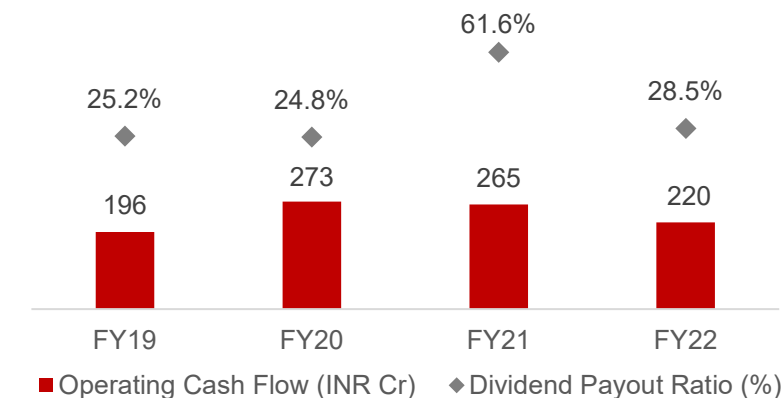
PAT and PAT Margins



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 FY23 BUSINESS
HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



SUSTAINABILITY INITIATIVES &
OTHERS

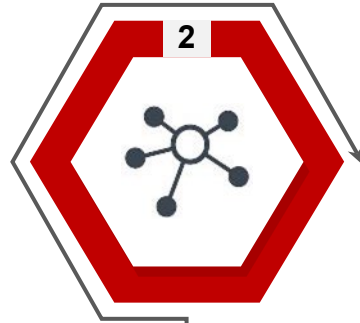


APPENDIX:
INDUSTRY OVERVIEW



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 / Fittflop 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



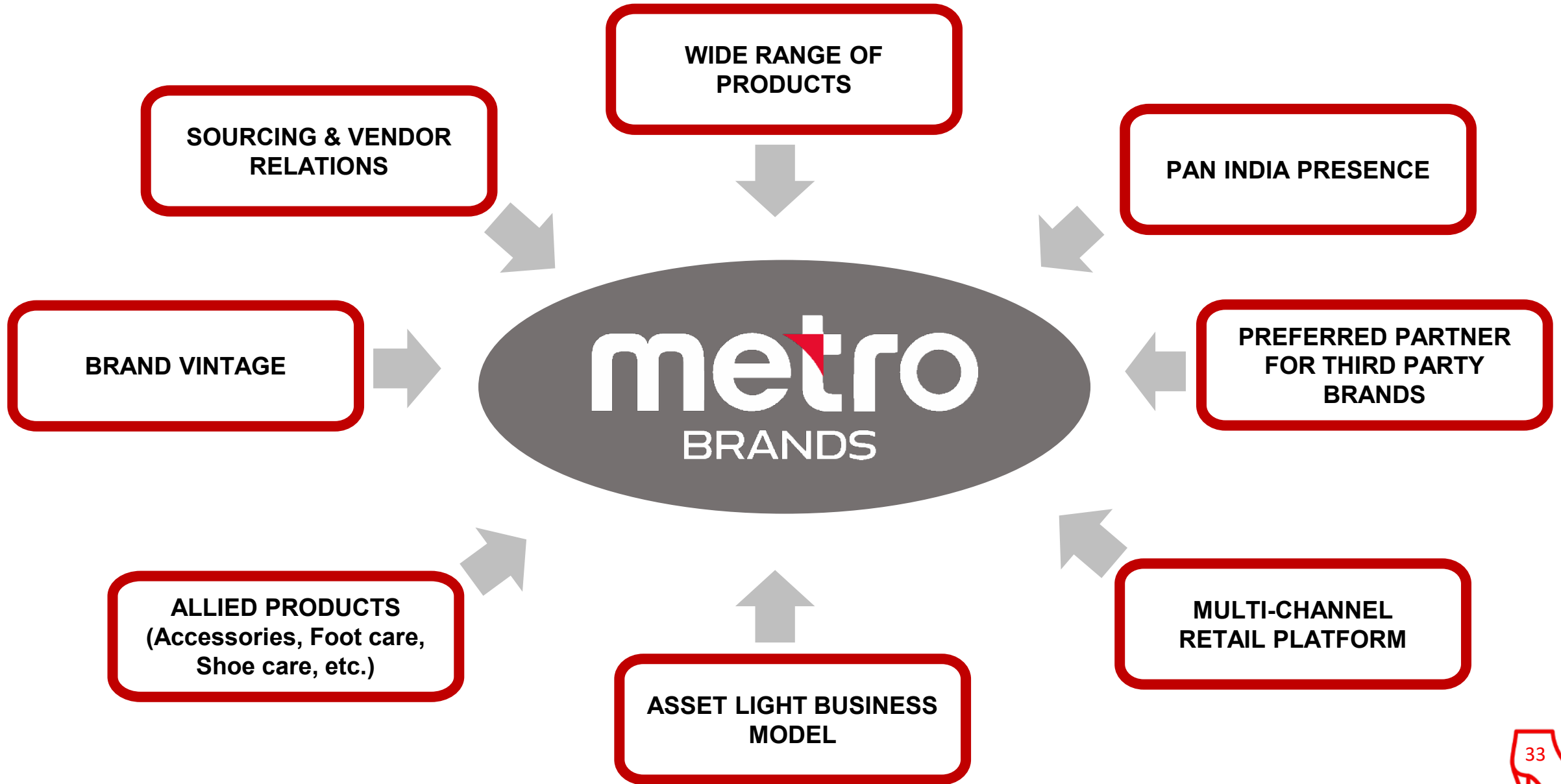
Expand Portfolio of Accessories and others

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



Inorganic Opportunities

Evaluation basis targeted returns, operational scale and diversification criteria





BRIEF OVERVIEW



Q2 & H1 FY23 BUSINESS
HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



**SUSTAINABILITY INITIATIVES &
OTHERS**



APPENDIX:
INDUSTRY OVERVIEW

Health & Well-being



- ❑ *Partnered with The Social Lab (TSL) and 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*
- ❑ *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.*

Environment

Sustainable Footwear and Packaging



- 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.

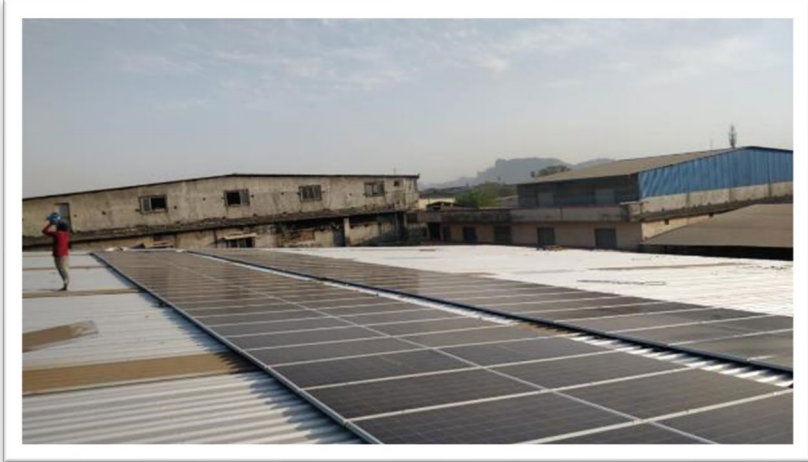


- Our packaging boxes use filler paper made of recycled & bio-degradable paper pulp
- Boxes with no additive of fresh wood or metal like Zinc & Lead

Environment

Solar rooftops at our warehouses

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



Recycling of discarded footwear

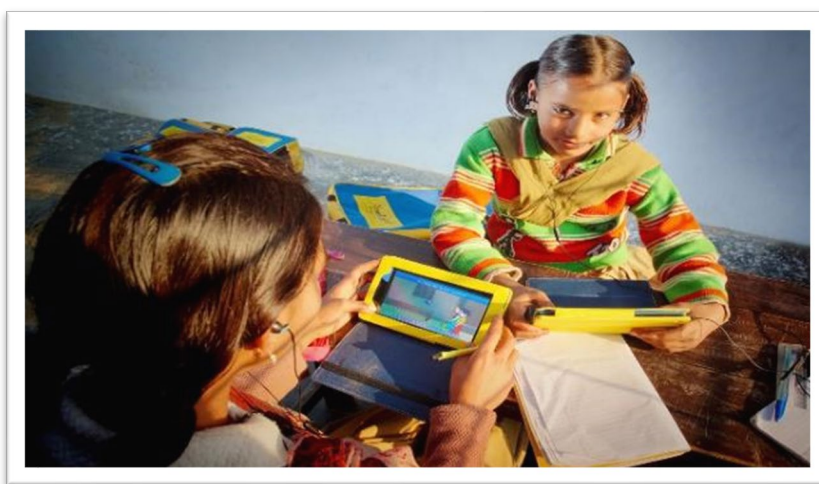
We are running a project for collection, sorting, transportation, processing (recycling & Pyrolysis) and co-processing of old, discarded, footwear – ODF in an eco-friendly manner of 300 tons over a period of 3 months.

Environment

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



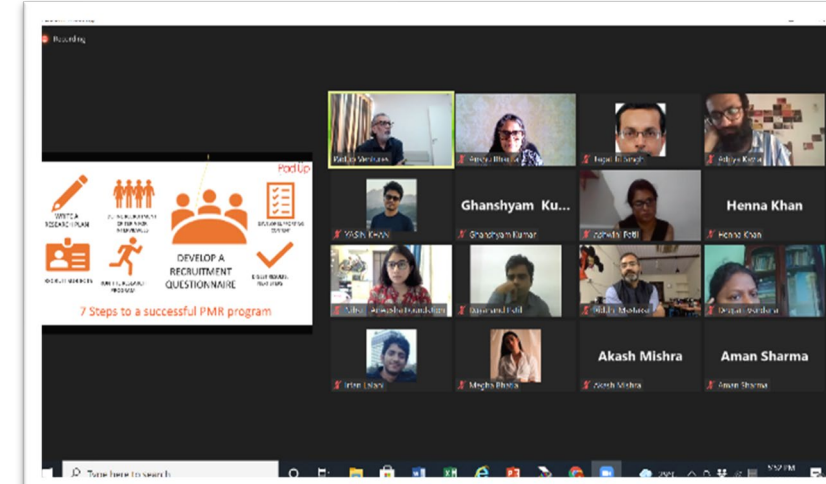
Education



Through Project Nanhi Kali, 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.



Through UnLtd India, **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



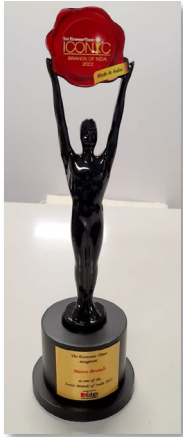
Through Fidai Girls Educational Institute, we **supported 80 children** of under privileged families of Maharashtra and Gujarat region by providing them an environment to excel in their academic life.



Supported as a co-funder in Mission Vriddhi, a project designed by Mantra to transform learning, teaching and leading school improvement in Bihar.

- ❑ We are supporting more than 200 trainees (unemployed youth) by providing them practical exposure through on-the-job training at Metro Brands Ltd, thus enhancing their skills and making them employable.

Awards & Recognition – (1/2)



Economic Times Awards

Iconic Brands of India Award, 2022



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.



IMAGE Fashion Awards

India's Most Admired Retailer, 2022



IMAGE Retail Awards

Most Admired Retailer – Footwear, 2022



MAPIC India Retail Awards

*Most Admired Retailer of the year
Footwear Category, 2022*



**India Retail Champions Award,
Retailers Association of India**

Footwear category, 2022



Technology Excellence Awards

*Best Use Of Cloud Services –
Ecommerce, 2022*

Awards & Recognition – (2/2)



Recognition Leadership

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



MAPIC India Retail Awards

Most Admired Retailer of the year Footwear Category, 2021



India Retail Champions Award,

Retailers Association of India Footwear category, 2021



IMAGE Retail Awards

Most Admired Retailer – Tech implementation, 2021



FRO Awards -Franchise India Awards

Retail Brand Of The Year ,2021



India Retail Tech Awards

Most Admired Omnichannel Retailer of the Year, 2021



BRIEF OVERVIEW



Q2 & H1 FY23 BUSINESS
HIGHLIGHTS



METRO'S STRENGTHS



LEVERS OF GROWTH



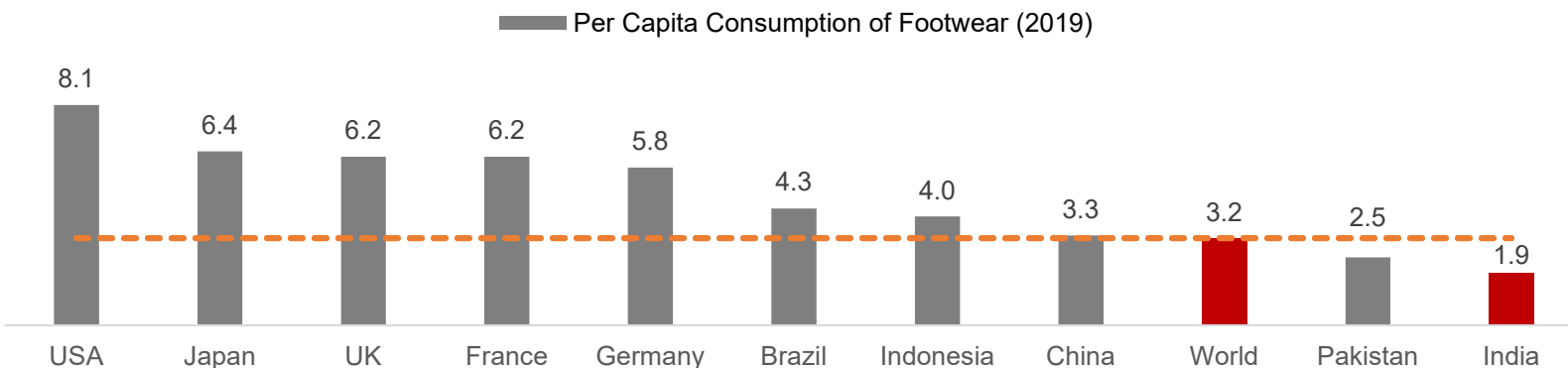
SUSTAINABILITY INITIATIVES &
OTHERS



**APPENDIX:
INDUSTRY OVERVIEW**

Industry Overview (1/2)

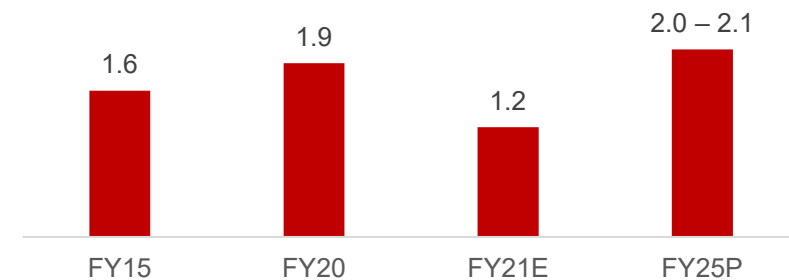
Low per capita footwear consumption in India as compared to other countries



Figures represent pairs of footwear

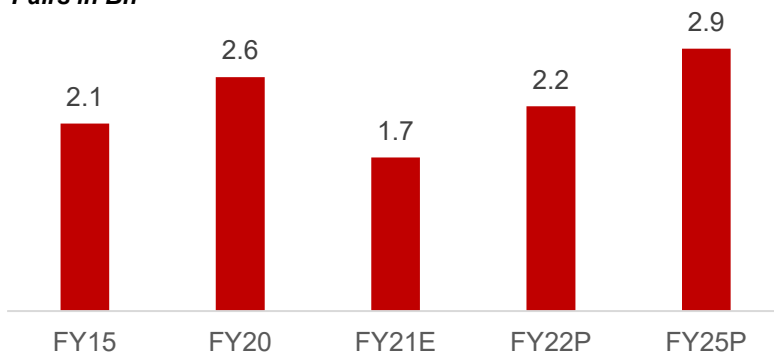
Per Capita footwear consumption India

Per capita consumption of footwear (pairs)



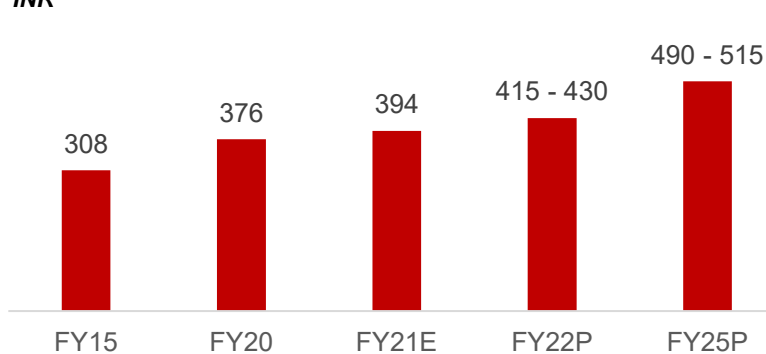
Indian Footwear Market Size (in Volume)

Pairs in Bn



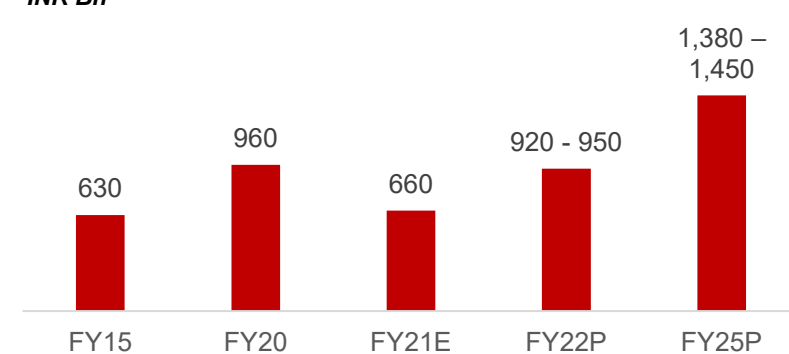
Avg. Selling Price for Footwear in India

INR



Indian Footwear Consumption in Value

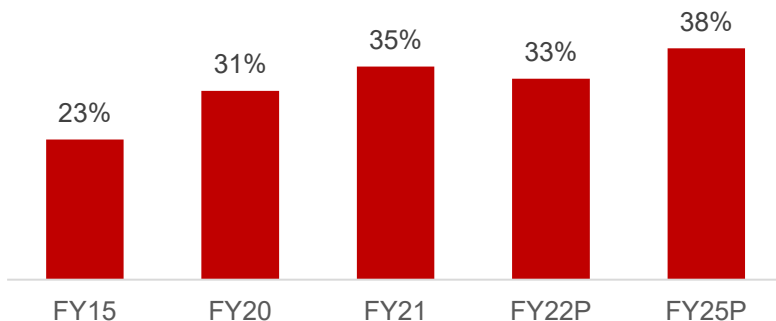
INR Bn



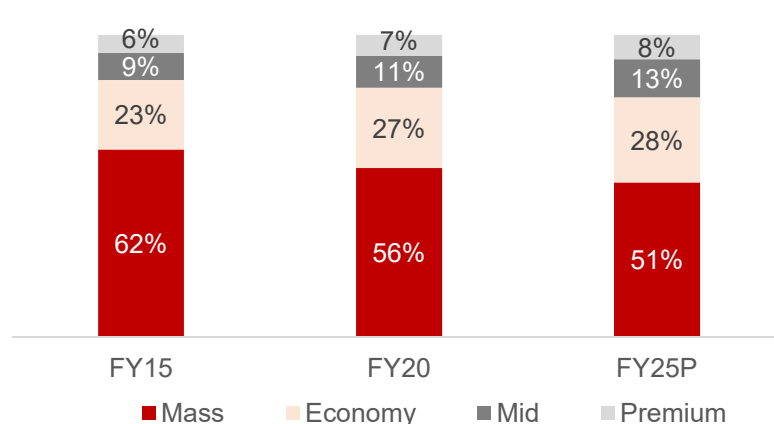
Industry Overview (2/2)

Organized Retail Penetration - Footwear

In Percentage (%)

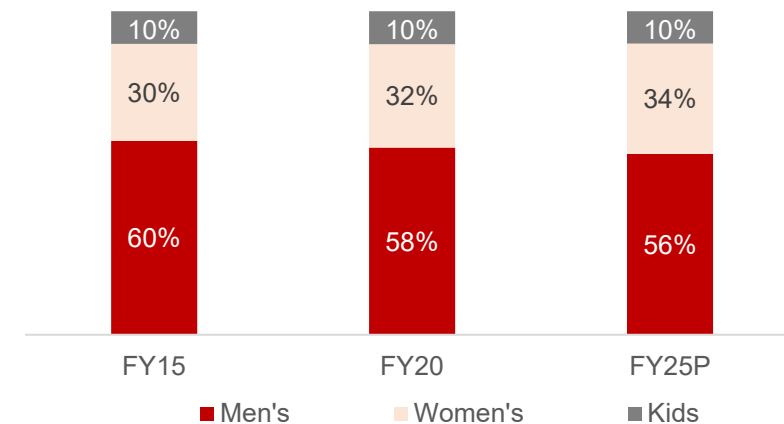


Segment wise market composition



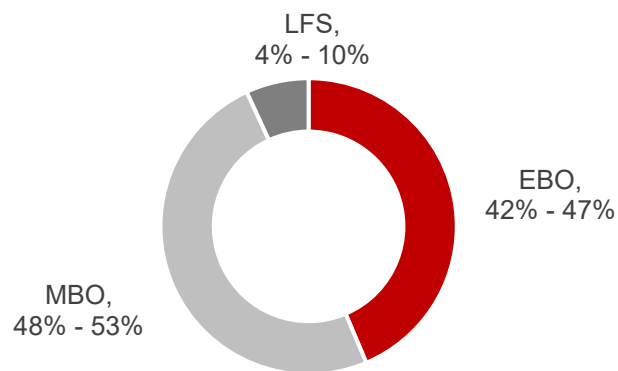
Note : % Share in Total Footwear Industry

Category wise market composition



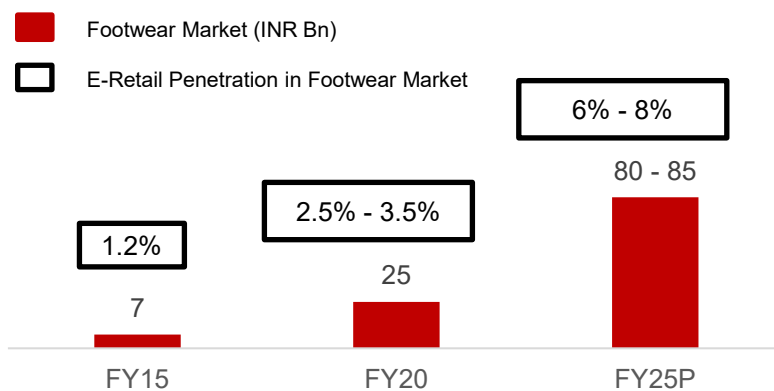
Note : % Share in Total Footwear Industry

Share of various Retail Formats (FY21)

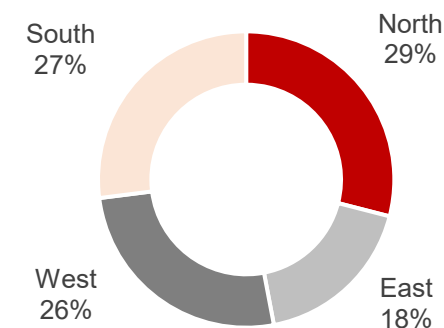


Note : Broad split of traditional offline formats for organized footwear industry

E-Retail Market in India



Region wise market composition (FY20)



Note : Breakup of Footwear Market in India

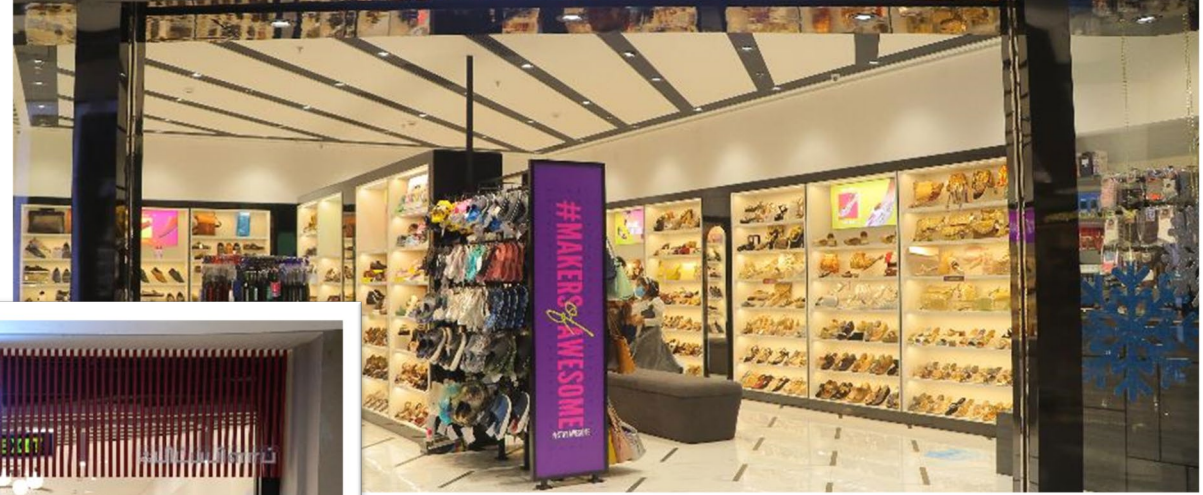


METRO

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MOCHI



fitlopp

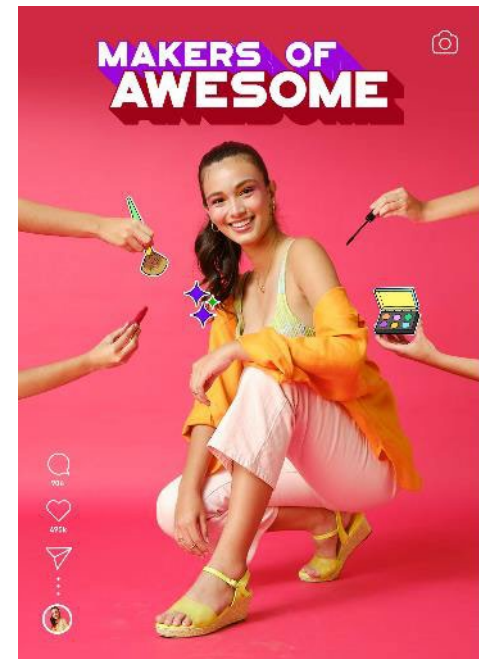
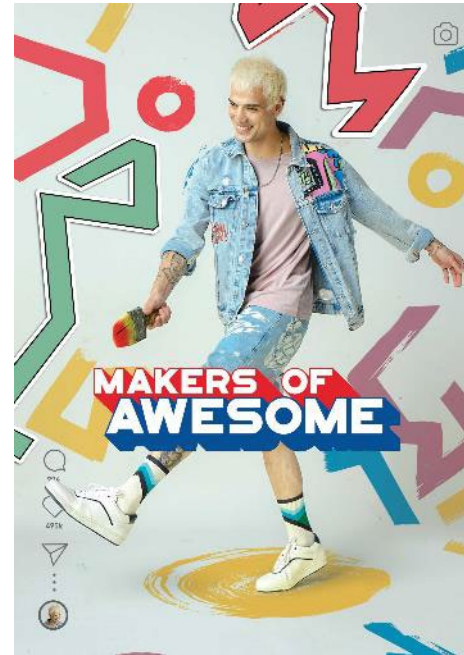


WALKWAY



crocs





THANK YOU