

February 6, 2024

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: 1000003

Dear Sir/Madam,

Subject: Post Earnings call Presentation

Further to our letter dated January 30, 2024, regarding Intimation of Schedule of Post Earnings 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

Encl.: As Above

BATA INDIA LIMITED

CIN: L19201WB1931PLC007261

Registered Office: 27B, Camac Street, 1st Floor, Kolkata-700016, West Bengal || Tel.: (033) 23014400 || Fax: (033) 22895748

E-mail: in-customer.service@bata.com || Website: www.bata.in

Q3 FY24 Investors Presentation

Bata India Limited

6th February 2024

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.



Agenda

1. Business Overview
2. Business Highlights
3. Financials

Strategic Thrust Levers for 2023-24

7 Talent, Process, Technology

- ERP on track
- HPM Go Live

6 Stay nimble on costs

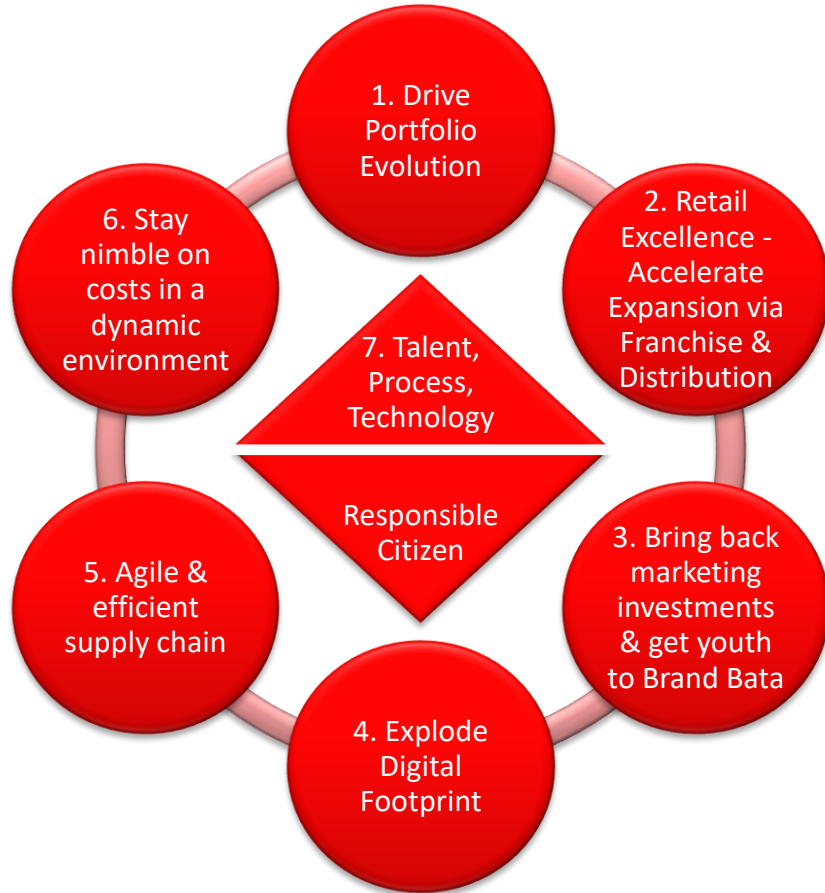
- Cost control across verticals

5 Agile & efficient Supply Chain

- 3PL project @Hosur implemented
- 100% VRS acceptance in Southcan

1 Drive Portfolio Evolution

- Sneaker studios addition
- Floatz continues to grow Q-o-Q
- Comfort brands continue to grow Q-o-Q
- Freshness at highest levels ~34%



2 Retail Excellence - Accelerate Expansion via Franchise & Distribution

- Franchise Store addition
- Increase in Distributor WD%

3 Marketing Investments & youth to Bata

- Every Walk a Ramp Walk campaign
- Building Style & Fashion forward Imagery through Influencers, Media Revamp & store innovations

4 Explode Digital Footprint

- Healthy digital footprint with focus on profitability
- Franchise stores added into ISS (Omni) network

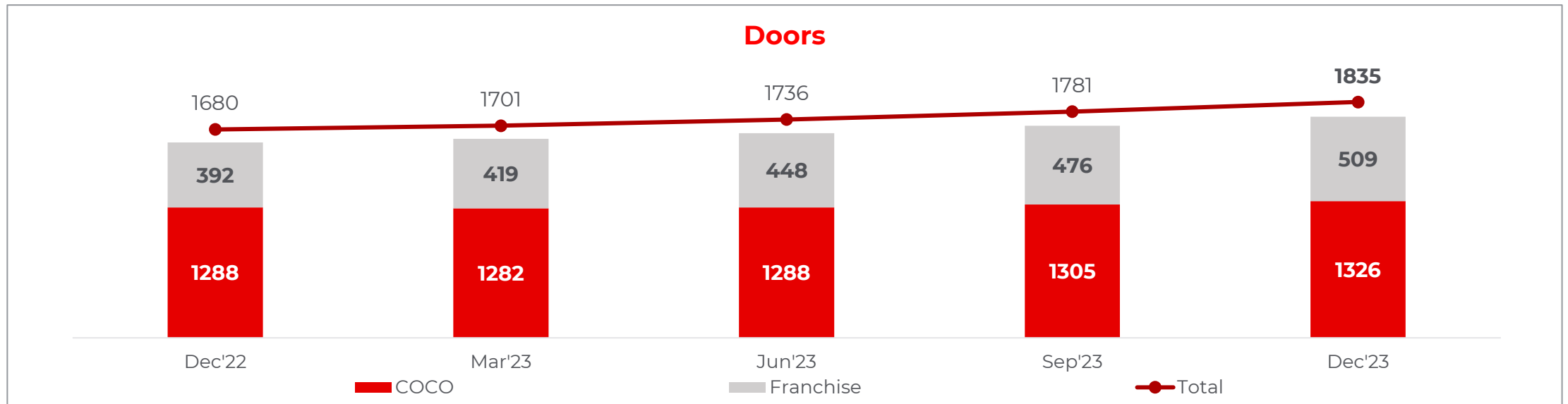
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Continuing expansion through COCO & Franchise stores



Future Ready Initiatives

FLOATZ KIOSK – 10 DOORS



NEW CONCEPT HP STORE

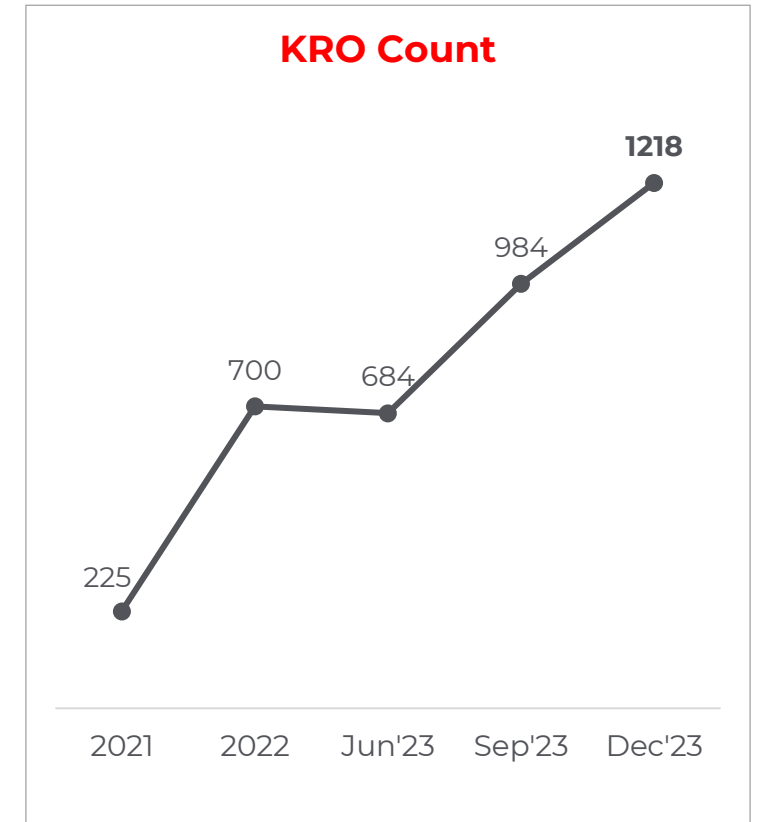
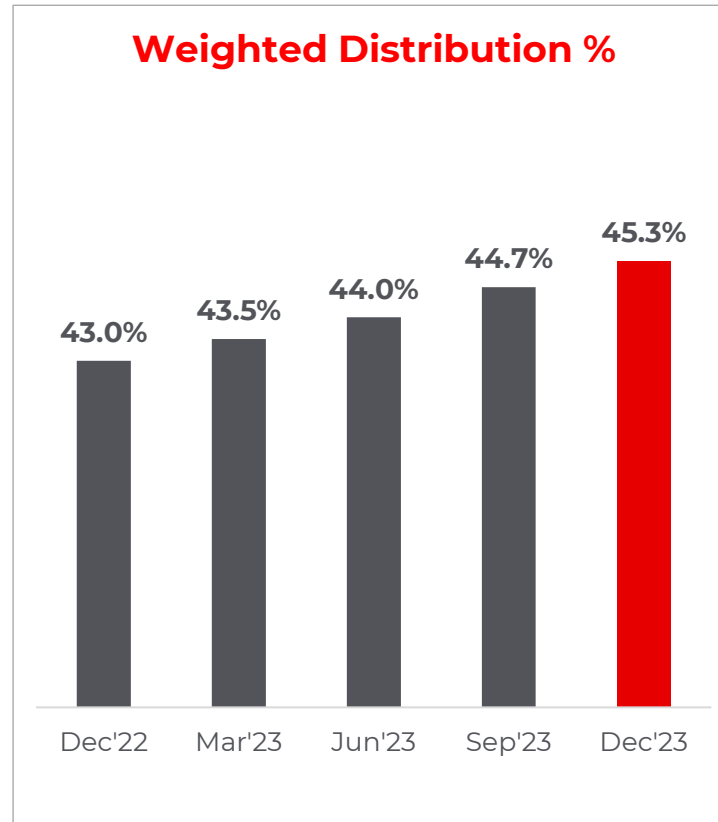
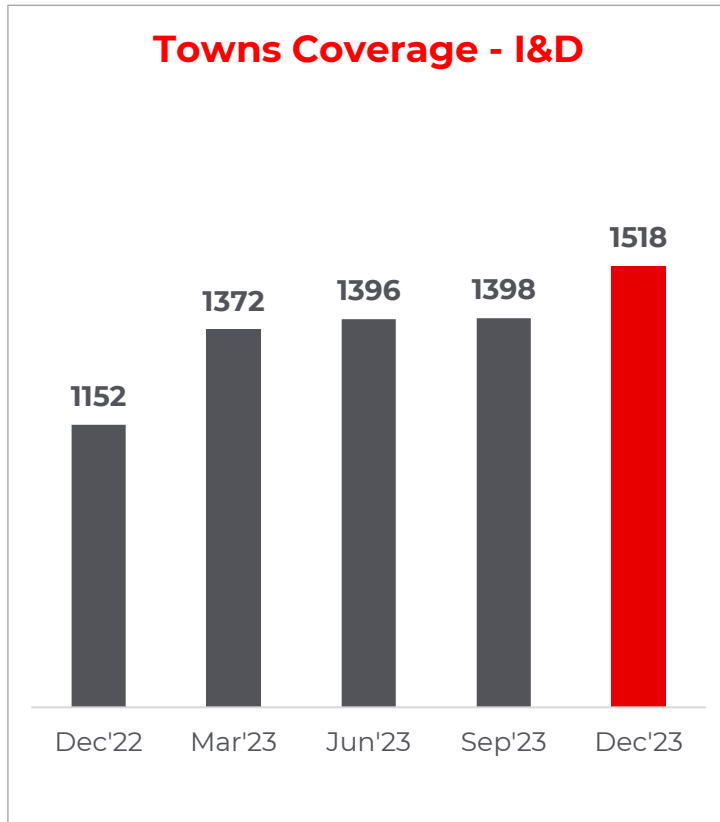


1ST HP KIOSK



Nine West launching soon...

Expanded Reach to 1518 Towns; Distributor WD @45.3%



- Growth in School, Ladies VAC & Sports category
- WMS Implementation at Hosur Depot ensuring Optimized Inventory Hygiene and increment in depot productivity

Digital continues to reach customers through its diverse presence

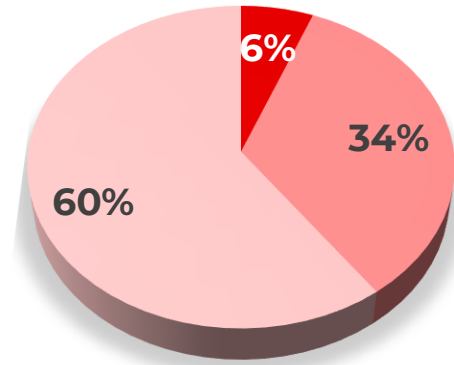


eCommerce (Marketplaces + Bata.com)

- Leading footwear brand across all marketplaces: Amazon, Flipkart, Myntra, Nykaa Fashion, Ajo
- **4.1 Mn** pairs shipped in FY'24 YTD
- Order fulfillment through Bata stores and warehouses



Digital Sales Contribution %



■ Bata.com ■ B2C ■ B2B



OMNI (Home Delivery)

- One of the **largest omni network in India**, covering 1600+ Bata stores (COCO & Franchisee), net addition 400+ over LY
- **0.8 Mn** pairs shipped in FY'24 YTD

Campaigns



Pivoting the Brand on style, modernity and youthfulness

Building Style & Fashion forward Imagery through Influencers, Media Revamp & store innovations

Revamped approach with influencers as Campaign face



Enhanced Impact with presence in big TV properties



Trending Influencer content to drive brand advocacy



Unique Product display at stores to grab attention



Premium Brands driving the growth

Red Label

+387% vs LY



Hush Puppies

+7% vs LY



Comfit

+22% vs LY

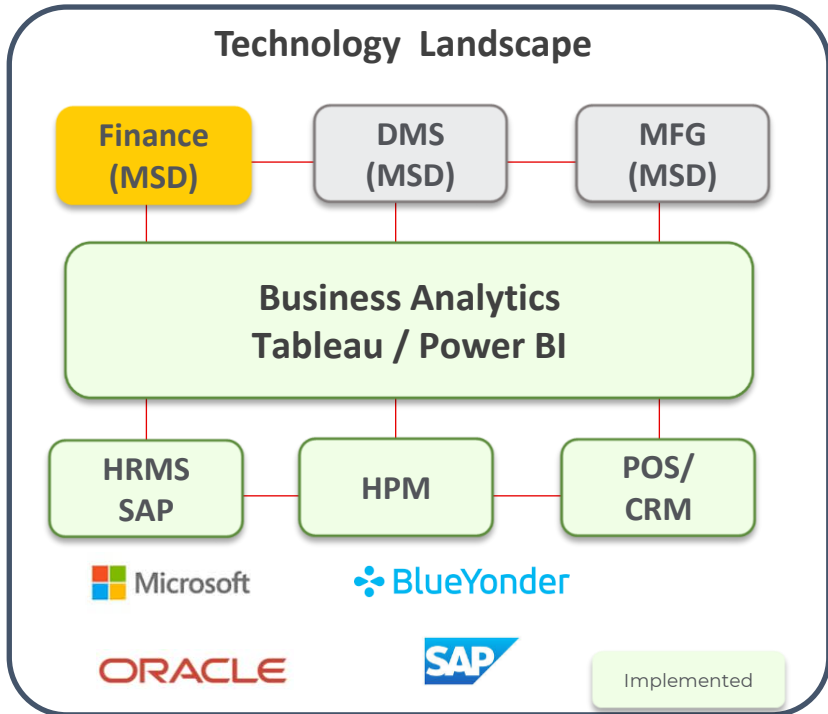


Floatz

+65% vs LY



Activating the technology lever for business transformation



High-performance tech architecture

- Best-in-class technology partners
- Cloud native
- Highly Automated
- Talent driven
Inhouse → experts

Next-gen Tech

Smart tech goals

- Datafication led excellence
- Best-in-class customer experience
 - AI powered personalization
 - Enhanced store experience
 - E-commerce Innovations

HPM Go live achieved → Readiness for MSD finance go live in Q1FY25

Awards & Accolades - 2023



Accolades for CSR achievements:

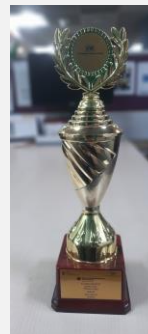
- Best CSR Model
- Best COVID Response
- Recognition – Innovative Project

Best Org. for Women 2023:

- Economic Times and Assocham
- Certificate of Excellence for DEI: Retail Association of India



IM EVA project at Batanagar



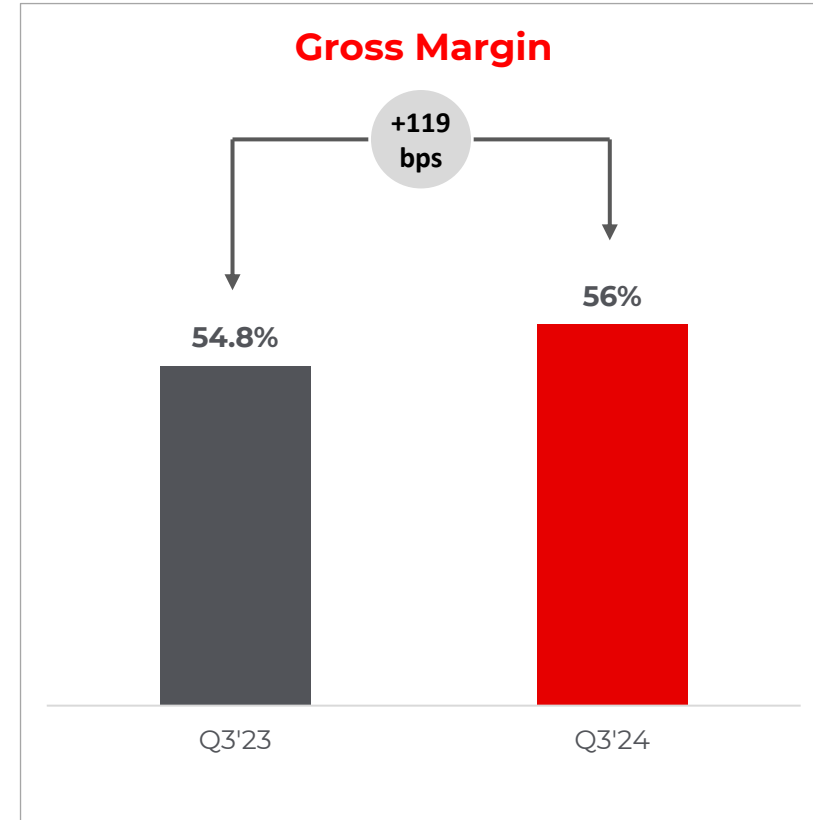
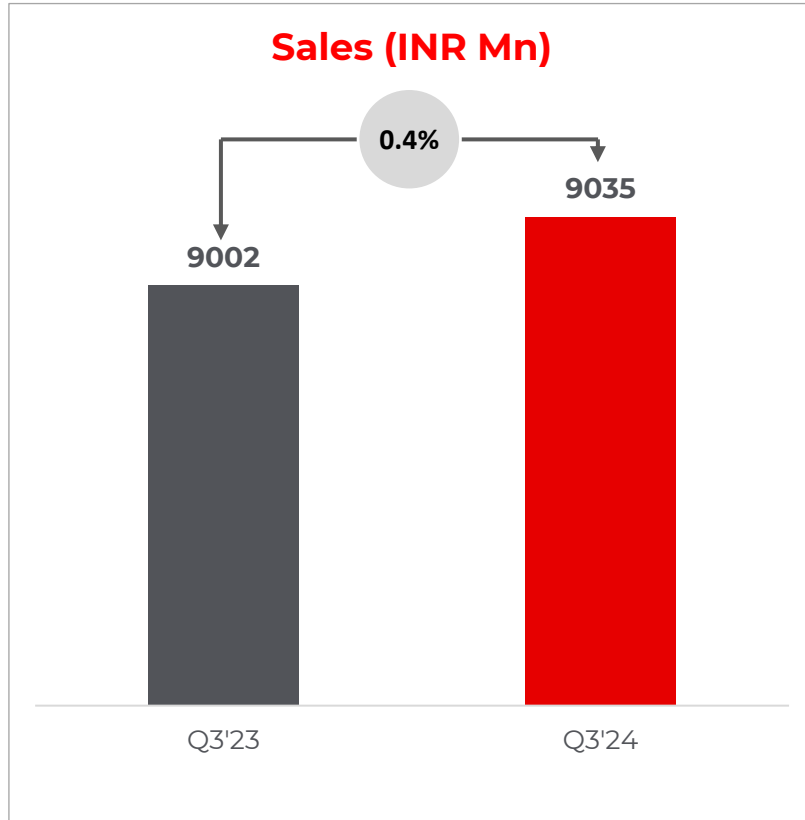
- **Kaizen Award (Gold)** in CII National Summit (2023) for 3rd consecutive time

- **First organization to receive BIS** license for Hawaii, sandals & slippers
- Developed **In-house compounding** capabilities

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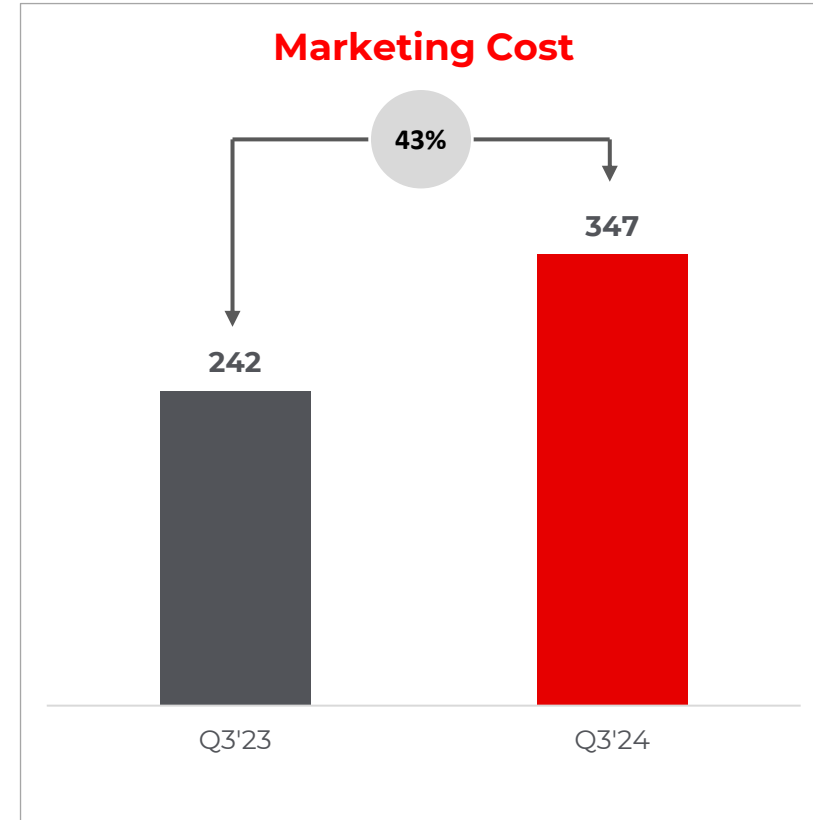
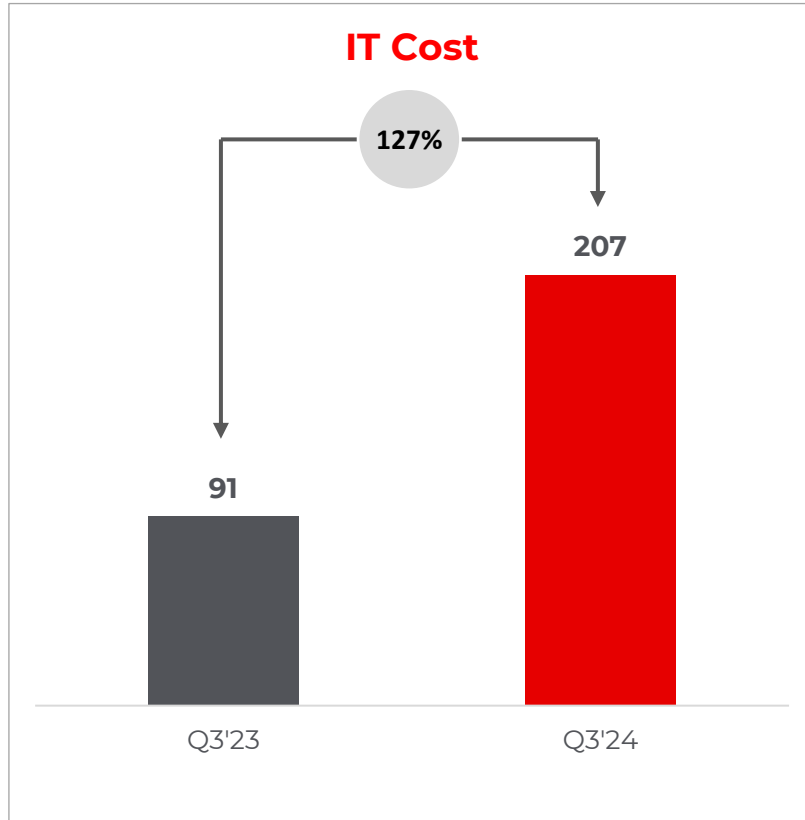
1. **Business Overview**
2. **Business Highlights**
3. **Financials**

Positive sales growth despite subdued demand, enhanced gross margin through operational efficiencies



Investment in IT & Marketing for future readiness

INR Mn



Profit & Loss Statement (standalone)

INR Mn	Q3-FY24	Q3-FY23	Growth	9M-FY24	9M-FY23	Growth
Revenue from Operations	9,035	9,002	0.4%	26,807	26,730	0.3%
Other Income	108	76		395	247	
Total Income	9,143	9,078	0.7%	27,202	26,977	0.8%
Gross Profit	5,056	4,931	2.5%	15,052	14,832	1.5%
	56.0%	54.8%		56.2%	55.5%	
Operating Expenses	3,238	2,870	13%	9,012	8,716	3%
	35.8%	31.9%		33.6%	32.6%	
EBITDA	1,925	2,136	-10%	6,435	6,364	1%
	21.3%	23.7%		24.0%	23.8%	
PBT	773	1,096	-29.5%	3,093	3,374	-8.4%
	8.6%	12.2%		11.5%	12.6%	
Exceptional Item (VRS)	-	-		409	-	
PAT	573	831	-31.0%	1,996	2,536	-21.3%
	6.3%	9.2%		7.4%	9.5%	

*Operating expenses include employee benefits and other expenses

THANK YOU



**COURAGE IS HALF WAY
TO SUCCESS**

TOMAS BATA

Bata

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(CIN: L19201WB1931PLC007261)

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