

May 30, 2024

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

Dear Sir/Madam,

Trading Symbol: ZOTA

Sub: Investor Presentation

Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

With reference to the captioned subject we, Zota Health Care Limited are submitting herewith enclosed the Investor Presentation.

This is for your information and record.

Thanking you,

Yours faithfully,

For **Zota Health Care Limited**

Ashvin Variya
(Company Secretary & Compliance Officer)
Place: Surat

Encl: a/a

Registered Office:

Zota House, 2/896, Hira Modi Street,
Sagrampura, Surat-395002 Ph: +91 261 2331601
Email: info@zotahealthcare.com
Web: www.zotahealthcare.com

CIN: L24231GJ2000PLC038352

May 2024

Zota Health Care Limited **Investor Presentation**



Safe Harbour

This presentation has been prepared by the Zota Health Care Limited (the “Company”) only for information purpose to the stakeholders and does not contain any offer or invitation to subscribe the securities of the Company. No offering of securities shall be made except by means of offer documents.

This presentation has been prepared on the basis of information and data available with the Company consider reliable. This presentation may not contain all the information that you may consider material. Any liability in respect of the content of or any omission from this presentation is expressly excluded.

Stakeholders are advised to compare the data provided in the presentation with the full financial results available on the website of the Company as well as on website of NSE.

This presentation contains “forward-looking statements”, including “future oriented financial information” and “financial outlook”. These forward-looking statements are based on management’s current expectations and beliefs and are subject to uncertainty. Actual results may vary from the information contained in this presentation due to changes in government policies, regulations, economics reforms, natural calamities, competition, technology, etc. The company is not under any obligation to provide any update or alter forward looking statements, whether as a result of any new information or future events.





Company Overview

Zota Healthcare At a Glance

- **Zota Health Care Ltd.**, a publicly listed company on NSE, has established a significant footprint in the Indian healthcare sector since its inception in 2000.
- **Headquartered in Surat and employing over 400** dedicated professionals, Zota Health Care Ltd. has seen significant growth over the years, solidifying its strong presence in the Indian healthcare market.
- **Davaindia, launched in 2017**, is a retail generic pharmacy chain that provides quality generic medicines consisting of 2,000+ SKUs.
- The strategic business model allows Davaindia to be both **backward and forward integrated**, ensuring control of the entire product life cycle.

Financial Highlights

(FY24 - Consolidated)



Total Revenue

₹ 18,164.5
lakhs



EBITDA

₹ 871.0
lakhs



EBITDA Margin

4.8%

Business Verticals

Davaindia

2,000+ SKU's in Davaindia portfolio

880 Operational Davaindia Stores*

Domestic

4,000+ Products covering major therapeutic segments

1,050+ Distributors currently, present across India

WHO

Recognized manufacturing partners

Exports

30+ Exports markets served

250+ Formulations manufactured for exports

284 Product approvals received out of 586 dossiers applications

*As on 31st March 2024

Our Journey

01

2000

Zota Health Care - Incorporated

2004

Acquired all brand names of Sayona Medicare via an MOU

2007

Acquired Mexon Health Care Limited's trademark and brand, including Health Park Laboratories and Aaron Biotech divisions

2010

Zota Pharmaceuticals and Atoz Pharmaceuticals merged with Zota Health Care

02

2010

Inaugurated an export-oriented formulations manufacturing unit in Sachin, SEZ

2012

Secured WHO-GMP approval for the manufacturing unit at SEZ

2014

Obtained regulatory approvals from Kenya (PPB) and Sri Lanka (CDDA) for the Sachin SEZ plant

2011

Commenced exports, expanding business to African countries

2013

Acquired trademark and brand names of Redix Lifecare

2017

*Received regulatory approval for SEZ plant from Tanzania (TFDA)
Listed on NSE - SME*

03

2017

Introduced Davaindia, a private sector generic pharmacy, through three pilot outlets

2019

*Opened ~150 Davaindia outlets
Migrated to the Main Board of NSE*

2021

Inception of COCO stores

2023

Total Davaindia stores reaching 600

2018

Achieved ₹ 10+ Cr in Export Sales; & 75+ Davaindia stores

2020

With over 250 outlets, Davaindia became the largest and fastest growing private sector generic pharmacy chain

2022

Davaindia secured its position as India's largest private sector generic pharmacy with over 500 locations nationwide

2024

Everyday Herbal Group – 56% stake acquired, licensed by Khadi and Village Industrial Commission, Government of India.

FOUNDATIONAL STEPS IN
DOMESTIC MARKETING

SETTING UP FORMULATIONS
EXPORT BUSINESS

STRENGTHENING CORE AND
PIONEERING DAVAINDIA

Management Profile (1/2)



KETANKUMAR ZOTA

CHAIRMAN AND
NON-EXECUTIVE DIRECTOR

Total Experience: 38+

- Holds a D-Pharmacy degree
- Won 'Lifetime Achievement Award' from DCGI & the title of 'Pharma Ratna Asia'.



MOXESH ZOTA

MANAGING DIRECTOR

Total Experience: 10+

- Holds a Bachelor's degree in pharmacy & Master's degree in international marketing & business management, BPP University in UK
- Under his guidance, company has established a global presence in 30+ countries



SUJIT PAUL

CHIEF EXECUTIVE OFFICER AND
KEY MANAGERIAL PERSONNEL

Total Experience: 23+

- Featured on Times Now and Brand Vision
- Honored among Asia One's Top 100 Global leaders
- Last stint was with Reliance Retail as Vice President and also worked with Apollo Pharmacy, StayHappy, Columbia Asia Hospitals, etc.



HIMANSHU ZOTA

WHOLE TIME DIRECTOR

Total Experience: 30+

- Holds a Diploma in Pharmacy degree and a Diploma in Computer Application
- Playing a vital role in the planning & implementation of Davaindia project.



KAMLESH ZOTA

WHOLE TIME DIRECTOR

Total Experience: 27+

- Holds a bachelor's degree in pharmacy
- Earlier worked with Torrent Pharma, Unique Pharmaceuticals Laboratories.

Management Profile (2/2)



ADHEESH MUKHARJEE

SGM (South & North) –
COCO & FOFO OPERATIONS

Total Experience: 17 Years

Past Experience:

- Aster Pharmacy- Bangalore
- SWIGGY
- Tata Communication LTD
- Prism Payment Services



VICTOR BHADRA

SGM (East & West) –
COCO & FOFO OPERATIONS

Total Experience: 13 Years

Past Experience:

- Aster Pharmacy- Bangalore
- Netmeds
- Apollo Pharmacy
- Bata India LTD



RAJESH KUMAR

SGM - Information Technology

Total Experience: 21 Years

Past Experience:

- Sitaram Bhartia Institute of Science and Research
- BLK-MAX Super Speciality Hospital
- Sancheti Hospital, Pune
- Breach Candy Hospital, Mumbai



PRITHISH KUNDU

GM - B2B, PCD & ETHICAL

Total Experience: 19 Years

Past Experience:

- Sun Pharmaceuticals Ltd (Ranbaxy Laboratories Ltd)
- Sigachi Industries Ltd
- SGA & Nicholas Healthcare Ltd. (Akums Drugs & Pharmaceuticals)
- Emcure Pharmaceuticals



P. SREEKANTH

SGM - HR & T&D

Total Experience: 25 Years

Past Experience:

- KIMS Hospital - Secunderabad – Hyderabad
- Apollo Pharmacy
- Apollo Hospitals



SITARAMA RAJU

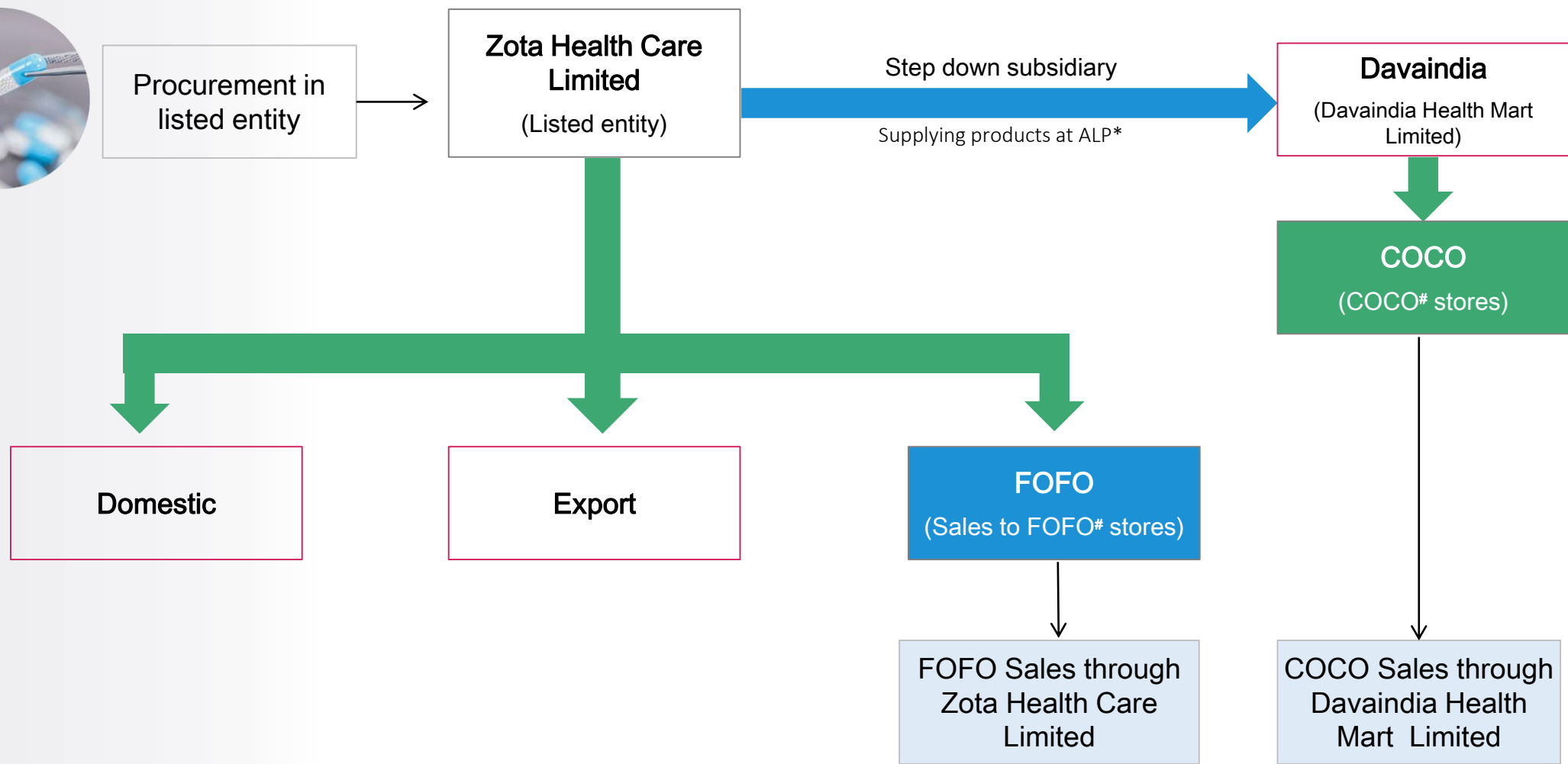
CONSULTANT - IT

Total Experience: 41 Years

Past Experience:

- Aster Pharmacy- Bangalore
- Apollo Pharmacy
- Birla Corporation LTD
- Heavy Engineering Corporation

Company Structure



*ALP – Arm's length price

Business Verticals

#COCO – Company-Owned Company-Operated
FOFO – Franchisee-Owned Franchisee-Operated

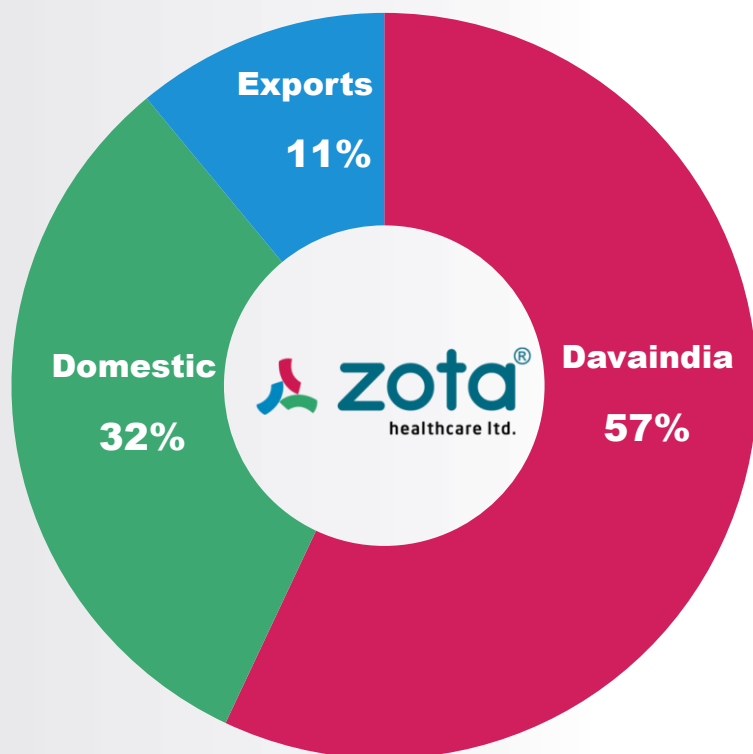


Business & Industry Overview

Business Verticals

REVENUE CONTRIBUTION (FY24)

Consolidated



Davaindia - the retail generic pharmacy chain, has a rising prominence in the overall business and is one of the fastest growing retail generic pharmacy chains in India.

1. DAVAINDIA

- A Retail generic pharmacy chain providing quality generic medicines.
- Focuses only on private-label products in:
 - Medicinal
 - OTC
 - Ayurvedic
 - Cosmetic and Nutraceutical
- Key emphasis is on chronic therapies and ailments
- One-of-its-kind concept started with 3 pilot stores in 2017
- COCO Stores are large format stores operated through our wholly-owned subsidiary
- FOFO Stores are operated on an asset-light franchisee model

02 Store variants

Company Owned Company Operated (COCO) and Franchisee Owned Franchisee Operated (FOFO)

30% – 90%

Savings on medicines as compared to branded counterparts

Large Store Network*

253 COCO stores
627 FOFO stores

100%

private labelled products

*As on 31st March 2024

2. DOMESTIC MARKETING BUSINESS

- Procures finished dosage forms from domestic formulations manufactures and market them under own portfolio of brands
- Markets the products across the country to the distributors, which, in turn, cater to retail pharmacies in their respective districts

1,050+

Distributors
currently present across India

4,000+

Products covering major therapeutic segments

WHO

Partners with WHO recognized manufacturers

3. EXPORTS

- Commenced manufacturing operations in 2010 at Sachin (SEZ) unit
- The unit facilitates production of about 250 diverse formulations
- Focus on prioritizing product registrations across all countries, with the company retaining ownership of Marketing Authorizations (MAs) and registrations in these regions.

284

Product approvals out of 586 dossiers applications

30+

Countries' approval mainly in the semi regulated and regulated markets

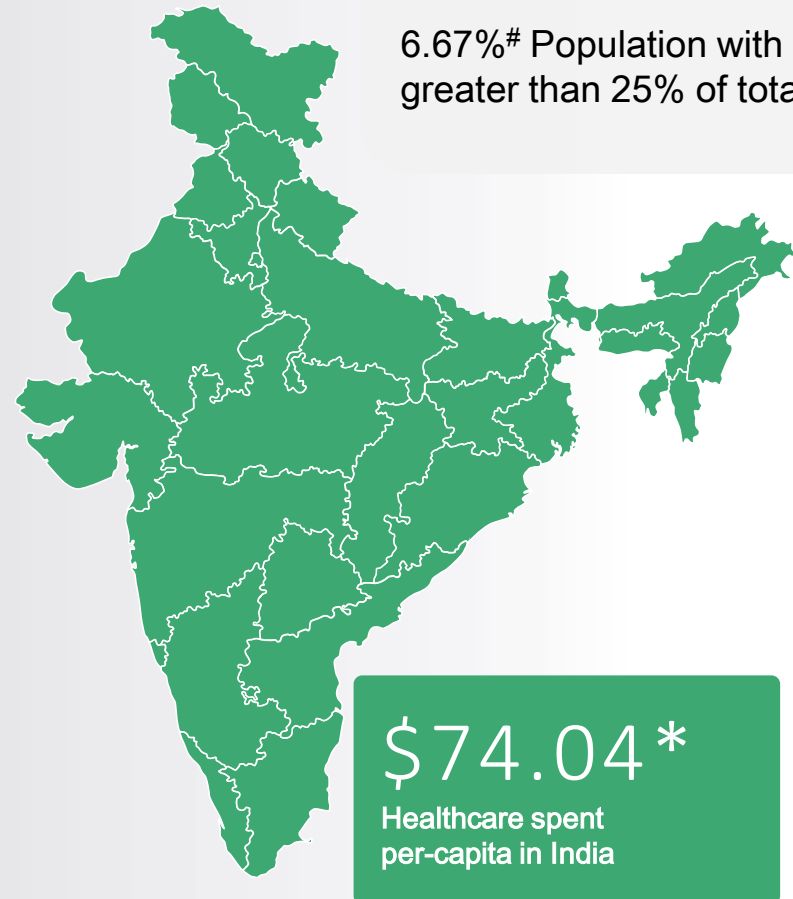


Growth led by exclusive foreign distribution network and exclusive MA holding

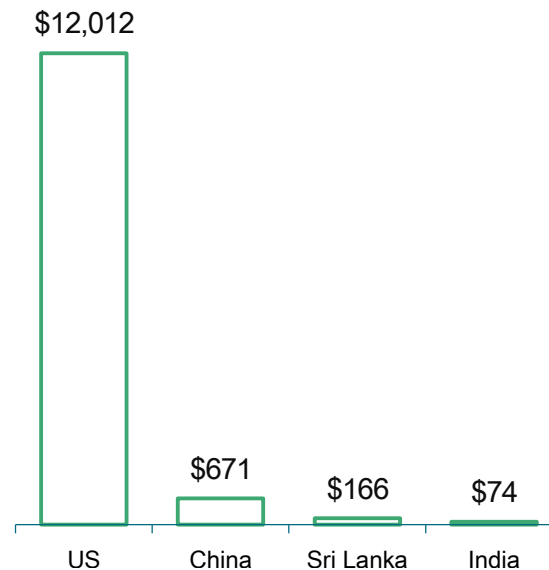
India is amongst the **Lowest Public Spenders**

17.00%** Population with household spending on health greater than 10% of total household budget.

6.67%# Population with household spending on health greater than 25% of total household budget.



Country comparison*



Medicines account for

~70%

of the total out of pocket healthcare expenditure making it the biggest pie in the healthcare costs

Source: Health Policy and Planning, Volume 37, Issue 9, November 2022
<https://academic.oup.com/heapol/article/37/9/1116/6648021>

About

77mn

Indian people living with diabetes and a projection of 134 million by 2045 (International Diabetes Federation), this leads to higher healthcare spends*

Source: Epidemiology of type 2 diabetes in India - <https://www.ncbi.nlm.nih.gov/>

Case Study – Savings on Davaindia margins

Same Tablet with same molecule

Multiple brands selling **same medicine** consisting of **same molecule** manufactured by **same manufacturers** with different brand names

Company marketed by >	Indian Pharma MNC 1	Indian Pharma MNC 2	Davaindia
Tablet / Medicine Name	Rosuvastatin – 10 mg	Rosubest - 10	Rosuvastatin 10
Molecule	Rosuvastatin 10mg		
Generic Type	Branded Generic	Trade Generic	Generic
Margins			
Trade Margins %	30%	70%	25-30%
Big Pharma / Promotions %	60%	20%	0
Consumer Price for 10 Tablets	₹ 208	₹ 115	₹ 21

Significant savings in margins

High intermediary margins for other companies leading to much higher consumer price vs Davaindia

Tablet	Telmisartan 40 mg & Hydrochlorothiazide 12.5 mg		Levocarnitine 500 mg		Rabeprazole 40 mg		Aceclofenac 100 mg, Paracetamol 325 mg & Serratiopeptidase 15 mg	
Manufacturer	Same Manufacturer		Same Manufacturer		Same Manufacturer		Same Manufacturer	
Marketed By	Foreign Pharma MNC	Davaindia	Indian Pharma MNC	Davaindia	Indian Pharma MNC	Davaindia	Indian Pharma MNC	Davaindia
MRP	₹ 187.9	₹ 25.0	₹ 404.95	₹ 75.0	₹ 202.5	₹ 35.0	₹ 147.48	₹ 35.0

Davaindia

Quality Medication at Affordable Prices



Industry update

Total turnover of Pharmaceuticals in India in the fiscal year 2021-22 was

\$42.34bn*

The Indian generic drugs market stood at **\$24.53bn** in 2022 and is expected to grow at a steady compound annual growth rate (CAGR) of 6.97%#

Same Quality, Affordable Price

Davaindia sells generic medicines manufactured by the same producers as branded medicines. This ensures equivalent quality at a fraction of the cost.

Lower Margins, More Savings

Our business model focuses on maintaining modest margins of 25-30%, compared to other companies who incorporate a huge margin of up to ~90% for intermediaries. This results in more affordable prices for consumers.

Cutting Out Intermediaries

Our direct-to-consumer approach eliminates the traditional pharma supply chain, reducing overall costs, and resulting in significant savings for customers.



Source: * www.investindia.gov.in, # <https://timesofindia.indiatimes.com>



01

DAVAINDIA



Davaindia - Retail Pharmacy Chain data



Revolutionizing the generic pharmacy industry with affordable, accessible, quality healthcare solutions through retail pharmacies' chain.

- Launched in 2017, Davaindia has rapidly grown into India's **leading private-sector generic pharmacy chain** starting with 3 stores and expanded to **880 active stores as of 31st March 2024**
- Fundamentally driven by **providing quality generic medicines at substantial discounts** - remarkably 30% to 90% lower than their branded counterparts
- Focuses exclusively on private-label products in **medicinal, OTC, and ayurvedic categories**, with a significant emphasis on **chronic therapies** and **ailments**
- **Every 18 hours, a new davaindia store opens** to serve customers better

2000+
SKUs



253
COCO stores



627
FOFO Stores



15.01+ million
Happy consumers till date



25
States



As on 31st March 2024

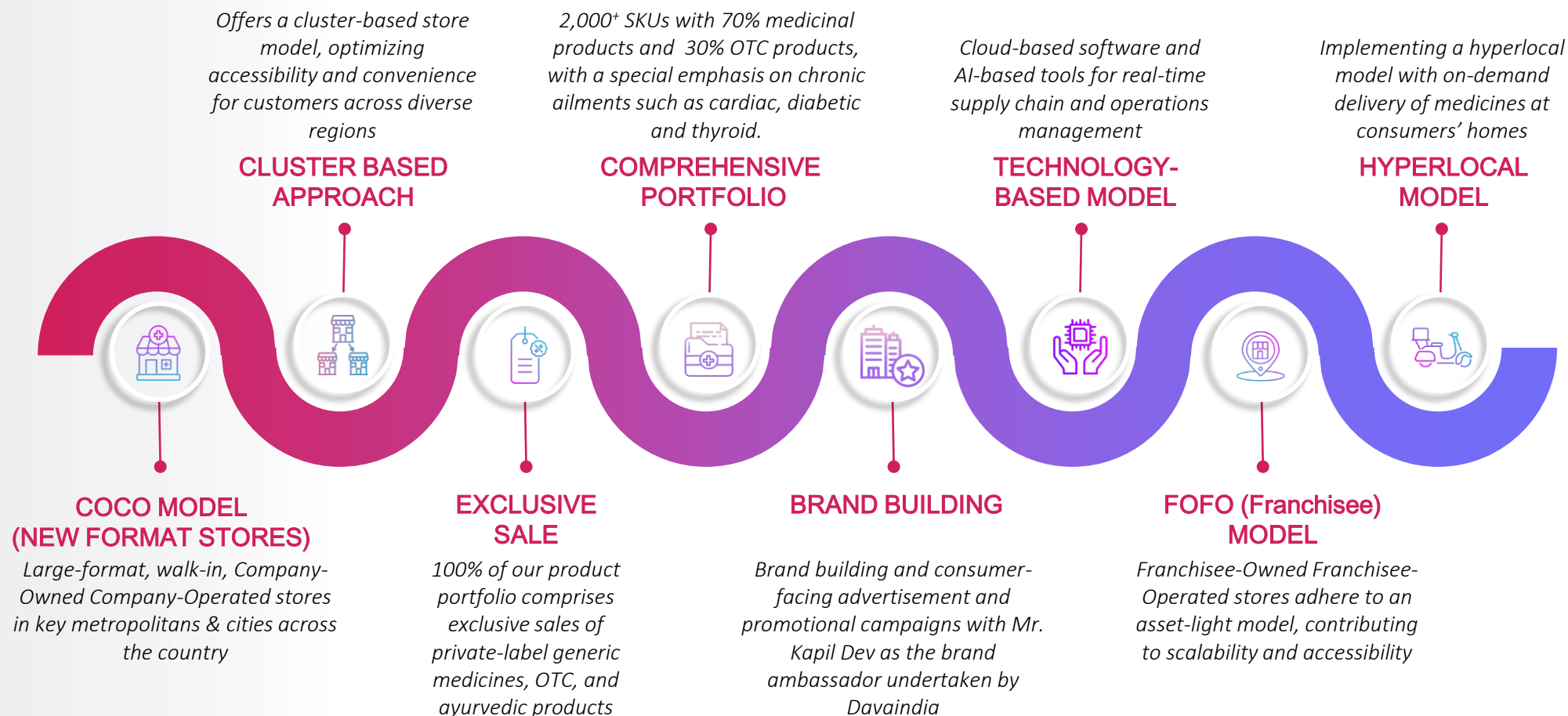


2 store Variants

- Company-Owned Company-Operated (COCO)
- Franchisee-Owned Franchisee-Operated (FOFO)



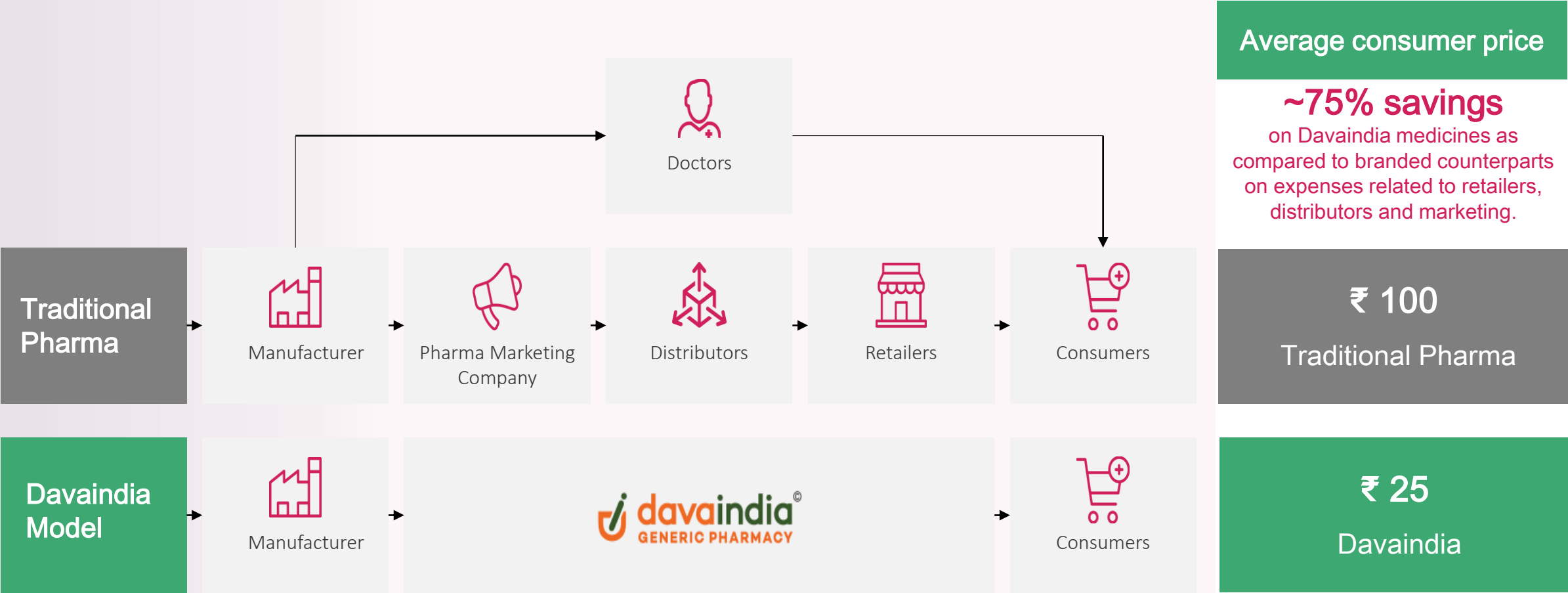
Davaindia - Operating Model



Davaindia - Eliminating traditional supply chain



By sourcing directly from manufacturers and selling straight to consumers, traditional pharma supply chain is eliminated & the cost benefits are transferred to the consumer



Davaindia – What are COCO Stores



COCO stores are modern walk-in stores providing a distinct contrast to traditional counter-based pharmacies enhancing customer satisfaction and loyalty.

Rapid Expansion & growth

Time required for opening a new COCO store has been reduced significantly, from 90 days to 75 days, with further plans to reduce it to 45 days. This allows for rapid store expansion and business.

Profitable

COCO stores have not only been well-received by consumers but have also proven to be more profitable

Strategic Partnership

Partnership with Indian Oil Corporation Limited (IOCL) offers the benefit of increased visibility and reach, as the COCO stores will be located at IOCL petrol pumps.

Smaller Store Size

Average size of a COCO store is 400-500 sq. feet, which is leading to lower rental and maintenance costs. Despite the small size, these stores can offer a wide range of products to cater to different customer needs.

Efficient Inventory Management

With a working capital cycle of 30-40 days, COCO stores can maintain optimal inventory levels, thus reducing storage costs and potential wastage.

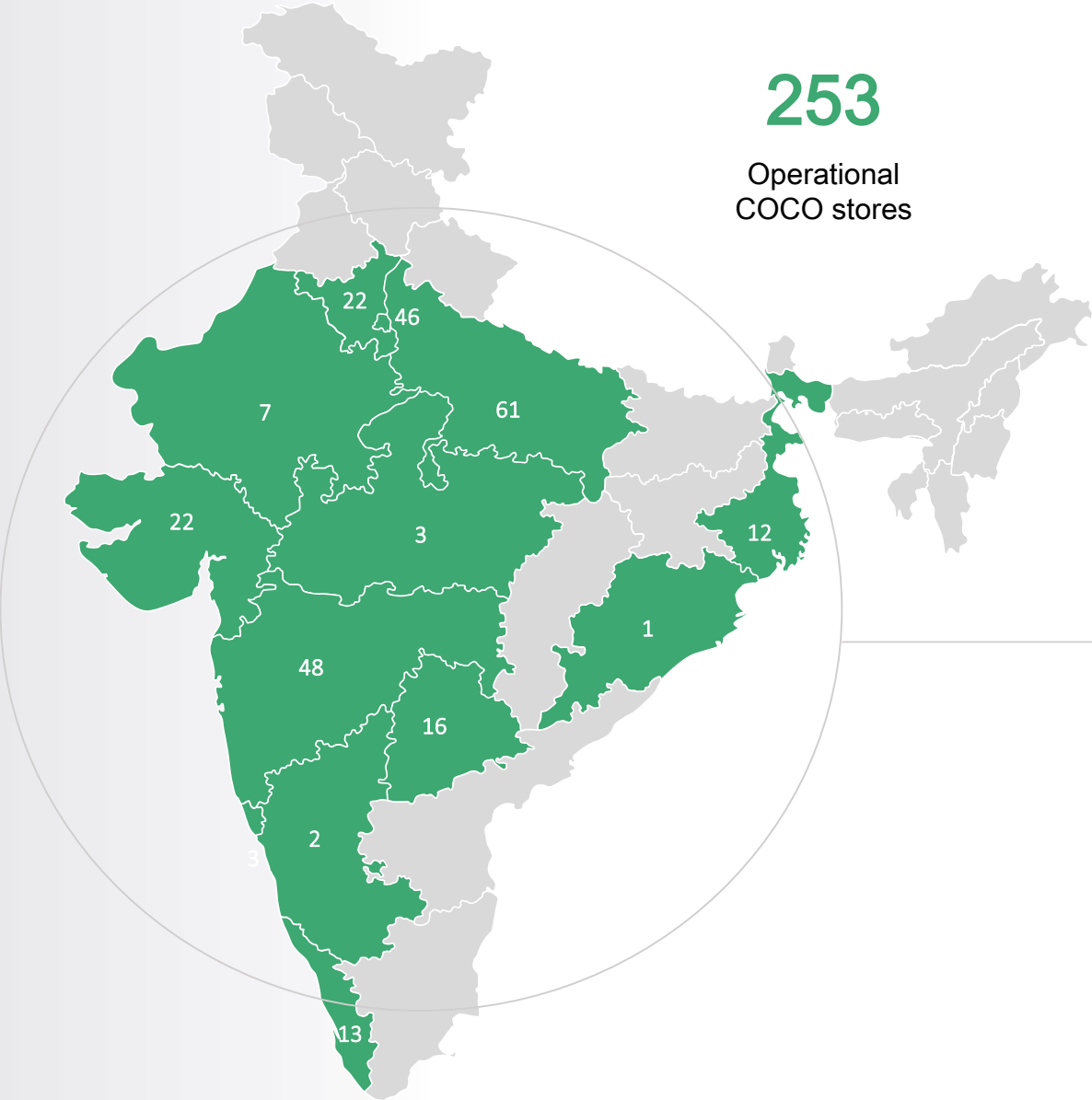
Company-Owned Company-Operated
(COCO)



Davaindia – COCO Stores



Davaindia - COCO Stores



COCO

Company-Owned Company-Operated

Davaindia Health Mart

Operated by wholly-owned subsidiary
Davaindia Health Mart Ltd

Enhancing Store Economics

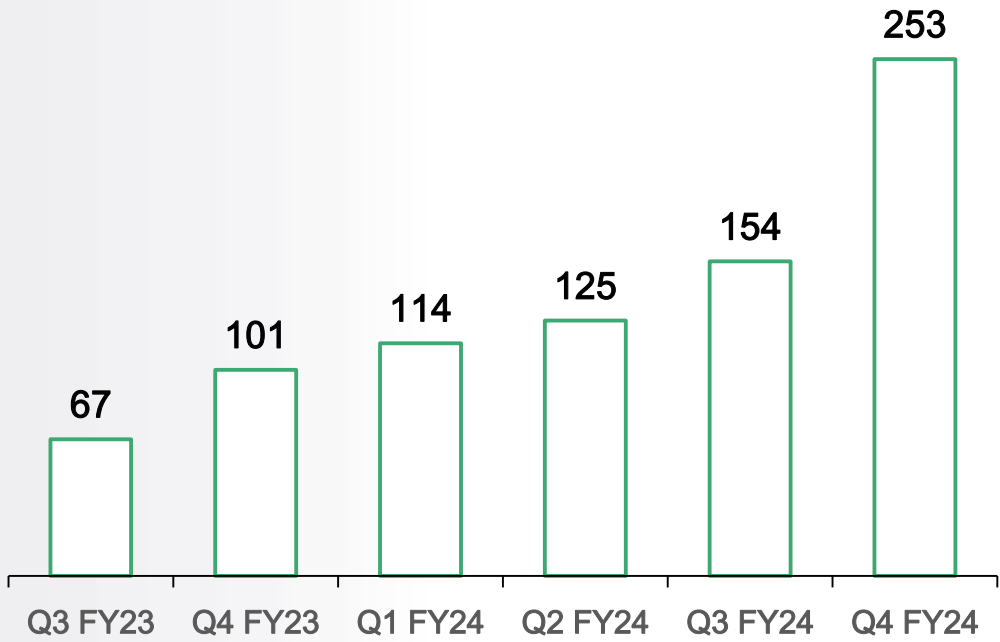
Significant rent rationalization to
₹ 34,290 p.m. in 3rd phase (52 stores) from
₹ 40,000 p.m. in 2nd phase (101 stores)
₹ 82,000 p.m. in 1st phase (100 stores)

- ✓ Increased cost efficiency
- ✓ Long-term economic sustainability of COCO stores

States	No. of Stores
Uttar Pradesh	61
Maharashtra	48
Delhi	46
Gujarat	22
Haryana	22
Telangana	16
Kerela	13
West Bengal	12
Rajasthan	7
Madhya Pradesh	3
Karnataka	2
Odisha	1
Total	253

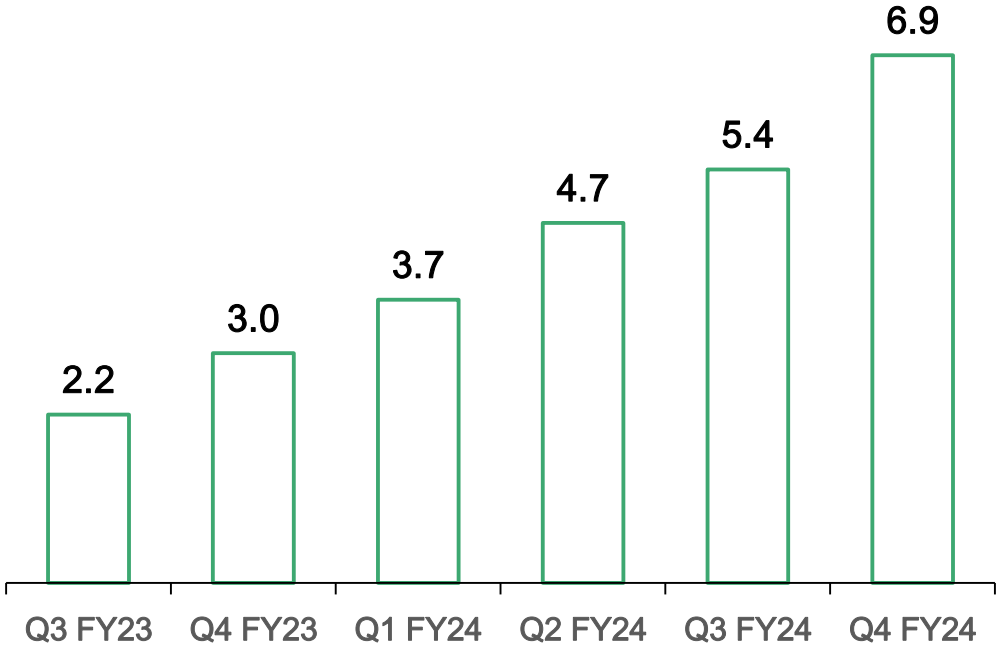
Davaindia COCO - KPI's (1/2)

No. of Stores



Quarterly Footfall

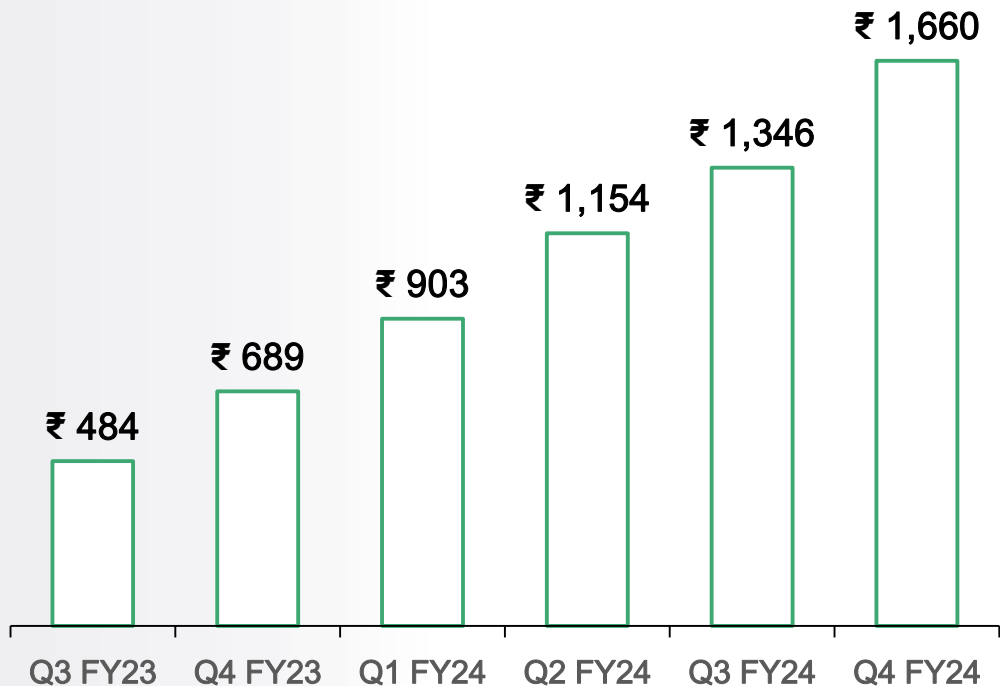
in lakhs



Davaindia COCO - KPI's (2/2)

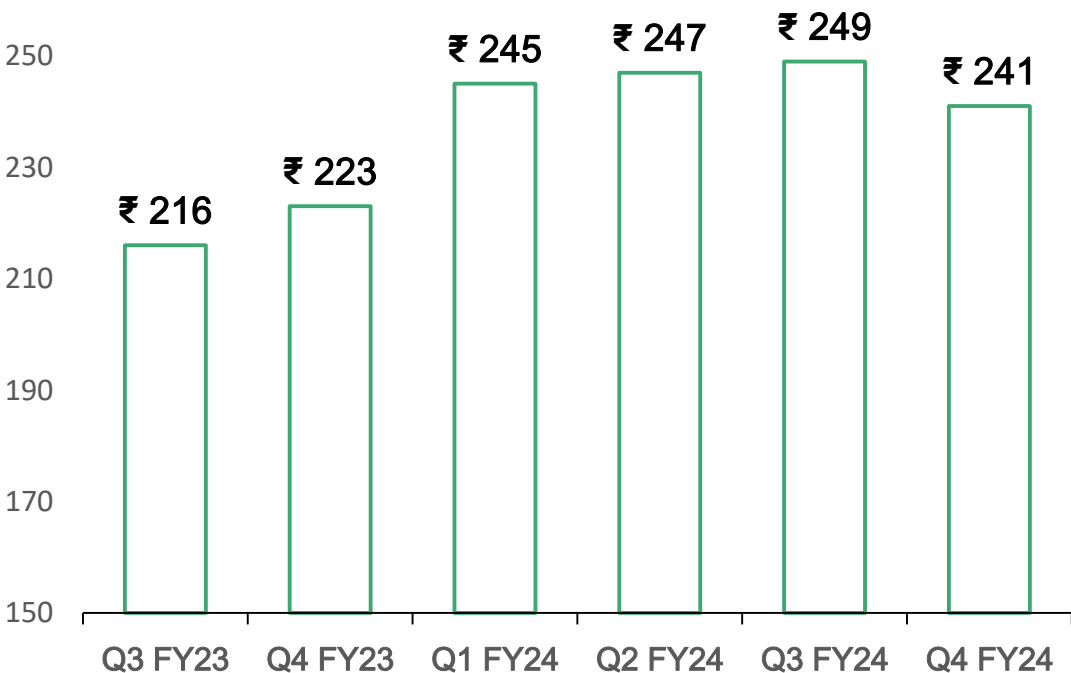
Quarterly GMV

₹ lakhs



Avg. Wallet Spend

₹



Younger COCO Stores to fuel growth

253

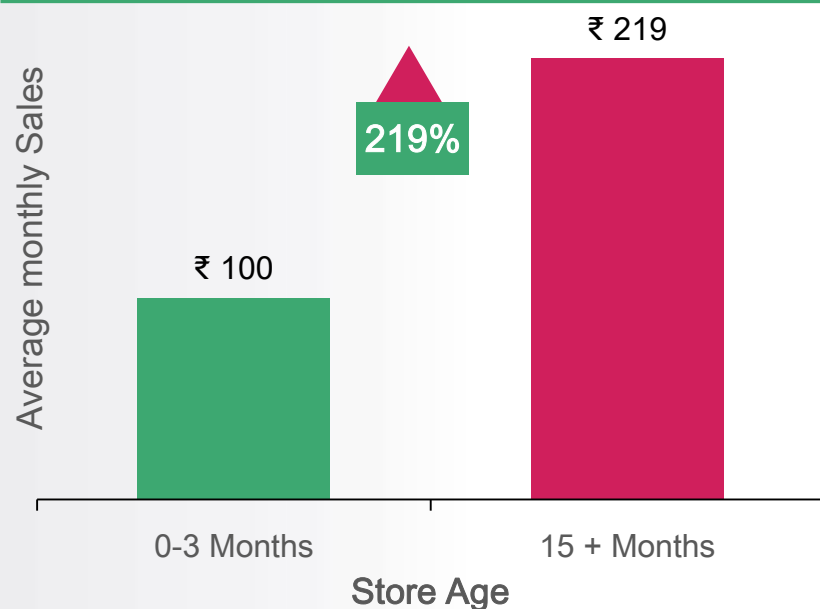
Total COCO Stores

99

COCO Stores <3m

Average monthly Sales of matured stores (15+ months) is ~219% higher than average monthly Sales of younger stores (<3 months)

Average monthly Sales by Store age



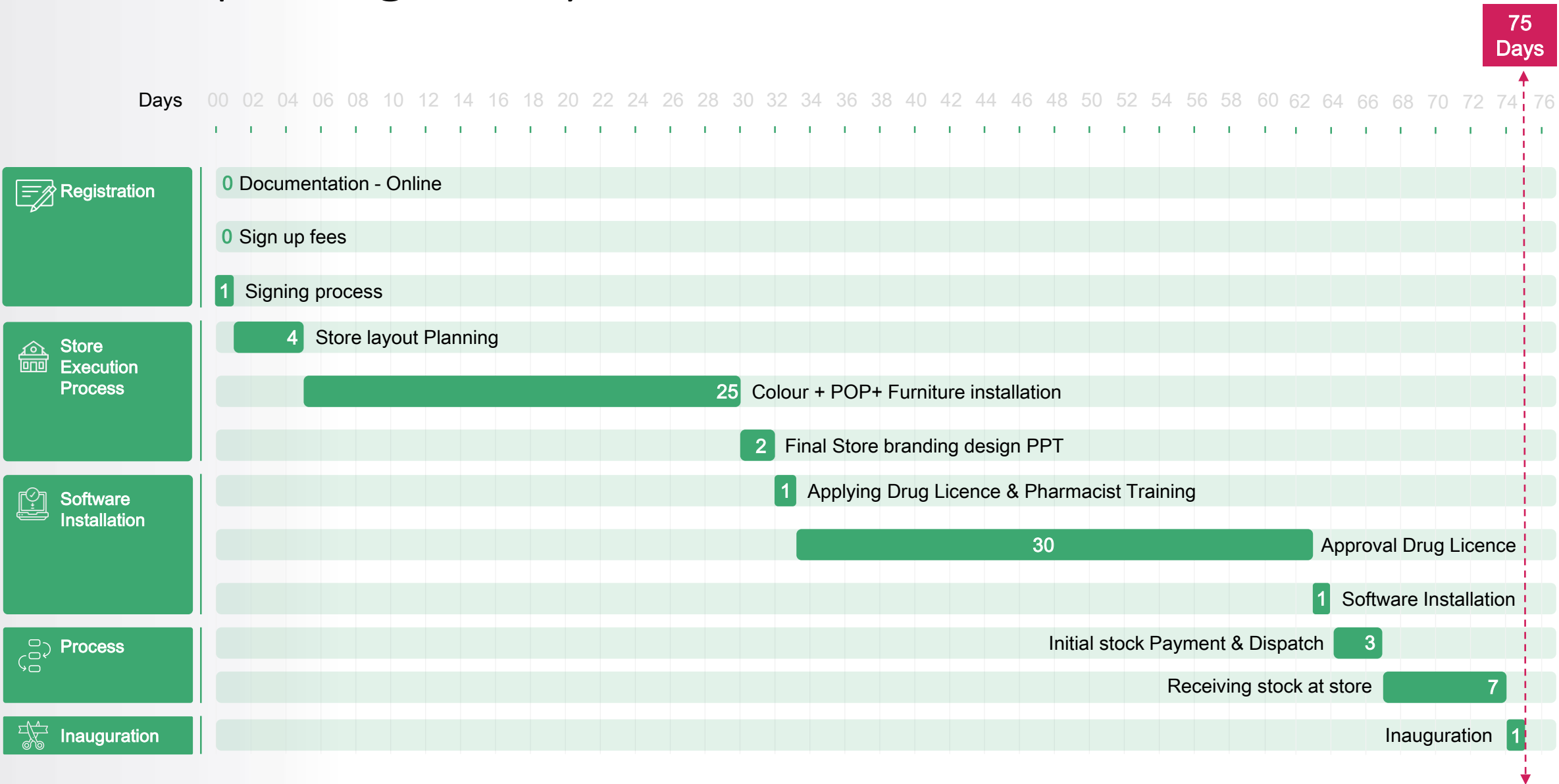
Significant Young Store Network

Many of our stores are relatively new, still in the early stages of their lifecycle. While currently modest in revenue, expected to grow multiple folds as they mature.



- **Ongoing Expansion:** Our strategy includes continuous addition of new stores, further expanding our reach to newer markets. This will result in an expanded customer base.
- **Increased Footfall:** As young stores mature and new ones are added, we anticipate an increase in footfall. This will inevitably contribute to higher revenue generation.
- **Anticipated Exponential Growth:** As young stores mature and build out their customer bases, the income is forecasted to multiply. This implies that our revenues are on a trajectory of exponential growth.

Store Opening Lifecycle – COCO



Davaindia – What are FOFO Stores



Franchisee-Owned Franchisee-Operated (FOFO)

Asset-light franchise model

FOFO stores employ an asset-light franchise model, contributing to the scalability and accessibility of our product offerings.

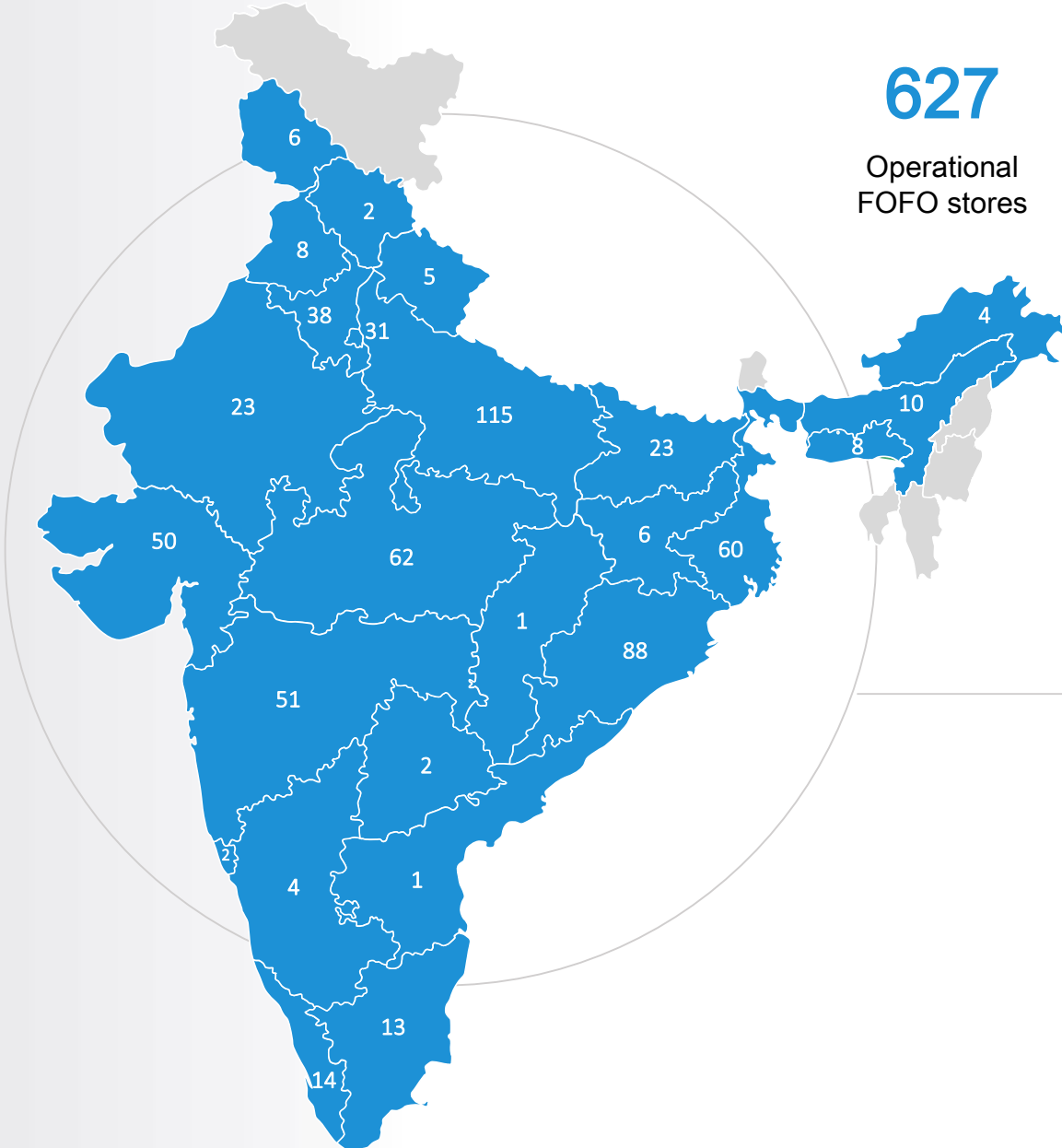
Smaller Store size

FOFO stores are compact and over-the-counter format stores, typically having an average size of about 200-300 sq.ft.

Enhancing Customer Experience: Walk-In FOFO Stores since Q4FY23

Starting Q4FY23, all newly added Franchisee-Owned Franchisee-Operated (FOFO) stores will be made walk-in, aimed at enhancing the shopping experience by allowing customers to interact and familiarize with the products.

Davaindia - FOFO Stores



FOFO

Franchise Owned Franchise Operated

States	No. of Stores
Uttar Pradesh	115
Odisha	88
Madhya Pradesh	62
West Bengal	60
Maharashtra	51
Gujarat	50
Haryana	38
Delhi	31
Bihar	23
Rajasthan	23
Kerala	14
Tamil Nadu	13
Assam	10
Punjab	8
Tripura	8
Jharkhand	6
Jammu & Kashmir	6
Uttarakhand	5
Karnataka	4
Arunachal Pradesh	4
Telangana	2
Goa	2
Himachal Pradesh	2
Chhattisgarh	1
Andhra Pradesh	1
Total	627

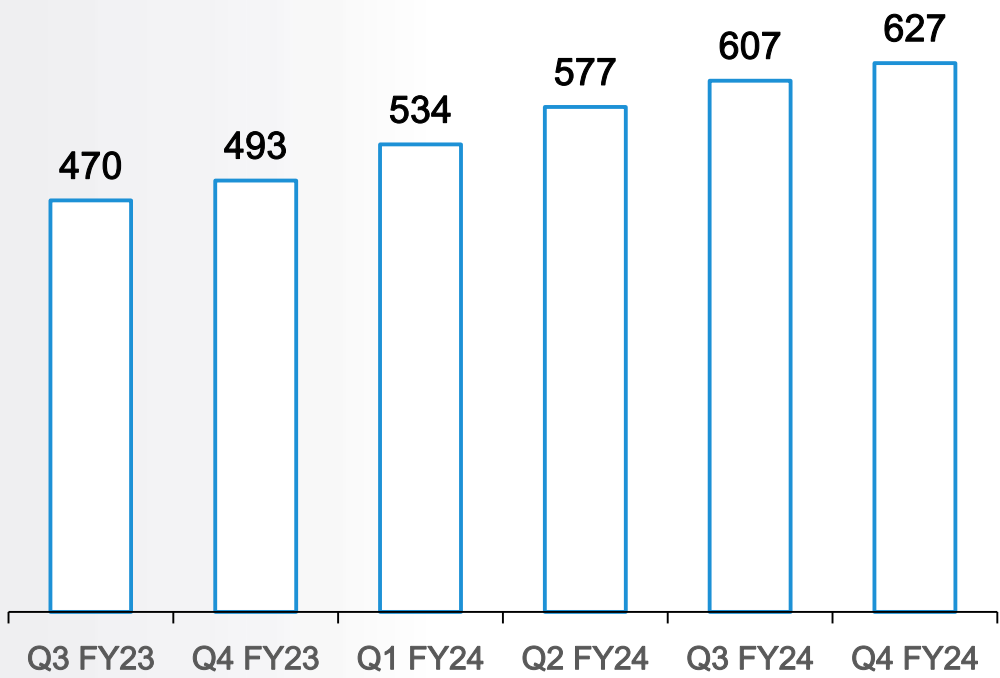
As on 31st March 2024

Davaindia - FOFO Stores



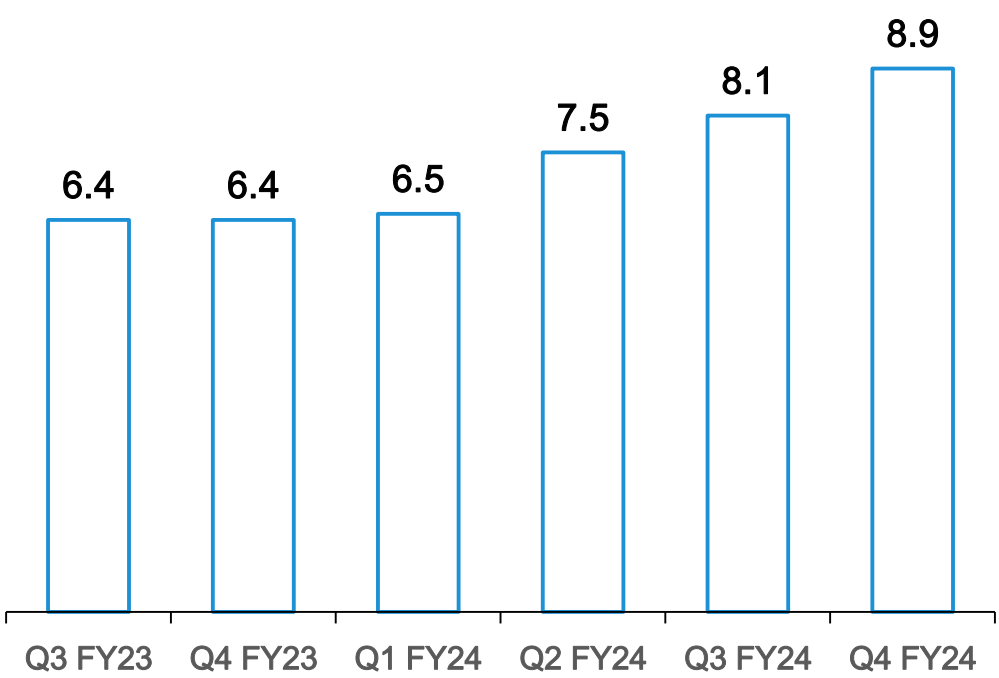
Davaindia FOFO - KPI's (1/2)

No. of Stores



Quarterly Footfall

in lakhs

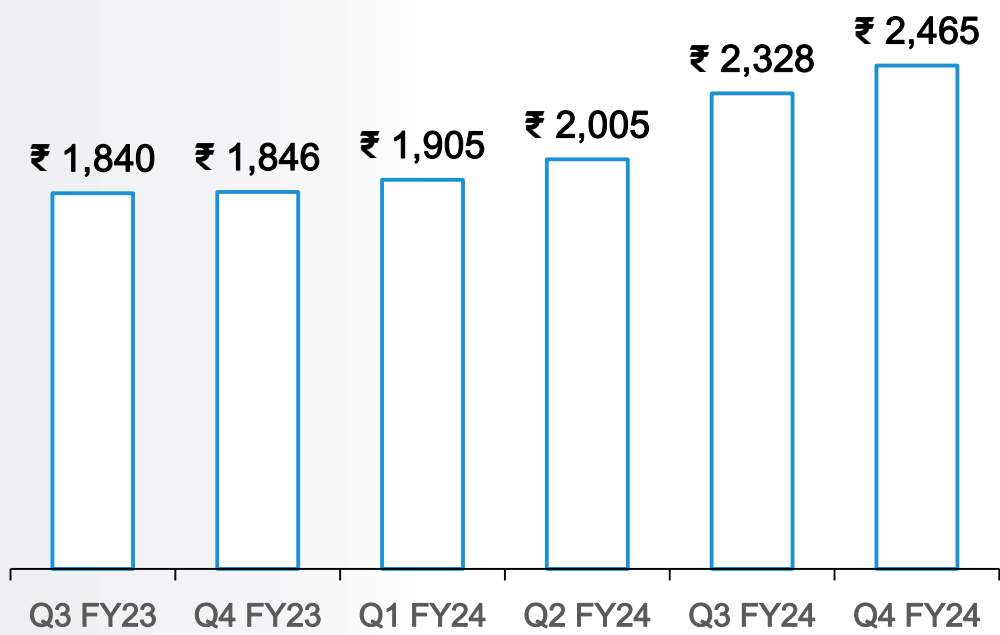


Note – The Company did a one-time closure of under-performing FOFO stores in Q3FY23, leading to a decrease in total store count.

Davaindia FOFO - KPI's (2/2)

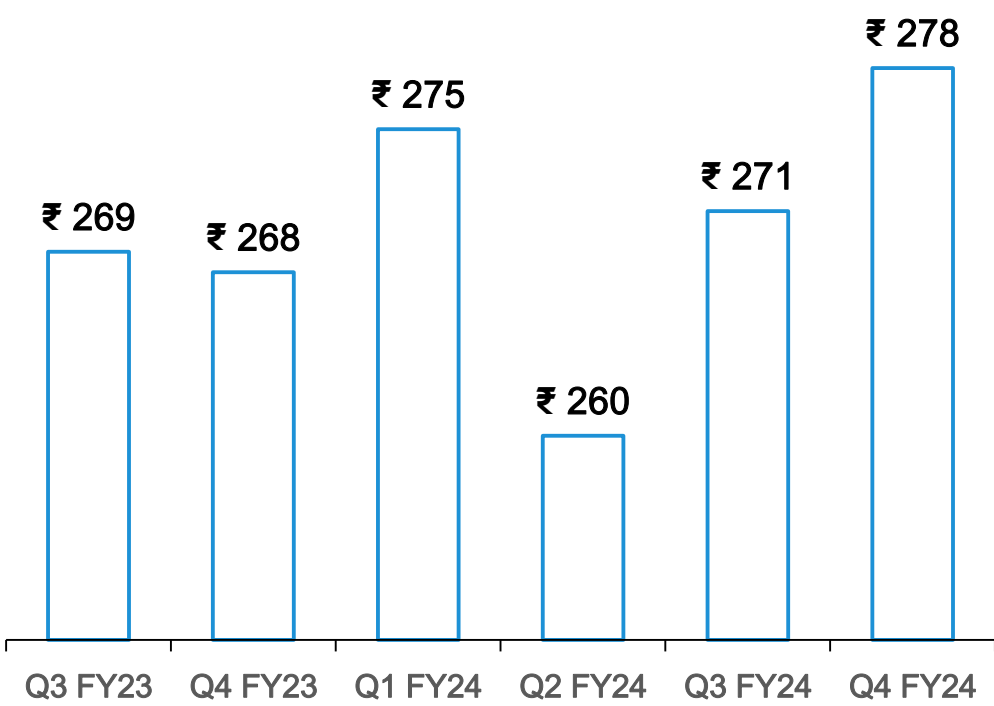
Quarterly GMV

₹ lakhs



Avg. Wallet Spend

₹



OTC Over-the-counter products



Strategic Acquisition as a move towards backward integration

Acquired 56% stake in the Everyday Herbal Group*, licensed by the Khadi and Village Industrial Commission, a strategic move towards backward integration.

~30%
SKUs

OTC products make up ~30% of the stock keeping units (SKUs) offered by our company making it an important part of the business

Khadi

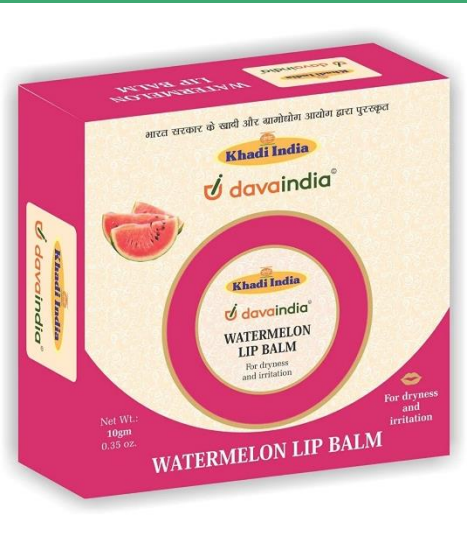
MOU with Everyday Herbal Group leverages the REGP license granted by the Government of India, giving additional credibility and leveraging the well-known 'Khadi' mark.

**FY24 OTC
Revenue contribution**

25%

*Everyday Herbal Beauty Care & Everyday Health And Beauty Care

OTC – Products



Davaindia is **Revolutionising the Indian Healthcare Scenario**



13,766 Lakhs

Gross Merchandise Value in FY24



60 %

Gross Margin in COCO format

*



880

Fast growing FOFO & COCO store network*



30-90 %

Savings to consumers on Generic medicines



15.01 Mn+

Happy Consumers



25-30 %

Mature COCO Stores EBITDA#

*As on 31st March 2024

Calculated prior to IND AS 116



Davaindia Competitive Edge

The USP of Davaindia: Affordable, Trustworthy, and Innovative Pharmacy Solutions

BENEFITS TO THE CUSTOMERS



Medicines priced at **low MRP** thereby ensuring affordability for the masses



Private labels offered, helps in building customer trust by ensuring consistency



Continuously adding to its **product range** thereby offering variety



Products procured from **WHO & GMP** approved plants and quality attested at NABL approved labs

BENEFITS TO THE FRANCHISEES



Store operations and the supply chain efficiently managed by cloud-based software & AI



Widespread marketing activities help in promoting the brand and improving sales

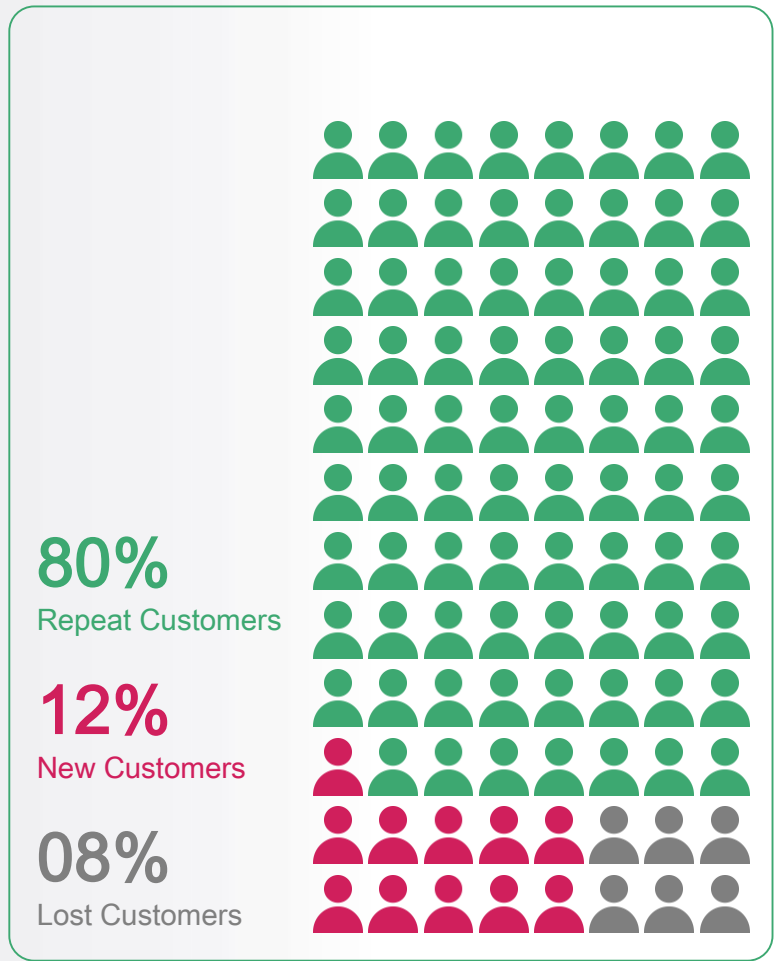


Elimination of distributors ensures timely supply of stock



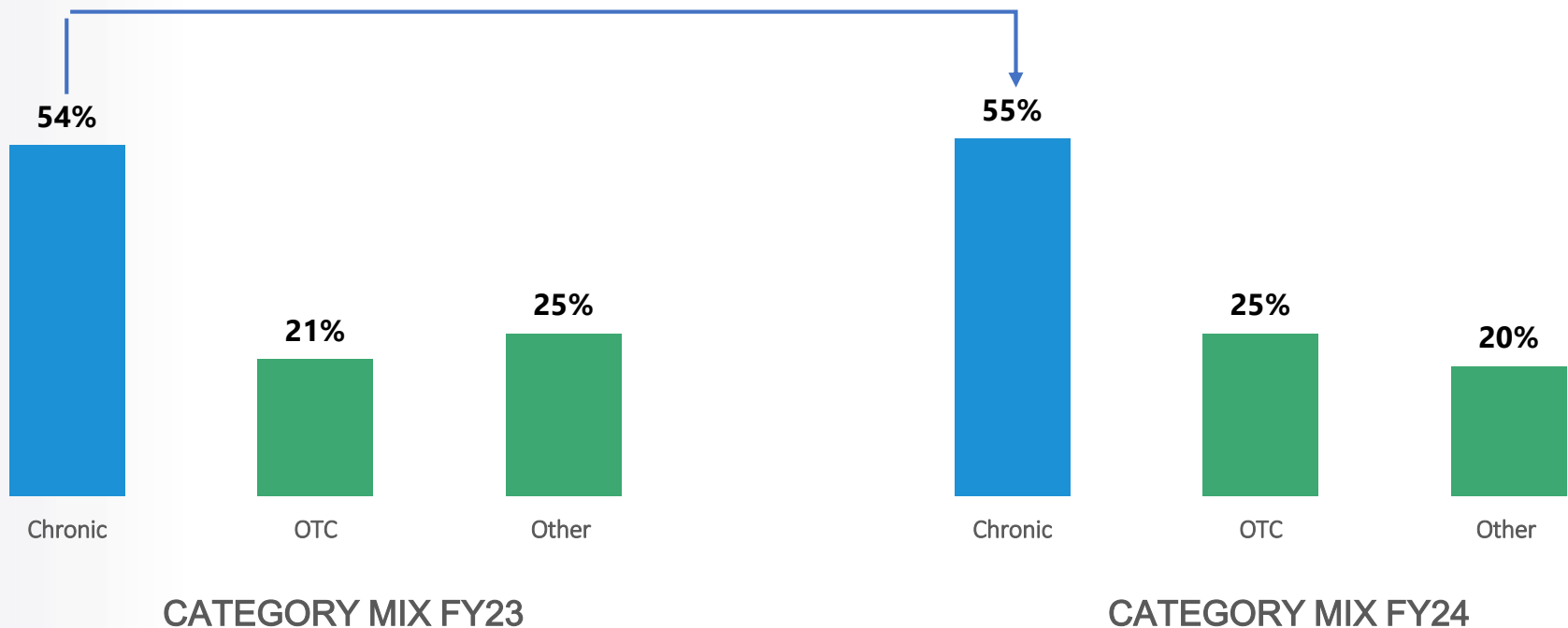
Healthy Repeats

Total Average
(in %)



With a strong base of 80% repeat customers, Davaindia demonstrates a high level of customer satisfaction and loyalty.

Higher Chronic category share

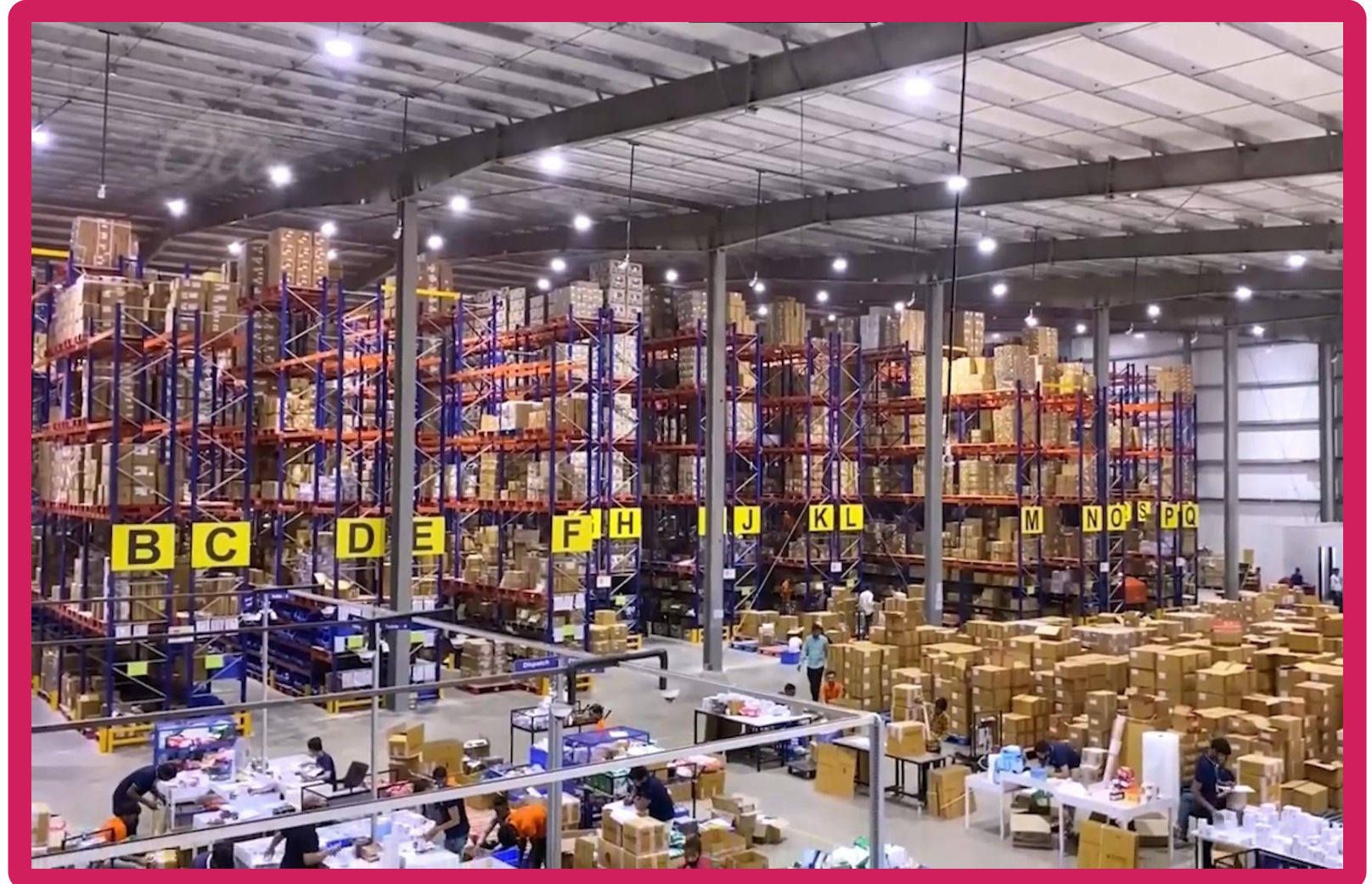


Higher chronic share: A significant 55% of our revenue comes from chronic disease category, signalling high realization and retention rates, reflecting our crucial role in sustaining long-term patient care.

A pronounced emphasis is placed on chronic therapies and ailments such as cardiac, diabetic, thyroid, and neuropsychiatric, resonating with the core healthcare needs of our customers.

Supply Chain Management

- The Company has outsourced supply chain management to a third-party warehousing & logistics partner.
- A state-of-art central warehousing & processing center has been built in Surat, in Phase 1.
- Eventually the Company will replicate such infrastructure across different zones in the country.



Click the link below for more details

[Click here](#)



02

Domestic Operations



Domestic Operations

Domestic marketing has been the oldest business vertical for the Company and has remained its mainstay in the past. Until 2017, this vertical contributed most of the Company's revenues. This business vertical distributes generic drugs, OTC products, and other pharmaceutical products through the Company's distribution network spread across India.

1,050+

Distributors spread across India

4,000+

Products in the portfolio

MARKETING VALUE CHAIN



FDF Manufacturers
 WHO-GMP certified manufacturing partners



Branding
 Quality check, packaging and branding under the umbrella of Zota brands



Distribution
 Direct distribution to 1,050+ distributors spread across the country



Retail Pharmacies
 Ethical marketing, sales distribution and promotional activities undertaken by distributors





03

Export Operations



Export Operations

Our Exports business vertical, which started in 2010, serves clients in over 30 countries, mainly in the CIS, Latin America, Africa, and Asia. At its plant in Sachin, SEZ, the Company manufactures generic formulations for the dossiers it has registered in overseas markets. At present, the Company has registered over 284 dossiers, while another 302 dossiers have been filed and are awaiting approval from the relevant regulatory agencies.

250+

Products manufactured

284

Dossiers registered

302

Dossiers pending approval



Countries exported to:

- | | | | |
|---------------|------------------|------------------|----------------|
| 1. Benin | 8. Ivory coast | 15. Sri Lanka | 22. Vietnam |
| 2. Bolivia | 9. Kenya | 16. Swaziland | 23. Zambia |
| 3. Cambodia | 10. Mali | 17. Tanzania | 24. Kyrgyzstan |
| 4. Cameroon | 11. Myanmar | 18. Turkmenistan | 25. Libya |
| 5. Costa Rica | 12. Nepal | 19. Uganda | 26. Yemen |
| 6. Ethiopia | 13. Nigeria | 20. Ukraine | |
| 7. Georgia | 14. South Africa | 21. Uzbekistan | |

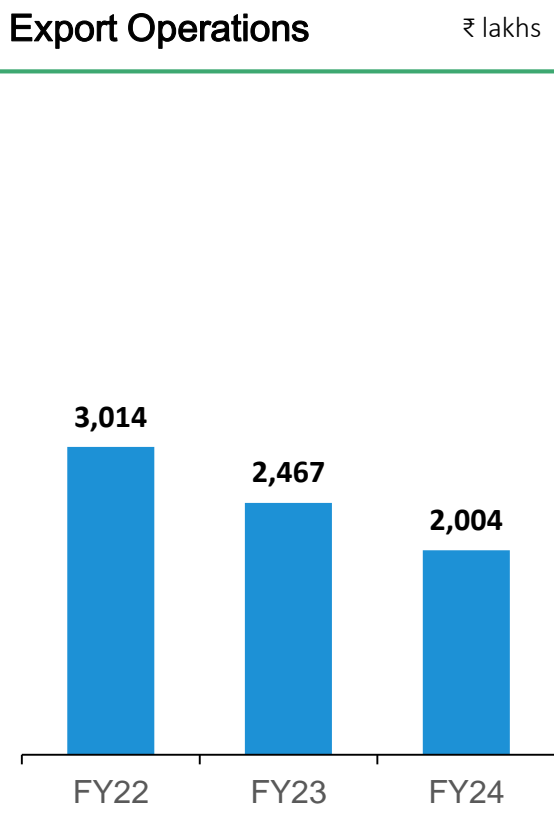
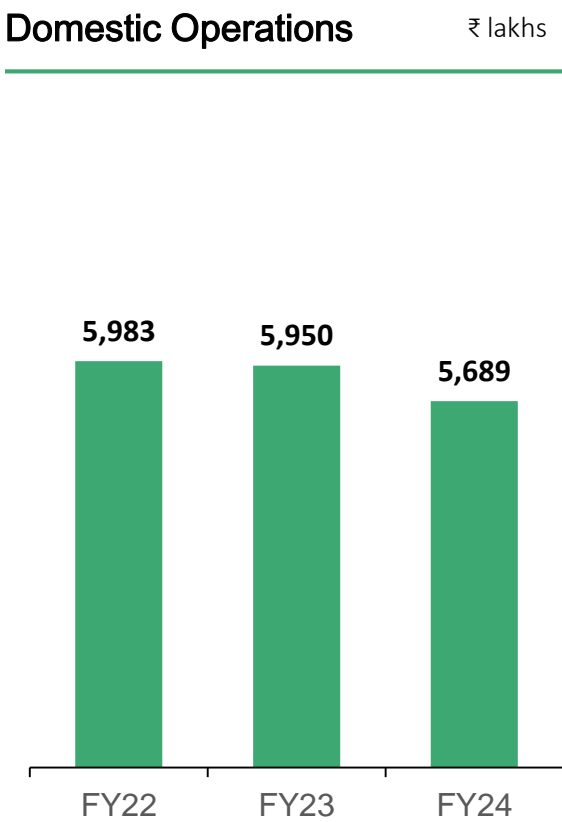
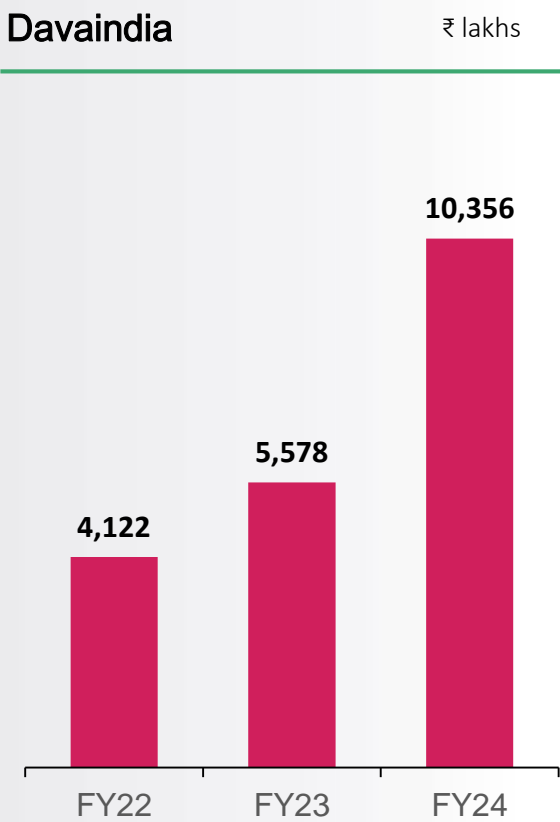


Financial Overview

Financial Snapshot

Davaindia has driven revenue growth, recording an impressive increase of 59% CAGR since FY22.

Business Verticals – Consolidated Revenue bifurcation



Consolidated Profit & Loss Statement

₹ in lakhs

(Consolidated)

Particulars	Q4FY24	Q3FY24	QoQ %	Q4FY23	YoY %	FY24	FY23	YoY%
Export Sales (SEZ)	565.9	358.9	58%	415.7	36%	2,003.5	2,467.2	-19%
Davaindia Sales	3,122.6	2,763.5	13%	1,760.8	77%	10,355.9	5,578.5	86%
Domestic Sales	1,275.1	1,570.7	-19%	1,508.5	-15%	5,689.4	5,950.0	-4%
Revenues from Operations	4,963.6	4,693.1	6%	3,684.9	35%	18,048.9	13,995.7	29%
Cost of Goods Sold	2,279.1	2,537.3	-10%	2,068.6	10%	9,670.0	8,327.0	16%
Gross Profit	2,684.5	2,155.8	25%	1,616.3	66%	8,378.8	5,668.7	48%
<i>% Margin</i>	<i>54.1%</i>	<i>45.9%</i>	<i>815 bps</i>	<i>43.9%</i>	<i>1022 bps</i>	<i>46.4%</i>	<i>40.5%</i>	<i>592 bps</i>
Employee cost	1211.4	776	56%	450.2	169%	3045.1	1291.4	136%
Other expenses	1621.6	1047	55%	1062.8	53%	4578.4	3643.8	26%
Operational Exp	2833.0	1823	55%	1513.1	87%	7623.4	4935.2	54%
Operating Profit	-148.5	333	-145%	103.2	-244%	755.4	733.6	3%
<i>% Margin</i>		<i>7.1%</i>		<i>2.80%</i>		<i>4.2%</i>	<i>5.2%</i>	
Other Income	45.7	15.1	203%	2.5	1727%	115.6	195.6	-41%
EBITDA	-102.8	348.3	-130%	105.7	-197%	871.0	929.2	-6%
<i>% Margin</i>	<i>7.4%</i>	<i>7.40%</i>		<i>7.4%</i>		<i>7.4%</i>	<i>7.4%</i>	
Depreciation	679.9	507.9	34%	387.6	75%	2008.5	1195.7	68%
EBIT	-782.7	-159.6	390%	-281.9	178%	-1137.5	-266.5	327%
Interest Cost	168.1	113.9	48%	81.3	107%	478.8	256.4	87%
Exceptional Items				53.8			53.8	
EBT	-950.8	-273.5	248%	-309.4	207%	-1616.3	-469.1	245%
Taxes	-259.1	20.5	-1365%	-45.9	464%	-181.5	108.2	-268%
Profit After Taxes	-691.7	-294.0	135%	-263.5	163%	-1434.8	-577.3	149%

Balance Sheet statement

₹ in lakhs

(Consolidated)

ASSETS	As at 31 March 2024	As at 31 March 2023	EQUITY AND LIABILITIES	As at 31 March 2024	As at 31 March 2023
Non-Current Assets			(i) Equity Share capital	2,584.7	2,516.0
Property, plant and equipment	2,356.6	1,472.1	(ii) Other Equity	6,412.9	5,519.6
Right-of-use assets	7,506.8	4,306.8	Total Equity	8,997.7	8,035.7
Other Non-Current Assets	886.3	739.1	Non-Current Liabilities		
Financial Assets			Financial Liabilities		
(i) Investments	470.0	753.4	Lease liabilities	6,316.4	3,626.3
Other Financial Assets	451.3	123.0	Provisions	150.3	97.6
Current Assets			Current liabilities		
Inventories	5,376.6	4,178.8	(i) Borrowings	1,467.7	
			(ii) Lease liabilities	1,744.4	885.9
Trade Receivables	2,724.4	2,782.9	(ii) Trade payables Total outstanding dues of micro and small enterprises	742.2	46.0
Cash & Bank Balances	100.5	111.5	(ii) Trade payables Total outstanding dues of Creditors other than micro and small enterprises	2,618.4	2,600.0
			Other Current liabilities	161.7	146.2
Loans	1,660.0	730.3	Provisions	634.1	373.6
Other Current Assets	1,300.3	613.3	Total Liabilities	13,835.2	7,775.5
Total Assets	22,832.8	15,811.2	Total Equity and Liabilities	22,832.8	15,811.2



Strategic Outlook

Expanding Horizons

The ZOTA Vision – Sustainable improvement in performance

As Davaindia stores and revenue grow, occupying a larger portion of the overall business, we foresee a **decline in working capital days**.

Furthermore, with **negligible Receivables Days** in Davaindia, there will be a **marked decrease in aggregate working capital** and an **improvement in return ratios**.

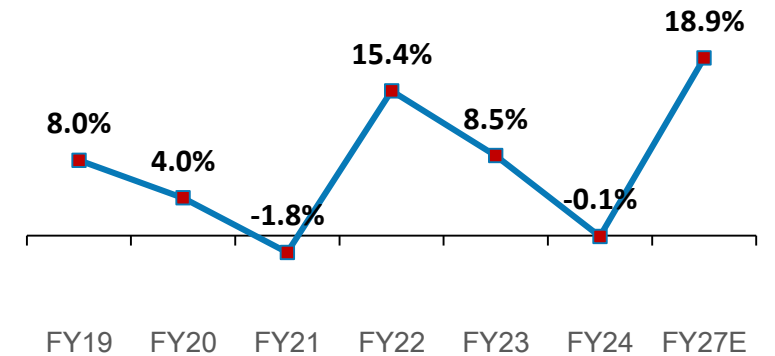
Working Capital Days

(Consolidated)



ROCE (%)

(Consolidated)

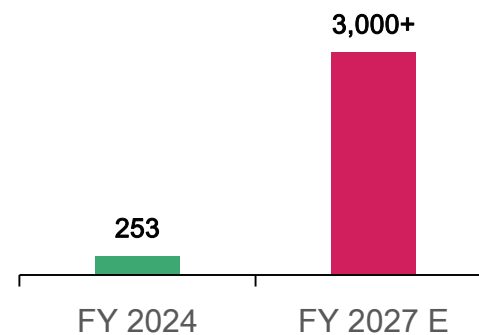


Projected increase in store metrics

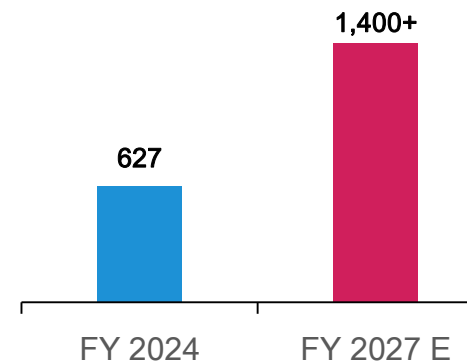
As we significantly increase our number of stores, we aim to establish a more extensive market presence, attract a larger customer base supported by the stores' maturity cycle.

We project an **upward trajectory in Gross Merchandise Value (GMV)**, manifesting a vision of sustainable growth and broader reach.

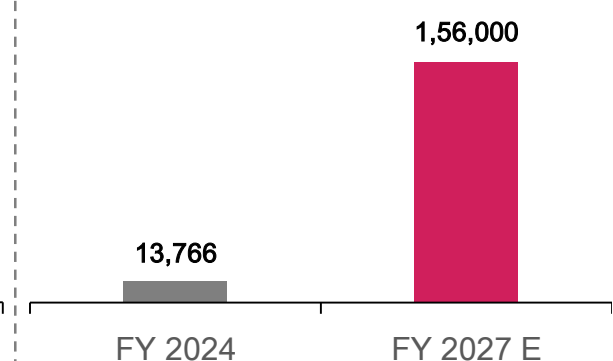
No. of COCO stores (Projected)



No. of FOFO stores (Projected)



GMV* (Projected) ₹ lakhs



*GMV = Combined GMV of COCO & FOFO stores

— Thank You

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