



2016 -17

Bata

STEP INTO STYLE



2016-17

Bata

CONTENTS

Corporate overview

We are Bata India	iii
From the desk of the Managing Director	iv
Key Brands and Offerings	vii
Customer Engagement	xi
Reach Expansion	xiii
Human Capital	xv
Community Development	xvii
Action in Photographs	xix
Board of Directors	xx
Management Team	xxiv

Annual Report

Notice convening the 84th AGM	3-9
Financial Highlights- from 2007 to 2016-17	10-13
Boards' Report including Management Discussion & Analysis and Annexure thereto	14-56
Corporate Governance Report and Auditors' Certificate thereon	57-74
Auditors' Report on Financial Statements	75-81
Balance Sheet	82
Statement of Profit and Loss	83
Cash Flow Statement	84-86
Notes on Financial Statements	87-131
Share Price Movement (1987 to 2016-17)	133
Consolidated Financial Statements	134-188
Proxy Form	189
Route Map to the AGM Venue	191



STEP INTO STYLE

India is rapidly emerging as a preferred market for fashion and lifestyle brands all across the world. The reason being that the digital medium has made it very easy for consumers to be constantly updated with fashion trends anywhere in the world. On the other hand, the boom of online shopping has opened a new window for the retailers to closely monitor trending fashion, preferences and consumption. This leads to global brands and marketers to have clear information about the fashion consciousness and buying behaviour of the customers.

When it comes to emerging fashion trends and preferences in footwear of Indian customers, Bata India is fast becoming a leading trendsetter. We have been taking dedicated measures to ensure that we bring

fashion trends to customers before they see it anywhere else. We have meticulously transformed all our major brands, introduced season's collection aligned with global trends, created a refreshing shopping experience, revamped our accessory range and developed holistic online shopping platforms that includes a user friendly website and a mobile application. All this enhanced our image and enabled the consumer to always stay updated with fashion all across the globe.

We have our footprints in the market for more than eight decades and successfully established that Bata provides unmatched comfort. Now, we step into a new journey where we will become trendsetters over the years, so that every time customers step into Bata, they 'Step Into Style.'

We started by bringing shoes to a nation. Shortly after, we took shoes to an entire continent. Soon after that, the entire world got access to our shoes.





WE ARE BATA INDIA

Established in the year 1931 in India, we, Bata India Limited, are the largest retailer and manufacturer of footwear in the Country. Our four state-of-the-art production facilities located strategically across the country produce all kinds of shoes and accessories. We command a strong pan-India retail presence with 1,293 stores across 500 cities. In recent times, we have been adding about 50-60 large format stores every year.

Besides owned stores, Bata brand is also available through a large network of dealers. Bata, the name, stands synonymous to quality and has been the trustworthy footwear partner for the Indian customers. Our commitment to quality, combined with an excellent mix of design, comfort and affordability, makes Bata the No. 1 footwear brand in India.

Taking global, regional and local fashion trends into account, we endeavour to provide customers with a fresh new collection, every season. We keep introducing trendy and exciting products, for instance the new Insolia Collection, European Collection and the Buckline Collection are some of the new launches which are in line with global trends.

OUR VALUES // SERVE WITH PASSION • BE BOLD • COUNT ON ME • IMPROVING LIVES • EXCEED CUSTOMER EXPECTATIONS

OUR VISION

To make great shoes accessible to everyone!

OUR MISSION

- We help people to look and feel good
 - We become the customers' destination of choice
 - We attract and retain the best people
 - We remain the most respected footwear company
-

OUR UNIVERSE IN NUMBERS

4 // Strategically located manufacturing units **2.62 //** mn sq. ft. of retail space across India **24,972 //** mn turnover of FY 2016-17

1293 // Retail stores across India **21 //** mn footwear pairs production capacity per annum **47 //** mn footwear pairs sold this year

8034 // Employees across functions and locations

OUR GLOBAL PARENTAGE

At Bata India Limited, we are a growing Indian unit of Switzerland headquartered Bata Shoe Organisation, a global footwear and accessory enterprise. The organisation is structured into three geographic units, namely Bata Europe, Bata Emerging Market (Asia Pacific, Africa and Latin America) and Bata Protective (worldwide B2B operations).

With business presence in over 70 countries, it operates more than 5,000 stores, aptly supported by 26 global production units across 18 countries. Worldwide, over 30,000 footwear specialist of Bata Shoe Organisation serve more than 1,000,000 customers everyday.



Dear Shareholders,

It gives me immense pleasure to share with you an update on the overall performance of your Company during 2016-17. Bata India Limited continues to be the market leader in the organized footwear segment with a wide portfolio of products across different categories like Women, Children, Youth, Sports and Men. In India, the demand of our shoes and accessories has been consistent throughout the year but faced a temporary slow-down due to certain external factors beyond our control. Despite the unknown setbacks, we have closed the Financial Year 2016-17 with a turnover of Rs. 24,972 Million.

FROM THE DESK OF THE MANAGING DIRECTOR

As our customers become more and more demanding and the marketplace gets increasingly crowded, we have realized that our best bet for winning is by offering a great product. And so for the past year we have singularly focused on the strategy of 'Product is king'! Here we have explored and identified for ourselves a unique space, which is owning 'comfort with style' as a brand. That has enabled us to not only create comfort related innovations on large scale, but also add contemporary, sleek and quality styling to our products.

After getting the product right, the other key milestone that we accomplished was to be commercially aggressive. We have actively mapped the consumer preferences, fashion trends and demands to the right target audiences through our over 1290 retail stores across 500 cities in India. Our offerings are becoming more contemporary with comfort and wow pricing as strong differentiators. We have evolved from building a wide range across multiple categories to now launching more flagship products and hero collections across categories.

We have been following a dual strategy of driving same store growth and opening new stores in under-served locations and cities. Geographically, the consumption story and the need for great shopping experience are not limited to only the urban centres. In fact, non-urban markets are growing equally fast, with consumers from Tier 2 and Tier 3 cities aspiring for better designs. Bata India has increased its focus on smaller towns with internationally-designed stores being launched in these areas. The latest ones are at Thodupuzha and Angamaly- Tier 2 towns near Kochi, Kerala. These large sized, modern concept stores are unique with their clutter free aesthetics and visual impact which creates a truly international shopping experience for our customers.

Now we are at the stage, even globally, where we are focusing on evolving Bata *the* Brand and to encompass style and fashion very intrinsically as well. At present, we are developing the communication across all touch points to convey Bata's point of view on these attributes. We are also substantially increasing our advertising budget for 2017. In recent past, there have been a range of stylish collections launched, like the hand-crafted premium 'European Collection' in Men's Dress space, 'The Buckline' collection giving a fashion fillip to Men's Business Casual range and the 'Festive' range for party/marriage wear for women. All these new initiatives were well received by our patrons and so it has made us confident about our new focus.

Attracting and nurturing talent to build a robust pipeline of leadership has been an ongoing focus for the Company. Our diversified workforce ranges from those at the forefront in our retail stores to those who translate innovative ideas into products. Retaining and motivating the best people with the right skills at all levels is the key focus to ensure that the organization's objective is accomplished.

This year, young women are the new focus market for Bata India. The first step was to sharply define our audience and understand her aspirations so as to tailor-make our offering to

excite and entice her. This has helped shape our new brand manifesto to celebrate the modern woman. Our new television campaign of Bata – 'Me. And comfortable with it' has been launched, highlighting the brand's admiration for women in a very special way and presenting a glimpse of the transformation in Bata's image and product line. At the product level our women focus is supported through our latest Bata Insolia range of heels, with technology that enables women to 'walk taller, walk further'. Leveraging on the patented technology of Insolia – owned by American company HBN – Bata's new line of heels can be worn three times longer than regular heels and reduce the pressure on the front of the foot by almost 30%. This is a benefit that no other brand can claim and our women customers are loving it.

But it's not just the women's category which has kept our attention, the children's category is also growing at a very fast rate and offers a big opportunity for growth. We have made concrete plans to corner a major share of this market and have built a wide portfolio covering different occasions like school, sports, outdoor, indoor, etc. under Bubblegummers and Disney brands. The children's category, which has been the legacy of Bata, will be seeing further expansion in the coming times.

With majority of the population in India becoming younger, new ways to connect with the new customers and launching new collections of footwear at a faster pace become imperative. The needs for footwear are becoming increasingly specific, especially in sports and athleisure. We have always introduced our products based on consumers' needs and insights. Also with more and more people living healthier lifestyles, we have launched the Power XoRise Collection with 4D mesh, memory foam, and Tunnel technology for a "run more, tire less" proposition.

In another first, Bata India has partnered with fbb Colors Femina Miss India 2017 as their official Footwear/Ramp walk partner, bringing Bata firmly in all style conversations throughout the pageant season and beyond. Their 29 state winners also graced our key Bata stores all over the Country and brought alive the conversation of styling, wardrobe and the need for great shoes in life!

Our achievements have further been encouraged and recognized by Dun & Bradstreet Corporate Award as 'Top Indian Footwear Brand for 2017' and Images Retail 'Most Admired Retailer of the Year – Footwear' for 2016-17.

Last one year saw all of us at Bata constantly evolving with the changing times. The consumers, going forward, will be more digitally savvy, craving for newer levels of experiences and latest footwear solutions which are more customized and individualistic in approach and Bata India will mirror these needs in all its offerings.

As always, I would like to take this opportunity to thank you for reposing your immense trust in us and growing with us. We will continue to try and keep this journey as successful as it has been in the legacy spanning more than eight decades.



OUR KEY BRANDS AND OFFERINGS

Bata

Bata, as the mother brand, represents the myriad of things it has to offer to its customer. The brand stands for contemporary, trendy, colorful and youthful footwear destination. With comfortable shoes and stylish accessories for the entire family on offer, one can find stirring and surprisingly affordable fashion at every Bata store. Enabling everyone's personal style statement, especially impressive are Bata's latest on-trend collections and the level of comfort they provide.



Naturalizer

In 1927, Caleres, Inc. launched a women's footwear line with the radical idea of combining current fashion with comfort features. Naturalizer symbolized what modern women had achieved. Naturalizer honors the brand's original promise to deliver feminine, stylish, comfortable shoes in a manner that is relevant to the busy lifestyle of today's woman.



Weinbrenner

The Weinbrenner brand line is made up of leather shoes and boots, low, mid and high cut and it was built to suit the true outdoor personalities. Weinbrenner carries the true essence of nature, travel, leisure and casual time out. Weinbrenner is aimed at the neo-traditional and contemporary customer for their casual moments.

Bata


naturalizer
— SHOES FIT FOR YOU —

THINK OUTDOORS
WEINBRENNER
· SINCE 1892 ·

