

May 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 May 27, 2025, regarding Intimation of Schedule (Revised) 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

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

Q4 FY25 Investors Presentation

Bata India Limited



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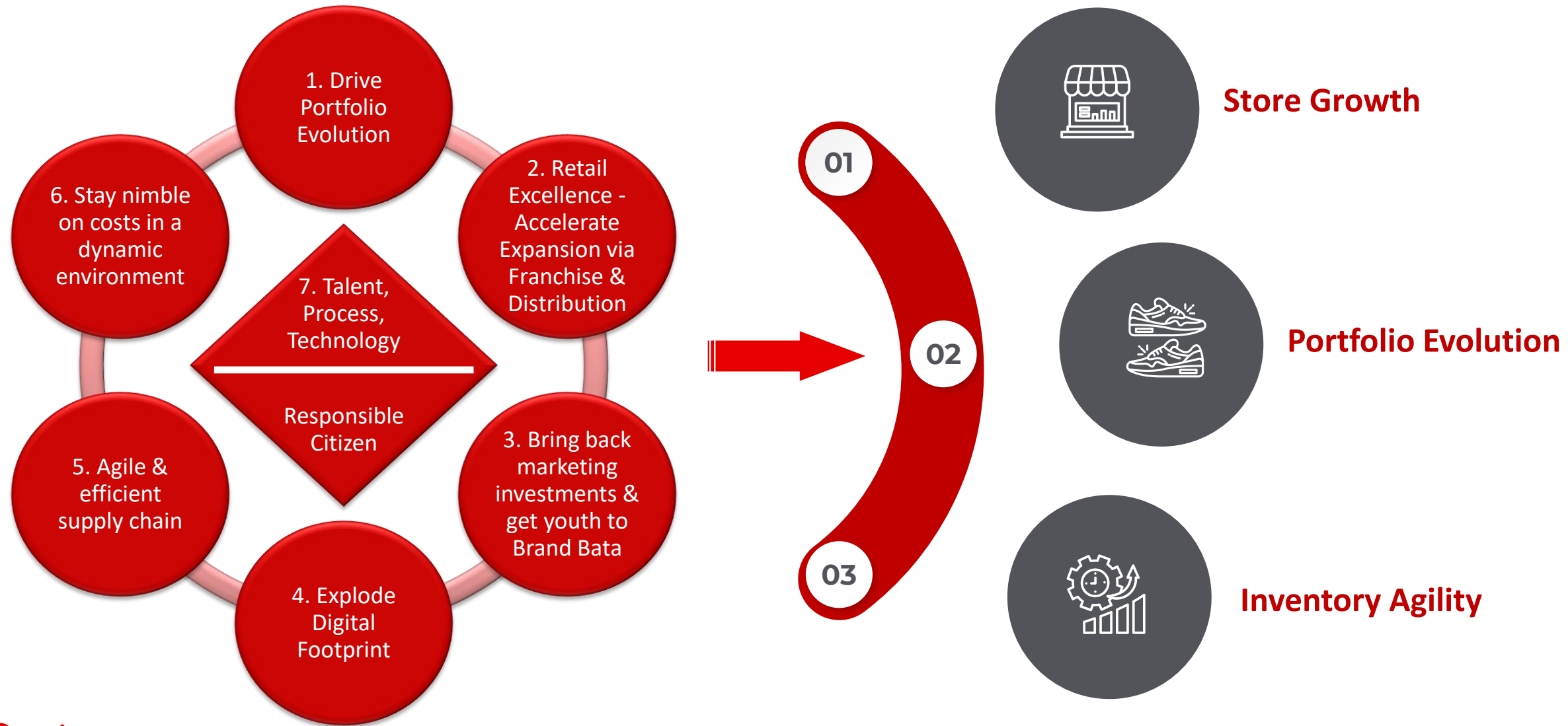
Bata

DISCLAIMER

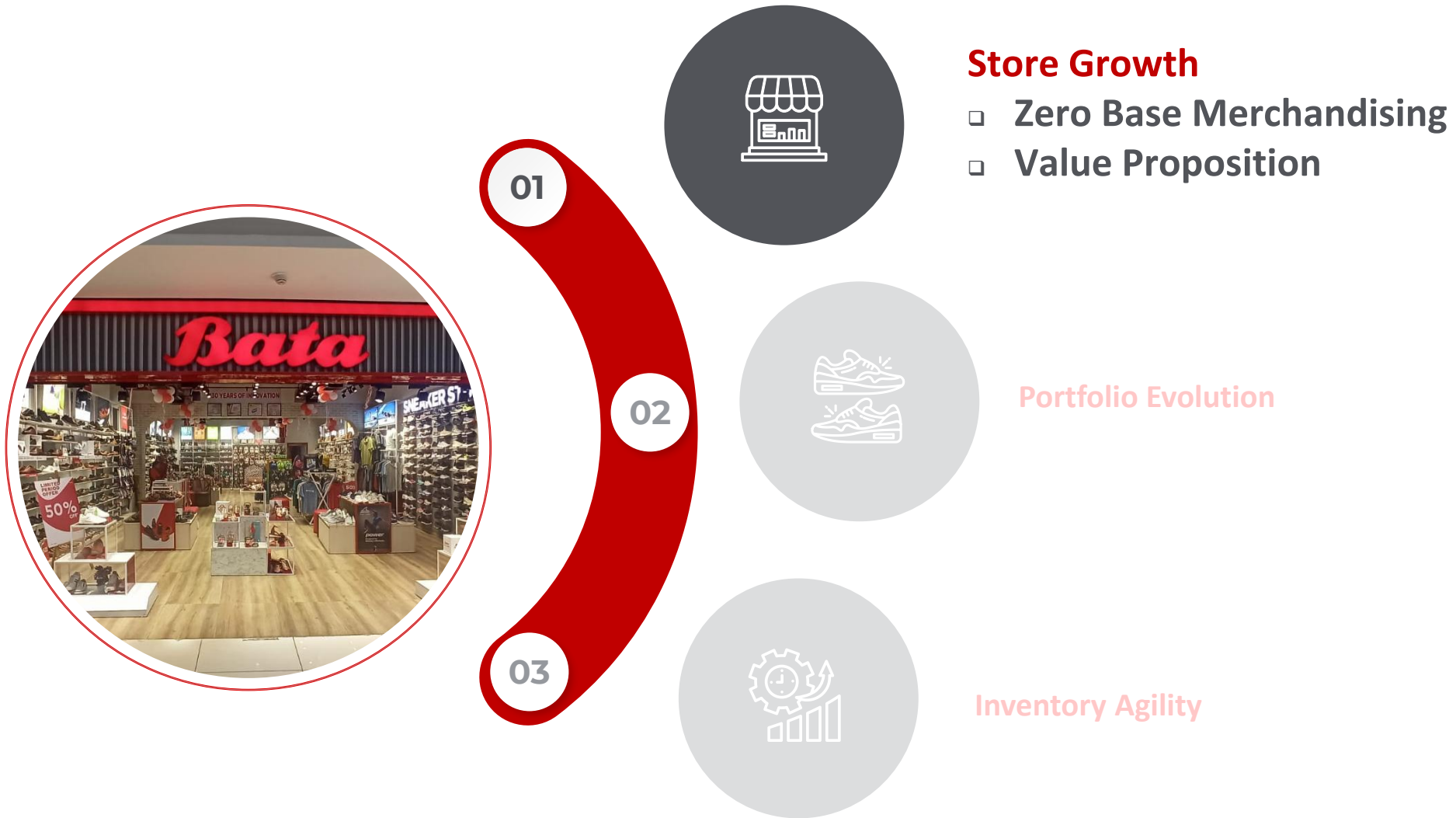
This presentation may contain statements which reflect Management's current views and estimates and could be construed as forward-looking statements. The future involves risks and uncertainties that could cause actual results to differ materially from the current views being expressed. Potential risks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



Continuing initiatives across strategic levers



Driving initiatives across strategic thrust levers



Zero Base Merchandising : Efficient Store Layouts

Pre ZBM



Inviting Store



Simplifying
Panels



Incremental
seating

Post ZBM



Bata

Zero Base Merchandising enhancing customer experience

Key Metrics



Expanded to **146 stores**



Line Reduction to **~0.57X**



Inventory Reduction to **~0.75X**

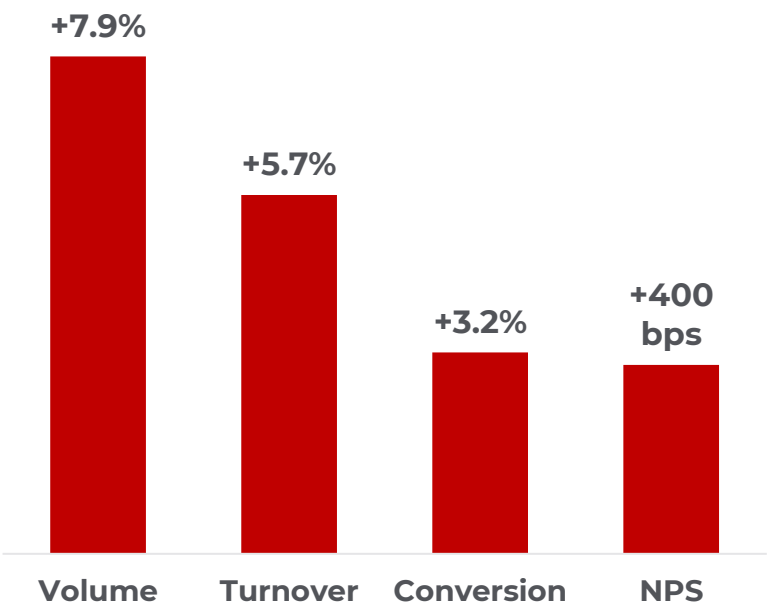


Availability **+300 bps**



Retrieval Time reduced to **45sec**

Business KPIs



(delta vs Control stores)

Driving Value proposition

Bata Ladies - PP simplification from 11 to 3



Distribution Plan :

OPP : 600 → 800 Stores

Core : 800 → 1140 Stores



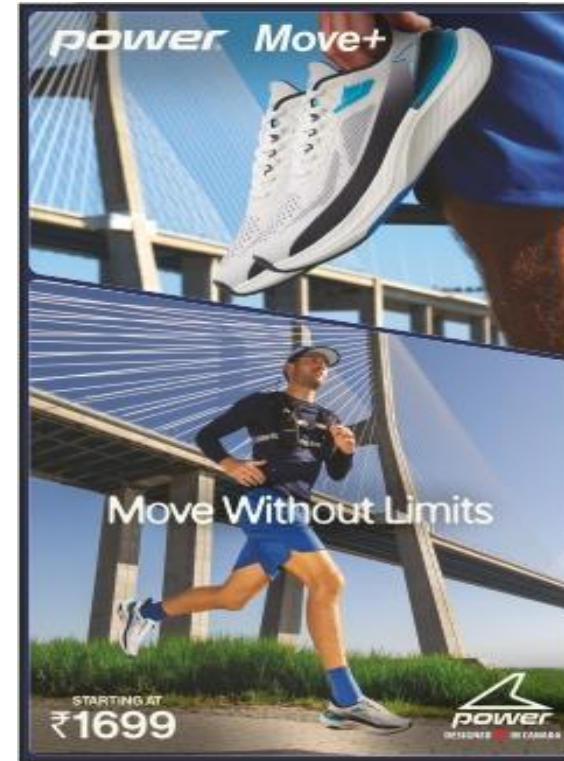
OPP (INR 399-499)

Bata



CORE (INR 799-999)

Power Move+



Distribution Plan :

800 → 1200 doors

INR 1699-2599



Driving initiatives across strategic thrust levers

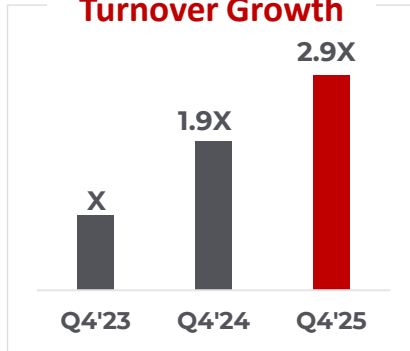


Floatz performance driven by Technology, Collabs & Design

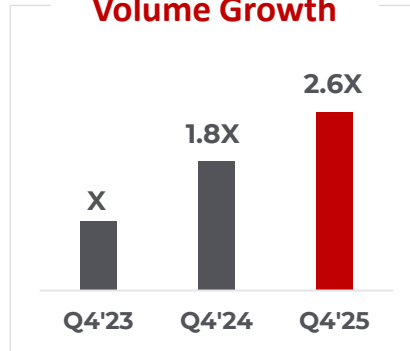
Brand Performance



Turnover Growth



Volume Growth



Silhouette led display

Pre



Post



Clogs
Mules
Thongs

Portfolio Update



- Portfolio addition – **Dual density**



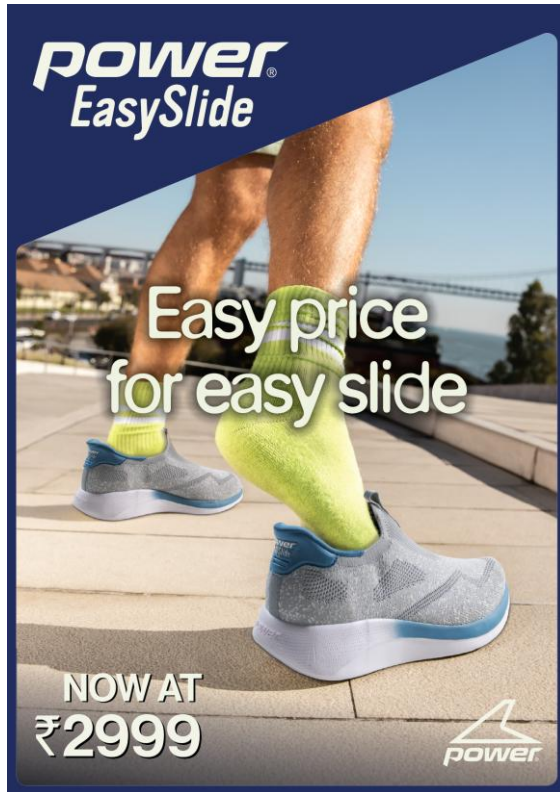
- Launched Kids **Donald** collection



- Key drivers going forward
 - Monsoon Campaign
 - Disney (Capsule collection)
 - Ecom penetration

Power portfolio driven by Technology & Innovation

Easy Slide

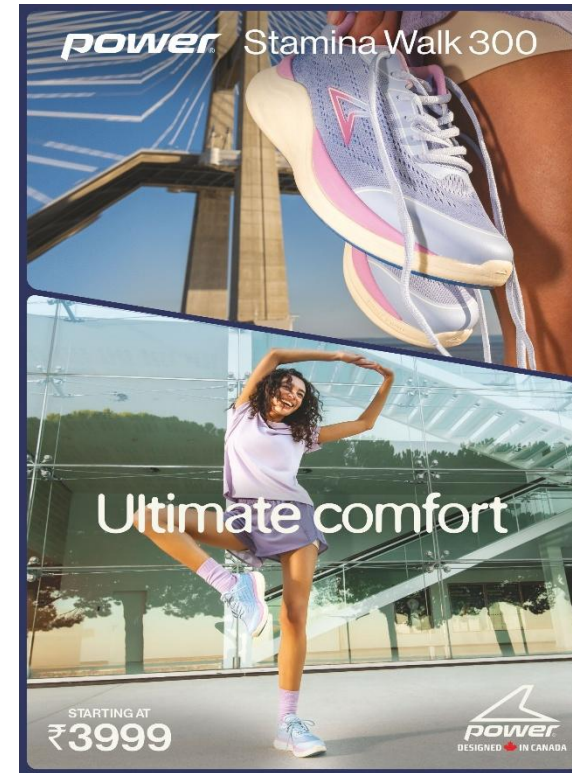


Distribution Plan :
700 → 1200 doors



Bata

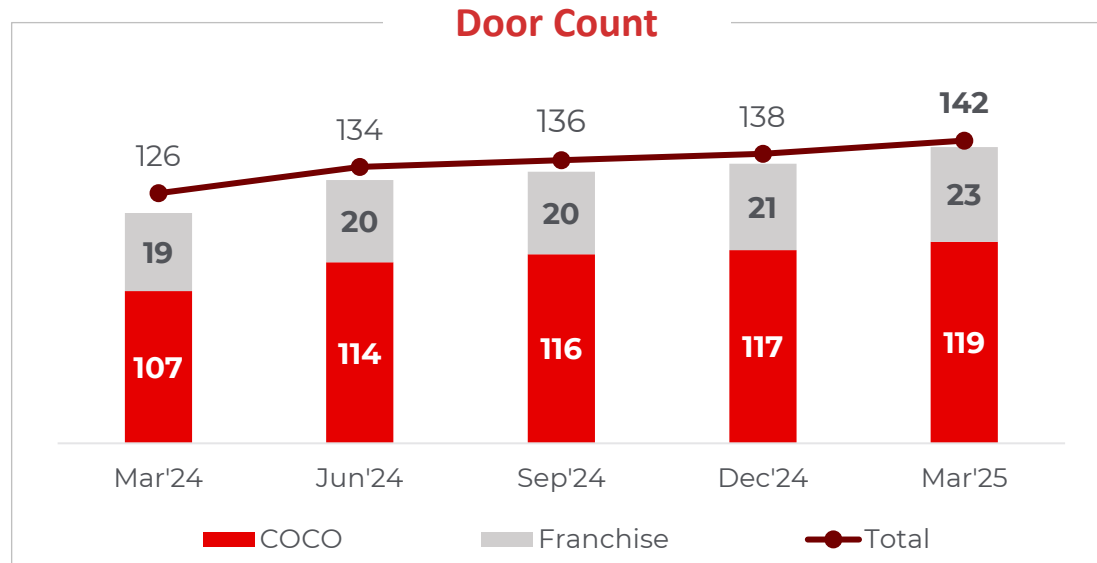
Stamina



Distribution Plan :
To reach 400 doors



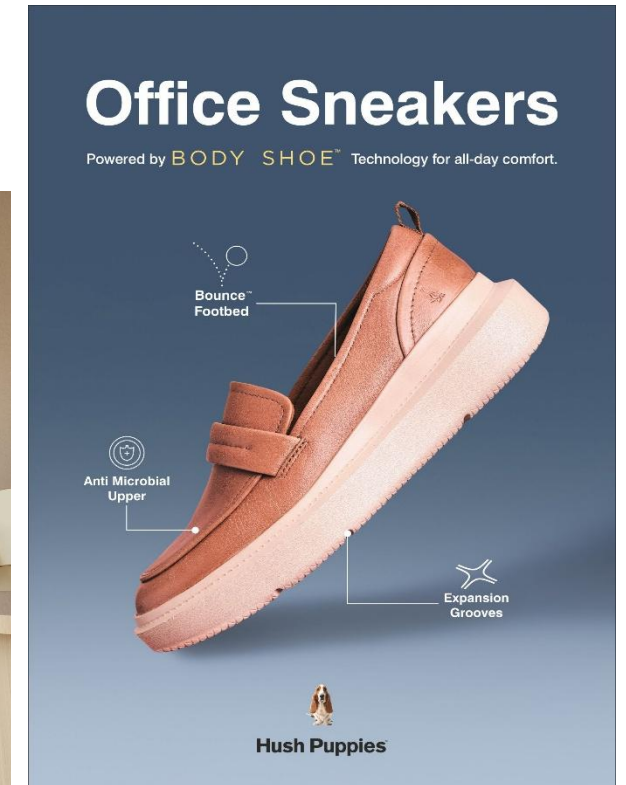
Hush Puppies driving premiumization



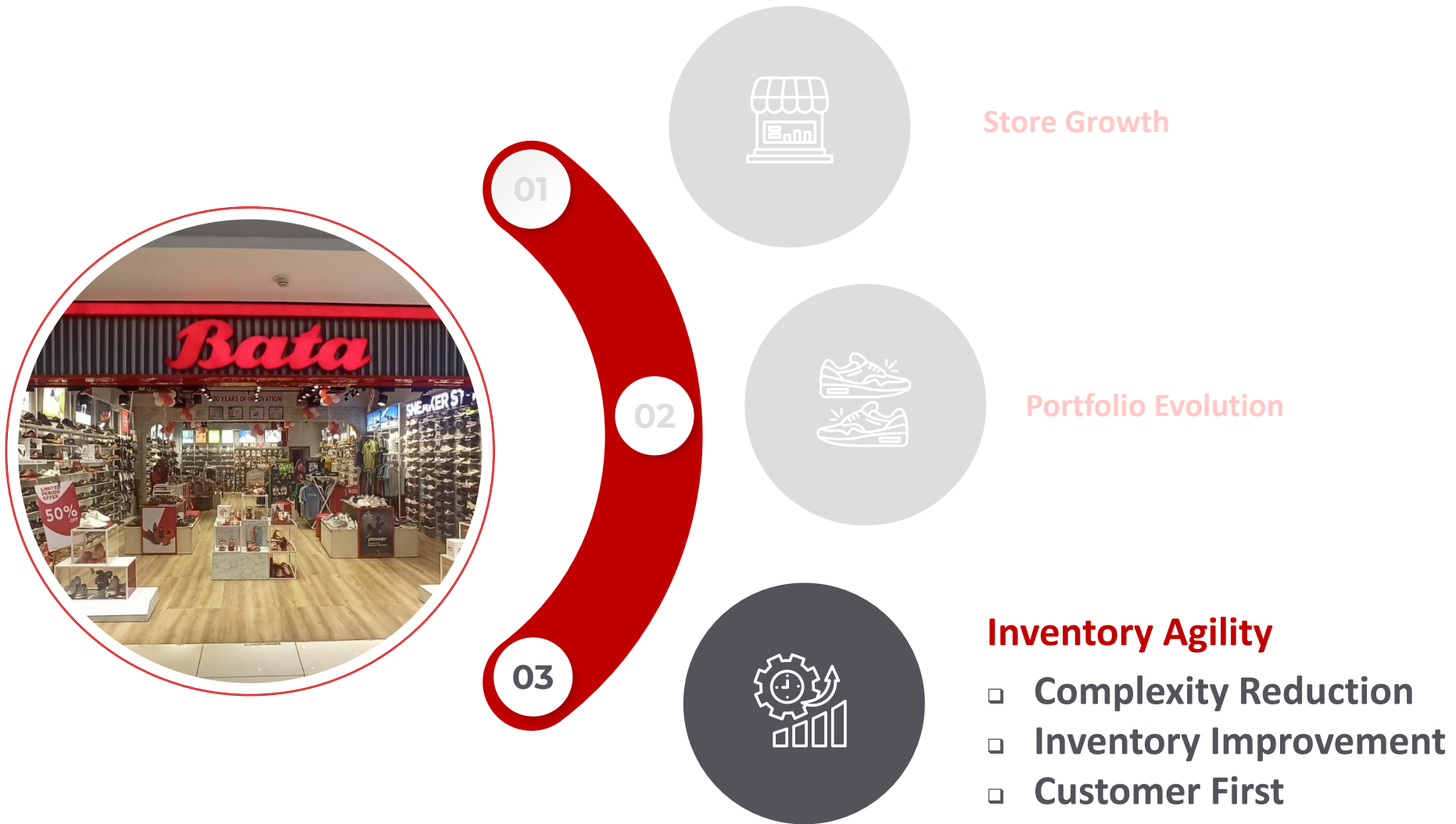
- Redefine **premium office wear** with stylish, **comfort-led sneakers** for everyday workwear
- Featured **Vir Das** and **Sahiba Bali** in the campaign

Bata

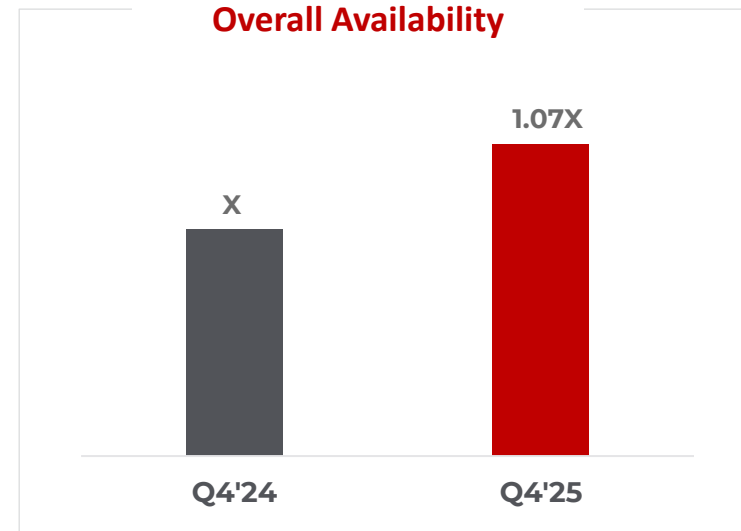
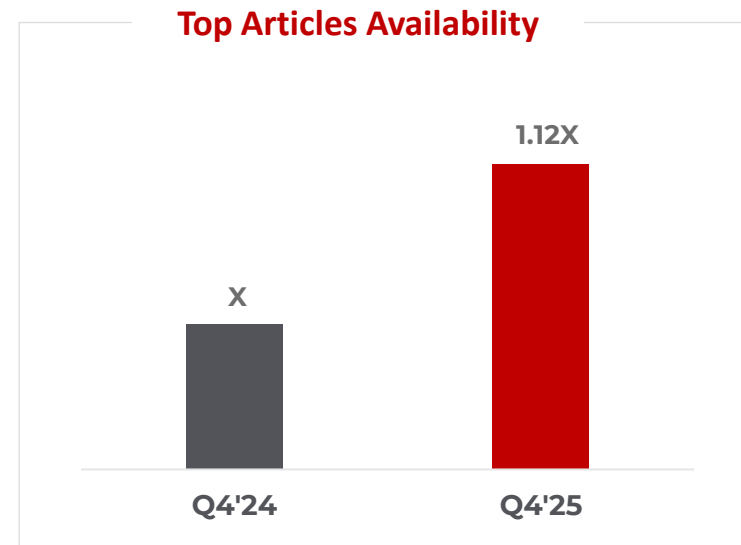
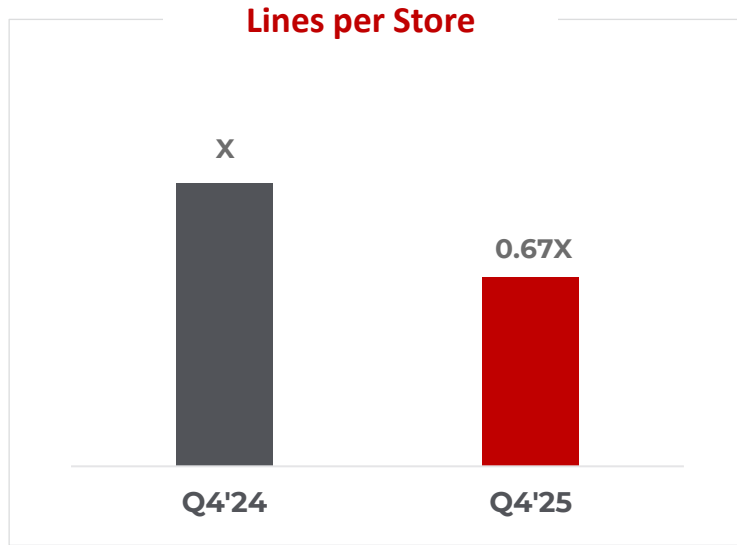
Building Office Sneakers Credentials in Hush Puppies



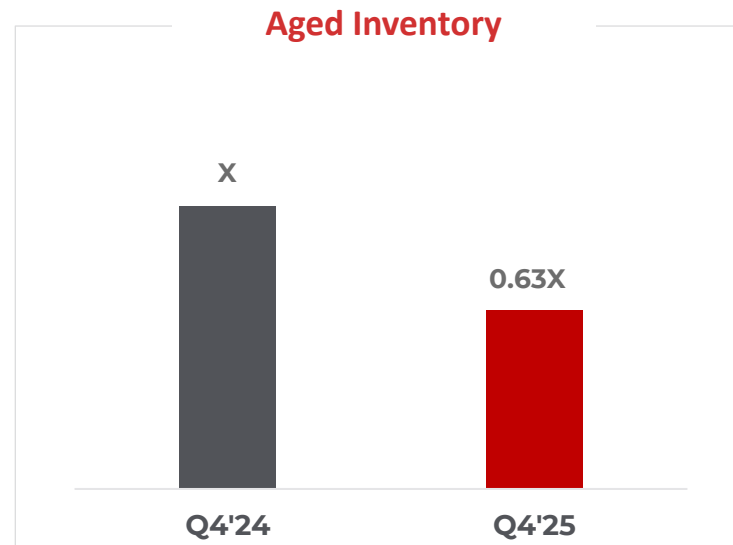
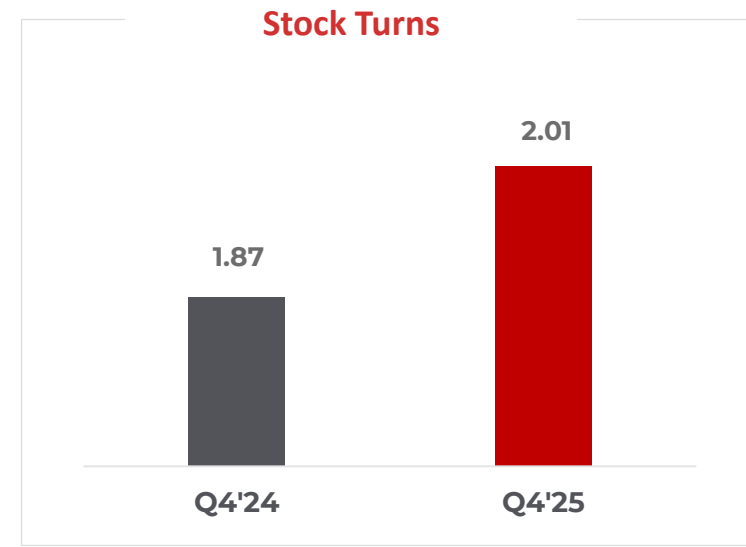
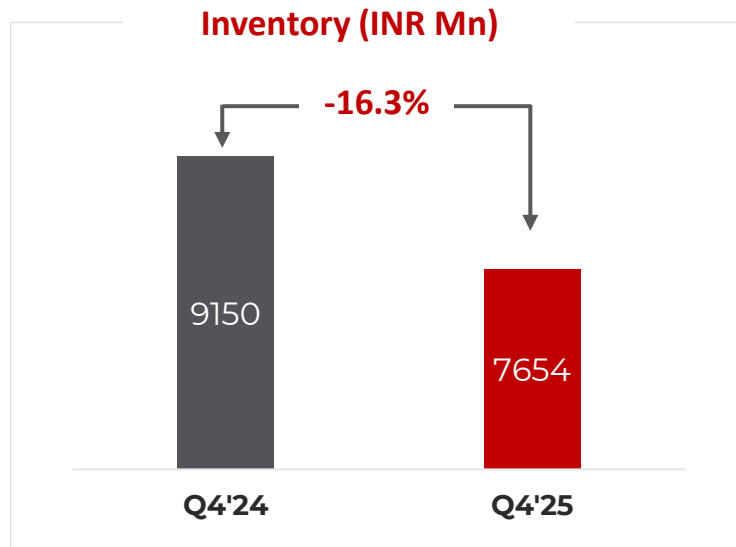
Driving initiatives across strategic thrust levers



Optimize clutter at stores to maximize revenue with lower inventory



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



Customer First Transformation kicked off



OBJECTIVE

- ❑ **Customer-centricity:** Customer first in every decision and action
- ❑ **Agility:** Adapt swiftly to new trends
- ❑ **Operational excellence:** Achieve peak efficiency and reduce operational costs
- ❑ **Innovation:** Data based smarter decisions

Impact/Outcomes

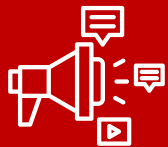
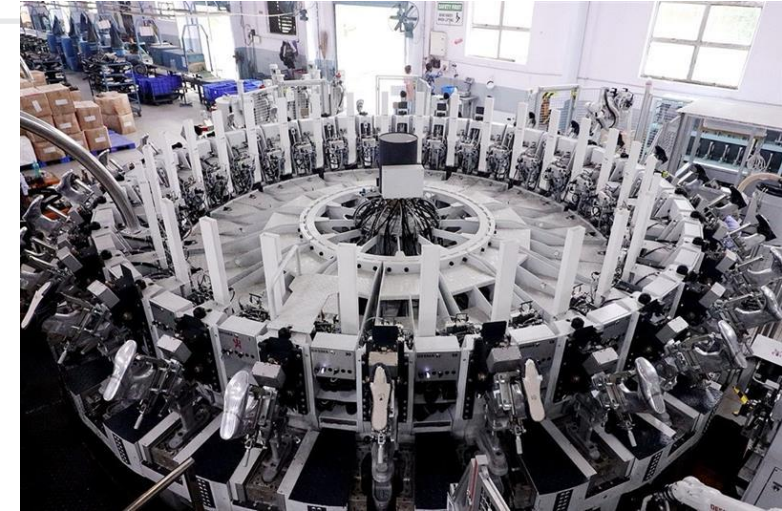
- ❑ Improve **Store Availability** in line with **Best in class**
- ❑ Continue to drive reduction in **Inventory days**
- ❑ Generate **operational costs efficiency**

Other Highlights



Portfolio Growth & Expansion

- **624** Franchise Stores exit Mar'25
- Less than INR 1000 contribution has improved
- Overall NPS **85** | **UPT +10%** vs LY | **ABV +12%** vs LY
- **1394 KROs** – net addition 176 over LY
- Capex in **PUDIP** machine at Batanagar
- Awarded as “**The Fastest Growing Franchisors Brand in India**” by CIClook India



Brand Communication

- Make Your Way Campaign – **The Celebration Collection**
- **Marvel x Bata Campaign**
- Partnership with India's leading designers - **Bata x Designer label Geisha**



Financials

Financial Highlights

INR Mn

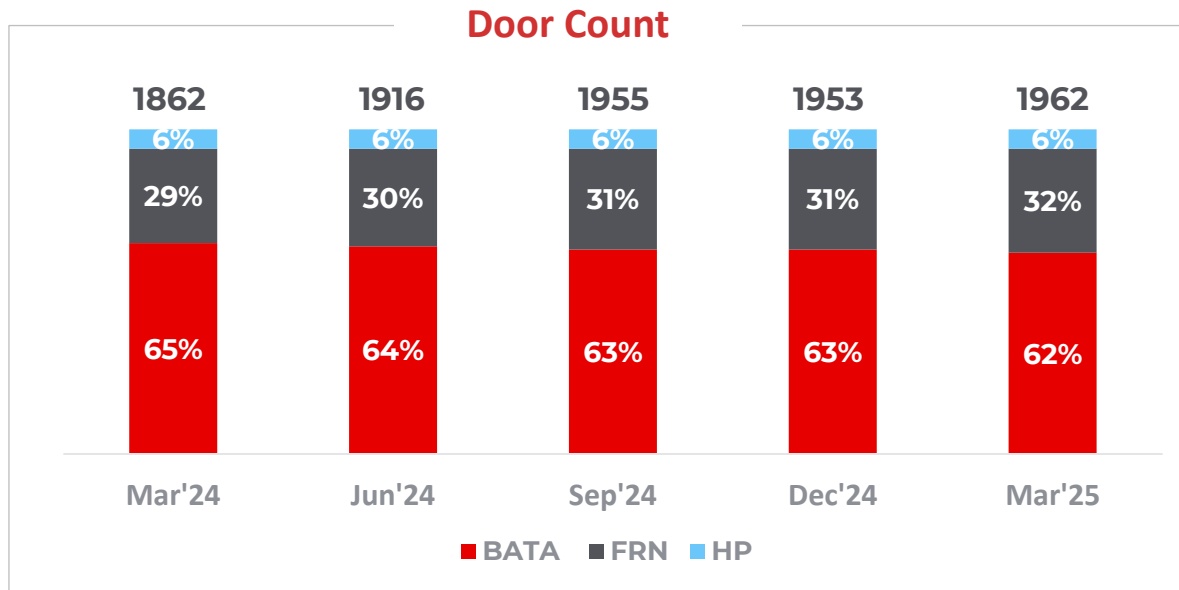
Revenue	Gross Margin	EBITDA*	PAT
Revenue from Operations	Gross Margin	Margin	Margin
7,882	4,559	25.5%	459
-1.2%	-229 bps	-14 bps	-215 bps
Value Growth	Change YoY	Change YoY	Growth YoY



* EBITDA margin accounts for change in accounting as per IND AS of acquisition of license rights. Adjusting the same, EBITDA would have been 23.5%

Appendix

Strategic presence through COCO & Franchise stores



- Bata Red 2.0 expanded to 709 stores | COCO Penetration to 342 unique towns
- FRN Penetration to 497 unique towns

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Digital channel powering growth

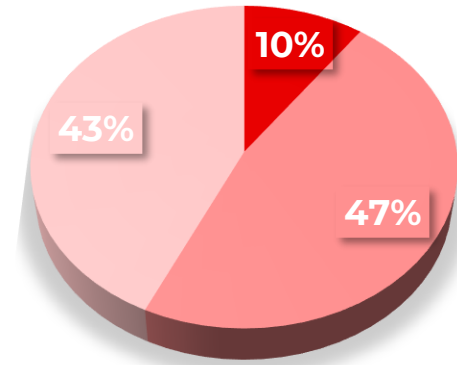


eCommerce (Marketplaces + Bata.com)

- **eCommerce** continues to be **fastest growing channel**
- **Quick Commerce** - expanded presence on Zepto in 20+ cities through 130+ superstores



Digital Sales Contribution %



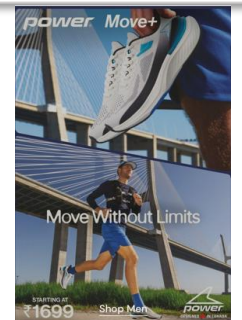
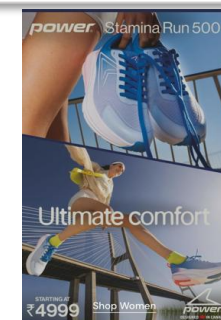
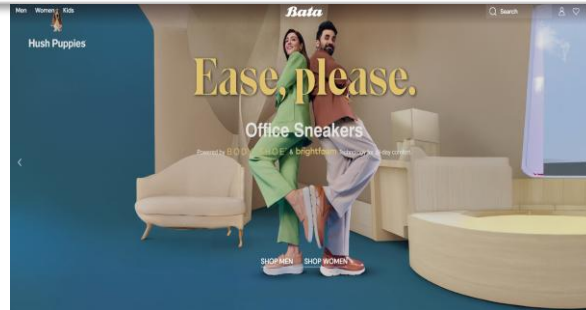
■ Bata.com ■ B2C ■ B2B



OMNI (Home Delivery)

- ~**4.3%** of Retail turnover
- Improved stock availability in stores

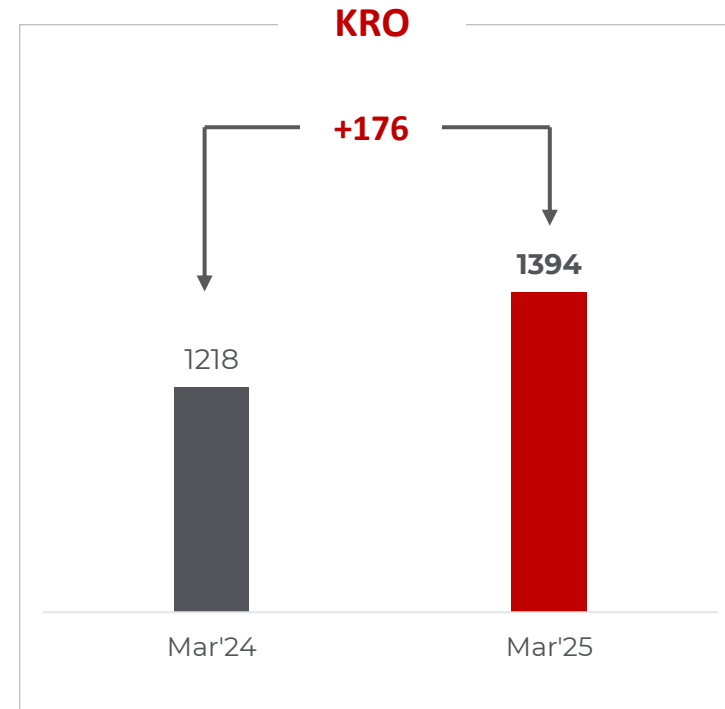
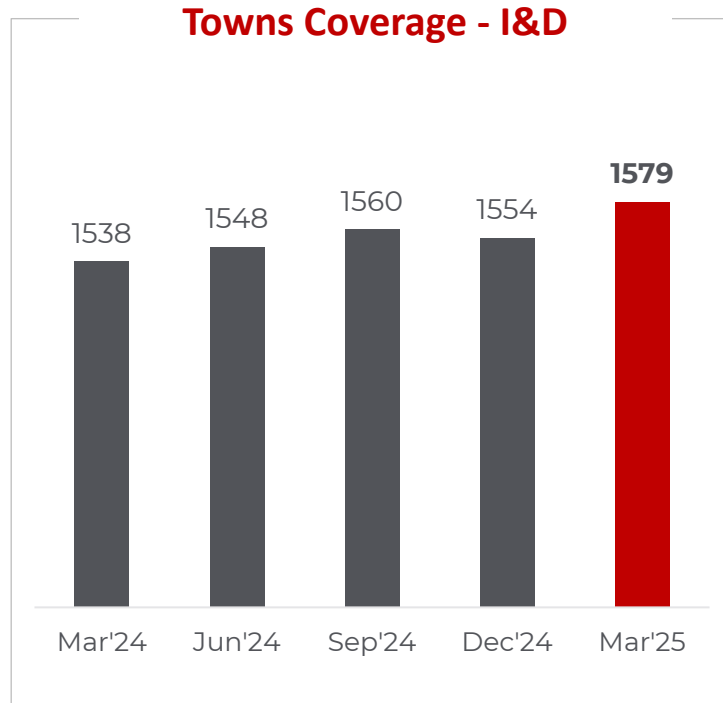
Campaigns



Bata



Expanded presence in 1550+ towns via MBOs



- Reached **14500+** MBO's & **~350+** Distributors
- **Men's closed, Plastic, IMEVA, Mens VAC, Ladies VAC** driving growth
- **115 KROs** added over previous qtr



Port 1099



Pedro 849



Cruz 549



Bounce 699



Fly 799



Brick 699



Orion 399



Dyno 399

Bata

Stepping Up in Style

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

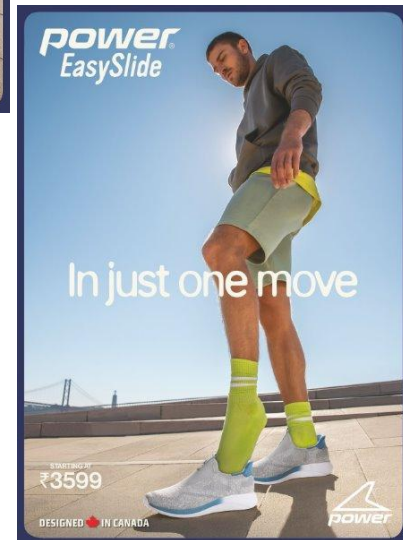
Make Your Way Campaign



Marvel x Bata



Power Easy Slide



Bata

THANK YOU



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