

August 07, 2025

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 Friday, August 8, 2025, 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
(SVP- Legal, Company Secretary & Compliance Officer)
Membership No: 16019



METRO BRANDS LIMITED

Q1 FY2025-26
EARNINGS PRESENTATION
7th August 2025

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Brief Overview

Q1 FY26 Business Highlights

Metro's Strengths

Levers of growth

Sustainability Initiatives & Others

Our Journey

metro
BRANDS



Our story in numbers

Company Facts



8
store formats



928
Stores



31
States & Union territories



206 Cities
Q1: 1 new city



17+ million
Loyalty membership

Performance in Q1 FY26



Rs 628 crores
Revenue from operations



Rs 195 crores
EBITDA
31.0% EBITDA margin



72%
Revenue contribution of in-house brands at MBOs



45% YOY growth
Ecommerce revenue
13.7% contribution to overall revenue



20
Net store additions



KEEP IT LIGHT



70+ years of market presence

KEY ENABLERS

STRONG BRAND PORTFOLIO



- ❖ A house of brands addressing the **customer's footwear wardrobe across genders and across price points i.e. economy, mid and premium segments**
- ❖ Wide range of brands **catering to all occasions (casual, formal, sports).**

WIDE REACH



- ❖ Pan-India presence through **928 Stores** located in **206 cities** spread across **31 states and union territories** in India (as of Jun'25)

CAPITAL-LIGHT BUSINESS



- ❖ **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**

COMPETENT MANAGEMENT



- ❖ 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

OPERATIONAL EFFICIENCY



- ❖ Among the few footwear retailers in India to **source all products through outsourcing arrangements**
- ❖ Owing to **scale of operations** and **strong supplier network**, Company is able to leverage better margins with our vendors

One Stop Shop for all Footwear Needs

metro
BRANDS



M E T R O



MOCHI
SHOES & ACCESSORIES



crocs™



WALKWAY
Footwear & Accessories



fitflop



FILA



Foot Locker



NEW ERA

Jun'25 / Q1 FY26	(MBO)	(MBO)	(EBO)	(MBO)	(EBO)	(EBO)	(MBO)	(EBO)
Target Customer	Family	Youth	Premium	Value Format	Premium	Premium	Premium	Premium
No. of. Stores	350	265	221	74	12	2	1	3 ¹
Cities	178	128	100	49	9	1	1	3
Price Range (INR) ²	1,000 – 10,000	1,000 – 10,000	1,500 – 8,000	300 – 3,500	3,500-12,000	3,000-12,000 ³	6,000-19,000	3,000-4,500
Size (sq.ft)	1,650	1,600	600	1,400	600	650	4,900	150

Note: Numbers / Percentages are rounded off ;

¹ New Era kiosks

² Price Range refers MRP of the inventory and represents broadly 85% of the total inventory value for the relevant customer segment.

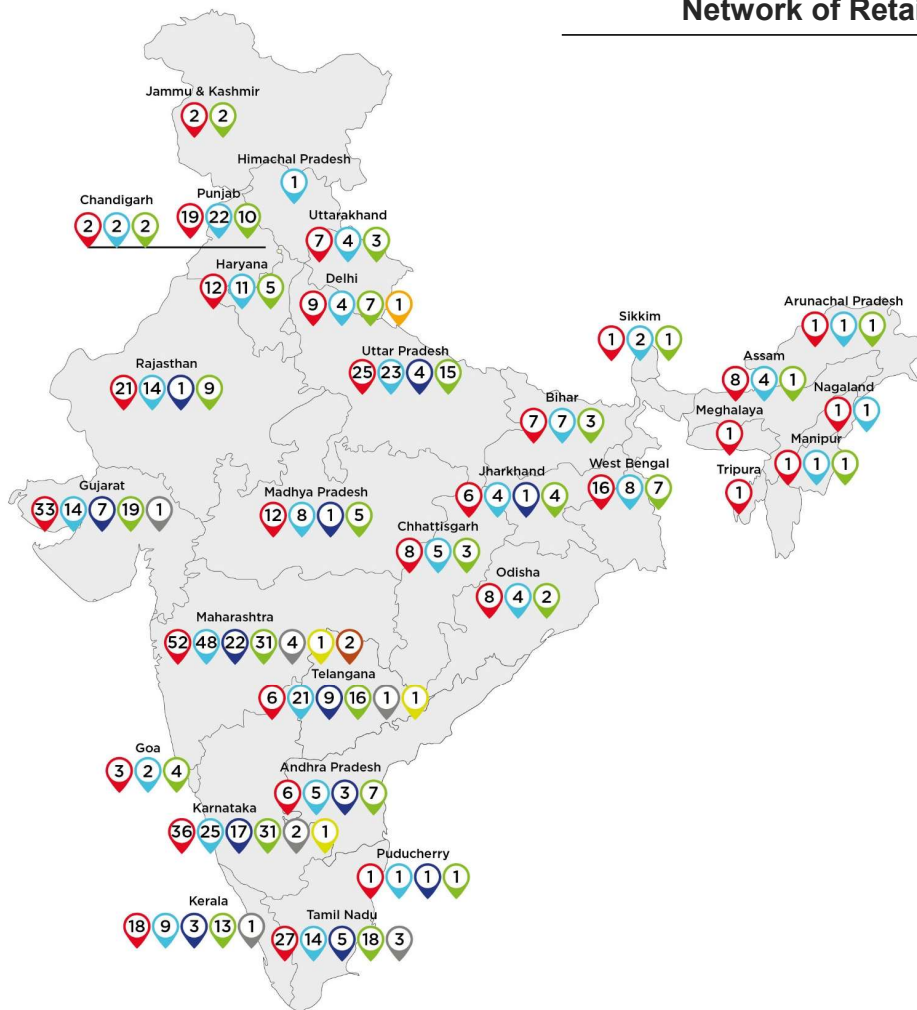
³ Fila Price range is considering new inventory added in FY25.



One Stop Shop for all Footwear Needs



Network of Retail Outlets (as of Jun'25)



Store Count as of June 30, 2025

N	Number of METRO stores	350
N	Number of MOCHI stores	265
N	Number of WALKWAY stores	74
N	Number of crocs stores	221
N	Number of fitflop stores	12
N	Number of Other Brands stores	1
N	Number of NEW ERA stores	3
N	Number of FILA stores	2

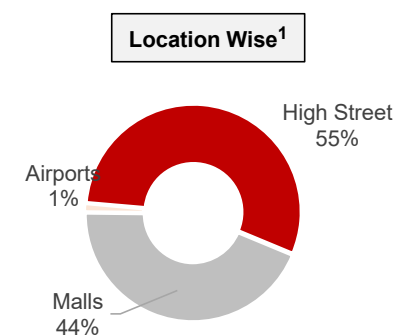
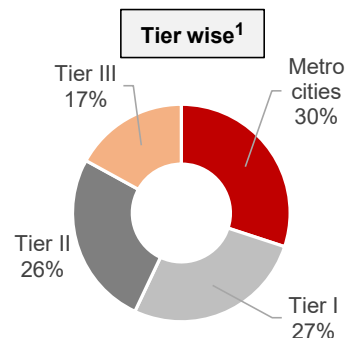
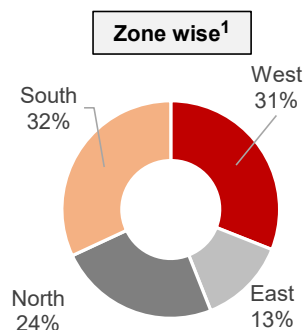
Note: The above map is not to scale and is for illustrative purposes only.



One Stop Shop for all Footwear Needs

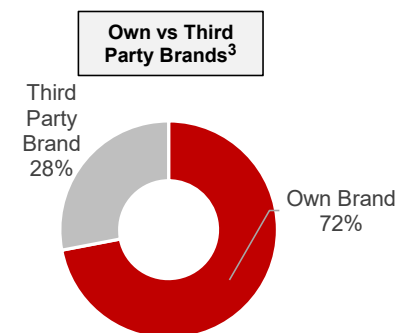
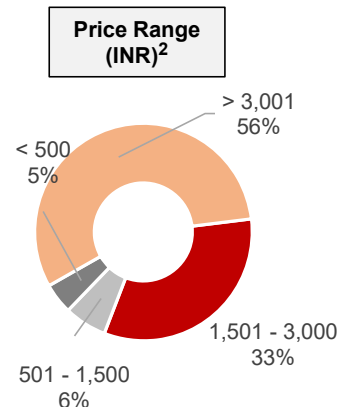
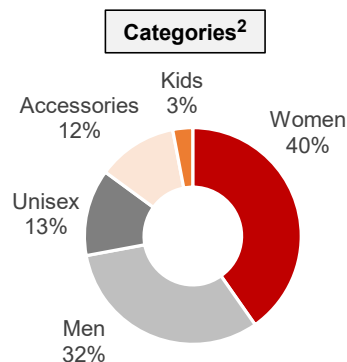


PAN India Presence with 928 Stores | 206 Cities | 31 States and UTs (As of Jun'25)



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

Products for entire family with focus on Mid and Premium Segment (Q1 FY26)



Note: Numbers / Percentages are rounded off ; ¹ Total Store Split as of Jun25 ² Split of Total Store Product Sales for Q1 FY26 on standalone basis ³ Split of Total Store Product Sales on stand alone basis for Q1 FY26 at Metro, Mochi and Walkway. Third party brands include Crocs, Fittflop and Fila.





Brief Overview

Q1 FY26 Business Highlights

Metro's Strengths

Levers of growth

Sustainability Initiatives & Others

Q1 Business Highlights



Standalone

	Q1 FY26	Q1 FY25	YoY Growth%
Revenue	615	563	9.2% ▲
EBITDA	193	180	6.9% ▲
EBITDA%	31.4%	32.0%	
PAT	97	92	4.6% ▲
PAT%	15.7%	16.4%	

Consolidated

In INR Crore

	Q1 FY26	Q1 FY25	YoY Growth%
Revenue	628	576	9.1% ▲
EBITDA	195	181	8.0% ▲
EBITDA%	31.0%	31.3%	
PAT	99	92	7.1% ▲
PAT%	15.7%	16.0%	

Business Highlights

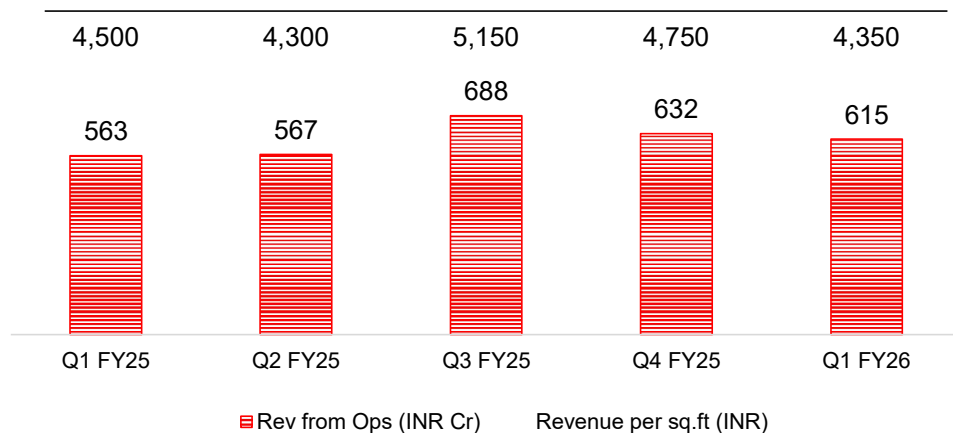
- ❖ Q1 FY26 delivered stable growth due to increased demand from a higher number of marriage dates. This was partly offset by Eid preponement to March, early onset of the monsoon and geopolitical tensions.
- ❖ During the quarter, 23 new stores were opened. This was offset by 3 stores closures for the quarter.
- ❖ Ecommerce sales (including omni-channel) grew by 45%, contributing to 13.7% of the revenue (compared to 10.4% in Q1 FY25).
- ❖ EBITDA margins were lower primarily due to higher marketing spend on brand building and positioning.

Note: Numbers and decimals rounded off

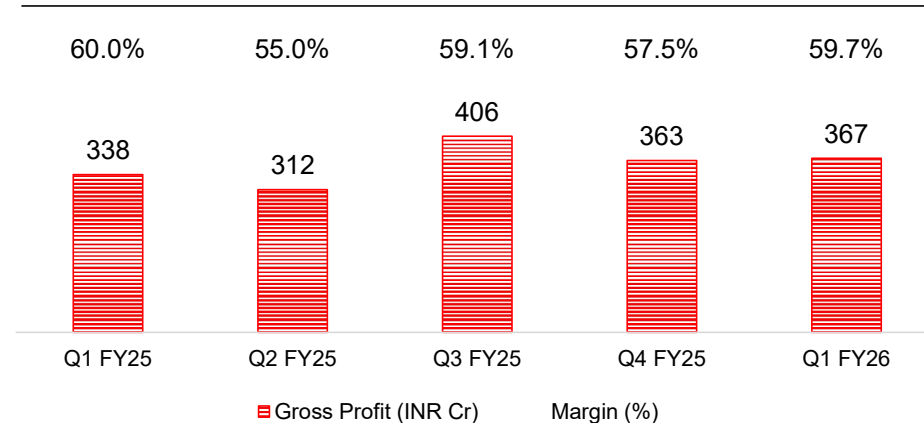


Q1 Business Highlights (Standalone)

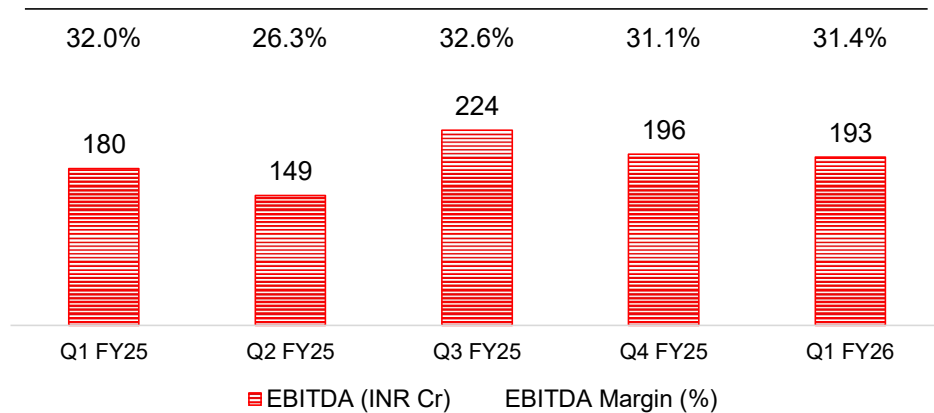
Revenue from Operations and Revenue per sq.ft



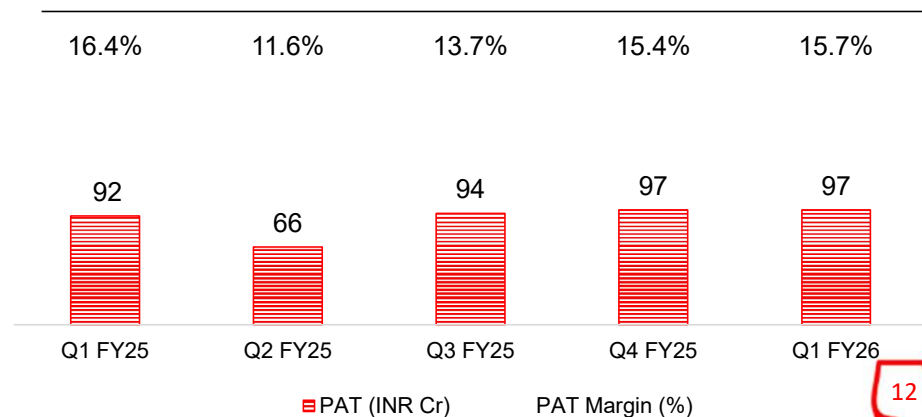
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



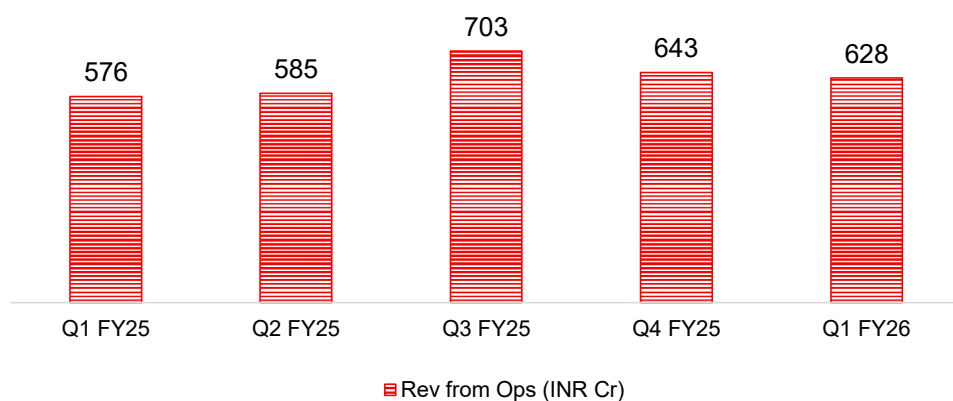
PAT and PAT Margins



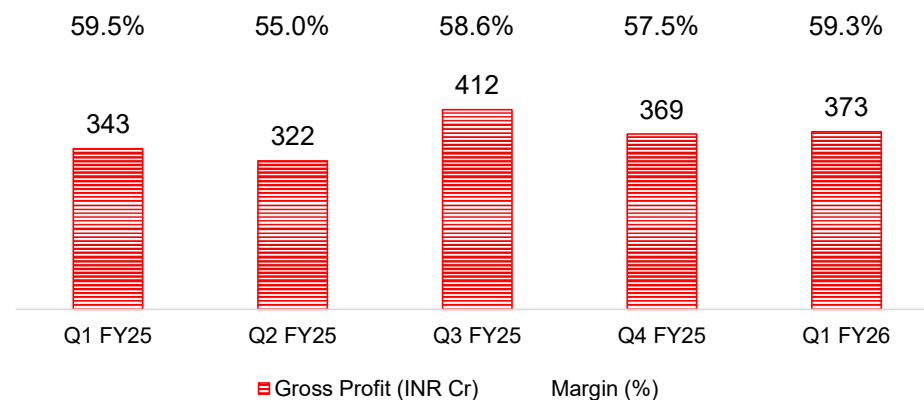
Note: Numbers and decimals rounded off.

Q1 Business Highlights (Consolidated)

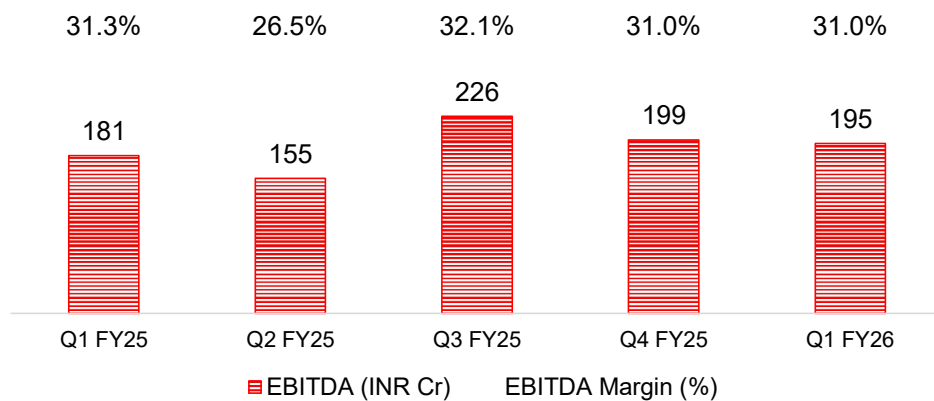
Revenue from Operations



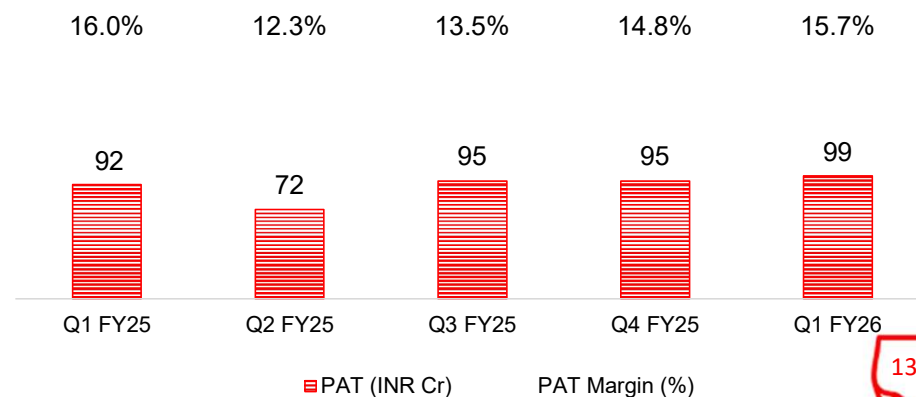
Gross Profit and Gross Margins



EBITDA and EBITDA Margins



PAT and PAT Margins



Note: Numbers and decimals rounded off

Strategic partnership with Clarks



About Clarks

- ❑ **C. & J. Clark International Limited** (trading as **Clarks**) is a British footwear manufacturer and retailer founded in 1825.
- ❑ A global leader and pioneer in comfort footwear, Clarks operates 320 stores across the United Kingdom and Ireland, along with hundreds of franchises across America, Europe and Asia Pacific.

Salient features of the Agreement

- ❑ Long term exclusive agreement for India & Bangladesh, Nepal, Bhutan, Maldives, Sri Lanka.
- ❑ The Agreement has multiple dates and gates for renewal.
- ❑ Exclusive rights of distribution across all channels of trade. (i.e. EBO's, MBO's, Online ecommerce, distribution etc).

Opportunities for Metro Brands

- ❑ Access to Clarks' exclusive footwear and accessories product range.
- ❑ Clarks' heritage and premium positioning in comfort-led footwear (especially women's range) will complement and enhance our ability to capitalize on the growing casualization trend.

BIS implementation update

Implementation of Bureau of Indian Standards for footwear

- ❑ The Department for Promotion of Industry and Internal Trade (DPIIT) issued BIS Quality Control Order (QCO) for footwear which was mandatory from 1st January 2024 for most categories of footwear. This was subsequently deferred for implementation till 31st July 2024.
- ❑ As per the final notification, entire legacy stock as at 31st July, 2024 will be allowed to be liquidated till 31st July, 2026.
- ❑ In the interim, to facilitate smooth transition to new BIS norms, regulatory authorities allowed purchase of footwear from factories that have applied for BIS certification till July 2024. Consequently, MBL had front loaded inventory buying in FY24. Inventory levels have normalized in FY25.
- ❑ Import restrictions due to BIS regulations are leading to supply chain disruptions in our global brand portfolio, especially in the Sports & Athleisure footwear segment. Though, global brands have started receiving some BIS approvals for their manufacturing units across foreign geographies; we expect supply chain disruptions to fully normalize only by end of FY26.

Update on new business formats



Launch of Foot Locker

- ❑ Metro Brands Limited (MBL) signed a long-term licensing agreement with Foot Locker, Inc., the New York-based specialty athletic retailer in Q3 FY24.
- ❑ Within a year, the Company launched its first Foot Locker store in India, at New Delhi's Nexus Select City Walk in Oct24. Performance of the store thus far has been largely as per our expectation.
- ❑ Due to supply chain related concerns after BIS implementation, we are cautious on the store expansion. However, we have visibility of adding 3 Foot Locker stores before start of festive season in Q3 FY26.

Fila

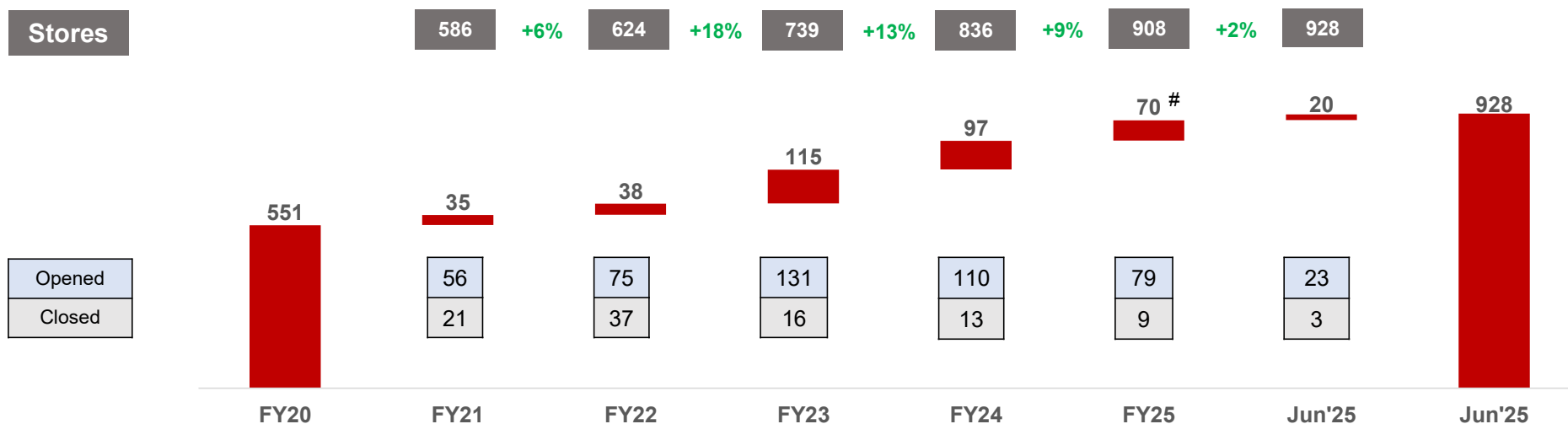
- ❑ Due to BIS related concerns, we have started local manufacturing of Fila footwear in India.
- ❑ Fila's repositioning is progressing as planned, supported by a clear merchandise assortment and pricing strategy.
- ❑ We are on track to open new FILA EBO's in H2 of FY26.

Launch of New Era

- ❑ The Company entered into a long-term exclusive distribution agreement with New Era Cap, LLC., an international lifestyle brand with an authentic sports heritage that dates back over 100 years with a global revenue of ~ \$1 billion.
- ❑ In October 2024, the Company launched its first New Era kiosk at Bengaluru, followed by kiosks in Hyderabad and Mumbai.
- ❑ New Era website launched in Q4 FY25. Further kiosk / store additions planned for Q2 FY26 onwards.



Year wise Store additions - Standalone



	FY20	FY21	FY22	FY23	FY24	FY25	Jun25
Metro	218	219	231	278	317	345	350
Mochi	145	145	162	199	237	256	265
Walkway	70	73	53	63	66	70	74
Crocs	118	149	178	195	208	219	221
Fitflop	-	-	-	4	8	12	12
Fila	-	-	-	-	-	2	2
Foot Locker	-	-	-	-	-	1	1
New Era	-	-	-	-	-	3	3
Total Stores	551	586	624	739	836	908	928

Note: Store count for Jun'25 includes 5 Franchise Stores of Walkway and 3 New Era kiosks. #Does not include movement in Fila stores



Profit & Loss Statement (Standalone)

In INR Crore

Particulars	Q1 FY26	Q4 FY25	Q1 FY25	FY25
Revenue from Operations	615	632	563	2,450
Other Income	28	27	23	95
Total Income	643	659	586	2,545
EXPENSES				
Purchases of stock-in-trade	302	224	201	962
Changes in inventories of stock in trade	(54)	45	24	69
Employee Benefits Expense	59	60	57	233
Finance costs	24	24	21	90
Depreciation and amortisation expenses	69	70	60	257
Other expenses	115	108	101	437
Profit before tax for the period/year	129	128	123	496
Net Tax Expense	32	31	31	147
Profit after tax for the period/year	97	97	92	350
Other comprehensive income	0	(0)	(0)	(0)
Total comprehensive income for the period/year	97	97	92	349

Note: Numbers rounded off

Profit & Loss Statement (Consolidated)

In INR Crore

Particulars	Q1 FY26	Q4 FY25	Q1 FY25	FY25
Revenue from Operations	628	643	576	2,507
Other Income	28	23	23	93
Total Income	657	666	599	2,600
EXPENSES				
Purchases of stock-in-trade	309	230	206	988
Changes in inventories of stock in trade	(53)	44	27	73
Employee Benefits Expense	63	63	59	245
Finance costs	24	24	21	90
Depreciation and amortisation expenses	69	70	60	258
Other expenses	116	110	103	444
Share of (loss)/ profit of a Joint Venture	1	0	0	2
Profit before tax for the period/year	131	126	123	504
Net Tax Expense	32	31	31	149
Profit after tax for the period/year	99	95	92	354
Other comprehensive income	0	0	(0)	(0)
Total comprehensive income for the period/year	99	95	92	354

Note: Numbers rounded off



Brief Overview

Q1 FY26 Business Highlights

Metro's Strengths

Levers of growth

Sustainability Initiatives & Others

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 advanced machine learning model for 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



8

Strong track record of growth, profitability and financial discipline

Note : ¹CRISIL Research

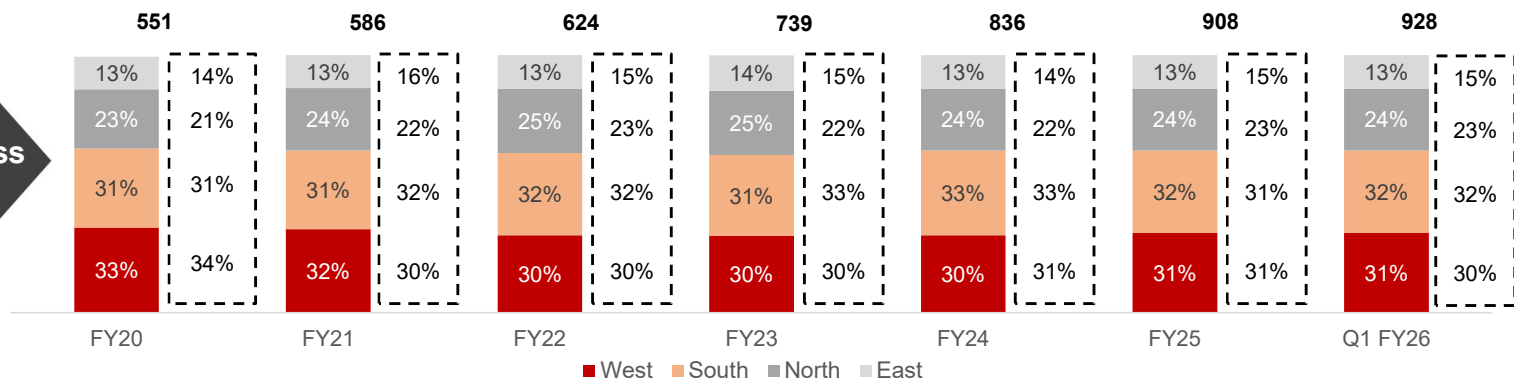


1

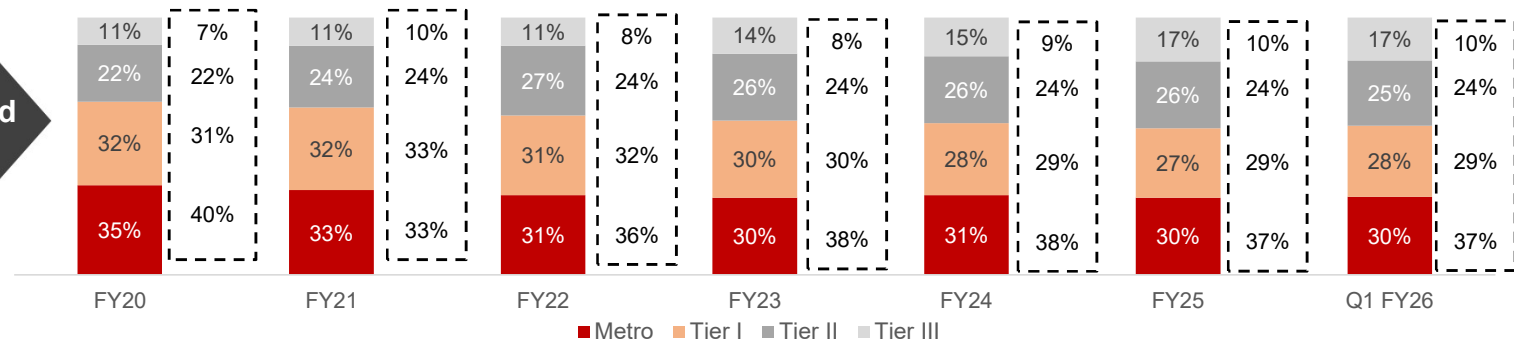
One of India's largest pan India footwear retailers¹ with a brand appeal among aspirational consumer segments

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...with diversified presence across regions²



Increasing presence in Tier II and Tier III cities²



Note: Decimals rounded off ; Above figures are on standalone basis.
¹CRISIL Research ; ²Figures represent store count as of Jun 30, 2025
 [- - -] denotes % share in Total Store Product Sales



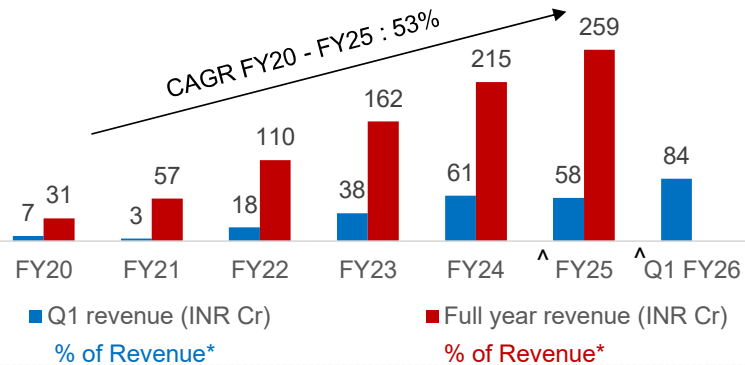
2

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

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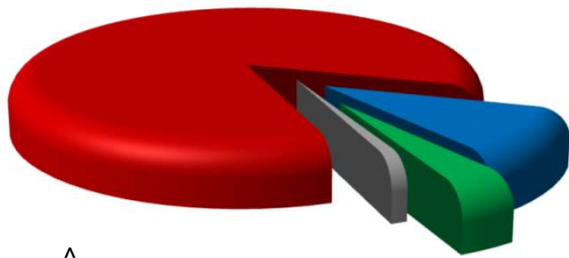
E-commerce – Online & Omnichannel

2.2% 2.5% 8.1% 7.3% 14.5% 8.4% 7.6% 7.9% 11.0% 9.5% 10.4% 10.6% 13.7%



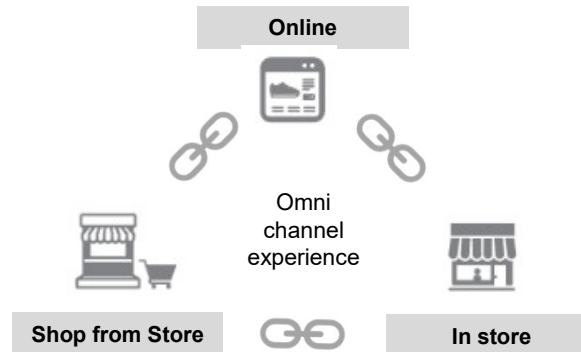
- Majority of online business comes through leading e-commerce marketplaces (Present on major E-commerce marketplaces)
- Manage three own brand websites (www.metroshoes.com, www.mochishoes.com and www.walkwayshoes.com) and three exclusive brands www.fitflop.in, www.fila.co.in and www.neweracap.in.
- 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

Revenue Breakup - Instore & E-commerce

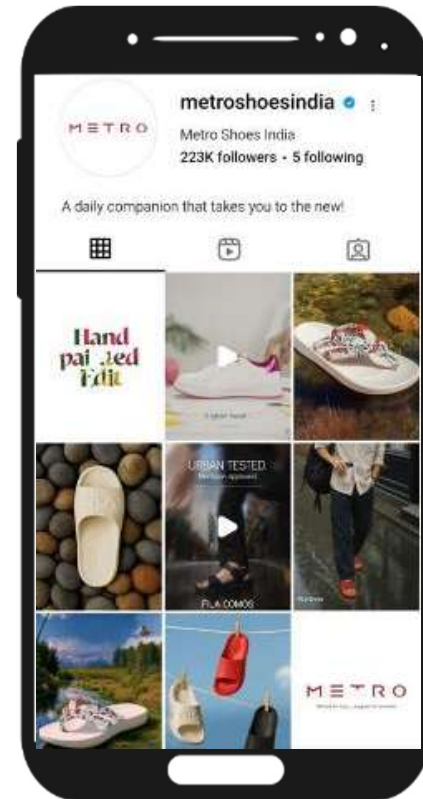


Q1 FY26[^]:
Instore : 85% | Online : 10% | Omnichannel: 4% | Others: 1%
As a % of Standalone Revenue from Operations.

Note : Revenue is net of returns and discounts. ^ FY25 & Q1 FY26 numbers includes Fila



- Customer engagement through home – visits and instant messaging channels such as Whatsapp

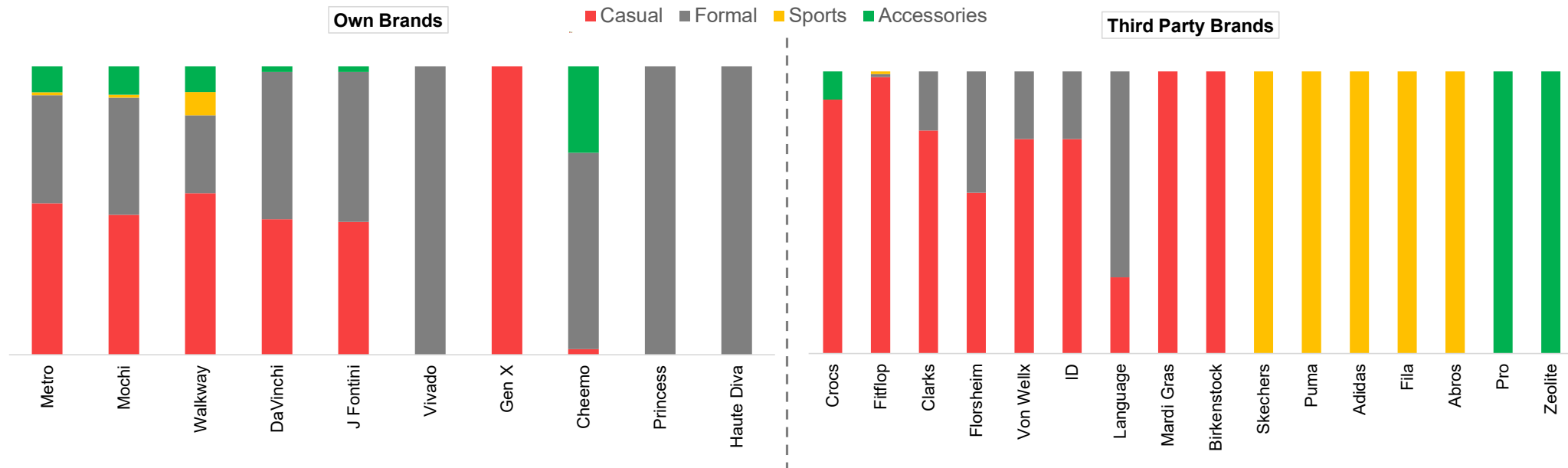


3

Wide range of brands and products catering to all occasions across age groups and market segments resulting in strong customer loyalty (1/2)

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BRANDS

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
								

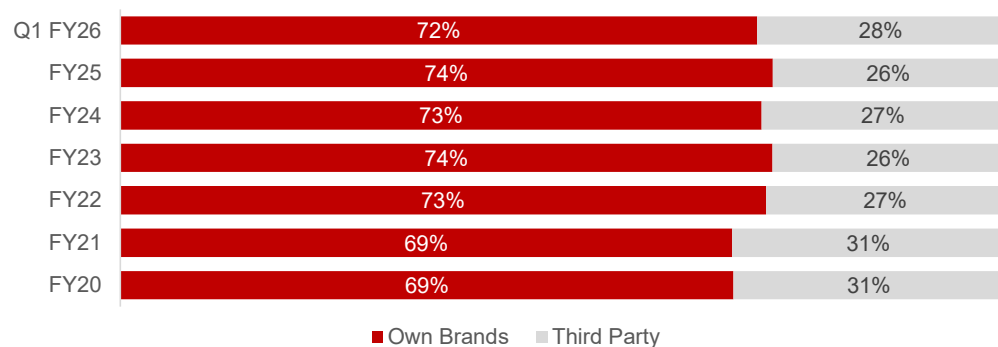
Note : Above details are for Metro, Mochi and Walkway.

3

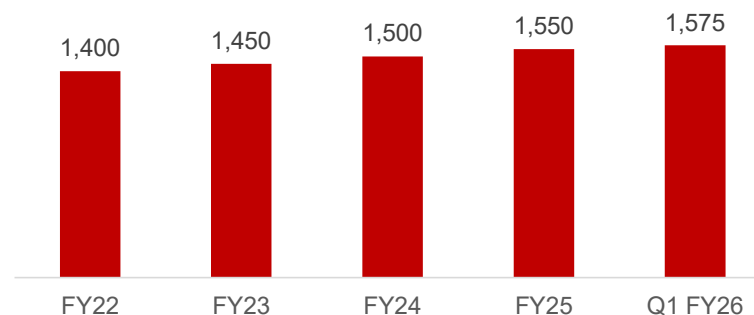
Wide range of brands and products catering to all occasions across age groups and market segments resulting in strong customer loyalty (2/2)

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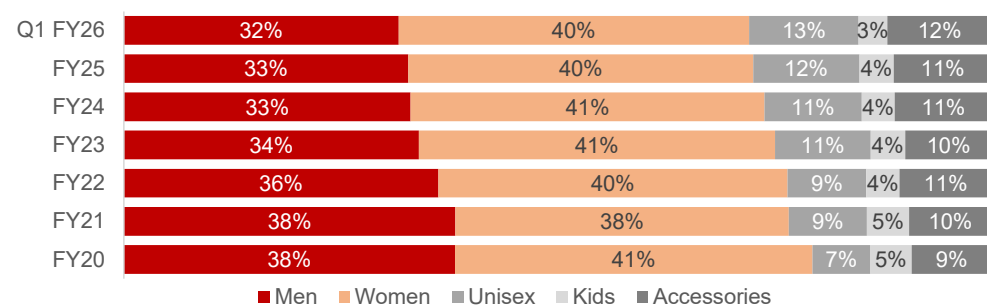
Own Brands contribute ~ 70-75% of total store product sales at MBOs¹



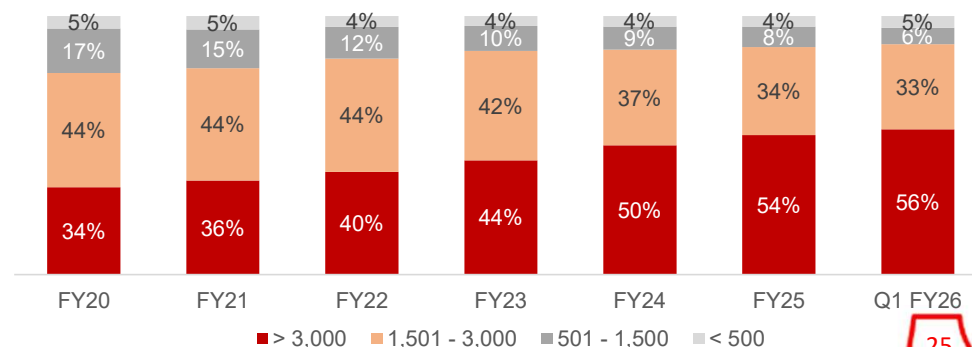
Targeting Mid and Premium Segment – Average Realization (Rs.)



One Stop Shop for all the family members²



Product Pricing wise Sales Mix²



¹Pertain to Metro, Mochi and Walkway.² of Total Store Product Sales.

Note : Numbers and decimal rounded off. Above figures are on standalone basis.

Asset light business with an efficient operating model leading to sustained profitable growth

1

Outsourced Manufacturing

- ✓ One of the few footwear Retailers in India to source all products through outsourcing arrangements without own manufacturing facility¹

2

Leveraging scale of operations

- ✓ One of the highest gross margins among peers ¹
- ✓ Under most agreements for third party brands company is required to pay for products only once they are sold
- ✓ Under certain agreements company can return ageing inventory

3

Identification of store location

- ✓ Robust store selection process targeting high streets, malls and airports
- ✓ Doubled the store count in last 7 years (i.e. 509 Net store additions since FY18).

4

Variable Cost Structure

- ✓ Lease Rentals: Either fixed or revenue sharing basis with landlords
- ✓ Compensation for store managers include significant variable pay
- ✓ Variable component for store employees is pegged to store level sales
- ✓ EBITDA Margin of ~30% (Highest among listed peers)

¹Source: CRISIL Research
Note: Numbers and decimals rounded off

Efficient operating model through deep vendor engagements and advanced machine learning model for supply chain

Long Standing Relationships with Vendors

- 250+ vendors dealt with over last 3 fiscal years
- 20+ years of relationship with certain vendors



Leveraging omni channel distribution

- Seamless customer journey across stores, websites, and marketplaces
- Optimum capital employed



Focus on Product Assortment

- Advanced machine learning model 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
- Minimize stale stock (Reducing Discounted Sales)
- Improving gross margins



6

Platform of choice for third party brands looking to expand in India

crocs™



fitflop



FILA



Foot Locker



metro
BRANDS

NEW ERA



- ❑ We have exclusive rights to operate and own Crocs “full price” stores across the western and southern states in India.
- ❑ Further, we have a non-exclusive retail agreement for operating our existing stores in the northern & eastern states of India.

- ❑ FitFlop is renowned for offering shoes designed for all-day wear, incorporating a blend of biomechanics, comfort and fashion.
- ❑ We have established an exclusive strategic partnership with FitFlop, for pan-India distribution, including EBOs, MBOs, distribution channels & overall online space.

- ❑ Fila is one of the fastest-growing global sportswear brands and has a rich heritage of 110 years.
- ❑ The sportswear brand designs shoes & apparel focused on mid & premium segments.
- ❑ In China, it is one of the largest premium sports brand with over 2,000 outlets.

- ❑ Foot Locker, Inc. is an American premium sports & athleisure retailer with 50-year history and is a global leader and originator of sneaker culture.
- ❑ We have entered into a Multi-decade long-term licensing agreement with exclusive rights to own and operate Foot Locker stores in India.

- ❑ New Era Cap, LLC. is an international lifestyle brand with an authentic sports heritage that dates back over 100 years with a global revenue of ~ \$1 billion.
- ❑ We have entered into a long term exclusive Distribution Agreement for India.

7 Board of Directors¹



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



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 Managing Director of Technopak Advisors Pvt. Ltd.



VIKAS VIJAYKUMAR KHEMANI,
Independent Director

- ❖ Fellow Member of ICAI, a CFA Charter Holder and member of ICSI.
- ❖ Currently serves on the Boards of Carnelian Asset Advisors Pvt Ltd, BSAS Infotech Ltd and Tibbs Foods Pvt. Ltd..



SRIKANTH VELAMAKANNI,
Independent Director

- ❖ Holds bachelor's degree in electrical engineering from IIT Delhi and PGDM from IIM Ahmedabad
- ❖ Is a whole time director and member of Fractal Analytics Pvt. Ltd



MITHUN PADAM SACHETI,
Independent Director

- ❖ Holds bachelor's degree in commerce from Sydenham College of Commerce and Economics, Mumbai, and is also a certified gemologist from the Gemological Institute of America (GIA)
- ❖ Previously served as Founder, CEO and Managing Director of CaratLane



BHASKAR BHAT,
Independent Director

- ❖ Holds a degree in Mechanical Engineering from IIT Madras and a PGDBM from IIM Ahmedabad.
- ❖ Previously served as the Managing Director of Titan Company Ltd.
- ❖ Presently serving on the Boards of Kansai Nerolac Paints, LUCAS TVS Ltd., Orange County Resorts & Hotels Ltd., & IITM Pravartak Technologies Foundation.



RADHIKA PIRAMAL,
Independent Director

- ❖ Holds a BA from the University of Oxford and an MBA from Harvard Business School.
- ❖ Currently, serves as the Executive Director of VIP Industries Ltd.
- ❖ Serves on the Boards of Chalet Hotels Ltd., GiveOut, and Dasra. She was the Managing Director & CEO of VIP Industries from 2010 to 2017.



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.

¹Excluding Promoter Directors

Strong promoter background and an experienced and entrepreneurial management team with a proven track record



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 19, 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 - Sports Division, 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 an MBA degree in International Business from Western Sydney University
- ❖ 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.

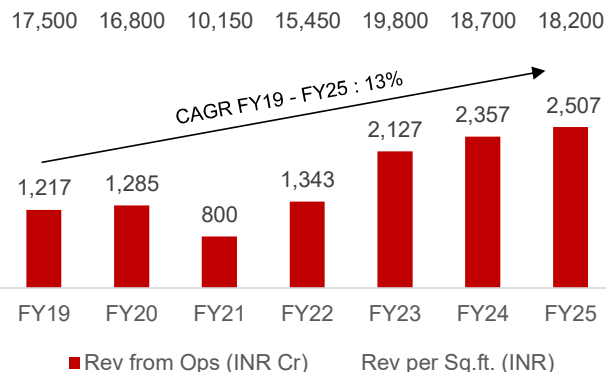


MOHIT DHANJAL,
Chief Operating Officer

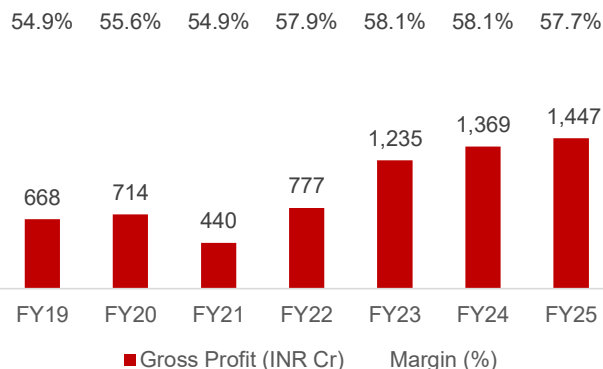
- ❖ Holds a degree in Hotel Management from IHM and a Bachelor's degree in Sociology, Public Admin and Political Science. He has also done an Executive Program from Cornell University
- ❖ Previously associated with ITC, TCS, HUL, Raymonds, and Reliance

Strong track record of growth, profitability and financial discipline

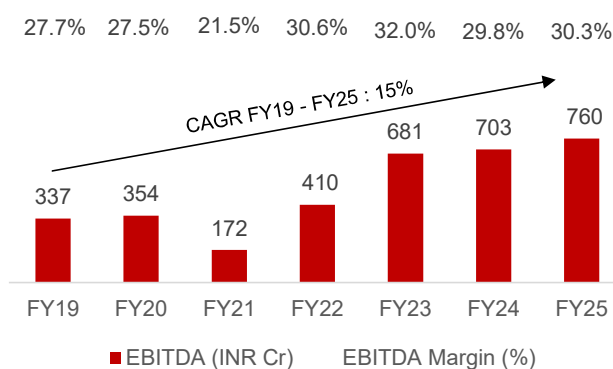
Revenue from Operations



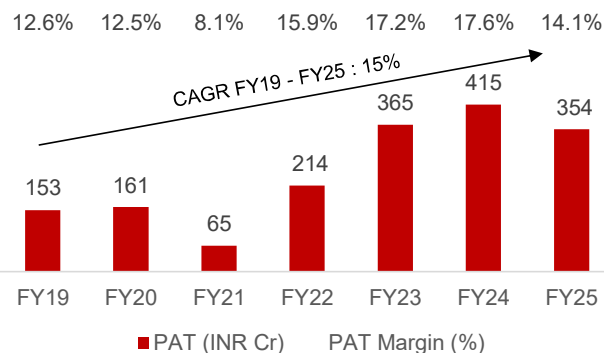
Gross Profit and Gross Margins



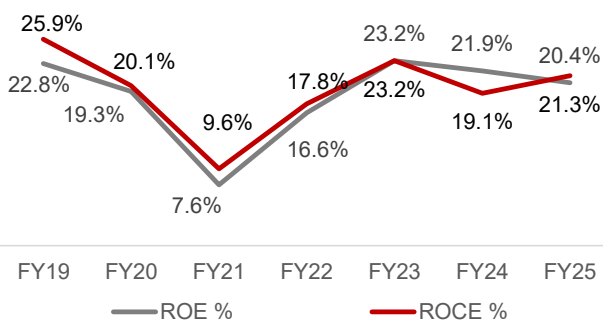
EBITDA and EBITDA Margins



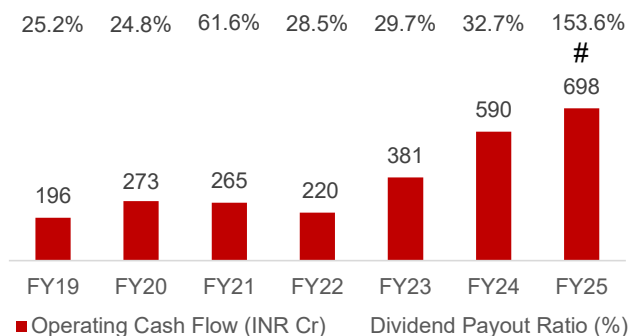
PAT and PAT Margins



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: ROE is calculated as PAT for the year divided by total equity; ROCE is calculated as EBIT divided by Capital Employed (Total Assets less current liabilities); Dividend payout is computed basis dividend declared for the particular financial year. #Without Special dividend, Dividend Payout ratio is 42.2%



Brief Overview

Q1 FY26 Business Highlights

Metro's Strengths

Levers of growth

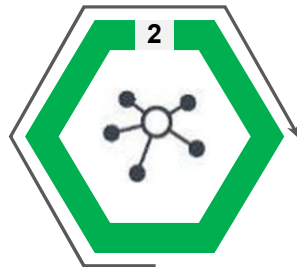
Sustainability Initiatives & Others

Key Strategies



Store Expansion Plans

Target to open sustainable and profitable stores across all formats.



Leverage Multi-brand Platform

Build on successful expansion of strategic brands like Crocs / Fitflop / Clarks 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



Leverage Sports & Athleisure Segment

Unleash growth opportunities in Sports & Athleisure segment through tie-ups like Fila, Foot Locker & New Era



Inorganic Opportunities

Evaluation basis targeted returns, operational scale and diversification criteria





Brief Overview

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Levers of growth

Sustainability Initiatives & Others

CSR & Sustainability Initiatives (1/4)

Processing of Old & Discarded Footwear (ODF) in an eco-friendly manner



- ❑ Under this project, ODF is collected & then sorted, cut, and again sorted material wise as below:
 - Rubber and Plastic materials are sent for recycling.
 - Other totally worn off parts are then sent either to cement kilns or power generating units where they are co-processed as a substitute for coal.
- ❑ We processed old & discarded footwear aggregating to ~ **4,364 tons (~11 million pairs)** in **FY25** in an eco-friendly manner.

We've successfully met our long-term goal of recycling one pair for each sold, ahead of schedule.

CSR & Sustainability Initiatives (2/4)



We are introducing digitized smart class program and supporting some infrastructure creation / refurbishments in **eight rural schools** of Satara & Sindhudurg districts of Maharashtra



We are enhancing English language skills (reading, writing, speaking, listening) for grades 1-8 of more than **450 underprivileged students** studying in 13 hostels, aiming for 100% showing minimum one-level improvement



We are supporting to increase the employability quotient of **more than 300 trainees** (unemployed youth) by providing them practical exposure through on-the-job training at our retail outlets, thus enhancing their skills and making them employable.

CSR & Sustainability Initiatives (3/4)



We are creating awareness and early detection of hypertension, diabetes & oral cancer through screening in **~1200 cobblers** as well as other vulnerable communities.

We distributed **more than 1600 pairs** of footwear to the underprivileged people residing in Wada taluka of Palghar district.



CSR & Sustainability Initiatives (4/4)



We distributed **more than 25000 pairs** of footwear and accessories to the underprivileged people residing in the districts of Amravati, Latur, Chandrapur, Wardha, Nasik, Nandurbar, Gadchiroli, Thane, Mumbai, Darrang, Wayanad, Indore and Dausa



We are sponsoring school fees and counselling charges **for more than 65 children** of underprivileged families from Maharashtra and Gujarat region



We are sponsoring to construct a new classroom to decongest the existing ones, so that school children can study in a comfortable environment



