

June 1, 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, 5th 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: 1000003

Dear Sir/Madam,

Subject: Post Earnings Call Presentation

Further to our letter dated May 25, 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

Q4 FY26 Investors Presentation

Bata India Limited

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.



EXECUTIVE SUMMARY

Q4 FY26

₹8,276 Mn

REVENUE | +5.1% VOLUME | +2.8%
Cash from Operations +18.3%

~2000 STORES

COCO ~1150 Franchise ~720 HP ~130
Expanded Retail Presence Nationwide

1.5x

AD SPEND

Amplified Brand Investment vs LY

Key Highlights

RETAIL

- ❑ Volume led DOS Growth
- ❑ ZBM ~ 550+ doors with delta growth of +4.6%
- ❑ Franchise and SIS channels delivering high double-digit growth & strengthening overall profitability

DIGITAL & eCOMMERCE

E.Com up by mid twenties and Bata.com surging 81% vs LY.

~700+ stores now fulfilling online orders

DISTRIBUTION & REACH

Scaled to 1,660 towns via 15,000+ MBOs, with I&D channel growing in double digits.

INVENTORY MANAGEMENT

- ❑ Inventory reduced by 28%
- ❑ Availability improved +950 bps
- ❑ Lines Reduction ~0.7X at stores

PRODUCT & MERCHANDISING

- ❑ Premium portfolio : HP and Power, Outpacing overall growth
- ❑ Full price sales up with controlled markdowns

BRAND & MARKETING

- ❑ Media Investments 1.5X
- ❑ Brand Consideration rose to 66
- ❑ Ballerina Campaign driving growth

Our Strategic Commitment to Customer-Driven, Profitable Growth



Zero Base Merchandising enhancing customer experience

Expansion



Dec'25 : Mar'26 : May'26
400 : 550 : 700+ doors

ZBM : Quarter Performance

Turnover
+4.6%

Volume
+6.1%

Bill Growth
+3.0%

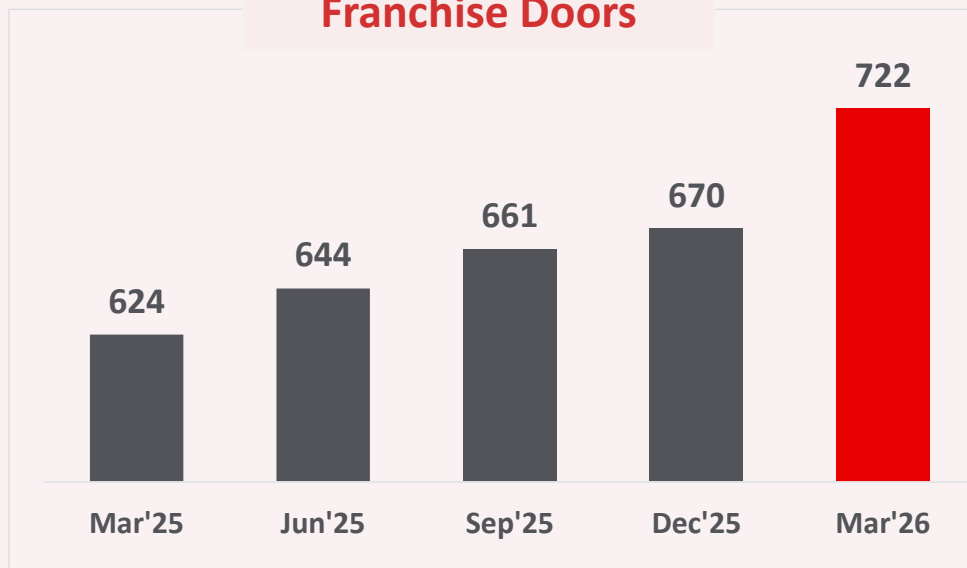
UPT
+3.0%

ZBM Contribution to Retail >70%

(Delta : ZBM vs Non ZBM stores)

Strategic network expansion

Franchise Doors



Highlights:

- Expanded to **+700 Franchise doors**
- COCO Penetration : Top 20 cities **~550 stores**
- Bata Red 2.0 expanded **~800 stores**
- FRN Penetration to **~675** unique towns
- SIS expanded to **~350** doors



Retail

Digitization

Distribution

Inventory

Product

Marketing

Digital channel continues to expand

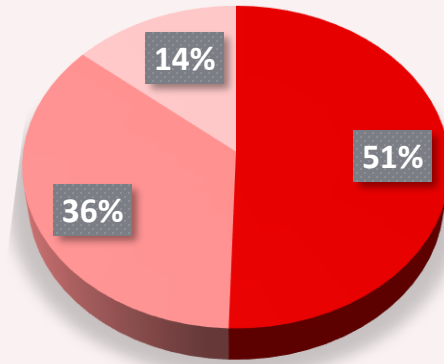


eCommerce
(Marketplaces + Bata.com)

- eCommerce grew by 26% vs LY.
- 700+ stores fulfilling eCommerce orders
- Bata.com grew by 81% vs LY
- Bata Mobile App: 240k+ downloads with ~14% of Bata.com business contribution



Digital Sales Contribution %



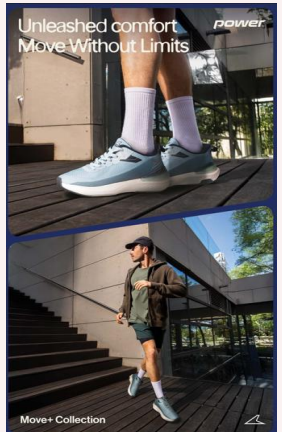
■ B2C ■ B2B ■ Bata.in



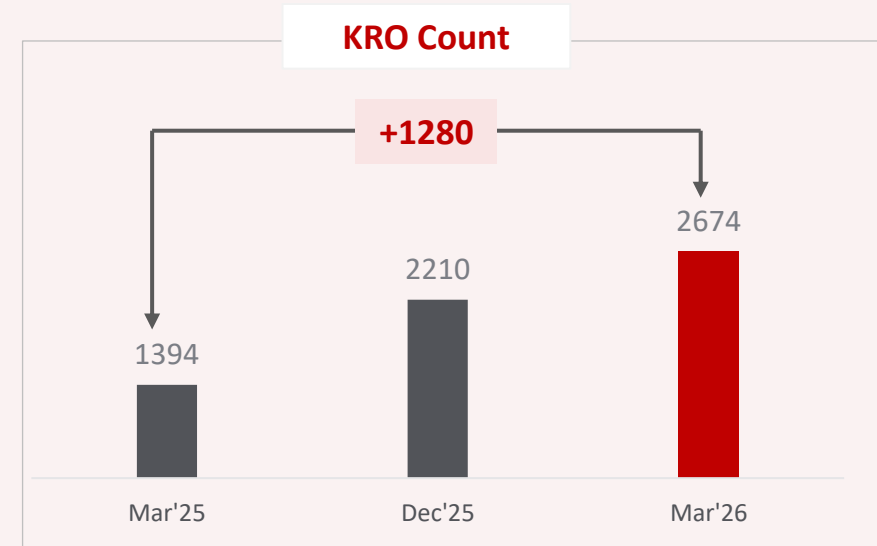
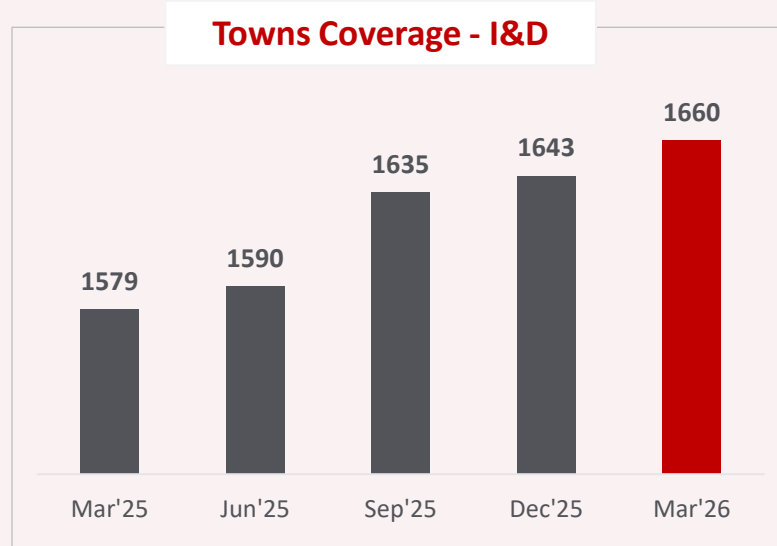
OMNI
(Home Delivery)

- E.Com Digital ~10% of BIL turnover
- 70% stores enabled with hyperlocal delivery arrangement (TAT- 4hrs)

Campaigns



Driving expansion through presence in 1660 towns via MBOs



- I&D channel with strong **double digit** growth YoY
- Reached **15000+** MBO's & **~300** Distributors
- **KRO Count** doubled YoY.
- **Men's Open & closed, School** driving growth
- Secondary Sales Growth **@Double digit** | FSR Count **~130**

Retail

Digitization

Distribution

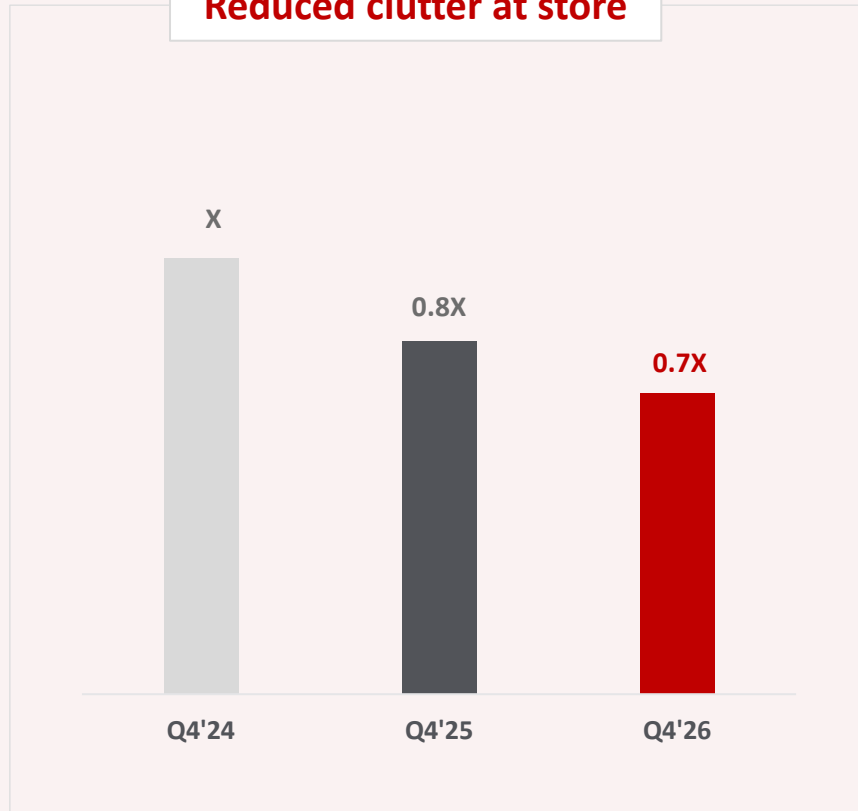
Inventory

Product

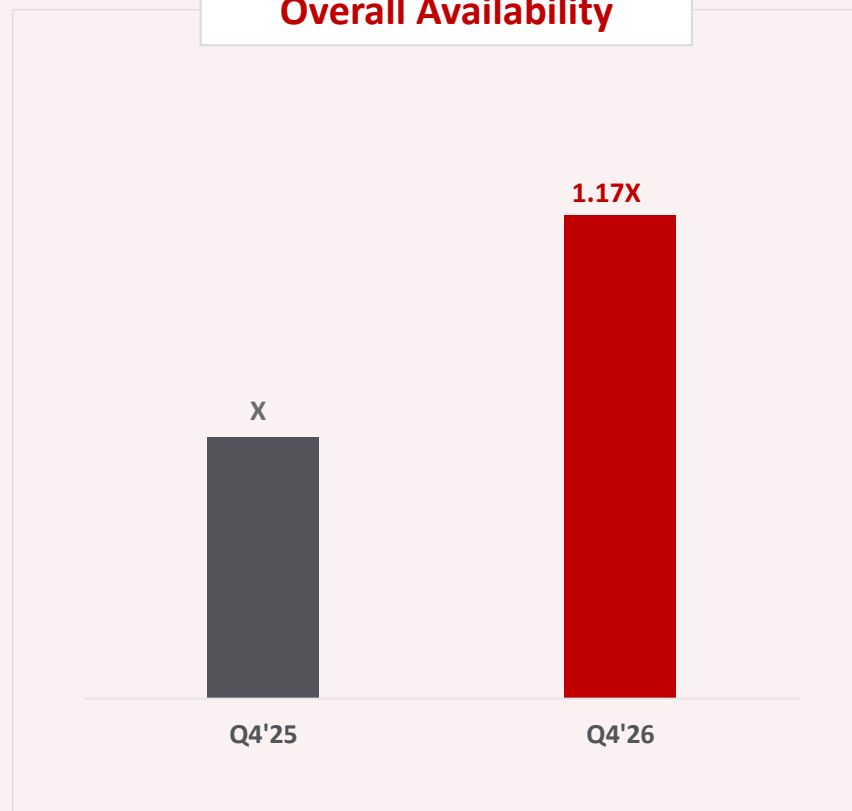
Marketing

Decluttering & Availability improvements continue

Reduced clutter at store



Overall Availability



Retail

Digitization

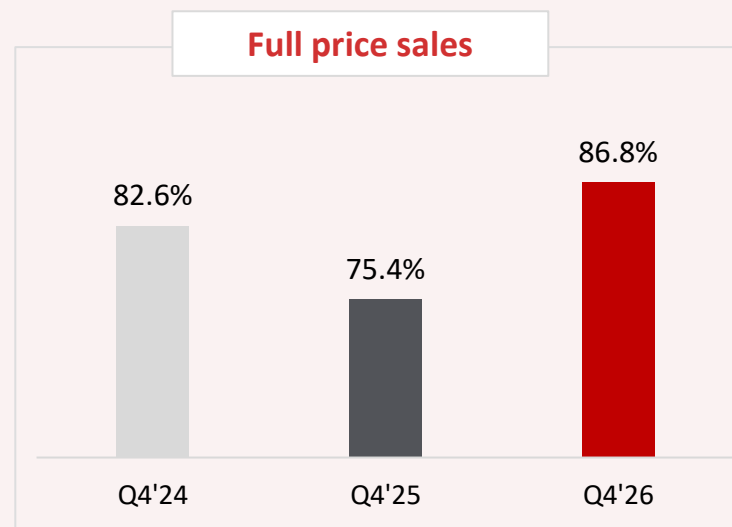
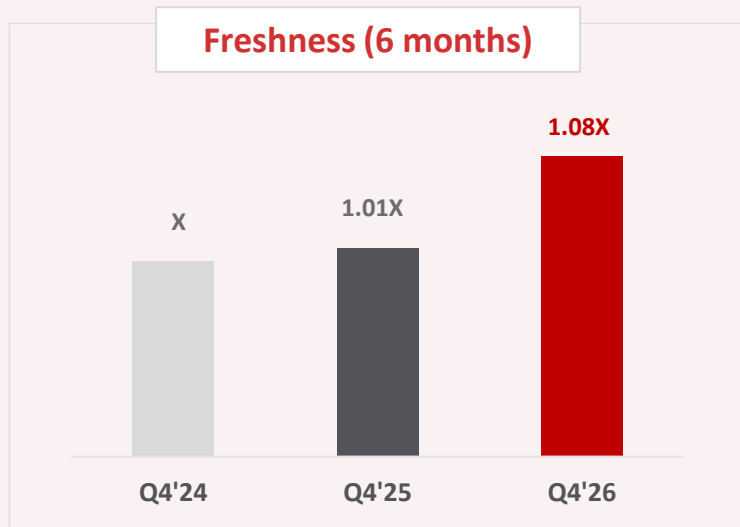
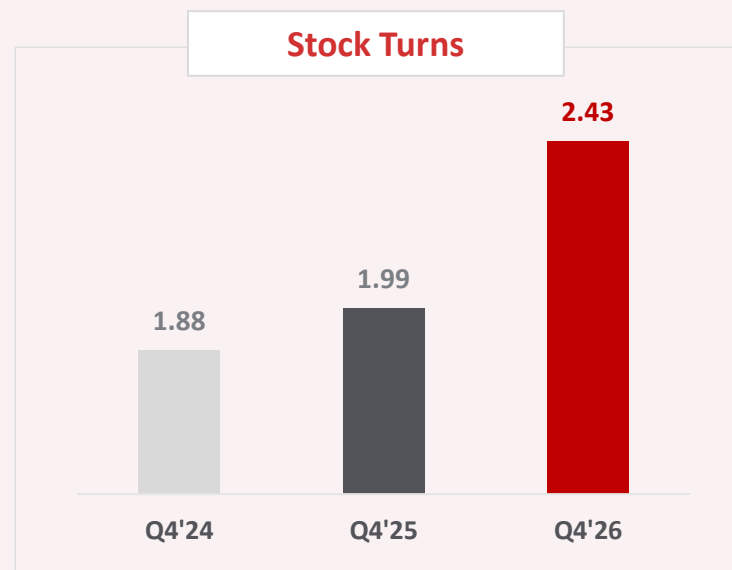
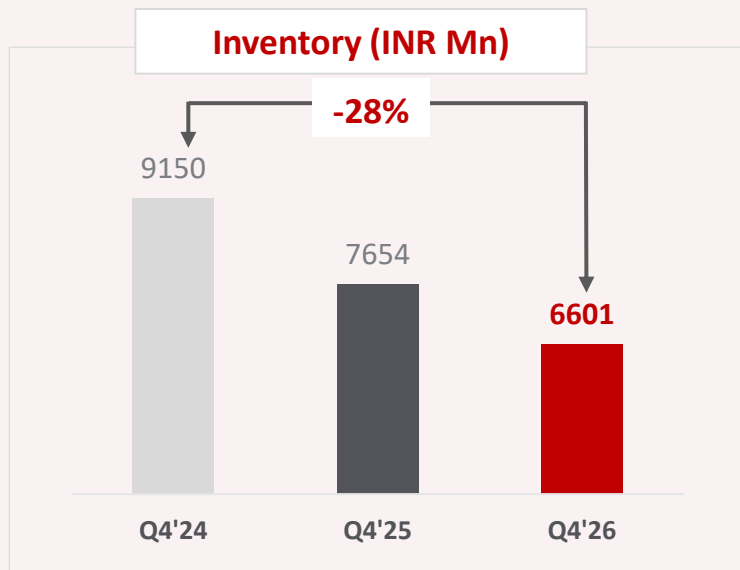
Distribution

Inventory

Product

Marketing

Progress on Inventory agility



- ❑ **Customer First Project**
– on track
- ❑ **Inventory efficiencies**
both in terms of **quantity** and **quality**
continued to show strong progress –
Turns improvement
~22% YoY |
Availability +950bps
- ❑ **Improved Demand Planning**

Retail

Digitization

Distribution

Inventory

Product

Marketing

Product Creation funnel reimagined

Tool Kits

~30% Less Kits

Styles

~25% Less Styles

Colourways

~20% Less Lines

New Dev Funnel eg : H1'27



BAREFOOT – 2Kits

NOS – 16 (Men/Women)

NOL – 48 (Men/Women)



Update on Key Initiatives

Q3'26

- Bata Branding
- Comfort Index

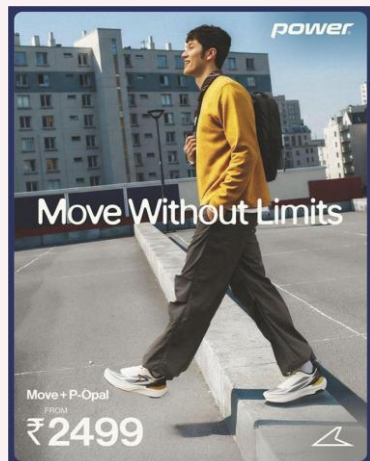
Q4'26

- Product Development Phase
- Tooling Rectification & Consolidation

Q2'-Q3'27 Actions

- Invest in New Standardized Kits
- Standardized Interiors with reduced styles
- Improve kits-to-colour ratio

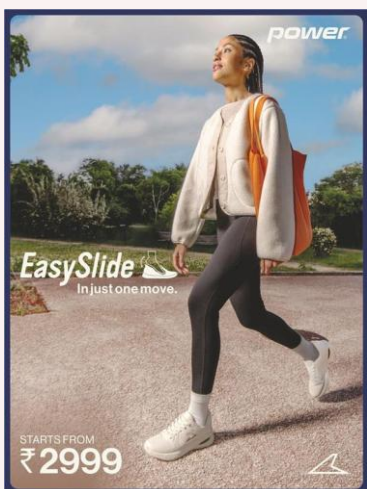
Premium products showing robust growth



Distribution :
1145 stores



Checkout @ 5.5%
Avg wkly sales @5.5 K



Distribution :
926 stores



Checkout @5%
Avg wkly sales @7 K



Hush Puppies



Seeing traction in **Volume & ASP** growth



Creating impact with focused campaigns

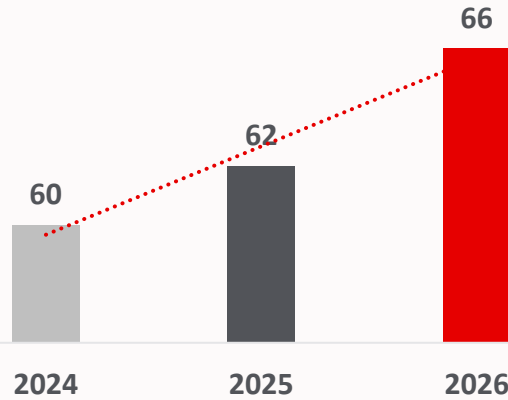
Victoria Ballerina Campaign



2.9X Revenue
3X Volume

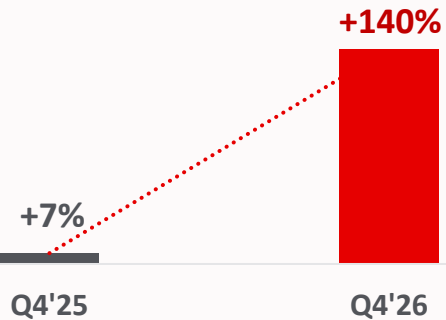
Q4'26 vs Q4'25 growth

Brand Consideration



Consideration 60 → 66
+6 pts gain over 2 years

Media Spends (vs LY)



HP Office Sneakers Collection

Window story:
Office Sneaker Collection



In-store story:
Smiley Collection





*Recognition
Through
Marketing
Excellence*

- **GMB Rating → 4.85 (vs 4.55 LY)**
- **NPS → 88 (vs 87 LY)**
- **Best Brand Awareness Campaign / Best Influencer-Brand Collaboration by **AFAQS Digies****
- **Best Celeb Led Campaign / Most Creative Influencer Marketing Campaign – IMPACT Digital Influencers Conference & Awards**

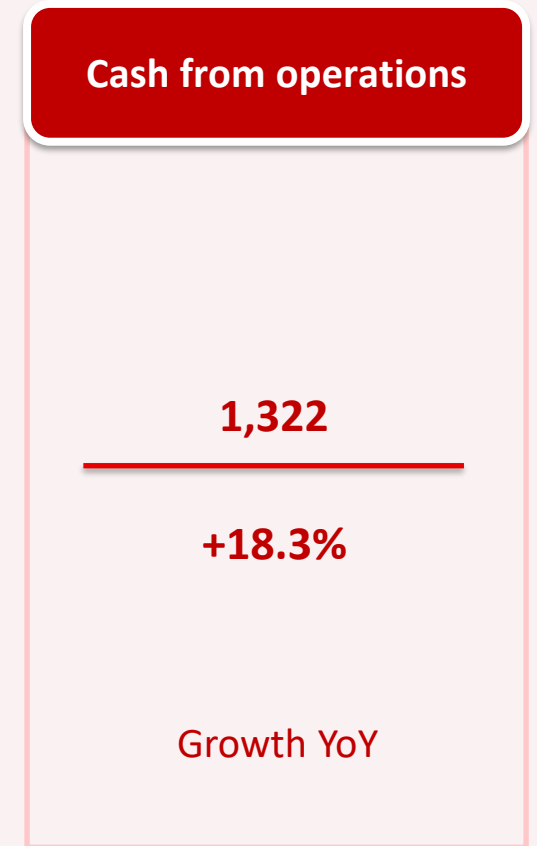
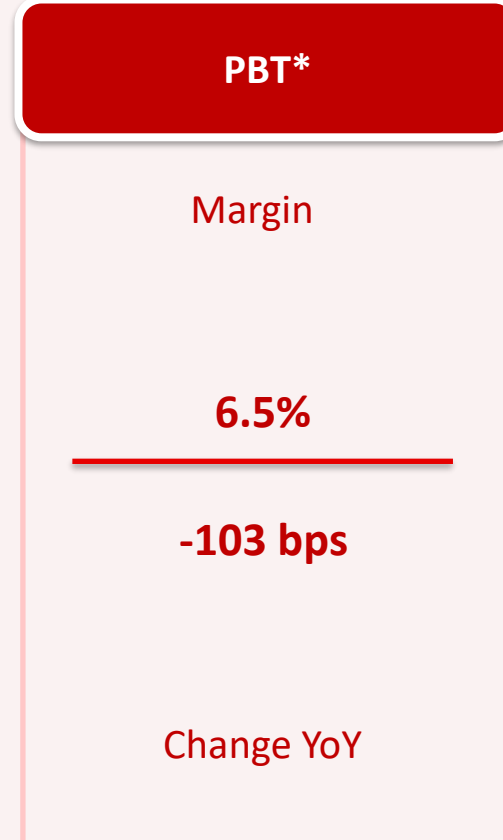
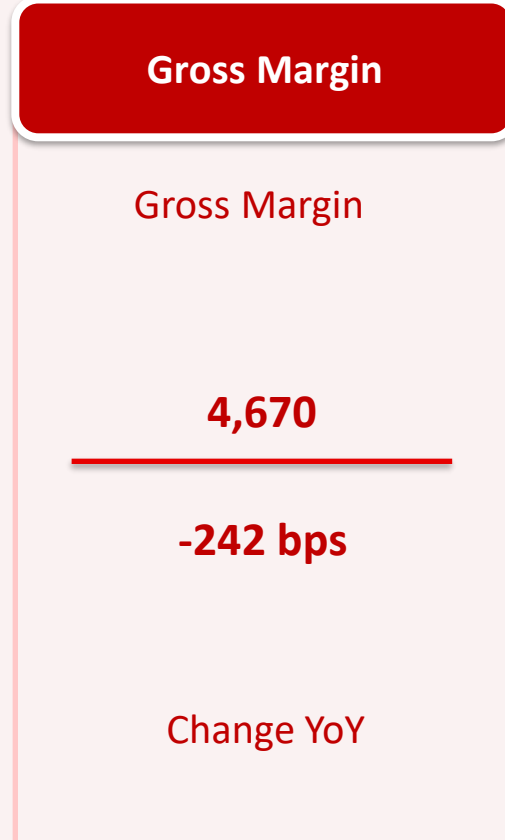


Financials



Financial Highlights

INR Mio



* Before Exceptional and forex loss

- Advertising Spends 1.5X vs LY
- **Exceptional :**
Q4'26 - VRS impact cost INR 281 Mio

THANK YOU



**COURAGE IS HALF WAY
TO SUCCESS**

TOMAS BATA

Bata