Bata India

Estimate change	1
TP change	1
Rating change	

Motilal Oswal

Bloomberg	BATA IN
Equity Shares (m)	129
M.Cap.(INRb)/(USDb)	223.5 / 2.8
52-Week Range (INR)	2204 / 1567
1, 6, 12 Rel. Per (%)	-9/-13/-21
12M Avg Val (INR M)	789

Financials & Valuations (INR b)

	•		
Y/E March	FY22	FY23E	FY24E
Sales	23.9	34.8	39.1
EBITDA	4.2	8.7	10.3
Adj. PAT	1.0	3.8	5.1
EBITDA Margin (%)	17.5	25.0	26.4
Adj. EPS (INR)	8.0	29.9	39.5
EPS Gr. (%)	-220.1	272.6	32.2
BV/Sh. (INR)	141.2	171.0	210.5
Ratios			
Net D:E	0.0	-0.2	-0.3
RoE (%)	5.8	19.1	20.7
RoCE (%)	6.0	15.0	16.6
Payout (%)	0	0	0
Valuations			
P/E (x)	217.3	58.3	44.1
EV/EBITDA (x)	53.8	25.5	21.1
EV/Sales (X)	9.4	6.4	5.6
Div. Yield (%)	0.0	0.0	0.0
FCF Yield (%)	0.7	2.6	3.1

Shareholding pattern (%)

As On	Sep-22	Jun-22	Sep-21	
Promoter	50.2	50.2	53.0	
DII	29.0	30.1	28.0	
FII	7.9	6.8	5.4	
Others	13.0	12.9	13.7	
		• •		

FII Includes depository receipts

CMP: INR1,741 TP: INR1,900 (+9%)

Neutral

Witnessing a gradual recovery

- BATA reported a healthy recovery in revenue, up 35% YoY and 15% from pre-COVID levels. However, rising RM prices and higher ad spends pulled down PAT 23% below pre-COVID levels (33% miss).
- The slower recovery from pre-COVID levels, the impact of inflation on consumers, and GST rate hikes are still affecting the Mass Consumer segment. However, the ongoing cool-off in RM prices is a silver lining.
- Subsequently, we have cut our FY23 PAT estimate by 6%, factoring in a revenue/PAT CAGR of 23%/81% over FY22-25. We maintain our neutral rating.

Higher RM and SG&A dented margin; PAT up 47% YoY

- Consolidated revenue rose 35% YoY and 15% from pre-COVID levels to INR8.3b (inline) due to increased footfalls during the festive season and better performance by the Sneaker segment.
- Gross margin grew 210bp YoY to 55%, but remained 140bp below pre-COVID levels due to higher RM cost. Gross profit grew 40% YoY to INR4.6b (inline).
- Reported EBITDA declined by 13% from pre-COVID levels to INR1.6b. However, the same increased by 35% YoY (19% miss). Adjusting for the provision of INR110m, EBITDA margin grew 130bp YoY, but fell 500bp below pre-COVID levels, to 20.7%.
- PAT increased by 47% YoY, but fell 23% from pre-COVID levels, to INR550m (33% miss).
- FCF stood at INR1.9b in 1HFY23 v/s INR1.6b in FY22, led by higher profit in 1HFY23, especially in 1Q (INR1.2b v/s INR1b in FY22). WC days fell to 64 in 1HFY23 from 74 in FY22.
- Net cash stood at INR3.3b in 1QFY23 v/s INR9.7b in FY22 due to a dividend payout of INR7b.

Key takeaways from the management interaction

- Revenue came in 15% higher than pre-COVID levels, of which 6-7% came in from volume growth and rest from ASP. It will not be able to raise its ASP as the Mass segment is still under pressure.
- The management is following a capital efficient model, and targets 500 franchise stores by FY24.
- It expects the inflation in RM cost to reverse, which may lead to an increase in gross margin.
- Advertisement expenditure is expected to be nearly 3%. The management expects spending on renovation of stores to return an SSSG of 7-8%.

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Investors are advised to refer through important disclosures made at the last page of the Research Report. Motilal Oswal research is available on www.motilaloswal.com/Institutional-Equities, Bloomberg, Thomson Reuters, Factset and S&P Capital.

(INR m)

Valuation and view

- BATA's strong net cash position, healthy FCF generation, return profile, and the huge runway for growth for the industry as a whole offer positive levers.
- However, the recovery from the COVID levels remained weak. Slower revenue recovery than its peers and acceptance of the recently launched Sneaker segment remains a key monitorable going forward.
- BATA continues to target: a) 500 franchise stores by FY24, and b) ramping up of sales through its online and MBO networks.
- We ascribe a P/E of 40x on a FY25 basis to arrive at our TP of INR1,900. We maintain our Neutral rating.

Consolidated - Quarterly Earning

Consolidated - Quarterry Larnin	5											
Y/E March		FY2	22			FY2	3E		FY22	FY23E	FY23E	Est
	1Q	2Q	3Q	4Q	1Q	2Q	3QE	4QE			2QE	Var (%)
Revenue	2,670	6,141	8,413	6,652	9,430	8,298	9,459	7,607	23,877	34,793	8,002	3.7
YoY Change (%)	97.7	66.9	36.7	12.8	253.1	35.1	12.4	14.3	39.8	45.7	30.3	
Gross Profit	1,500	3,248	4,431	3,831	5,339	4,562	5,601	4,412	13,009	19,914	4,513	1.1
Gross margin%	56.2	52.9	52.7	57.6	56.6	55.0	59.2	58.0	54.5	57.2	56.4	-141.5
Total Expenditure	2,986	4,949	6,727	5,031	6,983	6,688	6,861	5,574	19,692	26,107	6,010	11.3
EBITDA	-315	1,192	1,686	1,621	2,447	1,6 0 9	2,598	2,033	4,185	8,686	1,992	-19.2
EBITDA margin	-11.8	19.4	20.0	24.4	25.9	19.4	27.5	26.7	17.5	25.0	24.9	-550.6
Change YoY (%)	-63.3	557.0	43.2	44.6	-876.5	35.0	54.0	25.4	158.0	107.6	67.1	
Depreciation	501	586	616	718	693	736	737	782	2,420	2,948	737	-0.2
Interest	230	220	233	245	249	272	272	282	928	1,074	275	-1.2
Other Income	122	115	135	187	93	119	112	124	560	448	112	5.9
PBT before EO expense	-924	502	973	846	1,597	720	1,701	1 ,0 94	1,397	5,112	1,092	-34.1
Extra-Ord expense	0	0	0	0	0	0	0	0	0	0	0	
РВТ	-924	502	973	846	1,597	720	1,701	1,094	1,397	5,112	1,092	-34.1
Тах	-229	130	249	216	404	172	425	273	367	1,274	273	-36.9
Rate (%)	24.8	25.9	25.6	25.6	25.3	23.9	25.0	25.0	26.3	24.9	25.0	
MI & Profit/Loss of Asso. Cos.	0	0	0	0	0	0	0	0				
Reported PAT	-695	372	723	630	1,194	548	1,275	820	1,030	3,837	819	-33.1
Adj PAT	-695	372	723	630	1,194	548	1,275	820	1,030	3,837	819	-33.1
YoY Change (%)	-31	-184	133	114	-272	47	76	30	-222	273	120	-60.7
Margins (%)	-1.2	-3.0	1.6	1.7	-2.9	0.6	0.8	0.4	-0.9	0.8	1.5	-93.2

Exhibit 1: Valuation-based on FY25E

Particulars	INR/Share
EPS	48
Target PE (x)	40
Equity value/share (INR)	1,900
Upside/(Downside) (%)	9%
CMP (INR)	1,741



Key takeaways from the management interaction

Key highlights

- Revenue are 15% higher than pre-COVID where 6-7% came from volume growth and rest from ASP. Will not be able to raise ASP given mass segment is still in pressure.
- Following a capital efficient model, vision of achieving 500 franchisee stores by FY24.
- Expecting RM inflation led cost to reverse which may led to increase in gross margin.
- Advertisement expenditure to be nearly 3% Also spending in renovation of store which could return SSSG of 7-8%

Detailed notes

Market condition

- There are some sluggishness because of the inflation and price increase that have seen.
- The traction on the premium side is extremely high and will continue.
- However, raw material price are turning around that should basically help in terms of margins, bringing back price points.
- Digitally enabled sales have contributed highest of about 7% this quarter and focusing significantly in the eCommerce business.

Price equation; Cost management

- However, revenue are 15% higher than pre-COVID where 6-7% came from volume growth and rest from ASP.
- Expect the RM price turning around could uplift the GM.
- Expecting some reversals of RM inflation: Not able to pass on the entire price increase especially to the mass customers as they are still under the pain. ASP not been able to increase from this level and are initiating all kinds of cost saving initiatives, which will have an impact.
- On Margin, mass category, has a lot more impact due to material related inflation, taxation change.
- GM in online channel is lower, rest all the other channels GM is in the same zone.
- Other expenses increased led by a) expanding some of the channels like franchise model and e-commerce channel, b) the direct cost associated to the new channel line do not come before Gross Profit but at other expenses, c) consolidating warehousing footprint, further they may get benefit from larger freight providers, as well as warehouse locations.

Category mix and growth

- On pre-covid level, the formal shoe have grown 8%.
- The mix of open and closed footwear is 50:50
- 40% is in-house manufacturing and rest is outsourced.

Store renovation and expansion

Renovations in existing 54 stores and about 20 odd renovation in this quarter.

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- Renovation capex per store is in the range of INR 3-5m and that store should generate same-store growth in the range of about 7-8%
- The contribution of COCO stores has come down to 66% from 68% in the previous quarter.
- The sneakers categories led by North Star and Floatz that have basically significantly outpaced.
- Vision of 500 franchised stores by FY24.
- Following a capital-efficient model, therefore a large part of the footprint expansion will be driven through franchise as well as distribution model.

Sneaker focused expansion

- Have expanded sneakers stores. Currently at 450+ and is a big driver of the sneaker growth.
- Continue to push on sneakers through existing stores, multi-brand distribution and e-commerce business.
- Launching sneakers campaign for this season as winter is a season for sneakers.
- Sneakers have significant outperformed other premium categories of Bata.

Marketing investments continue

- Will keep on investing in brand by spending ~3% in advertisement.
- Various campaigns were started in Sep and Oct'22 led by festive campaigns and sneaker campaign.
- Continuously investing for the brand and to build the franchise for the future.
- Initiatives taken during the quarter
 - by regional Sourcing, now they are ready for Sourcing in the South for the demand in South and should seeing distribution cost benefits going forward.
 - > by escalating warehousing operations on retail network.
 - significant technology initiatives- inventory software, for better control and efficiency measures.

Consol P&L (INR m)	2QFY20	2QFY22	1QFY23	2QFY23	ΥοΥ%	000% P	re covid%	20FY23E	v/s Est (%)
Total Revenue	7,220	6,141	9,430	8,298	35	-12	15	8,002	4
Raw Material cost	3,148	2,894	4,091	3,735	29	-9	19	3,489	7
Gross Profit	4,072	3,248	5,339	4,562	40	-15	12	4,513	1
Gross margin (%)	56.4	52.9	56.6	55.0	210.2	-163.1	-141.5	56.4	-141.5
Employee Costs	890	897	1,048	1,070	19	2	20	1,000	7
SGA Expenses	1,231	1,159	1,844	1,883	63	2	53	1,520	24
EBITDA	1,854	1,192	2,447	1,609	35	-34	-13	1,992	-19
EBITDA margin (%)	25.7	19.4	25.9	19.4	-2.1	-655.4	-628.2	24.9	-550.6
Depreciation and amortization	749	586	693	736	26	6	-2	737	0
EBIT	1,105	606	1,753	873	44	-50	-21	1,255	-30
EBIT margin (%)	15.3	9.9	18.6	10.5	65.3	-806.8	-477.7	15.7	-516.2
Finance Costs	308	220	249	272	24	9	-12	275	-1
Other income	177	115	93	119	3	28	-33	112	6
Profit before Tax	974	502	1,597	720	43	-55	-26	1,092	-34
Тах	261	130	404	172	33	-57	-34	273	-37
Tax rate (%)	26.8	25.9	25.3	23.9	-7.6	-134.2	-285.2	25.0	NM
Profit after Tax	713	372	1,194	548	47	-54	-23	819	-33
Adj Profit after Tax	713	372	1,194	548	47	-54	-23	819	-33

Exhibit 2: Quarterly performance

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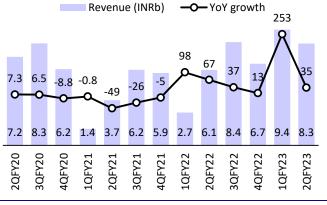
FY23E	FY24E	FY25E
34,793	39,090	43,918
34,793	39,090	43,918
0.0	0.0	0.0
9,076	10,300	11,594
8,686	10,300	11,594
-4.3	0.0	0.0
26.1	26.4	26.4
25.0	26.4	26.4
-112	0	0
4,102	5,072	6,118
3,865	5,074	6,119
-5.8	0.0	0.0
32	39	48
30.1	39.5	47.6
-5.8	0.0	0.0
	34,793 34,793 0.0 9,076 8,686 -4.3 26.1 25.0 -112 4,102 3,865 -5.8 32 30.1	FY23E FY24E 34,793 39,090 34,793 39,090 0.0 0.0 9,076 10,300 8,686 10,300 -4.3 0.0 26.1 26.4 25.0 26.4 -112 0 4,102 5,072 3,865 5,074 -5.8 0.0 32 39 30.1 39.5

Exhibit 3: Summary of our change in estimates

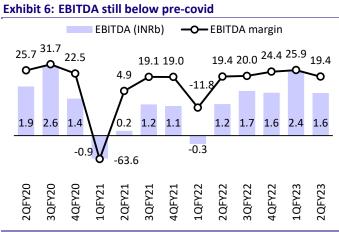
Story in charts

Exhibit 4: Revenue were up 35/15% on YoY/Pre-covid basis





Source: MOFSL, Company

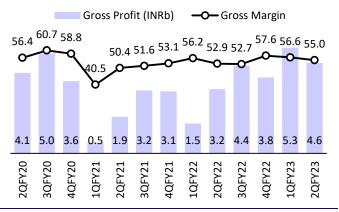


Source: MOFSL, Company



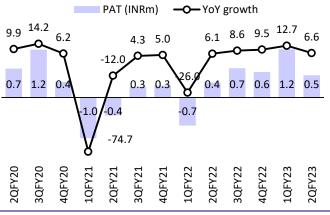






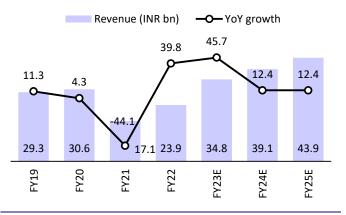
Source: MOFSL, Company

Exhibit 7: PAT grew 77% YoY but missed estimates



Source: MOFSL, Company

Exhibit 9: Expect 23% revenue CAGR for next 3 years



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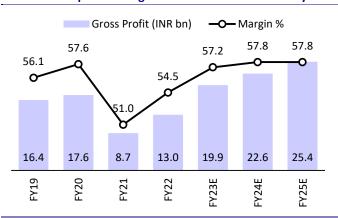
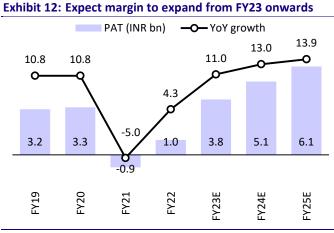


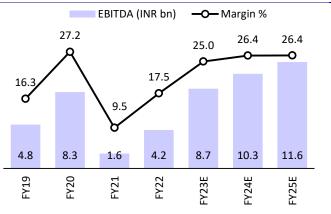
Exhibit 10: Expect GP to grow at 25% CAGR for next 3 years



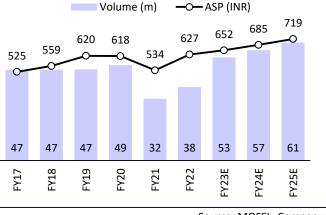


Source: MOFSL, Company









Source: MOFSL, Company

Financials and valuations

Consolidated - Income Statement								(INR m)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E	FY25E
Total Income from Operations	26,342	29,311	30,561	17,085	23,877	34,793	39,090	43,918
Change (%)	6.5	11.3	4.3	-44.1	39.8	45.7	12.4	12.4
Raw Materials	12,024	12,871	12,966	8,375	10,868	14,880	16,496	18,533
Gross Profit	14,318	16,440	17,595	8,710	13,009	19,914	22,594	25,385
Margin (%)	54.4	56.1	57.6	51.0	54.5	57.2	57.8	57.8
Employees Cost	2,956	3,311	3,764	3,398	3,787	4,356	4,789	5,358
Other Expenses	7,848	8,357	5,510	3,690	5,037	6,872	7,505	8,432
Total Expenditure	22,828	24,539	22,240	15,463	19,692	26,107	28,790	32,324
% of Sales	86.7	83.7	72.8	90.5	82.5	75.0	73.7	73.6
EBITDA	3,514	4,772	8,321	1,622	4,185	8,686	10,300	11,594
Margin (%)	13.3	16.3	27.2	9.5	17.5	25.0	26.4	26.4
Depreciation	605	640	2,958	2,648	2,420	2,948	3,009	3,075
EBIT	2,909	4,132	5,363	-1,026	1,765	5,738	7,291	8,519
Int. and Finance Charges	42	35	1,177	1,035	928	1,074	1,108	1,118
Other Income	503	685	687	941	560	448	582	757
PBT bef. EO Exp.	3,370	4,782	4,872	-1,120	1,397	5,112	6,765	8,159
EO Items	0	-199	0	46	0	0	0	0
PBT after EO Exp.	3,370	4,981	4,872	-1,166	1,397	5,112	6,765	8,159
Total Tax	1,165	1,691	1,583	-273	367	1,274	1,691	2,040
Tax Rate (%)	34.6	33.9	32.5	23.4	26.3	24.9	25.0	25.0
Minority Interest	0	0	0	0	0	0	0	0
Reported PAT	2,205	3,290	3,290	-893	1,030	3,837	5,074	6,119
Adjusted PAT	2,205	3,159	3,290	-858	1,030	3,837	5,074	6,119
Change (%)	27.0	43.2	4.1	-126.1	-220.1	272.6	32.2	20.6
Margin (%)	8.4	10.8	10.8	-5.0	4.3	11.0	13.0	13.9

Consolidated - Balance Sheet								(INR m)
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E	FY25E
Equity Share Capital	643	643	643	643	643	643	643	643
Total Reserves	14,145	16,823	18,323	16,938	17,504	21,341	26,415	32,534
Net Worth	14,787	17,465	18,966	17,581	18,147	21,984	27,058	33,177
Total Loans	0	0	12,491	10,323	10,942	11,040	11,149	11,242
Lease Laibilities			12,491	10,323	10,942	11,040	11,149	11,242
Deferred Tax Liabilities	0	0	0	0	0	0	0	0
Other Liabilities	1,059	1,025	25	21	20	20	20	20
Capital Employed	15,846	18,491	31,482	27,924	29,109	33,044	38,227	44,439
Gross Block	8,890	9,731	19,125	17,670	18,661	19,264	19,985	20,730
Less: Accum. Deprn.	5,926	6,566	5,431	6,475	6,402	6,953	7,833	8,803
Net Fixed Assets	2,945	3,146	13,675	11,195	12,259	12,311	12,152	11,927
Capital WIP	121	173	199	336	52	52	52	52
Total Investments	1,853	1,996	2,370	1,832	1,899	1,899	1,899	1,899
Curr. Assets, Loans&Adv.	15,476	18,375	19,996	18,578	20,000	24,766	30,457	37,806
Inventory	7,621	8,391	8,737	6,083	8,709	9,988	10,847	12,186
Account Receivables	886	653	612	794	717	667	750	842
Cash and Bank Balance	5,885	8,390	9,624	10,968	9,688	13,067	17,688	23,459
Loans and Advances	1,083	941	1,023	733	886	1,044	1,173	1,318
Curr. Liability & Prov.	5,602	6,296	5,867	5,400	6,143	7,024	7,374	8,285
Account Payables	4,792	5,156	5,032	4,397	4,562	5,911	6,553	7,363
Other Current Liabilities	707	983	752	917	1,491	1,044	782	878
Provisions	103	157	83	86	90	70	39	44
Net Current Assets	9,874	12,079	14,129	13,178	13,858	17,741	23,083	29,521
Deferred Tax assets	1,054	1,098	1,110	1,384	1,042	1,042	1,042	1,042
Appl. of Funds	15,846	18,491	31,482	27,924	29,109	33,044	38,227	44,439

Financials and valuations

Ratios								
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E	FY25E
Basic (INR)								
EPS (diluted from FY17)	17.2	24.6	25.6	-6.7	8.0	29.9	39.5	47.6
Cash EPS (diluted from FY17)	21.9	29.6	48.6	13.9	26.8	52.8	62.9	71.5
BV/Share (diluted from FY17)	115.0	135.9	147.6	136.8	141.2	171.0	210.5	258.1
DPS	4.0	6.3	4.0	4.0	0.0	0.0	0.0	0.0
Payout (%)	23.3	24.4	15.6	-57.6	0.0	0.0	0.0	0.0
Valuation (x)								
P/E	101.5	70.8	68.0	-260.9	217.3	58.3	44.1	36.6
Cash P/E	79.6	58.9	35.8	125.0	64.9	33.0	27.7	24.3
P/BV	15.1	12.8	11.8	12.7	12.3	10.2	8.3	6.7
EV/Sales	8.3	7.3	7.4	13.1	9.4	6.4	5.6	4.8
EV/EBITDA	62.0	45.1	27.2	137.6	53.8	25.5	21.1	18.2
Dividend Yield (%)	0.2	0.4	0.2	0.2	0.0	0.0	0.0	0.0
FCF per share	6.2	20.4	38.4	33.1	12.7	46.0	54.8	62.5
Return Ratios (%)								
RoE	15.7	19.6	18.1	-4.7	5.8	19.1	20.7	20.3
RoCE	15.9	19.7	16.7	-0.2	6.0	15.0	16.6	16.8
RoIC	25.1	34.3	26.6	-4.6	8.1	24.3	29.9	34.0
Working Capital Ratios								
Fixed Asset Turnover (x)	3.0	3.0	1.6	1.0	1.3	1.8	2.0	2.1
Asset Turnover (x)	1.7	1.6	1.0	0.6	0.8	1.1	1.0	1.0
Inventory (Days)	231	238	246	265	292	245	240	240
Debtor (Days)	12	8	7	17	11	7	7	7
Creditor (Days)	145	146	142	192	153	145	145	145
Leverage Ratio (x)								
Current Ratio	2.8	2.9	3.4	3.4	3.3	3.5	4.1	4.6
Interest Cover Ratio	69.3	118.1	4.6	-1.0	1.9	5.3	6.6	7.6
Net Debt/Equity	-0.5	-0.6	0.0	-0.1	0.0	-0.2	-0.3	-0.4
Consolidated - Cash Flow Statement								
Y/E March	FY18	FY19	FY20	FY21	FY22	FY23E	FY24E	FY25E
OP/(Loss) before Tax	3,400	4,783	4,851	-1,167	1,397	5,112	6,765	8,159
Depreciation	604	640	2,958	2,627	2,420	2,948	3,009	3,075
Interest & Finance Charges	42	35	1,177	1,035	928	1,074	1,108	1,118
Direct Taxes Paid	-1,152	-1,409	-1,869	468	-68	-1,274	-1,691	-2,040
(Inc)/Dec in WC	-991	122	-719	2,066	-1,982	-504	-721	-666
CF from Operations	1,903	4,171	6,398	5,030	2,694	7,356	8,471	9,645
Others	-347	-727	-600	-420	-579	-448	-582	-757
CF from Operating incl EO	1,557	3,444	5,798	4,611	2,115	6,908	7,888	8,888
(Inc)/Dec in FA	-754	-822	-857	-357	-477	-1,000	-850	-850
Free Cash Flow	803	2,622	4,941	4,254	1,638	5,908	7,038	8,038
(Pur)/Sale of Investments	-748	-2,461	-1,669	-920	940	0	0	0
Others	428	512	653	750	466	448	582	757
CF from Investments	-1,074	-2,770	-1,873	-527	928	-552	-268	-93
Inc/(Dec) in Debt	0	0	0	-515	-514	0	0	0
Interest Paid	-15	-14	-13	-11	-9	-1,074	-1,108	-1,118
Dividend Paid	-541	-618	-969	0	0	0	0	0
Others	0	0	-3,379	-3,165	-2,886	-1,902	-1,891	-1,907
CF from Fin. Activity	-556	-631	-4,361	-3,691	-3,410	-2,977	-2,999	-3,024
Inc/Dec of Cash	-73	42	-435	393	-367	3,379	4,621	5,771
Opening Balance	631	559	586	150	543	176	3,555	8,176
Closing Balance	559	600	150	543	176	3,555	8,176	13,948
Other Bank Balance	5,326	7,790	9,473	10,425	9,512	9,512	9,512	9,512
Net Closing Balance	5 8 8 5	8 300	9.624	10 968	9,688	13 067	17 688	22 / 59

5,885

8,390

9,624

10,968

9,688

13,067

17,688

Net Closing Balance

23,459

ΝΟΤΕS

Explanation of Investment Rating						
Investment Rating Expected return (over 12-month)						
BUY	>=15%					
SELL	< - 10%					
NEUTRAL	< - 10 % to 15%					
UNDER REVIEW	Rating may undergo a change					
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation					

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