



Bata[®]

WALKING WITH INDIA SINCE 1931

ANNUAL
REPORT
2019-20

Bata India Limited



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OUR FIGHT AGAINST COVID-19



Manufacturing masks at the Batanagar factory



Distributing footwear to healthcare professionals & food to local communities

MARCHING FORWARD TO THE NEW BEAT

Another eventful year has gone by, meanwhile, at Bata India, we have been maintaining last year's momentum as we continue our journey in emerging as an agile, aspirational and the most sought-after brand. Today, our mix of new products, innovative experiences and thoughtful brand positioning blend seamlessly with the redefined and reimagined Bata. These efforts augment Bata's new brand narrative of being vibrant, contemporary, fashion-centric and millennial-friendly.

Bata's brand ethos of resilience and responsibility are amply demonstrated by our resolute but compassionate response in the face of the unprecedented socio-economic repercussions of the COVID-19 pandemic. As a 126-years young company, we have experienced crises throughout our history. Bata has kept operations going through wars, nationalizations, natural disasters and pandemics. The core values that served us through those challenging times remain unchanged, ensuring the well-being of employees, serving customers at all times and managing short-term difficulties by standing resolutely by our partners while being true to our long-term vision.

The company's committed campaigns such as #ParkYourShoes and #StayActiveWithPower were aligned with the government's agenda of prioritizing safety and health. Accordingly, we have undertaken all necessary measures in promoting the safety and well-being of our employees, customers and local communities. In protecting stakeholders, our Batanagar factory prepared 35,000-plus masks and 4,000-plus face shields that were distributed among our employees, their families, the police, hospitals in the vicinity and local communities. Your company has already provided more than 6,000 pairs of washable footwear to medical staff in hospitals.

Keeping customer-centricity as the focus, we have moved successfully into new segments. Our revamped brand identity has inspired new customers. These include millennials, whom we have been targeting as part of our transformation story. Millennials are avid shoppers, possess relatively higher disposable incomes, backed by a fashion-centric mindset. Given their natural inclination for casual and fashion products, they are an indispensable customer segment. Keeping this in mind, we have focused on bespoke offerings suiting millennials. Our omni-channel marketing strategy has also ascertained that Bata's online and offline presence attracts a cross-category of customers.

Popular campaigns involving influential brand ambassadors have been instrumental in enabling brand Bata in transitioning into its new image, generating greater growth. Our association with Lakme Fashion Week, (LFW) including being a showcase partner at the LFW, has helped in enhancing Bata's glamour quotient. Simultaneously, some recent campaigns, such as the 9to9 collection, have struck a strong chord with new-age working women – an aspiring fast-growing segment spending more on stylish footwear than ever before. Meanwhile, our Power campaign coupled with campaigns around the festive season and the launch of the first Naturalizer store in India have helped us in augmenting our brand image.

Our in-store experiences are now enthralling customers through their transformed look – be it the décor, the staff or the overall ambience. Today, Bata stores are open, vibrant and inviting, encouraging fashion-conscious customers to come back whenever they wish to purchase a new pair of shoes.

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WE ARE BATA INDIA

Established in 1931, Bata India Limited is the largest retailer and manufacturer of footwear in the country. Our four state-of-the-art production facilities are located strategically across India, producing all kinds of footwear. We have a strong pan-India retail presence with 1,558 stores across cities, including franchisee stores.

Adhering to our customer-centric ethos, we have ensured that Bata enjoys high visibility via a large network of dealers, apart from company-owned stores. As a brand that has witnessed changing customer preferences over generations, we have always kept pace via new product offerings. Our commitment to quality, design, comfort and cost-efficient products has ascertained that Bata has been leading India's footwear sector for decades. Heeding local, regional and global fashion trends, we keep providing customers with novel collections every year.

OUR VALUES

- Serve with passion
- Be bold
- Count on me
- Improving lives
- Exceed customer expectations

OUR MISSION

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

OUR VISION

- To make great shoes accessible to everyone

OUR UNIVERSE IN NUMBERS

3.23

Mn sq.ft. of retail space across india

30534

Mn turnover (INR) in FY 2019-20

4

Strategically located manufacturing units

9762

Employees across functions and locations

1558

Retail stores across India including franchisee stores

21

Mn footwear pairs production capacity per annum

49.39

Mn footwear pairs sold this year

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BOARD OF DIRECTORS



BACK ROW (Left to Right)

Mr. Akshay Chudasama, Independent Director; Mr. Sandeep Kataria, Whole-time Director and Chief Executive Officer; Mr. Alberto Toni, Non-Executive Director; Mr. Ravindra Dhariwal, Independent Director; Mr. Rajeev Gopalakrishnan, Managing Director; Mr. Ram Kumar Gupta, Director Finance and Chief Financial Officer.

FRONT ROW (Left to Right)

Mr. Ashok Barat, Independent Director; Mr. Ashwani Windlass, Chairman and Independent Director; Ms. Anjali Bansal, Independent Director.

MANAGEMENT TEAM



BACK ROW (Left to Right)

Mr. Ankur Rastogi, Vice President - Sourcing; Mr. Vinod Kumar Mangla, Global Head (Internal Audit); Mr. Subhabrata Bal, Asst. Vice President - Emerging and Matured Market & Franchisee Operations (East); Mr. Manoj Goswami, Senior Vice President - Legal; Mr. Matteo Lambert, Chief Collection Manager; Mr. Vijay Shrikant Gogate, Head - City Stores; Mr. Kumar Sambhav Verma, Head - Omni Channel (Asia); Mr. Pankaj Gupta, Head - Emerging Market (India); Mr. Bishwanath Ganguly, Senior Vice President - Brands.

FRONT ROW (Left to Right)

Mr. Amit Kumar Gupta, Senior Vice President - Distribution Business; Mr. Ankur Kohli, Head - Real Estate (South Asia); Mr. Anand Narang, Vice President - Marketing & Customer Service; Mr. Sandeep Kataria, Whole-time Director and Chief Executive Officer; Mr. Ram Kumar Gupta, Director Finance and Chief Financial Officer; Mr. Sumit Chandna, Chief Merchandising Manager; Mr. Hitesh Narayan Kakkar, Vice President - Quality; Ms. Kanchan Chehal, Head - HR; Mr. Sanjay Kanth, Senior Vice President - Manufacturing & Sourcing.

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AT THE HELM - BOARD OF DIRECTORS

MR. ASHWANI WINDLASS

Chairman and Independent Director



Mr. Ashwani Windlass has over four decades of top management stints with first-hand experience in both traditional and new age technology companies, and an exceptional track record of value creation. He now mentors top CEOs/Boards.

An MBA from FMS, Delhi University, he holds B.Com with a gold medal and a post-graduation in Journalism (B.J.) from Punjab University, Chandigarh.

Since 2008, he has been Chairman - SA & JVs, MGRM Inc., USA, a global research initiative on human life cycle based services. He is on Boards of several leading companies, including Hitachi MGRM Net Limited, Vodafone Idea Limited, Hindustan Media Ventures Limited and Jubilant Foodworks Limited. He served on Boards of Max India Limited / Max Financial Services Limited for over 25 years.

He established and managed over a dozen new ventures with world's leading corporations - Hutchison Group, Hong Kong, British Telecom UK, Comsat Corporation, USA, Avnet, USA and Royal DSM, Holland, Total Group, France, Hitachi Limited, Japan among others.

He has been the Founder Managing Director of Hutchison Max Telecom (later rechristened Vodafone India Limited) and Vice Chairman & Managing Director of Reliance Telecom Limited & Executive Chairman MGRM.

He has also anchored key policy initiatives with several governments and regularly contributes editorial columns.