

October 30, 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 October 6, 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, 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

Q2 FY26 Investors Presentation

Bata India Limited

30th October'25

Bata

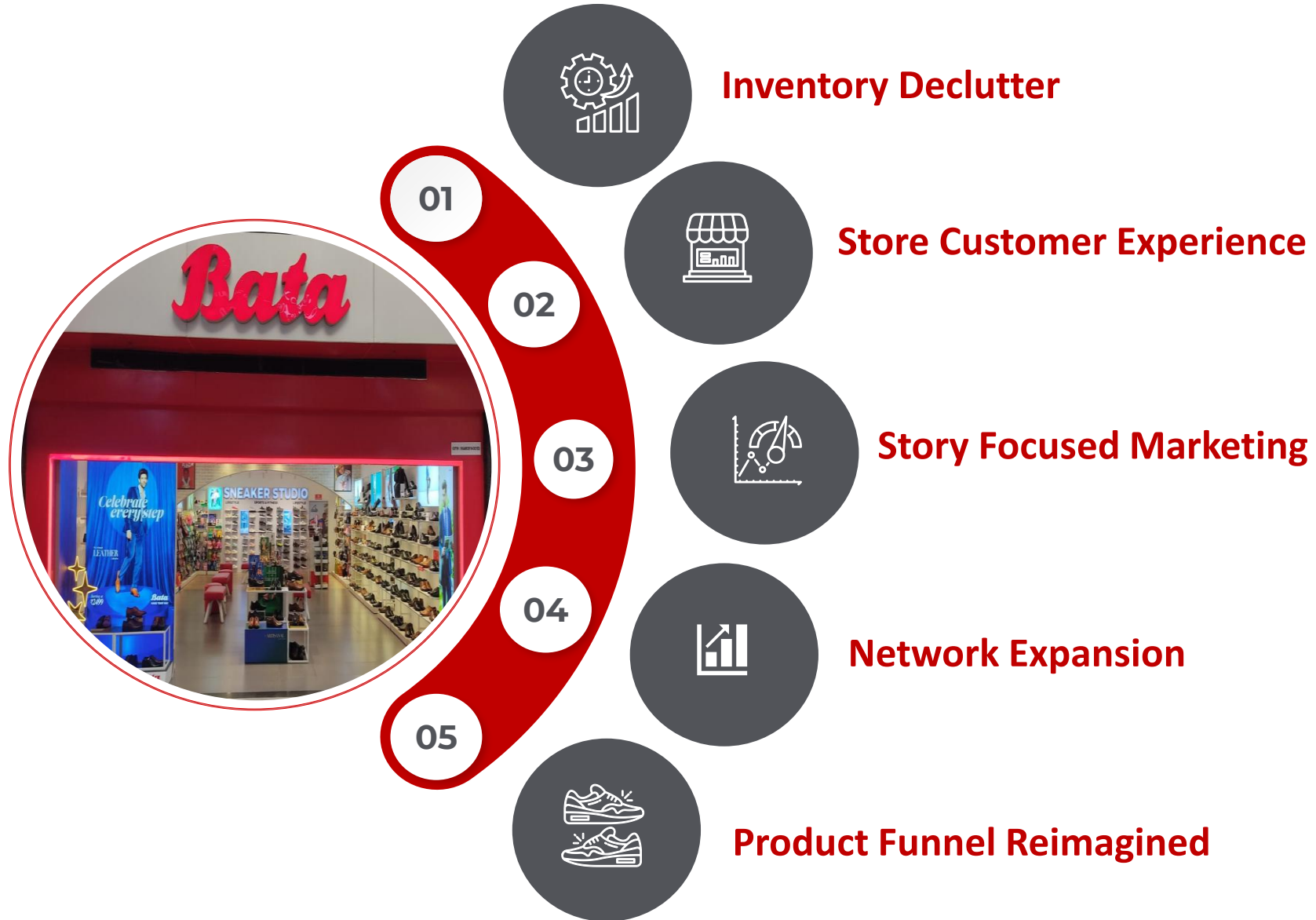


DISCLAIMER

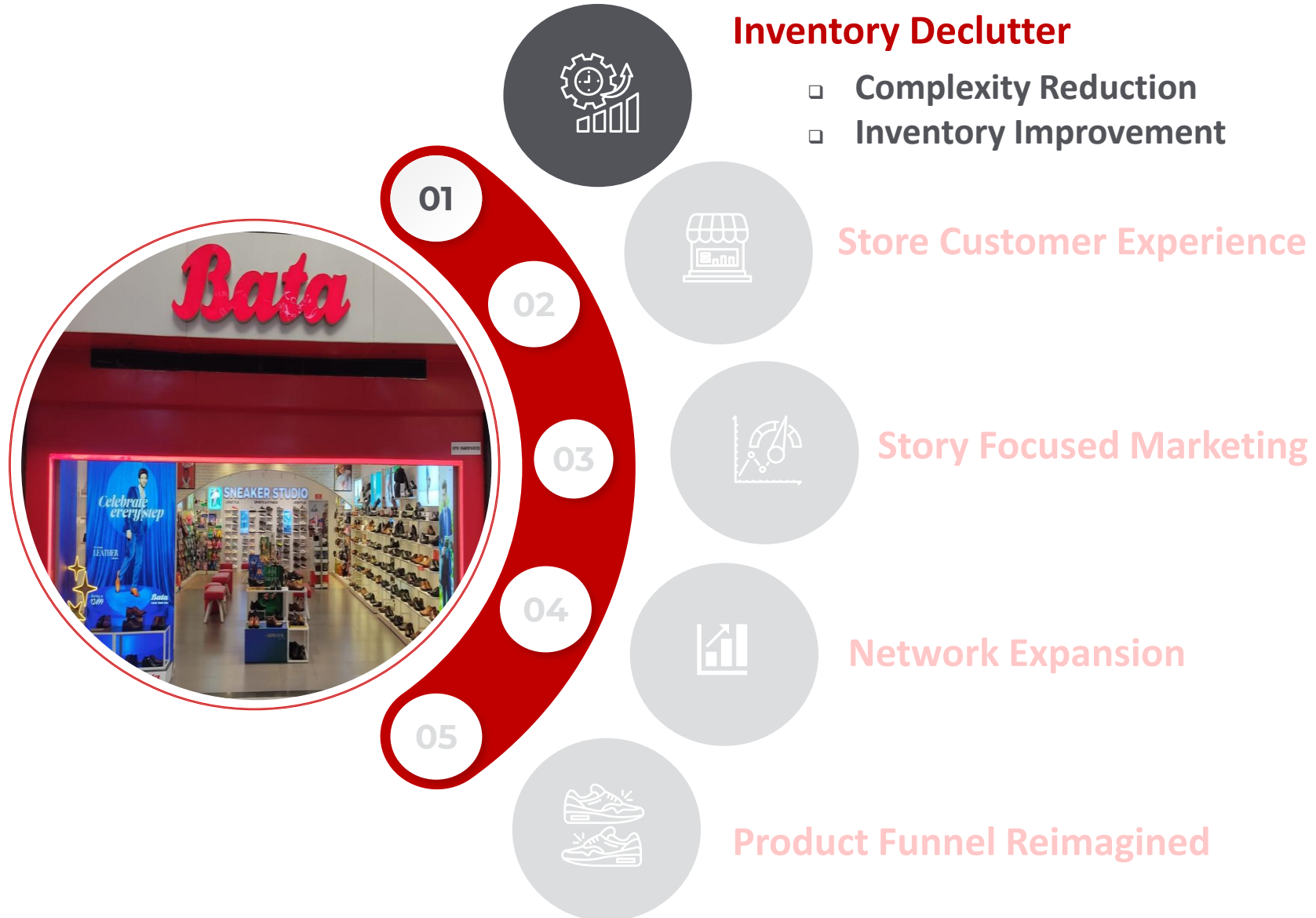
This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks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



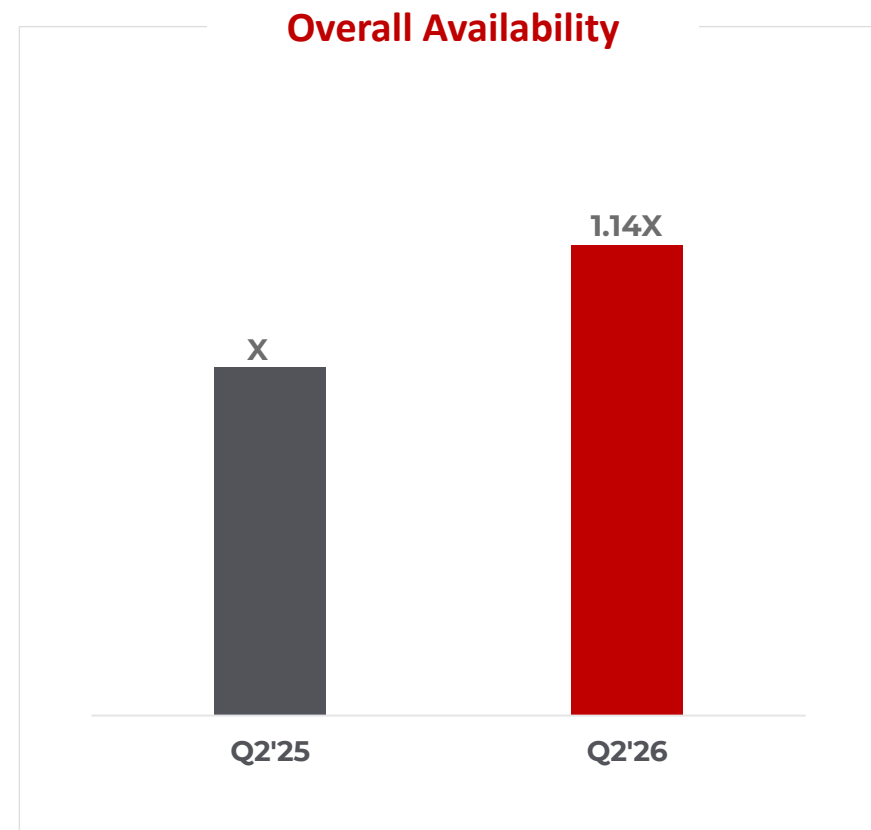
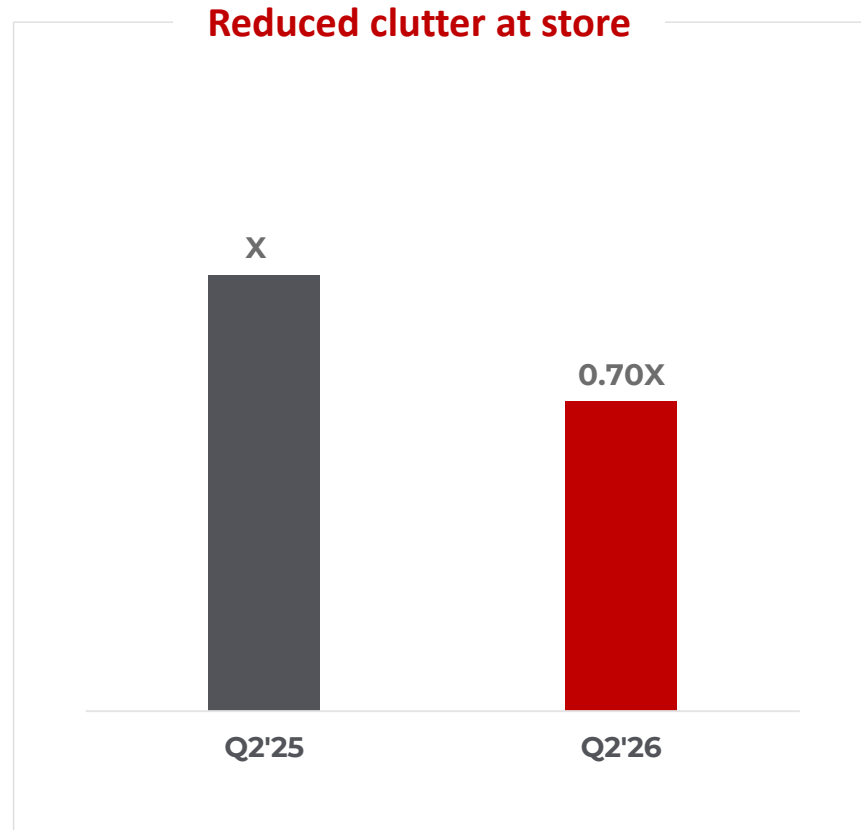
Driving growth through customer experience transformation..



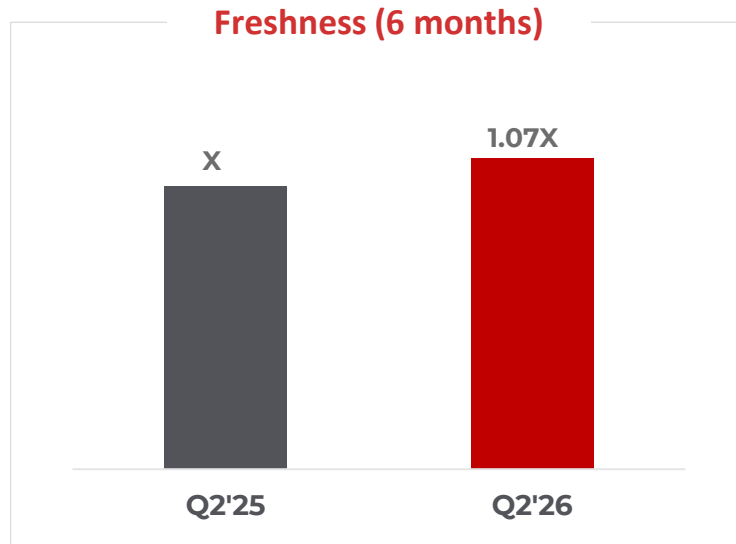
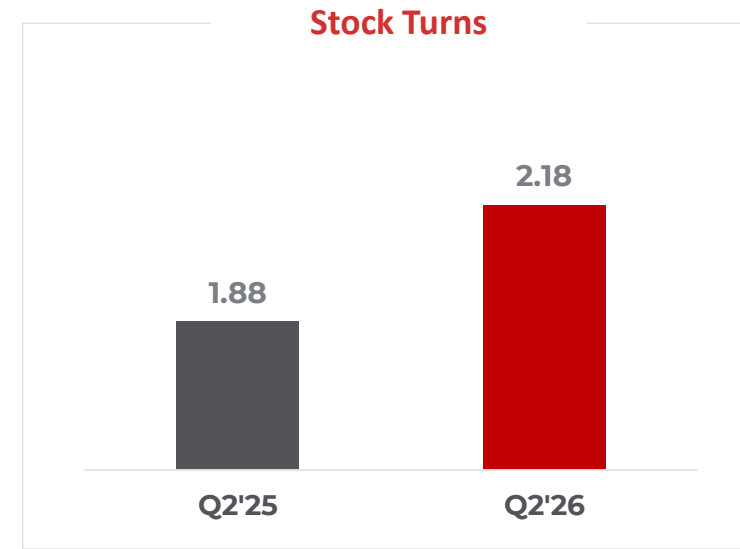
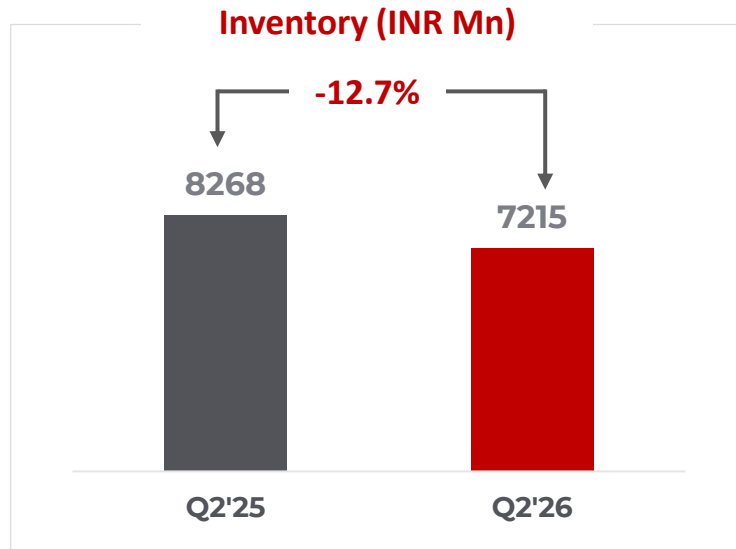
Driving growth through customer experience transformation..



Decluttering & availability improvements continue...



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



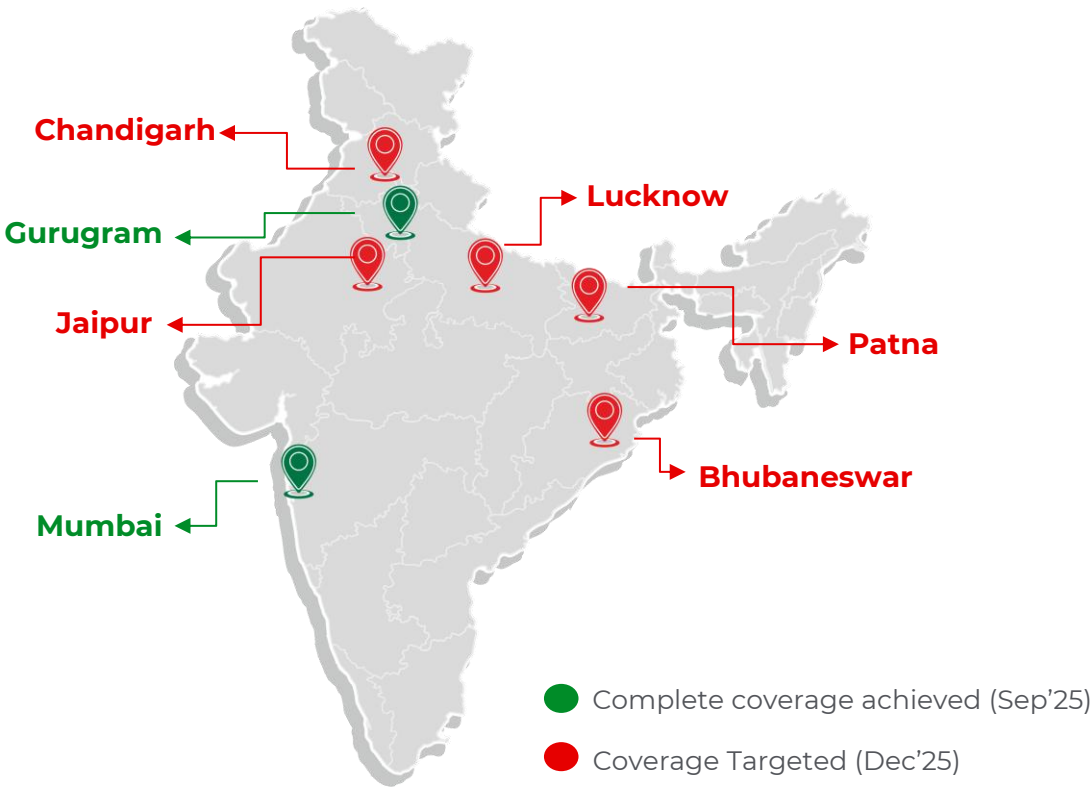
- ❑ **Customer First Project** on track
- ❑ Sharper consumer focused **assortments**, **cost effective** and agile supply chains with **optimal inventory**
- ❑ Proactive **product lifecycle management** to improve product freshness

Driving growth through customer experience transformation..



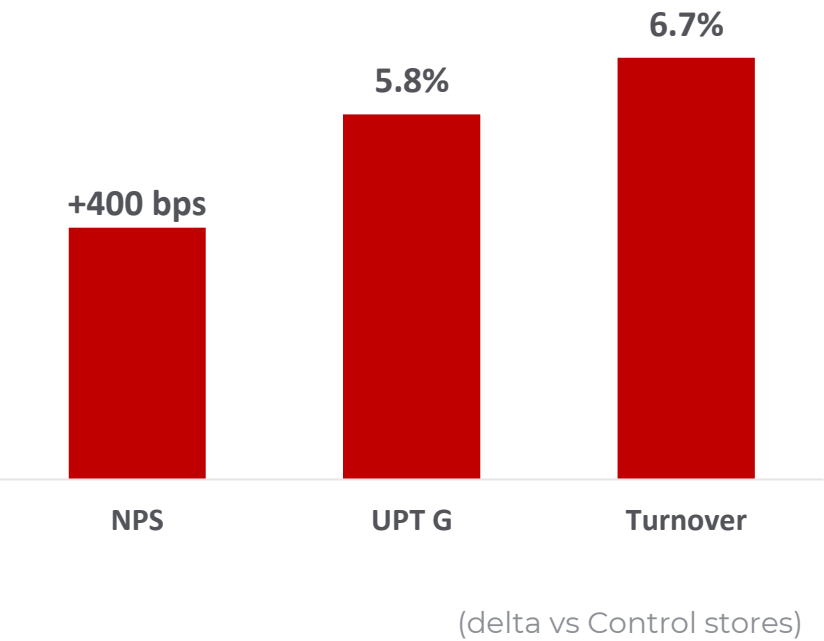
Zero Base Merchandising enhancing customer experience

Expansion

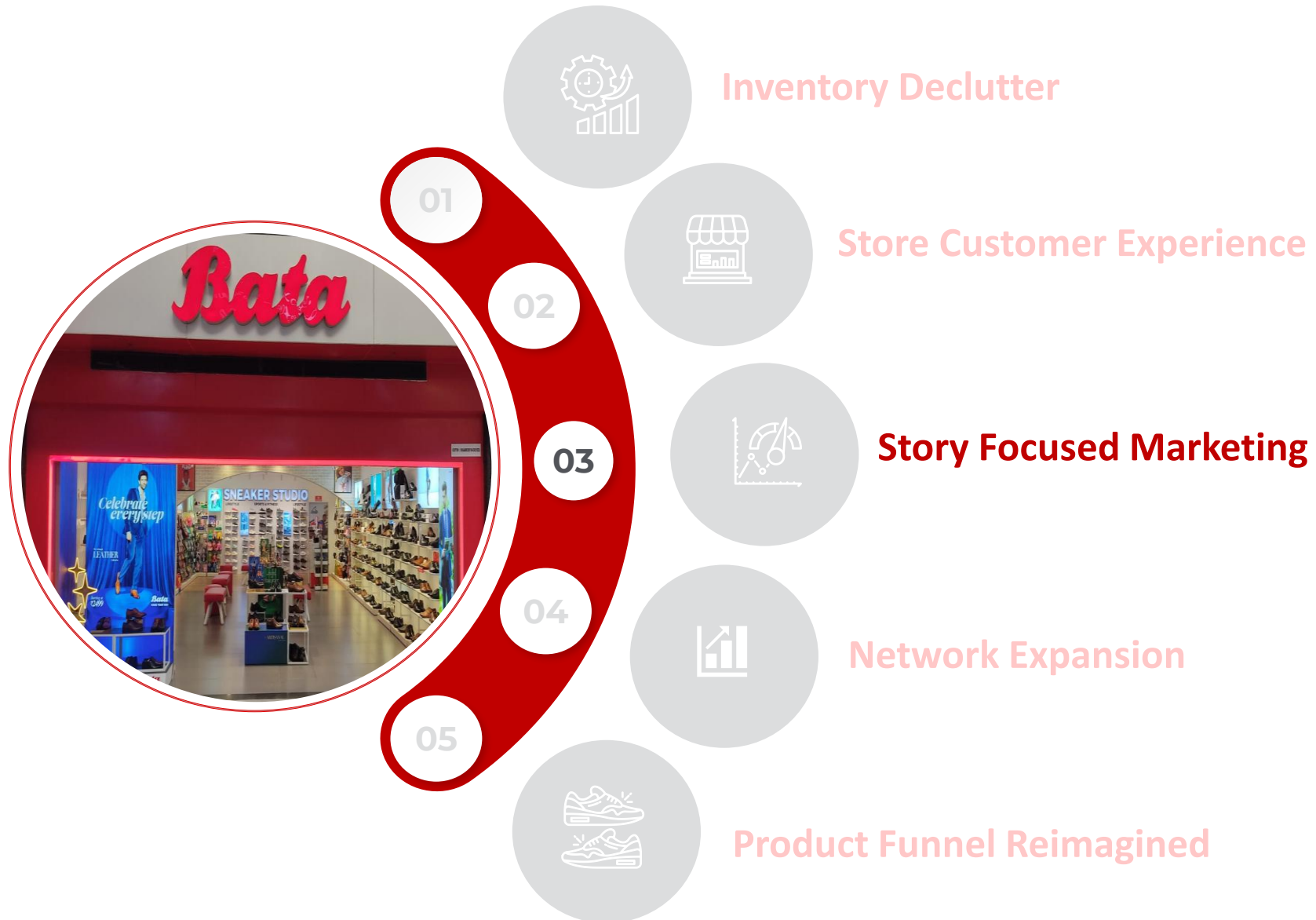


Jun'25 : Current : Dec'25P : Dec'26P
199 : 300 : 400 : 800 doors

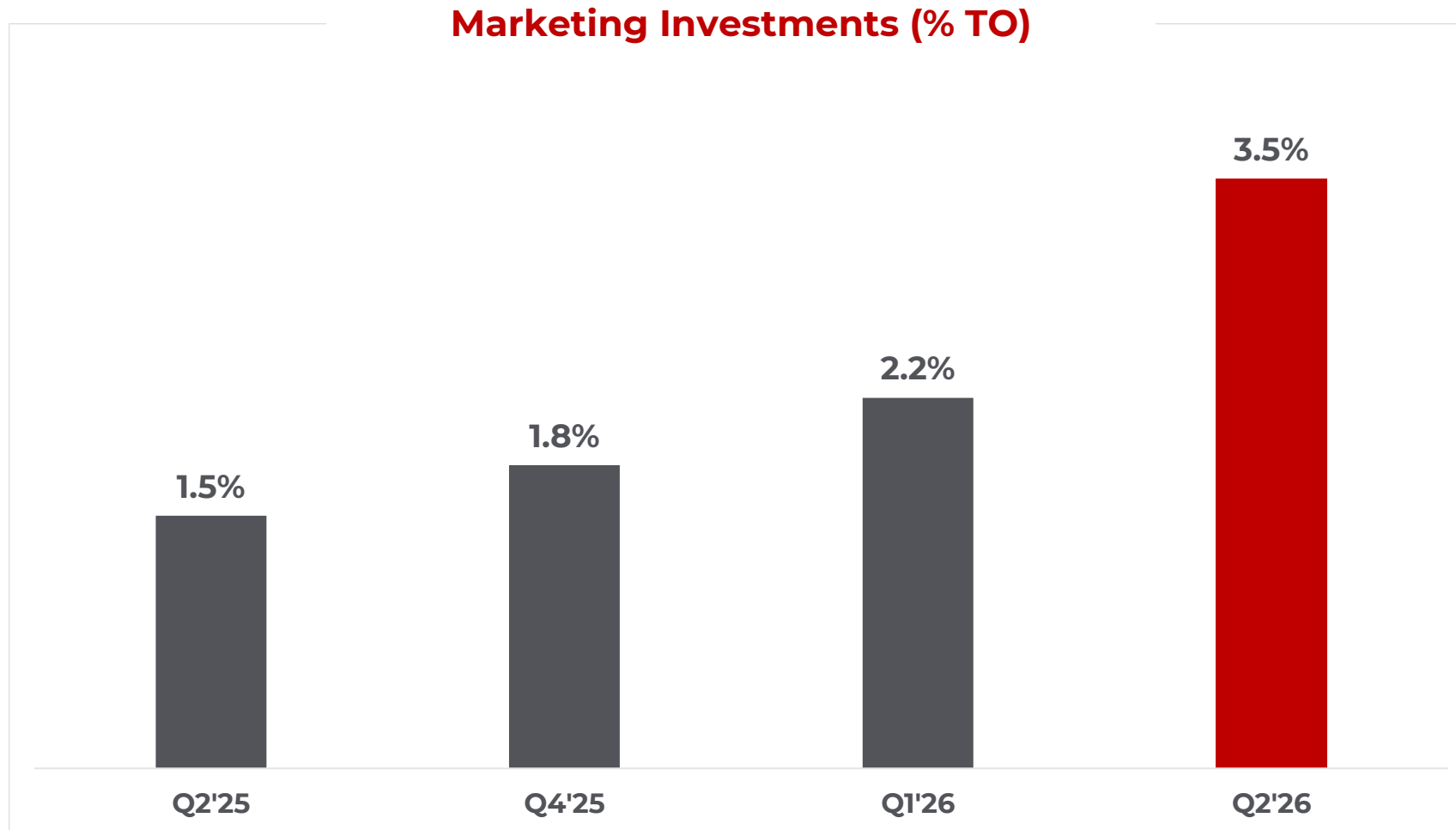
Quarter Performance



Driving growth through customer experience transformation..



Consistent investments in Brand communications



Larger than Life Campaigns.. Simplifying buying decisions



**Victoria Ballerina showing
promising results**



Checkout → **6.1%**
Quarterly sales ~**34K**



Distribution Plan:
1000 Doors

GREAT STYLES
LIGHT ON PRICE

₹**599**



Easels to support
Value proposition

Bata

Power Portfolio investment with focus on technology & innovation continue



power
EasySlide

NO LACING
NO EFFORT
TOUCH-FREE WEAR

FROM
₹2599

power



Checkout @**5%**
Avg wkly sales **4K** (exit Sep)



Distribution Plan:
800+ doors

Bata



power Stamina Walk 300

Ultimate comfort

STARTING AT
₹3999

power



Checkout @**4%**
Avg wkly sales **1K** (exit Sep)



Distribution Plan:
480 doors



power

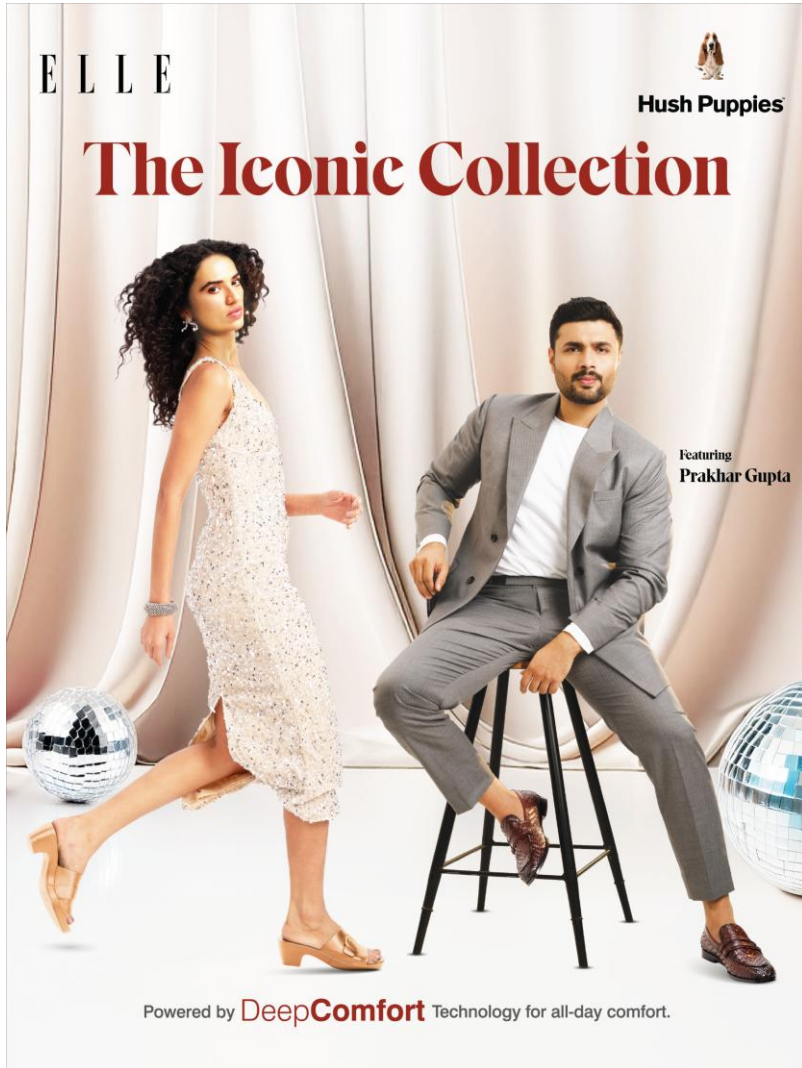
ENERGYFOAM
+25% energy return

Energy 500
FROM
₹4999

power

Power launches
Energy Series

Hush Puppies driving premiumization



- Successful Launch of **ICONIC Collection** under **Festive Collection** with stylish, comfort-led footwear
- **HP Office Sneakers** campaign showing positive results

First on the Move: Passing GST benefits

LESS GST. MORE OMG.

#BataPricePromise
GST benefits, now yours



SCAN



FOR SAVINGS

Bata
MAKE YOUR WAY

*T&C apply. For further details scan QR code

LESS GST. MORE OMG.

#BataPricePromise
GST benefits, now yours



SCAN



FOR SAVINGS

Bata
MAKE YOUR WAY

*T&C apply. For further details scan QR code

LESS GST. MORE OMG.

#BataPricePromise
GST benefits, now yours

Old MRP	New MRP	Old MRP	New MRP
2799	2499	899	799
2599	2499	799	749
2499	2299	699	599
2299	1999	599	499
1999	1799	549	499
1799	1699	449	399
1699	1499	399	379
1499	1299	349	299
1399	1299	299	249
1299	1099	249	229
1199	1099	199	179
999	899	149	129

SCAN

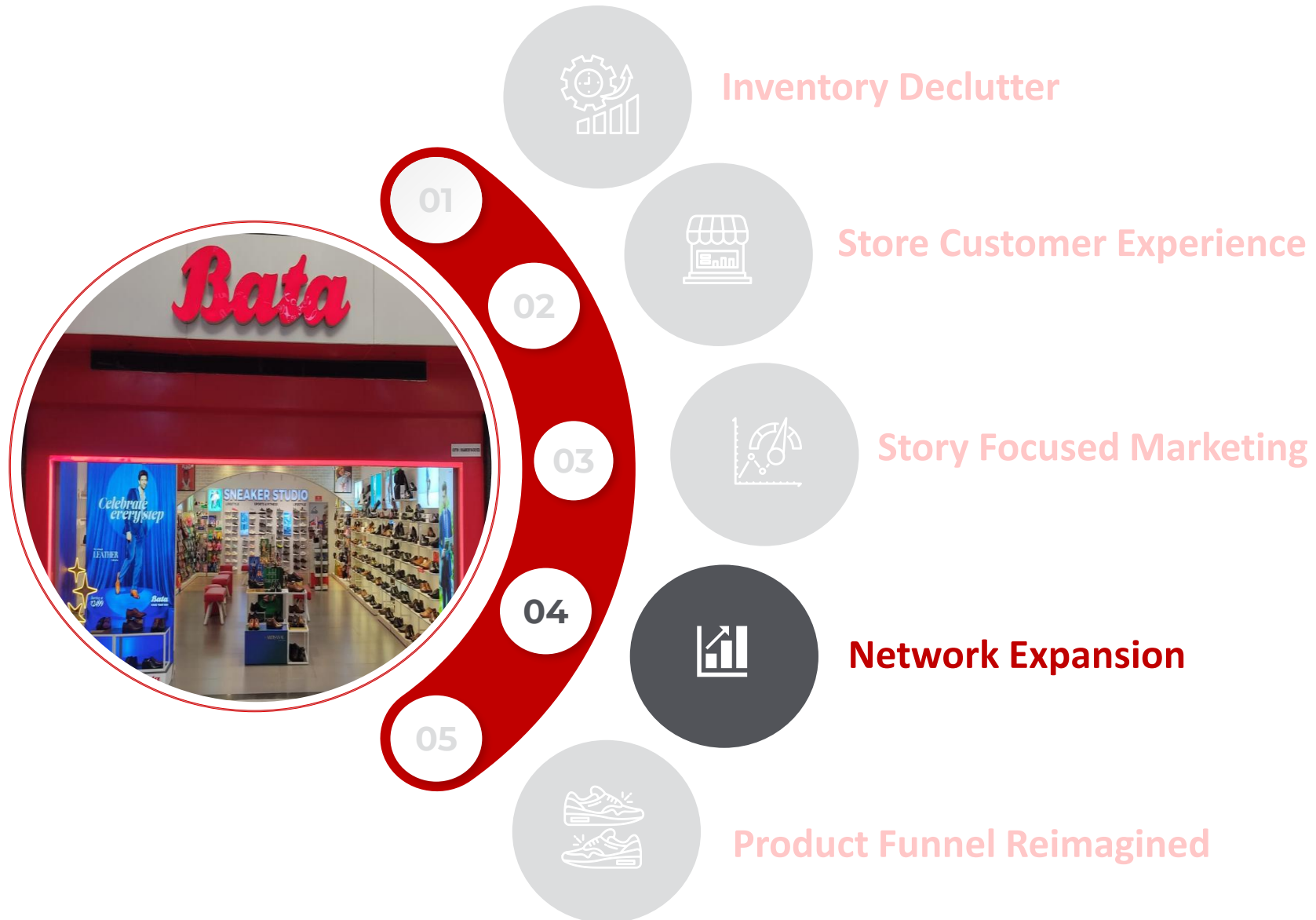


FOR SAVINGS

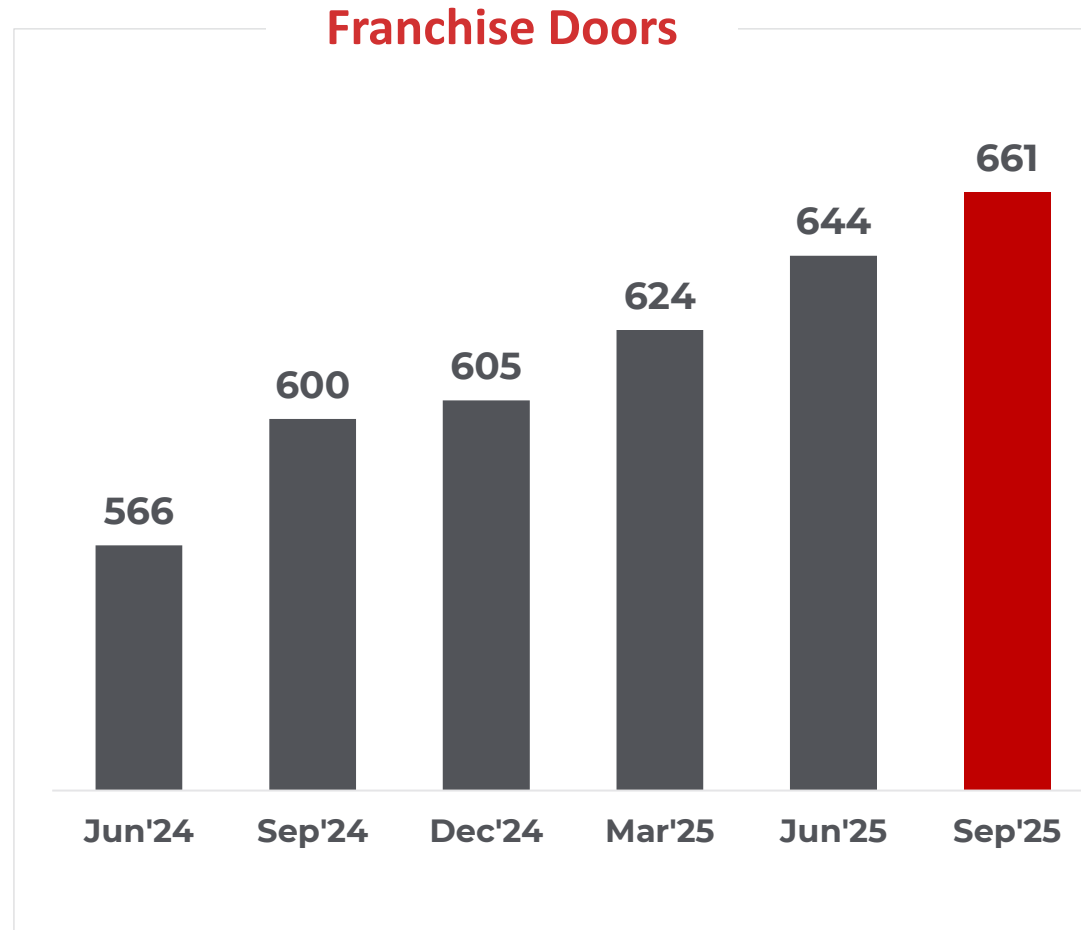
Bata
MAKE YOUR WAY

*T&C apply. For further details scan QR code

Driving growth through customer experience transformation..



Strategic network expansion.. Target 2000 by exit Dec



Dec'26P → +200 Stores

Highlights:

- COCO Penetration : Top 20 cities ~560 stores
- Bata Red 2.0 expanded ~750 **stores**
- FRN Penetration to ~600 unique towns

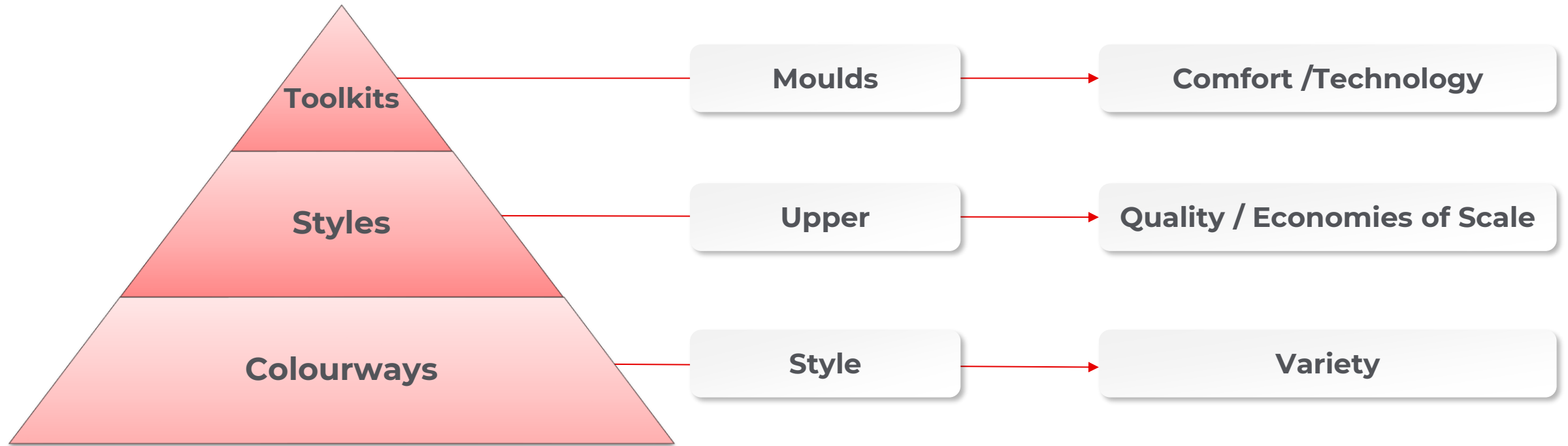
Growth opportunities :

- Franchise Expansion
- HP Expansion
- SIS Doors (Transformed Business model)

Driving growth through customer experience transformation..



Product Creation funnel reimagined



Other Highlights

BRAND

- **Floatz : +32% TO**
growth | Avg wkly
sales ~**34K**
- **HP Office sneakers**

+30% vs LY

CUSTOMER

- **GMB → 4.83**
(vs 4.69 in prev qtr)
- **1478 KROs** – 413 net
addition over LY
- Transition due to **GST 2.0**

SUPPLY CHAIN

- **VRS** introduced in
Batanagar unit – INR
83 Mn
- **Jamalpur 3PL** –
Warehouse impact

AWARDS

- Retail Award for
**“Most Admired
Retailer of the Year”**
by Mapic India



Financials

Financial Highlights

INR Mn

Revenue	Gross Margin	EBITDA*	PAT*
Revenue from Operations	Gross Margin	Margin	Margin
8,013	4,439	20.7%	2.7%
-4.3%	-155 bps	-221 bps	-351 bps
Value Growth YoY	Change YoY	Change YoY	Growth YoY

* Before Exceptional

- Higher investments in marketing ~2X vs LY (3.5% Vs 1.5%)
- GST led additional discount
- **Exceptional:**

Q2'26 - VRS cost INR 83 Mn

Bata

Appendix

Digital channel continues to expand

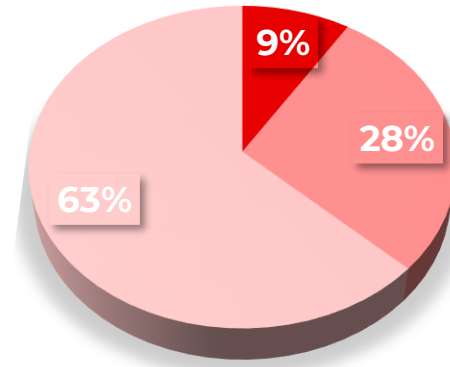


eCommerce (Marketplaces + Bata.com)

- **Bata.com** grew by **25%** vs LY
- **Quick Commerce** – Live on Zepto & Swiggy Instamart in 25+ cities through 140+ superstores with 5.1% TO contrib.



Digital Sales Contribution %



■ Bata.com ■ B2C ■ B2B



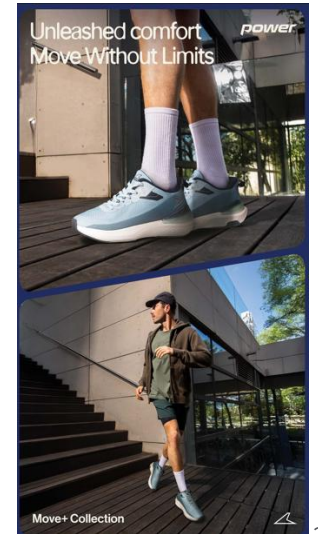
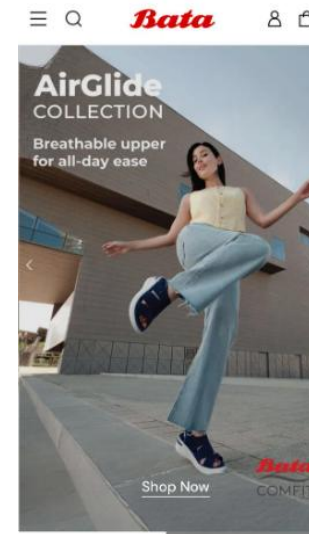
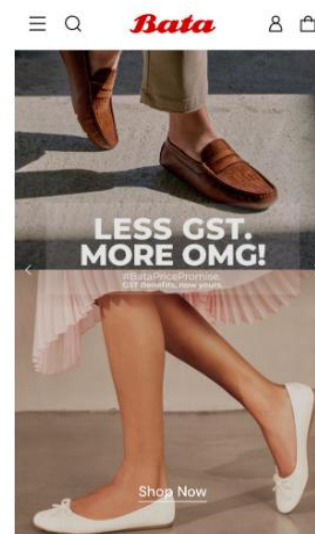
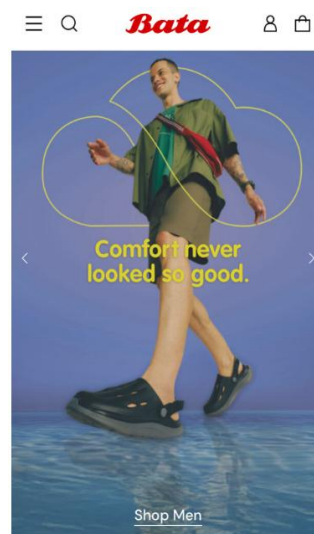
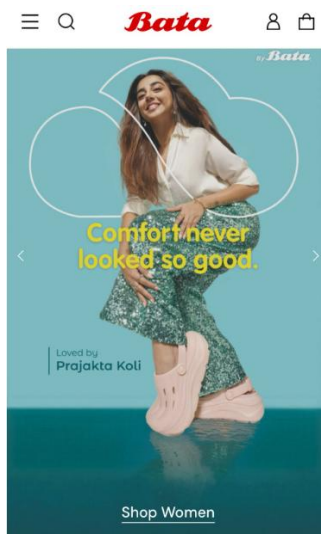
OMNI (Home Delivery)

- ~**3.8%** of Retail turnover
- 40% stores enabled with hyperlocal delivery arrangement (TAT- 4hrs)
- ASP increase by +14%

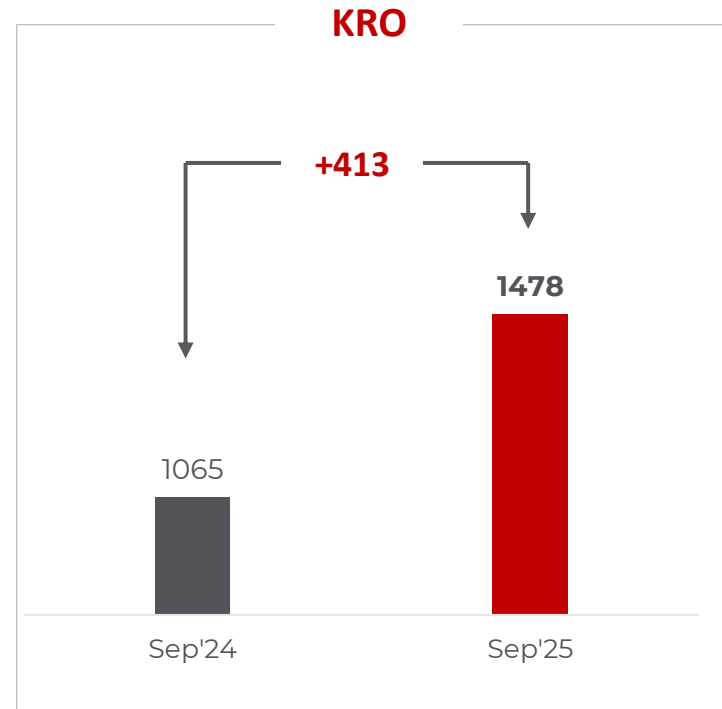
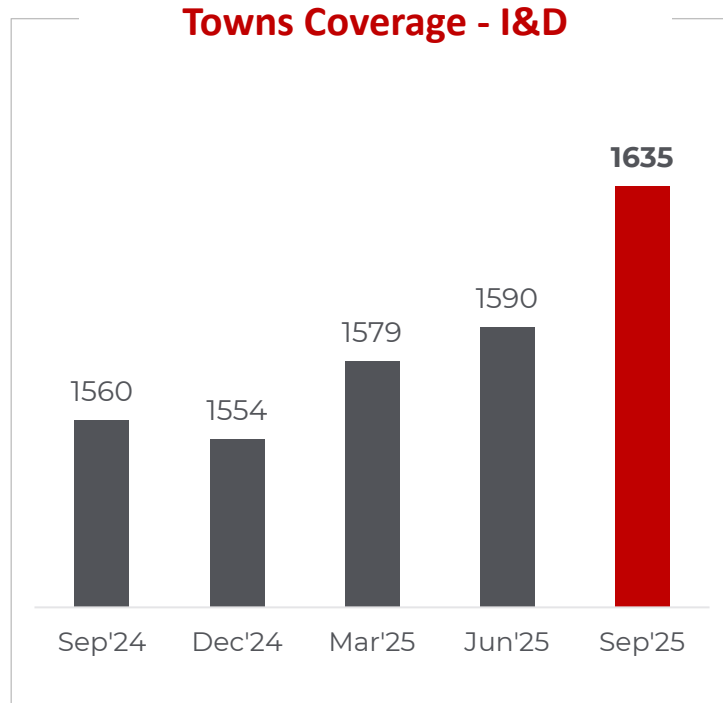
Campaigns



Bata



Expanded presence in 1635 towns via MBOs



- Reached ~14800 MBO's & ~320+ Distributors
- Men's closed, Plastic, IMEVA, Mens VAC, Ladies VAC driving growth
- 413 KROs added over previous qtr

Bata



Benton 949



Metcon 379



Cruz 549



Bounce 659



Fiona 759



Brick 659



Tyler 469



Harry 329

THANK YOU



BATA INDIA LIMITED

(CIN: L19201WB1931PLC007261)

Corporate Office: Bata House, Milestone Experion Centre, 2nd Floor, Sector 15, Part – II, Gurugram, Haryana 122001, Telephone: +91 9266686547 | Fax: (0124) 3990116/118 | E-mail: in-customer.service@bata.com

Registered Office: 27B, Camac Street, 1st Floor, Kolkata – 700016, West Bengal Telephone: (033) 22895796 | E-mail: share.dept@bata.com | Website: www.bata.in