



February 12, 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: 1000003

Dear Sir/Madam,

Subject: Post Earnings call Presentation

Further to our letter dated January 21, 2025, 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 (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 (Special Projects) – Company Secretary & Compliance Officer

Encl.: As above

BATA INDIA LIMITED

CIN: L19201WB1931PLC007261

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Q3 FY25 Investors Presentation

Bata India Limited

12th February 2025



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.



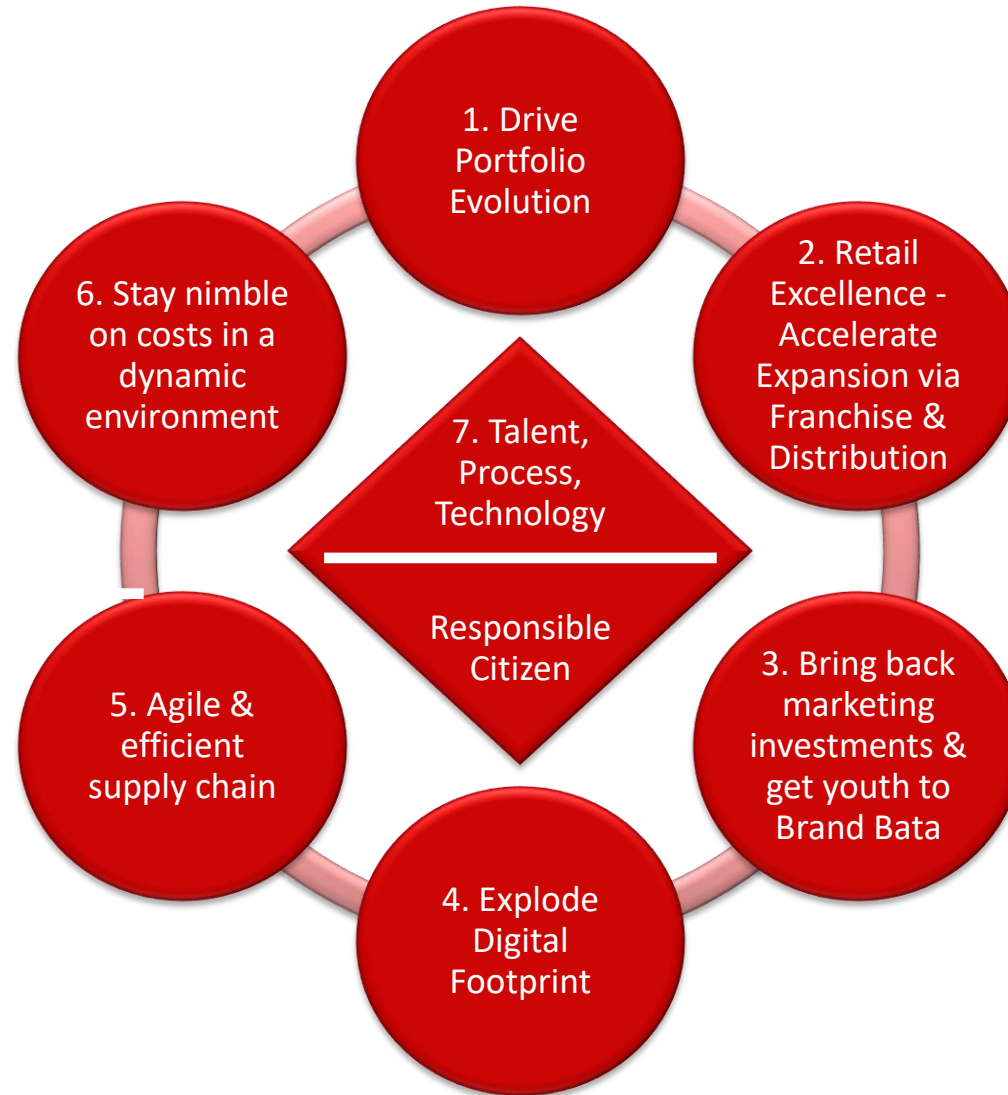
Agenda

1. Business Levers

2. Key Growth Initiatives

3. Financials

Strategic Thrust Levers for 2024-25



Agenda

1. Business Levers

2. Key Growth Initiatives

3. Financials

Driving initiatives across strategic thrust levels



01



Store Growth Levers

- ❑ Zero Base Merchandising
- ❑ Value Proposition

02



Portfolio Levers

- ❑ Floatz
- ❑ Power

03



Simplicity/Agility

- ❑ Complexity Reduction
- ❑ Inventory Improvement

Driving initiatives across strategic thrust levers



01



Store Growth Levers

- ❑ Zero Base Merchandising
- ❑ Value Proposition

Zero Base Merchandising enhancing customer experience

Execution so far

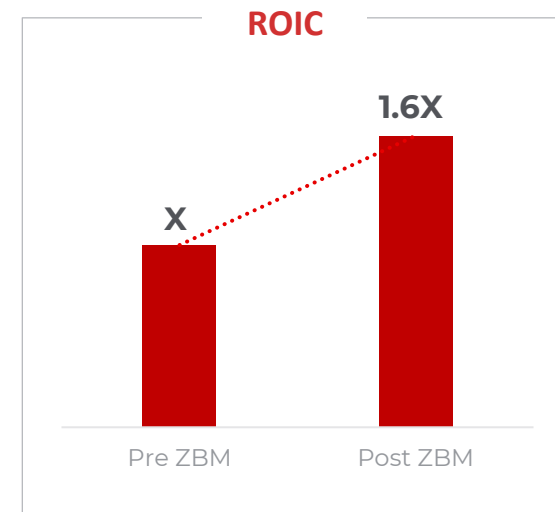
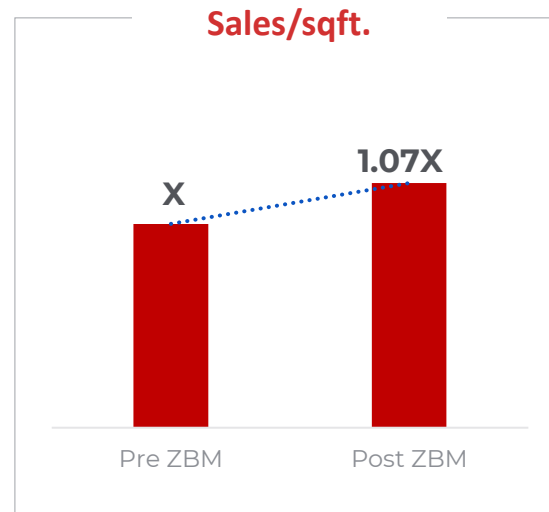
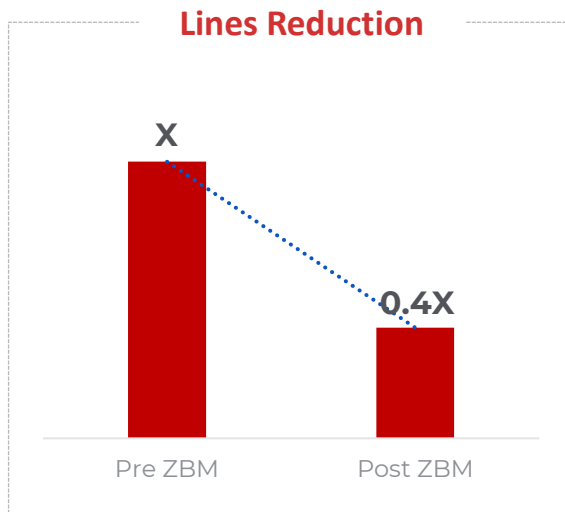


- **8 stores expanded to 17 stores**
- **Present in 3 towns**
- Merchandising as per customer profiling

Key Metrics






- Retrieval time reduced to **45sec**
- **Availability ~73%**
- **Inventory reduction ~0.62X**
- **Footfall +8%**
- **Pairage ~+3.6%**
- **NPS +300 bps**



Bata Core driving Value proposition

Execution so far



11 PP	→	3PP	
499		999	Ballerina 
599			
699			
799			
899			
999		1299	Wedges 
1199			
1299		1499	Moccasin 
1499			
1699			
1999			
2499			

- PILOT - 9 STORES
- TURNOVER ~1.17X
- GROSS MARGIN ~1.18X
- PAIRS ~1.5X

Key Metrics



- **Simplifying Offering**
 - Line Reduction by 25%
 - Price point reduction to 3 per store
- **Competition benchmarking**
- **Value proposition** in selling articles

Backed by suitable marketing plan through :

- Store Windows
- Clear price point callout on wall

Driving initiatives across strategic thrust levers



02



Portfolio Levers

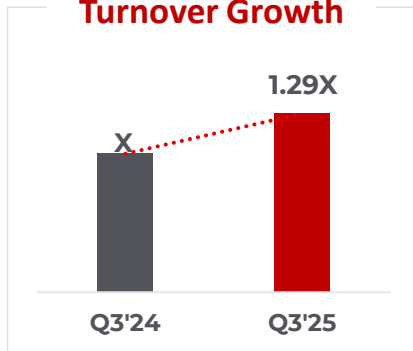
- ❑ Floatz
- ❑ Power

Floatz contribution grew by ~1.5x | INR 100+ Cr brand

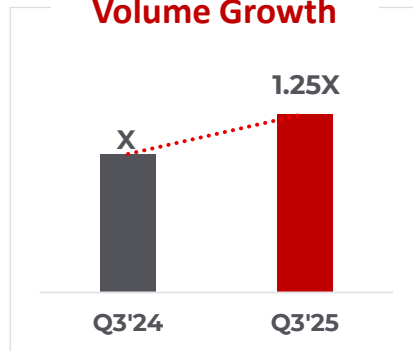
Brand Performance



Turnover Growth



Volume Growth



Silhouette led display



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Business Update



- Portfolio addition – **Dual density**



- **ASP +4%** vs LY

- Launched Kids collection with **Marvel** and **Disney**



- Key drivers going forward

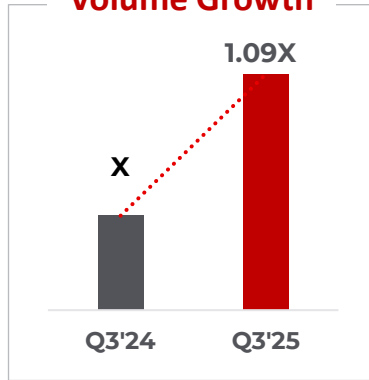
- Monsoon Campaign
- Disney (Capsule collection)
- Ecom penetration

Power driving Athleisure & continues driving overall growth

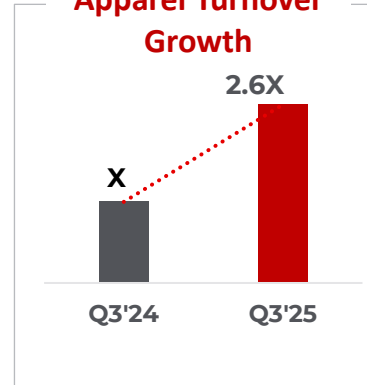
Brand Performance



Volume Growth



Apparel Turnover Growth



Power Launches

- Easy slide



- Stamina series



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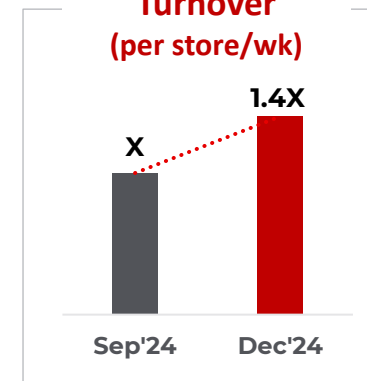
EBO Performance



7 EBOs



Turnover (per store/wk)



Trade Density



Driving initiatives across strategic thrust levers



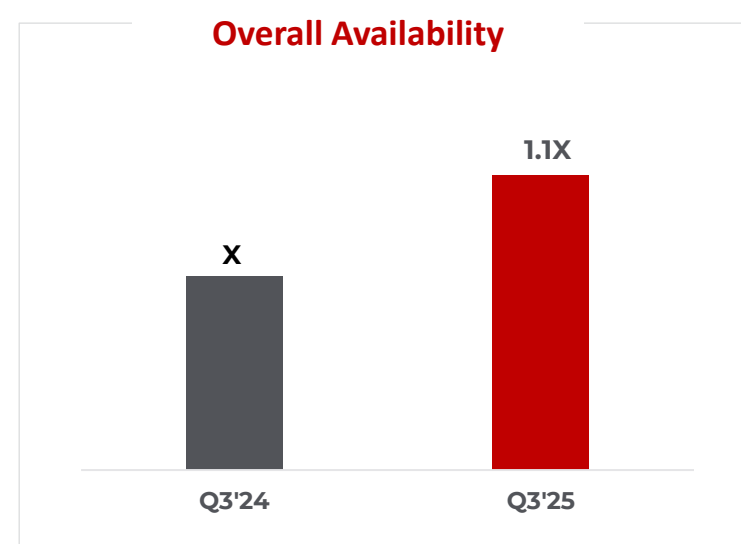
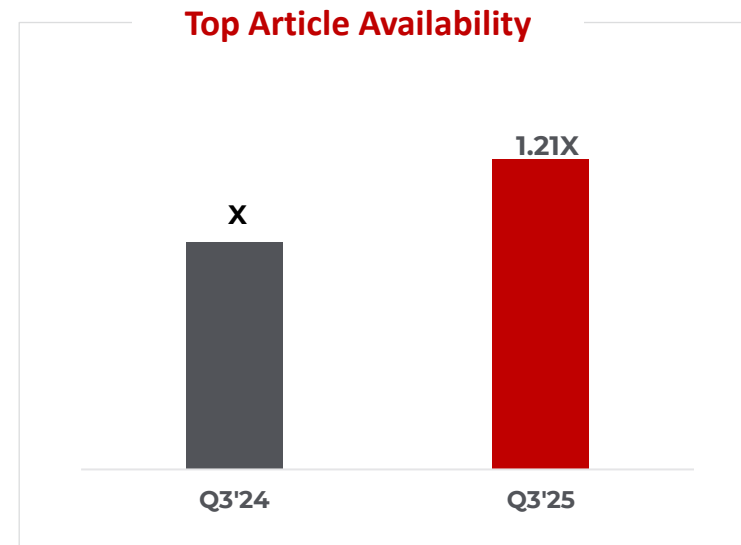
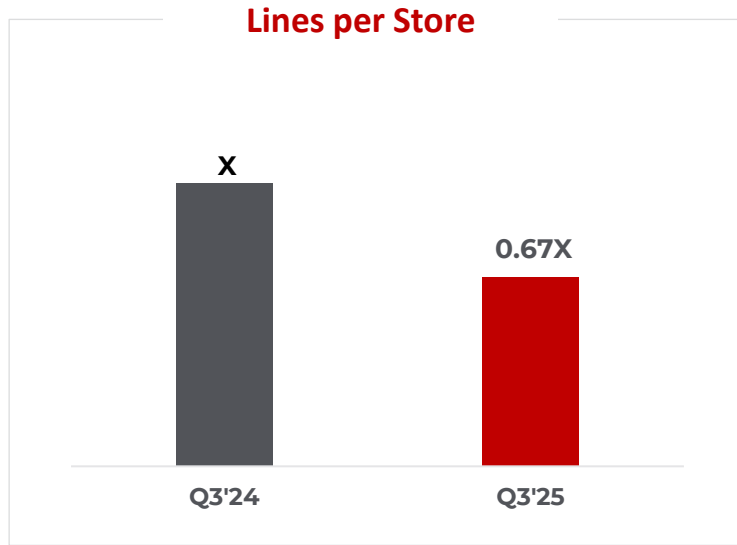
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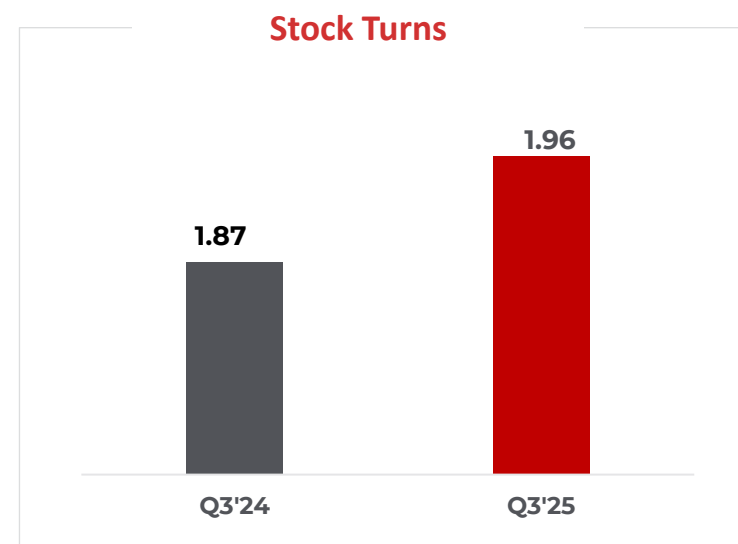
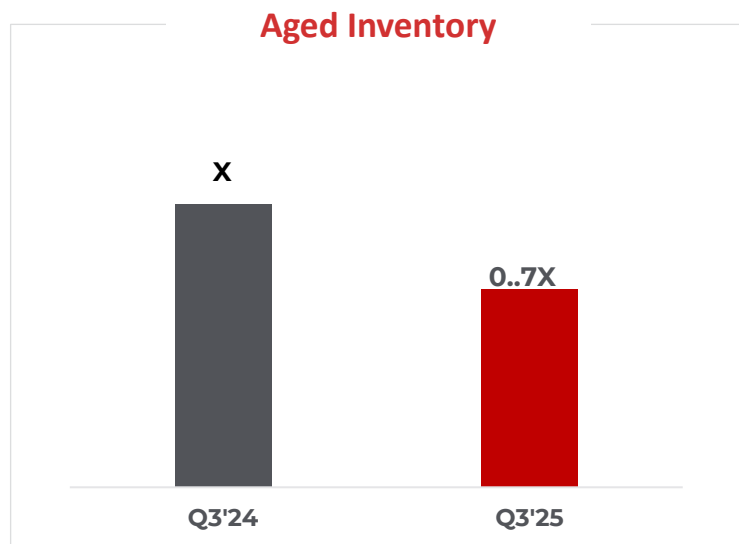
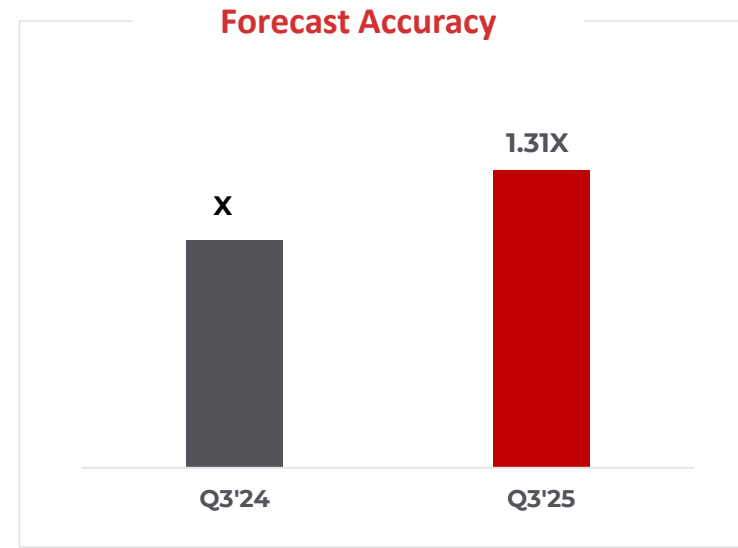
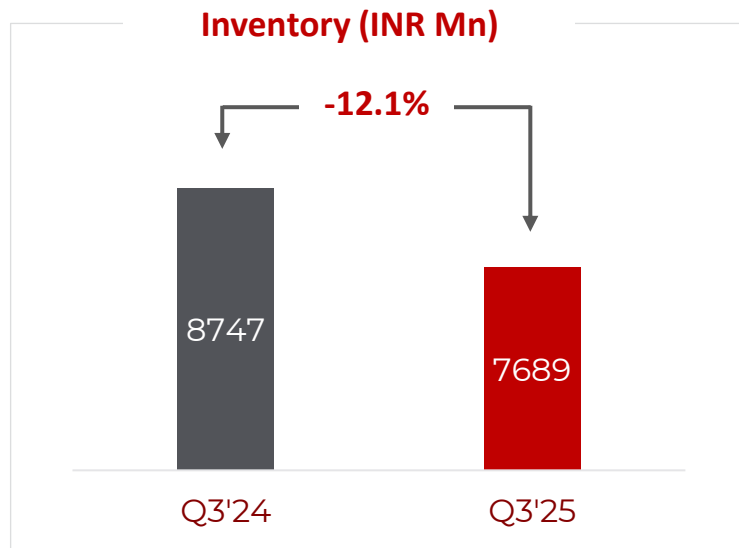
Simplicity/Agility

- ❑ Complexity Reduction
- ❑ Inventory Improvement

Reduced clutter at stores to maximize revenue at lowest inventory



Inventory tightening both in terms of quantity & quality

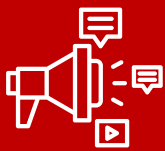


Other Highlights



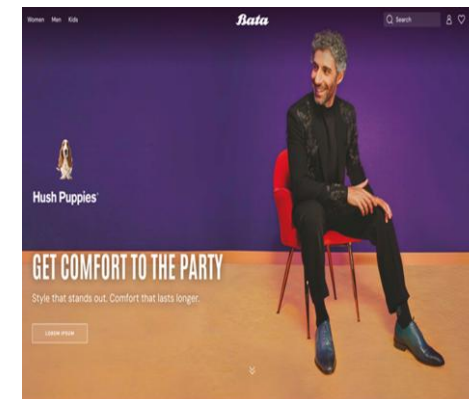
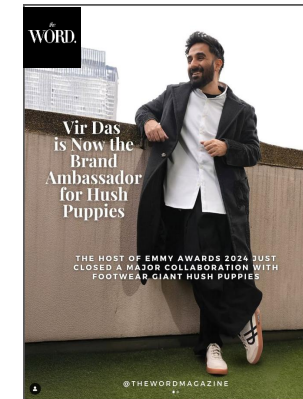
Portfolio Growth & Expansion

- 605 Franchise Stores exit Dec'24
- Northstar +15% | BBG +9%
- 1279 KROs –net addition 61 over LY
- Distribution business - Growth driven by **Men's closed, Men's VAC & Evalite category**
- Quick commerce – Zepto
- Awarded as “**Most Powerful Franchise Brand of the Year – 2024**” by Labels Awards



Brand Communication

- Festive Campaign – **Celebrate every step**
- Jim Sarbh fronts Hush Puppies **Party ready collection**
- **Vir Das is brand ambassador** for Hush Puppies



Agenda

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2. Key Growth Initiatives

3. Financials

Financial Highlights

INR Mn

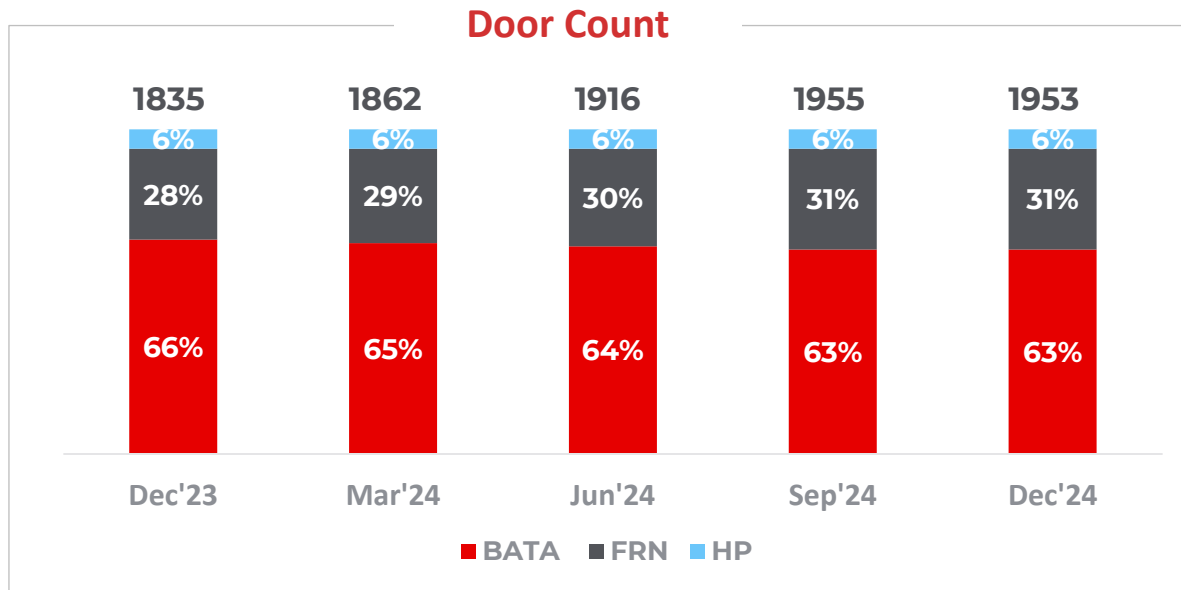
Revenue	Gross Margin	EBITDA*	PAT
Revenue from Operations	Gross Margin	Margin	Margin
9,185	5,156	22.7%	582
1.7%	+17 bps	+141 bps	Flat
Value Growth	Change YoY	Change YoY	Growth YoY

* Before exceptional



Appendix

Strategic presence through COCO & Franchise stores



- Bata Red 2.0 expanded to **684 stores** | COCO Penetration to **352** unique towns
- FRN Penetration to **478** unique towns
- HP - Launched capsule collections for the **1st time Avant Garde & Festive**



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Digital channel powering profitable growth

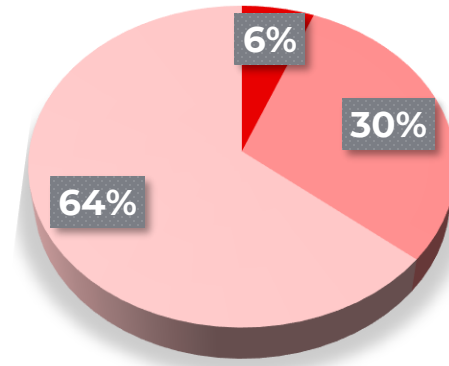


eCommerce (Marketplaces + Bata.com)

- **9%** growth in eCommerce v/s LY
- **Common Inventory** pilot launched in Warehouse in South
- **Quick Commerce** launch through **Zepto**



Digital Sales Contribution %



■ Bata.com ■ B2C ■ B2B



OMNI (Home Delivery)

- Omni contribution ~**4.5%** of Retail turnover
- **208K** pairs shipped in the quarter

Campaigns



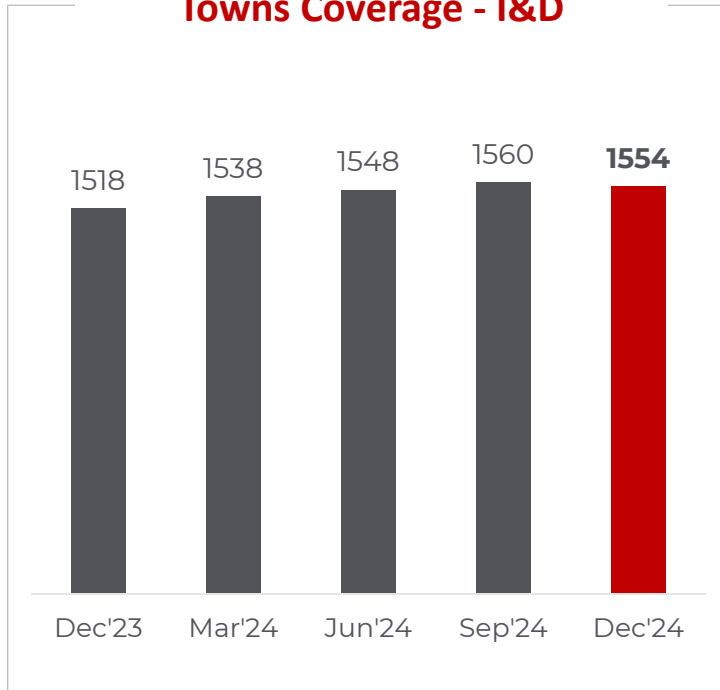
Black Friday



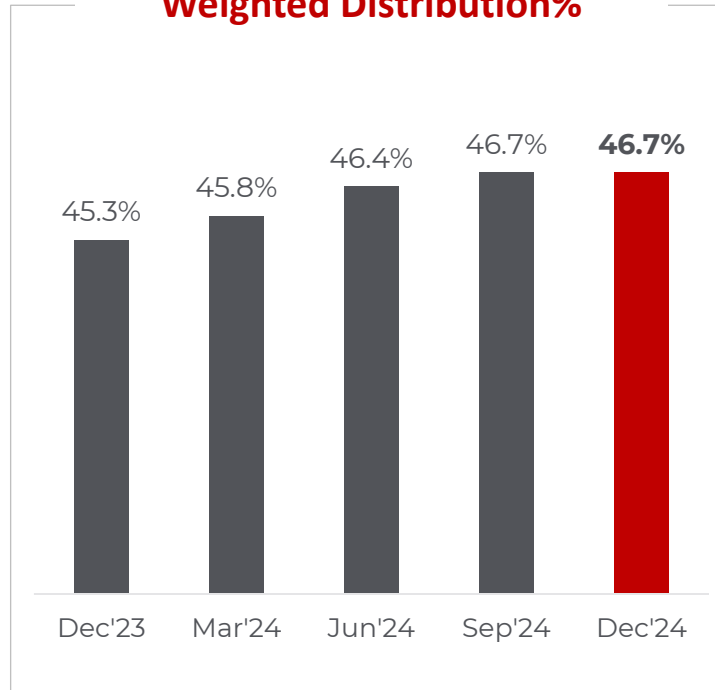
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Expanded presence in 1550+ towns via MBOs

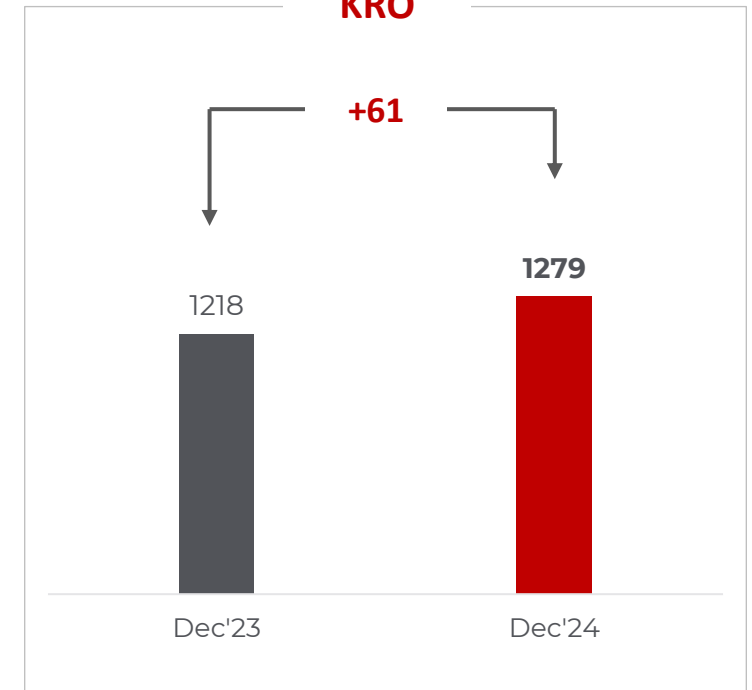
Towns Coverage - I&D



Weighted Distribution%



KRO



- Reached **14500+** MBO's & **380+** Distributors
- **Evalite** driving growth
- **Improved Weighted distribution** with focus on larger distributors cohort

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Mens VAC Collection



Mens Closed Collection



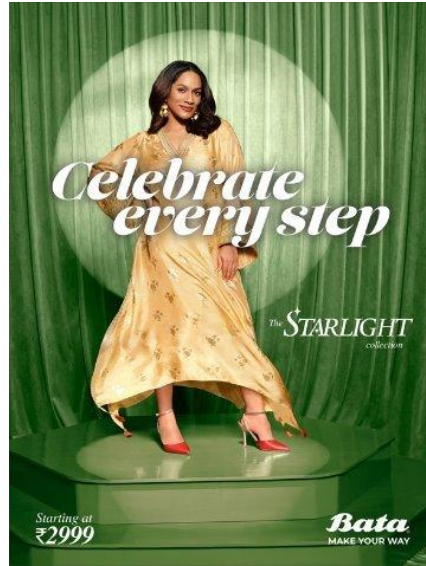
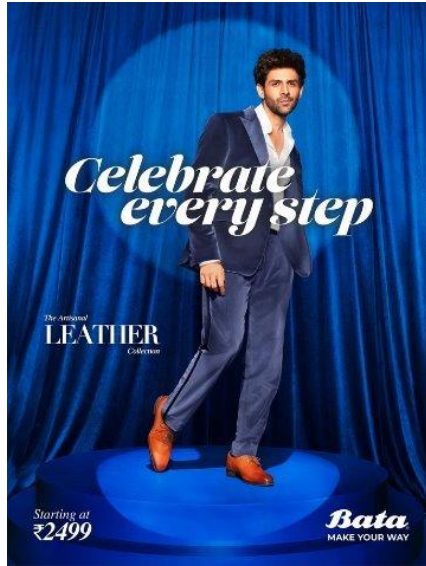
Stepping Up in Style during the Festive Season

Star packed campaigns, for all Bata brands & sales channels



Highlight festive collection with Kartik and Masaba

Live across all COCO & Franchise stores



HUSH PUPPIES driving promise of high quality, comfort & style

Live across all HP stores & Bata SIS

Jim Sarbh fronts Hush Puppies' debut 'PartyReady' collection

The new 'PartyReady' collection features embellished mules, kitten heels, and slingbacks for women, plus classic leather Oxfords and loafers for men, starting at Rs 3999.

afaqs! news bureau 25 Oct 2024 15:17 IST



Actor, Jim Sarbh



Actor, Comedian Vir Das

THANK YOU



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