

February 12, 2026

The Manager, CRD  
**BSE Limited**  
P J Towers, Dalal Street, Fort,  
Mumbai - 400001

The Manager, Listing Department  
**National Stock Exchange of India Limited**  
Exchange Plaza, 5<sup>th</sup> Floor,  
Plot No. C-1, Block G, BKC, 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 January 28, 2026, 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 Investors Presentation as a pre-read for the said call.

The aforesaid information is also available on the website of the Company, viz., [www.bata.in](http://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, 1<sup>st</sup> Floor, Kolkata-700016, West Bengal || Tel.: (033) 22895796 || Fax: (033) 22895748

E-mail: [in-customer.service@bata.com](mailto:in-customer.service@bata.com) || Website: [www.bata.in](http://www.bata.in)

# Q3 FY26 Investors Presentation

Bata India Limited

February'26

***Bata***



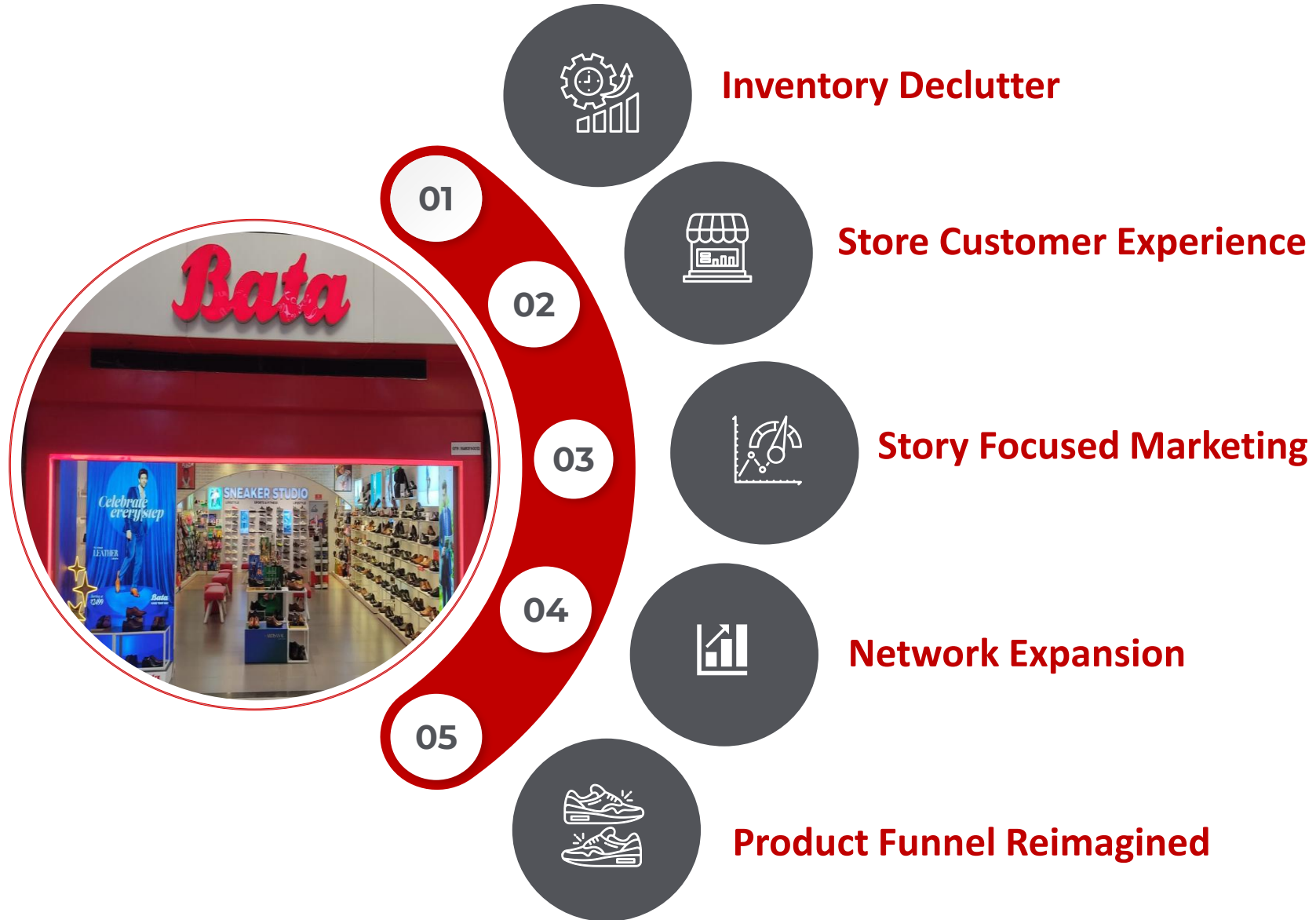


# DISCLAIMER

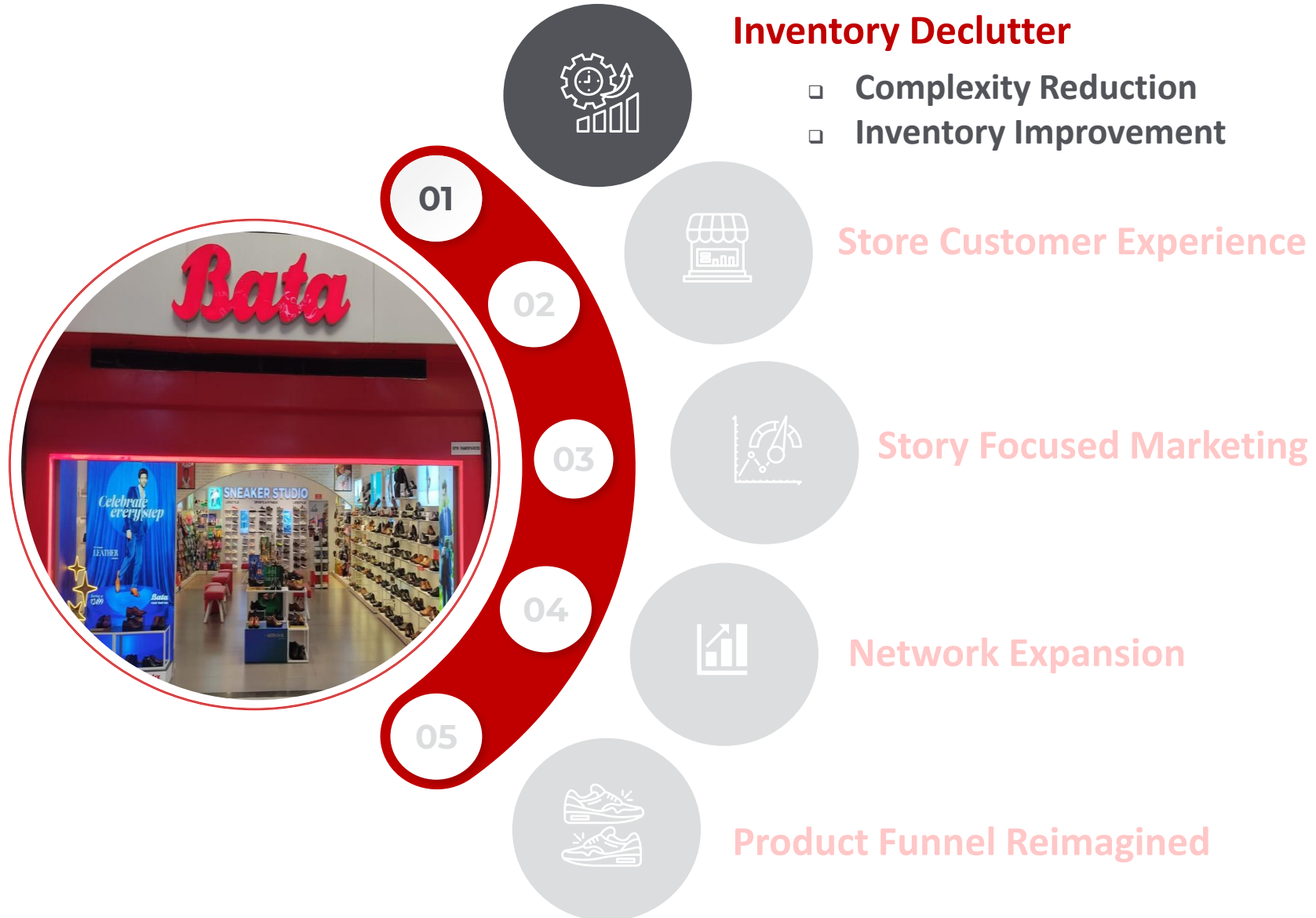
This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks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



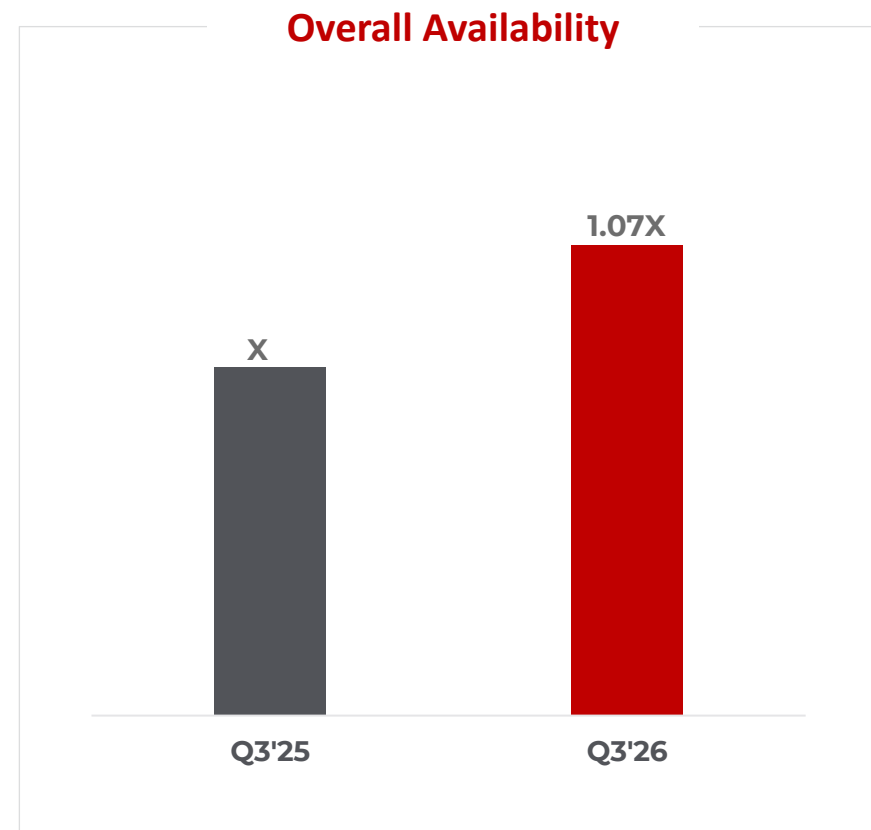
# Driving growth through customer experience transformation..



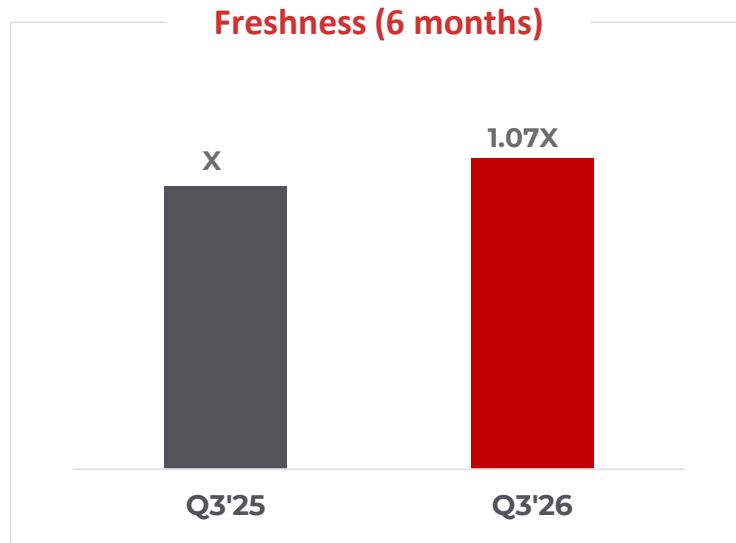
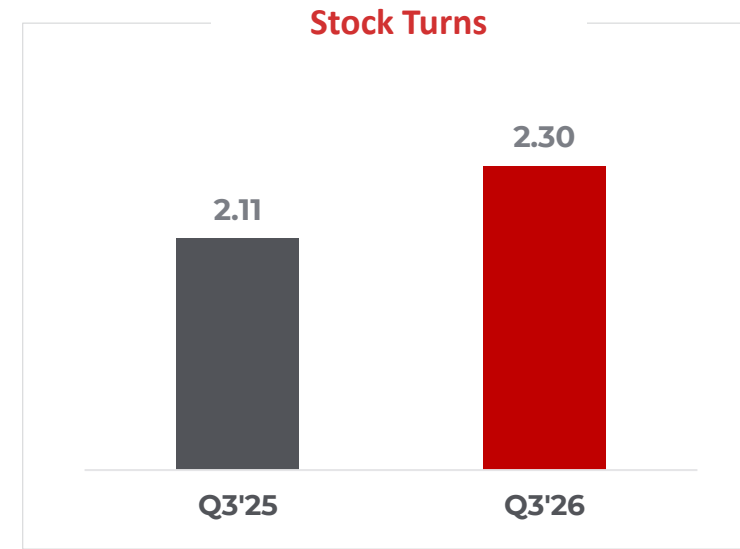
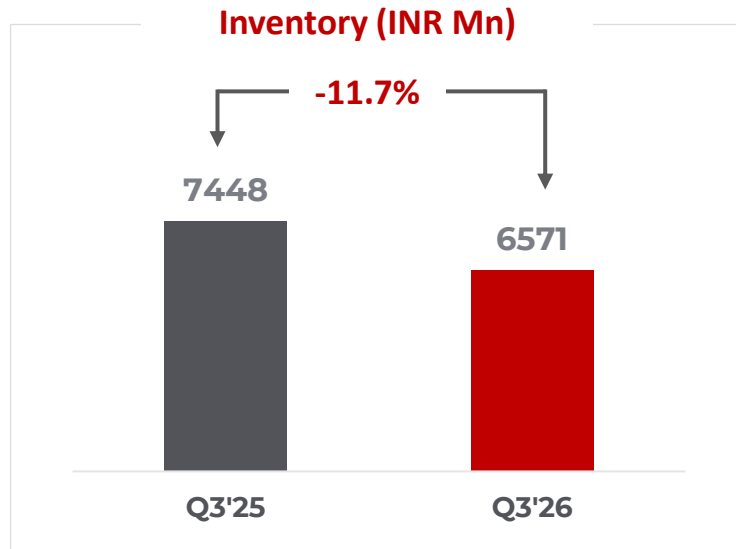
# Driving growth through customer experience transformation..



# Decluttering & availability improvements continue...



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



- ❑ **Customer First Project** - in line with bottom line improvements
- ❑ **Inventory efficiencies** both in terms of **quantity** and **quality** continued to show strong progress – **Turns** improvement **+10%** | **Availability +470bps**
- ❑ Better **Demand Planning**, reduced RDC to store **TAT** leading to better inventory



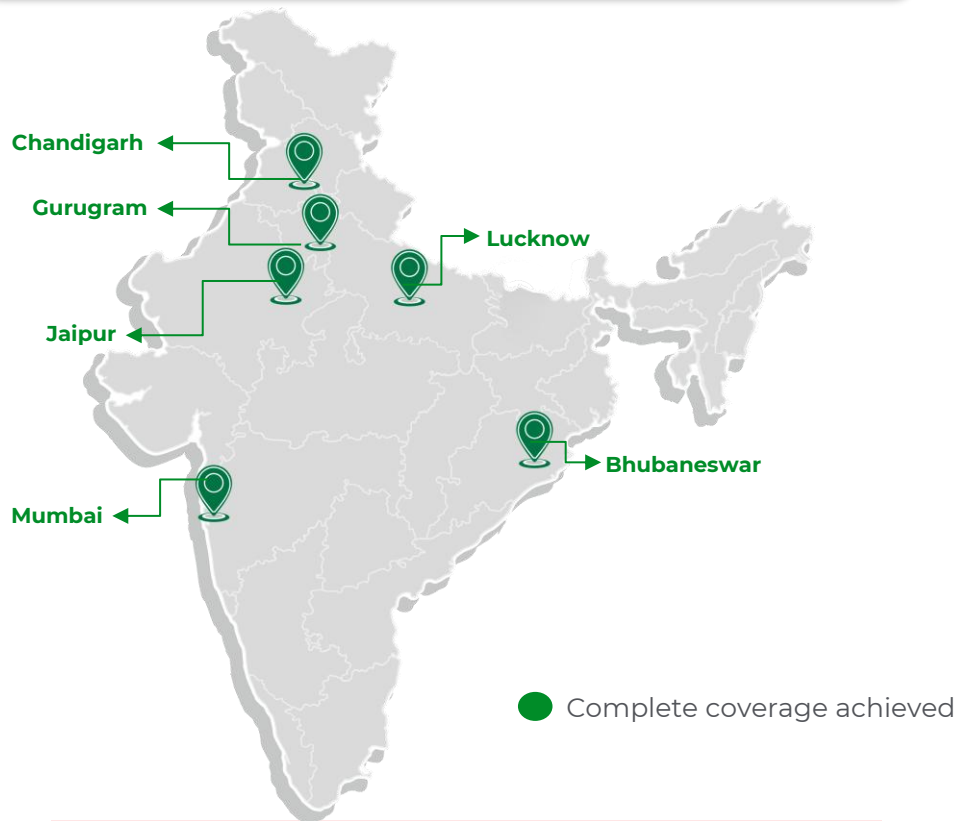
# Driving growth through customer experience transformation..





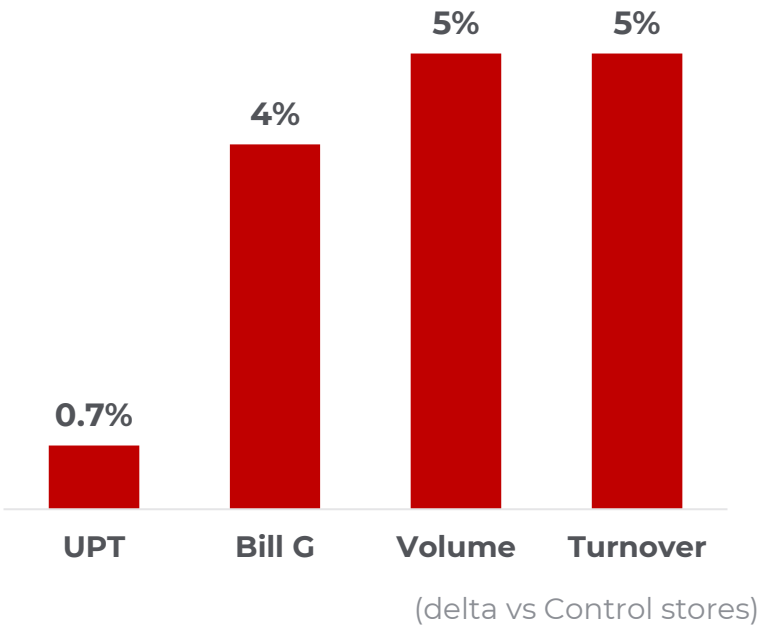
# Zero Base Merchandising enhancing customer experience

## Expansion



**Dec'25 : Dec'26P**  
**400 : 800 doors**

## Quarter Performance



# Premium products showing robust growth



**Distribution :**  
1145 stores



**Checkout @ 10%**  
**Avg wkly sales @4.8K**



**Distribution :**  
875 stores



**Checkout @ 9%**  
**Avg wkly sales @6.9 K**



**Bata**



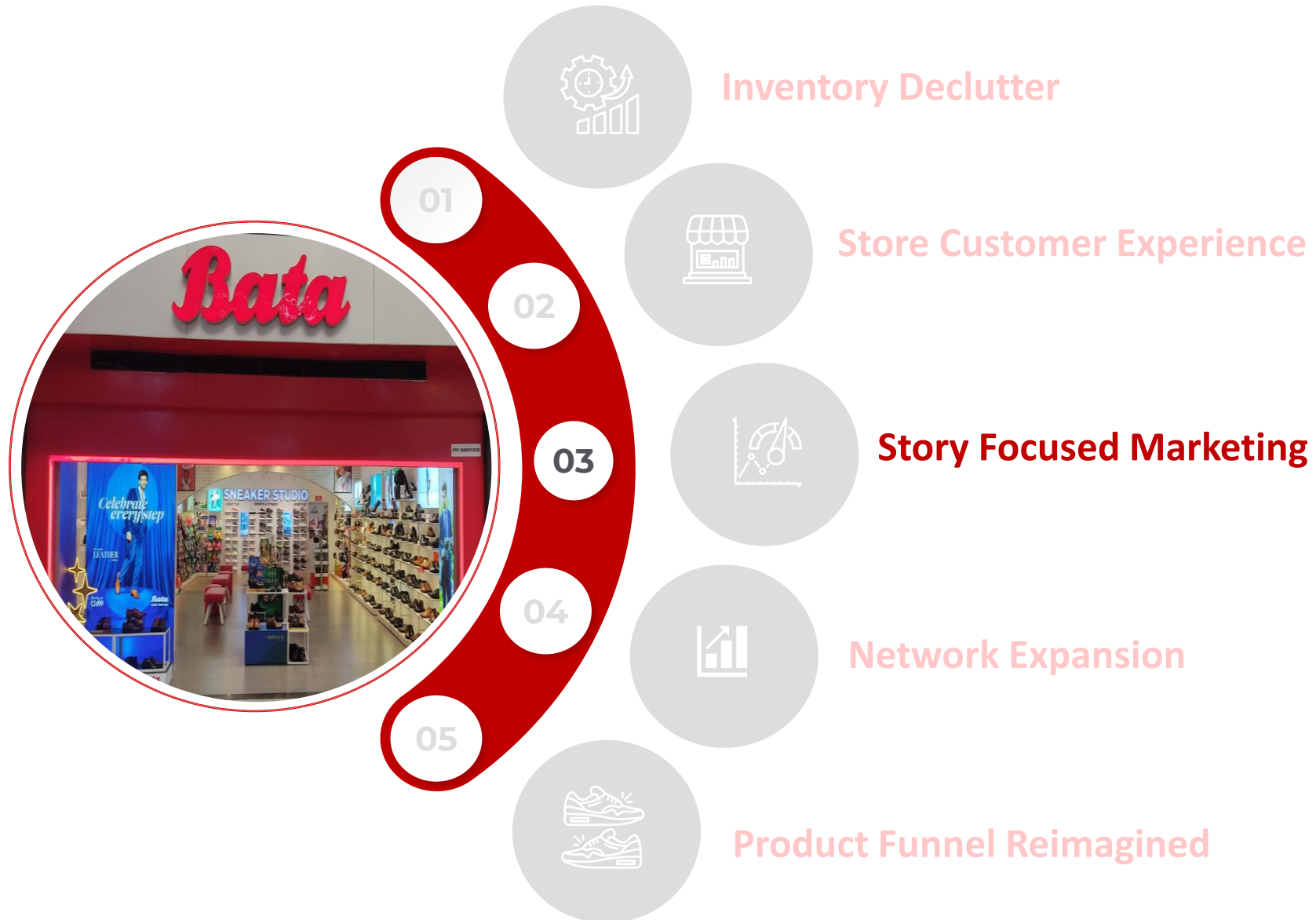
**Hush Puppies®**



Seeing traction in **Volume** & **ASP** growth



# Driving growth through customer experience transformation..



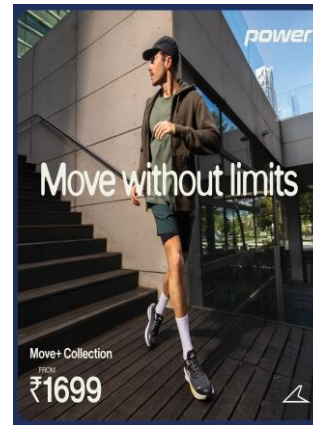


# Creating impact with focused campaigns

## MYW Festive: Brighter Moments Collection



## Power Campaign



## HP Iconic Collection



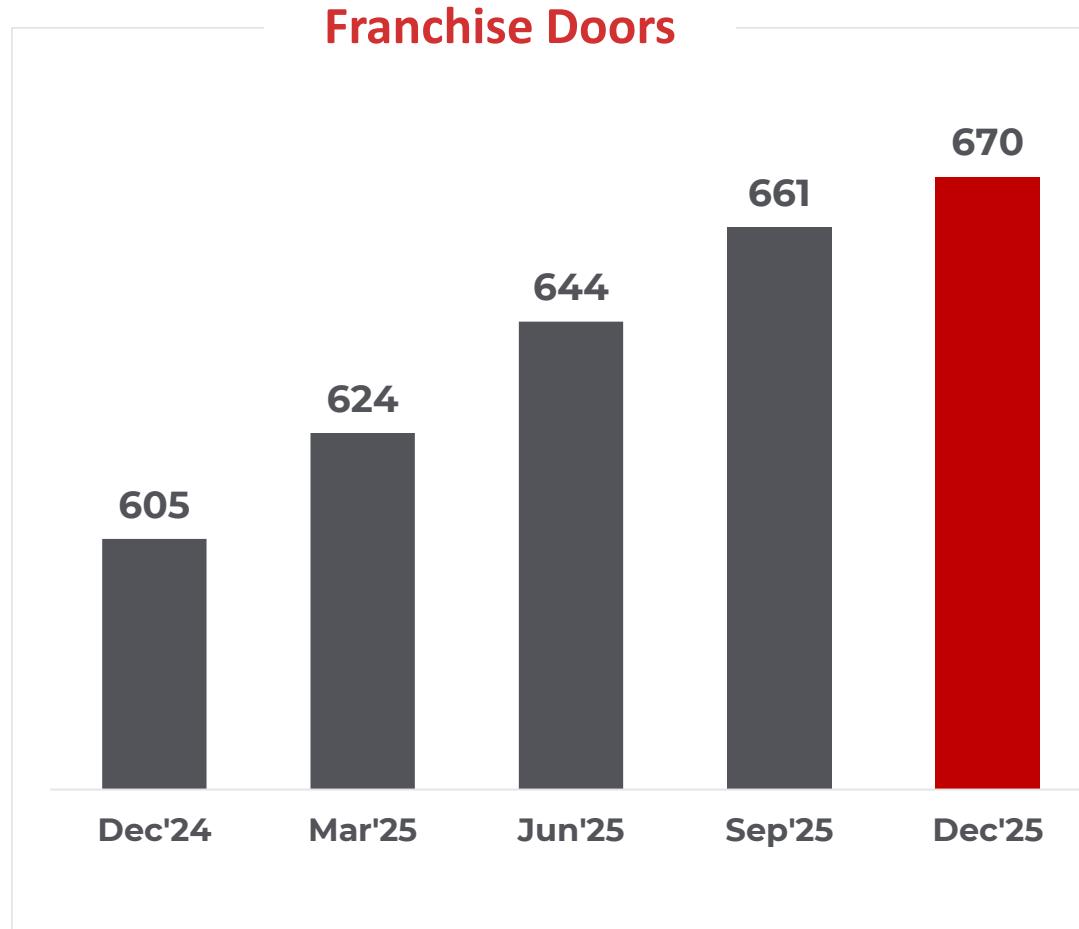
**Bata**

# Driving growth through customer experience transformation..





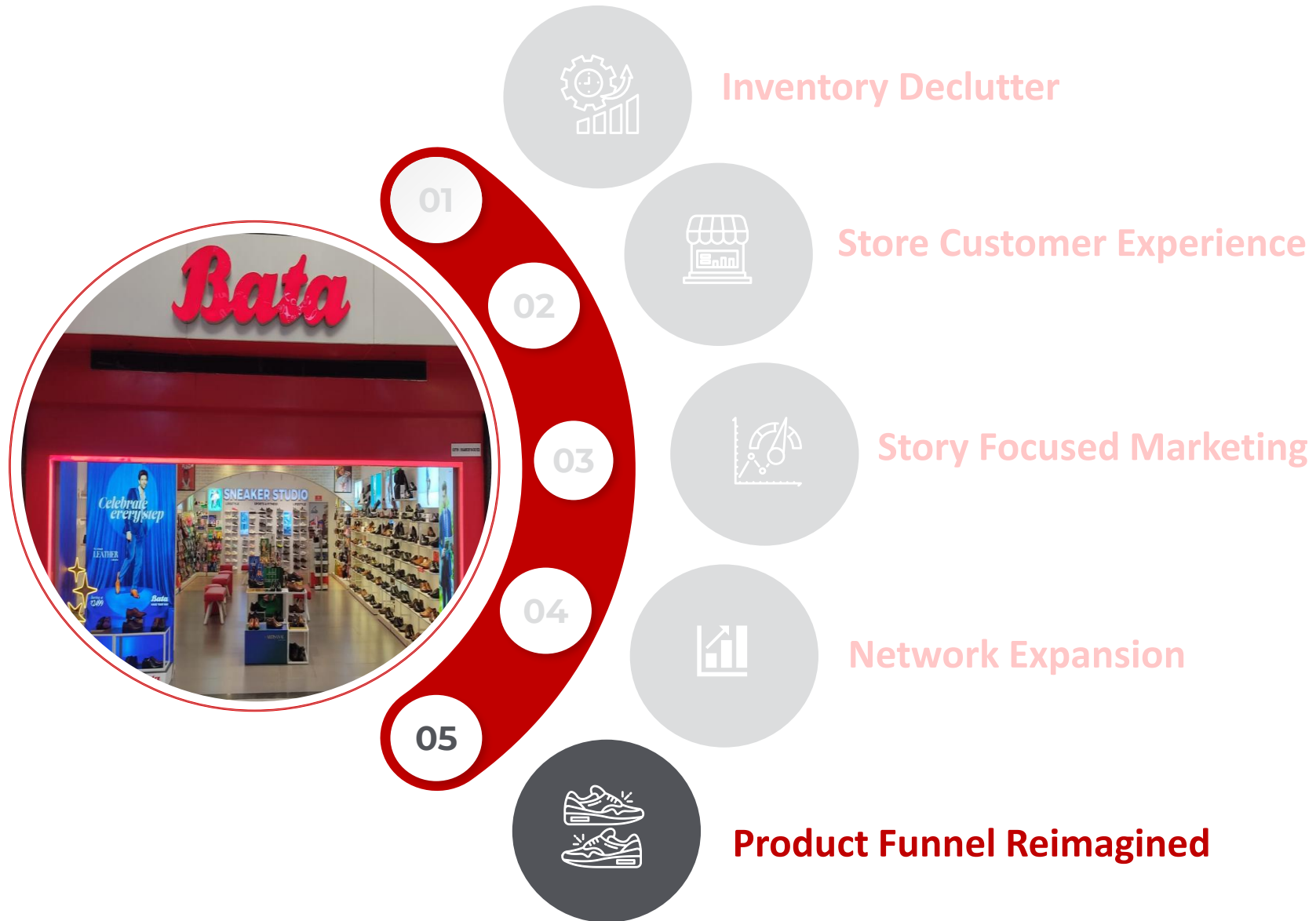
# Strategic network expansion..



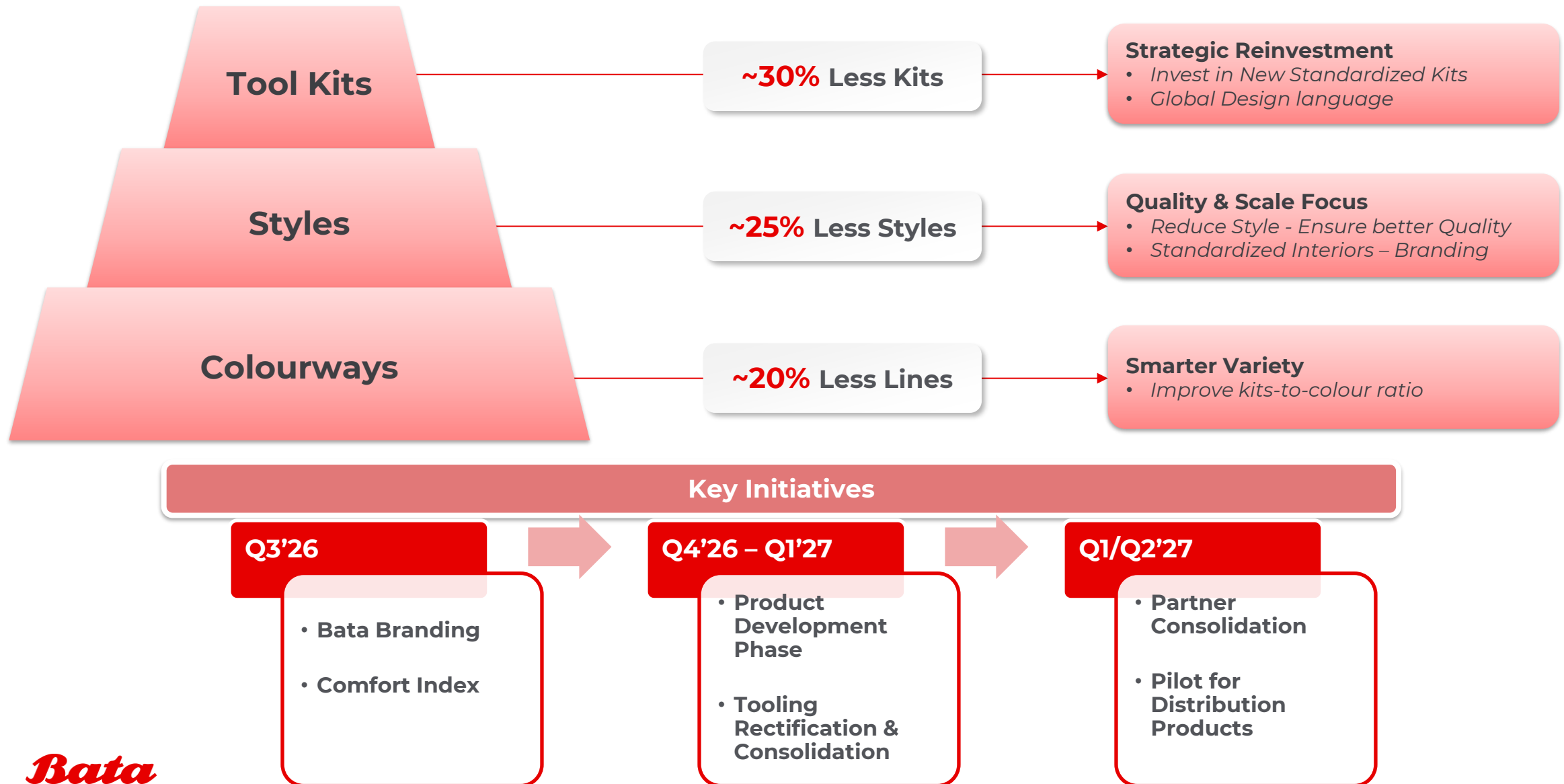
## Highlights:

- Reached **1975 doors**
- COCO Penetration : Top 20 cities ~550 stores
- Bata Red 2.0 expanded ~755 **stores**
- FRN Penetration to ~646 unique towns
- Solid growth in **SIS** Channel Operating Margin

# Driving growth through customer experience transformation..



# Product Creation funnel reimagined



# Other Highlights and Channel Updates...



**Growth &  
Expansion**

- **Floatz** performance on track
- **GMB Rating → 4.84** (vs 4.51 LY)
- Certificate of Excellence for “**DE&I champions**” at EKAM Summit  
by the Retailers Association of India



# ...Digital channel continues to expand

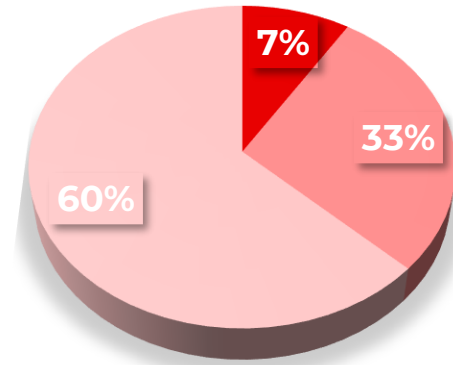


## eCommerce (Marketplaces + Bata.com)

- **eCommerce** grew by 15%.
- **Bata.com** grew by **45%** vs LY
- **Bata Mobile App**: 140k+ downloads with ~14% of Bata.com business contribution



## Digital Sales Contribution %



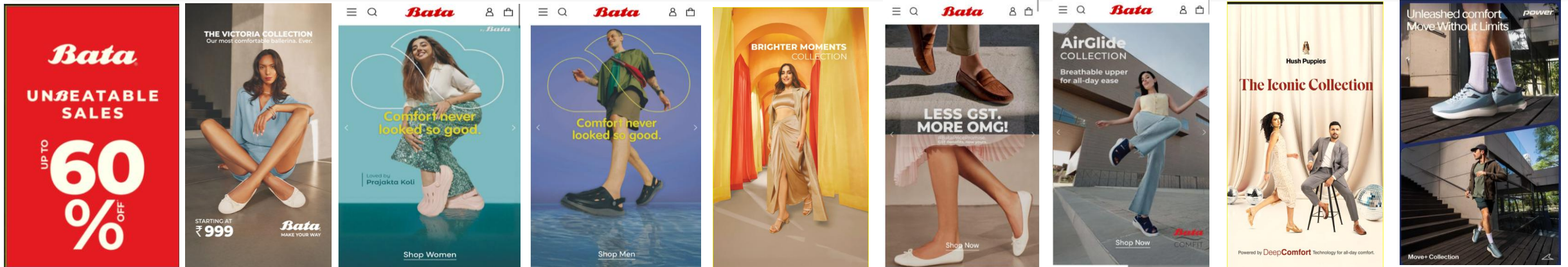
■ Bata.com ■ B2C ■ B2B



## OMNI (Home Delivery)

- ~**3.3%** of Retail turnover
- 40% stores enabled with hyperlocal delivery arrangement (TAT- 4hrs)
- ASP increase by **6.5%**

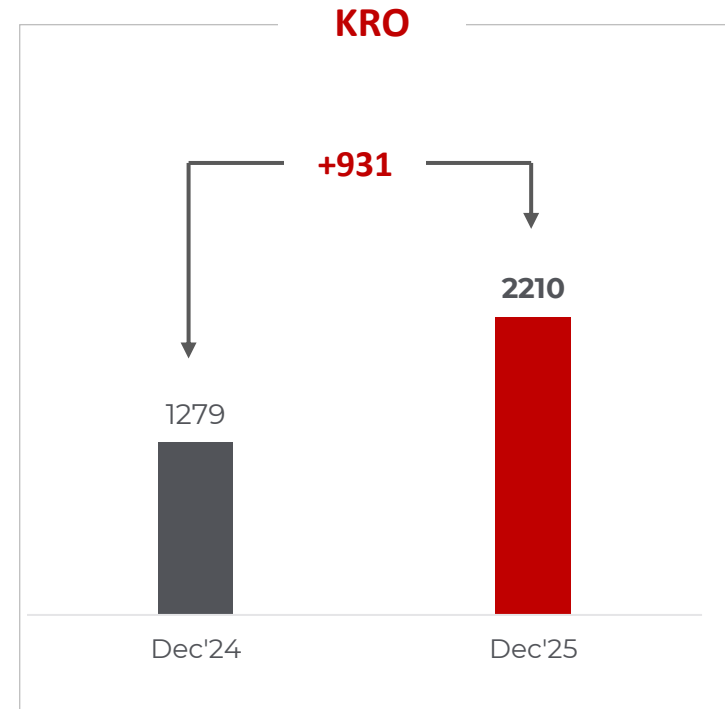
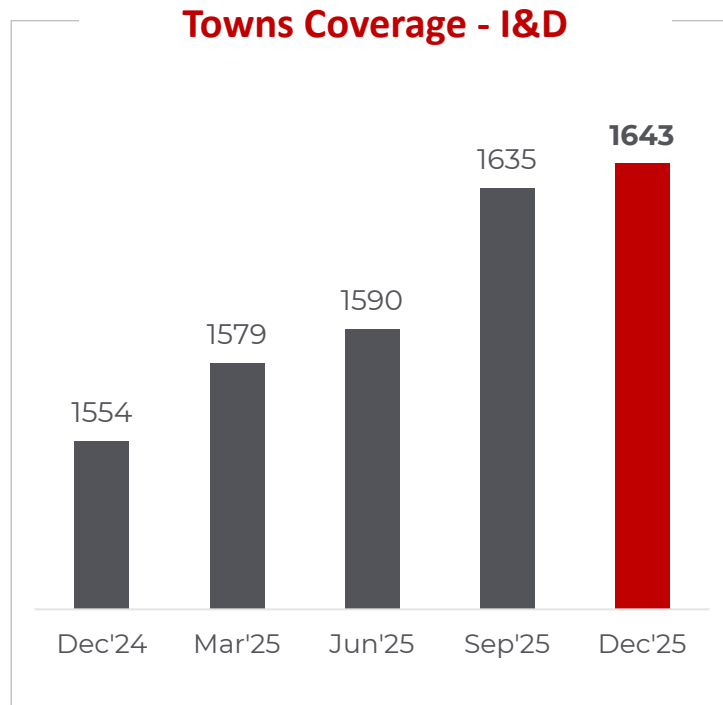
## Campaigns



**Bata**



# ...Expanded presence in 1643 towns via MBOs



- Reached **14000+** MBO's & **~340** Distributors
- **Men's closed, School, IMEVA, Mens VAC, CEC** driving growth

**Bata**



Port 999



Wave 469



Ford 659



Care Fit 999



Prime 1299



Replay 499



Accu Soft 235



Fortuner 309

# Financials

# Financial Highlights

INR Mn

Revenue	Gross Margin	EBITDA*	PAT
Revenue from Operations	Gross Margin	Margin	Margin
<b>9,447</b>	<b>5,290</b>	<b>24.7%</b>	<b>13.7%</b>
<b>2.9%</b>	<b>-77 bps</b>	<b>194 bps</b>	<b>67 bps</b>
Value Growth YoY	Change YoY	Change YoY	Growth YoY

- Close to double digit higher marketing investments vs LY
- **Exceptional:**  
Q3'26 - VRS and labour code impact cost INR 79 Mn

\* Before Exceptional

# THANK YOU



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