# INSTITUTI NAL

# Can Bata fix its volume problem?

Bata's premiumisation-volume trade-off strategy proved suboptimal vis-a-vis peers over FY15-23 (lost 10pp+ market share over FY15-23; ~13/16% FY23 revenue/EBITDA share). While our initial thesis on Bata's difficulty in winning volumes played out (highlighted in our footwear thematic dated Dec-21; Link), we interacted with management (Bata India CFO Mr Anil Somani) to understand if Bata has a volume fix up its sleeve. Key takeaways from the interaction: the focus is on (1) continuing to improve price and product range across channels; (2) improving distributor and franchisee unit economics; and (3) making the cost structures variable (to a point). While we maintain our REDUCE rating with an unchanged DCF-based TP of INR1,500/sh (implying 35x Sep-25 P/E), we are waiting for execution on the above initiatives before we can get more constructive on the name.

- Demand normalising; Bata hasn't resorted to EoSS extension/aggression: Management highlighted that demand continues to normalise in H1 (H1FY23 comprises pent-up demand). However, unlike many players, Bata hasn't resorted to end-of-season sales (EoSS). Instead, the company continues to focus on improving product range and price straddling within ranges (for instance, the range of Hush Puppies and Power has meaningfully improved).
- Channel-wise strategy

On retail, franchisees will remain the vehicles for expansion. Management highlighted that despite the rising share of franchisee and wholesale business, stable GM (56.1%) over FY19-23 is primarily a function of increased retail GM. The underpinnings of this improvement are (1) better inventory management; (2) reduced share of discounted sales; and (3) mix-led GM improvement. However, over the medium-to-long term, as the mix tilts towards wholesale/franchisee, GMs will inch downwards but so will cost structures. The mix change should be EBIT-accretive or EBIT-neutral at the very least in the medium-to-long term.

On distribution, the focus is to improve revenue/distributor by (1) increasing the product and price range, consequently increasing inventory turns at the distributor level and (2) improving incentive structures. Bata is also extending channel financing to distributors (which should aid stickiness).

<u>Online</u>: Online currently is a liquidation centre for the industry. Bata intends to primarily service orders the omni-way. Hence, although growth may be measured, the scale-up will be profitable.

- Right-sizing stores + tapping white spaces + measured cost variablization should aid unit economics: Management highlighted that it is incrementally adding smaller stores (1,100-1,300 sq. ft vs 1,500-1,700 sq ft). This coupled with tapping higher GM white spaces such as Floatz (1.5% of sales currently, target: 5%) and making employee costs more variable (currently 15-20% of employee costs are variable and Bata intends to take this to ~30%) should aid unit economics in the medium-to-long term.
- Valuation and outlook: Bata gaining a fair share in wholesale/online seems par for the course. That said, scaling beyond a certain level (INR9-12bn in wholesale) is tough as one needs to contend with strong international sports brands at the higher end and functional value brands at the lower end. Hence, while estimates are generous, rerating warrants strong execution on the volume front. We assign a DCF-based TP of INR 1,500/sh (unchanged, implying 35x Sep-25 P/E). 13/22% revenue/EBITDA CAGRs are baked in for FY23-26.

# REDUCE

CMP (as on 0	INR 1,619					
<b>Target Price</b>	<b>Target Price</b>					
NIFTY	NIFTY					
KEY	OLD	NEW				
CHANGES	OLD	INEVV				
Rating	REDUCE	REDUCE				
Price Target	INR 1,500	INR 1,500				
EPS %	FY25E	FY26E				
	-					

#### **KEY STOCK DATA**

Bloomberg code	BATA IN
No. of Shares (mn)	129
MCap (INR bn) / (\$ m	n) 208/2,544
6m avg traded value	(INR mn) 559
52 Week high / low	INR 1,875/1,381

#### STOCK PERFORMANCE (%)

	3 <b>M</b>	6 <b>M</b>	12M
Absolute (%)	(1.8)	13.1	(9.2)
Relative (%)	(3.0)	2.0	(23.3)

#### **SHAREHOLDING PATTERN (%)**

	Mar-23	Jun-23
Promoters	50.16	50.16
FIs & Local MFs	21.09	19.57
FPIs	5.86	6.63
Public & Others	22.89	23.64
Pledged Shares	0	0
Source : BSE		

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Financial summary

	FY22	FY23	FY24E	FY25E	FY26E
Net Sales	23,877	34,516	38,618	44,118	49,813
EBITDA	1,318	4,822	5,728	6,810	8,102
APAT	901	3,511	4,142	4,945	5,991
Dil. EPS (Rs/sh)	7.0	27.3	32.2	38.5	46.6
P/E (x)	200.8	64.0	55.4	43.4	35.4
EV/EBITDA (x)	149.5	41.8	34.9	29.0	24.0
ROE (%)	4.6	19.4	23.7	24.5	25.3
ROCE (%)	2.7	17.5	21.3	24.5	25.4

Source: Company, HSIE Research

## **Peer Valuation**

Company	CMP	M cap (INR bn)	Reco	TP
F&G				
Avenue Supermarts	3,701	2,409	SELL	3,200
Apparel & Innerwear				
ABFRL	217	206	REDUCE	190
Shoppers Stop	685	75	SELL	560
V Mart	2,003	40	ADD	2,050
Trent	2,058	732	SELL	1,350
Jewellery				
Titan Company	3,198	2,839	REDUCE	2,600
Footwear				
Bata India	1,616	208	ADD	1,500
Relaxo Footwears	911	227	SELL	740
Metro Brands	1,240	337	SELL	840
Campus Activewear	292	89	NR	
E-tailers				
Nykaa	151	433	REDUCE	130
Paints & Adhesives				
Asian Paints	3,171	3,042	REDUCE	3,200
Berger Paints	560	654	ADD	700
Kansai Paints	325	263	ADD	330

Source: Company, HSIE Research

# **Peer Valuation**

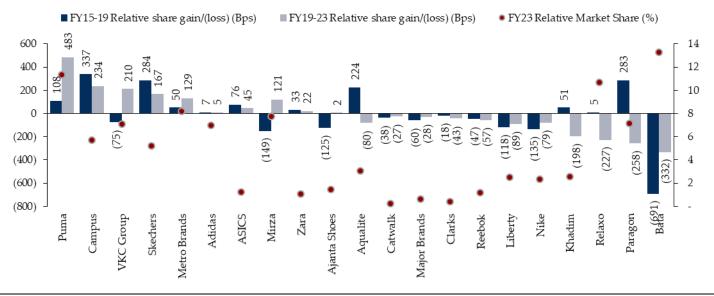
Commons	Revenue (INR bn) EBITDA (INR bn)				EBITDAM (%)			PAT (INR bn)				EPS (INR)								
Company	FY23 F	Y24E I	Y25E I	Y26E	FY23	FY24E	FY25E	FY26E	FY23 I	Y24E 1	FY25E l	FY26E	FY23	FY24E	FY25E	FY26E	FY23 I	Y24E I	FY25E I	Y26E
F&G																				
Avenue Supermarts	418	502	603	712	34.9	44.3	54.3	64.6	8.3	8.8	9.0	9.1	25.6	29.7	36.9	44.3	39.4	45.9	56.9	68.4
Apparel & Innerwear																				
ABFRL	124	140	159	180	14.9	16.3	20.6	25.0	12.0	11.6	12.9	13.9	(0.6)	0.9	3.5	5.9	(0.7)	0.9	3.5	7.7
Shoppers Stop	40	43	47	52	2.8	3.1	3.6	4.1	7.1	7.3	7.6	7.9	1.5	1.4	1.6	1.9	14.1	12.8	14.5	17.5
V Mart	25	29	33	38	0.9	0.7	1.5	2.3	3.7	2.6	4.4	6.1	0.5	(0.0)	0.4	1.0	25.3	(2.0)	21.3	51.9
Trent	77	100	132	155	11.2	12.7	16.1	19.4	14.5	12.7	12.2	12.5	5.5	4.7	5.4	6.4	15.6	13.3	15.3	18.0
Jewellery																				
Titan Company	406	463	519	582	48.8	53.1	61.9	70.9	12.0	11.5	11.9	12.2	32.7	36.5	43.5	51.1	36.9	41.1	48.9	57.6
Footwear																				
Bata India	35	39	44	50	4.8	5.7	6.8	8.1	14.0	14.8	15.4	16.3	3.5	4.1	4.9	6.0	27.3	32.2	38.5	46.6
Relaxo Footwears	28	32	36	40	2.8	4.8	5.8	6.7	10.1	15.1	16.1	16.5	1.5	3.0	3.7	4.3	6.2	11.9	14.9	17.4
Metro Brands	21	25	29	34	5.1	5.6	6.5	7.5	23.9	22.6	22.3	22.1	3.7	3.8	4.6	5.5	13.8	14.3	17.3	20.7
Campus Activewear*	15	18	21	24	2.4	2.9	3.5	4.1	15.8	16.4	16.9	17.1	1.2	1.5	1.8	2.2	3.8	4.8	6.0	7.2
E-tailers																				
Nykaa	51	63	83	105	2.6	3.7	5.8	8.3	5.0	5.8	7.0	7.9	0.2	0.6	1.9	3.5	0.1	0.2	0.7	1.2
Paints																				
Asian Paints	345	376	422	476	62.6	76.0	87.3	98.9	18.2	20.2	20.7	20.8	40.6	52.3	59.6	68.0	45.2	54.5	62.1	70.9
Berger Paints	106	118	134	152	14.9	20.7	23.4	26.7	14.1	17.6	17.5	17.6	8.6	12.9	14.9	17.7	8.9	13.2	15.3	18.2
Kansai Paints	75	84	94	107	8.2	9.8	11.3	13.0	10.8	11.7	12.0	12.2	4.7	5.9	6.9	8.0	5.8	7.3	8.5	9.8

Source: Company, HSIE Research, Note: \*For Campus Activewear, consensus estimates used



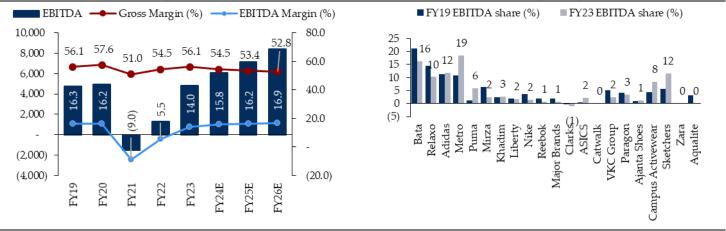
# **Focus Charts**

#### Bata remains the biggest organised footwear retailer but it has ceded significant market share over FY15-23



Source: Company, HSIE Research

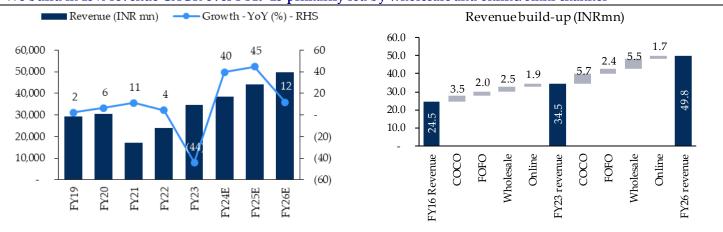
# Premiumisation cushions profitability (not sustainable) and Bata's relative share in the profit pool



Source: Company, HSIE Research

#### Source: Company, HSIE Research

# We build in 13% revenue CAGR over FY19-23 primarily led by wholesale and online/omni channel



Source: Company, HSIE Research

Source: Company, HSIE Research

Source: Company, HSIE Research



# **Financials**

FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
29,311	30,561	17,085	23,877	34,516	38,618	44,118	49,813
11.3	4.3	(44.1)	39.8	44.6	11.9	14.2	12.9
12,871	12,966	8,375	10,868	15,136	17,580	20,564	23,529
3,311	3,764	3,398	3,787	4,187	4,346	4,686	5,053
661	769	339	601	881	965	1,147	1,305
3,793	3,865	3,399	3,454	4,282	4,356	4,519	4,686
1,004	1,127	726	897	1,340	1,506	1,712	1,928
2,900	3,127	2,376	2,953	3,869	4,135	4,680	5,210
4,771	4,942	(1,530)	1,318	4,822	5,728	6,810	8,102
35.8	3.6	(131.0)	(186.2)	265.8	18.8	18.9	19.0
16.3	16.2	(9.0)	5.5	14.0	14.8	15.4	16.3
640	643	629	594	620	744	804	861
4,130	4,299	(2,158)	725	4,202	4,984	6,006	7,241
682	687	895	560	387	430	558	735
35	23	23	16	9	17	17	18
4,777	4,962	(1,286)	1,268	4,580	5,397	6,546	7,958
1,487	1,583	(273)	367	1,068	1,255	1,601	1,968
3,290	3,379	(1,013)	901	3,511	4,142	4,945	5,991
-	-	-	-	-	-	-	-
3,290	3,379	(1,013)	901	3,511	4,142	4,945	5,991
-	-	46	-	-	-	-	-
3,290	3,379	(967)	901	3,511	4,142	4,945	5,991
49.2	2.7	(128.6)	(193.2)	289.6	18.0	19.4	21.2
25.6	26.3	(7.5)	7.0	27.3	32.2	38.5	46.6
49.2	2.7	(128.6)	(193.2)	289.6	18.0	19.4	21.2
FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
							643
					18,051	21,067	25,002
17,418	21.102	19,610	19 882				
	,		ŕ	16,286	18,693	21,710	25,644
-	-	-	-	-	18,693	21,710	
-	-	-	-		18,693		
- - -	-	- - -	-		18,693 - - -	21,710	
- - -	- - -	- - -	- - -	- - -	- - -	21,710	
-	- - - -	- - -	- - - -	- - - 5	- - -	21,710 - - - - -	25,644 - - - -
- - - - 17,418	- - -	- - - - 19,610	- - -	- - -	- - -	21,710	
·	21,102	- - 19,610	19,882	- - - 5 16,291	18,693	21,710	25,644 - - - - - 25,644
3,165	- - - - 21,102	- - 19,610 2,902	19,882	- - - 5 16,291	- - - - 18,693	21,710 - - - - - 21,710	25,644 - - - - - 25,644 3,730
3,165 173	21,102 3,365 199	- - 19,610 2,902 336	- - - 19,882 3,067 37	5 16,291 3,380	- - - 18,693 3,523	21,710 - - - - 21,710 3,645 16	25,644 - - - - 25,644 3,730 16
3,165 173 1,099	21,102 3,365 199 2,225	19,610 2,902 336 2,045	- - - 19,882 3,067 37 1,713	5 16,291 3,380 16 1,405	18,693 3,523 16 1,405	21,710 - - - - - 21,710 3,645 16 1,405	25,644 - - - - 25,644 3,730 16 1,405
3,165 173 1,099 4,436	21,102 3,365 199 2,225 5,789	19,610 2,902 336 2,045 5,283	19,882 3,067 37 1,713 4,817	- - - 5 16,291 3,380 16 1,405 4,801	18,693 3,523 16 1,405 4,945	21,710 - - - - 21,710 3,645 16 1,405 5,066	25,644 - - - - 25,644 3,730 16 1,405 5,151
3,165 173 1,099 <b>4,436</b> 8,394	21,102 3,365 199 2,225 5,789 8,737	19,610 2,902 336 2,045 5,283 6,083	- - - 19,882 3,067 37 1,713 4,817 8,709	5 16,291 3,380 16 1,405 4,801 9,046	18,693 3,523 16 1,405 4,945 9,909	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199	25,644 - - - 25,644 3,730 16 1,405 5,151 12,509
3,165 173 1,099 <b>4,436</b> 8,394 664	3,365 199 2,225 5,789 8,737 633	19,610 2,902 336 2,045 5,283 6,083 794	3,067 37 1,713 4,817 8,709 717	5 16,291 3,380 16 1,405 4,801 9,046 826	18,693 3,523 16 1,405 4,945 9,909 977	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176	25,644 - - - 25,644 3,730 16 1,405 5,151 12,509 1,396
3,165 173 1,099 4,436 8,394 664 2,844	3,365 199 2,225 5,789 8,737 633 2,198	19,610 2,902 336 2,045 5,283 6,083 794 1,904	3,067 37 1,713 4,817 8,709 717 2,114	3,380 16 1,405 4,801 9,046 826 2,167	18,693 3,523 16 1,405 4,945 9,909 977 2,266	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407	25,644 - - - 25,644 3,730 16 1,405 5,151 12,509 1,396 2,513
3,165 173 1,099 4,436 8,394 664 2,844 8,403	21,102 3,365 199 2,225 5,789 8,737 633 2,198 9,639	19,610 2,902 336 2,045 5,283 6,083 794 1,904 10,968	3,067 37 1,713 4,817 8,709 717 2,114 9,688	3,380 16 1,405 4,801 9,046 826 2,167 5,317	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407 9,094	25,644 - - - 25,644 3,730 16 1,405 5,151 12,509 1,396 2,513 12,242
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207	19,610 2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748	3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228	3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877	25,644 25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305 6,160	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207 5,034	19,610 2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748 4,397	3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228 4,562	3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355 4,094	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184 5,290	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877 6,044	25,644  25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660 6,824
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305 6,160 1,162	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207 5,034 860	19,610 2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748 4,397 1,024	3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228 4,562 1,601	5 16,291 3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355 4,094 1,772	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184 5,290 1,145	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877 6,044 1,190	25,644  25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660 6,824 1,343
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305 6,160 1,162 7,322	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207 5,034 860 5,894	19,610  2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748 4,397 1,024 5,421	19,882 3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228 4,562 1,601 6,163	3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355 4,094 1,772 5,865	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184 5,290 1,145 6,435	21,710  21,710  3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877 6,044 1,190 7,233	25,644  25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660 6,824 1,343 8,167
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305 6,160 1,162	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207 5,034 860	19,610 2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748 4,397 1,024	3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228 4,562 1,601	5 16,291 3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355 4,094 1,772	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184 5,290 1,145	21,710 - - - - 21,710 3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877 6,044 1,190	25,644  25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660 6,824 1,343
3,165 173 1,099 4,436 8,394 664 2,844 8,403 20,305 6,160 1,162 7,322	3,365 199 2,225 5,789 8,737 633 2,198 9,639 21,207 5,034 860 5,894	19,610  2,902 336 2,045 5,283 6,083 794 1,904 10,968 19,748 4,397 1,024 5,421	19,882 3,067 37 1,713 4,817 8,709 717 2,114 9,688 21,228 4,562 1,601 6,163	3,380 16 1,405 4,801 9,046 826 2,167 5,317 17,355 4,094 1,772 5,865	18,693 3,523 16 1,405 4,945 9,909 977 2,266 7,032 20,184 5,290 1,145 6,435	21,710  21,710  3,645 16 1,405 5,066 11,199 1,176 2,407 9,094 23,877 6,044 1,190 7,233	25,644  25,644  3,730 16 1,405 5,151 12,509 1,396 2,513 12,242 28,660 6,824 1,343 8,167
	29,311 11.3 12,871 3,311 661 3,793 1,004 2,900 4,771 35.8 16.3 640 4,130 682 35 4,777 1,487 3,290 - 3,290 - 3,290 49.2 25.6 49.2  FY19	29,311       30,561         11.3       4.3         12,871       12,966         3,311       3,764         661       769         3,793       3,865         1,004       1,127         2,900       3,127         4,771       4,942         35.8       3.6         16.3       16.2         640       643         4,130       4,299         682       687         35       23         4,777       4,962         1,487       1,583         3,290       3,379         -       -         3,290       3,379         49.2       2.7         25.6       26.3         49.2       2.7         FY19       FY20	29,311       30,561       17,085         11.3       4.3       (44.1)         12,871       12,966       8,375         3,311       3,764       3,398         661       769       339         3,793       3,865       3,399         1,004       1,127       726         2,900       3,127       2,376         4,771       4,942       (1,530)         35.8       3.6       (131.0)         16.3       16.2       (9.0)         640       643       629         4,130       4,299       (2,158)         682       687       895         35       23       23         4,777       4,962       (1,286)         1,487       1,583       (273)         3,290       3,379       (1,013)         -       -       -         3,290       3,379       (1,013)         -       -       -         49.2       2.7       (128.6)         25.6       26.3       (7.5)         49.2       2.7       (128.6)         FY19       FY20       FY21	29,311       30,561       17,085       23,877         11.3       4.3       (44.1)       39.8         12,871       12,966       8,375       10,868         3,311       3,764       3,398       3,787         661       769       339       601         3,793       3,865       3,399       3,454         1,004       1,127       726       897         2,900       3,127       2,376       2,953         4,771       4,942       (1,530)       1,318         35.8       3.6       (131.0)       (186.2)         16.3       16.2       (9.0)       5.5         640       643       629       594         4,130       4,299       (2,158)       725         682       687       895       560         35       23       23       16         4,777       4,962       (1,286)       1,268         1,487       1,583       (273)       367         3,290       3,379       (1,013)       901         -       -       -       -         3,290       3,379       (1,013)       901         49.2 <td>29,311         30,561         17,085         23,877         34,516           11.3         4.3         (44.1)         39.8         44.6           12,871         12,966         8,375         10,868         15,136           3,311         3,764         3,398         3,787         4,187           661         769         339         601         881           3,793         3,865         3,399         3,454         4,282           1,004         1,127         726         897         1,340           2,900         3,127         2,376         2,953         3,869           4,771         4,942         (1,530)         1,318         4,822           35.8         3.6         (131.0)         (186.2)         265.8           16.3         16.2         (9.0)         5.5         14.0           640         643         629         594         620           4,130         4,299         (2,158)         725         4,202           682         687         895         560         387           35         23         23         16         9           4,777         4,962         (1,286)</td> <td>29,311         30,561         17,085         23,877         34,516         38,618           11.3         4.3         (44.1)         39.8         44.6         11.9           12,871         12,966         8,375         10,868         15,136         17,580           3,311         3,764         3,398         3,787         4,187         4,346           661         769         339         601         881         965           3,793         3,865         3,399         3,454         4,282         4,356           1,004         1,127         726         897         1,340         1,506           2,900         3,127         2,376         2,953         3,869         4,135           4,771         4,942         (1,530)         1,318         4,822         5,728           35.8         3.6         (131.0)         (186.2)         265.8         18.8           16.3         16.2         (9.0)         5.5         14.0         14.8           640         643         629         594         620         744           4,130         4,299         (2,158)         725         4,202         4,984           682</td> <td>29,311         30,561         17,085         23,877         34,516         38,618         44,118           11.3         4.3         (44.1)         39.8         44.6         11.9         14.2           12,871         12,966         8,375         10,868         15,136         17,580         20,564           3,311         3,764         3,398         3,787         4,187         4,346         4,686           661         769         339         601         881         965         1,147           3,793         3,865         3,399         3,454         4,282         4,356         4,519           1,004         1,127         726         897         1,340         1,506         1,712           2,900         3,127         2,376         2,953         3,869         4,135         4,680           4,771         4,942         (1,530)         1,318         4,822         5,728         6,810           35.8         3.6         (131.0)         (186.2)         265.8         18.8         18.9           16.3         16.2         (9.0)         5.5         14.0         14.8         15.4           4,130         4,299         (2,158)</td>	29,311         30,561         17,085         23,877         34,516           11.3         4.3         (44.1)         39.8         44.6           12,871         12,966         8,375         10,868         15,136           3,311         3,764         3,398         3,787         4,187           661         769         339         601         881           3,793         3,865         3,399         3,454         4,282           1,004         1,127         726         897         1,340           2,900         3,127         2,376         2,953         3,869           4,771         4,942         (1,530)         1,318         4,822           35.8         3.6         (131.0)         (186.2)         265.8           16.3         16.2         (9.0)         5.5         14.0           640         643         629         594         620           4,130         4,299         (2,158)         725         4,202           682         687         895         560         387           35         23         23         16         9           4,777         4,962         (1,286)	29,311         30,561         17,085         23,877         34,516         38,618           11.3         4.3         (44.1)         39.8         44.6         11.9           12,871         12,966         8,375         10,868         15,136         17,580           3,311         3,764         3,398         3,787         4,187         4,346           661         769         339         601         881         965           3,793         3,865         3,399         3,454         4,282         4,356           1,004         1,127         726         897         1,340         1,506           2,900         3,127         2,376         2,953         3,869         4,135           4,771         4,942         (1,530)         1,318         4,822         5,728           35.8         3.6         (131.0)         (186.2)         265.8         18.8           16.3         16.2         (9.0)         5.5         14.0         14.8           640         643         629         594         620         744           4,130         4,299         (2,158)         725         4,202         4,984           682	29,311         30,561         17,085         23,877         34,516         38,618         44,118           11.3         4.3         (44.1)         39.8         44.6         11.9         14.2           12,871         12,966         8,375         10,868         15,136         17,580         20,564           3,311         3,764         3,398         3,787         4,187         4,346         4,686           661         769         339         601         881         965         1,147           3,793         3,865         3,399         3,454         4,282         4,356         4,519           1,004         1,127         726         897         1,340         1,506         1,712           2,900         3,127         2,376         2,953         3,869         4,135         4,680           4,771         4,942         (1,530)         1,318         4,822         5,728         6,810           35.8         3.6         (131.0)         (186.2)         265.8         18.8         18.9           16.3         16.2         (9.0)         5.5         14.0         14.8         15.4           4,130         4,299         (2,158)

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Source: Company, HSIE Research

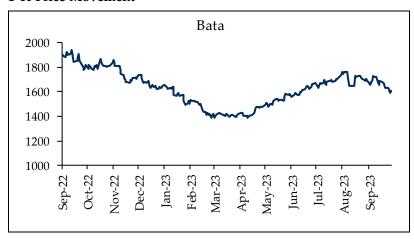


# **CASH FLOW**

CASH FLOW								
Year ending March	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Reported PBT	4,777	4,872	(1,166)	1,397	4,298	5,397	6,546	7,958
Non-operating & EO Items	(733)	(638)	(440)	(601)	(286)	(430)	(558)	(735)
Interest Expenses	35	1,177	1,035	928	1,079	17	17	18
Depreciation	634	2,958	2,648	2,442	2,948	744	804	861
Working Capital Change	147	(682)	2,066	(1,982)	(776)	(543)	(833)	(702)
Tax Paid	(1,410)	(1,870)	468	(68)	(974)	(1,255)	(1,601)	(1,968)
OPERATING CASH FLOW (a)	3,451	5,817	4,611	2,115	6,288	3,930	4,375	5,433
Capex	(822)	(857)	(357)	(477)	(897)	(888)	(926)	(946)
Free Cash Flow (FCF)	2,629	4,960	4,254	1,638	5,391	3,042	3,449	4,487
Investments	-	-	-	29	-	-	-	-
Non-operating Income	(1,955)	(1,033)	(170)	1,376	5,282	430	558	735
INVESTING CASH FLOW (b)	(2,776)	(1,890)	(527)	928	4,385	(458)	(368)	(210)
Debt Issuance/(Repaid)	(14)	(13)	(11)	(9)	-	(17)	(17)	(18)
FCFE	660	3,915	4,072	3,034	10,673	3,455	3,990	5,205
Share Capital Issuance	-	-	-	-	-	-	-	-
Dividend	(618)	(969)	(515)	(514)	(6,989)	(1,735)	(1,928)	(2,056)
Others	-	(3,379)	(3,165)	(2,886)	-	(5)	-	-
FINANCING CASH FLOW (c)	(631)	(4,361)	(3,691)	(3,410)	(6,989)	(1,757)	(1,945)	(2,074)
NET CASH FLOW (a+b+c)	43	(434)	393	(367)	3,684	1,715	2,062	3,148
EO Items, Others	1	1	1	1	1	1	1	1
Closing Cash & Equivalents	8,403	9,639	10,968	9,688	5,312	7,027	9,089	12,237
KEY RATIOS								
KETKATIOO	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
PROFITABILITY (%)								
GPM	56.1	57.6	51.0	54.5	56.1	54.5	53.4	52.8
EBITDA Margin	16.3	16.3	9.5	17.5	23.0	23.1	22.7	22.7
EBIT Margin	14.1	14.2	(6.0)	7.4	14.5	14.7	15.7	16.4
APAT Margin	11.2	11.1	(5.7)	3.8	10.2	10.7	11.2	12.0
RoE	20.5	17.5	(4.8)	4.6	19.4	23.7	24.5	25.3
RoIC (or Core RoCE)	31.9	28.7	(16.2)	5.7	29.8	33.0	37.0	41.7
RoCE	17.7	15.3	(8.0)	2.7	17.5	21.3	24.5	25.4
EFFICIENCY			,					
Tax Rate (%)	31.1	31.6	24.4	26.3	24.9	25.2	25.2	25.2
Fixed Asset Turnover (x)	5.2	4.8	2.7	3.5	4.7	4.7	4.8	4.9
Inventory (days)	104.5	104.3	130.0	133.1	95.7	93.7	92.7	91.7
Debtors (days)	8.3	7.6	17.0	11.0	8.7	9.2	9.7	10.2
Other Current Assets (days)	35.4	26.3	40.7	32.3	22.9	21.4	19.9	18.4
Payables (days)	76.7	60.1	93.9	69.7	43.3	50.0	50.0	50.0
Other Current Liab & Provns (days)	14.5	10.3	21.9	24.5	18.7	10.8	9.8	9.8
Cash Conversion Cycle (days)	57.0	67.8	71.8	82.2	65.3	63.5	62.5	60.5
Net D/E (x)	(0.5)	(0.5)	(0.6)	(0.5)	(0.3)	(0.4)	(0.4)	(0.5)
Interest Coverage (x)	116.5	183.2	(94.9)	44.4	474.2	291.2	345.0	408.9
PER SHARE DATA (Rs)								
EPS	25.6	26.7	(7.3)	8.0	25.1	29.0	37.0	45.5
CEPS	30.6	31.7	(2.4)	12.6	30.0	34.8	43.3	52.2
Dividend	6.3	4.0	4.0	54.5	13.5	15.0	16.0	17.0
Book Value	135.5	164.2	152.6	154.7	126.7	145.4	168.9	199.5
VALUATION								
P/E (x)	62.9	60.3	(220.2)	200.8	64.0	55.4	43.4	35.4
P/BV (x)	11.9	9.8	10.5	10.4	12.7	11.1	9.5	8.1
EV/EBITDA (x)	41.6	39.9	(128.0)	149.5	41.8	34.9	29.0	24.0
EV/Revenues (x)	6.8	6.5	11.5	8.3	5.8	5.2	4.5	3.9
OCF/EV (%)	1.7	3.0	2.4	1.1	3.1	2.0	2.2	2.8
FCF/EV (%)	1.3	2.5	2.2	0.8	2.7	1.5	1.7	2.3
FCFE/Mkt Cap (%)	0.3	1.9	2.0	1.5	5.2	1.7	1.9	2.5
Dividend Yield (%)	0.4	0.2	0.2	3.4	0.8	0.9	1.0	1.1
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# 1 Yr Price Movement



# **Rating Criteria**

BUY: >+15% return potential
ADD: +5% to +15% return potential
REDUCE: -10% to +5% return potential
SELL: >10% Downside return potential

#### Bata India: Company Update



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