

February 12, 2026

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

BSE Security Code: 500043

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

NSE Symbol: BATAINDIA

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

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

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

Q3 FY26 Investors Presentation

Bata India Limited

February'26

Bata

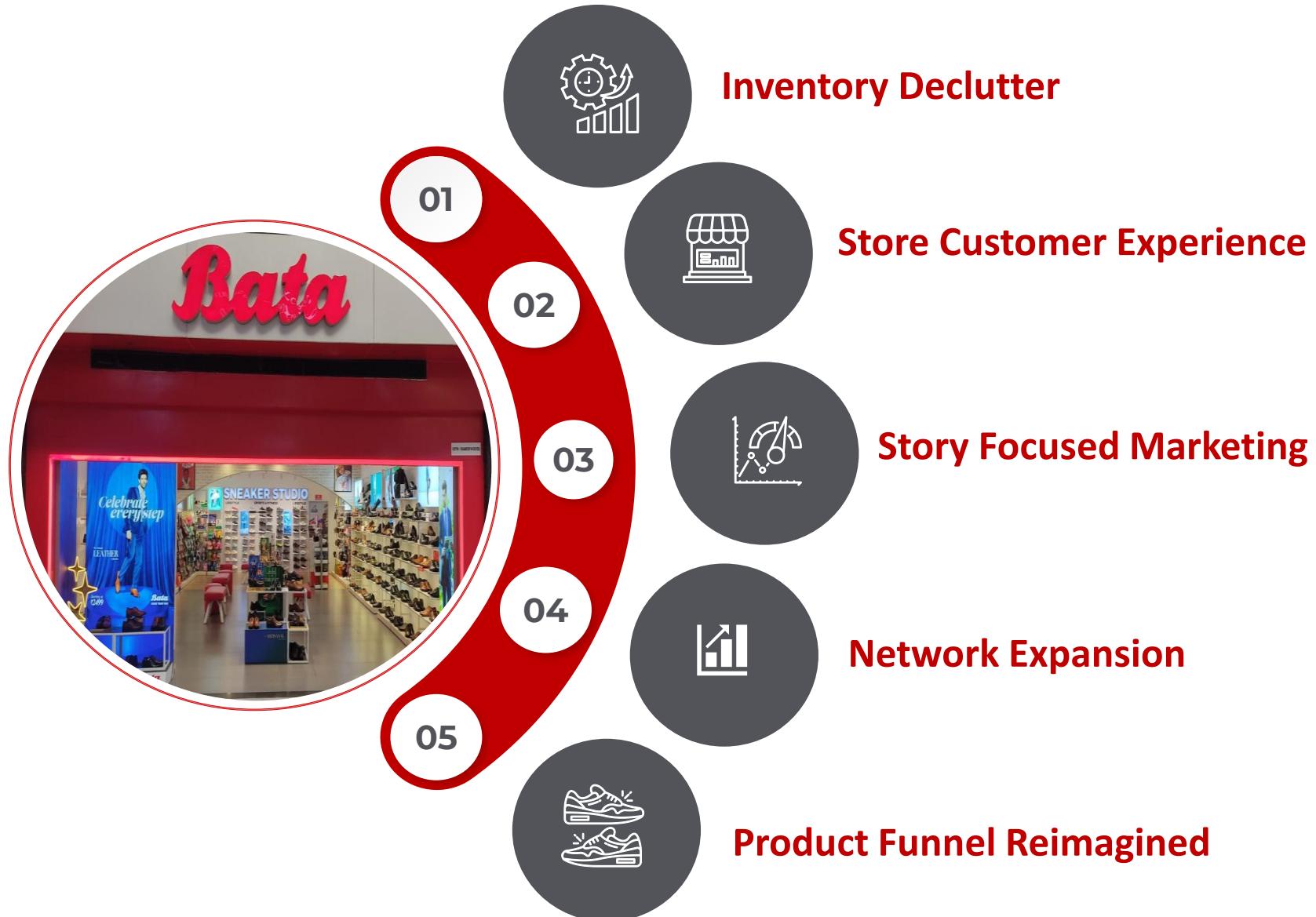


DISCLAIMER

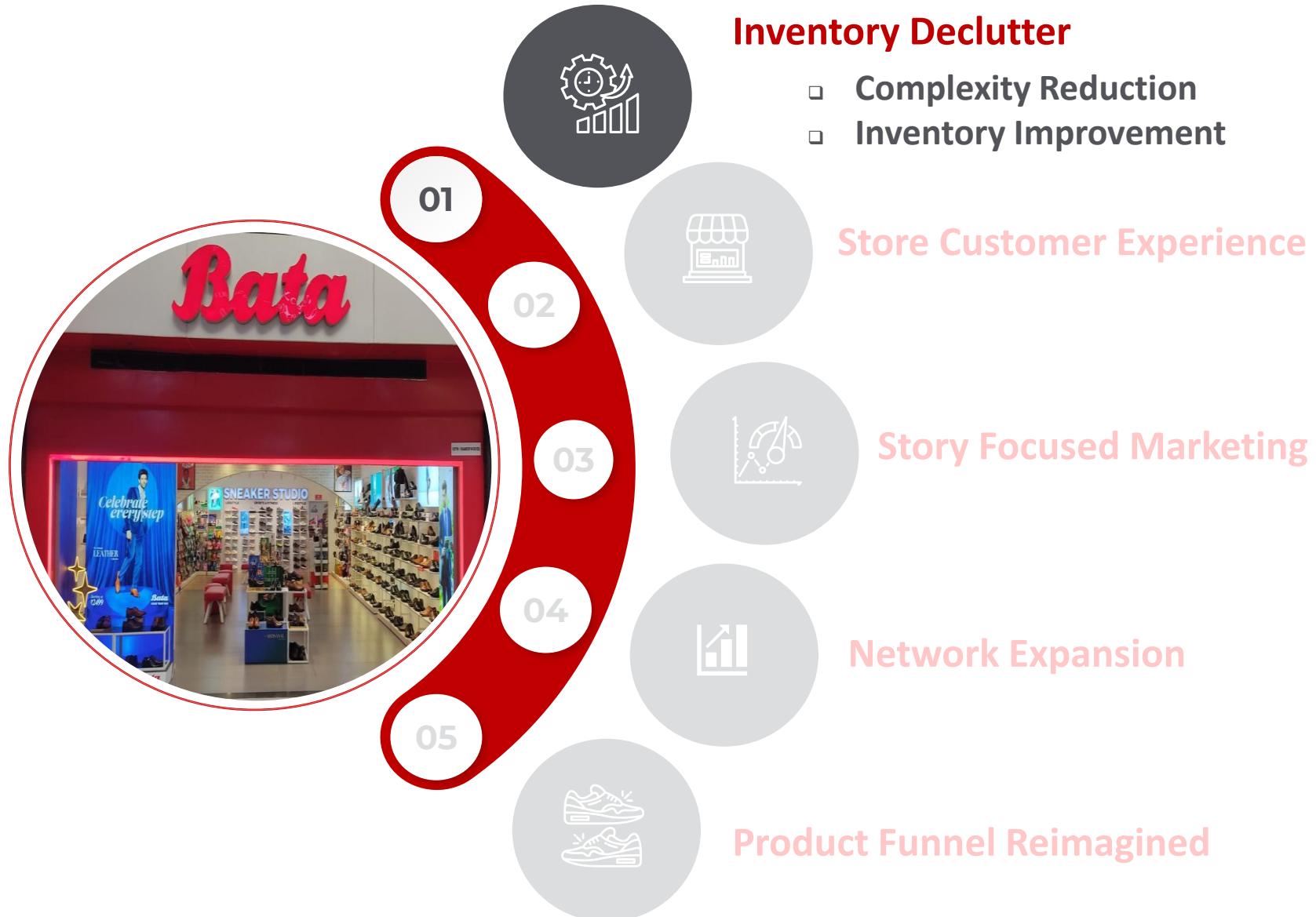
This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks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



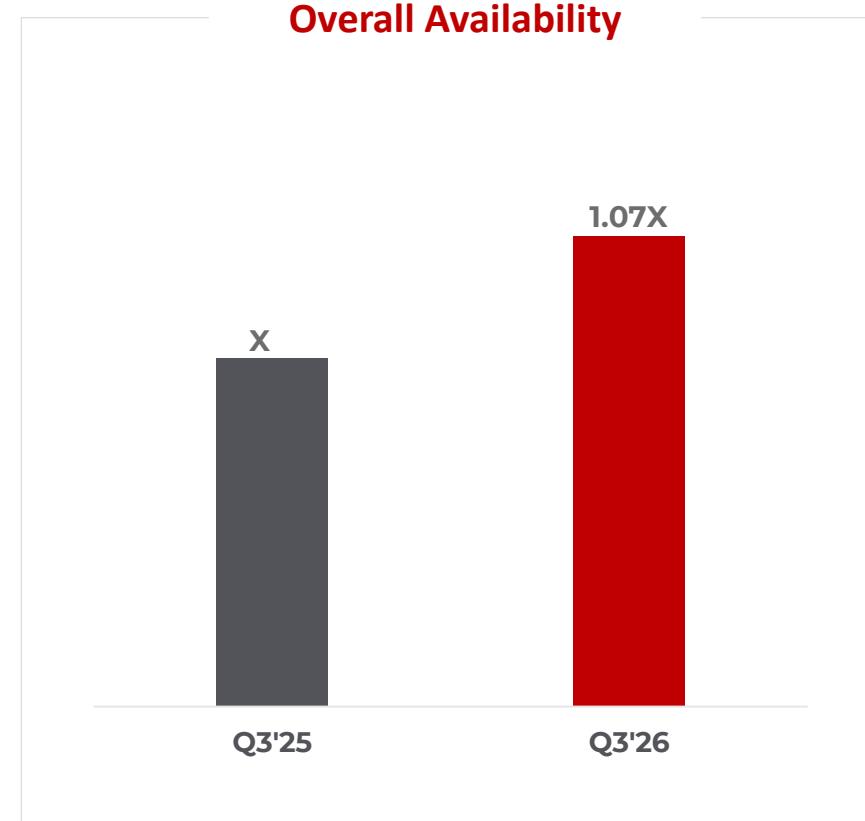
Driving growth through customer experience transformation..



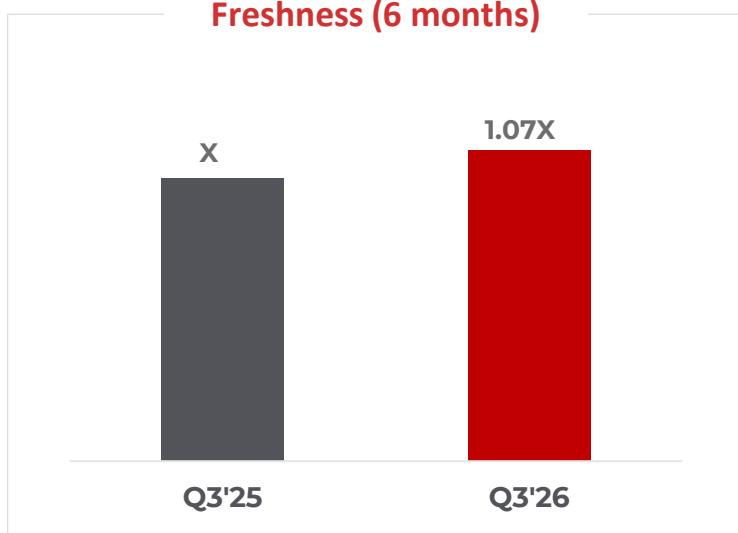
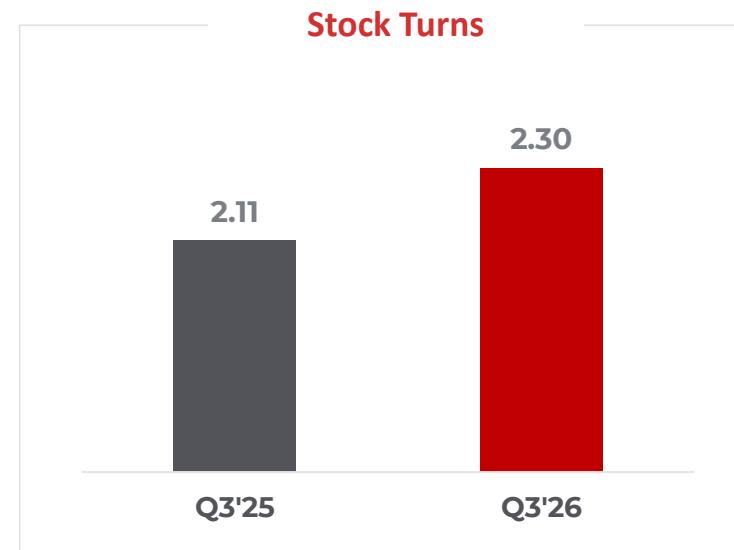
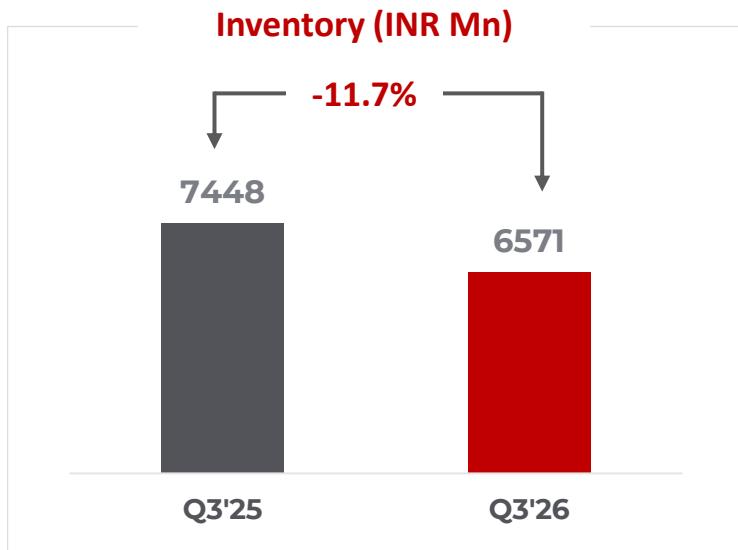
Driving growth through customer experience transformation..



Decluttering & availability improvements continue...



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



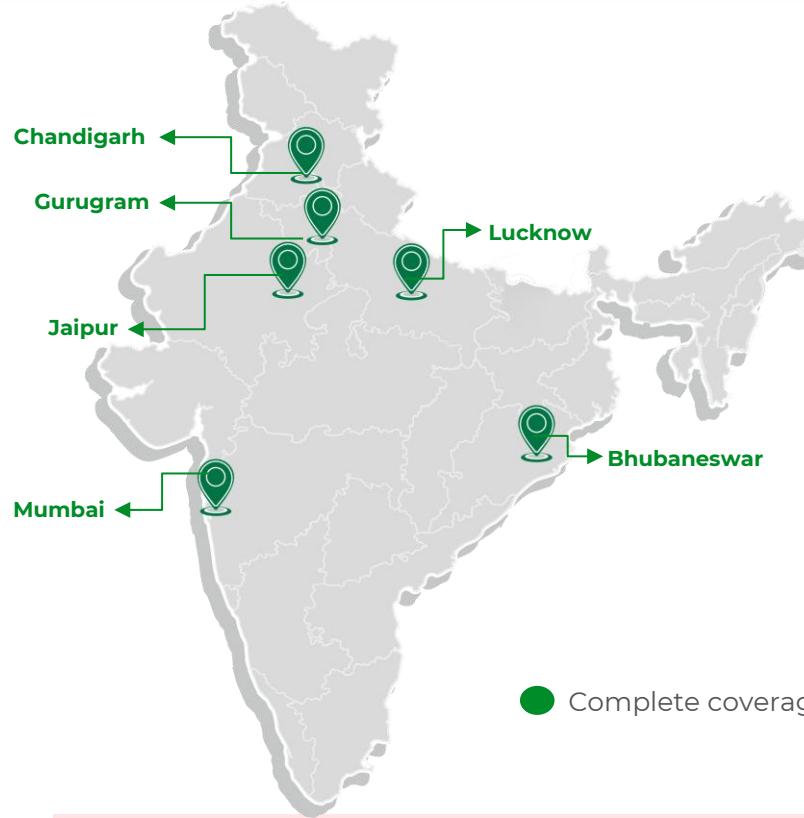
- **Customer First Project** - in line with bottom line improvements
- **Inventory efficiencies** both in terms of **quantity** and **quality** continued to show strong progress – Turns improvement +10% | Availability +470bps
- Better **Demand Planning**, reduced RDC to store **TAT** leading to better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

Driving growth through customer experience transformation..



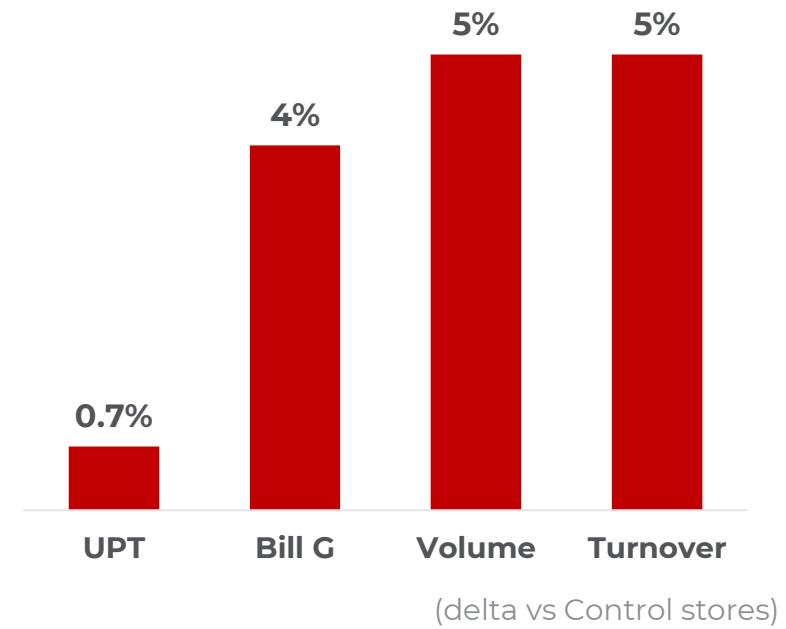
Zero Base Merchandising enhancing customer experience

Expansion

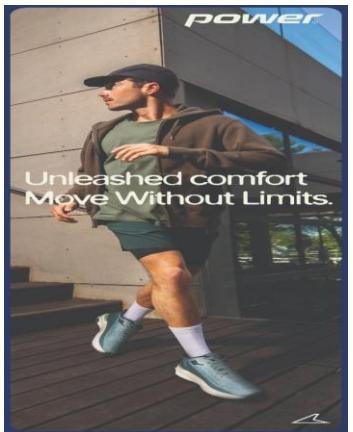


Dec'25 : Dec'26P
400 : 800 doors

Quarter Performance



Premium products showing robust growth



Distribution :
1145 stores



Checkout @ 10%
Avg wkly sales @4.8K



Distribution :
875 stores



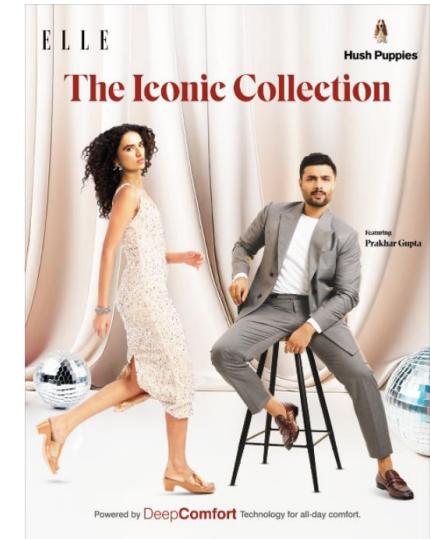
Checkout @ 9%
Avg wkly sales @6.9 K



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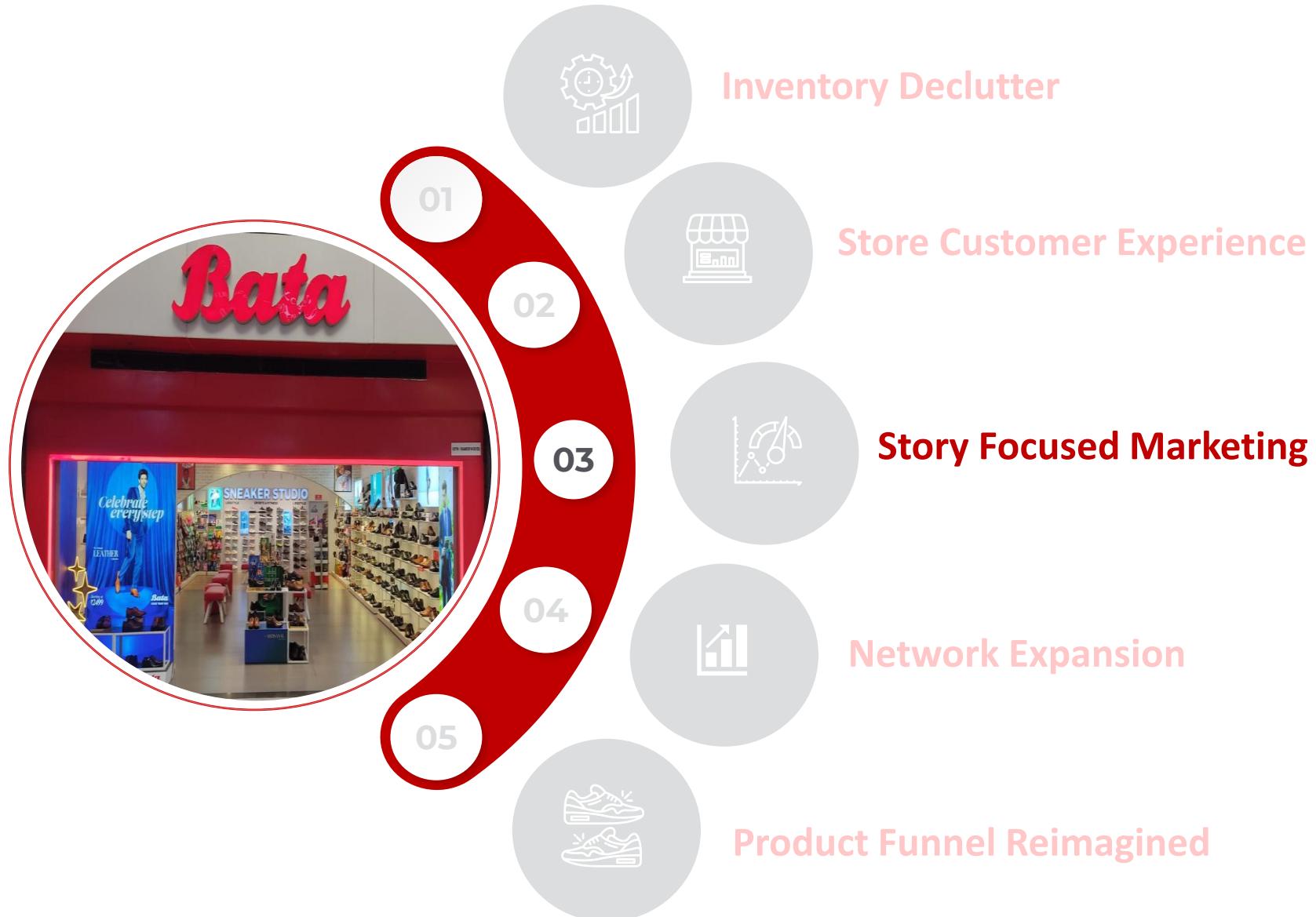
Hush Puppies®



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

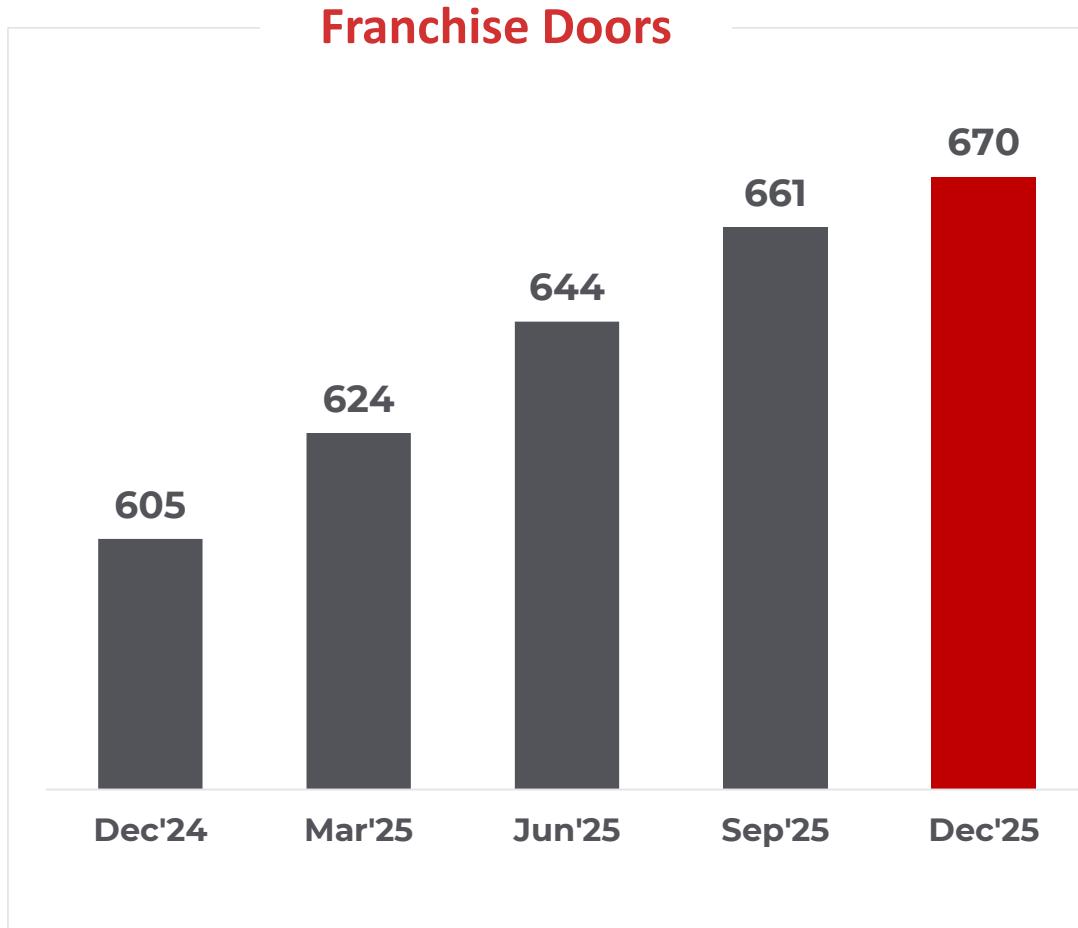


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Driving growth through customer experience transformation..



Strategic network expansion..



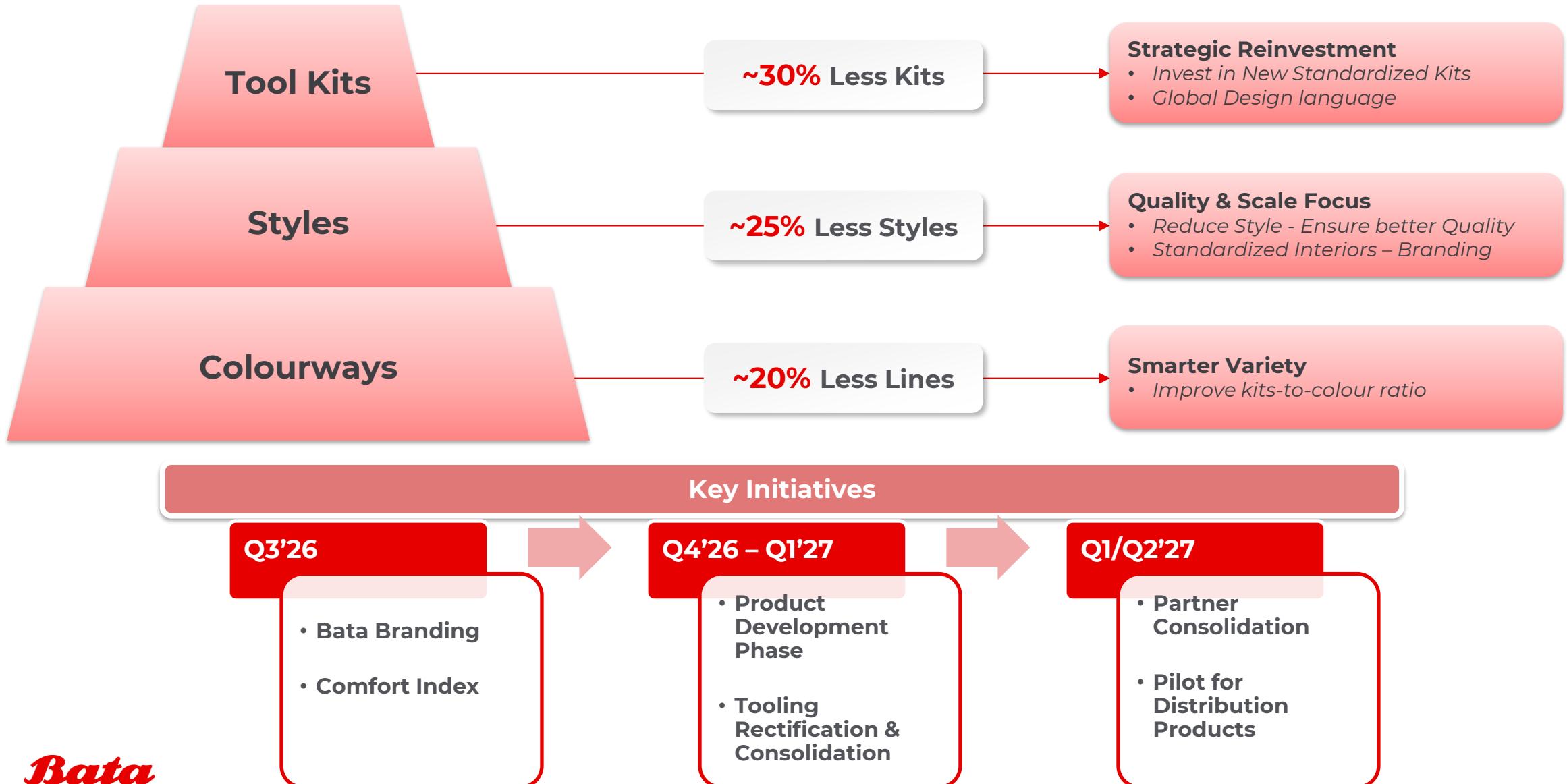
Highlights:

- 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

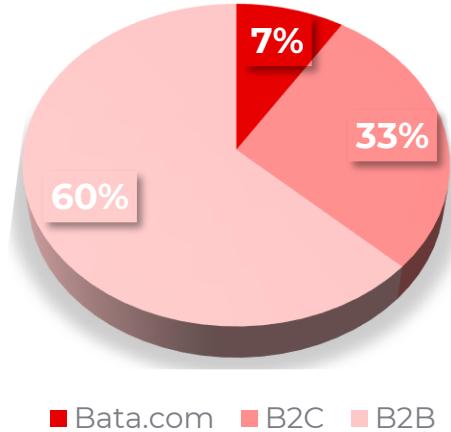


eCommerce (Marketplaces + Bata.com)

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



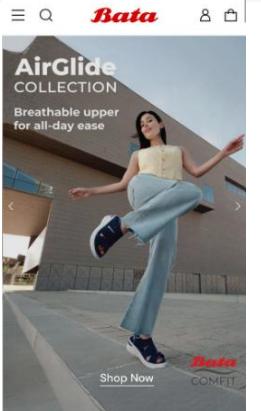
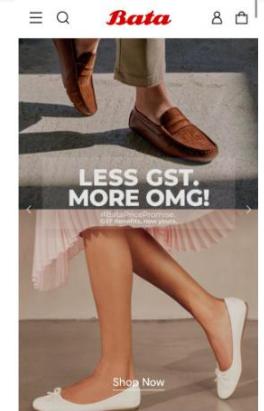
Digital Sales Contribution %



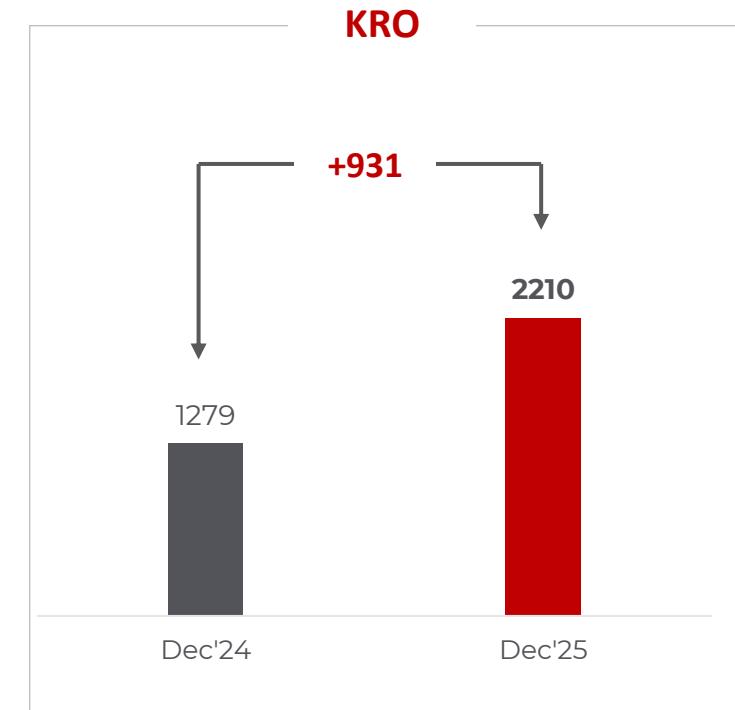
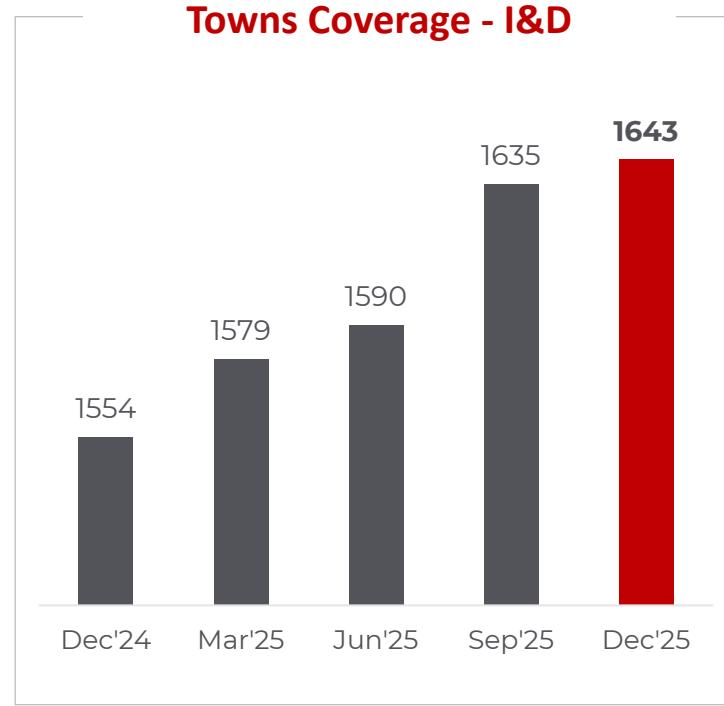
OMNI (Home Delivery)

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

Campaigns



...Expanded presence in 1643 towns via MBOs



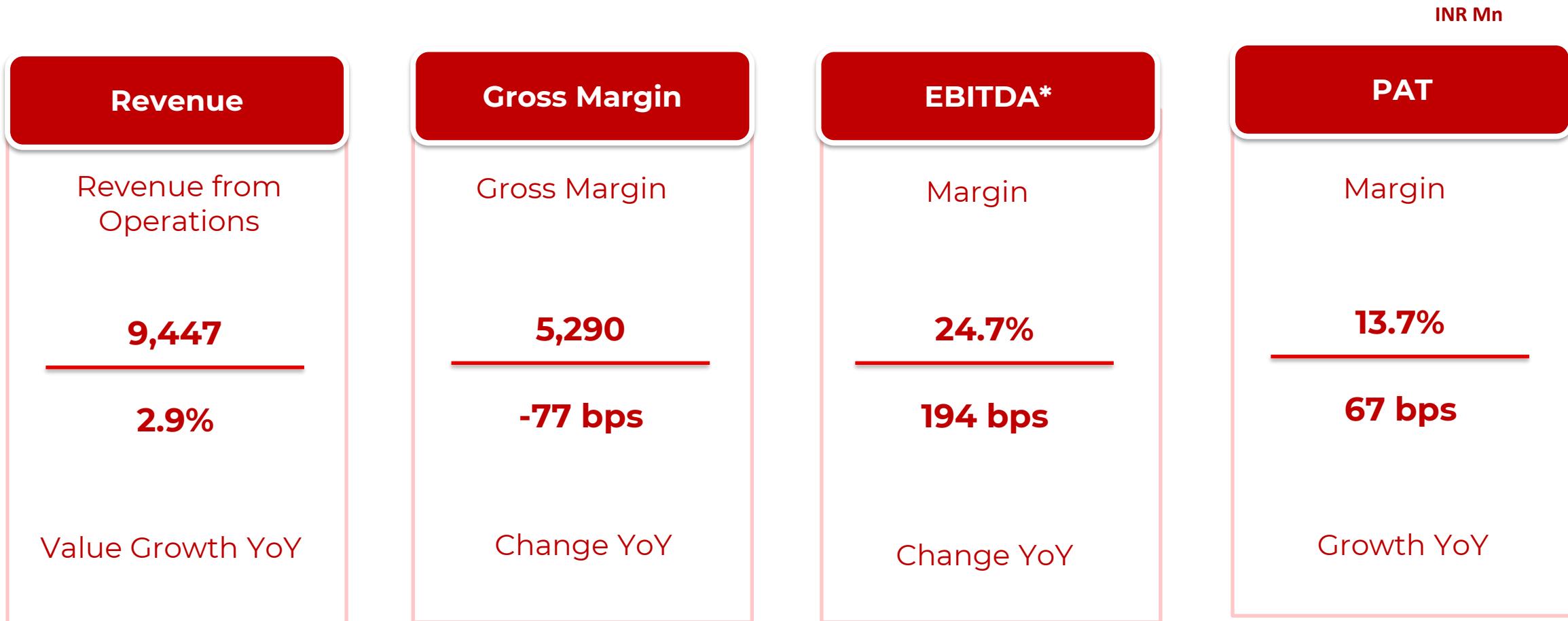
- Reached 14000+ MBO's & ~340 Distributors
- Men's closed, School, IMEVA, Mens VAC, CEC driving growth

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Financials

Financial Highlights



- 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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(CIN: L19201WB1931PLC007261)

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