

Estimate change	↔
TP change	↓
Rating change	↔

CMP: INR666

TP: INR600 (-10%)

Neutral

Operational discipline visible; structural upside limited

Bloomberg	BATA IN
Equity Shares (m)	129
M.Cap.(INRb)/(USDb)	85.6 / 0.9
52-Week Range (INR)	1288 / 605
1, 6, 12 Rel. Per (%)	-5/-22/-41
12M Avg Val (INR M)	199

Financials & Valuations (INR b)

Y/E March	FY26	FY27E	FY28E
Sales	35.2	37.2	39.1
EBITDA	7.3	8.3	9.1
Adj. PAT	2.1	2.3	3.0
EBITDA Margin (%)	20.7	22.3	23.3
Adj. EPS (INR)	16.0	18.1	23.7
EPS Gr. (%)	-16.8	13.3	30.7
BV/Sh. (INR)	124.1	133.2	145.0

Ratios

Net D:E	0.3	0.2	0.1
RoE (%)	13.0	14.1	17.0
RoCE (%)	9.5	10.8	12.5
RoIC (%)	10.3	12.6	15.3

Valuations

P/E (x)	41.3	36.5	27.9
EV/EBITDA (x)	12.8	11.0	9.8
EV/Sales (X)	2.7	2.5	2.3
Div. Yield (%)	1.8	1.4	1.4

Shareholding Pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	50.2	50.2	50.2
DII	28.4	29.3	29.5
FII	6.4	6.2	6.9
Others	15.0	14.4	13.5

FII includes depository receipts

- Bata India (BATA) reported 5% revenue growth in 4QFY26, marking a **second consecutive quarter of improving momentum**, driven by broad-based growth across channels and categories.
- Reported EBITDA margin contracted 135bp YoY to 20.9% due to one-offs, while adjusted PAT rose 21% YoY to INR525m, reflecting stronger underlying profitability.
- **FY26 was a year of operational reset**, with management focused on improving the consumer value proposition through product refreshes, inventory simplification, and channel execution.
- While a weak start kept FY26 revenue broadly flat and pre-Ind AS margins contracted 40bp to 10.4%, growth accelerated in 2HFY26, suggesting early benefits from these initiatives.
- Management highlighted stabilization in the value segment and continued strength in premium brands such as Hush Puppies and Power.
- ZBM has scaled to 550 stores, delivering ~5% higher sales than the rest of the network. Although these locations account for only ~50% of COCO stores, they contribute over 70% of COCO revenue, highlighting their superior productivity.
- While strategic initiatives are beginning to yield results, we believe a sustained acceleration in growth will require further improvement in product relevance and execution.
- Accordingly, we continue to build in a measured earnings recovery, forecasting FY26–28E revenue/EBITDA/adj. PAT CAGR of 4%/7%/7%. **Reiterate Neutral with a revised TP of INR600 set at 25x FY28E EPS.**

Inventory reset and higher brand spends impact profitability

- Revenue **grew 5% YoY** to INR8.3b (~3% ahead), with demand trends improving sequentially toward the end of FY26 (up 1% YoY).
- **Gross margin contracted 240bp YoY to 56.4%** (95bp miss) due to a rising share of franchisees in the contribution.
- Employee costs declined 9% YoY, partly offsetting pressure from higher operating spends. Other expenses increased 24% YoY. However, adjusting for the INR224m non-cash forex loss related to royalty liability restatement following currency devaluation, underlying opex growth stood at ~10% YoY, driven primarily by ~1.5x YoY increase in A&P investments.
- **Adjusted EBITDA declined 1% YoY** (largely in line), as gross margin contraction and elevated marketing spends offset operating cost control. **EBITDA margin contracted 133bp YoY** to 18.2% (120bp below estimates).
- Adjusted PAT grew 21% YoY to INR525m after excluding the INR281m VRS charge and INR224m forex loss. Reported PAT declined sharply to INR21m versus INR432m YoY due to these one-offs.
- **FY26 revenue remained flat YoY at INR35b.** Gross margin contracted 145bp YoY to 55.3%, impacted by a higher franchisee mix and sustained focus on strengthening value perception.

- **Pre-Ind AS EBITDA declined 4% YoY to INR3.6b**, with margins contracting 40bp YoY to 10.4%, reflecting weaker GM despite cost interventions.
- Adj. PAT grew 10% YoY to INR2.3b, while reported PAT stood at INR1.6b, impacted by multiple one-offs.

Working capital and cash flow

- Inventory days improved sharply to 73 days (vs. 85 days in FY25), the lowest in several years, driven by accelerated clearance of aged inventory, decluttering initiatives, and tighter inventory control. **Absolute inventory declined 13% YoY**, while core working capital remained stable at ~58 days.
- Operating cash flow (post leases) declined to INR2.1b (vs. INR3.8b in FY25) due to weaker profitability. Consequently, FCFF moderated to INR1.5b from INR3.1b in FY25.

Key takeaways from the management commentary

- **Growth momentum** strengthened for the second consecutive quarter, driven by broad-based improvement across channels and categories. Demand trends improved sequentially through the quarter, with stabilization in the value segment and continued outperformance in premium brands supporting growth.
- **Inventory quality** continues to drive productivity gains, with inventory declining 28% over two years despite significantly higher availability. Healthier inventory is supporting stronger full-price sales, improved stock freshness, better fulfilment capabilities, and higher inventory turns.
- **Network expansion** and digital initiatives remain key growth drivers, with double-digit growth in franchise and CIS channels, continued ZBM rollout, and e-commerce turning profitable while strengthening omnichannel capabilities.
- **Portfolio trends remained encouraging**, with the sub-INR1,000 segment (~35–40% of revenue) stabilizing after a prolonged decline, while premium brands such as Hush Puppies (~18–20% of revenue) and Power continued to outperform. E-commerce contributes ~12–13% of revenue and remains the fastest-growing channel.

Valuation and view

- Strategic initiatives are gaining traction, led by franchise-led distribution expansion, product premiumization, sharper youth-focused offerings, and continued investments in inventory productivity, omnichannel capabilities, and brand building.
- While operating metrics are improving, we believe it will take time for these initiatives to translate into sustained revenue acceleration and meaningful margin recovery, **with profitability likely to remain below pre-COVID levels, even by FY28E.**
- We modestly revise our FY26–28 estimates and project revenue/EBITDA/adj. PAT CAGR of 4%/7%/7% over FY26-28E.
- However, a potential demand recovery in the organized value footwear segment, following GST rationalization, limits downside. **Reiterate Neutral with a revised TP of INR600.**

Consolidated quarterly earnings

(INR m)

Y/E March	FY25				FY26				FY25	FY26	FY26E	Est
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q				
Revenue	9,446	8,371	9,188	7,882	9,419	8,013	9,447	8,276	34,888	35,155	8,008	3.3
YoY Change (%)	-1.4	2.2	1.7	-1.2	-0.3	-4.3	2.8	5.1	0.3	0.8		
Gross Profit	5,182	4,740	5,163	4,559	5,038	4,439	5,291	4,670	19,801	19,434	4,595	1.6
Gross margin%	54.9	56.6	56.2	57.8	53.5	55.4	56.0	56.4	56.8	55.3	57.4	-2
Total Expenditure	7,597	6,625	7,193	6,099	7,430	6,564	7,326	6,544	27,548	27,868	6,238	4.9
EBITDA	1,849	1,746	1,995	1,783	1,988	1,449	2,120	1,732	7,339	7,287	1,770	-2.2
EBITDA margin	19.6	20.9	21.7	22.6	21.1	18.1	22.4	20.9	21.0	20.7	22.1	-5
Change YoY (%)	-22.8	-3.9	9.4	-2.2	7.5	-17.0	6.3	-1.2	-6.6	-0.7		
Depreciation	872	902	902	1,037	1,061	1,050	1,040	1,050	3,712	4,201	1,061	-1.1
Interest	308	318	311	348	349	338	323	336	1,284	1,346	351	-4.1
Other Income	162	172	99	223	170	214	210	195	670	786	160	22.3
PBT before EO expense	832	698	881	622	748	276	968	541	3,013	2,526	518	4.5
Extra-Ord expense	-1,340	0	108	0	48	83	79	505	-1,232	714		
PBT	2,171	698	773	622	701	193	889	36	4,245	1,812	518	-93.0
Tax	431	178	186	163	181	54	228	15	957	476	134	-88.6
Rate (%)	19.8	25.5	24.1	26.2	25.8	28.0	25.6	42.6	22.5	26.3	25.9	
Reported PAT	1,741	520	587	459	520	139	661	21	3,288	1,336	383	-94.6
Adj PAT	849	520	669	459	568	222	740	525	2,470	2,055	383	37.0
YoY Change (%)	-21	-19	15	-28	-33	-57	11	21	-16	-17	0	
Margins (%)	9.0%	6.2%	7.3%	5.8%	6.0%	2.8%	7.8%	6.3%	7.1%	5.8%	0.0%	

E: MOFSL Estimates

Exhibit 1: Valuation based on FY28E

Dec'27	(INR/share)
EPS (INR)	24
Target P/E (x)	25
Target Price (INR/share)	600
CMP	666
Upside (%)	-10.0%

Source: MOFSL, Company



Detailed takeaways from the management commentary

- **Demand** accelerated for the second consecutive quarter, with broad-based improvement across channels and categories. Demand trends strengthened sequentially through the quarter, with March outperforming January, while stronger revenue growth was accompanied by healthy operating cash flow generation.
- **Inventory** transformation continues to deliver, with inventory declining 28% over two years and 13% YoY despite improvement in availability, along with a 30% reduction in assortment complexity. This initiative is ~70–75% complete, targeting inventory turns of ~3x versus ~2.7x currently.
- **Full-price sales** are growing faster, supported by improved inventory health and tighter markdown control. Gross margin benefits remain obscured by franchise mix dilution and an INR60m provision reversal that inflated the 4QFY25 base.
- **ZBM rollout** has expanded to 550 stores and continues to deliver mid-single-digit higher growth than the rest of the network. Coverage is expected to reach 75–80% of the network by the end of 1QFY27.
- **Franchise expansion** (~10% contribution) remains a key growth driver, delivering double-digit growth at higher profitability. The franchise network has crossed 700 stores and is targeted to reach 1,000 stores over the next 12 months, supporting deeper market penetration with limited capital deployment.
- **E-commerce** remains the fastest-growing channel, contributing low-teen revenue (~12–13%) and turning profitable after 4–5 years of investment. Over 700 stores now fulfill online orders, improving inventory productivity and strengthening omnichannel capabilities.
- **Value range:** The sub-INR1,000 segment, which contributes ~35–40% of revenue, has stabilized after nearly three years of decline following GST-led pricing increases and input cost inflation. The category is now growing broadly in line with overall company growth.
- **Premium brands**, including Hush Puppies (~18–20% of revenue) and Power, continue to outgrow the broader portfolio. Significant investments have been made in design, comfort, and technology, with the majority of the product refresh pipeline expected to reach consumers.
- BATA is developing a dedicated sneakers proposition to strengthen relevance among younger consumers and support customer acquisition. Marketing investments remain elevated, with 80–85% of spend directed toward digital channels and brand consideration reaching an all-time high.
- **Trade receivables** increased 65% YoY, driven by faster growth in franchise, wholesale, and B2B e-commerce channels.
- **Raw material inflation** is currently running at ~5–6%, primarily driven by EVA and polyurethane inputs. While no immediate impact is visible, the company expects to offset cost pressures through calibrated pricing actions and remains watchful of commodity and crude-linked volatility.

Exhibit 2: Quarterly performance

Consol P&L (INR m)	4QFY25	3QFY26	4QFY26	YoY%	QoQ%	4QFY26E	v/s Est (%)
Total Revenue	7,878	9,447	8,276	5	-12	8,008	3
Raw Material cost	3,242	4,156	3,606	11	-13	3,413	6
Gross Profit	4,635	5,291	4,670	1	-12	4,595	2
Gross margin (%)	58.8	56.0	56.4	-241.2	42.7	57.4	-94.6
Employee Costs	1,243	1,114	1,132	-9	2	1,258	-10
SGA Expenses	1,639	2,056	1,807	10	-12	1,567	15
EBITDA	1,753	2,120	1,732	-1	-18	1,770	-2
EBITDA margin (%)	22.3	22.4	20.9	-133.3	-151.9	22.1	-117.7
Depreciation and amortization	1,037	1,040	1,050	1	1	1,061	-1
EBIT	716	1,080	682	-5	-37	709	-4
EBIT margin (%)	9.1	11.4	8.2	-85.6	-319.7	8.8	-61.2
Finance Costs	348	323	336	-3	4	351	-4
Other income	226	210	195	-14	-7	160	22
Exceptional item	0	79	505			0	NM
Profit before Tax	595	889	36	-94	-96	518	-93
Tax	163	228	15	-91	-93	134	-89
Tax rate (%)	27.3	25.6	42.6	55.9	1699.6	25.9	NM
Profit after Tax	432	661	21	-95	-97	383	-95
Adj. Profit after Tax	432	740	525	21	-29	383	37

Source: MOFSL, Company

Exhibit 3: Revisions to our estimates

	FY26	FY27E	FY28E
Revenue (INR m)			
Old		36,473	38,130
Actual/New	35,155	37,190	39,071
Change (%)		2.0	2.5
EBITDA (INR m)			
Old		8,188	9,056
Actual/New	7,287	8,275	9,084
Change (%)		1.1	0.3
EBITDA margin (%)			
Old		22.5	23.8
Actual/New	20.7	22.3	23.3
Change (%)		-20	-50
Net Profit (INR)			
Old		2,363	2,896
Actual/New	2,055	2,329	3,044
Change (%)		-1.4	5.1

Source: MOFSL, Company

Story in charts

Exhibit 4: Revenue grew 5% YoY

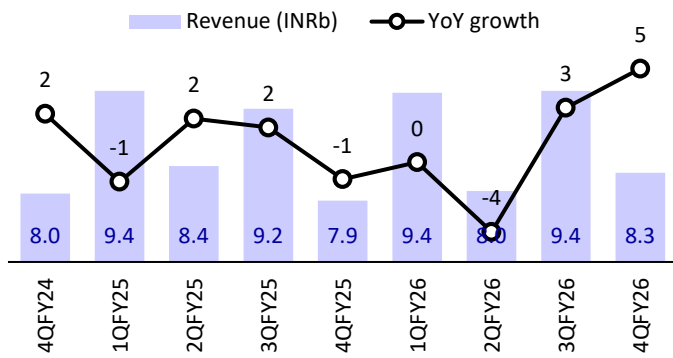


Exhibit 5: GM contracted ~240bp YoY

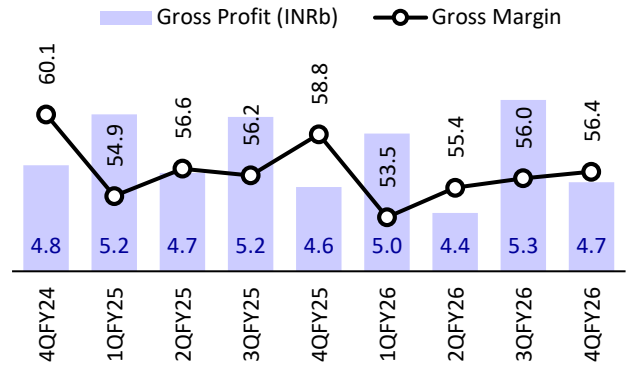


Exhibit 6: Reported EBITDA was largely flat YoY, while margin contracted ~130bp

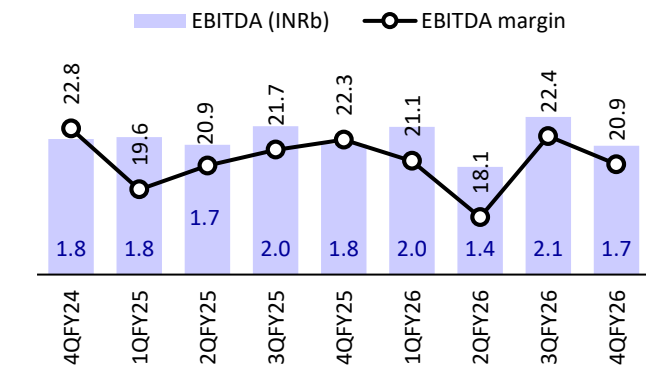


Exhibit 7: PAT grew 21%

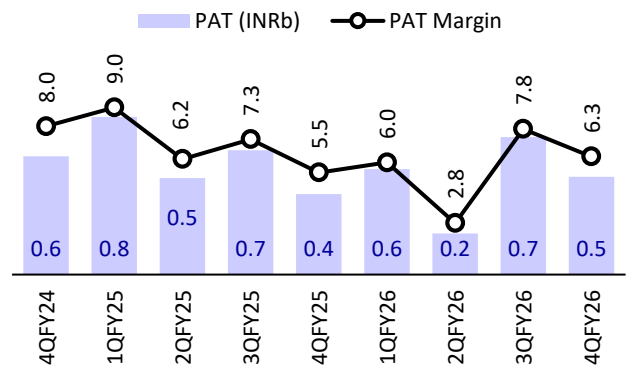


Exhibit 8: Franchisee stores expansion continues

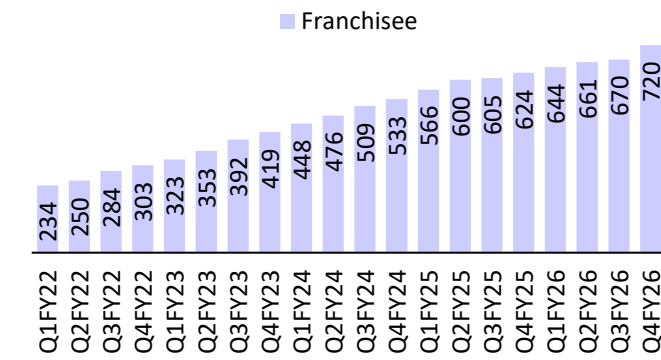


Exhibit 9: Expect 4% revenue CAGR over FY25-28

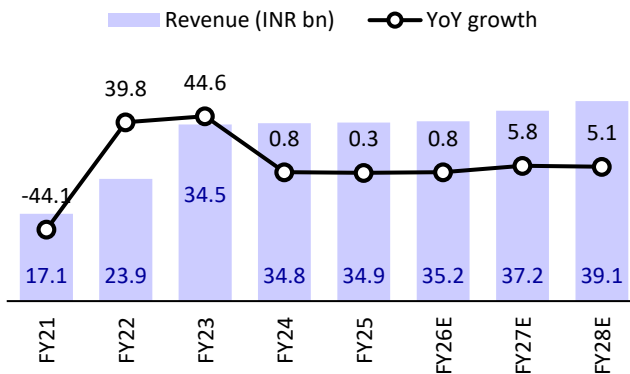


Exhibit 10: Expect 7% EBITDA CAGR over FY25-28

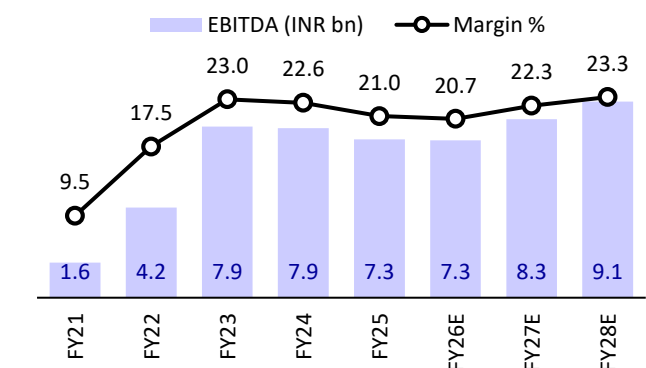
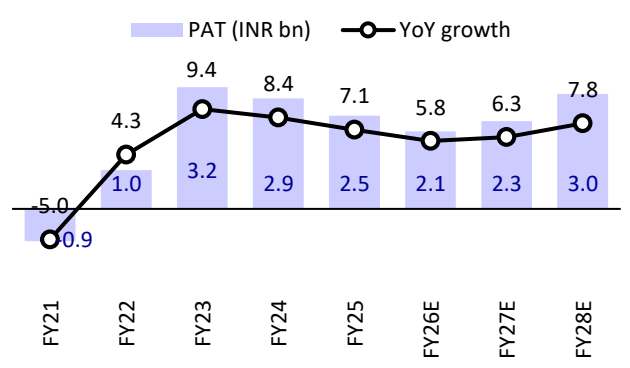


Exhibit 11: Expect 7% Adj PAT CAGR over FY25-28



Source: MOFSL, Company

Source: MOFSL, Company

Financials and valuations

Consolidated - Income Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Total Income from Operations	17,085	23,877	34,516	34,786	34,888	35,155	37,190	39,071
Change (%)	-44.1	39.8	44.6	0.8	0.3	0.8	5.8	5.1
Raw Materials	8,375	10,868	15,137	14,922	15,087	15,721	16,456	17,191
Gross Profit	8,710	13,009	19,379	19,864	19,801	19,434	20,733	21,880
Margin (%)	51.0	54.5	56.1	57.1	56.8	55.3	55.8	56.0
Employees Cost	3,398	3,787	4,187	4,200	4,616	4,522	4,649	4,786
Other Expenses	3,690	5,037	7,256	7,805	7,845	7,625	7,810	8,010
Total Expenditure	15,463	19,692	26,579	26,927	27,548	27,868	28,915	29,987
% of Sales	90.5	82.5	77.0	77.4	79.0	79.3	77.8	76.8
EBITDA	1,622	4,185	7,936	7,859	7,339	7,287	8,275	9,084
Margin (%)	9.5	17.5	23.0	22.6	21.0	20.7	22.3	23.3
Depreciation	2,648	2,420	2,948	3,391	3,712	4,201	4,703	4,901
EBIT	-1,026	1,765	4,989	4,468	3,628	3,087	3,572	4,183
Int. and Finance Charges	1,035	928	1,078	1,170	1,284	1,346	1,305	1,325
Other Income	941	560	386	617	670	786	846	1,211
PBT bef. EO Exp.	-1,120	1,397	4,296	3,915	3,013	2,526	3,112	4,068
EO Items	46	0	0	409	-1,232	714	0	0
PBT after EO Exp.	-1,166	1,397	4,296	3,506	4,245	1,812	3,112	4,068
Total Tax	-273	367	1,067	881	957	476	783	1,024
Tax Rate (%)	23.4	26.3	24.8	25.1	22.5	26.3	25.2	25.2
Minority Interest	-	-	-	-	-	-	-	-
Reported PAT	-893	1,030	3,229	2,625	3,288	1,336	2,329	3,044
Adjusted PAT	-858	1,030	3,229	2,927	2,470	2,055	2,329	3,044
Change (%)	-126.1	-220.1	213.5	-9.4	-15.6	-16.8	13.3	30.7
Margin (%)	-5.0	4.3	9.4	8.4	7.1	5.8	6.3	7.8

Consolidated - Balance Sheet

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	643	643	643	643	643	643	643	643
Total Reserves	16,938	17,504	13,739	14,626	15,106	15,313	16,478	18,000
Net Worth	17,581	18,147	14,382	15,269	15,749	15,956	17,120	18,643
Minority Interest	0	0	0	0	0	0	0	0
Total Loans	10,323	10,942	12,464	13,573	14,465	13,866	14,336	14,735
Lease Liabilities	10,323	10,942	12,464	13,573	14,465	13,866	14,336	14,735
Deferred Tax Liabilities	0	0	0	0	0	0	0	0
Other Liabilities	21	20	5	140	295	318	318	318
Capital Employed	27,924	29,109	26,851	28,982	30,509	30,139	31,774	33,696
Gross Block	17,670	18,661	23,268	22,686	26,432	29,142	40,023	44,273
Less: Accum. Deprn.	6,475	6,402	9,350	7,599	8,437	12,637	23,971	28,872
Net Fixed Assets	11,195	12,259	13,918	15,087	17,995	16,505	16,052	15,401
Capital WIP	336	52	38	37	145	44	44	44
Total Investments	1,832	1,899	1,492	1,601	1,487	3,125	3,125	3,125
Curr. Assets, Loans&Adv.	18,578	20,000	16,135	15,505	17,097	16,518	18,738	21,680
Inventory	6,083	8,709	9,046	9,296	8,147	7,076	8,886	9,283
Account Receivables	794	717	826	801	1,118	1,841	815	856
Cash and Bank Balance	10,968	9,688	5,311	4,275	6,239	5,311	7,921	10,369
Loans and Advances	733	886	952	1,133	1,593	2,291	1,116	1,172
Curr. Liability & Prov.	5,400	6,143	5,865	4,516	7,626	7,645	7,777	8,146
Account Payables	4,397	4,562	4,093	2,997	3,492	3,306	4,058	4,239
Other Current Liabilities	917	1,491	1,696	1,472	2,177	2,435	1,488	1,563
Provisions	86	90	76	47	1,956	1,904	2,231	2,344
Net Current Assets	13,178	13,858	10,270	10,989	9,471	8,873	10,961	13,534
Deferred Tax assets	1,384	1,042	1,133	1,267	1,422	1,592	1,592	1,592
Misc Expenditure	0	0	0	0	0	0	0	0
Appl. of Funds	27,924	29,109	26,851	28,982	30,519	30,139	31,774	33,696

Financials and valuations

Ratios

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)								
EPS (diluted from FY17)	-6.7	8.0	25.1	22.8	19.2	16.0	18.1	23.7
Cash EPS (diluted from FY17)	13.9	26.8	48.1	49.2	48.1	48.7	54.7	61.8
BV/Share (diluted from FY17)	136.8	141.2	111.9	118.8	122.5	124.1	133.2	145.0
DPS	4.0	54.5	12.5	12.0	12.0	12.0	9.1	9.1
Payout (%)	-57.6	680.1	49.8	58.8	46.9	115.5	50.0	38.3
Valuation (x)								
P/E	-161.7	134.7	43.0	47.4	34.4	41.3	36.5	27.9
Cash P/E	77.5	40.2	22.5	22.0	13.7	13.6	12.1	10.7
P/BV	7.9	7.6	9.6	9.1	5.4	5.3	5.0	4.6
EV/Sales	8.1	5.9	4.2	4.3	2.7	2.7	2.5	2.3
EV/EBITDA	85.1	33.4	18.4	18.8	12.7	12.8	11.0	9.8
Dividend Yield (%)	0.4	5.1	1.2	1.1	1.8	1.8	1.4	1.4
FCF per share	33.1	12.7	41.9	27.6	52.1	41.2	52.6	52.0
Return Ratios (%)								
RoE	-4.7	5.8	19.9	19.7	15.9	13.0	14.1	17.0
RoCE	-0.2	6.0	14.4	13.7	11.3	9.5	10.8	12.5
RoIC	-4.6	8.1	20.0	15.5	12.3	10.3	12.6	15.3
Working Capital Ratios								
Fixed Asset Turnover (x)	1.0	1.3	1.5	1.5	1.3	1.2	0.9	0.9
Asset Turnover (x)	0.6	0.8	1.3	1.2	1.1	1.2	1.2	1.2
Inventory (Days)	265	292	218	227	197	164	197	197
Debtor (Days)	17	11	9	8	12	19	8	8
Creditor (Days)	192	153	99	73	84	77	90	90
Leverage Ratio (x)								
Current Ratio	3.4	3.3	2.8	3.4	2.2	2.2	2.4	2.7
Interest Cover Ratio	-1.0	1.9	4.6	3.8	2.8	2.3	2.7	3.2
Net Debt/Equity	-0.1	0.0	0.4	0.5	0.4	0.3	0.2	0.1

Consolidated - Cash Flow Statement

(INR m)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
OP/(Loss) before Tax	-1,167	1,397	4,298	3,506	4,237	1,820	3,112	4,068
Depreciation	2,627	2,420	2,948	3,391	3,713	4,201	4,703	4,901
Interest & Finance Charges	1,035	928	1,079	1,170	1,285	1,346	1,305	1,325
Direct Taxes Paid	468	-68	-974	-949	-1,196	-812	-783	-1,024
(Inc)/Dec in WC	2,066	-1,982	-776	-2,041	1,210	-125	522	-125
CF from Operations	5,030	2,694	6,575	5,078	9,249	6,431	8,859	9,146
Others	-420	-579	-287	-547	-1,872	-482	-846	-1,211
CF from Operating incl EO	4,611	2,115	6,288	4,531	7,377	5,949	8,014	7,935
(Inc)/Dec in FA	-357	-477	-897	-979	-683	-647	-1,250	-1,250
Free Cash Flow	4,254	1,638	5,391	3,552	6,694	5,301	6,764	6,685
(Pur)/Sale of Investments	-920	940	4,963	992	834	-1,958	0	0
Others	750	466	319	391	380	33	846	1,211
CF from Investments	-527	928	4,385	404	531	-2,573	-404	-39
Issue of Shares	0	0	0	0	0	0	0	0
Inc/(Dec) in Debt	0	0	0	0	-2,819	-1,157	-1,165	-1,522
Interest Paid	-11	-9	0	0	0	0	0	0
Dividend Paid	-515	-514	-6,989	-1,731	-2,819	-1,157	-1,165	-1,522
Others	-3,165	-2,886	-3,117	-3,433	-3,534	-3,642	-3,835	-3,926
CF from Fin. Activity	-3,691	-3,410	-10,106	-5,164	-9,173	-5,956	-6,164	-6,970
Inc/Dec of Cash	393	-367	567	-230	-1,265	-2,581	1,445	926
Opening Balance	150	543	176	743	514	-752	-3,332	-1,887
Closing Balance	543	176	743	514	-752	-3,332	-1,887	-961
Other Bank Balance	10,425	9,512	4,568	3,762	6,991	8,643	9,807	11,330
Net Closing Balance	10,968	9,688	5,311	4,275	6,239	5,311	7,921	10,369

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Nainesh Rajani

Email: nainesh.rajani@motilaloswal.com

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Correspondence Address: Palm Spring Centre, 2nd Floor, Palm Court Complex, New Link Road, Malad (West), Mumbai- 400 064. Tel No: 022 71881000. Details of Compliance Officer: Neeraj Agarwal,

Email Id: na@motilaloswal.com, Contact No.:022-40548085.

Grievance Redressal Cell:

Contact Person	Contact No.	Email ID
Ms. Hemangi Date	022 40548000 / 022 67490600	query@motilaloswal.com
Ms. Kumud Upadhyay	022 40548082	servicehead@motilaloswal.com
Mr. Ajay Menon	022 40548083	am@motilaloswal.com

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