August 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, 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: 10000003

Dear Sir/Madam,

Subject: Post Earnings Call Presentation

Further to our letter dated August 4, 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

NITIN BAGARIA
AVP – Company Secretary & Compliance Officer

Encl.: As Above

Q1 FY27 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

Q1 FY27

₹9,789 Mn

REVENUE | +3.9% VOLUME | +2.3%
Underlying PBT growth +22%

2000+

EBO STORES

1.25x

AD SPEND
Amplified Brand Investment vs LY

Key Highlights

RETAIL

- ❑ Volume + ASP led DOS Growth
- ❑ ZBM rolled out to 775 doors (~80% business contribution)
- ❑ Franchise expanded to 750 Stores & delivered high double-digit growth.

DIGITAL & eCOMMERCE

- ❑ E.Com grew by 13% vs LY
- ❑ Bata.com grew by 25% vs LY
- ❑ +300k Bata App downloads
- ❑ B2C grew by 42% with 1050+ stores now fulfilling online orders

DISTRIBUTION & REACH

- ❑ Scaled to 1,678 towns via 17,000+ MBOs, KRO expansion to 3400+
- ❑ Double Digit Secondary sales growth

INVENTORY MANAGEMENT

- ❑ Inventory reduced by 37% vs Q1'24 with Stock turns at 2.54
- ❑ Availability improved by ~12%
- ❑ ~30% Lines Reduction at stores

PRODUCT & MERCHANDISING

- ❑ New Collection driving the overall growth
- ❑ Full price sales up with controlled markdowns

BRAND & MARKETING

- ❑ GMB Rating : 4.85
- ❑ "Make Your Way" Campaign driving category growth

Our Strategic Commitment to Customer-Driven, Profitable Growth

01 Retail : Growth & Expansion

02 Digital & Distribution Scale-Up

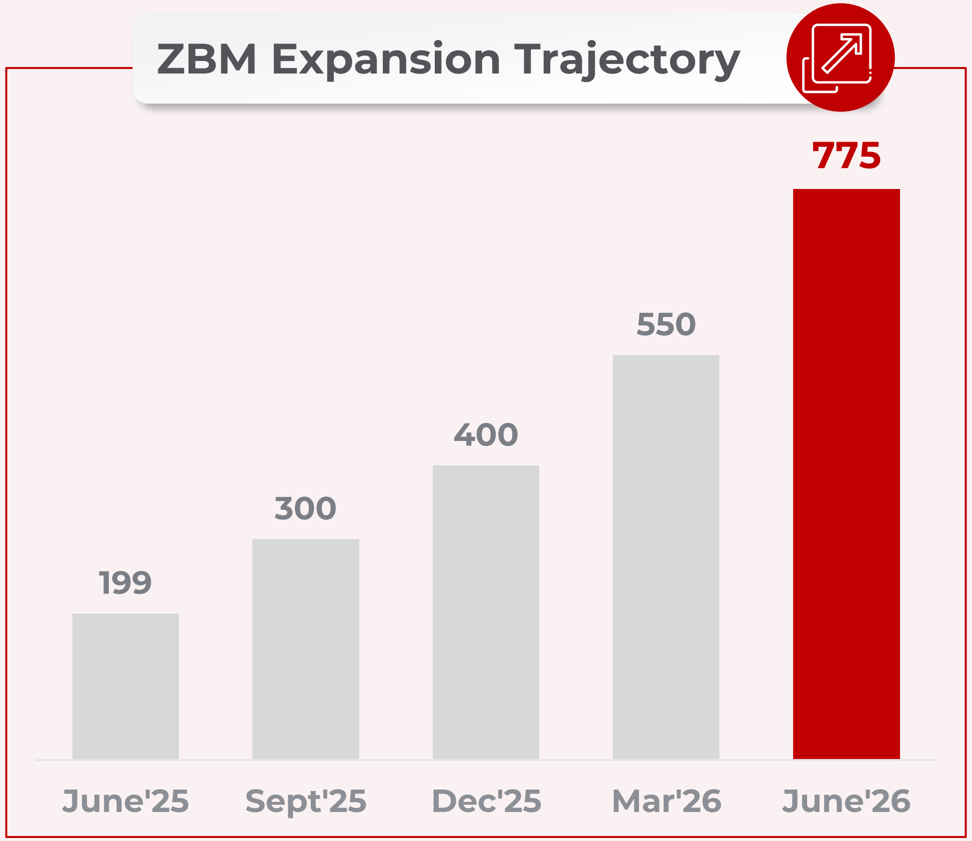
03 Inventory Declutter

04 Product Funnel Reimagined

05 Story Focused Marketing

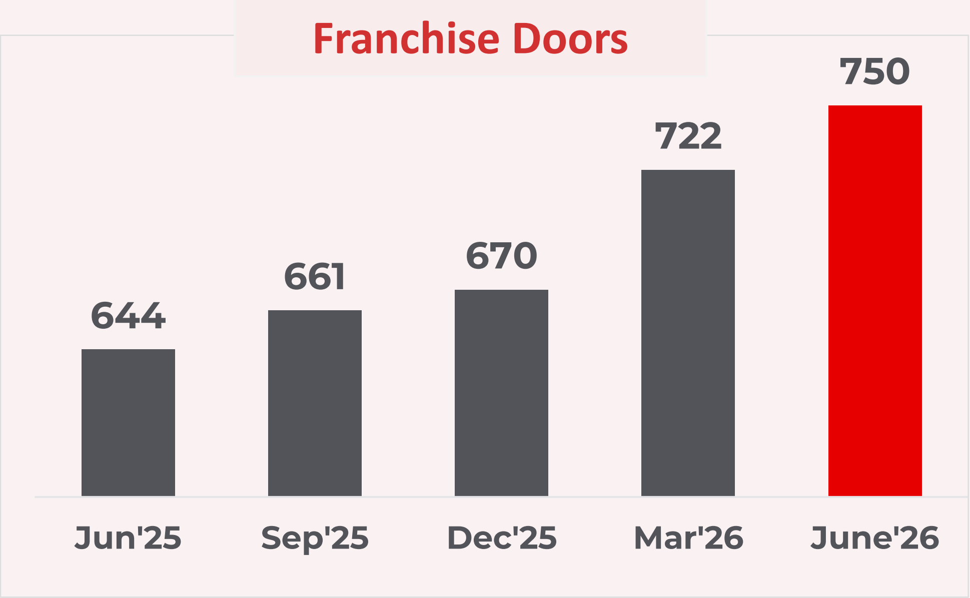
Retail | Digitization | Distribution | Inventory | Product | Marketing

Zero Base Merchandising enhancing consumer experience



ZBM Contribution to Retail Business ~80%

Strategic network expansion



Highlights:

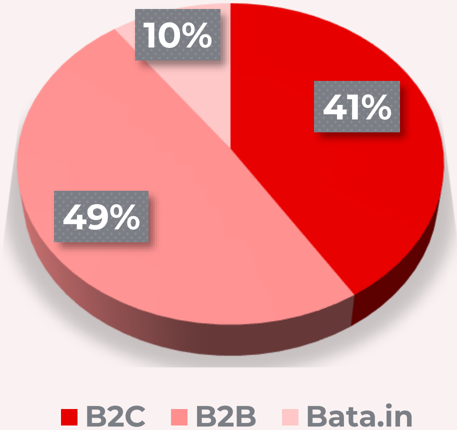
- Expanded to **750 Franchise doors**
- COCO Penetration : Top 20 cities **~630 stores**
- FRN Penetration to **~675** unique towns
- SIS expanded to ~**370 doors**

Digital channel continues to expand

eCommerce (Marketplaces + Bata.com)

- **eCommerce** grew by **13%** vs LY.
- **1050+ stores** fulfilling eCommerce orders
- **Bata.com** grew by **25%** vs LY
- **Bata Mobile App:** 300k+ downloads with ~14% of Bata. com business contribution

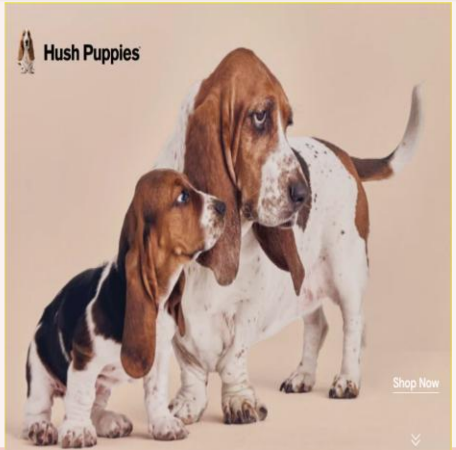
Digital Sales Contribution %

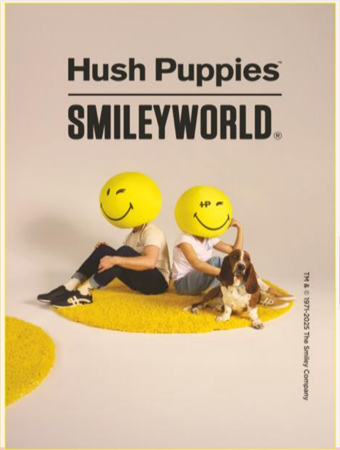


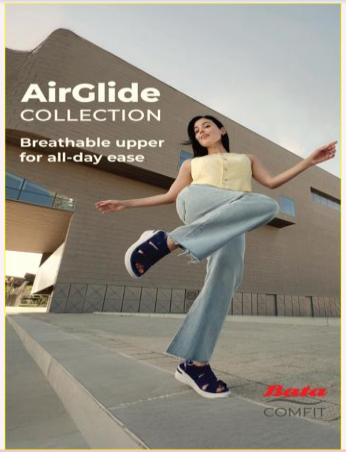
OMNI (Home Delivery)

- **E.Com Digital 14%** of BIL turnover
- 35% same day delivery pin codes (7.5K) & 9% (2K) for next day delivery activated.

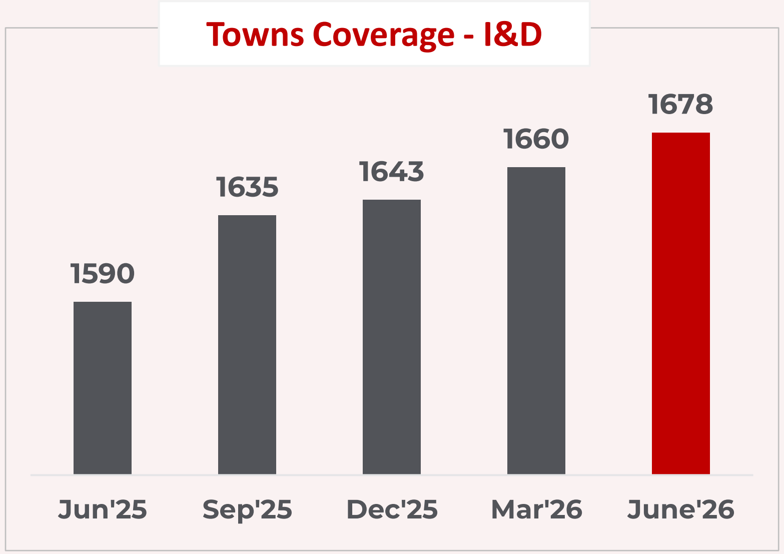
Campaigns

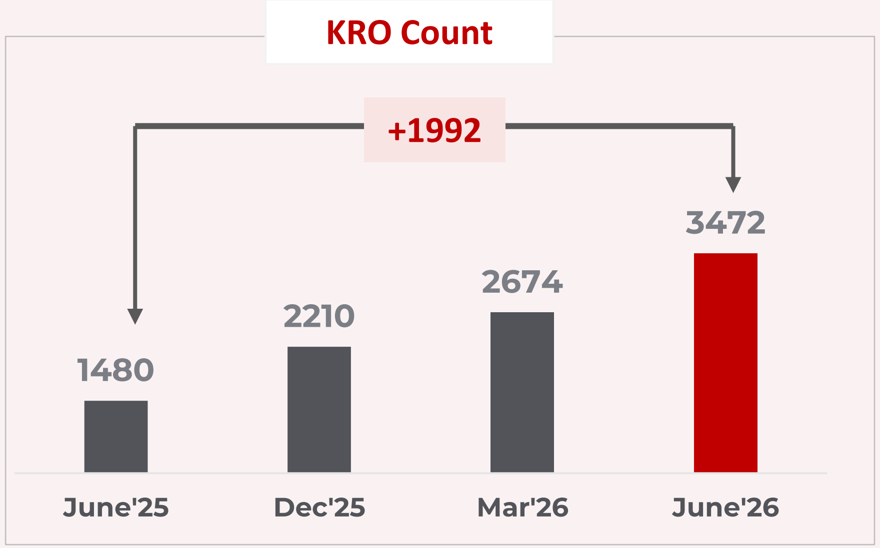






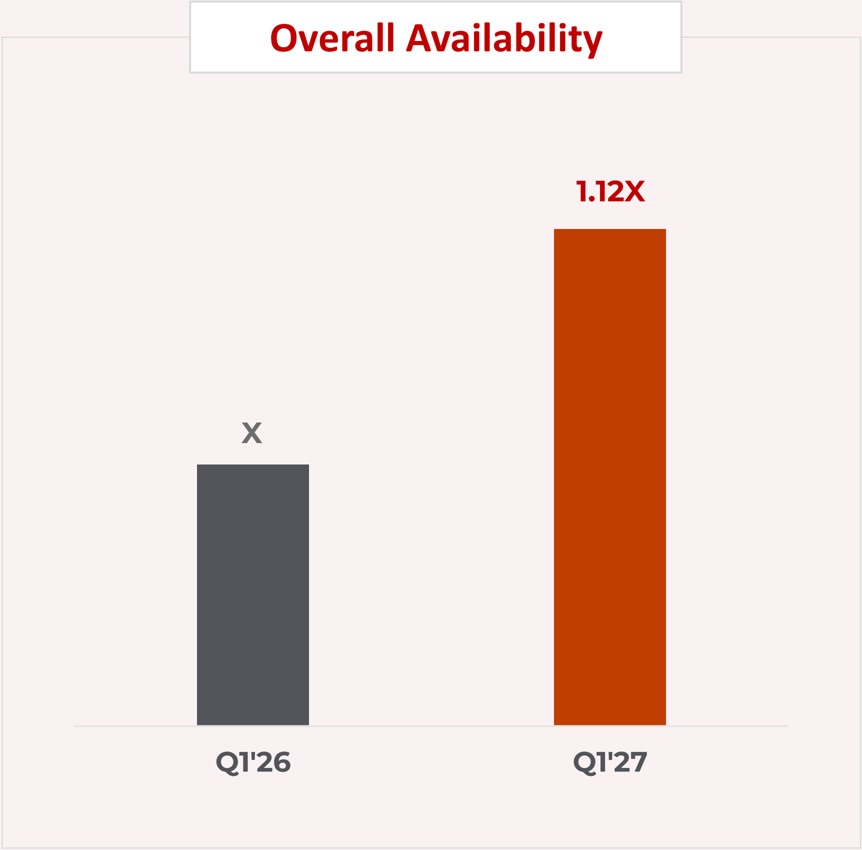
Driving expansion through KRO & MBO



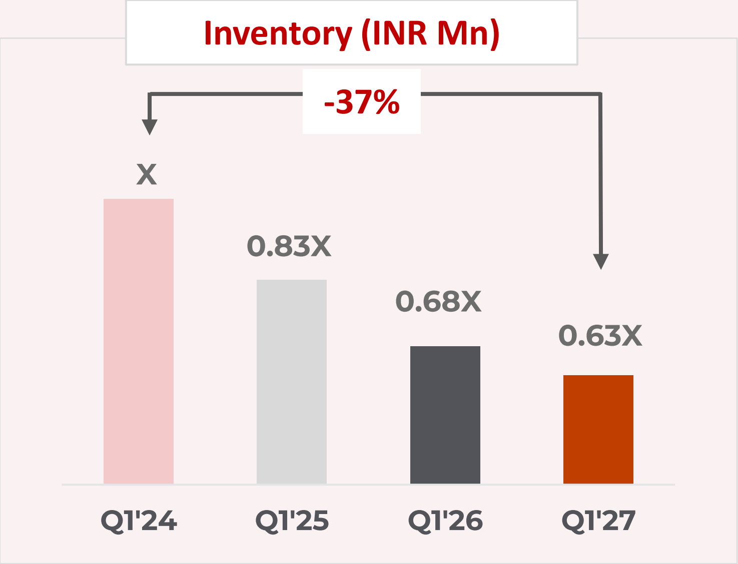


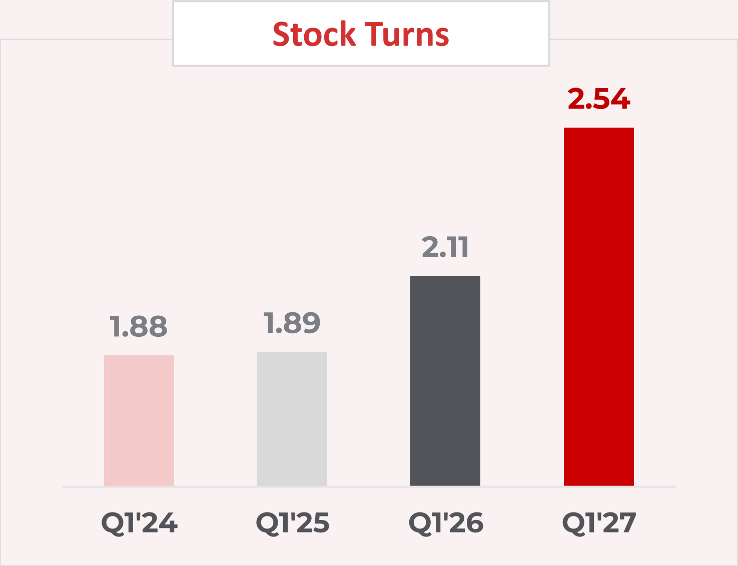
- I&D channel with high **single digit** growth YoY
- **Double Digit** Secondary Sales growth | FSR Count **~180**
- Expanded to **17000+** MBO’s
- **KRO Count** grew by 2.3X. Aiming to cross 4000+ by Q2’27
- **Men’s Open & Men’s Closed** continue driving growth

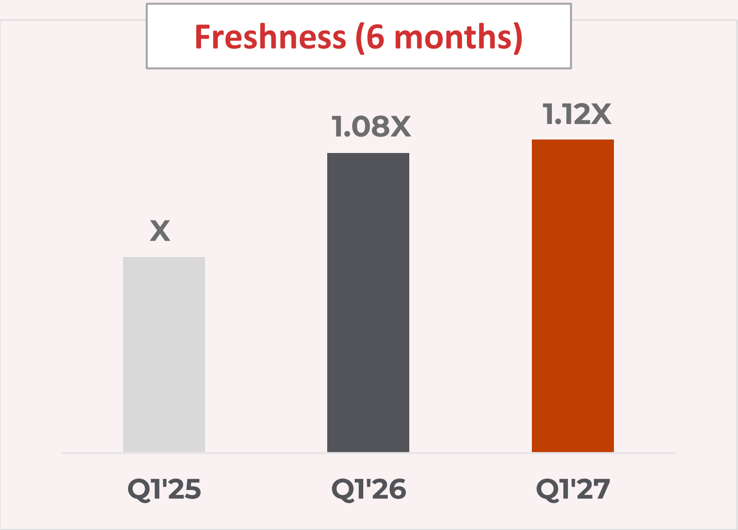
Decluttering & Availability improvements continue

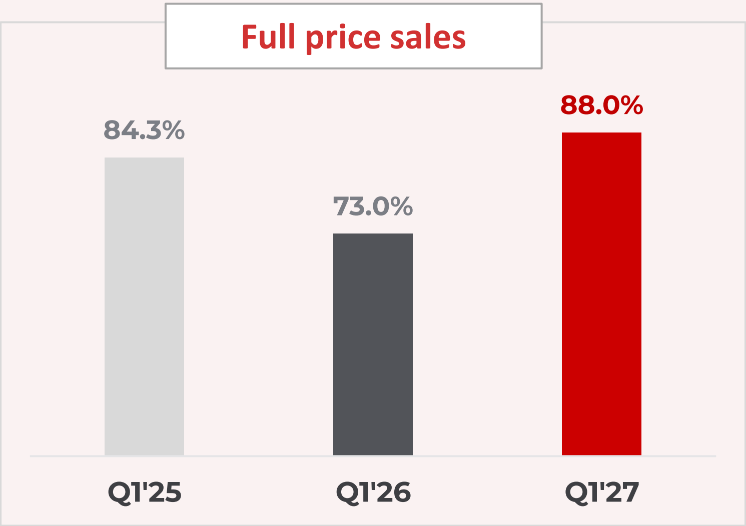


Progress on Inventory agility









- **Inventory efficiencies** both in terms of **quantity** and **quality** continued to show strong progress – **Turns** improvement **~20% YoY** |
- **Availability +12%**
- 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

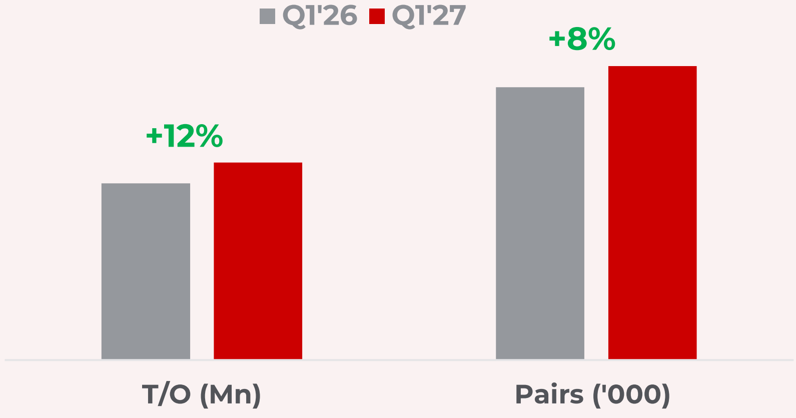
Q4'26
- Product Development Phase
- Tooling Rectification & Consolidation

Q2'27 Actions
- Invest in New Standardized Kits
- Standardized Interiors with reduced styles
- Improve kits-to-colour ratio

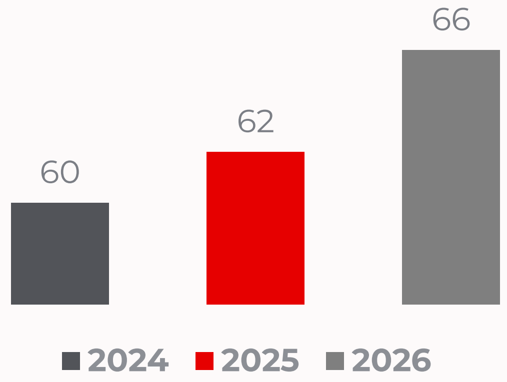
Q3-Q4'27 Actions
- 100% Globally designed standardized kits
- Technology updated NOOS for H2'27
- Global guidelines to be done as per new ways of working

Creating impact with focused campaigns

Ladies MYW Campaign



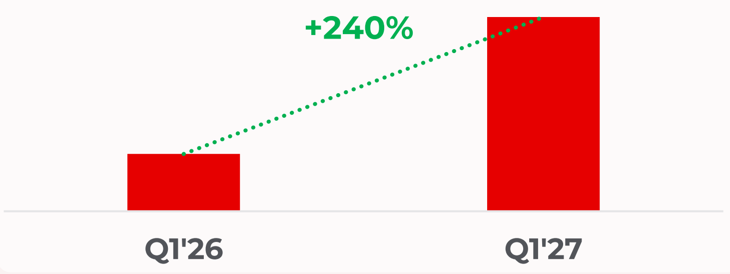
Brand Consideration



Consideration 60 → 66

+6 pts gain over 3 years

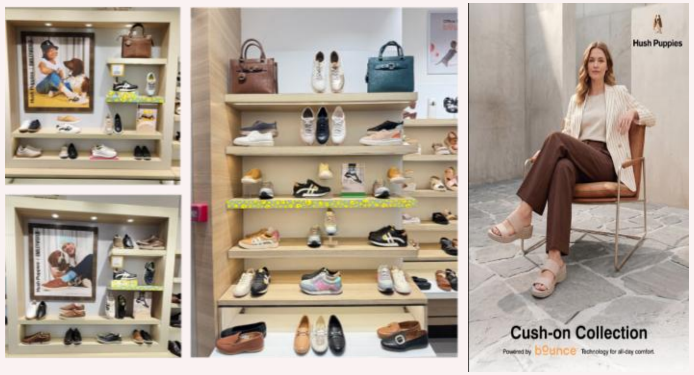
Aggressive Media Spends



HP Office Sneakers Collection

Window story:
Office Sneaker Collection

In-store story:
Smiley Collection and Cush-on Collection



Recognition Through Marketing Excellence

GMB RATING

4.85 vs 4.55 LY

NPS

88 vs 87 LY

★ **Franchise Awards 2026**

Franchise of the Year in Footwear

★ **Images Retail Award**

Most Admired Retailer of the Year: Market Expansion

Financials

Q1 FY27: Financial Highlights

INR Mio

Revenue

Revenue from Operations

9,789

+3.9%

Value Growth YoY

Gross Margin

Gross Margin

5,360

+130 bps

PBT (Bei)

Margin

9.3%

+135 bps

Change YoY
22% underlying growth

Cash Operating Profit

2,166

+7.6%

Growth YoY

Advertising Spends 1.25X vs LY

* *Before Exceptional items*

	Q1FY26	Q1FY27
Reported PBT	**697**	**856**
VRS	48	
FX loss on license fees		28
ERP One time		23
Adjusted PBT	**745**	**907**

THANK YOU

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