

May 19, 2023

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

**BSE Security Code: 500043**

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

**NSE Symbol: BATAINDIA**

The Secretary  
**The Calcutta Stock Exchange Limited**  
7, Lyons Range,  
Kolkata - 700001

**CSE Scrip Code: 10000003**

Dear Sir/Madam,

**Post Earnings' Call Presentation**

Further to our letter dated May 5, 2023, regarding Post Earnings Call schedule, 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.

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, 1<sup>st</sup> Floor, Kolkata-700016, West Bengal || Tel.: (033) 23014400 || Fax: (033) 22895748

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# 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

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**02**

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# BUSINESS OVERVIEW



# BATA: INDIA'S MOST LOVED & TRUSTED FOOTWEAR BRAND



Footprint extended to  
2053 point of sales &  
698 cities



Committed to technology  
investments

*Bata*



Received Award for  
Best CSR Model  
from UBS Forums



Sneaker Studios  
implemented in 533  
stores

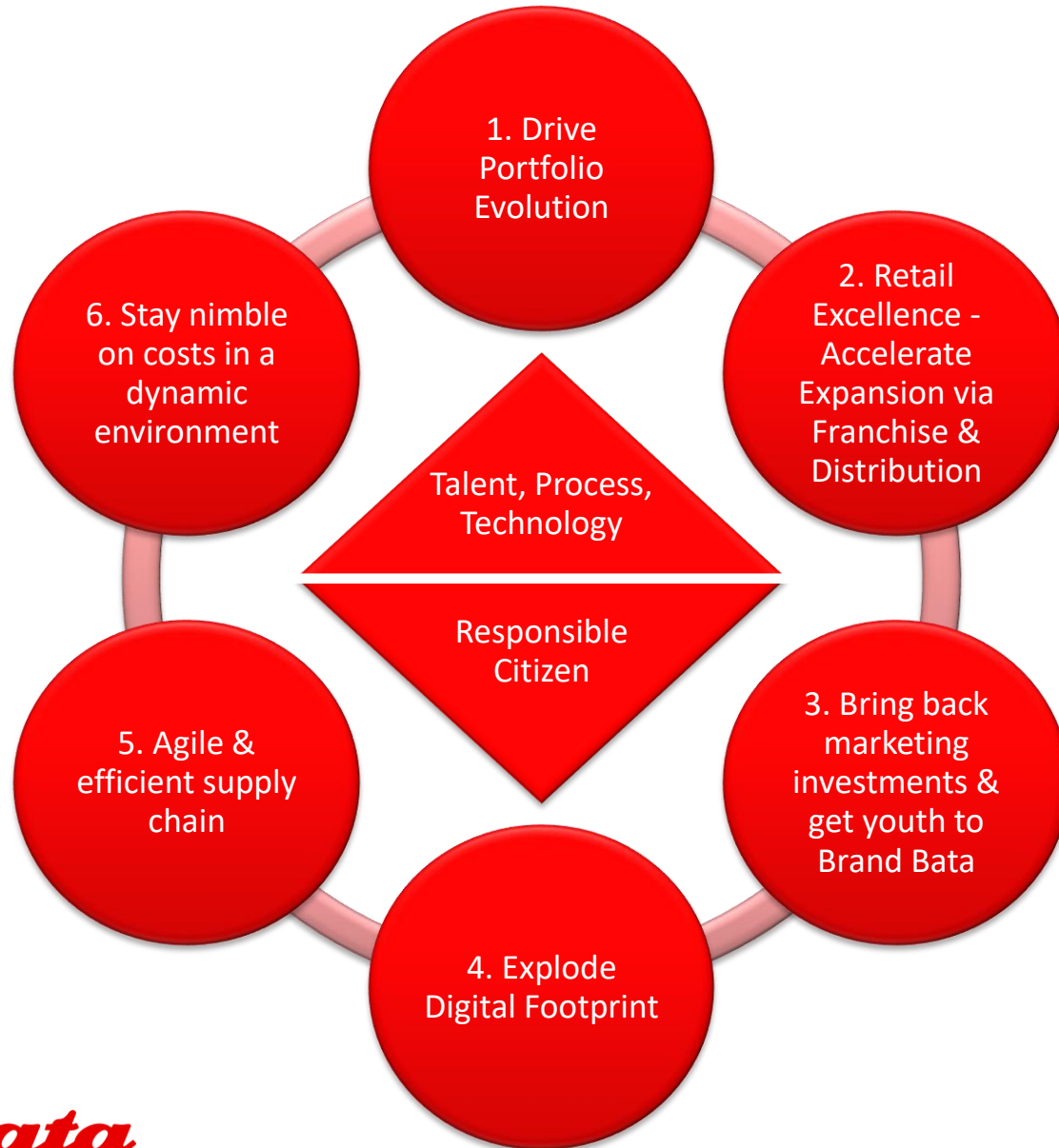


Floatz achieved highest  
ever quarterly turnover

# **BUSINESS STRATEGY**



# Strategic Thrust Levers for 2022-23 and onwards



## 1. Drive Portfolio Evolution

- Sneaker growth continued
- Floatz continues to grow Q-o-Q
- Occasion & Evening wear continue to grow Q-o-Q

## 2. Retail Excellence - Accelerate Expansion via Franchise & Distribution

- Franchise Store addition
- Increase in Distributor WD%

## 3. Marketing Investments & youth to Bata

- Sneaker, School and Women's Casual campaigns drove footfalls and overall business
- Continuous improvement in NPS

## 4. Explode Digital Footprint

- NPS improvement
- Bata.in – Increase in Sneaker contribution over last year

## 5. Agile & efficient Supply Chain

- 3PL warehouse project @Jamalpur implemented

## 6. Stay nimble on costs

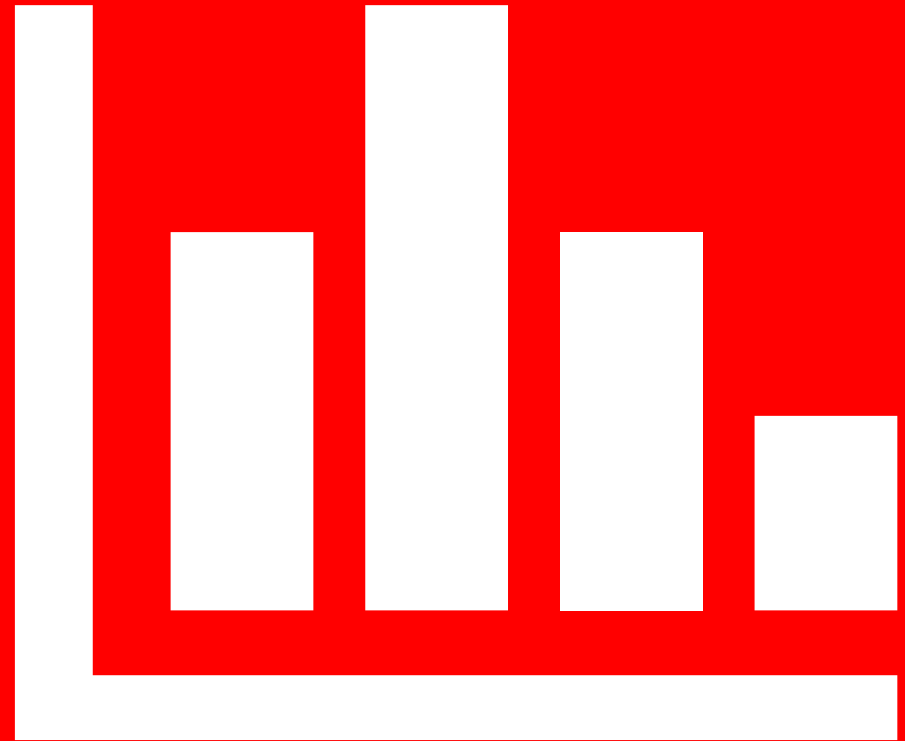
- Cost Optimization especially corporate overheads

## 7. Talent, Process, Technology

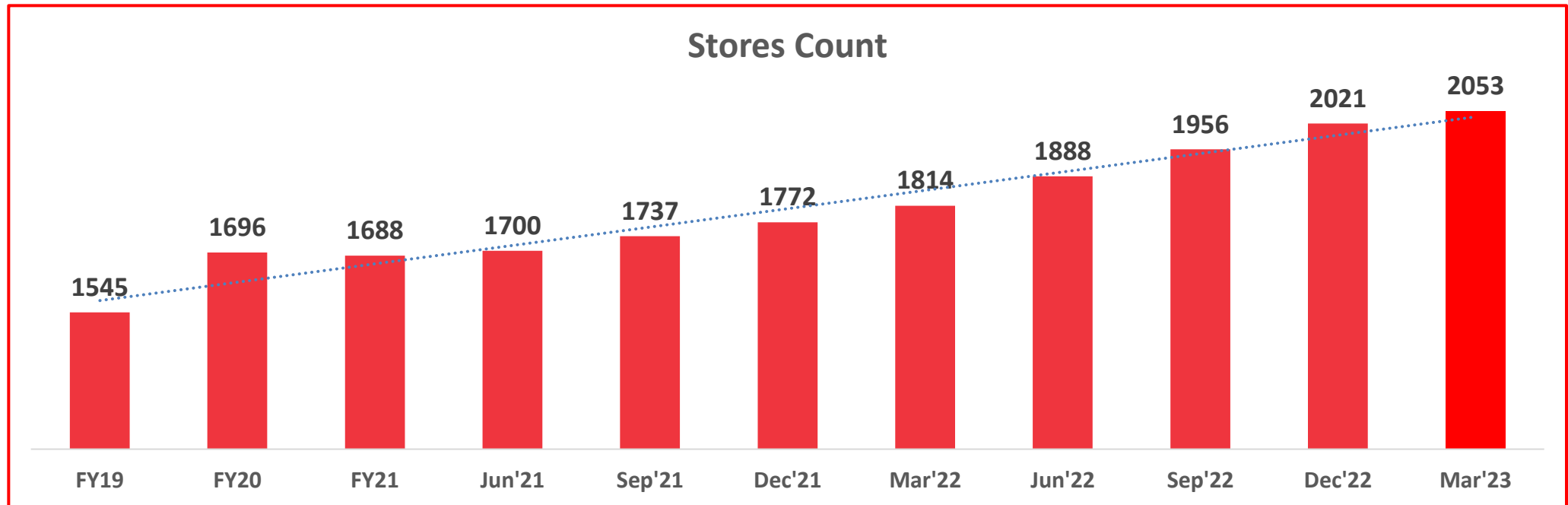
- RIMS Upgradation
- ERP & HPM (on track)



# KEY HIGHLIGHTS



# Continuing Retail Expansion



	FY19	FY20	FY21	Jun'21	Sep'21	Dec'21	Mar'22	Jun'22	Sep'22	Dec'22	Mar'23
<b>COCO</b>	86%	82%	77%	76%	74%	72%	70%	68%	66%	64%	63%
<b>FRN</b>	9%	10%	13%	14%	15%	16%	17%	17%	18%	19%	20%
<b>SIS</b>	5%	8%	10%	10%	11%	12%	13%	15%	16%	17%	17%

# Franchise Business Expansion continues

Net Additions in Q4 '23

**27**

Towns Covered

**370**

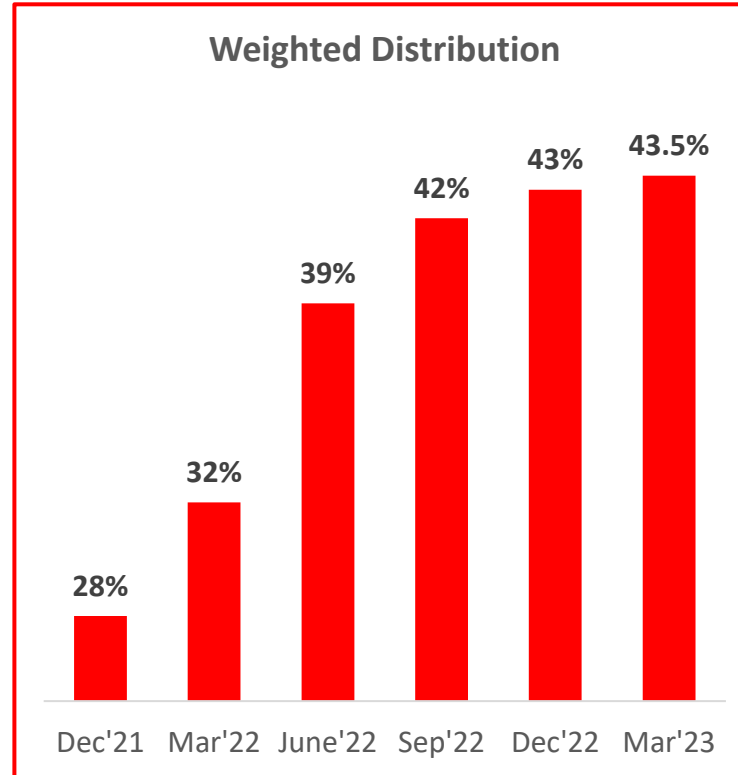
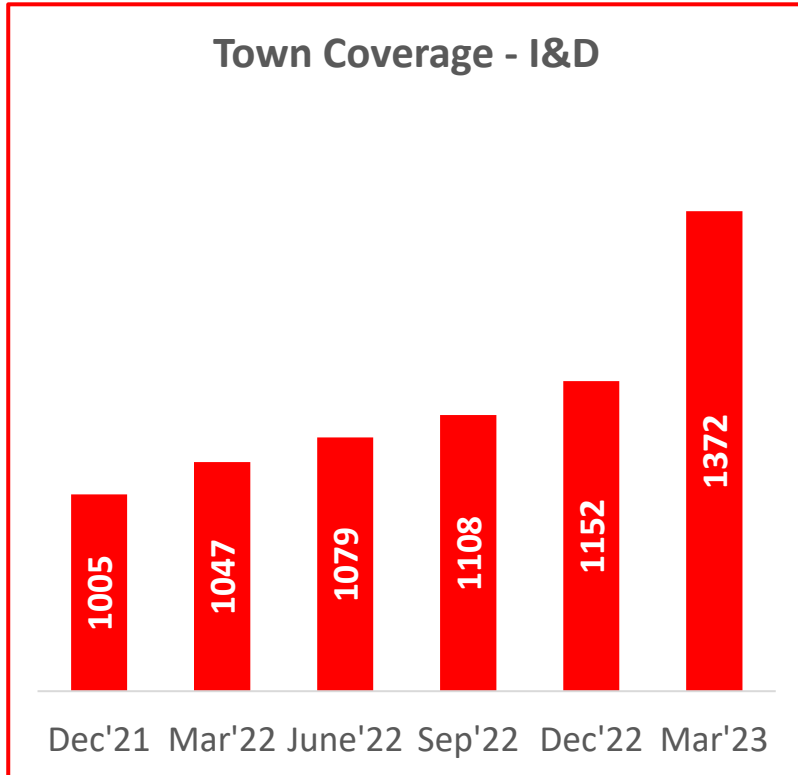
Vision

**500**

### Franchise Stores

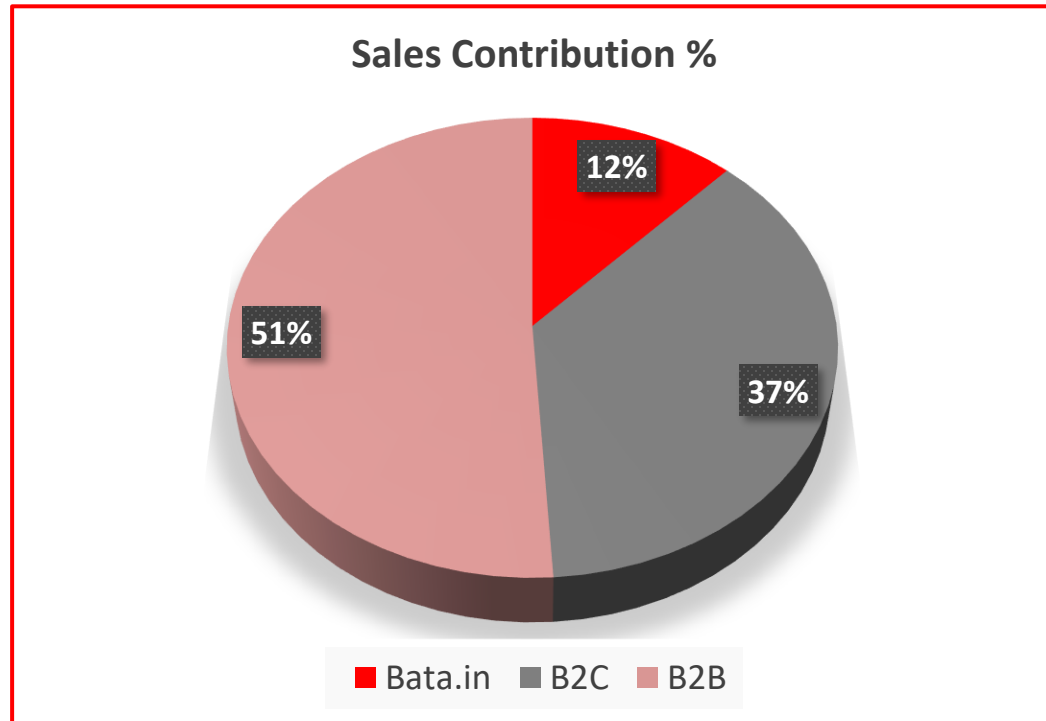


# Expanded Reach to 1370+ Towns; Distributor WD @43.5%



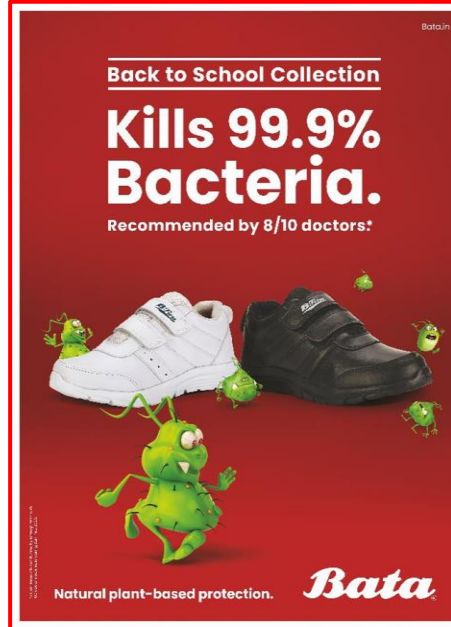
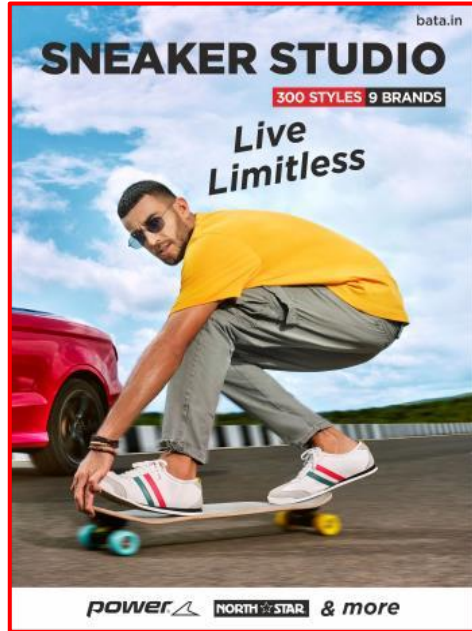
- Competitive Edge Categories(CEC) exceeding channel growth
- School Category bounced back strongly
- Launched Value Added Category (VAC) in Ladies Open

# Digital continues to expand its reach



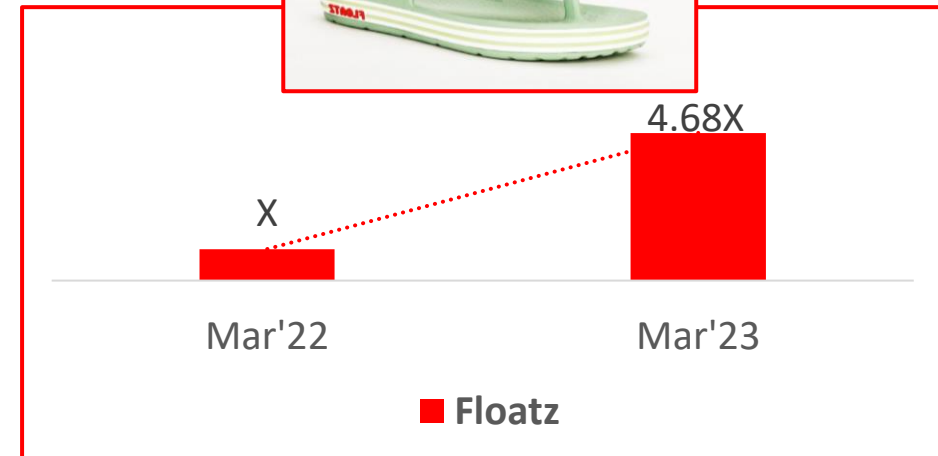
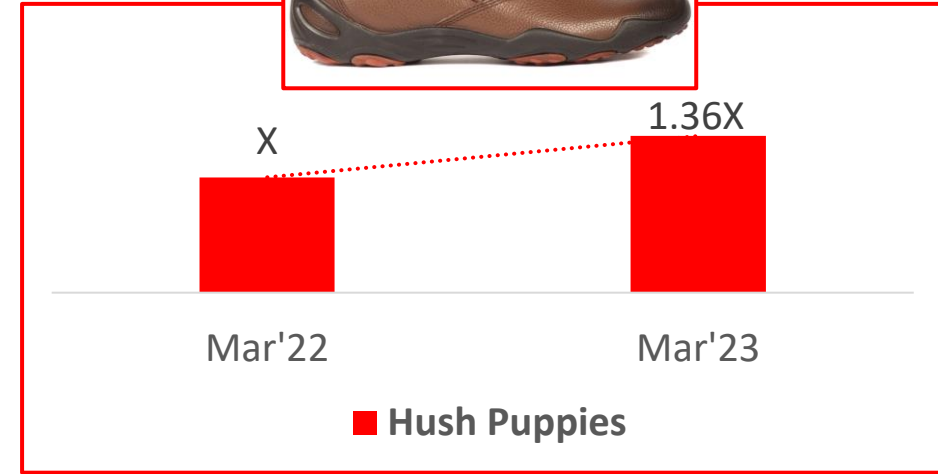
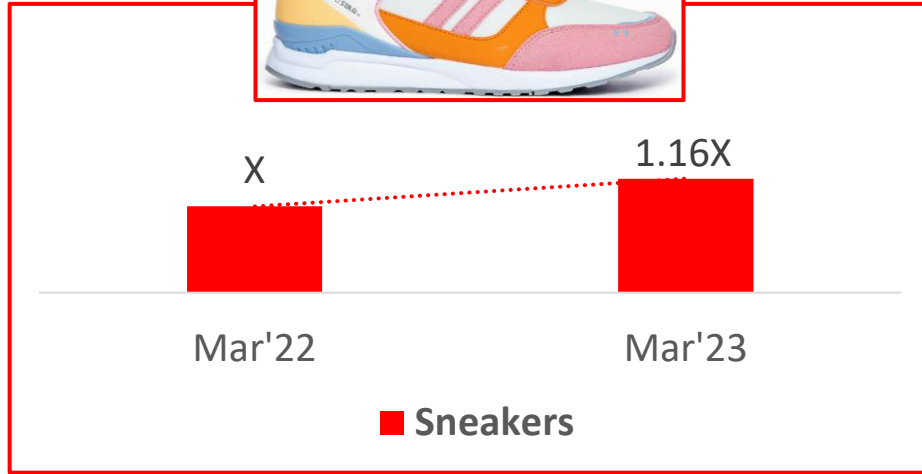
- Bata.in grew ~1.5X, ASP increased by 15% vs Q4'22
- 3.7 Mn+ Customer Visits on Bata.in
- In-Store business has a promising start ~1.2X vs Q4'22

# Sneaker, School, Women's category drove footfalls and overall business



- Sneaker Studio campaign drove equity amongst customers leading to increase in sneaker contribution
- School campaign apprised customers about anti bacterial collection & drove footfalls and overall business
- Continuous investment in digital marketing drove footfalls, online sessions & orders

# Premium Brands, Sneakerization and New Collection driving the growth



# Steps to Drive the Next Leg of Growth.. Seeding the Future



## Red Label

Drive Premiumization and Fashion with Red Label concept at marquee locations across India



## Apparel

Leverage Power brand to tap active lifestyle trend opportunity in Apparel with exciting price point (799-1499/-)



## Floatz

After the success in Bata stores, launch of Floatz kiosks in malls with extensive collection in men, ladies and kids



# Other Highlights



## CUSTOMER CENTRICITY

- NPS @80 (best in class)



## HUMAN RESOURCE EXCELLENCE

- BATA e-university program launched



## TECHNOLOGY DEVELOPMENTS

- ERP – MSD 365
- High Performance Merchandising project (HPM)



## EFFECTIVE ORGANIZATION

- BATA Family Day
- Retail meet - One Team One Goal



## SOURCING

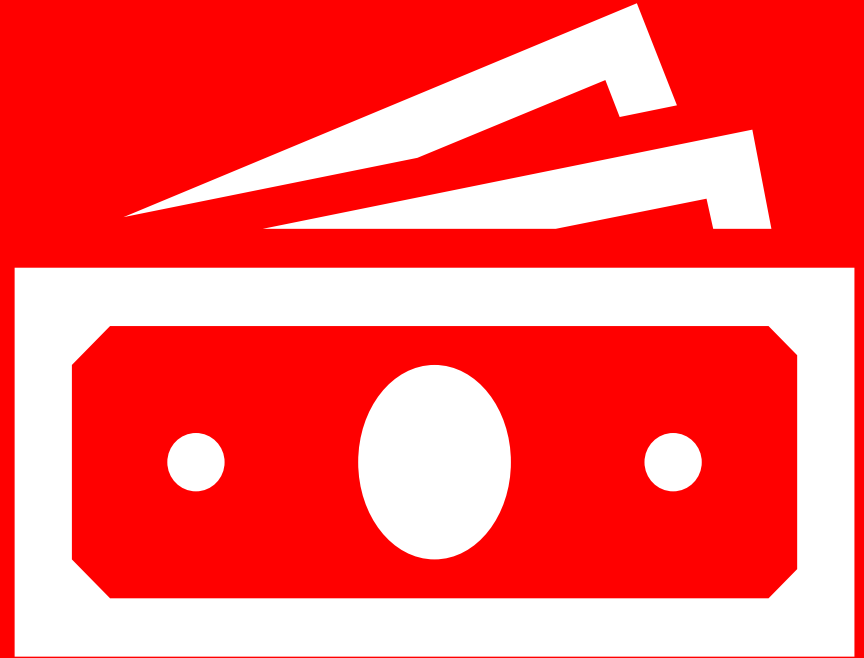
- VRS at Southcan
- Reduction in material pricing



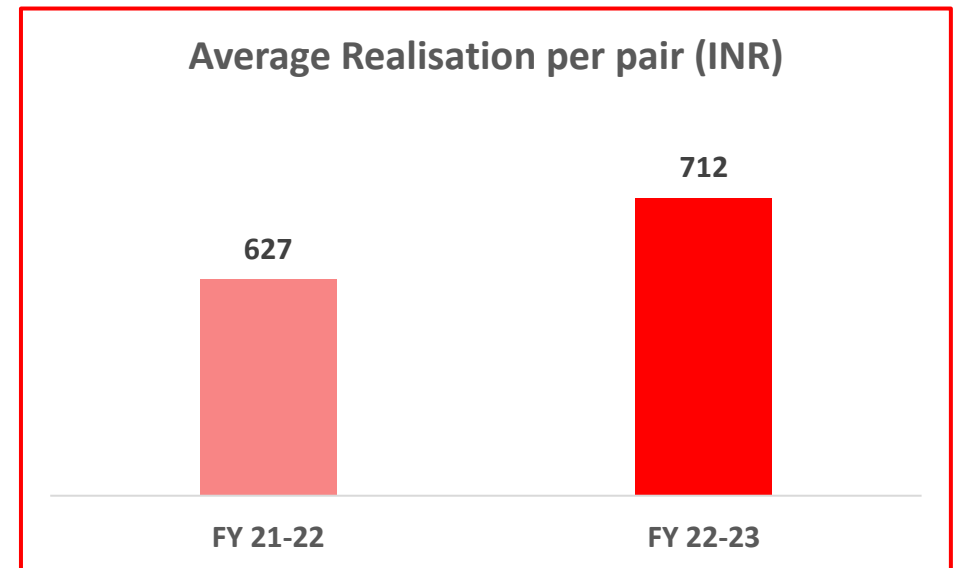
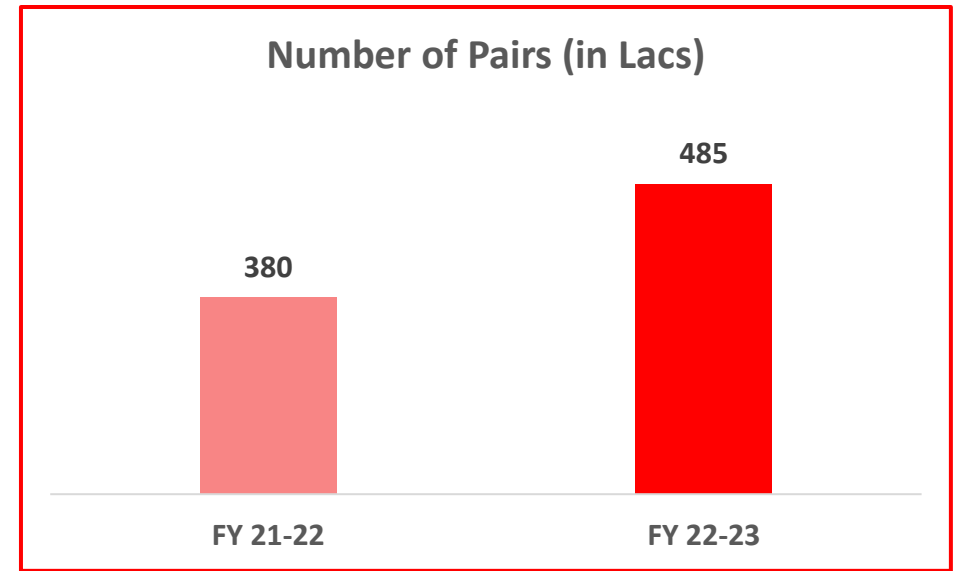
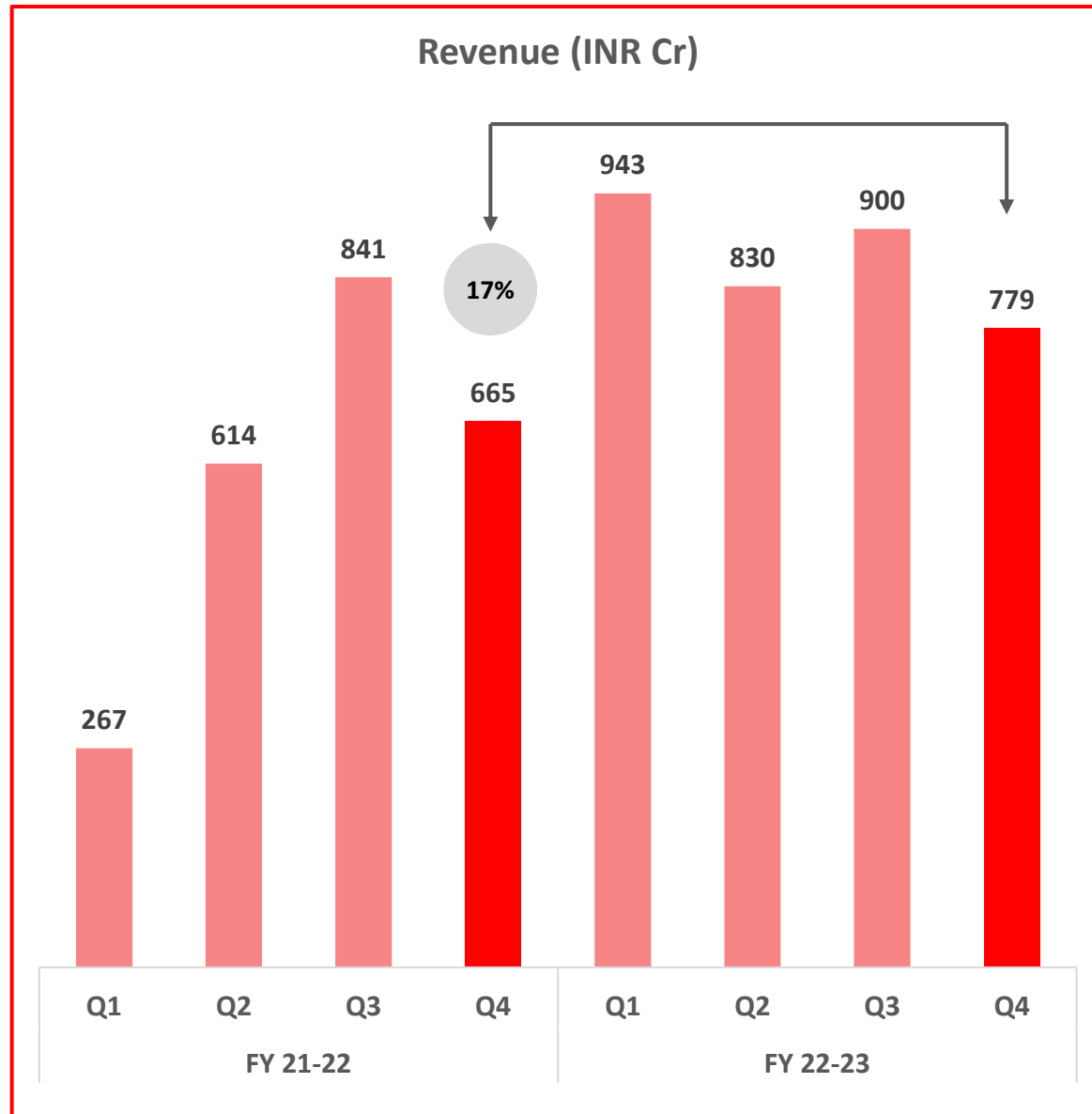
## SUPPLY CHAIN

- Efficiency improvement at Batanagar
- 3PL implementation - Jamalpur

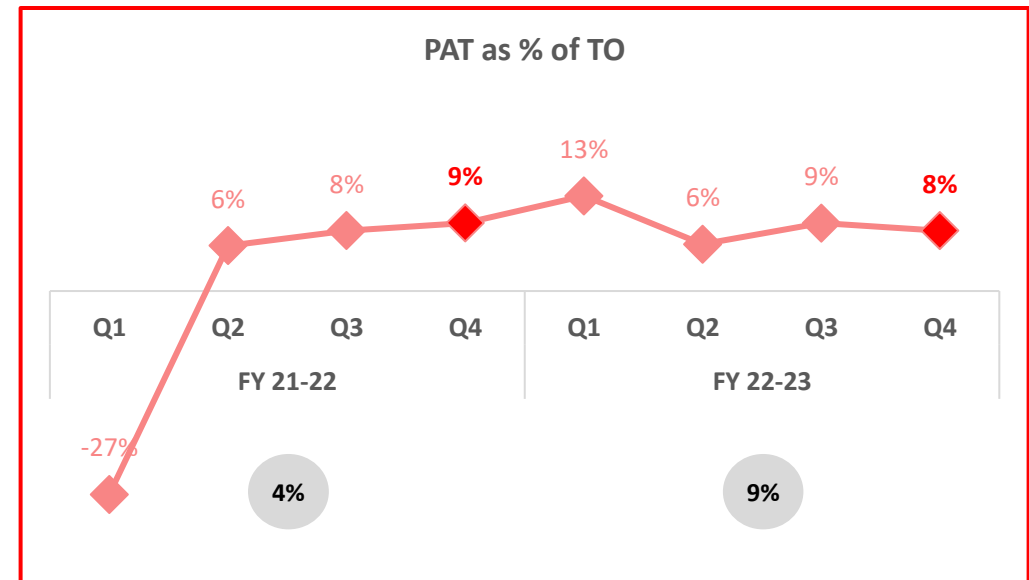
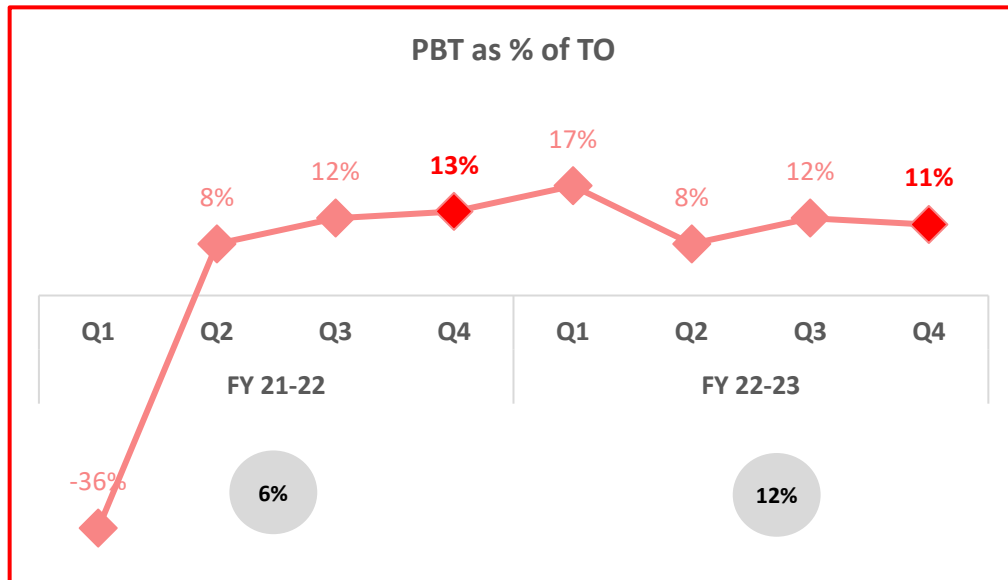
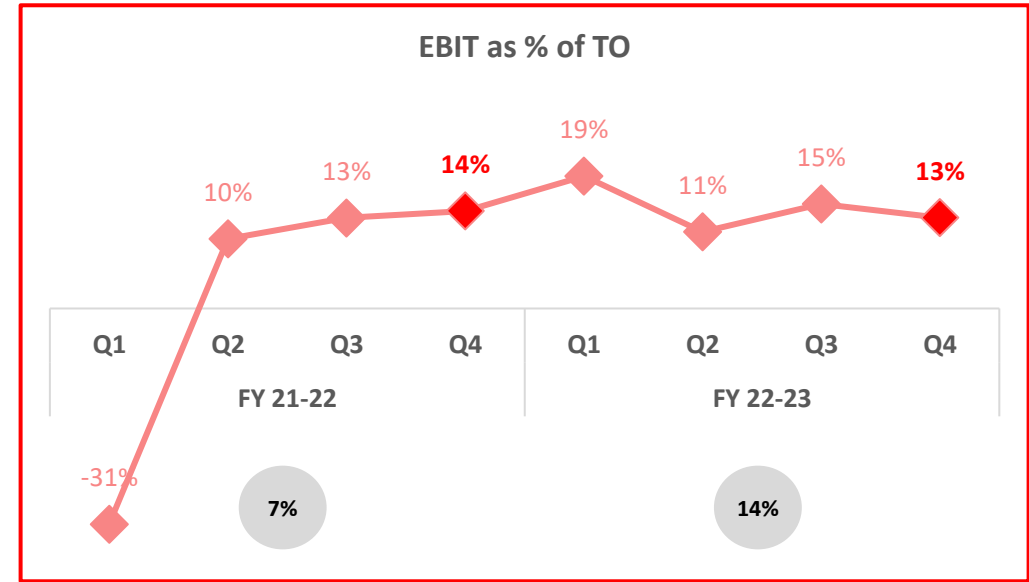
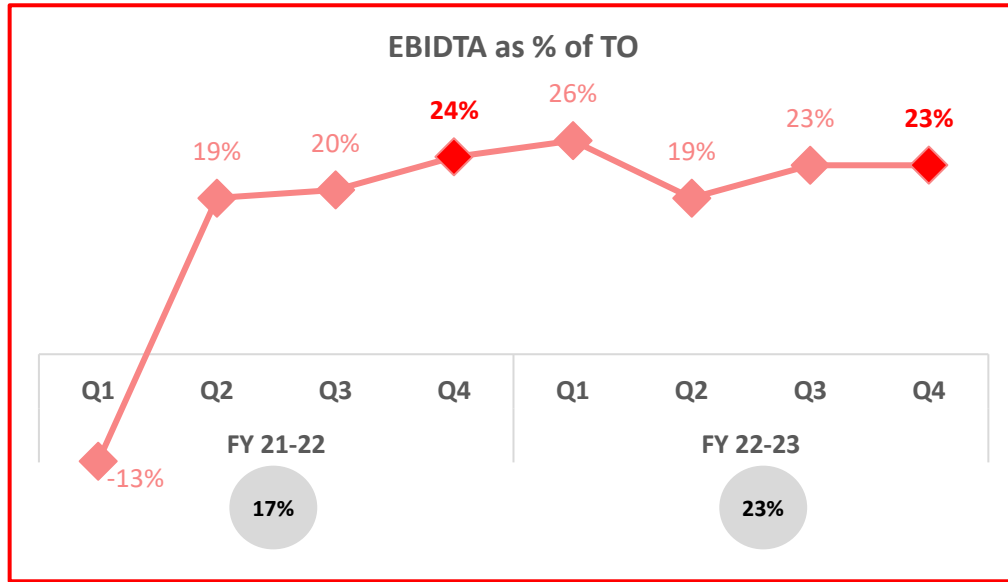
# FINANCIAL SUMMARY



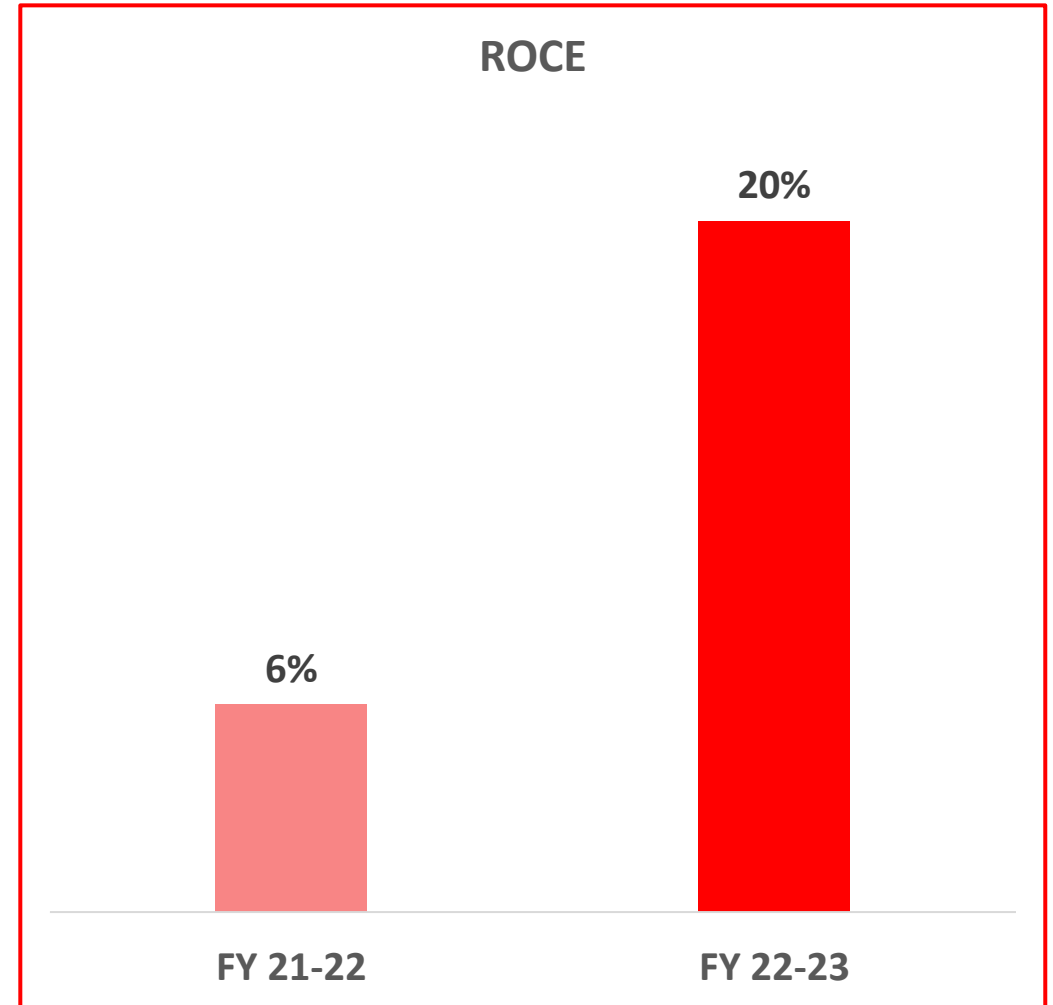
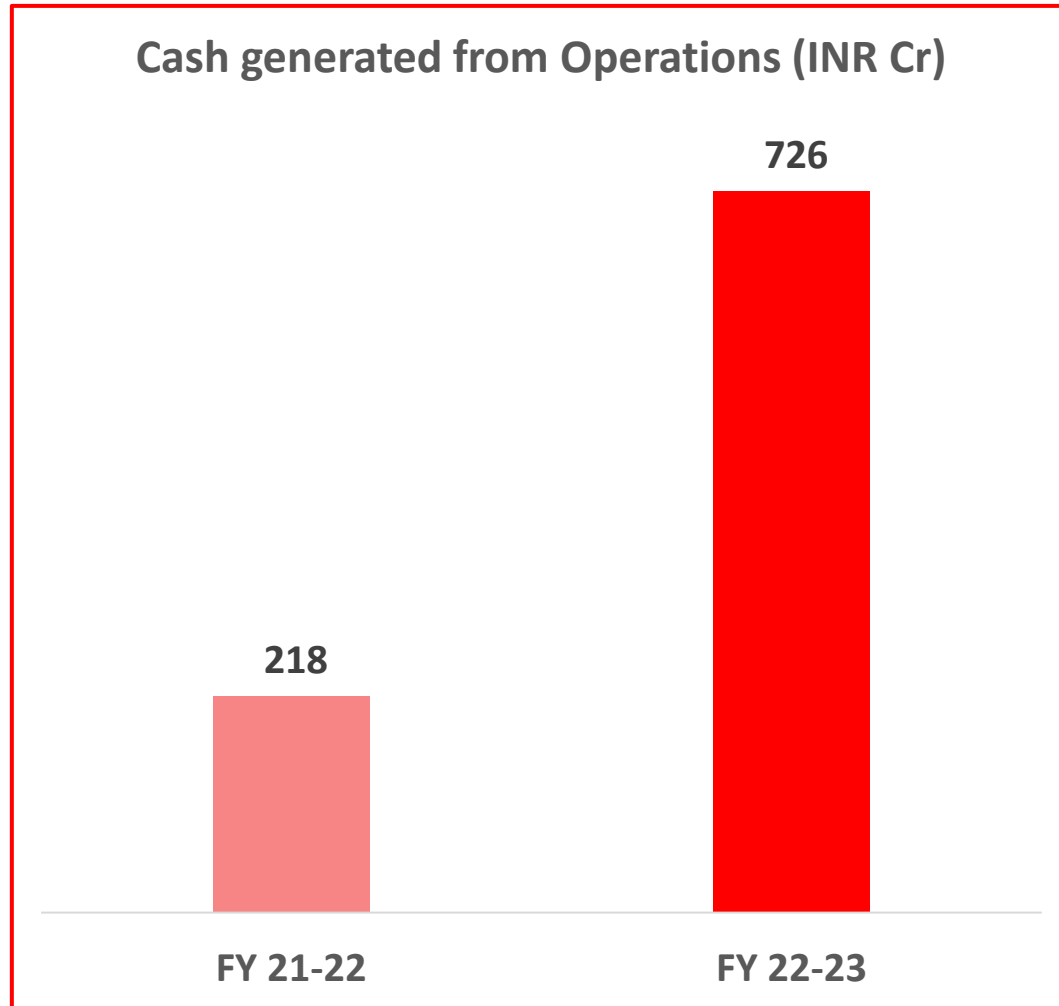
# Financial Highlights: Profit and Loss (1/2)



# Financial Highlights: Profit and Loss (2/2)



# Financial Highlights: Balance Sheet



**THANK YOU**



**COURAGE IS HALF WAY  
TO SUCCESS**

TOMAS BATA

*Bata*

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(CIN: L19201WB1931PLC007261)

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