

November 8, 2024

The Manager  
Corporate Relationship Department  
**BSE Limited**  
1<sup>st</sup> 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, 5<sup>th</sup> 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 October 22, 2024, 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](http://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

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

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# Q2 FY25 Investors Presentation

Bata India Limited

08<sup>th</sup> November 2024



# 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 2024-25

**1 Drive Portfolio Evolution**

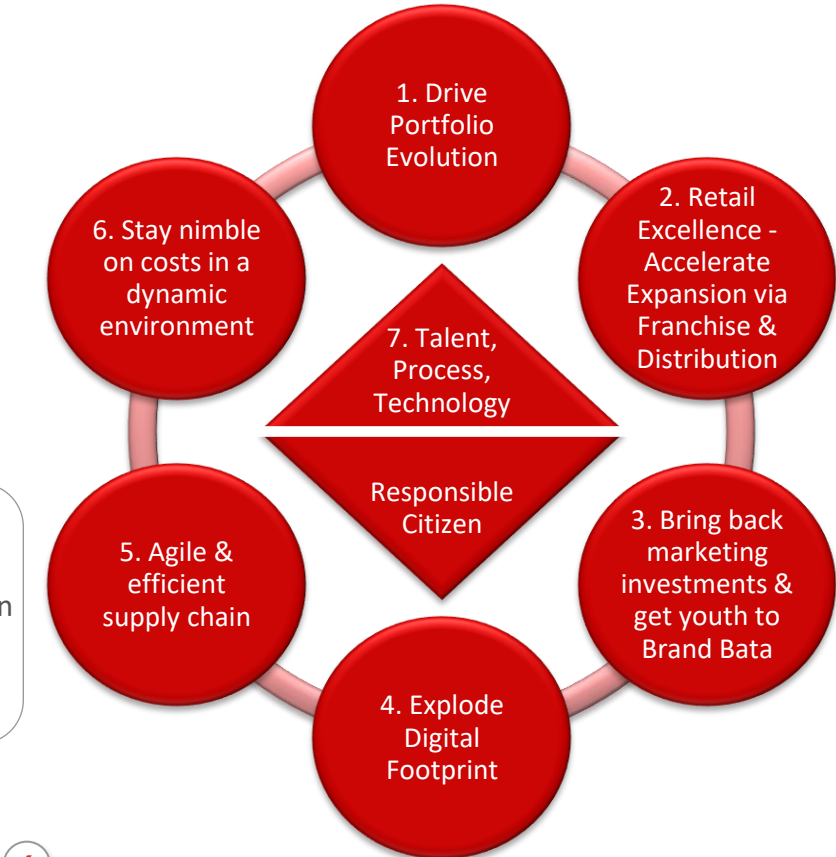
- Floatz **+64%** vs LY, **27K+** pairs average weekly sales
- Power **+6%** vs LY, Comfit **+23%** vs LY
- Sneaker Studios implemented in **756 stores**

**2 Retail Excellence - Accelerate Expansion via Franchise & Distribution**

- Franchise Store addition - **34** net new doors over Q1'25
- 136 HP Stores – **116 COCO | 20 FRN**
- **4 Power EBOs** opened
- KROs –net addition **156** over LY

**3 Marketing Investments & youth to Bata**

- **Power Brand Campaign**
- **Bata Red Label x Emily in Paris Collab**



**4 Explode Digital Footprint**

- **Quick-commerce** added
- Floatz contributing **~3%** of Ecom business

**7 Talent, Process, Technology**

- **Zero Base Merchandising** – Pilot in 8 stores

**6 Stay nimble on costs**

- New Store size & capex optimization in play
- Other Expenses (fixed costs) controls

**5 Agile & efficient Supply Chain**

- Sourcing partner consolidation by 39% | Target 45%
- Q-o-Q reduction in **net inventory ~7%**, through focus on freshness
- Q-o-Q improvement in stock **availability ~70%** (~+800bps vs LY)



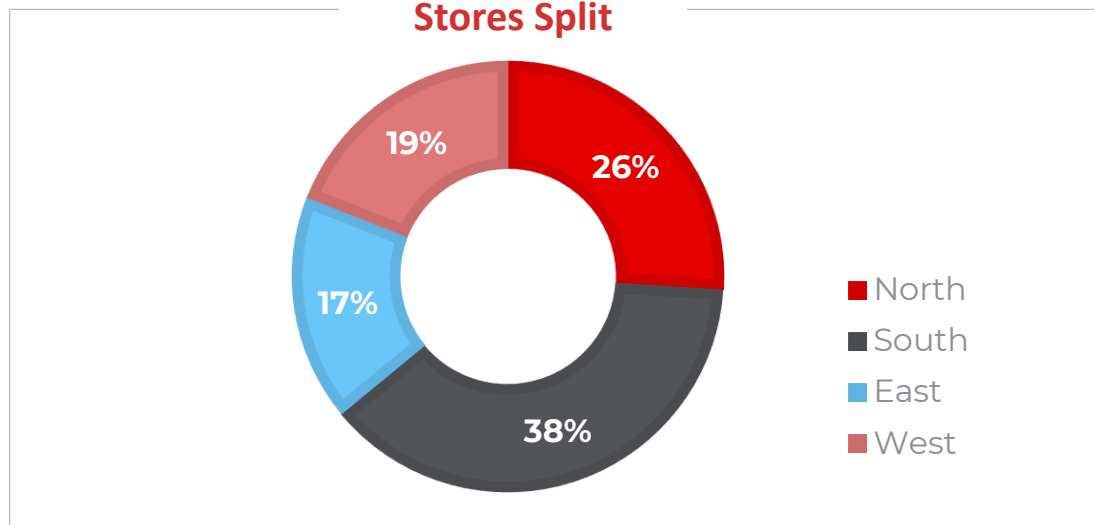
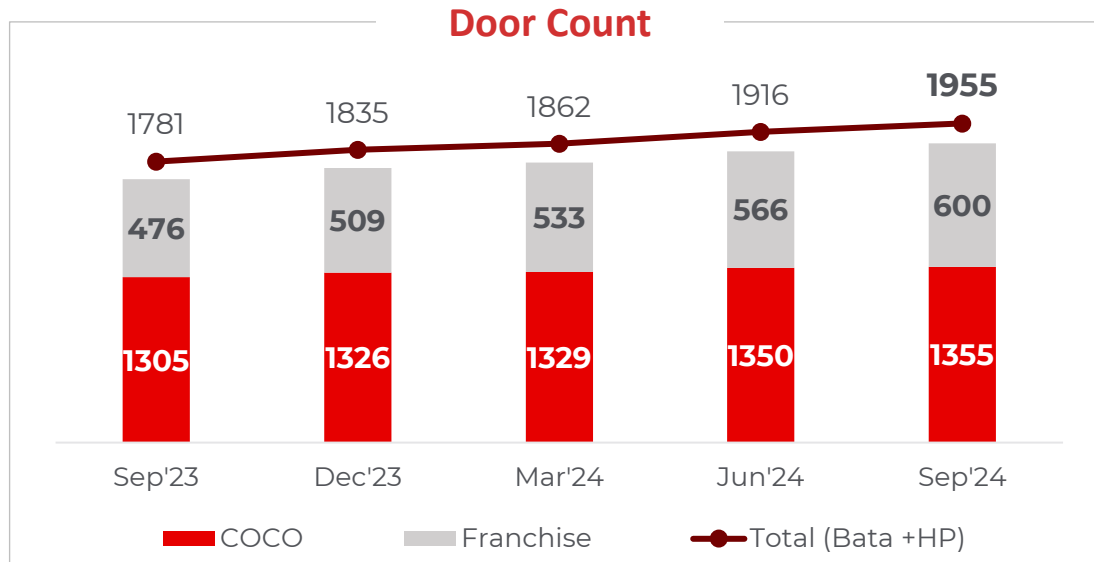
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# Continuing expansion through COCO & Franchise stores



**Bata**

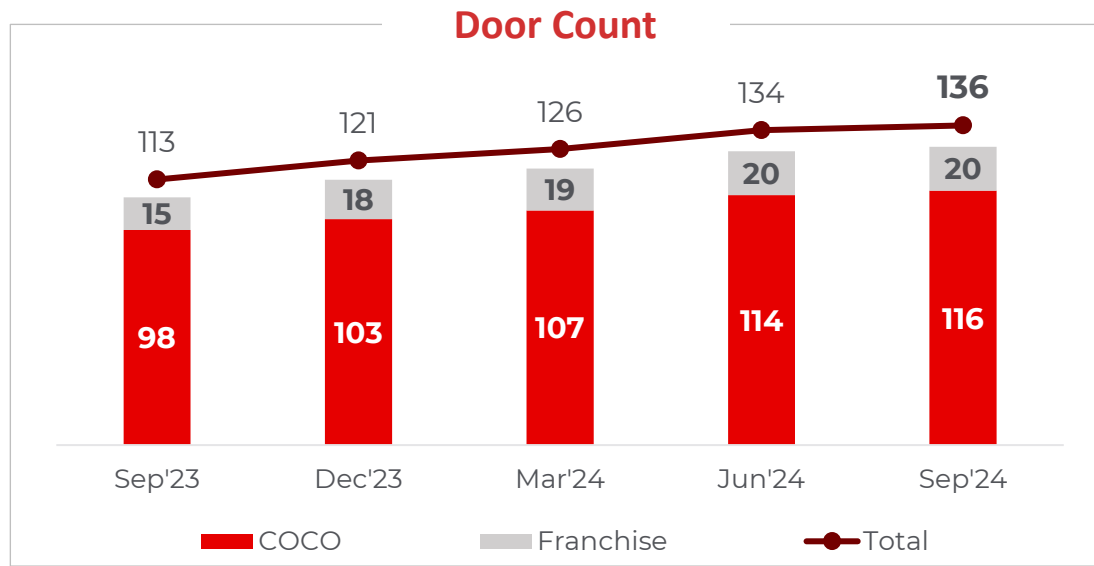


**Red 2.0 expanded to 673 stores  
COCO Penetration to 337 unique towns**



**FRN Penetration to 475 unique towns**

# Driving premiumization through HP



- Contract Renewed for next 10 years
  - 1<sup>st</sup> time Peanuts collaboration
  - Multiple store partnership @39%
  - TO Growth ~+4%
  - ASP Growth ~+2%
- 





# Bata Core driving Value proposition

## Value Proposition

### Men's Bata

OPP : 299-399 | 450 → 600 Stores  
Core : 799-1299 | 850 → 1100 Stores

Strengthen value proposition through core expansion & driving volume through OPP in bottom clusters

### Ladies Bata

OPP : 299-499 | 300 → 600 Stores  
Core : 699-999 | 600 → 900 Stores

Strengthening at core price point  
Expanding 699-999 , Flats & Wedges, mid to bottom clusters

### Sneakers

OPP : 799-1299 | 700 Stores  
Core : 1699-2599 | 1100 Stores

Strengthen core in sneaker segment through Power & NS

### Kids

OPP : 399-599 | 600 → 1000 Stores  
Core : 699-799 | 500 → 800 Stores

Strong OPP in open category through Clogs & Sandals  
Core PP through Open & Sneakers

**Bata**

## Affordability

### Highlight Price Points

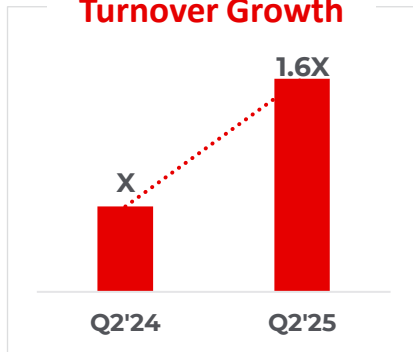
- Outside Store Comms
- Store Windows
- In store Gondola & Shelves



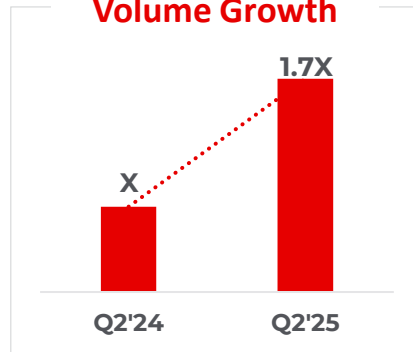
# Floatz contribution grew by ~2x

## Performance

### Turnover Growth



### Volume Growth



- Q2'25 Launch



- Present across 1500+ doors
- Weekly avg sale @27 K pairs
- Growth ~2x vs LY
- Collab with **marvel** and **Disney** for kids



**Bata**

## Kiosk Expansion

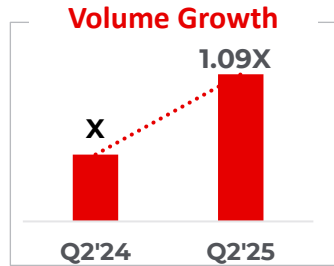


Opened 14 Kiosks

- Trendy style offering, focusing on **style innovation & collabs**
- Expansion – to reach **26 kiosks** by Dec'24

# Power driving Athleisure

## Power Brand



### Power Launches

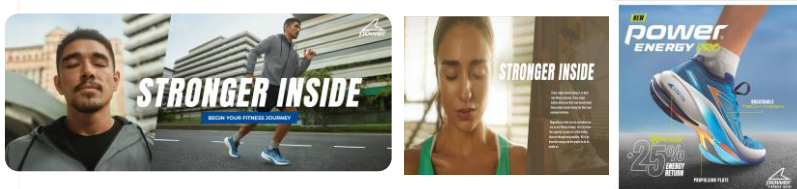
- Easy slide



- Energy series



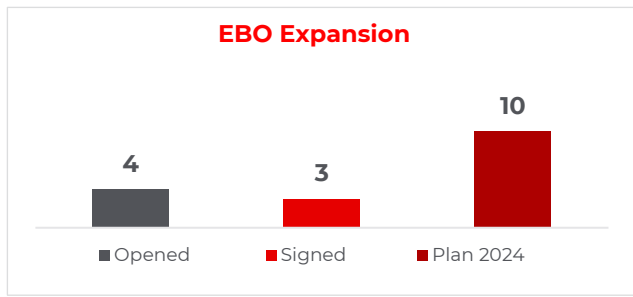
### Powerful Marketing Campaign



**Bata**

## Power EBO Expansion

4 EBOs opened



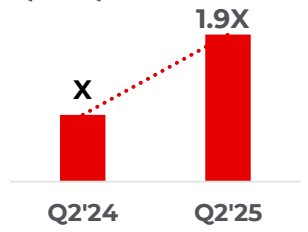
- PTAs identified in other cities of North
- Focus on opening more Mall Stores
- Strategic Store sizing

## Power Apparel



Present in 70 stores

- Sequential growth Q-o-Q



- OPP Tee @499
- Q3'25 Plan : Light winter & fall collection
- Dec'24 exit target - 100 stores

# Zero Base Merchandising



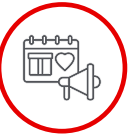
## OBJECTIVE

Put **store at centre**, reduce complexity and enhance customer experience and sale

## KEY SHIFTS



Removal of Non-range width/  
Discounted articles



Merchandising as per customer  
profiling



Reinvented Brand Story & VM



Store Experience Optimization:  
Benchmarking of Gondola/ FSU  
& Sitting

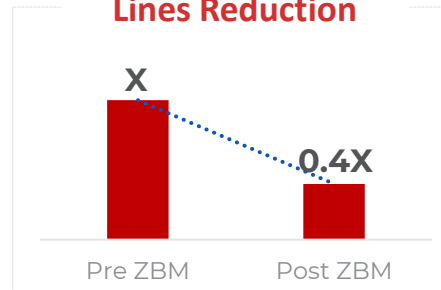
**Bata**



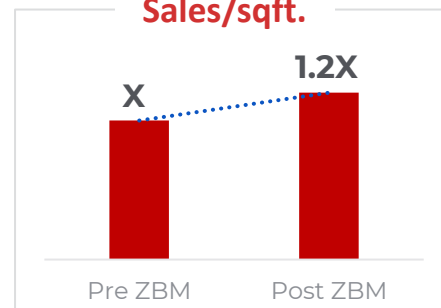
## Journey So Far

- 2 Districts Planned for the Pilot
- 19 Stores in Pilot – **8** executed
- Retrieval time reduced to **45sec**

### Lines Reduction



### Sales/sqft.



## Expansion Plan

- **100 stores** by Dec'24
- **250 stores** by Mar'25



# Digital channel powering profitable growth

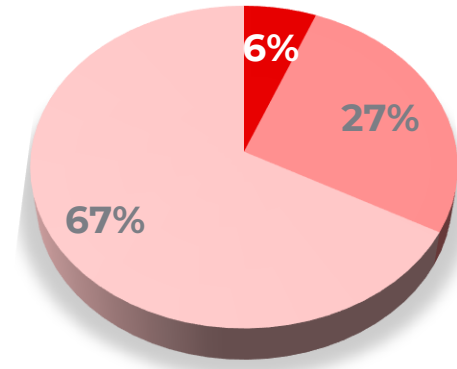


## eCommerce (Marketplaces + Bata.com)

- 16% Growth in eCommerce business v/s Q2'24
- Robust growth across all Marketplaces with Nine West brand launch on Mynta
- Growth in comfort categories; **Comfit** & **Red Label**



## Digital Sales Contribution %



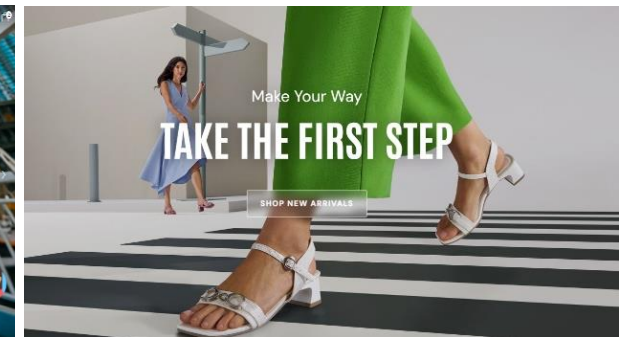
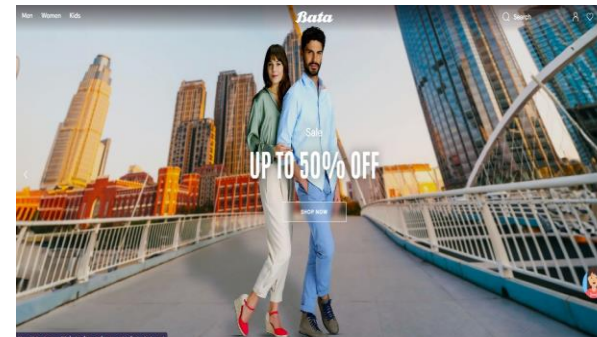
■ Bata.com ■ B2C ■ B2B



## OMNI (Home Delivery)

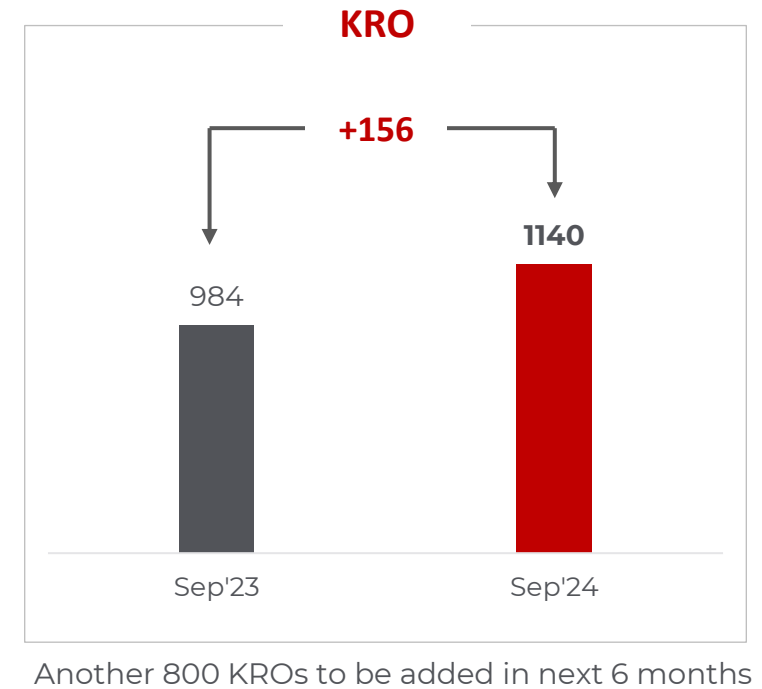
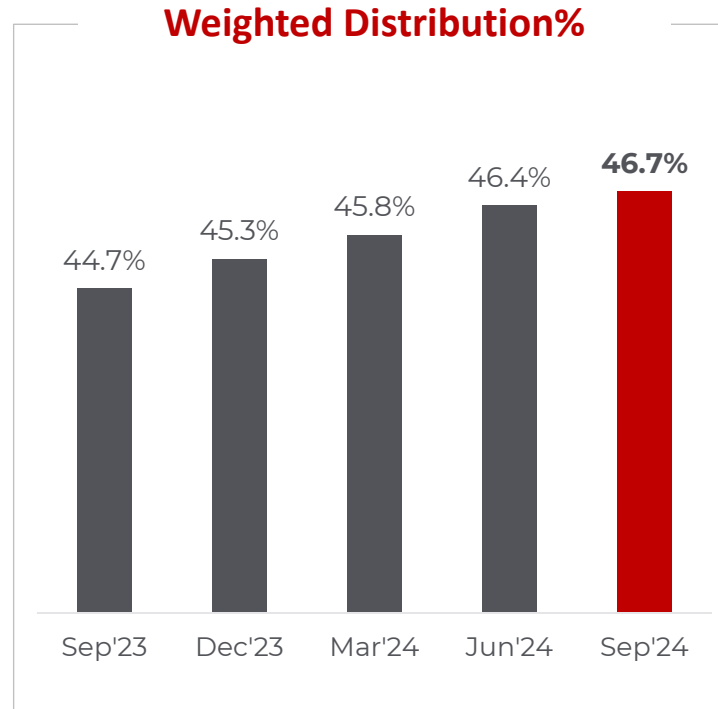
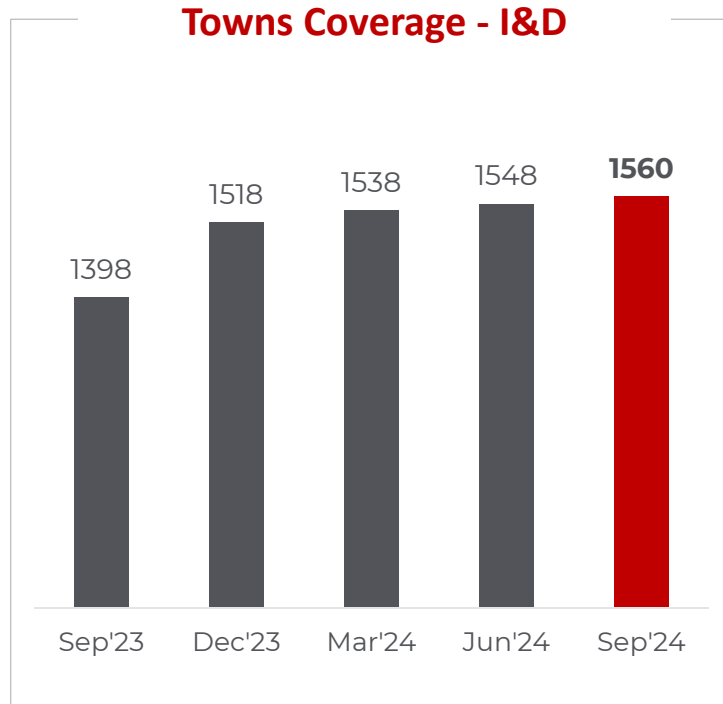
- Omni contribution over **5%** of Retail turnover
- **280K** pairs shipped in the quarter

## Campaigns



**Bata**

# Expanded presence to 1560 towns via MBOs



- Reached **13500+** MBO's & **400+** Distributors
- **Evalite** driving growth
- **Improved Weighted distribution** with focus on larger distributors cohort



### EVALITE Collection



### Mens Closed Collection



# Building Athleisure and Style Credentials

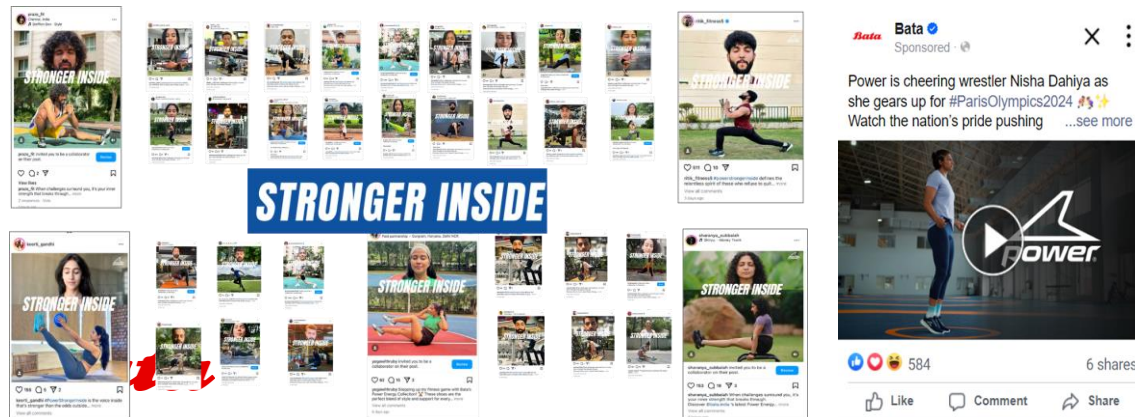
Leveraging Power & BRL new arrivals



## POWER BRAND CAMPAIGN

Live across 1200 COCO, Franchise & Power EBOs

Highlight new collection with theme 'Stronger Inside'



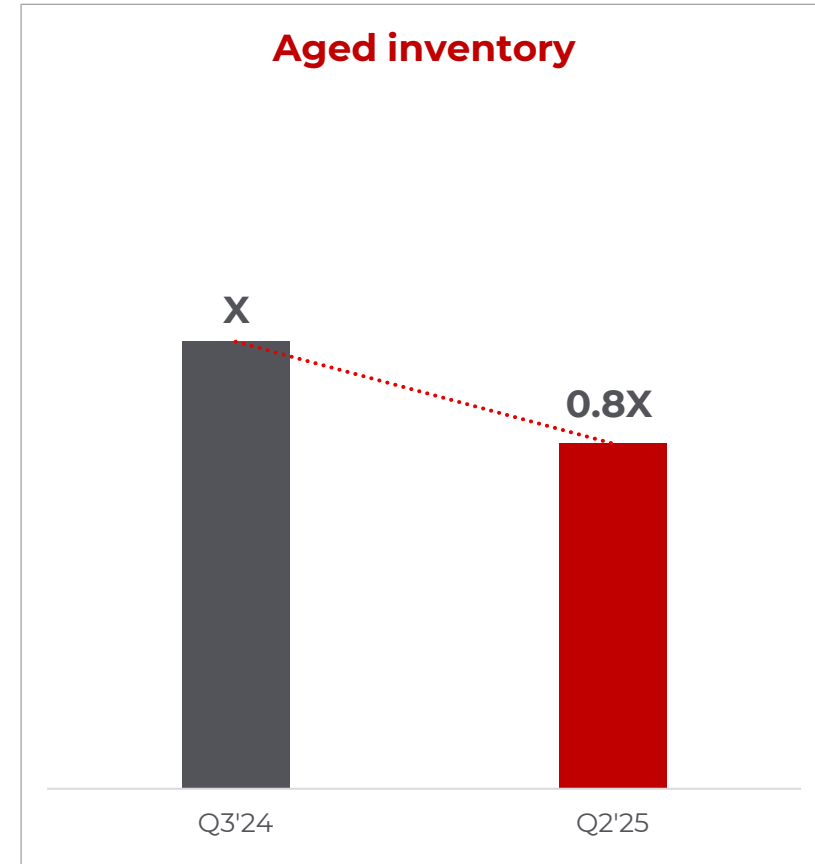
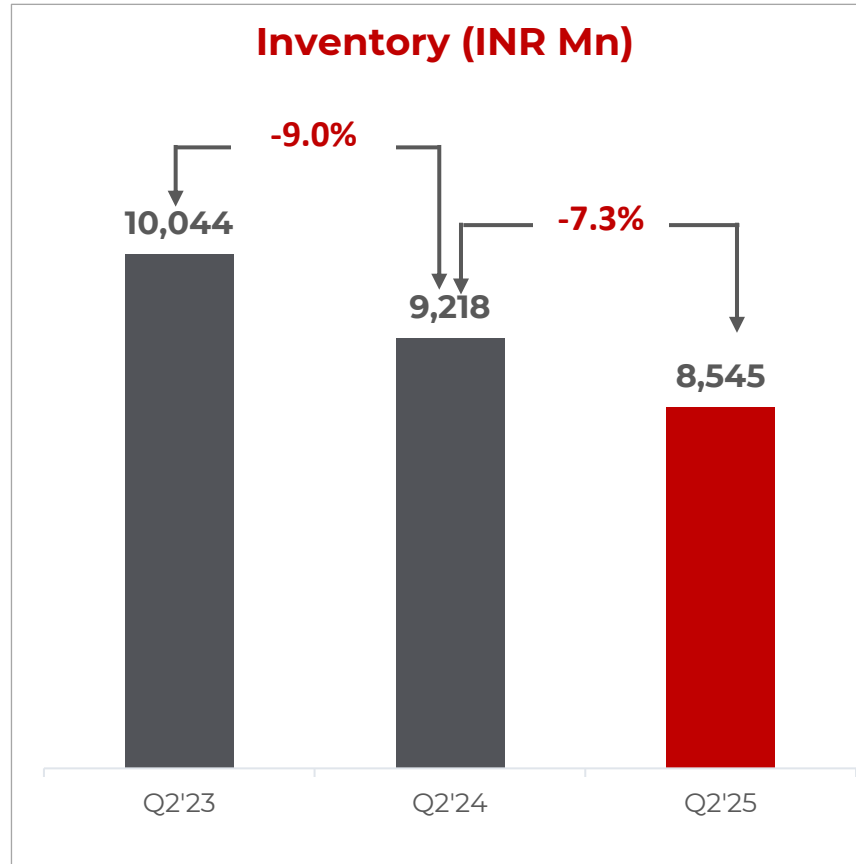
## BATA RED LABEL X EMILY IN PARIS COLLAB

Live in 260 stores with Gondola, wall panel & digital screen display

Limited Edition Pieces with Paris themed trims



# Efficient Inventory Management



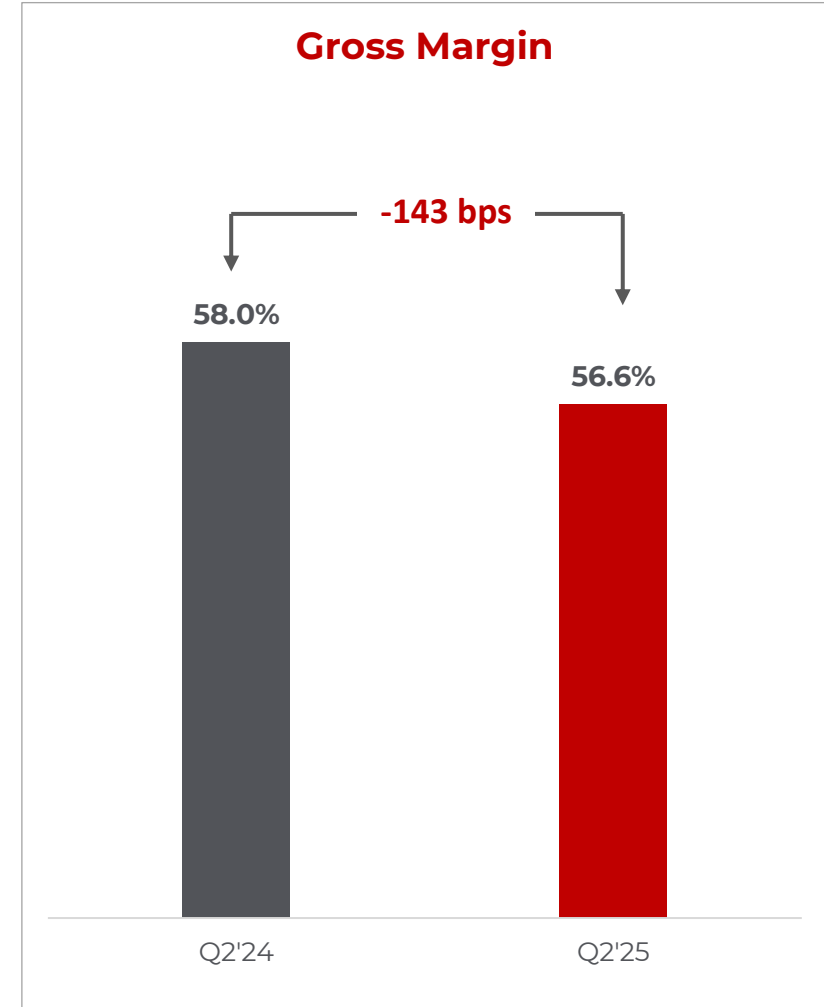
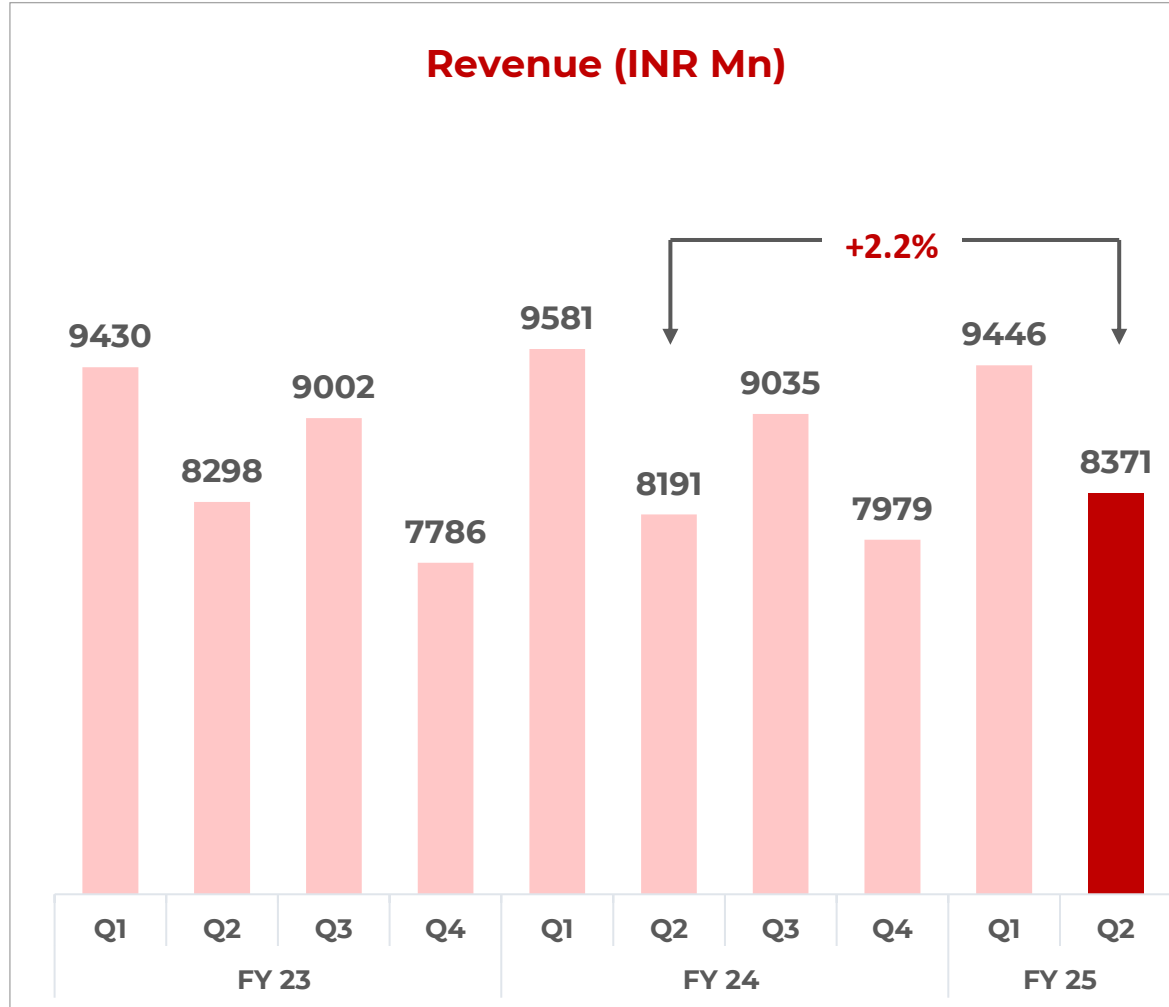
Inventory tightening both in terms of quantity & quality driven through complexity reduction



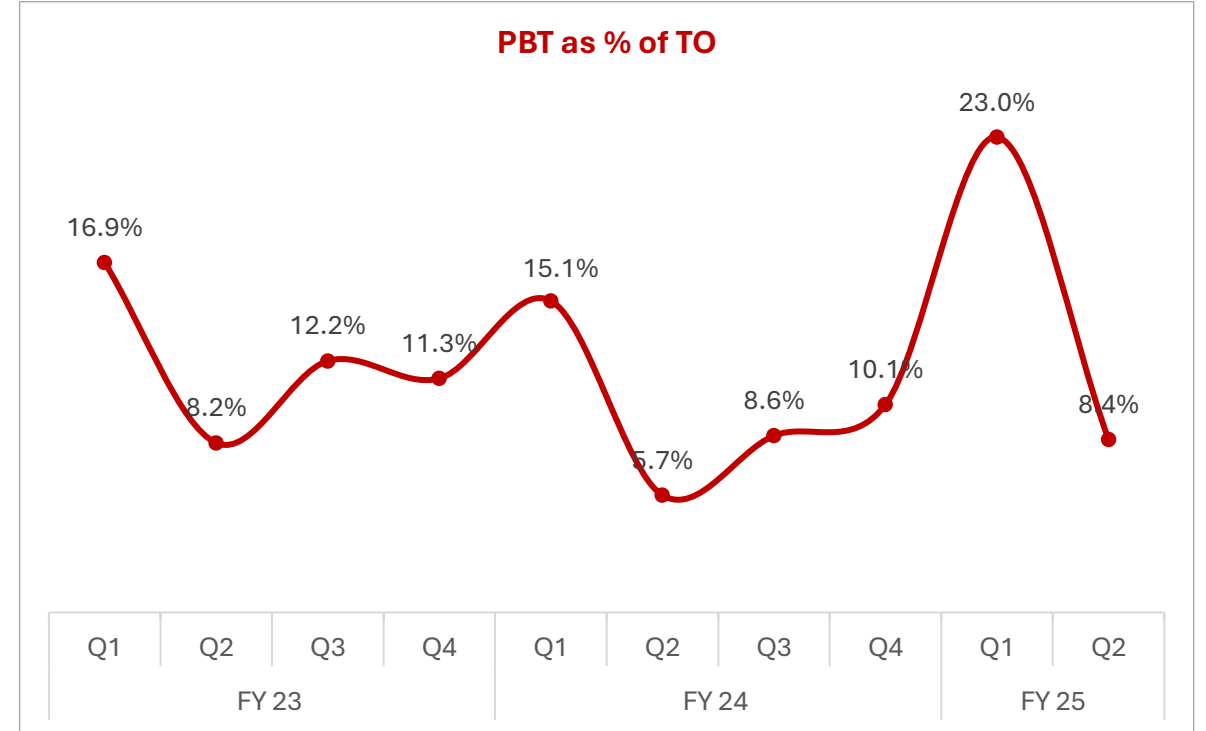
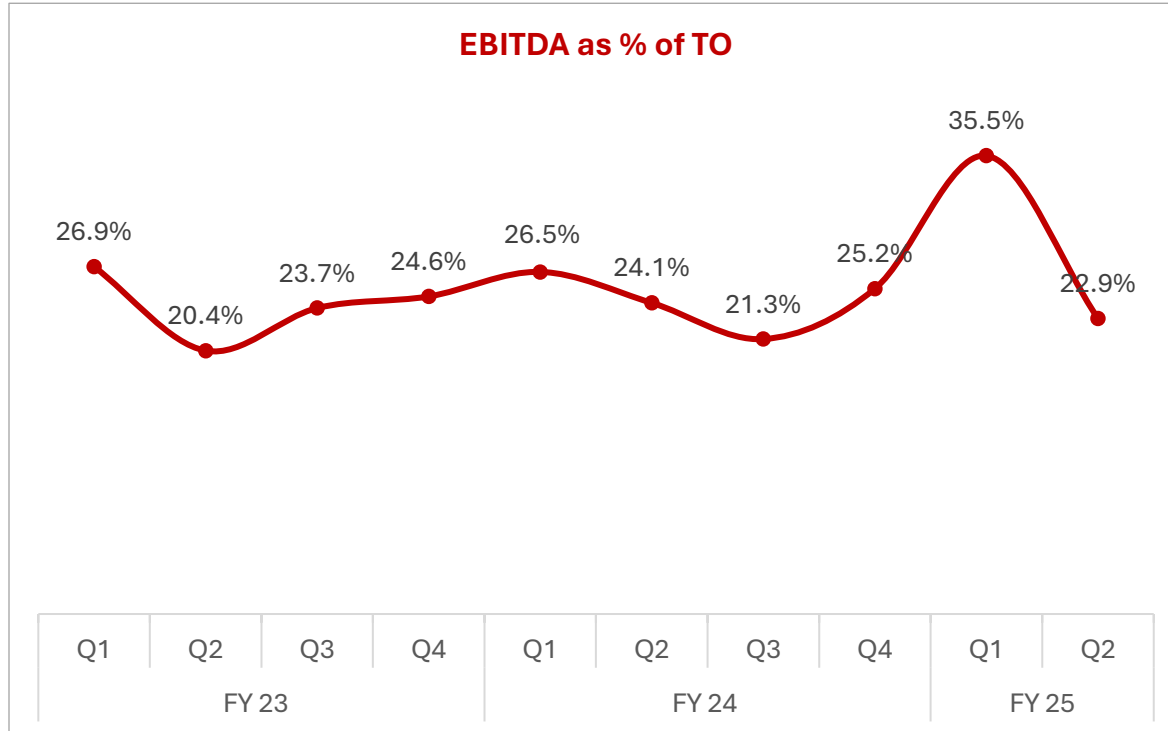
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# Financial Highlights



# Financial Highlights



- Q1'25 EBITDA & PBT includes gain of INR 1,340 Mn on sale of Faridabad land.
- Q2'24 PBT includes VRS exp of INR 409 Mn.
- Cost controls and efficiency improvement measures resulting in 0.4% QoQ reduction in Other Expenses, primarily in fixed costs & non-recurring costs.

**THANK YOU**



**COURAGE IS HALF WAY  
TO SUCCESS**

TOMAS BATA

**Bata**

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