

August 14, 2025

The Manager
Corporate Relationship Department
BSE Limited
1st Floor, New Trading Wing,
Rotunda Building,
P J Towers, Dalal Street, Fort,
Mumbai - 400001

The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai - 400051

The Secretary
The Calcutta Stock Exchange Limited
7, Lyons Range,
Kolkata - 700001

BSE Security Code: 500043

NSE Symbol: BATAINDIA

CSE Scrip Code: 10000003

Dear Sir/Madam,

Subject: Post Earnings Call Presentation

Further to our letter dated July 31, 2025, regarding Intimation of Schedule of Post Earnings Call (Group Call), we are submitting, pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), the presentation to be made during the said call.

The aforesaid information is also available on the website of the Company, viz., www.bata.in

This is for your information and records.

Thanking you,

Yours faithfully,
For BATA INDIA LIMITED

NITIN BAGARIA
AVP – Company Secretary & Compliance Officer

Encl.: As Above

BATA INDIA LIMITED

CIN: L19201WB1931PLC007261

Registered Office: 27B, Camac Street, 1st Floor, Kolkata-700016, West Bengal || Tel.: (033) 22895796 || Fax: (033) 22895748

E-mail: in-customer.service@bata.com || Website: www.bata.in



Q1 FY26 Investors Presentation

Bata India Limited



Bata

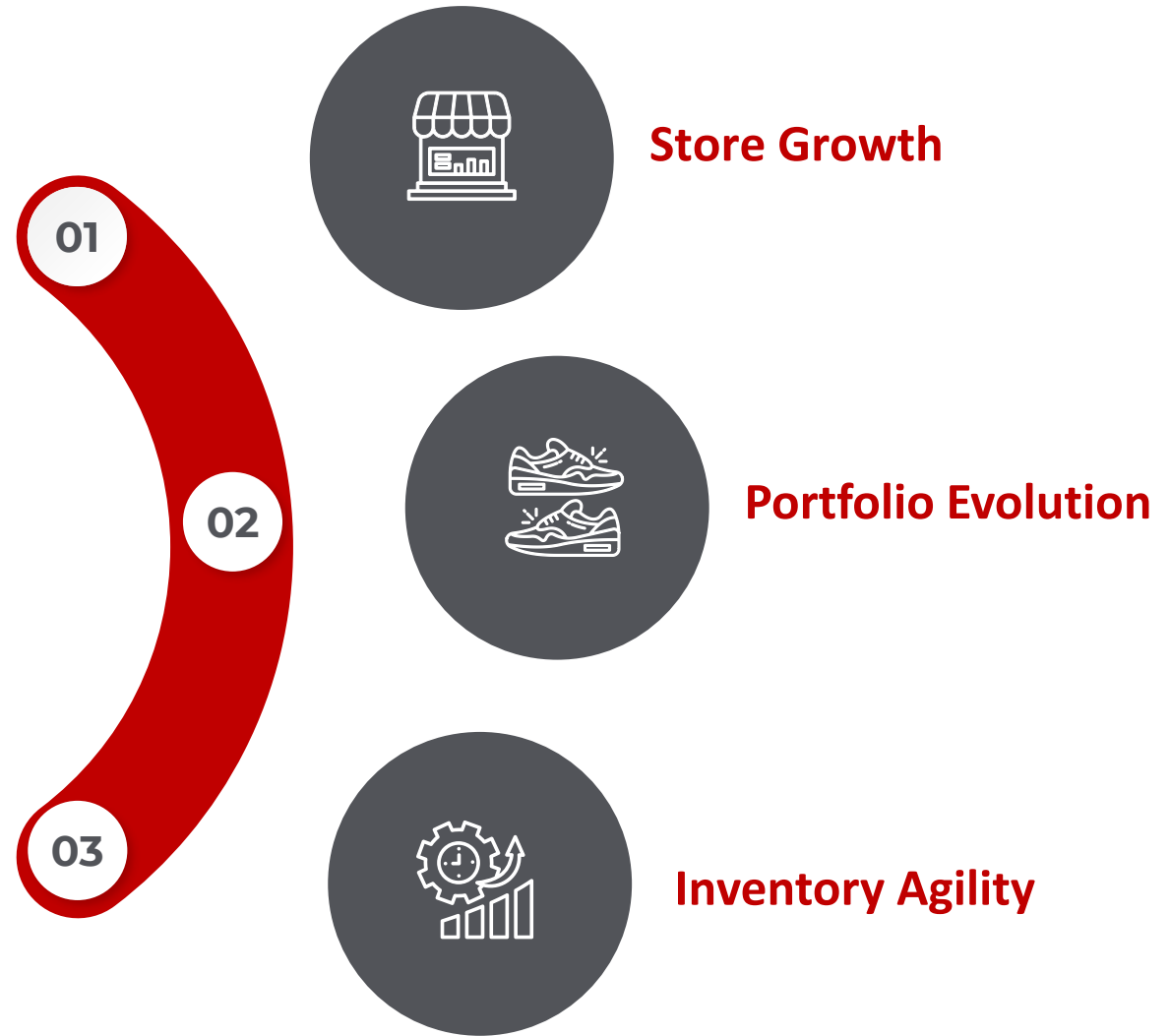
14th August 2025

DISCLAIMER

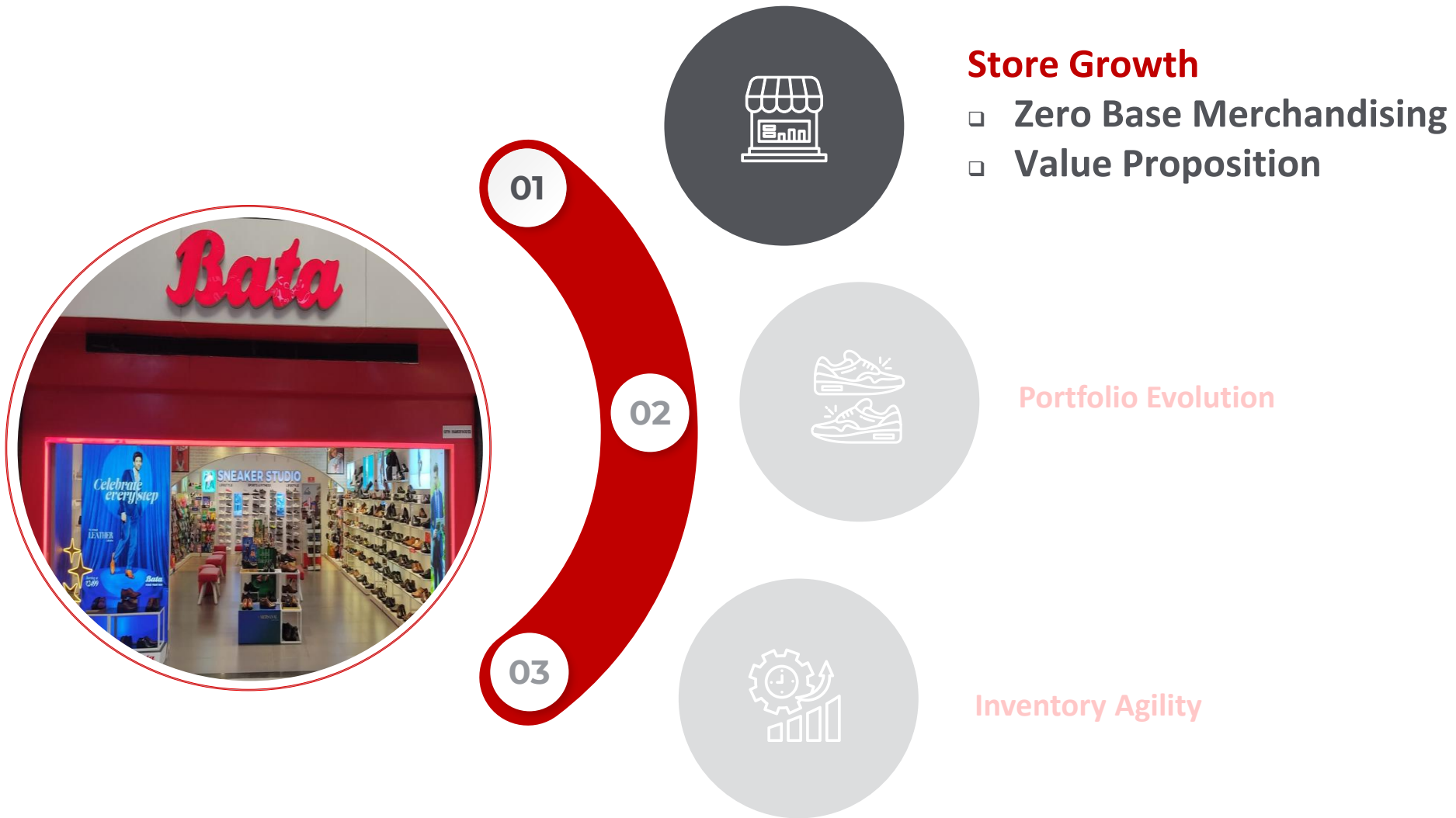
This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks and uncertainties include various internal and external factors such as general economic conditions, raw material prices, industrial relations and regulatory developments.



Driving initiatives across strategic thrust levers



Driving initiatives across strategic thrust levers



Zero Base Merchandising enhancing customer experience

Key Metrics



Expanded to **194 stores**
(+48 stores)



Line Reduction to **~0.67X**

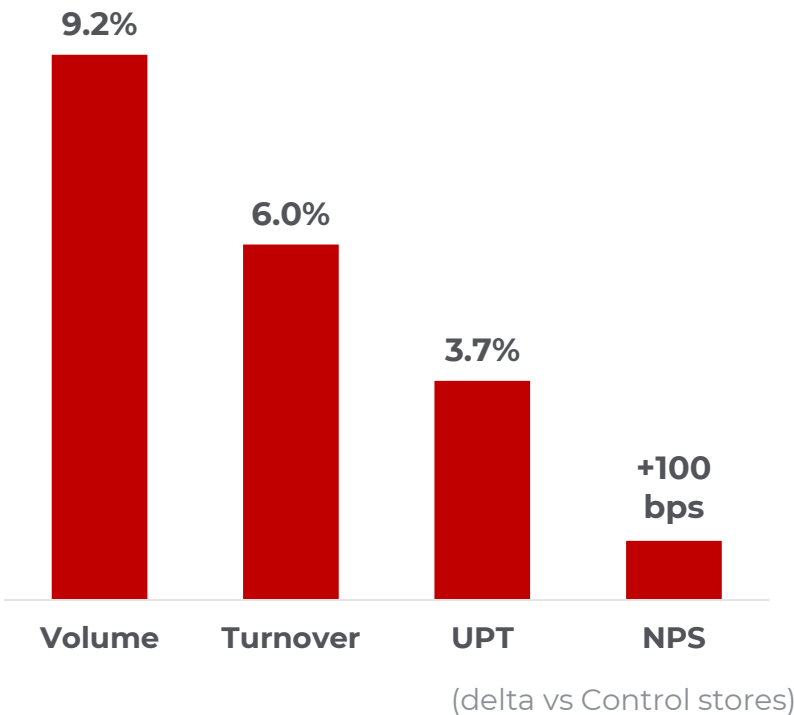


Inventory Reduction to **~0.78X**



Availability **+450 bps**

Business KPIs



Driving Value Proposition

Bata Ladies - Strengthen core with value proposition at PP 399-799



OPP (INR 399-499)



Checkout @3.5% → **8%** (QoQ)
Avg wkly sales **15K** (exit June)



Distribution Plan:
Doors Q4'25 : Q1'26 : Q3'26 –
800 : 800 : 1140



CORE (INR 799-999)



Checkout @3% → **6.4%** (QoQ)
Avg wkly sales **12K** (exit June)



Distribution Plan:
Doors Q4'25 : Q1'26 : Q3'26 –
900 : 900 : 1140



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Easels to support
Value proposition

Power Move+ Reinforce value proposition, focusing on Tier 2 & 3 cities at PP 1699 -1999



INR 1699-2599



Checkout @**6.6%**
Avg wkly sales **2K** (exit June)



Distribution Plan:
Doors Q1'26 : Q3'26 : **800 : 1140**



NOL
7 NOL - Distribution → 1140 doors
Additional New Lines - 4 (PP 1699-1999)



Driving initiatives across strategic thrust levers

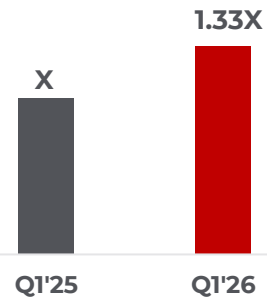


Floatz driven by Technology, Collabs & Design...Funneling into younger consumer

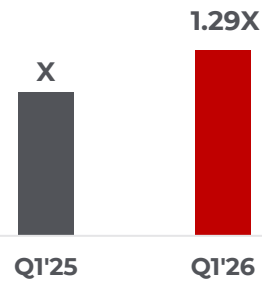
Brand Performance



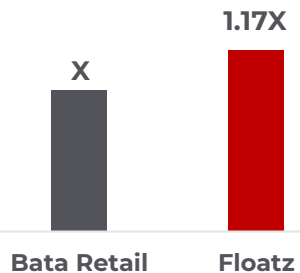
Turnover Growth



Volume Growth



ASP Indexation



Avg wkly sales ~34K

Portfolio Update



- Portfolio addition – Dual density | Chunky contemporary clogs



Checkout: 7%

Distribution - 400 doors

- Expanded **Donald** collection in men's & ladies



Checkout: 4%

Distribution - 238 doors

- Marble effect, new color and prints



Checkout: 8%

Distribution - 238 doors

Power Portfolio investment with focus on technology & innovation continue

Easy Slide



INR 2599-2999



Checkout @3.9% → **4.5%** (QoQ)
Avg wkly sales **2.7K** (exit June)



Distribution Plan:
Doors Q1'26 : Q2'26 : **700 : 1140**



NOL
15 (Q1'26) → **24** (Q3'26)



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Stamina



Checkout @**4%**
Avg wkly sales **1.5K** (exit June)



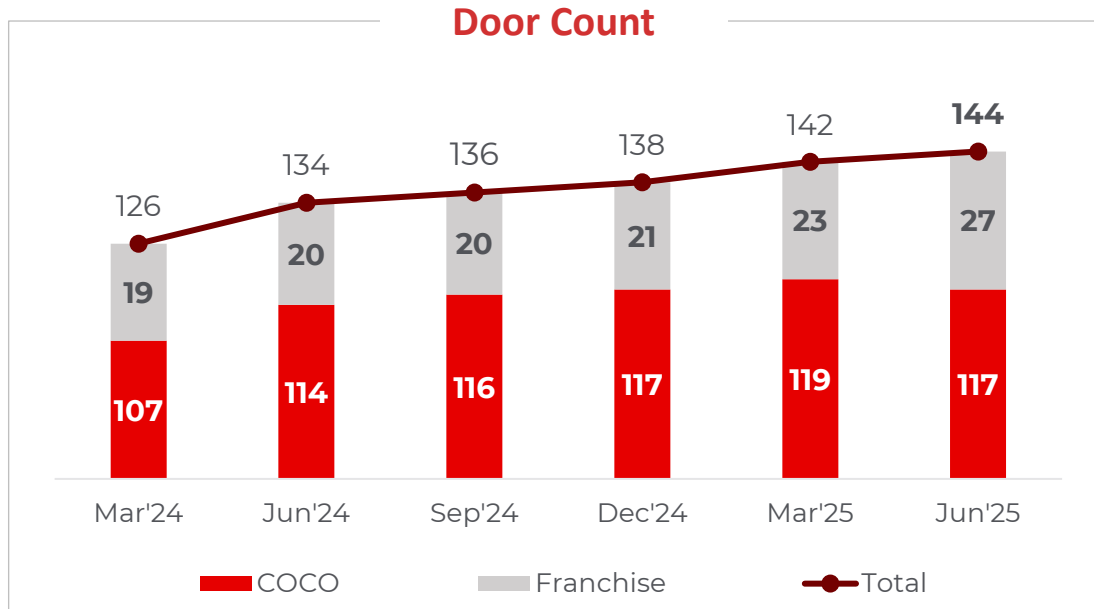
Distribution Plan:
250 doors



NOL
6



Hush Puppies driving premiumization



- Successful launch of **everyday workwear collection** under **Office Sneakers** collection with stylish, comfort-led sneakers

Building Office Sneakers Credentials in Hush Puppies



Refreshing HP Concept... Driving premiumization credentials

Before



Bata



Enhanced Store Identity



Fixtures Reduction



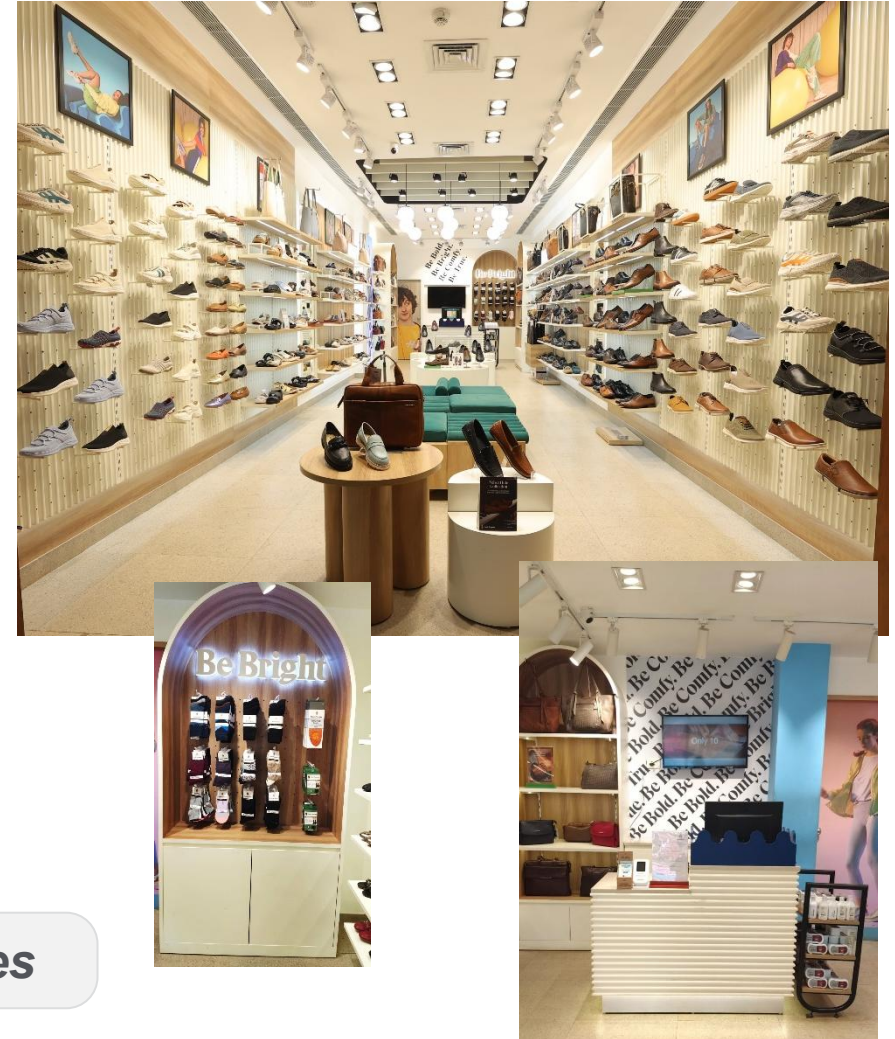
More focused Category Zoning



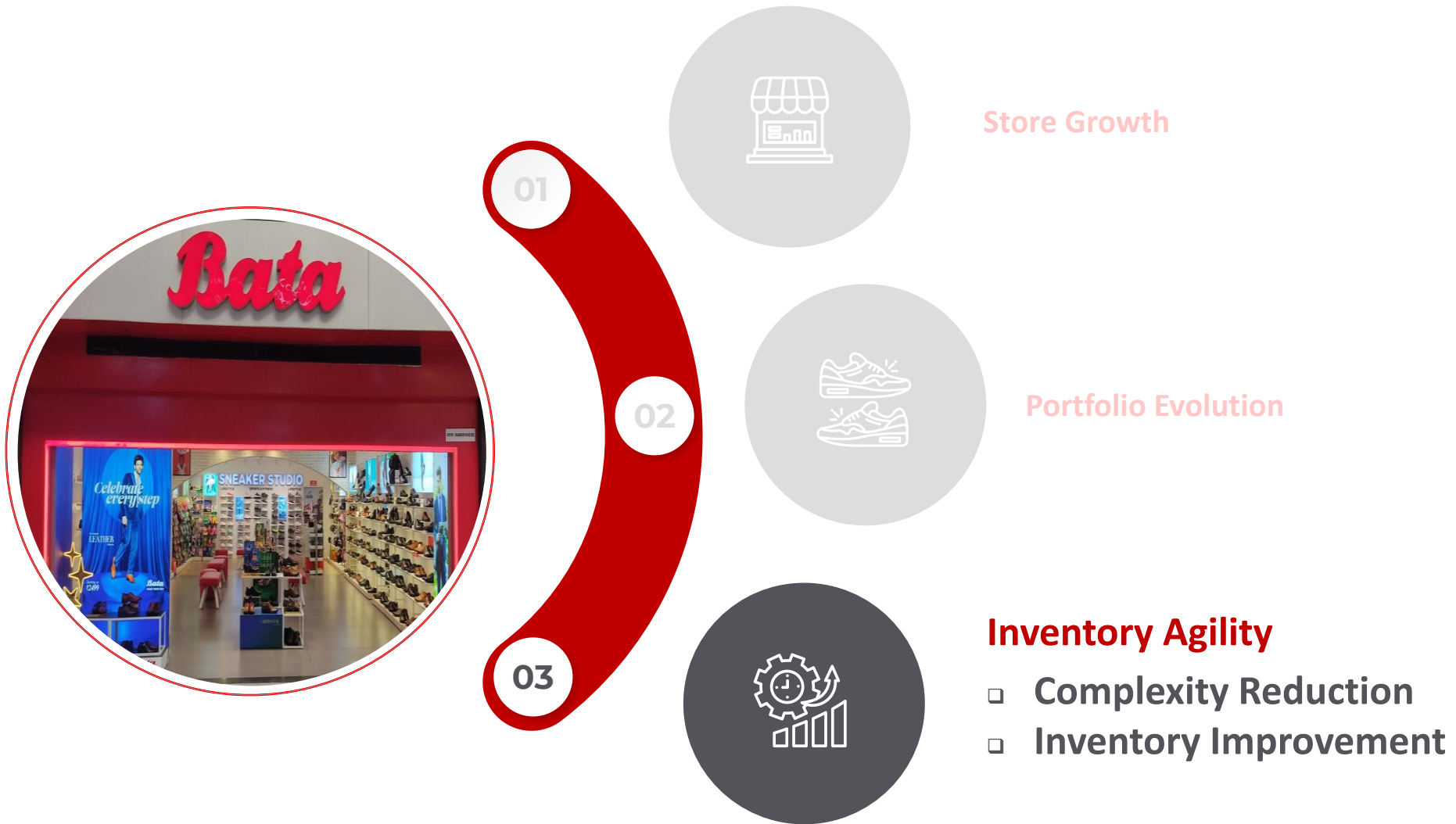
Customer Comfort & Accessibility

36 New Concept Stores

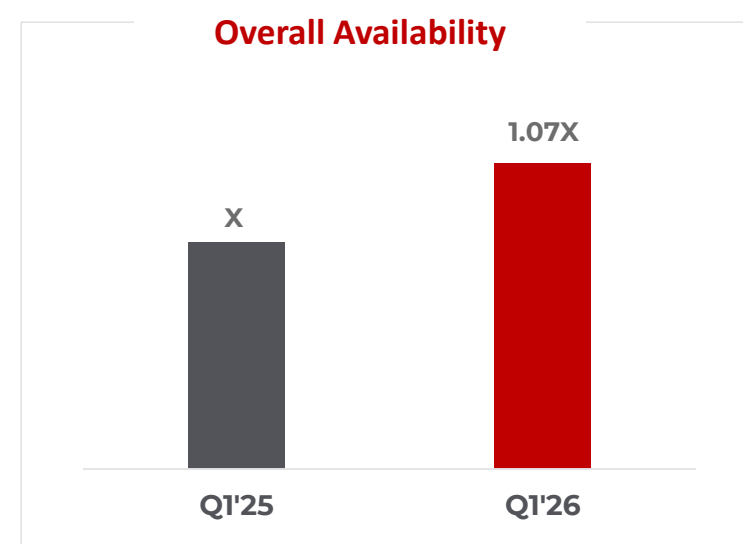
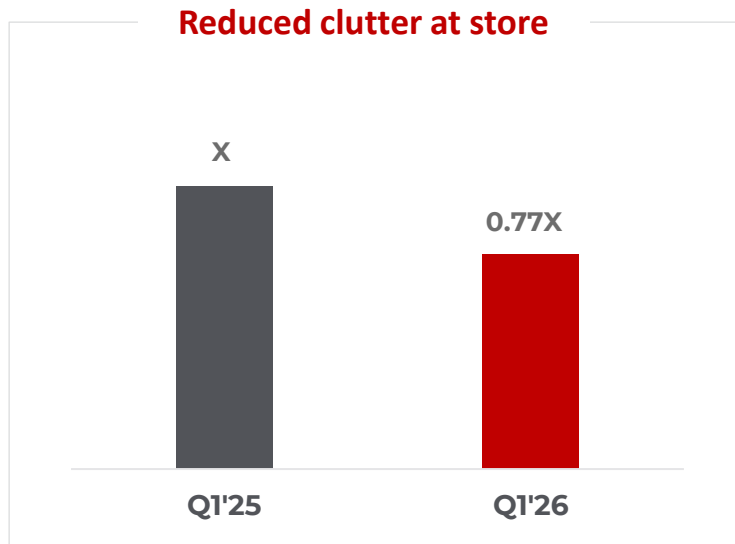
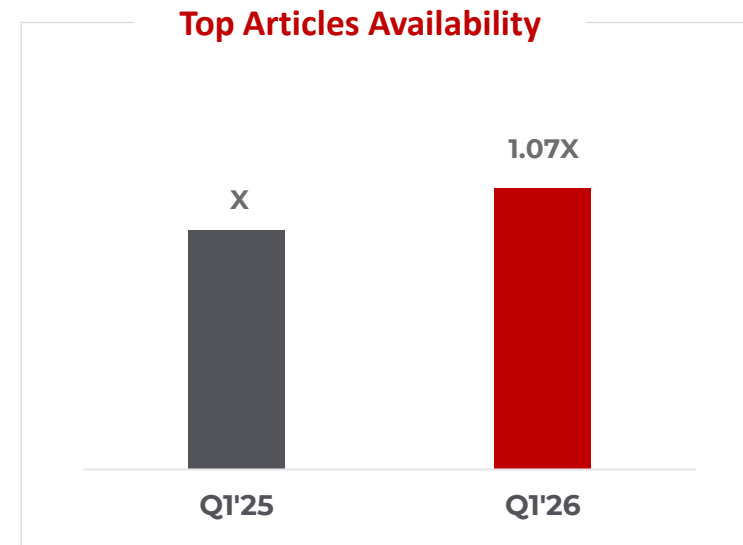
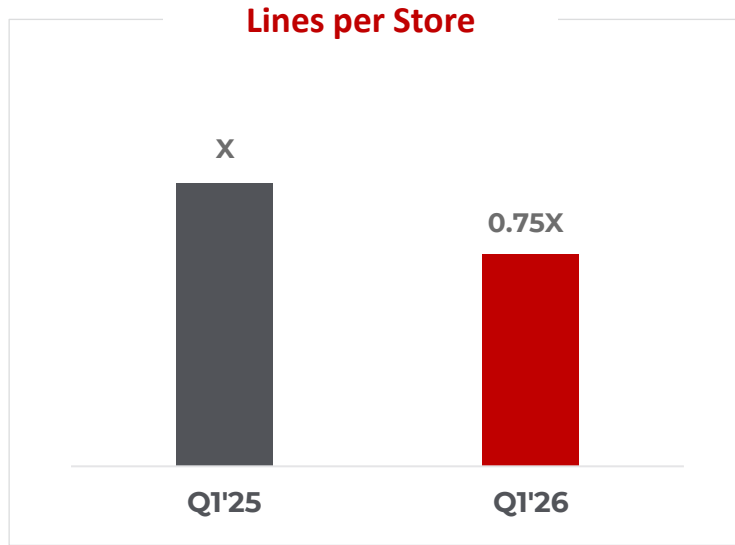
After



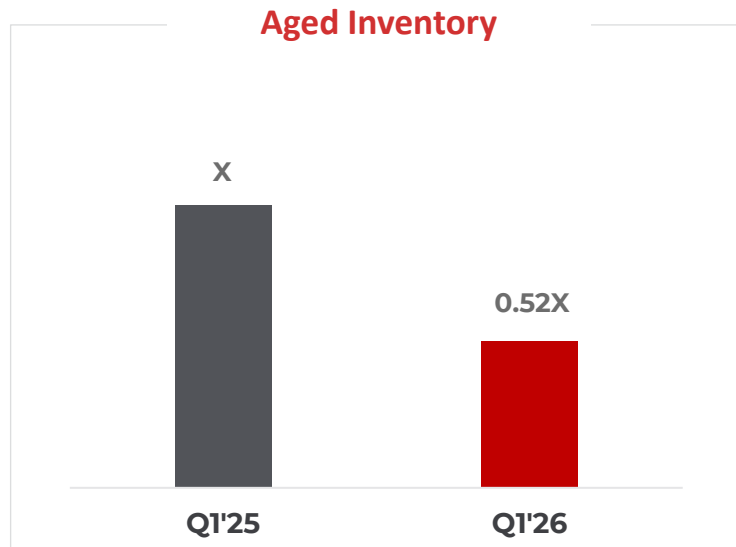
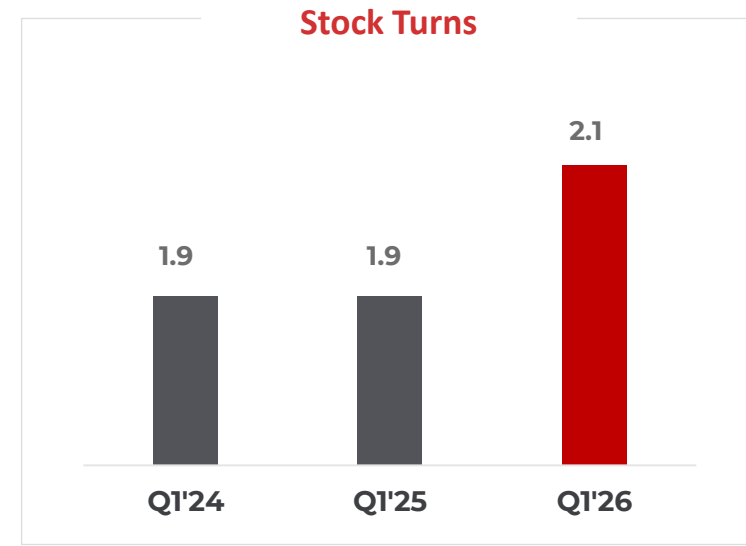
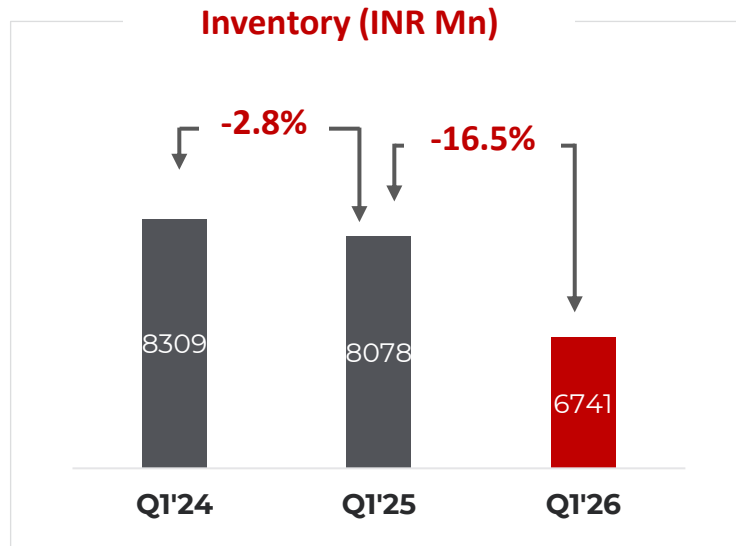
Driving initiatives across strategic thrust levers



Focus on decluttering & availability improvement continues...



Progress on Inventory agility... both in terms of quantity & quality



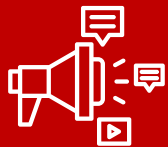
- ❑ **Customer First Project on track**
- ❑ Dedicated project designed for improving overall efficiency & availability, aiming towards **best-in-class**
- ❑ **Design Finalization by Q2'26**

Other Highlights



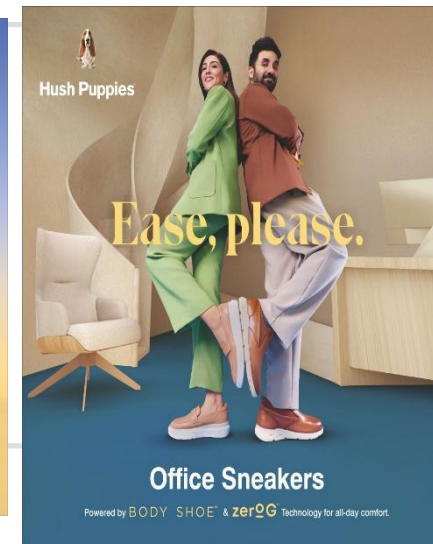
Portfolio Growth & Expansion

- **644** Franchise Stores exit Jun'25 (+20 stores QoQ)
- Overall **NPS** → **81** (+600 bps vs LY) | **GMB** → **4.69** (vs 4.55 in prev qtr)
- **1480 KROs** – net addition 319 over LY
- Diamond Award for “**Best Workplace Culture**” by iNFHRA



Brand Communication

- **Tropical Breeze Collection**
- **Floatz Monsoon Campaign**
- **HP - Ease Please Office Sneakers**



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Financials

Financial Highlights

INR Mn

Revenue	Gross Margin	EBITDA*	PAT*
Revenue from Operations	Gross Margin	Margin	Margin
9,418	5,035	22.9%	5.5%
-0.3%	-133 bps	157 bps	-112 bps
Value Growth	Change YoY	Change YoY	Growth YoY

* Before Exceptional

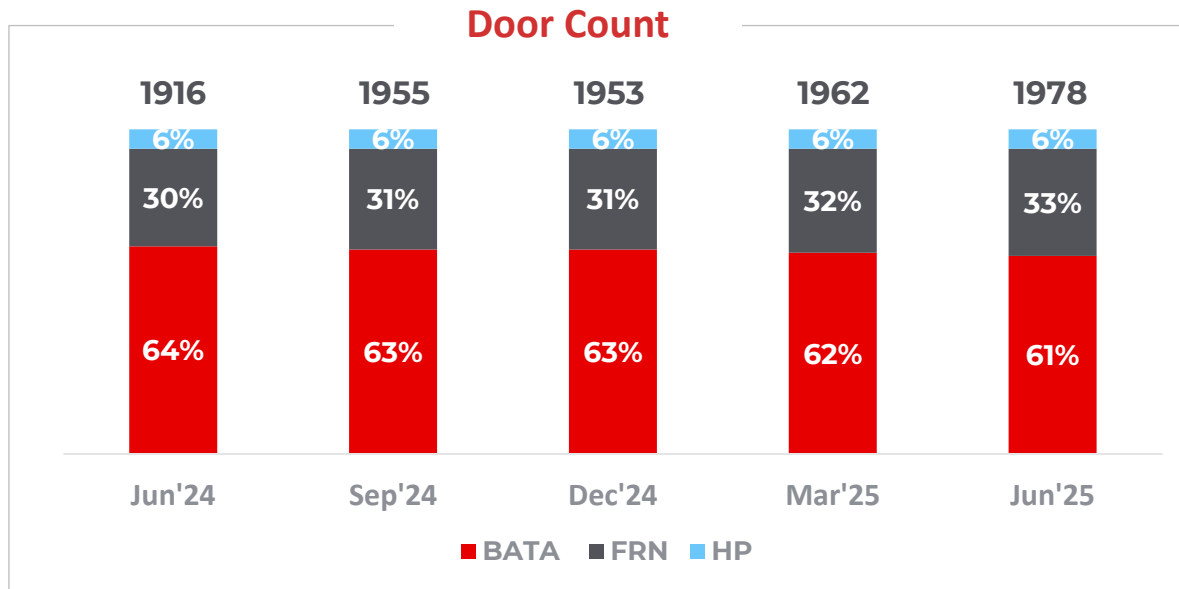
Exceptional :

- Q1'26 - VRS cost INR 48 Mn
- Q1'25 - Gain on sale of Faridabad Land INR 1340 Mn

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Appendix

Strategic presence through COCO & Franchise stores



- Bata Red 2.0 expanded to **733 stores**
- COCO Penetration to **335 unique towns**
- FRN Penetration to **505 unique towns**

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Digital channel powering growth

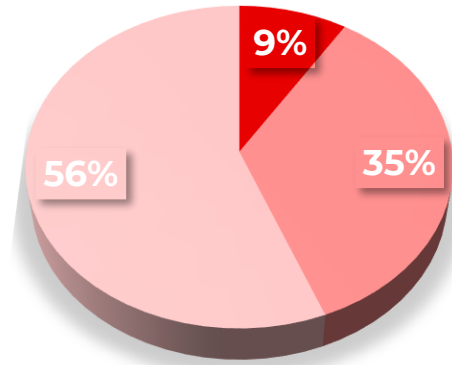


eCommerce (Marketplaces + Bata.com)

- **eCommerce** continues to be the **fastest growing channel**
- **Quick Commerce** – live on Zepto & Swiggy Instamart in 25+ cities through 140+ superstores



Digital Sales Contribution %



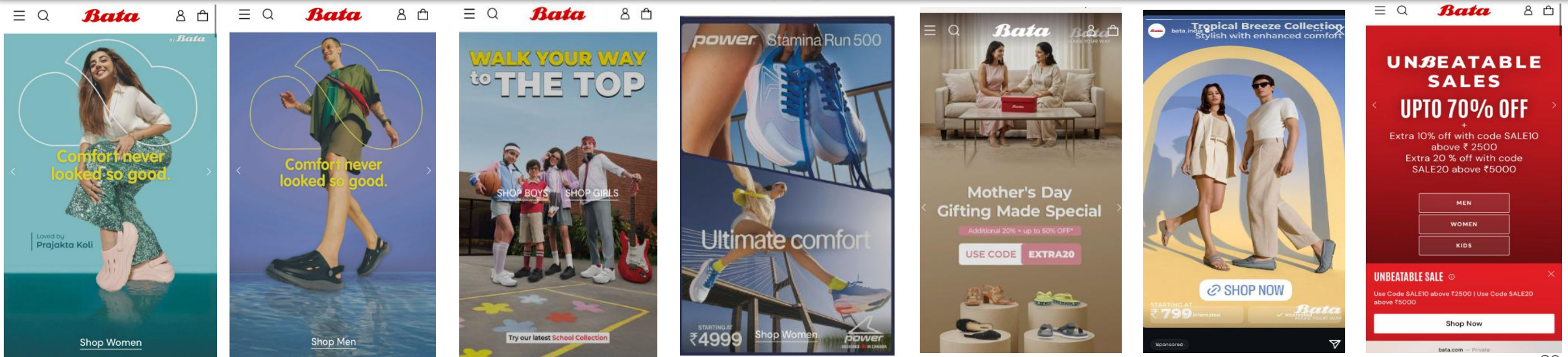
■ Bata.com ■ B2C ■ B2B



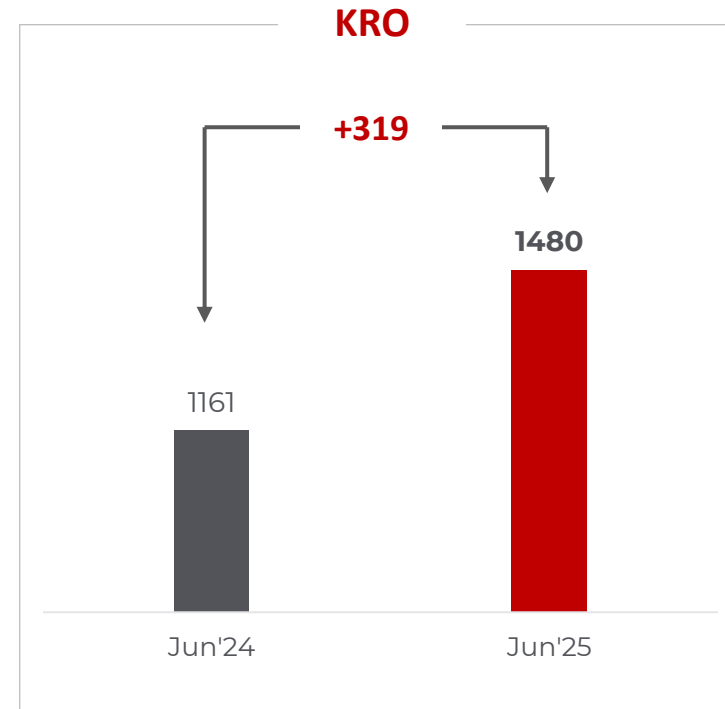
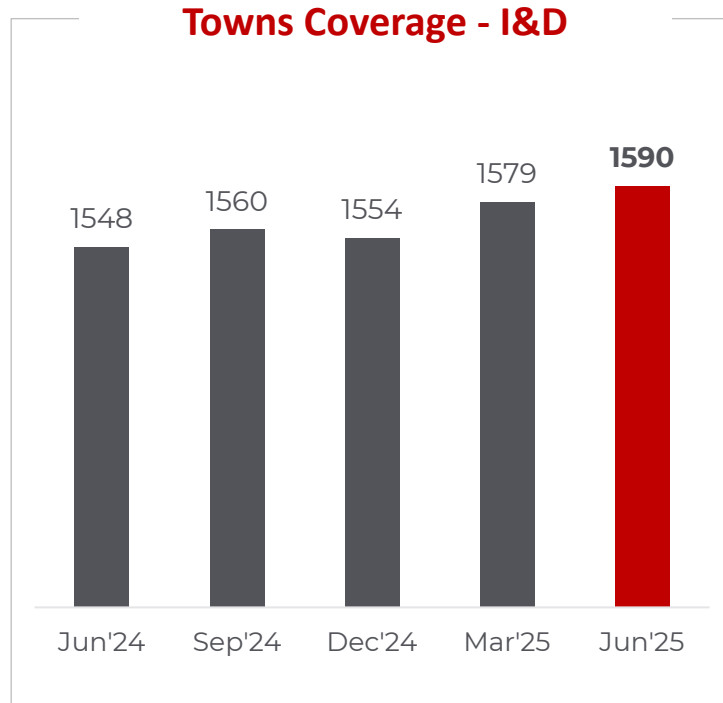
OMNI (Home Delivery)

- ~4% of Retail turnover
- 40% of the stores enabled with hyperlocal delivery arrangement (TAT- 4hrs)

Campaigns



Expanded presence in 1590 towns via MBOs



- Reached **~15000 MBO's** & **~350+ Distributors**
- **Men's closed, Plastic, IMEVA, Mens VAC, Ladies VAC** driving growth
- **319 KROs** added over previous qtr

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Fort 999



Pedro 849



Cruz 549



Bounce 699



Fly 799



Brick 699



Tyler 499



Dyno 399

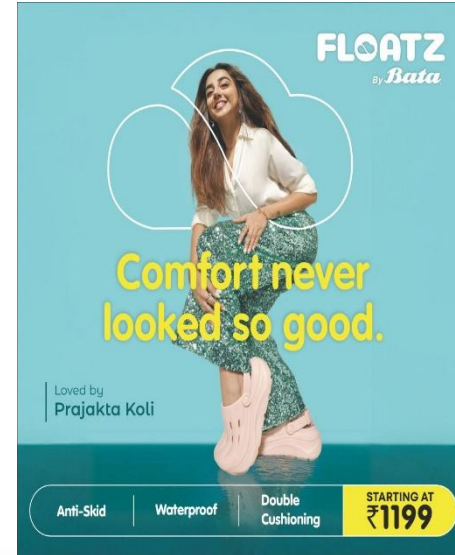
Stepping Up in Style

Leveraging Influencers & collaborations, for all Bata brands & sales channels

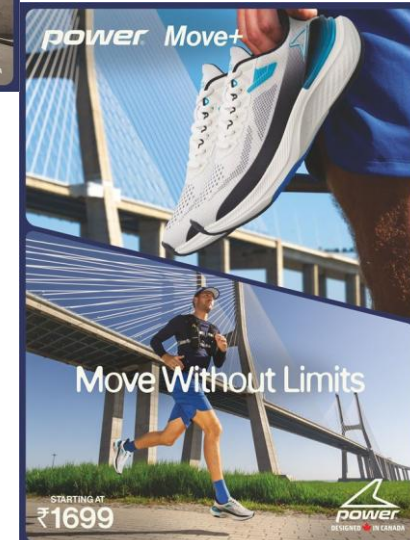
Tropical Breeze Collection



Floatz Campaign



Power



Bata

THANK YOU



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(CIN: L19201WB1931PLC007261)

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