

September 05, 2022

The Manager
The Department of Corporate Services
BSE Limited
P. J. Towers,
Dalal Street, Mumbai - 400 001
Scrip Code - 540775

The Manager
The Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai - 400 051
Symbol - KHADIM

Dear Sir / Madam,

Ref: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations')

Sub: Intimation of Investor Meet & Investor's Presentation

Pursuant to the provisions of Regulation 30 of the Listing Regulations, please be informed that the Senior Management of our Company would be interacting with various Analysts / Investors on Tuesday, September 06, 2022 via meetings at Mumbai.

We enclose herewith our presentation, which would be placed before the Analysts / Investors during the aforesaid meetings for your information as well as for information of the general public.

The said presentation would also be available on the website of the Company at www.khadims.com.

Request you to kindly take the same on record.

Please note that the above schedule is subject to changes, if any, due to exigencies on the part of Company or Analysts / Investors.

Thanking You,

Yours faithfully,

For **Khadim India Limited**

Company Secretary & Head - Legal
ICSI Membership No. A21358

Encl: As above



CORPORATE PRESENTATION

KHADIM INDIA LIMITED

SEPT 2022

**CORPORATE
PRESENTATION**

— SEPTEMBER 2022 —





This presentation and the following discussion may contain “forward looking statements” by Khadim India Limited (“Khadim” or the Company) that are not historical in nature. These forward looking statements, which may include statements relating to future results of operations, financial condition, business prospects, plans and objectives, are based on the current beliefs, assumptions, expectations, estimates, and projections of the management of Khadim about the business, industry and markets in which Khadim operates.

These statements are not guarantees of future performance, and are subject to known and unknown risks, uncertainties, and other factors, some of which are beyond Khadim’s control and difficult to predict, that could cause actual results, performance or achievements to differ materially from those in the forward looking statements. Such statements are not, and should not be construed, as a representation as to future performance or achievements of Khadim.

In particular, such statements should not be regarded as a projection of future performance of Khadim. It should be noted that the actual performance or achievements of Khadim may vary significantly from such statements.

DISCUSSION SUMMARY

BUSINESS OVERVIEW

FINANCIAL PERFORMANCE

BUSINESS MODEL
& STRATEGIC INITIATIVES

NEW MARKETING INITIATIVES & FESTIVE
CAMPAIGNS

EMPLOYEE WELFARE, CSR & COVID
SAFETY MEASURES

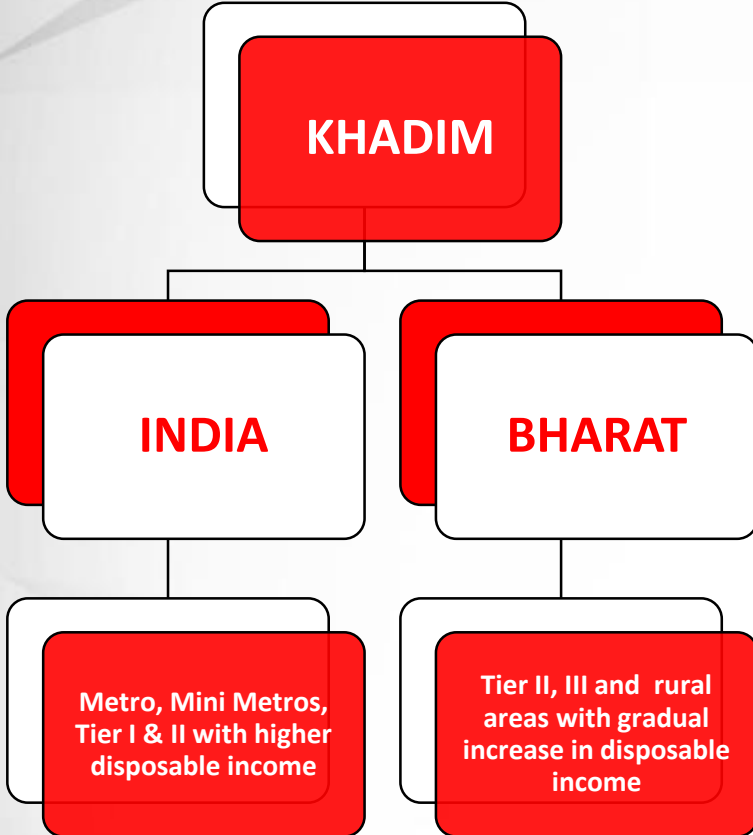




 **KHADIM**



“KHADIM – India & Bharat”



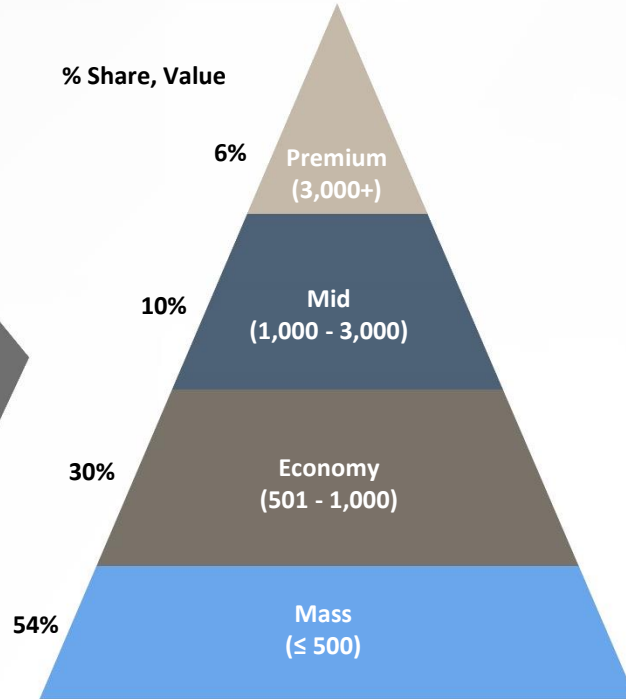
Khadim as a brand very well fits in the both the parts of the Country. On one side it offers premium yet affordable range of products across its retail stores catering to the demand of **India** with its top retails sub-brands like British Walker, Lazard, Cleo, Pro etc. and on the other side it also caters largely to the demand of **Bharat** by capitalising on its distribution network and products under the sub-brand of Wash N Wear, Kalypso, Fitnxt which offers a perfect mix of fashionably durable and affordable.

That's why we are the most preferred Brand across **India** and **Bharat!**

DISTINCT BRAND POSITIONING FOR VARIOUS MARKET SEGMENTS

Khadim's brand presence and product range makes it capable to address ~85% of the total Indian footwear market potential through its retail and distribution businesses

Footwear Market Segmentation
(MRP at retail stores in Rs)



58-60% of our retail sales comes from tier 2-tier 3 markets wherein 75-80% of our SKUs are below MRP 1000. ~80% of our distribution sales comes from tier 2-tier 3 markets wherein 85% of the SKUs would be below MRP 500.

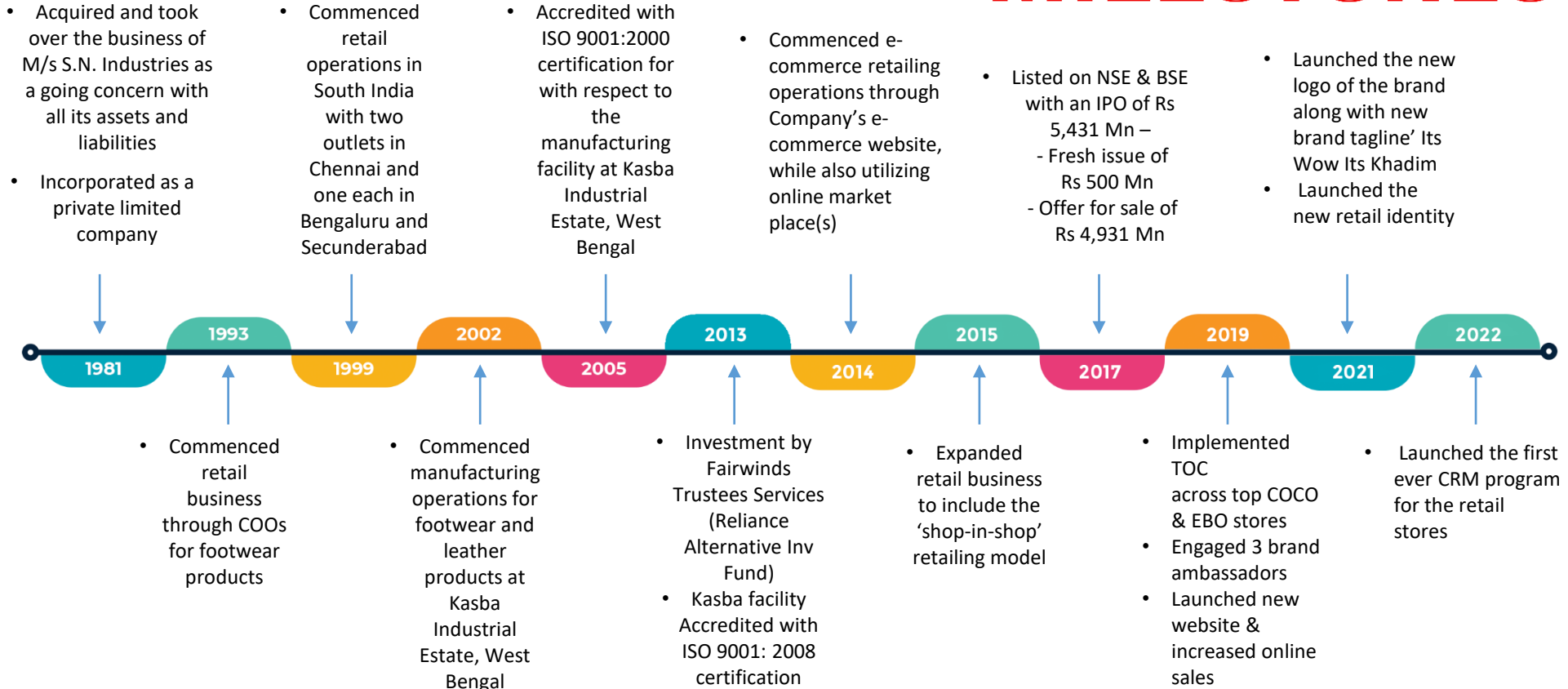
Distinct brand positioning to target customers
Across all price segments

MENSWEAR	WOMENSWEAR	KIDS





KEY MILESTONES





'Affordable Fashion' for the entire family for every occasion



1. Two-pronged Market Strategy

Two distinct business models – Retail & Distribution - Each segment has its own customer base , product range and sales channels.



An all-encompassing reach in the footwear market with focused approach towards each segment which provides an ability to capitalize on the growth potential of both the markets and de-risk the Company by reduced dependence on any one business.

2. Asset Light Model for Growth

- **Retail business**
 - 74% of retail presence through franchise route
 - Outsource 84% of product requirement (FY22)
- **Distribution business**
 - Highly scalable model on the front end
 - Mix of in-house and contract manufacturing



3. Leading Footwear Brand in India

- 2nd largest footwear retailer in India
- Largest presence in East India
- One of the top 3 players in South India
- Largest footwear retail franchise network in India



4. Extensive Reach & Presence

- Retail presence across 23 states & 1 union territory
- 796 'Khadim's' branded retail stores (Jun-22)
- Wide network of 653 distributors selling to MBOs across India (Jun-22)



5. Strong Design Capabilities

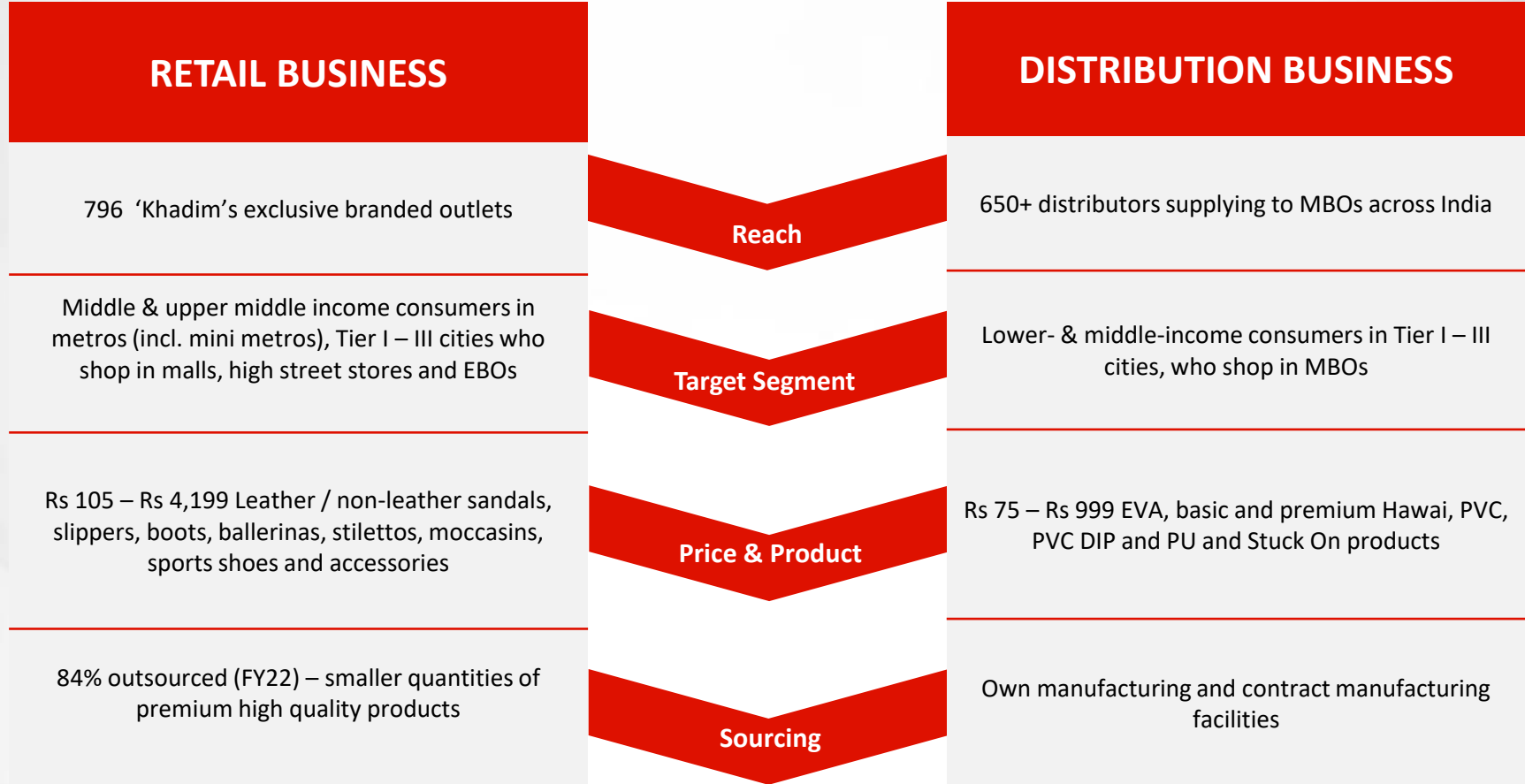
- Over 4 decades of presence in the industry and continuous survey across global markets to understand the fashion trends
- Fostered the growth of sub-brands to drive premiumization, leading to increased ASP & margins, while targeting aspirational, younger customers and retaining existing customers

**BUSINESS
MODEL**

**MOVING
YOU
MORE**



TWO-PRONGED STRATEGY



RETAIL

**WIDE PRODUCT
RANGE ACROSS
VARIOUS
CATEGORIES &
PRICE POINTS**

**'Affordable Fashion' brand catering to
the entire family for all occasions**

KHADIM

MEN / WOMEN / KIDS
Fashionable & casual
footwear
for value conscious
customers



BRITISH WALKERS
POWER STRIDE

Menswear
Formal shoes &
sandals using
premium quality leather



LAZARD

Menswear Semi-formal
casual shoes / sandals
premium quality leather and faux leather



**O
PRO**

Men & Women wear
Sports / activity
sneakers / synthetic
/ canvas uppers



softouch

Men & Women wear
Closed & open shoes /
sandals
using premium quality
soft/ faux leather



SHARON
SHARON

Womenswear
Fashionable yet functional sandals
using premium quality faux leather



cleo
THE STYLE WIZARD

Women's wear
Light & trendy sandals using
premium quality faux leather



TURK

Menswear
Outdoor boots / sandals using
premium quality faux leather



adrianna
with style in glasses

Girls Wear
Comfortable and fashionable
footwear for pre-teen and
teenage girls



bonito
fun together

Kids Wear
Range of fun and
colourful shoes for
toddlers and children



“In the **Distribution Business** too, like retail, we wish to be a brand for the entire family for all occasions”



Basic
Hawai
Chappals



Premium Hawaai
and Fabrication
Chappals



Formal sandal
and shoes



Footwear for Kids



Athleisure sandal
and shoes



DIP & PU
Footwear



PVC Footwear



'Affordable Men's Fashion' – ONE STOP SOLUTION



FORMAL SHOE



SLIP ONS



SANDALS



LOAFER



SNEAKER



BOOTS



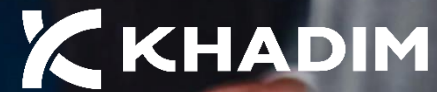
FLIP FLOPS



'Affordable Women's Fashion' – ONE STOP SOLUTION

				
SLIP ONS				
SANDALS				
SNEAKER				
CASUAL SHOE				
FLIP FLOPS				

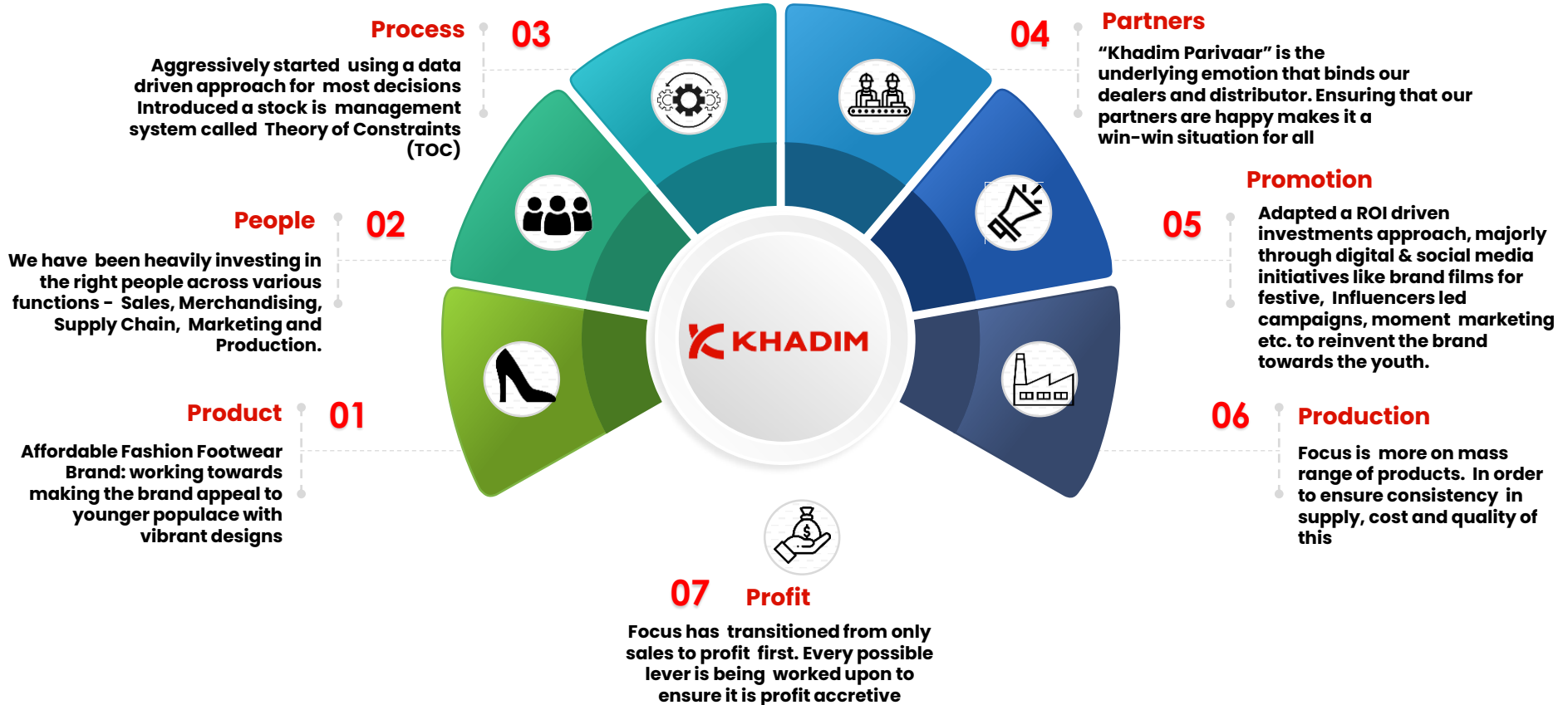
BUSINESS OVERVIEW



KHADIM



PILLARS OF GROWTH



*Expand Store Network
pan-India with focus on
Premiumisation,
Asset Light Model & optimum
capacity utilisation*



RETAIL BUSINESS



- Intend to further penetrate in the Eastern market and expand retail footprint in markets across South India, West India and North India.
- Plan to enter new markets through company owned and operated outlets (COCO) and then further penetrate through franchisees once the brand is well established.
- Focused efforts to upscale the mother brand Khadim reposition the subbrands.
The idea is to make the brand Khadim relevant, younger and a vibrant fashionable.
- Established & growing sub-brands to provide a wider variety for all demographics and achieve premiumization (within the spectrum of affordable fashion).

DISTRIBUTION BUSINESS



- Distribution business compliments retail business and enables a deeper market penetration for our products.
- The focus is on penetration in the existing markets in Eastern and Southern India and capitalise on retail brand recall and target markets in central, North and West India
- Introduced fashionable range of sports sandals, sports shoes, formal shoes and PU sandals, EVA sandals which have been well received in the market.
- The focus in this segment is on mass range of products. Actively engaged in manufacturing Hawaai and PVC products to ensure consistency in supply, cost and quality. This has strengthened backend support to grow the distribution business

STRATEGIC INITIATIVES & OUTLOOK



E-Commerce

- Experienced higher contribution to sales owing to more focused approach to the business
- Listing across various portals has seen improving tractions
- Website sales driven by Retail & Exclusive E Commerce Products



Omni-Channel

- Works like a balanced bridge between Retail and E-Commerce
- Helps increase in-store conversion and service E-commerce orders through the stores
- Enhances customer experience by increasing product availability and reducing deliver time
- Improves working capital efficiency and reduces cost of logistics



FINANCIAL PERFORMANCE



FINANCIAL HIGHLIGHTS

**ROBUST TURNAROUND
IN BUSINESS**

**ENCOURAGING
RECOVERY POST COVID**

**REDUCED INVENTORY
AND DEBTOR DUES**

**CONSECUTIVE YOY
GROWTH FOR LAST 6
QUARTERS FOR
DISTRIBUTION**

FINANCIALS HIGHLIGHTS

CONTD.

PREMIUMISATION OF
PRODUCTS DRIVING
HIGHER ASP

GROSS MARGIN &
EBITDA MARGIN
CONTINUE TO
IMPROVE

OPENED 25 NEW RETAIL
STORES IN Q1FY23
TAKING THE TOTAL
RETAIL PRESENCE TO 796
STORES

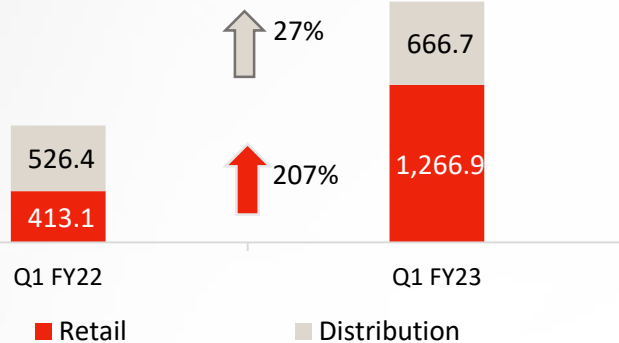
RUN RATE OF HEALTHY
OPERATIONAL AND
NET PROFIT
MAINTAINED

Q1 FY23 RESULTS: SEGMENT ANALYSIS

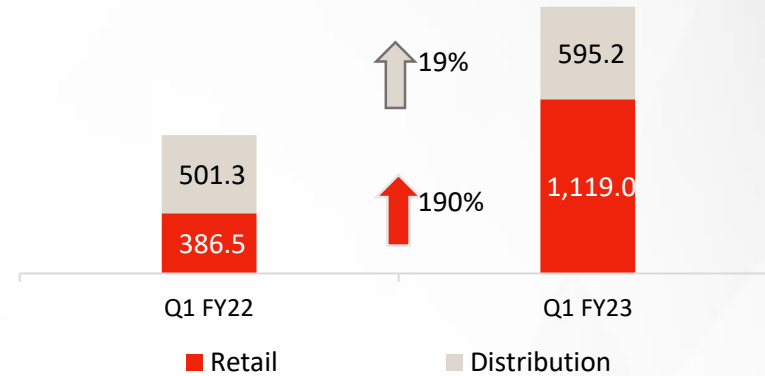


Q1 FY23 YoY ANALYSIS – REVENUE* BREAKUP

Gross Sales



Net Sales



Segment Share % *	Q1 FY22	Q1 FY23
Retail	41.7%	62.6%
Distribution	54.1%	33.3%

Gross Margin %	Q1 FY22	Q1 FY23
Retail	50.6%	54.1%
Distribution	36.2%	36.7%

*All figures without IND-AS adjustment
In Rs Mn

CONSOLIDATED PROFIT & LOSS STATEMENT

Particulars (In Rs Mn)	Q1 FY23	Q1 FY22	YoY %	Q4 FY22	QoQ %	FY22
Revenue from Operations	1,660.7	882.3	88.2%	1,561.6	6.3%	5,910.8
Cost of Materials consumed	533.2	380.7		518.3		1,970.3
Purchase of stock-in-trade	442.0	190.0		456.3		1,742.5
Gross Profit	685.6	311.7	120.0%	587.1	16.8%	2,198.0
Gross Profit Margin %	41.3%	35.3%	600 bps	37.6%	370 bps	37.2%
Employee Benefits Expense	169.8	120.2		153.3		573.6
Other Expenses	344.9	195.1		305.3		1,146.5
EBITDA	170.8	-3.6	-	128.5	33.0%	477.8
EBITDA Margin %	10.3%	-	-	8.2%		8.1%
Depreciation	85.4	91.7		77.1		335.8
Finance Costs	62.4	54.7		57		227.3
Other Income	22.9	38.7		31.1		162.8
Profit Before Tax (PBT)	45.4	-111.3		25.6		77.5
Tax Expenses	11.9	-2.4		-1		13.1
Profit After Tax (PAT)	33.5	-108.9	-	26.5	26.3%	64.4
PAT Margin %	2.0%	-	-	1.7%	30 bps	1.10%



PROFIT & LOSS STATEMENT: RECENT TRACK RECORD

Particulars (In Rs Mn)	FY22	FY21	FY20
Revenue	5,910.8	6,261.8	7,718.7
COGS	3712.8	4,457.8	4,912.2
Gross Profit	2,198.0	1,804.0	2,806.5
Gross Margin %	37.2%	28.8%	36.4%
Employee Expenses	573.6	608.1	732.7
Other Expenses	1,146.5	1,161.40	1,769.10
EBITDA	477.8	34.6	304.6
EBITDA Margin %	8.1%	0.6%	3.9%
Depreciation	335.8	392.4	419.4
Finance Cost	227.3	253.8	292.8
Other Income	162.8	180.8	66.7
PBT	77.5	-430.7	-340.8
Tax Expense	13.1	-102.1	-28.1
PAT	64.4	-328.7	-312.7

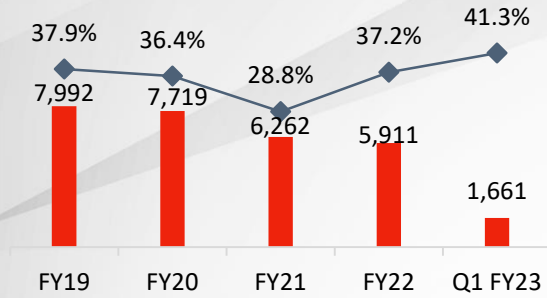
**PERFORMANCE TRACK
RECORD**



 **KHADIM**

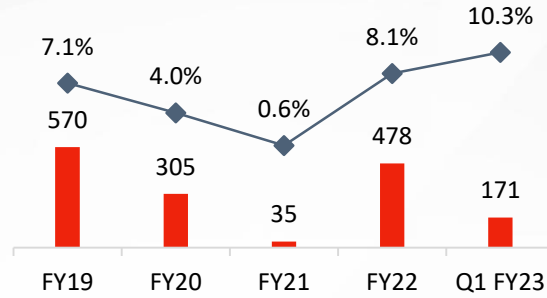
FINANCIAL SUMMARY

Revenue & Gross Margin

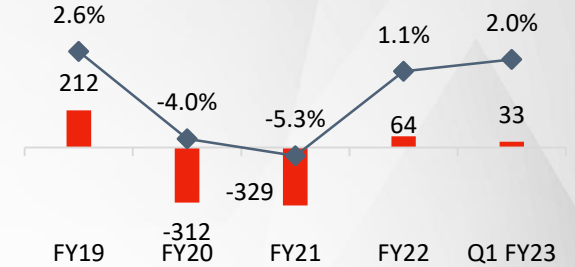


In Rs Mn

EBITDA & EBITDA Margin



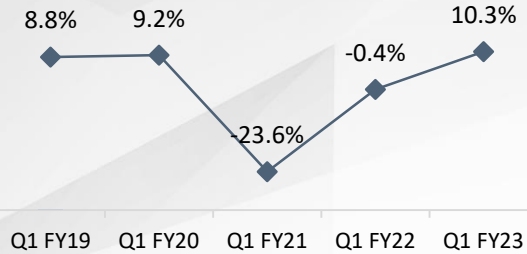
PAT & PAT Margin



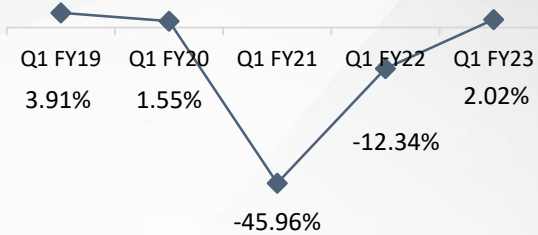
FINANCIAL SUMMARY

In Rs Mn

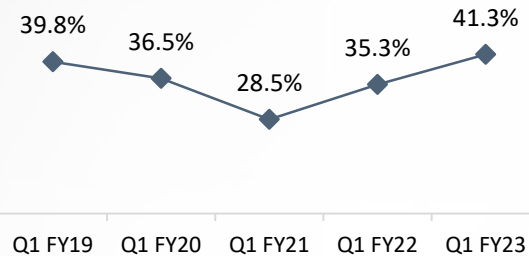
EBITDA Margin



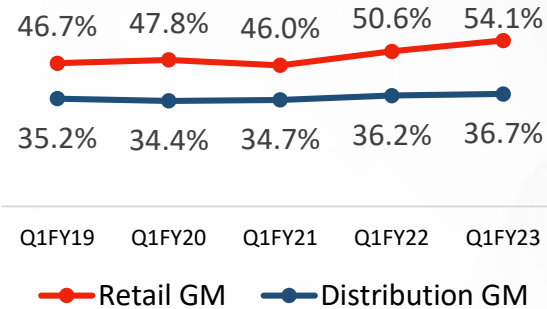
PAT Margin



Gross Margin



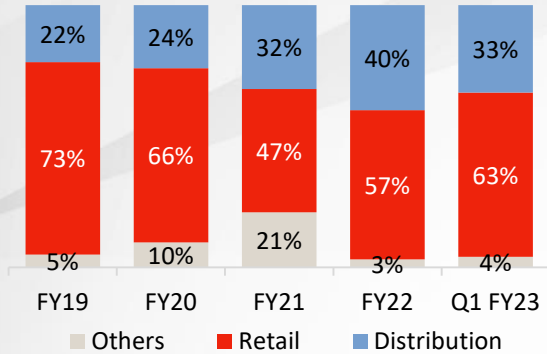
Segmental Margin



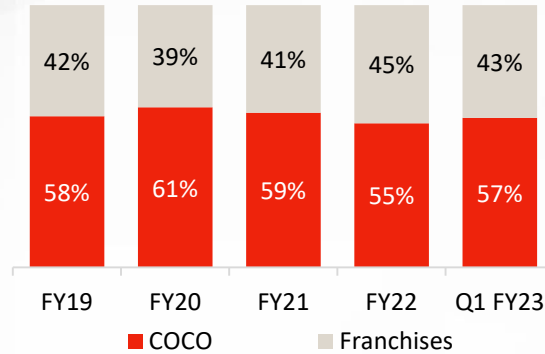
FINANCIAL SUMMARY

In Rs Mn (I-GAAP)

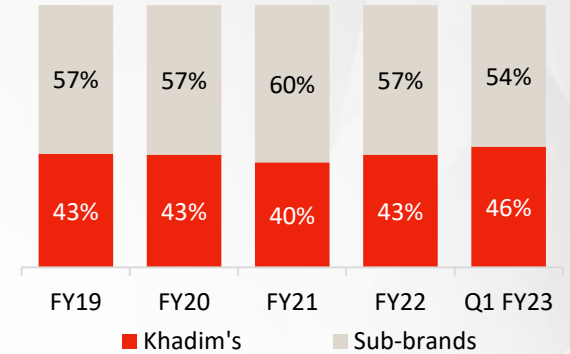
Revenues – Segment wise



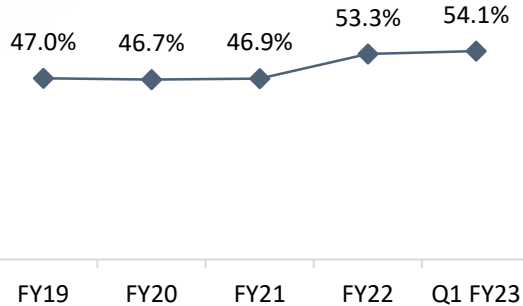
Retail Revenues – COCO vs Franchises



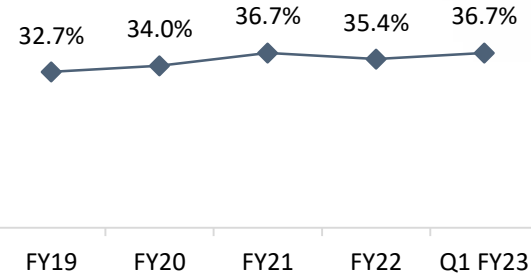
Retail Revenues – Khadim's vs Sub-brands



Retail Gross Margin



Distribution Gross Margin





KHADIM

BUSINESS STRATEGY

&

OUTLOOK



HYPER-LOCAL ACTIVATIONS

“Walking the extra-mile to deliver a superior customer experience”

Near Me

A Weekly residential touch points to impart services for those who are unable to visit stores.

Hot Spots

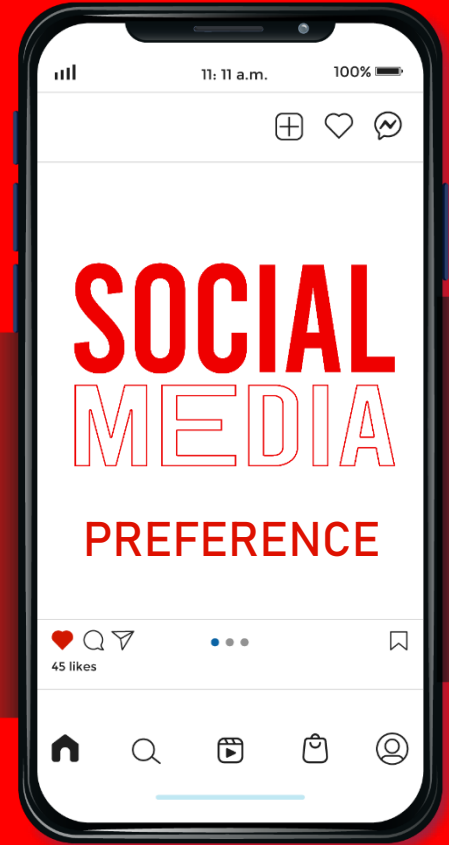
Portable Kiosk with Mask & Shoe Sanitizers.

On the Go

A Shoe Store on wheels designed to provide the customer a unique experience of mobile shopping.



KHADIM



HALLA BOWL. GOLD PEH GOLD!
CONGRATULATIONS
SUDHANU TRIVEDI LOVELY CHAUBEY,
TRAI AND ANUSHKA SARKI
#CommonwealthGames2022
#itsWOWitsKhadim

**WHO SAID
WOW
DOESN'T MEAN FUNKY?**
#PRIDE DAY

**TAKE PRIDE IN YOUR
WOW
COLOURS!**
#PRIDE DAY

WANT THE BEST DEALS ON
#Khadim
HURRY HEAD OVER TO
Flipkart
#itsWOWitsKhadim

WOWSOME
#Khadim

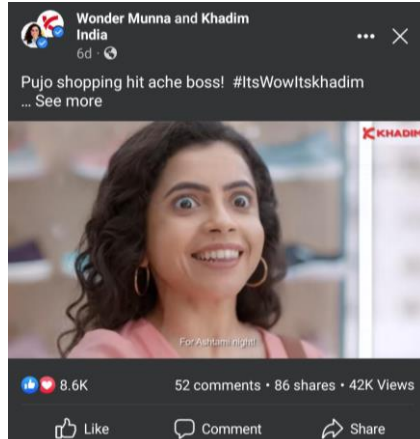
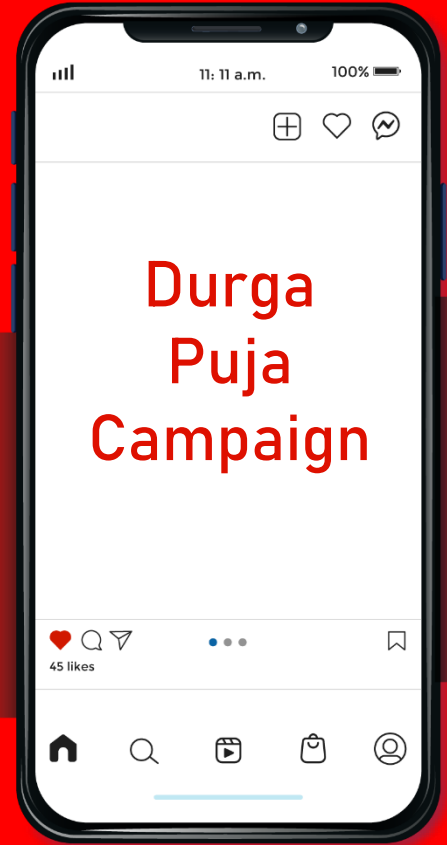
**ISE KEHTE HAIN
WOWASANA**
#HappyYogaDay

**WOW
It's Classy**
#itsWOWitsKhadim

Durga Puja Campaign featuring popular **YouTubers Kiran Dutta (The Bong Guy) & Indrani Biswas (Wonder Munna)** is created to target young audiences in line with the brands vision to be the first choice footwear brand of the entire family



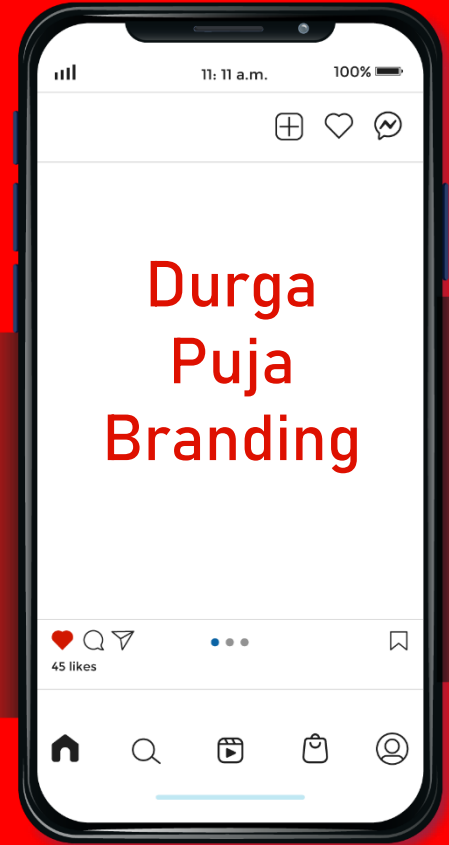
KHADIM



Durga Puja Branding With Giant Cut Outs Across West Bengal



 **KHADIM**



MEDIA COVERAGE

Affordability in Every Step

By IndiaRetailing Bureau- July 26, 2022

SHARE



Khadim has been synonymous with providing the nation with affordable footwear that is high on style. Over the years the brand has not only gained a steady following but has changed its course of action too to bring in new strategies for growth.



Atlassian

From to do to done

OPEN

Khadim was established on December 3, 1981, as S.N. Footwear Industries Private Limited, a private limited Company under the Companies Act, 1956, with the Registrar of Companies. Over the next many years, the company was involved in the whole-selling and distribution of

Khadim Unveils New Range of Footwear in Business Partners' Meet 2022

June 8, 2022



Khadim India CEO Namrata A. Chotrani & Ritvik Roy Bhumari/Walktime Director, with the team on the ramp during the Business Partners' Meet 2022

Like Tweet Share Save

Khadim India Ltd, India's leading footwear retail brand organised their Business Partners' Meet 2022 recently in Kolkata. The meet was attended by around 400 Business Partners from across the country. The occasion was graced by Ms. Namrata A. Chotrani, CEO, Khadim India Ltd along with other senior officials of the company. The interactive meet commenced with lamp lighting followed by performance by the employees. The meet was held on an appreciation basis the last financial year and sharing of future plan and vision of the company for FY 2023 with the business partners.

The meet was designed with lots of glitz and glamour with a fashion walk unveiling the new launches by the company for the upcoming festive season. The gorgeous employees of Khadim showcased the trendy range from across brands of Sharon, Cleo, Lazard,

Affordable fashion footwear brand store in Faridabad

Faridabad: Home grown affordable fashion footwear and accessories brand Khadim India Ltd has opened a new store in association with franchisee partner SAR R Pvt Ltd in Faridabad.

"We are confident that people of Faridabad will be delighted by our trinity of fashionable range of products, a great in store experience and affordable pricing.

We hope to make Khadim the first choice brand of footwear for the complete family," said Namrata A Chotrani, CEO, Khadim India Ltd. P

Khadim India opens its exclusive outlet in Ropar

ROPAR : Fashion footwear and accessories brand Khadim India Ltd opens its Exclusive Brand Outlet in Ropar. The store covering an area of around 1000 sq.ft, is conveniently located at Ropar City Centre, Modal Town, Railon Road. The new store will give the shoppers an assortment of trendy, sporty and affordable range of products for every family members. The new Khadim store promises to provide customers a one stop shop destination for fresh, stylish, durable and value for money product line across the footwear and accessories segment. It has dedicated sections for men, women and children under its primary brand Khadim and sub brands British Walkers, Lazard, Turk, Sharon, Cleo, Bonito and others. Speaking on the occasion, Ms Namrata A Chotrani, CEO, Khadim India Ltd, said that North is an important market for us. We have long term view on Punjab and will strategically expanding our base across the state. We are here to change the perception of our valued customers that fashionable footwear is not always expensive, they are affordable with unmatched comfort and style. We are certain that our patrons would love our range of footwear and accessories across our brands designed for every occasion.



KHADIM



New outlet at Sealdah Railway Station



EMPLOYEE WELFARE



VACCINATION DRIVE



 **KHADIM**





**CORPORATE
SOCIAL
RESPONSIBILITY**



Medical facilities provided by Help-Age India under CSR activities of the Company during COVID-19 Pandemic



Maintenance of Park & Garden in collaboration with South Dum Dum Municipality, Kolkata



KHADIM

MAKE YOUR MARK
CONFIDENTLY URS

**PROMOTER, BOARD
OF DIRECTORS
&
MANAGEMENT TEAM**

www.khadims.com





Siddhartha Roy Burman
Chairman & Managing
Director

- Associated with the Company since its incorporation. He has 39 years of experience in the footwear industry
- Responsible for the overall strategic decision making and provides leadership to all operations



Rittick Roy Burman
Whole-time Director

- Bachelor's degree in commerce from University of Calcutta
- Management Graduate from University of California
- He has taken charge of driving long-term strategy, new initiatives and merchandising



Ritoban Roy Burman
Non-Executive, Director

- He is a graduate in Mass Communication from St. Xavier's College, Kolkata.
- He joined Khadim India Limited in 2013 as Manager-Marketing and worked till 30th November 2017. He has gained exposure in various aspects of footwear marketing during his tenure



Prof. (Dr.) Surabhi Banerjee
Non-Executive,
Independent Director

- 38 years of experience as an academican
- Earlier associated with Netaji Subhas Open University as the vice chancellor, with Gour Banga University as the vice-chancellor, and with the Central University of Orissa as vice-chancellor



Dr Indra Nath Chatterjee
Non-Executive,
Independent Director

- 43 years of experience in multi-national companies
- Earlier worked with Hinduja Group, Jindal Drilling & Industries, ONGC, Tata Motors, Indian Airlines, Calcutta Business School, IFFCO- Tokio General Insurance Co.



Alok Chauthmal Churiwala
Non-Executive,
Independent Director

- Over 24 years experience in capital markets, IIM-A & ISB alumnus
- Former Vice Chairman of BSE Broker Forum, Board member of ICSA (Int. Council for Securities Assoc.) & advisory Board of ICCL (Indian Clearing Corporation Ltd)



**Namrata Chotrani**
CEO

- She was associated with KPMG & Fairwinds Asset Managers Limited (since 2012) and has a total experience of over nine years in tax, private equity and mergers.
- She was previously on board of the company representing Fairwinds

**Indrajit Chaudhuri**
CFO

- 20+ yrs of experience in finance & accounts, taxation and strategic planning
- Responsible for all commercial & strategic planning and has assisted in providing the corporate structure of the company as it stands today
- Earlier associated with P. G. Shah and Co

**Tapas Ghosh**
GM, Business Development
& Systems

- 26+ years of experience in accounts, strategic planning, IT, business development and sales
- He is responsible for the COO sales in the company
- Earlier worked with K.M. Khadim & Co

**Aranya Ray**
GM - Supply Chain Management

- 22+ years of experience in supply chain operations, buying and merchandising
- He is responsible for supply chain, logistics, procurement and merchandising in the company
- Earlier worked with ICI India Limited and ITC Limited

**Kaushik Dutta**
AGM - Sales

- PGCBM from XLRI Jamshedpur.
- Joined Khadims in March 2007. Recently promoted from Zonal Head and is now heading EBO/BO vertical
- Rich experience of 17+ years in footwear domain across retail sales





KHADIM

NAMRATA CHOTRANI - CEO

Contact No : +91 33 40090501

Email - namrata.chotrani@khadims.com

INDRAJIT CHAUDHURI - CFO

Contact No : + 91 33 40090505

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orient capital

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