Bata India

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

<u>On retail</u>, 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.

<u>On distribution</u>, 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 03 Oct 2023)	INR 1,619
Target Price	INR 1,500
NIFTY	19,529

KEY CHANGES	OLD	NEW
Rating	REDUCE	REDUCE
Price Target	INR 1,500	INR 1,500
EPS %	FY25E	FY26E
	-	-

KEY STOCK DATA

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

STOCK PERFORMANCE (%)

	3M	6M	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	СМР	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

C	Revenue (INR bn)			Revenue (INR bn) EBITDA (INR bn) EBITDAM (%)					PAT (INR bn)				EPS (INR)							
Company	FY23 I	FY24E I	FY25E I	FY26E	FY23	FY24E	FY25E	FY26E	FY23 I	Y24 E 1	FY25E I	FY26E	FY23	FY24E	FY25E	FY26E	FY23 I	Y24E I	FY25E I	FY26E
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, HSI	E Resea	irch, N	lote: *F	for Ca	mpus A	ctivewe	ear, cor	nsensus	s estim	ates u	sed									

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Zara

Aqualite

Sketchers

VKC Group Paragon

Ajanta Shoes Campus Activewear

Focus Charts



Source: Company, HSIE Research

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



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

Financials

Year End (March)	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Net Revenues	29,311	30,561	17,085	23,877	34,516	38,618	44,118	49,813
Growth (%)	11.3	4.3	(44.1)	39.8	44.6	11.9	14.2	12.9
Material Expenses	12,871	12,966	8,375	10,868	15,136	17,580	20,564	23,529
Employee Expense	3,311	3,764	3,398	3,787	4,187	4,346	4,686	5,053
A&P Expense	661	769	339	601	881	965	1,147	1,305
Rent Expense	3,793	3,865	3,399	3,454	4,282	4,356	4,519	4,686
Other selling and distribution Expense	1,004	1,127	726	897	1,340	1,506	1,712	1,928
Other Expenses	2,900	3,127	2,376	2,953	3,869	4,135	4,680	5,210
EBITDA	4,771	4,942	(1,530)	1,318	4,822	5,728	6,810	8,102
EBITDA Growth (%)	35.8	3.6	(131.0)	(186.2)	265.8	18.8	18.9	19.0
EBITDA Margin (%)	16.3	16.2	(9.0)	5.5	14.0	14.8	15.4	16.3
Depreciation	640	643	629	594	620	744	804	861
EBIT	4,130	4,299	(2,158)	725	4,202	4,984	6,006	7,241
Other Income (Including EO Items)	682	687	895	560	387	430	558	735
Interest	35	23	23	16	9	17	17	18
PBT	4,777	4,962	(1,286)	1,268	4,580	5,397	6,546	7,958
Total Tax	1,487	1,583	(273)	367	1,068	1,255	1,601	1,968
PAT before share of associate earnings	3,290	3,379	(1,013)	901	3,511	4,142	4,945	5,991
Share of associate earnings	-	-	-	-	-	-	-	
RPAT	3,290	3,379	(1,013)	901	3,511	4,142	4,945	5,991
Exceptional Gain/(loss)	-	-	46	-	-	-	-	
Adjusted PAT	3,290	3,379	(967)	901	3,511	4,142	4,945	5,991
APAT Growth (%)	49.2	2.7	(128.6)	(193.2)	289.6	18.0	19.4	21.2
Adjusted EPS (Rs)	25.6	26.3	(7.5)	7.0	27.3	32.2	38.5	46.6
EPS Growth (%)	49.2	2.7	(128.6)	(193.2)	289.6	18.0	19.4	21.2
Year End (March) SOURCES OF FUNDS	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY2
SOURCES OF FUNDS								
Share Capital - Equity	643	643	643	643	643	643	643	643
Reserves	16,776	20,459	18,968	19,239	15,644	18,051	21,067	25,002
Total Shareholders Funds	17,418	21,102	19,610	19,882	16,286	18,693	21,710	25,644
Long Term Debt	-	-	-	-	-	-	-	
Short Term Debt	-	-	-	-	-	-	-	
Total Debt	-	-	-	-	-	-	-	
Net Deferred Taxes	-	-	-	-	-	-	-	
Other Non-current Liabilities & Provns	-	-	-	-	5	-	-	05 (4)
TOTAL SOURCES OF FUNDS	17,418	21,102	19,610	19,882	16,291	18,693	21,710	25,644
APPLICATION OF FUNDS	21(5	2.265	2 002	2.0(7	2 200	2 5 2 2	2 (45	2 72
Net Block	3,165	3,365	2,902	3,067	3,380	3,523	3,645	3,730
CWIP	173	199	336	37	16	16	16	1.40
Other Non-current Assets	1,099	2,225	2,045	1,713	1,405	1,405	1,405	1,405
Total Non-current Assets	4,436	5,789	5,283	4,817	4,801	4,945	5,066	5,151
Inventories	8,394	8,737	6,083	8,709	9,046	9,909	11,199	12,509
Debtors	664	633	794	717	826	977	1,176	1,396
Other Current Assets	2,844	2,198	1,904	2,114	2,167	2,266	2,407	2,513
Cash & Equivalents	8,403	9,639	10,968	9,688	5,317	7,032	9,094	12,242
Total Current Assets	20,305	21,207	19,748	21,228	17,355	20,184	23,877	28,660
Creditors	6,160	5,034	4,397	4,562	4,094	5,290	6,044	6,824
Other Current Liabilities & Provns	1,162	860	1,024	1,601	1,772	1,145	1,190	1,343
Total Current Liabilities	7,322	5,894	5,421	6,163	5,865	6,435	7,233	8,16
Net Current Assets	12,982	15,313	14,328	15,065	11,490	13,749	16,644	20,493
Others							-	
TOTAL APPLICATION OF FUNDS	17,418	21,102	19,610	19,882	16,291	18,693	21,710	25,644

Bata India: Company Update

CASH FLOW

CASHFLOW								
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								
KET KATIOS	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
PROFITABILITY (%)	1113	1120	1 1 2 1	1 1 2 2	1125	1124	1123	1120
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	14.7	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		1010	(0.0)		17.00	21.0	21.0	2011
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	2.4	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
	0.1	0.4	5.4	5.1	0.0	5.7	1.0	***





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

Disclosure:

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