



BRANDMAN RETAIL LIMITED

Formerly known as Brandman Retail Private Limited
CIN: L52399DL2021PLC383350 | GSTIN: 07AAJCB9668D1ZC
Website: brandmanretail.com

Dated: 25.05.2026

To,
The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai-400051

SYMBOL: BRANDMAN

Subject: Transcript of the Earnings Call held on May 20, 2026, at 4:00 P.M.

Dear Sir/Madam,

Pursuant to the provision of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed herewith a transcript of the Earning Conference Call held on Wednesday, May 20, 2026, at 04:00 P.M. IST to discuss the company's financial performance for the quarter and financial year ended on March 31, 2026.

The transcript is also available on the company's website www.brandmanretail.com at the given link:

https://cdn.shopify.com/s/files/1/0815/6220/6519/files/Final_Transcripts.pdf?v=1779439460

You are requested to take note of the above information.

Thanking you,
Yours faithfully

For Brandman Retail Limited



Arun Malhotra
Managing Director
DIN: 01392489



CORDIALLY INVITES YOU TO JOIN FOR THE EARNINGS CALL - H2 & FY26

Brandman Retail Ltd.



20th May 2026



4:00 PM onwards

SPEAKERS:

Mr. Arun Malhotra

Founder & Managing director

Mr. Ayushman Dubey

Chief Financial Officer

Mr. Devendra Singh Negi

Chief Executive Officer

Purpose: A platform for investors to interact with management and discuss the company's financial performance and outlook.

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EARNINGS CALL TRANSCRIPT

Brandman Retail Limited

H2 & FY26 Earnings Conference Call

20th May, 2026 | 4:00 PM IST

Hosted by Finportal

OPENING REMARKS

Moderator (Finportal):

Good day, everyone, and welcome to the H2 and Fiscal Year 2026 earnings call for Brandman Retail Limited. Thank you for joining us today. This call will cover the company's operational and financial performance, followed by an update on the strategic priorities going forward.

Please note that certain statements made during this call may be forward-looking in nature, based on management's current expectations and assumptions. These statements are subject to risk and uncertainties, and participants are advised to exercise due caution and not place undue reliance on such statements. This call is being recorded for compliance purposes.

Representing Brandman Retail Limited today, we have with us:

Mr. Arun Malhotra, Founder and Managing Director.

Mr. Devendra Negi, Chief Executive Officer.

Mr. Ayushman Dubey, Chief Financial Officer.

I now invite the management team to share their opening remarks. Subsequently, we will open the floor for the Q&A session. Over to you, sir.

Mr. Arun Malhotra, Founder and Managing Director:

Good afternoon, everyone. Thank you for attending this call. We really appreciate it. We are very grateful to have you as our investors.

We have an exciting year ahead. We had an amazing year last year. We have shared the numbers. We already posted them. I will let the team here present the deck that we have prepared for your easy reference. I will let her present it to you, and then I am open to any questions that you may have.

So, Sidhi, can you present the deck that we have prepared? Thank you.



Moderator (Finportal):

Yes, sir, sharing. Arun sir, you can proceed.

Mr. Devendra Negi:

Sir, you are on mute.

Mr. Arun Malhotra:

Yeah. Can you hear me now?

Mr. Ayushman Dubey:

Yes, sir, we can.

Mr. Arun Malhotra:

Okay, so we are presenting the deck right now. Can you go through the deck? I can't see the deck, that is my problem. Okay, I can see it now.

Company Overview as it mentions here, we have a total of **22 outlets**, out of which **14 are New Balance exclusive brand outlets**, and **8 are our Sneaker multi-brand stores**.

These multi-brand stores are the ones in which we have presented the brands that we distribute, the brands that we are very familiar with, and we are doing a very great job. Sneaker is part of our own IP, and we are looking to expand this in a very nice way.

We have **10 distribution rights**. These are all part of our global brands. Yeah this is what we do, we are present in about **12 cities**.

Our journey we started in 2021. We took over 6 New Balance EBO stores. We expanded into 7 stores in 2023. We are brand building the B2B business with G4A and other premium brand positioning through exclusive golf activations.

In 2026, we listed in the stock market on **February 11th**. In 2025, we achieved scale and recognition, and in 2024, we did the multi-brand pivot. We launched the MBO in 2024, and we got the Rockport license.

Team as I am here in front of you, Mr. Negi is also there on the call, Mr. Dubey is there as our Chief Financial Officer, and then we have Kashika, who is our Non-Executive Director, leading the business development and partner brands in Brandman Retail.

The product categories that we offer include footwear, where we have running shoes, lifestyle shoes, walking shoes, training shoes, formal shoes, and outdoor and trail shoes. Then we have apparel, and we have accessories. In accessories, we have everything that you can think of.

The same applies in women's, including accessories, apparel, and footwear.



Premium Brands & Channels

These are the 10 premium brands that we have, and obviously the distribution platform is Brandman Retail, your company, in which we are doing amazingly well.

For **New Balance**, we have 14 stores, and we also have the online business. and, we are present in the multi-brand stores that we have, and we are opening up mono brand stores, which are called the EBOs. We are doing online as well. Similarly for **Saucony and Wilson**.

For **Rockport**, we have the license to design, manufacture, and distribute. We have e-commerce, B2B, and EBOs. Skechers is a new joining where we have e-commerce, just starting out. On Running, Adidas, Asics, and Puma are in our Sneaker MBO stores, and with On Running we have online as well.

One Inventory, All Channels

One inventory, all channels. In the retail format, we have already explained the brands that we have, where we are present, the EBOs that we have created, and the MBOs that we have created. Then there is the e-commerce marketplace, where we are present on all platforms that cater to Pan-India.

The D2C is direct-to-consumer, where we have our own website, and we are presently live on that. Institutional and B2B sales is where we are looking at and optimizing inventory management for our channel partners, and we are doing amazingly well for them.

IPO Key Highlights

We were oversubscribed by **114X** in February 2026.

The anchor investment commitment was **₹24.5 Cr**. Listing on the NSE Emerge was at **₹183**. Listing premium over issue price was approximately **4%**.

QIBs contributed 85.24, retail investors 93.12, and HNIs and NIIs was 202.

We were supported by marquee investors including Mr. Mukul Agarwal, Madhu Kela, and Sunil Singhania. We did amazingly well. The public issue size was **₹86.099 Cr**, and we listed on February 11th, as everyone knows.

Operational and Business Highlights

This is something which is very important and very dear to me, because this lists out what we are doing and how we plan to take this forward.

In store network expansion, as you can see, we started out with **13 stores, and now we are at 22**. This is something which we want to really really concentrate on. We want to work on the 8 Sneaker stores that



we have, to build that up with the new brands of Anta and Wilson coming in, and Saucony being launched as well.

Our geographic expansion has seen us go to Guwahati and the Northeast India, and we are planning to also go to East India wholeheartedly. We are going to plan to have some boots on the ground, so that we can really penetrate. Obviously, our presence at Mumbai Navi Airport and Guwahati Airport as well.

Our brand expansion portfolio, we briefly spoke about, where we mentioned **Saucony, Anta, and Wilson, where we will be opening EBOs**. Skechers is the online business that we just got into, and the omnichannel expansion is on all the portals: Amazon, Flipkart, Myntra, Ajo, Tata CLiQ Luxury, Nykaa Fashion, and Nykaa Man. That is a great opportunity right there.

Operational efficiency and ERP integration is working very well for us. Corporate milestones include the IPO listing at NSE Emerge.

Welcoming Anta & Wilson to India

Yes, we are welcoming Anta and Wilson to India, and Anta is a great great great brand. They are a **billion-dollar company**, with \$35 billion just to be there. They just bought about 25 to 30% of Puma. It is a great company to work with, and we have very exciting things planned out. We have signed in a lot of stores that we will be opening in the next year.

Key Enablers & Market Forces

Our internal capabilities are our retail and distribution capabilities. Our global brand access is where we have all the brands approaching us and wanting us to represent them in India.

The market forces driving Brandman Retail are **India's premium consumption surge**, with people wanting to have branded footwear all the time. The **young-led sneaker culture** is predominantly a big success for us. The **under-penetration premium retail gap** is what we are looking to penetrate and take this forward.

Unique Value Proposition

India's curated premium sneaker platform, Sneaker, is an owned retail brand, where we are going to be very strong in our second-tier and third-tier cities. We are going to make it a destination that people will want to buy their shoes only from Sneaker. It is going to be one of the most exciting things that the footwear industry has experienced.

Then we talk about the first mover advantage and the omnichannel network that we have online. Our competitiveness is our strong loyalty, and we are building the culture around it. The relationship is amazing.

Athleisure and sneaker segments are what we are going to be focusing on, as we had mentioned before.



Industry Outlook

The industry outlook is very exciting. As I said, it is a US dollar minimum business. It is nearly a billion-dollar business, and we are looking to capture only a small portion of it. There are key growth drivers. There is a definite desire to be associated with us. We feel that India is going to be one of the most exciting countries where the maximum amount of growth is going to be.

Growth Plan

Our growth plan is aggressive retail expansion, as we spoke about, with a deeper brand portfolio to concentrate on Anta, Wilson, and Saucony. Sneaker, we are going to be developing more and more. The mix is shifting, and that is the strategy, with the B2B business taking a back foot and the B2C business taking a front foot as we proceed forward.

Financial Growth Trends

As you can see, the numbers are amazing. We have growth all the time, and amazing growth between FY25 and FY26.

Between FY24 and FY26 also, you can see the EBITDA inflection from **8.7% to 22%**. We have a CAGR of **84.46%**, so that is amazing on the EBITDA.

The PAT has moved from **₹8 Cr to ₹21 Cr to ₹25 Cr**. That is a CAGR of **77%**. So we are looking at amazing results here. The margin inflection is **15.5%**, and we see the top line and the bottom line increasing dramatically as we proceed forward.

Revenue Breakdown

Retail is **22%**, e-commerce is **7.6%**, and B2B business is **70.4%**. That is the breakdown for 2024. As I said, the B2B business will obviously come down, and the retail and D2C business will increase, and the e-commerce will also increase. This is just a breakdown of what your company is doing.

These are the numbers in a snapshot. As I said, the margins are there. The PAT margin is **15.55%**, with a top line of **₹162 Cr**. That is a huge number. Amazing numbers, amazing returns, and we see this to be more exciting as we go forward.

This is the balance sheet. It is accessible on our website and is available in the public domain. Any questions that you may have, I am sure Ayushman Dubey ji will be able to answer them as you may want.

Voices that inspire us, we have great voices, we have great reviews, we have amazing people that are coming to our stores, and they are enjoying the experience as we build the culture. Moving forward, we have exciting plans and inspirations to be in every city, in every mall, with one or the other brand that we



have, or with our multi-brand store, Sneaker. Sneaker is the most exciting part of our journey as we move forward.

With that, I think we come to a conclusion, and we are open to any questions that you may have.

Q&A SESSION

Moderator (Finportal):

Thank you so much, sir, for the opening remarks. We will now proceed to the Q&A session. I request the participants who wish to ask a question to please raise their hand. We will take the first question from Mr. Ganesh. Sir, please unmute yourself and ask the question.

Question 1, Mr. Ganesh Radhakrishnan

Mr. Ganesh Radhakrishnan:

Madam, can you hear me now?

Moderator (Finportal):

Yes, now you are audible.

Mr. Ganesh Radhakrishnan:

Thank you very much for the opportunity, and congratulations to the management team for an excellent service. I have 3 questions to ask.

My first question is, basically, it looks like you are importing the products and selling them in India in INR. I just want to understand, because the rupee is depreciating now, how quickly do you pass on the cost increases to the customers? Or how long does it take? Usually, 6 months or 9 months to pass on the price increases? That is one question.

Second one is that we have a very aggressive plan to grow next year in terms of opening retail stores. So that is going to put a lot of pressure on the cost, because the new stores will take some time to really catch up and provide the company margins. In the meantime, there is going to be pressure on the margins. How do you plan to tackle this? It could so happen that your revenue may increase, but the margins may not increase, or you may not be able to maintain this. How do you plan to balance this out? These are my first two questions, and I will follow up with another question.

Mr. Arun Malhotra:

Okay, so I will take that question. Ganeshji, welcome, and thank you so much for the trust in us, and for being our investor. We are grateful for that, and we are obliged for that.



We have aggressive plans. As I said in one of my podcasts the other day, India is one of the most exciting countries to be in, and we are privileged to be born in this country. I feel that the Indian consumer is now maturing into wanting branded product, wanting to have an experience of good quality researched product, and wanting to be associated with the brand at the right price.

So what we are doing is, with our expansion, with our MBO, which is Sneaker, we are targeting second-tier and third-tier cities, and we want to be able to bring that bouquet of brands to our consumers and to our people who are so excited to be wanting to have this product. That is the way that we want to go.

I understand when you say that there are concerns that it takes time for a retail store to mature. Our record says that **within 2 years, we break even**. There is a track record of that. So it is very important for us to be able to be in the right store, the right location, and right adjacencies.

As regards the Indian rupee is concerned, for now, we have enough buffer in our margins to be able to absorb this and not pass it on to our consumer. We plan to talk to the brands as we move forward, so that they can also support us in case this becomes a burden for us. I hope that addresses both your questions.

Mr. Ganesh Radhakrishnan:

Sure, I understand it, but in the meantime, when the rupee gets devalued, I mean, it puts pressure on your margins. So how do you plan to handle that out?

Mr. Arun Malhotra:

As I said, we have enough margins right now to cushion this increase, and we will continue to provide the pricing at the same price.

For your information, I just wanted to tell you that we are also buying from the Indian subsidiary. If you look at New Balance, which is about **65% of our business**, it is being bought from the local subsidiary in India, and we are paying in rupees.

The business that we do in our MBOs, where we have Adidas, Asics, and Puma, we are buying locally. The business that we are starting with Skechers online is from the Skechers subsidiary, where we are paying in Indian rupees as well.

So the only brands which we are importing are **Anta, Saucony, and Wilson**, which will contribute about **20 to 30%**. These are the ones that are going to be affected. However, as I said, we have enough margins to be able to keep that on hold for the moment. In case it does become an issue, we have spoken to the brands, and they will support us in some way or the other.



Mr. Ganesh Radhakrishnan:

Great, sir, great. So, can I also ask, the margins that you have done in the year 2026, the operating margins, is this sustainable for the next 2 to 3 years as you keep expanding aggressively?

Mr. Arun Malhotra:

I would say that, yes, with 1 or 2% here and there. I believe the PAT margin was **15.5%**. As we move forward, the top line will increase. We will be doing a lot more business with Skechers online that we have started. It is going to be contributing a nice portion of our top line. So I see it going forward, maybe one or two points here and there. We are on the right path, and we are delivering much more than our peers.

Mr. Ganesh Radhakrishnan:

Thank you, sir. Next question is on the bookkeeping question. When you publish the P&L report, you have given the Q3 results also. The operating profit is ₹20.68 Cr, from sales of ₹48.59 Cr. Is there some special item in it? Because this looks very abnormal.

Mr. Arun Malhotra:

I believe Mr. Dubey can answer that question.

Mr. Ayushman Dubey:

Yes, sir. Actually, the first half of our sales are without discounts, and the gross margins are full in this half year, so that is why the gross margin which you have seen boosting to 26% is there.

Mr. Ganesh Radhakrishnan:

I'm sorry, sir, I am not able to understand that. The first half was without the discount, and the second half, you were giving the discount?

Mr. Ayushman Dubey:

Right. The second half of our financial year is the end-of-season sales and BBD sales, where we have maximum sales with discounts. The first half is of fresh season stocks, which are on full MRPs itself.

Mr. Ganesh Radhakrishnan:

Okay, sorry for bothering you, but I don't think I have fully understood it. Specifically for Q3, the sales is ₹48 Cr, and the operating profit is ₹20.68 Cr. For Q4, it is ₹67 Cr and ₹7.63 Cr. So if there is a discount not happening in Q3, obviously the margins have shrunk. There is something, I think, in Q3 which is probably giving high operating profit. That is what I am trying to understand. Out of sales of ₹48 Cr, you can see a profit before exceptional items and tax is ₹20.68 Cr. That is out of range, is it not?



Mr. Ayushman Dubey:

Actually, the quarter which you are talking about is where we have sold maximum of our sales portion to export, and not to our retail sales. That is why you are seeing a margin jump in this particular quarter.

Mr. Ganesh Radhakrishnan:

Okay, so the exports bring in better margins than this?

Mr. Ayushman Dubey:

Right.

Mr. Ganesh Radhakrishnan:

So to which countries do you export, sir?

Mr. Arun Malhotra:

Let me jump in here. We have an arrangement with; I don't know if you have heard of the name **TJ Maxx**. **TJ Maxx is a discounting store that just took over Brands for Less in the GCC.** We had the possibility to buy some product, which is Season-1 and Season-2, which is liquidation product, and be able to sell it at a good price to TJ Maxx as we are one of their channel partners. That is the reason you see the numbers that you are pointing out.

Mr. Ganesh Radhakrishnan:

Thank you very much. If you have any, I mean, guide us through what is your revenue forecast for the coming financial year, or for the next 2 to 3 years?

Mr. Arun Malhotra:

As I said, we aspire and we want to work in a way where our retail expansion grows in the second-tier and third-tier cities, with our MBOs, and with our new brands that we are bringing on board. The product is already in, and the stores are under renovation. The reason we did an IPO was for this expansion of retail.

We are opening up stores of Anta, Wilson, and Saucony, which will drive our D2C, direct-to-consumer, retail business. That will contribute a much bigger contribution towards our PAT.

Obviously, with the online business of Skechers that has come on board, we expect to get a very good figure. I don't know whether I can tell that figure to you or not, but we expect that to be a major contribution in terms of the online play that we are going to have. So the online play with the retail play would be constituting at least **75 to 85% of our top line and bottom line** as we move forward. Thank you very much.

Mr. Ganesh Radhakrishnan:

Thank you, sir. Wish you all the best.



Question 2, Mr. Hardik Gandhi

Moderator (Finportal):

Thank you so much, sir. We will move on to the next question from Mr. Hardik Gandhi.

Mr. Hardik Gandhi:

Hi, sir, how are you?

Moderator (Finportal):

Sir, you are audible, please go ahead.

Mr. Hardik Gandhi:

Yeah, so I just wanted to know a few things on the overall business. What would be our margins in B2B versus direct retail? What is the margin differential, as well as the margin profile?

Mr. Ayushman Dubey:

Hi, Hardik.

Actually, when we see our **channel mix**, we have 3 channels in our portfolio. **One is B2B, one is e-commerce, and one is retail.**

We have retail and e-commerce with gross margins of around **50 to 54%**. B2B margins are slightly lower on gross margin part, as they go to wholesalers and export suppliers. Their gross margins are relatively differential with retail's margins.

But when you compare EBITDA margins, B2B margins are better in comparison to retail margins, which is around **26%**, compared to our retail and e-commerce, which is around **18 to 20%**.

Mr. Hardik Gandhi:

Understood, understood. And to understand more, what percentage of our sales is exported as B2B versus the rest?

Mr. Ayushman Dubey:

As we have seen in the slide as well, we have around **62% of sales as B2B**, and the rest is retail.

Mr. Hardik Gandhi:

No, I wanted to know the exports.

Mr. Arun Malhotra:

Allow me to jump in here, Hardik. When we say B2B sale is 62%, it also has a contribution of not just exports, but the outright business that we do by selling **outright to our online channel partners**. So if we



are selling to Ajio, or we are selling to **Coco Blue**, or we are selling to **Flipkart**, that is also included in this number, which is the **62%**. Thank you.

Mr. Hardik Gandhi:

No, but actually, I wanted to know how much. You mentioned that we sell our shoes to Dubai, to some party you mentioned. So, how much of our shoes?

Mr. Arun Malhotra:

We are selling to the **GCC**, to **TJ Maxx**, which has just taken over Brands for Less.

Mr. Hardik Gandhi:

Right, so how much of our sales as a percentage goes abroad? That is what I wanted.

Mr. Ayushman Dubey:

It is roughly **55%** of total revenue.

Mr. Hardik Gandhi:

So just clarifying, 62% is B2B segment, of which you are saying 55% goes to export. Is that correct?

Mr. Arun Malhotra:

That's correct.

Mr. Hardik Gandhi:

So then that is a very significant number which goes to export to Dubai. It is not insignificant?

Mr. Arun Malhotra:

It is a significant number. Of the 62% of 55% is what, 30-something percent, right?

Mr. Hardik Gandhi:

Correct, right. Okay, never mind. That is really helpful. Moving on.

Mr. Arun Malhotra:

This will change as we go forward, as we have exhibited. As the stores come into play and the online comes into play with Skechers, this is going to be changing as we move forward.

Mr. Hardik Gandhi:

Right, but why shift from a B2B segment, which is giving you 26% EBITDA, to a lower segment, which is 18 to 20%?



Mr. Arun Malhotra:

Because, Mr. Gandhi, that is a business that is based on Season-1 and Season-2, and which we are not so keen on doing. We are keener on having our retail presence Pan-India. We believe in the India story. We believe in the second-tier and third-tier story.

We believe in the concept of Sneaker, which is our own multi-brand store, where one person goes in and is able to buy Adidas, Asics, Nike, all the brands in one go, including New Balance and On Running, everything in one store. That is what we are targeting.

That is why we have gone to the market to help us get the funding so that we can expand our retail business. The whole purpose of going to the market and giving our equity is because we see the retail business as our journey, and we wanted the funding, required the funding, and requested the funding for this vision that we have of going into retail.

So retail is our core. Retail is what we dream of, retail is what we are thinking of, and retail is what we are delivering. That is what is going to be the next path of this company, and that is the growth of India that we believe in. That is what we are going to be concentrating on. The second-tier and third-tier cities experience of a beautiful store that has all the beautiful brands that can be delivered and consumed by the Indian consumer.

Mr. Hardik Gandhi:

Right. So what would be the mix of the new stores which we have? We want to expand by doubling it this year, so what would be the mix of it?

Mr. Arun Malhotra:

Yeah, we aspire to have **50 stores of Sneaker in the next 5 years**. We aspire to be a **thousand-crore top-line company**, and that is the inspiration that I am working towards. I see that as my vision, and that is where I am going to take this company in terms of retail presence and online presence, which we are concentrating on.

Some exciting things are unveiling during Diwali as well, so we have some good stores coming up very soon.

Mr. Hardik Gandhi:

Right, so just wanted to know the mix of the new stores. The 22 stores which we are aspiring to open this year, of those 22, how many will be New Balance versus MBO?

Mr. Arun Malhotra:

I will tell you. Out of those 22 stores, there are going to be:



5 stores of Anta

2 stores of Wilson

5 stores of Saucony

7 stores of Sneaker

And the rest will be **New Balance stores**.

We are also talking to some other brands who want us to open up their stores because they see our expertise in retail, and that is what we are negotiating. We have a lot of brands knocking on our door, wanting us to open their stores. We have told them to hold on, let us do these 22-odd stores that we have promised the market, and then we will take on other brands as well. So the other brands are so excited to come on board with us.

Mr. Hardik Gandhi:

Right, and for the BIS certification, I think On Running was pending?

Mr. Arun Malhotra:

It is pending for On Running. It is still pending for On Running. On Running is still looking to get the BIS approved.

Mr. Hardik Gandhi:

So of the new brands, how many are still not BIS approved?

Mr. Arun Malhotra:

Everything is BIS approved.

Mr. Hardik Gandhi:

Okay. Just to understand the margin profile for the different brands we have. So given the different segments we are catering to: daily wear, luxury, and ultra-luxury. Again, we are adding on to Skechers, right? We are adding into Skechers, correct?

Mr. Arun Malhotra:

Yes, Skechers online we are adding, yes.

Mr. Hardik Gandhi:

Right. So, just to understand, what would be the margin profiles? Of course, not the absolute numbers, but if you can prioritize company wise?



Mr. Arun Malhotra:

I will tell you. The discount that we get on New Balance is approximately, I can't give you a number.

Mr. Hardik Gandhi:

Yeah, yeah.

Mr. Arun Malhotra:

I can't give you numbers, I don't know. Ayushman, stop me if I am not supposed to give numbers. Ayushman, can I give numbers?

Mr. Devendra Negi:

No, we can't give them.

Mr. Ayushman Dubey:

We can provide a hierarchy only.

Mr. Arun Malhotra:

So it is in the **high 60s** that we get a discount on retail.

Mr. Hardik Gandhi:

Right, so brand-wise, if you can, that would be helpful.

Mr. Arun Malhotra:

It is the same. It is one or two points here and there.

Mr. Hardik Gandhi:

Okay, and the margins are pretty much the same across all the brands we have onboarded? Because Skechers is pretty known, and it is a bulk product which is being sold. So, I am assuming the margins on Skechers as well as New Balance must be lower than Anta or On Cloud, if my understanding is correct, or am I missing something?

Mr. Arun Malhotra:

The margins on Asics, Adidas, and Puma, which are locally sourced from the subsidiaries, are lower, and so is Skechers, compared to New Balance, or compared to Saucony, or compared to Anta, or compared to Wilson.

Mr. Hardik Gandhi:

Alright. Well, if you can just mention the differential?



Mr. Arun Malhotra:

As I said, these guys are stopping me from giving you the differential. It is a couple of points here and there. So, let's say **2 to 5%**.

Mr. Hardik Gandhi:

Understood, yeah.

Mr. Hardik Gandhi:

Understood. That is from my side. Appreciate the time.

Mr. Arun Malhotra:

I hope that makes a difference to your calculation. That you are calculating.

Mr. Hardik Gandhi:

Yes, yes, thanks.

Mr. Arun Malhotra:

Thank you Mr. Gandhi.

Question 3, Mr. Deepak Poddar

Moderator (Finportal):

Okay, thank you, sir, we will take the next question from Mr. Deepak Poddar.

Mr. Deepak Poddar:

Yeah, am I audible, sir?

Moderator (Finportal):

Yes, sir, you are audible.

Mr. Deepak Poddar:

Okay. I just wanted to understand, I think we mentioned something on the B2B gross margin. So, if I missed that number, what was the B2B gross margin?

Mr. Ayushman Dubey:

The B2B gross margins are around **50 to 54%** on sales.

Mr. Deepak Poddar:

So 50 to 54% was for retail and e-commerce, right?

Mr. Ayushman Dubey:

No, sir. Around 50% is for B2B, and for retail, it is around 55% plus.



Mr. Deepak Poddar:

No, I am confused. I mean, can you just repeat? B2B gross margin is how much?

Mr. Ayushman Dubey:

Around 50%.

Mr. Deepak Poddar:

50, okay. Right. And what about retail and e-commerce?

Mr. Ayushman Dubey:

They are 54% plus.

Mr. Deepak Poddar:

54% plus, okay. The difference is not that much in B2B versus your retail and e-commerce, right? I mean, ideally, I thought that in retail and e-commerce, your gross margin must have been much higher than your B2B.

Mr. Ayushman Dubey:

In percentage, they are not that much, but when you compare it on figures.

Mr. Arun Malhotra:

I will give you a business perspective of this, Mr. Poddar. When you do a B2B sale, it is an outright sale, so the inventory belongs to the buyer. So, you do a one-time sale, and you are done and dusted with it.

However, when you are running retail, you end up with cut sizes. Let's say somebody bought a size 7, 8, 9, you are left with a 10, or you are left with a 6. Then you have a concept called end-of-season sale, which everyone looks forward to, which happens twice a year. It happens, I believe, in June and July in the first part, and then at the end of the year in December and January. That is where you offer a discount.

If you average out the discount per year compared to the full price and the discount during the end-of-season sale, it comes to a **20% discount for the entire year**. That is why, when you see the numbers after the 20% average discount over the entire year, you see that the margins are actually the same. That is where the business part of the numbers gives you a bigger picture in terms of perspective.

Mr. Deepak Poddar:

Okay, understood. So, is that the reason this fourth quarter gross margin is only 26%? I mean, it is much lower in general as compared to the gross margin that we have done previously?

Mr. Ayushman Dubey:

Sorry, sir, what was your question?



Mr. Deepak Poddar:

Just wanting to understand, then, the fourth quarter gross margin is lower, right, at 27%? Is it because of the discount only that we have?

Mr. Ayushman Dubey:

Because the last quarter is end-of-season, and relatively, sales go on the lower side, comparatively to the other three quarters.

Mr. Deepak Poddar:

Okay, understood. Regarding the growth part, we are talking about the next 5 years, a ₹1,000 Cr kind of vision. Is that going to be in a phased manner? I mean, we will see a phased CAGR kind of growth over the next 4 to 5 years, or will you expect some years to be?

Mr. Arun Malhotra:

Mr. Poddar, as I said, over the next two to three years, in a five-year perspective, that is where I see the company going towards. My concentration, as I have repeatedly expressed when I was speaking to Mr. Gandhi, is to capture the Indian retail landscape. The ecosystem that has to be captured is with retail and with online that we are going to be doing in terms of marketplace.

So how omnichannel and marketplace works, if you allow me a few minutes, I can give you a perspective. **The technology we are trying to achieve with omnichannel and marketplace of online is that, let's say, you have stores all over India. You have a store in Mumbai, Delhi. In Delhi, you have Gurgaon, Noida, etc. So when we sell omnichannel, those stores are also working as warehouses.**

If you get an order that you have to fulfill, the closest PIN code, the order will be executed from that closest PIN code, which may be a store in Gurgaon that is delivering in Gurgaon. You get my point? That is how we are integrating the online and the offline. The offline for the retail experience, for the touch and feel, to experience the entire concept.

As I said, Sneaker is something very dear to my heart, which I plan to open at least **50 stores** and dominate the retail landscape as we move forward.

Mr. Deepak Poddar:

That is why you call it one inventory, right? In your segmentation also, you talk about one inventory, all channels, right?

Mr. Arun Malhotra:

Yes, sir. Deepak, yes.



Mr. Deepak Poddar:

Okay. I think that would be it from my side.

Mr. Arun Malhotra:

Thank you, Mr. Poddar. We really appreciate and are grateful for your confidence in us. Thank you.

Mr. Deepak Poddar:

Thank you.

Question 4, Mr. Priyansh Miri

Moderator (Finportal):

Thank you, sir. We will move on to the next question from Mr. Priyansh.

Mr. Priyansh Miri:

Hi, sir, hope I am audible.

Mr. Devendra Negi:

Yes, you are.

Mr. Priyansh Miri:

Sir, great set of numbers, congrats to you on that.

Sir, my first question is on your e-commerce part. Are we tracking how many unique PIN codes we are currently delivering to? Just to get some perspective on what sort of expansion potential we have in terms of number of different cities. Currently, we are, I think, present in 12, but unique PIN code wise, if you can give some color on that?

Mr. Arun Malhotra:

I will let Mr. Negi address that question, please.

Mr. Devendra Negi:

Hi, Priyansh. Hi, good evening.

Through marketplace channels, roughly **20,000 plus PIN codes**, our products are available to consumers, where we are in partnership with Myntra, Tata CLiQ, Tata CLiQ Luxury, Flipkart, Amazon, and everybody. In Google you may find 19,000, but on the ground, there are 20,000 plus PIN codes.

Mr. Priyansh Miri:

Understood. Negi sir, based on our analytics, do we have any potential number of cities, let's say for our 5-year vision, which we can tell for sure? For example, we can increase from 12 different cities to 50 different cities. Likewise, do we have any specific number or plan that we are already looking into?



Mr. Devendra Negi:

So, in terms of store, definitely we do the research on which locations we can find the rent-to-revenue ratios are better, so we plan accordingly. But through e-commerce, we are definitely available everywhere. That is the reason we have mentioned over there that we are focusing on omnichannel partnership through our own brand.com, as well as through marketplace channels.

Mr. Priyansh Miri:

Okay, thank you, sir. Sir, my next question is on the cost structure when it comes to MBOs and EBOs. Can you break this down into a few categories? For example, what is the square feet size when we are talking about MBO and EBO? What is the upfront capex that our partner or we incur when we open a new store? And what quantity of inventory do we always start with, year-start or bi-yearly? Can you give some color on those three things for MBOs and EBOs?

Mr. Devendra Negi:

Priyansh, all the information, I need to check whether we can share that or not, because you know, this information will also become available to the competition. It varies according to the square feet size of the store, from location to location, and according to the builder partner. Accordingly it changes. If the store is 3,000 square feet, then automatically the inventory size will be different. If it is roughly around 1,200 square feet or 1,500 square feet, it varies.

Mr. Priyansh Miri:

Okay, sir. Location-wise, at least, we can say, right? We are targeting mostly high-street areas, right, or wherever we are present?

Mr. Devendra Negi:

So, Priyansh, as you know, in all the cities, within the same city, you find Tier 1 and Tier 2 kind of output assets, so it is very difficult to give on that.

Mr. Priyansh Miri:

Okay, sir. Sir, my last two questions. First is on marketing expense. Out of other expenses in our annual number, can you split, maybe in terms of revenue or in terms of other expense, what is contributing to our total marketing expense for a year?

Mr. Devendra Negi:

Ayushman, would you like to take this question?

Mr. Ayushman Dubey:

Yes, sir. In financial year, we have expended more on advertisement and marketing, but in FY26, our advertisement cost in comparison to revenue is around 5 to 6% only.



Mr. Priyansh Miri:

Yeah, thank you. Thank you, Ayushman. My last question, maybe Arun sir, Negi sir, or Ayushman, either one of you can take. I just want to understand, like which are our key competitors. The platform that we are building with MBOs is very beautiful. When we see more developed or matured markets like US and China, per headcount for a sneaker is almost 5,268. In India, it is hardly 2, or barely 1.8.

Mr. Devendra Negi:

Can you repeat the question? I didn't get it. What do you mean by 2% in sneakers? Can you repeat the question, Priyansh?

Mr. Arun Malhotra:

Sidhi, I don't think we can hear Priyansh, but if he is there and he can hear us, I believe the question that he was asking was who is our competitor? There is no competitor for Brandman Retail. **Brandman Retail offers a 360-degree ecosystem** where we **provide retail, online, licensing, and developing brands**. So, we have a unique way of presenting brands to the Indian consumer. I hope this addresses your question. Thank you.

Mr. Priyansh Miri:

Yeah, thank you, thank you, Arun sir, for answering that question.

Sir, one last question on our own product, Sneaker. In the US, we observe that there is a trend of collectible versions, right? Like few merchandises were always termed as collectibles, and priced at a lot more premium than normal products. So likewise, are we also planning for our own sneaker products, where we own our IP? Is that in our strategy going forward?

Mr. Arun Malhotra:

I will let Negi sir handle that.

Mr. Devendra Negi:

Priyansh, currently right now, we are not having that strategy, because right now, we are starting with multi-brand outlets, and the brand will be more like a sports multi-brand outlet, right? So there we will have sneakers and performance shoes, everything over there, but not a private label, as of now. Not currently.

Mr. Priyansh Miri:

Okay, thank you, Negi sir. You can maybe take it as a kind suggestion. If your business metric or strategy fits into that, look into it. But overall, great set of numbers, sir. Many congrats. Thank you for the invitation.



Mr. Devendra Negi:

Thanks, Priyansh, thanks. Just for your information, we have Anta, Saucony, and all these brands as well, so they also give us similar kind of margins, especially from the own sneaker brand category, just for your information.

Mr. Priyansh Miri:

Okay, okay, thank you, sir. Noted.

Questions from the Chat Box

Moderator (Finportal):

Thank you, sir. We have a few questions in the Q&A tab. I will read out the questions one by one, and you can answer those.

The first question we have is: Could you please share some insights on how you market and how you decide the store locations?

Mr. Devendra Negi:

Store locations are decided by the potential of the area. We check the rent-to-revenue ratios, what the potential of that area is, and within that vicinity, how many people are staying and what their buying power is. Accordingly, we take a call.

Okay, so the next question is: Do you do data analytics for your online customers? If yes, is this department under the company, or is it outsourced?

Mr. Devendra Negi:

Right now, we are strengthening this vertical within our company. Our team is working on that.

Okay. How do you handle the supply chain, since you now have many brands under your hood? Can you share how you manage the SKUs, inventory, etc., to have a better customer conversion online and offline as well?

Mr. Devendra Negi:

For your information, there are software providers, like companies such as **Vinculum and others, and they integrate the OMS and WMS for us and for different companies**, with the different platforms. We take their help in getting this problem solved.

Okay, sir. The next is, for opening the 22 new stores, how are we going to fund them, IPO money, or any further plans for fundraising?



Mr. Devendra Negi:

Arun Ji, would you like to take this question?

Mr. Arun Malhotra:

Yes, it is with the IPO money, ma'am.

Okay, sir. The last question for today is: You have signed with DLF and Adani Airports and planned 10 airport outlets. Airport rent is relatively higher, so what would be the unit economics for airport stores, and why are we confident that the margins will work?

Mr. Arun Malhotra:

I think we are very confident about the margins working because of the assortment that we are able to give in our Sneaker stores. It has all the brands and product categories available for the target consumer. Besides that, it establishes the brand of Sneaker.

There is a lot of footfalls, there are a lot of people looking at the logo, and there are a lot of people looking inside. They may not be buying from this store, but they will buy when they go to their city and go to a Sneaker store. Their mind recall will be, oh, I saw this store at the airport, so they will buy from us there. The conversion may not happen immediately at the airport, but it will happen at the Sneaker store in that city, or the target city that they are departing to.

CLOSING REMARKS

Moderator (Finportal):

Okay, sir, thank you so much for answering all the questions. Now I would request you to please give the closing remarks.

Mr. Arun Malhotra:

Thank you, everyone. I appreciate the confidence that you have given us, and we will use this confidence to aspire to grow your company bigger and faster, and do amazingly well in the years to come. Grateful, thank you, and very, very grateful.

Moderator (Finportal):

Negi sir, if you can add to this?

Mr. Devendra Negi:

Yeah, hi. Good evening, everybody, and thanks for joining us today.



As many of you might be knowing, I have recently joined one and a half months back, and there I spent major time meeting the leadership team, and making strategic meetings with our retail and e-commerce partners to strengthen our retail and e-commerce vertical over there.

Especially, I worked within teams for improving our marketplace channel efficiency, and visited stores and warehouses to see what things we can improve. I have been finding customer feedback, meeting customers at the store, and taking their feedback, and then discussing within our ecosystem, with the brands. I have also been setting up the sourcing ecosystem for our license plan in the country, and improving operational efficiencies.

As I told you, on data analytics, we are working on that to improve, and see how we can be a next-level company in data analytics.

These are the things which I did in the last one month, and I hope that in the future I will be contributing from my past experience. I would like to thank Arun Ji also for giving me this opportunity to lead BMR. We have a wonderful team, which has built from **0 to a ₹160 Cr business** in the last 5 years. It is a great achievement, and I am really proud of the team.

Now we are all focusing on how to make it a **₹500 Cr business company**.

Moderator (Finportal):

On behalf of Finportal, I would like to extend our sincere gratitude to the management team of Brandman Retail Limited for their time and detailed responses. We also thank all the participants for their active engagement and thoughtful questions.

Should any queries remain unanswered, please do not hesitate to drop us a message on the email IDs in the chat box. We would be happy to respond. I would like to thank everyone for joining us today. You may now disconnect. Thank you, and have a nice day.

Mr. Devendra Negi:

Thanks a lot, everybody. Thank you.