

November 10, 2025

To: DCS-CRD BSE Limited First Floor, New Trade Wing Rotunda Building, Phiroze Jeejeebhoy Towers Dalal Street, Fort, Mumbai 400 023 Stock Code: 533229	To: Listing Compliance National Stock Exchange of India Ltd. Exchange Plaza, 5th Floor Plot No. C/1, 'G' Block Bandra- Kurla Complex Bandra East, Mumbai 400 051 Stock Code: BAJAJCON
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Dear Sirs/Madam,

Sub: Investor Presentation

Please find enclosed a copy of the Investor Presentation for the first quarter ended September 30, 2025.

The same may please be taken on record and suitably disseminated to all concerned.

Thanking you,

Yours Sincerely,

For Bajaj Consumer Care Limited

Vivek Mishra
Head (Legal) & Company Secretary
Membership No.: A21901

Encl: as above

Bajaj Consumer Care Limited

1231, 3rd Floor, Solitaire Corporate Park, 167, Guru Hargovind Marg, Chakala, Andheri (East),
Mumbai 400 093 I Tel.: +91 22 66919477/78 I CIN: L01110RJ2006PLC047173 I

Web: www.bajajconsumercare.com

Registered Office: Old Station Road, Sevashram Chouraha, Udaipur- 313 001, Rajasthan
Tel.: +91 0294-2561631, 2561632

Q2 FY26





EXECUTIVE SUMMARY

Executive Summary Q2 FY26 – Standalone



INR 241.6 Crs



INR 143.3 Crs



INR 49.6 Crs



INR 43.0 Crs

% to Sales

59.3%

20.5%

17.8%

YoY

+7.2%

+680 bps

+42.3%

+29.7%

Executive Summary Q2 FY26 – Consolidated



INR 261.4 Crs



INR 155.8 Crs



INR 48.7 Crs



INR 42.3 Crs

% to Sales

59.6%

18.6%

16.2%

YoY

+13.3%*

+690 bps

+44.9%

+32.8%

** +7.1% Excl. Vishal Personal Care*

Brand Performance Highlights

ADHO Franchise



- Domestic business registered a double-digit value growth YoY while volumes remained flat
- Revival continues in LUP, growing nearly double digit
- Larger packs grew at double digit

Other Portfolio



- Overall, NPDs + traditional remained flat in Q2 YoY
- Bajaj 100% Pure Coconut Oil delivered low single digit growth in Q2 YoY
- Digital forward portfolio saw revival in Q2; registered high teens growth



Registered a double-digit growth with healthy EBITDA margins in low teens (*before One off Expenses*)

Channel Performance Highlights



General Trade

- Registered growth in mid single digit supported by Urban
- Wholesale channel led the recovery in Urban
- Aarohan rural transformation continuing, expect completion of this exercise by year end



Organized Trade

- Registered a growth in high teens YoY, Channel Saliency at 33%
- Modern Trade & E-Commerce witnessed good growths; both channels registered 25%+ backed by strong performance of ADHO
- Canteens declined owing to GST transition; Institutions business remain muted



International Business

- Weak performance in IB on back of external headwinds in RoW and distributor transition in key markets of GCC
- Bangladesh maintained growth momentum; registered high single digit growth
- Nepal declined in high teens due to political instability; however we expect normalcy soon

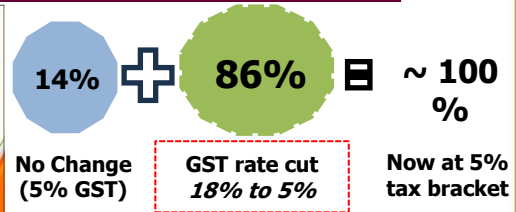
GST Reforms

**THANK YOU
HON'BLE PRIME MINISTER
FOR GROUND-BREAKING GST REFORMS**

bajaj CONSUMER CARE
PLEDGES TO PASS ON THE
GST REDUCTION BENEFITS
ACROSS YOUR FAVOURITE
HAIR CARE & PERSONAL
CARE PRODUCTS.

**CHOOSE इज्जतदेहो,
BUILD भारत.**

Product	Old MRP	New MRP
Almond Drops (475ml)	Rs 385/-	Rs 350/-
Antiseptic Soap (140ml)	Rs 35/-	Rs 40/-
Almond Drops (180ml)	Rs 96/-	Rs 80/-
Jasmine (180ml)	Rs 105/-	Rs 93/-
Almond Drops (25g)	Rs 160/-	Rs 132/-
Antiseptic Soap (125g)	Rs 36/-	Rs 40/-
Almond Drops (160ml)	Rs 50/-	Rs 44/-
Almond Drops (340ml)	Rs 390/-	Rs 359/-
Almond Drops (200ml)	Rs 369/-	Rs 319/-
Almond Drops (125(5X)g)	Rs 390/-	Rs 440/-
100% Pure (200ml)	Rs 290/-	Rs 266/-
Almond Drops (300ml)	Rs 230/-	Rs 213/-



- Passed on the benefit of reduced GST rates to consumers
- Complied with all statutory guidelines
- Significant boost expected in coming quarters



SALES & MARKETING

Almond Drops Hair Oil Performance

- Non price point packs grew at strong double digit on back of strong media inputs and Channel activations
- Work around Revenue Management and Trade spends rationalization yielding positive results
- Price point packs registered a near double digit growth despite challenges in Rural
- Increased focus on Digital, activated multiple platforms YouTube, OTT, CTV & Meta along with Influencer Campaigns
- Rationalized TV GRP while maintaining SOV leadership; reached 17% v/s 11% LY



FROM IDEA TO IMPACT - THE HQI SUCCESS STORY

A powerful mix of innovation,
creativity, and collaboration

THE IDEA:

AQI IMPACTS HQI

just like air quality affects our lungs,
it also affects our hair.

So why not track it?

THE INNOVATION :

Launched the
Hair Quality Index (HQI)

an AI-powered filter using live weather
APIs to assess hair health based
on local air quality.

THE EXECUTION:



Users clicked a photo
to scan their hair.



Instantly received a Hair
Quality Index &
personalised
recommendation.



Redirected to Bajaj
Almond Drops Hair Oil
product page of
Swiggy Instamart



THE RESULTS?

Exceeded Benchmarks



+35%
more users reached



+52%
clicks over target, with
a 1.1% CTR



66%
engagement rate vs 40%
industry average



12s
average time spent with
the HQI experience

CONVERSION FUNNEL WINS



7% of the user base reached
the "Try Now" Page



80% clicked on the CTA



9% increment in ATC &
3% lift in purchase

WHO ENGAGED MOST?

18-24 yr olds contributed to 50% of
total deliverables, with maximum
traction from mid-range Android
devices



THE TAKEAWAY

A tech-powered idea that captured
young users, exceeded engagement
benchmarks, and translated curiosity
into tangible sales results.

OUR FIRST BIG WIN AT MARTECH+ AWARDS 2025

Campaign: Hair Quality Index (HQI) ft. Bajaj Almond Drops
Category: FMCG - Personal Care & Cosmetics

CAMPAIGN OBJECTIVE:

To link pollution and humidity with hair health through a geo-targeted Hair Quality Index (HQI) that highlighted real-time concerns and products as their solutions.

WHAT WE ACHIEVED:

Turned AQI into HQI, sparking conversations on hair health, engaging millions with an interactive AR tool, and driving effortless product discovery and purchase.

THE RECOGNITION:

Crowned Winner at the ET BrandEquity MarTech+ Awards 2025 for innovation in FMCG - Personal Care & Cosmetics.

KEY HIGHLIGHTS:



3.5M+

UNIQUE USERS



14.5M+

IMPRESSIONS



66%

ENGAGEMENT



9%

INCREMENT IN ATC



3%

LIFT IN PURCHASE



Bajaj 100% Pure Coconut Oil Performance

- Bajaj 100% Pure Coconut Oil delivered low single digit growth in Q2 YoY
- Price hike executed as per Market Index
- All-India market share steady over the long term; sees a minor drop against previous quarter



Bajaj Gold Enriched Coconut Hair Oil – Launch in Sept/Oct

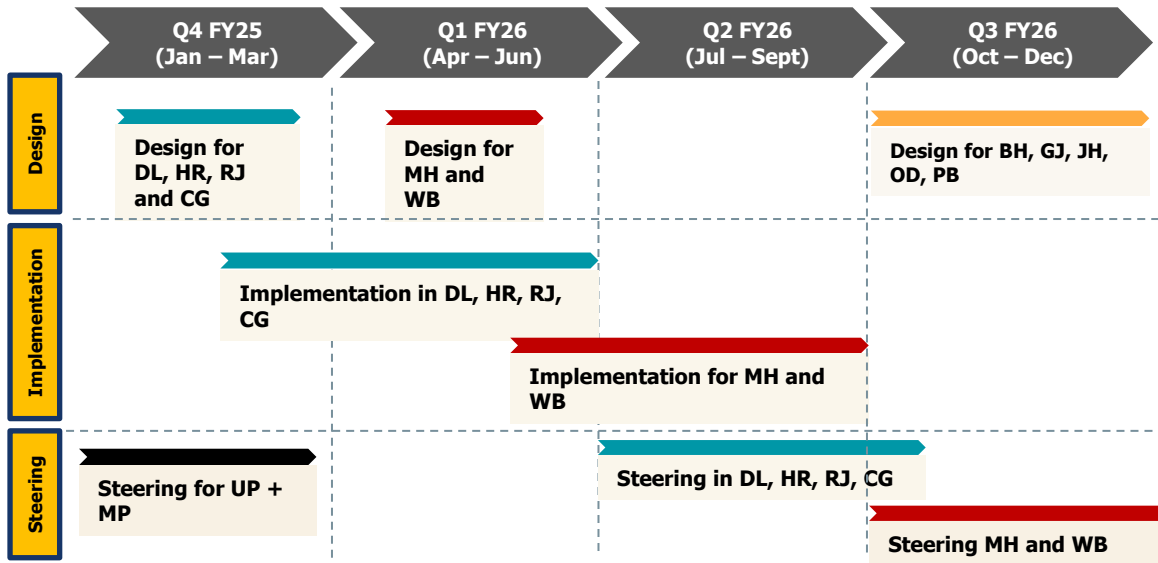


- We were witnessing shift in Consumer preference from 100% Pure Coconut to Value Added Coconut which we believe will get further accelerated after GST harmonization
- Launched Bajaj Gold Enriched Coconut Hair Oil in a record time
- Multiple SKU's & Price points been launched to ensure adequate coverage in GT & OT Channels



PROJECT AAROHAN UPDATE

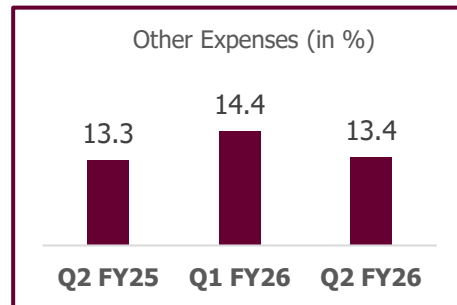
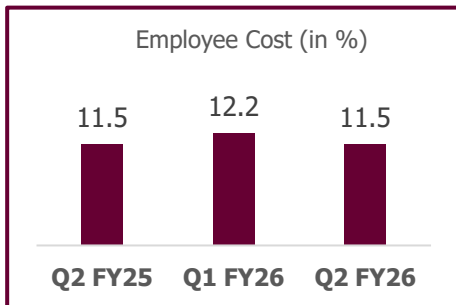
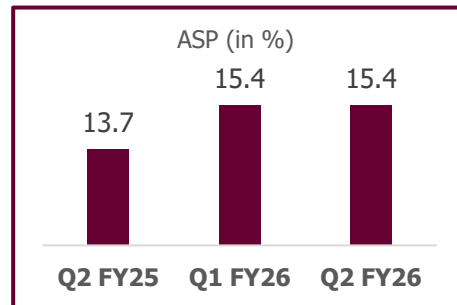
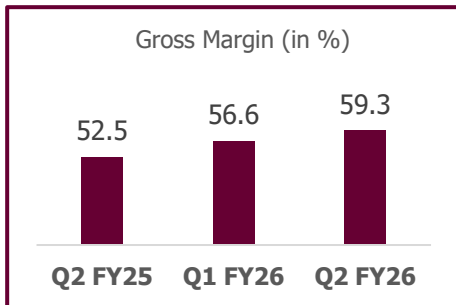
Project Aarohan extended to Rest of India - Phase 2 Plan



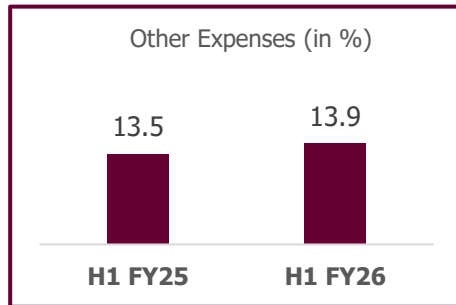
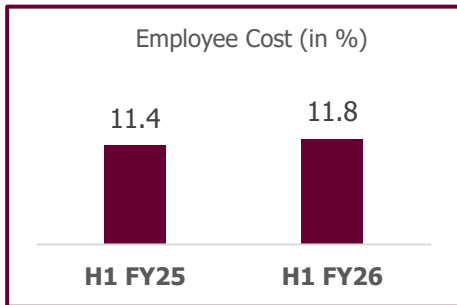
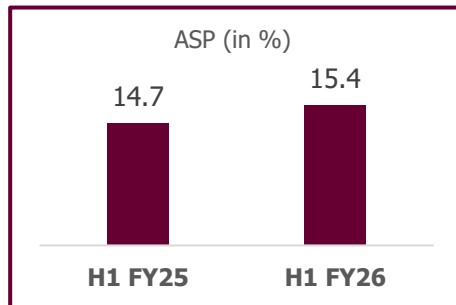
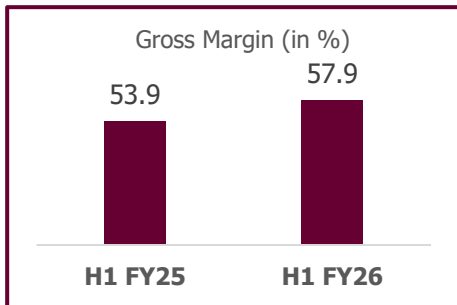


FINANCIALS

Standalone – Margin & Expenses To Sales Trend % Q2



Standalone – Margin & Expenses To Sales Trend % H1



Financial Performance - Standalone

in INR Crore

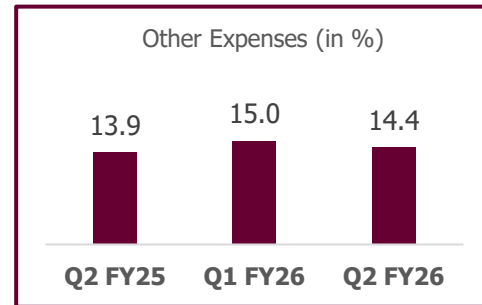
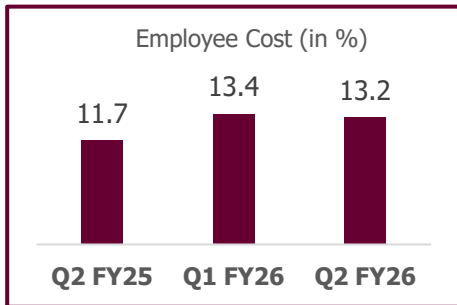
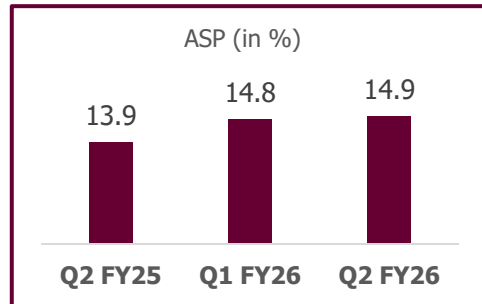
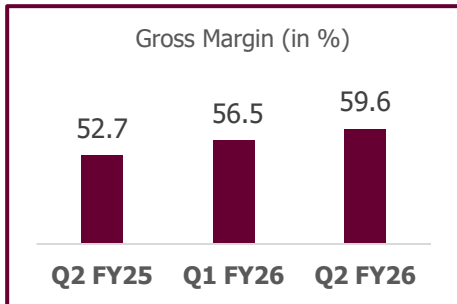
Particulars	Q2 FY25	Q2 FY26	YoY%	H1 FY25	H1 FY26	YoY%
Net Sales Value	225.4	241.6	7.2%	462.4	486.1	5.1%
Other Operating Income	3.4	3.7	8.9%	7.6	10.9	42.9%
Total Operating Income	228.8	245.3	7.2%	470.0	497.0	5.8%
Cost of Goods sold	107.1	98.3	-8.2%	213.3	204.5	-4.1%
Contribution	118.3	143.3	21.2%	249.0	281.6	13.1%
% of Sales	52.5%	59.3%		53.9%	57.9%	
Employees Cost	25.9	27.7	7.1%	52.9	57.5	8.7%
Advertisement & Sales Prom.	30.9	37.3	20.5%	68.2	75.0	10.0%
Other Expenses	30.0	32.4	8.1%	62.4	67.6	8.4%
EBITDA	34.8	49.6	42.3%	73.2	92.4	26.2%
% of Sales	15.5%	20.5%		15.8%	19.0%	
Other Income	8.9	7.5		19.9	15.1	
Finance Cost	0.1	0.4		0.3	0.8	
Depreciation and Amortisation	2.4	3.6		4.6	5.9	
Corporate Social Responsibility	1.0	0.9		1.9	1.7	
Profit Before Tax(PBT)	40.2	52.1	29.7%	86.2	99.0	14.9%
Tax Expenses	7.0	9.1		15.1	17.0	
Profit After Tax(PAT)	33.2	43.0	29.7%	71.1	82.1	15.3%
% of Sales	14.7%	17.8%		15.4%	16.9%	

Standalone Balance Sheet as at 30th Sept 2025

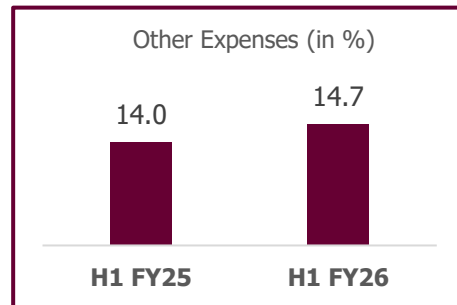
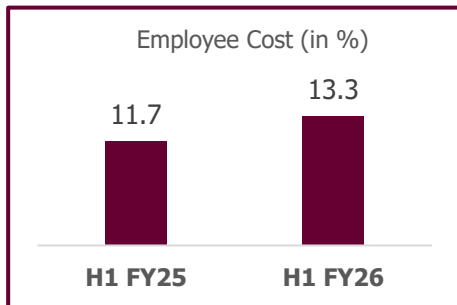
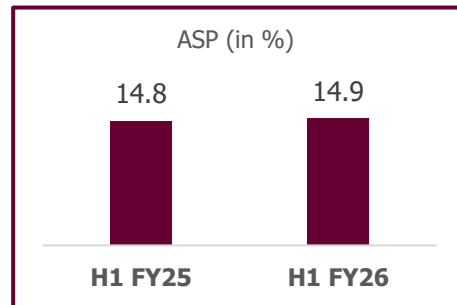
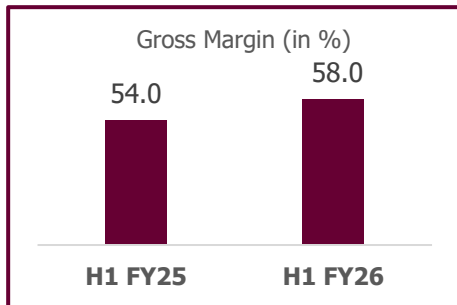
In INR Crore

Particulars (INR Crore)	30.09.2025	31.03.2025	Particulars (INR Crore)	30.09.2025	31.03.2025
ASSETS			EQUITY AND LIABILITIES		
1. Non-Current Assets			1. Equity		
(a) Property, Plant & Equipment	69.4	45.2	(a) Share Capital	13.1	13.7
(b) Capital Work in progress	1.4	1.4	(b) Other Equity	668.3	774.7
(c)Other Intangible Assets	0.7	0.6			
(d) Right-of-use asset	17.0	3.6	Total Equity	681.4	788.4
(e) Financial Assets			2. Non-Current Liabilities		
(i) Investments	294.8	232.7	(a) Financial Liabilities		
(ii) Others	5.8	5.0	(i) Lease Liabilities	13.5	1.7
(f) Other non-current assets	0.7	0.0	(b) Provision for Employee Benefit	5.8	5.7
Sub Total Non Current Assets	389.8	288.4	Sub Total Non Current Liabilities	19.3	7.4
2. Current Assets			3. Current Liabilities		
(a) Inventories	55.6	51.7	(a) Financial Liabilities		
(b) Financial Assets			(i) Lease Liabilities	4.5	2.5
(i) Investments	225.7	340.7	(ii) Trade Payable		
(ii) Trade Receivables	72.5	73.0	(a)Total Dues to micro and small enterprises	4.1	4.9
(iii)Cash and Cash Equivalents	17.0	25.6	(b) Creditors Other than (a)	43.8	44.3
(iv)Bank Balances other than (iii)	20.3	81.4	(iii) Other Financial Liabilities	73.9	65.3
(v) Others	0.2	0.1	(b) Other Current Liabilities	20.1	12.7
(c) Current Tax Assets (Net)	0.7	1.0	(c) Provisions for employee Benefit	5.1	6.0
(d) Other Current Assets	74.6	70.0	(d) Current Tax Liabilities (Net)	4.2	0.4
Sub Total Current Assets	466.6	643.5	Sub Total Current Liabilities	155.7	136.1
TOTAL ASSETS	856.4	931.9	TOTAL EQUITY AND LIABILITIES	856.4	931.9

Consolidated – Margin & Expenses To Sales Trend % Q2



Consolidated – Margin & Expenses To Sales Trend % H1



Financial Performance - Consolidated

in INR Crore

Particulars	Q2 FY25	Q2 FY26	YoY%	H1 FY25	H1 FY26	YoY%
Net Sales Value	230.6	261.4	13.3%	472.3	520.9	10.3%
Other Operating Income	3.4	3.9	15.0%	7.6	11.1	45.6%
Total Operating Income	234.0	265.3	13.4%	479.9	532.0	10.8%
Cost of Goods sold	109.2	105.6	-3.3%	217.2	218.5	0.6%
Contribution	121.5	155.8	28.3%	255.1	302.4	18.5%
% of Sales	52.7%	59.6%		54.0%	58.0%	
Employees Cost	27.0	34.5	27.7%	55.2	69.4	25.6%
Advertisement & Sales Prom.	32.0	38.9	21.6%	70.0	77.4	10.5%
Other Expenses	32.2	37.5	16.7%	66.2	76.6	15.6%
EBITDA	33.6	48.7	44.9%	71.2	90.1	26.5%
% of Sales	14.6%	18.6%		15.1%	17.3%	
Other Income	8.9	7.9		19.9	15.7	
Finance Cost	0.1	0.4		0.3	0.8	
Depreciation and Amortisation	2.5	3.8		4.9	6.3	
Corporate Social Responsibility	1.0	0.9		1.9	1.7	
Profit Before Tax (PBT)	38.8	51.4	32.4%	84.0	96.9	15.4%
Share of Profit of Associate	-	-		-	0.3	
Tax Expenses	7.0	9.1		15.0	17.0	
Profit After Tax (PAT)	31.8	42.3	32.8%	69.0	80.2	16.3%
% of Sales	13.8%	16.2%		14.6%	15.4%	

Consolidated Balance Sheet as at 30th Sept 2025

In INR Crore

Particulars (INR Crore)	30.09.2025	31.03.2025
ASSETS		
1. Non-Current Assets		
(a) Property, Plant & Equipment	134.9	106.6
(b) Capital Work in progress	28.3	28.2
(c) Goodwill	43.0	43.0
(d) Other Intangible Assets	103.2	0.6
(e) Right-of-use asset	17.0	3.6
(f) Financial Assets		
(i) Investment in Associate	-	60.0
(ii) Others	8.9	5.6
(g) Deferred tax assets (net)	0.5	0.5
(h) Other non-current assets	0.7	0.0
Sub Total Non Current Assets	336.6	248.1
2. Current Assets		
Inventories	63.7	54.8
(b) Financial Assets		
(i) Investments	230.4	340.7
(ii) Trade Receivables	75.6	71.8
(iii) Cash and Cash Equivalents	21.4	30.9
(iv) Bank Balances other than (iii)	35.8	81.4
(v) Others	0.2	0.1
(c) Current Tax Assets (Net)	1.1	1.1
(d) Other Current Assets	79.9	72.3
Sub Total Current Assets	508.2	653.0
TOTAL ASSETS	844.8	901.1

Particulars (INR Crore)	30.09.2025	31.03.2025
EQUITY AND LIABILITIES		
1. Equity		
(a) Share Capital	13.1	13.7
(b) Other Equity	632.0	734.2
Total Equity	645.1	747.9
2. Non-Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	13.5	1.7
(b) Provision for Employee Benefit	6.5	5.7
Sub Total Non Current Liabilities	20.0	7.4
3. Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	4.5	2.5
(ii) Trade Payable		
(a) Total Dues to micro and small enterprises.	4.7	4.9
(b) Creditors other than (a)	47.5	45.0
(iv) Other Financial Liabilities	89.6	74.0
(b) Other Current Liabilities	21.9	12.9
(c) Provisions for employee benefits	7.1	6.0
(d) Current tax Liabilities (Net)	4.4	0.5
Sub Total Current Liabilities	179.7	145.8
TOTAL EQUITY AND LIABILITIES	844.8	901.1

Buy Back of Shares via Tender Offer Completed

Buy Back Offer Price – INR 290 per share with
Total Size of INR 186.6 crores
Buyback subscribed 5X

Particulars	Lac Shares
Pre Buy Back Equity Share Capital	1,370.53
Equity Shares bought back (4.69% of pre-buy back paid-up capital)	64.34
Post Buy back Equity Share Capital	1,306.19

Note:

Pursuant to equity shares buyback approved by Board of Directors of the Company on 24th July 2025, the Company bought back 64,34,482 equity shares representing 4.69% of pre buyback paid up capital. The buyback resulted into total cash outflow of ₹ 18,660.00 lakhs (excluding transaction costs). The Company funded the buyback from its retained earnings account. Capital redemption reserve of ₹ 64.34 lakhs representing the face value of equity shares bought back and extinguished has been created by transfer from general reserves of the Company.

The buyback concluded on 3rd October, 2025 being the date of extinguishment of equity shares bought back.

The background features a light beige grid pattern overlaid with dynamic, flowing splashes of a golden-yellow liquid. The liquid forms elegant, curved shapes that sweep across the frame, with some smaller droplets visible in the upper right.

THANK YOU

bajaj CONSUMER CARE