

April 17, 2026

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Dear Sirs/Madam,

Sub: Investor Presentation

Please find enclosed a copy of the Investor Presentation for the third quarter ended March 31, 2026.

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 | Tel.: +91 22 66919477/78 | CIN: L01110RJ2006PLC047173 |

Web: www.bajajconsumercare.com

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



bajaj CONSUMER CARE

Investor Presentation Q4 FY26



Safe Harbour Statement

This presentation has been prepared by **Bajaj Consumer Care Limited (“BCCL”)** solely for informational purposes. It does not constitute, and should not be construed as, an offer, recommendation, or invitation to purchase, subscribe to, or otherwise deal in any securities of the Company, nor shall it form the basis of or be relied upon in connection with any contract or commitment of any kind.

Except for the historical information contained herein, certain statements in this presentation may be forward-looking statements. These may include terms such as *“expects,” “anticipates,” “intends,” “plans,” “will,” “would,” “aims,” “estimates,” “projects,” “seeks,” “should”*, and similar expressions, whether stated in the affirmative or negative, that suggest future performance or results.

Such forward-looking statements are based on various assumptions, expectations and estimates, as well as broader factors including, but not limited to: fluctuations in earnings; competitive intensity; pricing dynamics; economic conditions affecting demand and supply; changes in input costs; the Company’s ability to maintain key customer relationships and supply chain arrangements; market and trade priorities; political or regulatory changes in India or globally; taxation policies; climatic conditions; natural calamities; commodity and currency volatility; litigation; and other risks beyond the Company’s control.

The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.



Executive Summary

bajaj CONSUMER CARE

Executive Summary Q4 FY26- Consolidated



INR 326.5 Crs



INR 207.8 Crs

63.6%



INR 77.4 Crs

23.7%



INR 63.6 Crs

19.5%

% to Sales

YoY

+32.3%

+966 bps

+135.2%

+105.2%

Executive Summary FY 2026- Consolidated



TOPLINE

INR 1,153.4 Crs



**GROSS
MARGIN**

INR 693.7 Crs

60.1%



EBITDA

INR 224.4 Crs

19.5%



**PROFIT AFTER
TAX**

INR 190.2 Crs

16.5%

% to Sales

+21.4%

+664 bps

+70.9%

+51.8%

YoY



Portfolio Performance

bajaj CONSUMER CARE

ADHO continues it's strong run !!

- Domestic business recorded a strong growth in quarter and the full year. On a full year basis, the brand grew in the twenties.
- The brand recorded a near double digit volume growth in the quarter after accounting for ml-age reductions.
- LUPs (Sachets & Price point packs) continued its strong growth trajectory, a strong twenties growth both in the quarter and for the full year FY 26.
- Volume market gains recorded both on L3M and MAT basis.



Growth Portfolio crosses 200 Cr !!

- Portfolio now contributes annual sales of INR 225 Cr
- This portfolio is net contribution positive, with margins in single digit
- Within this the Coconut portfolio is the largest, followed by Banjara's
- We would aspire to take this portfolio to Rs 500 Cr over the next 3 years.





Channel Performance

bajaj CONSUMER CARE

Channel Performance Highlights



General Trade

- GT outperformed OT, delivering high teen growth on a full year basis.
- Rural continued its recovery, with momentum sustained into Q4, registering a strong twenties growth for a quarter, and double digit growth on a full year basis.



Organized Trade

- OT is now nearly 30% salience to the organization.
- OT delivered strong performance, recording a twenties growth for the quarter and the year.
- Modern Trade, E Commerce & Q Commerce saw robust growth ahead of overall OT growth
- CSD/CPC delivered modest double-digit growth for the quarter while on a full year basis it was flat. The weakness was mainly due CPC performance where we have channel level headwinds.

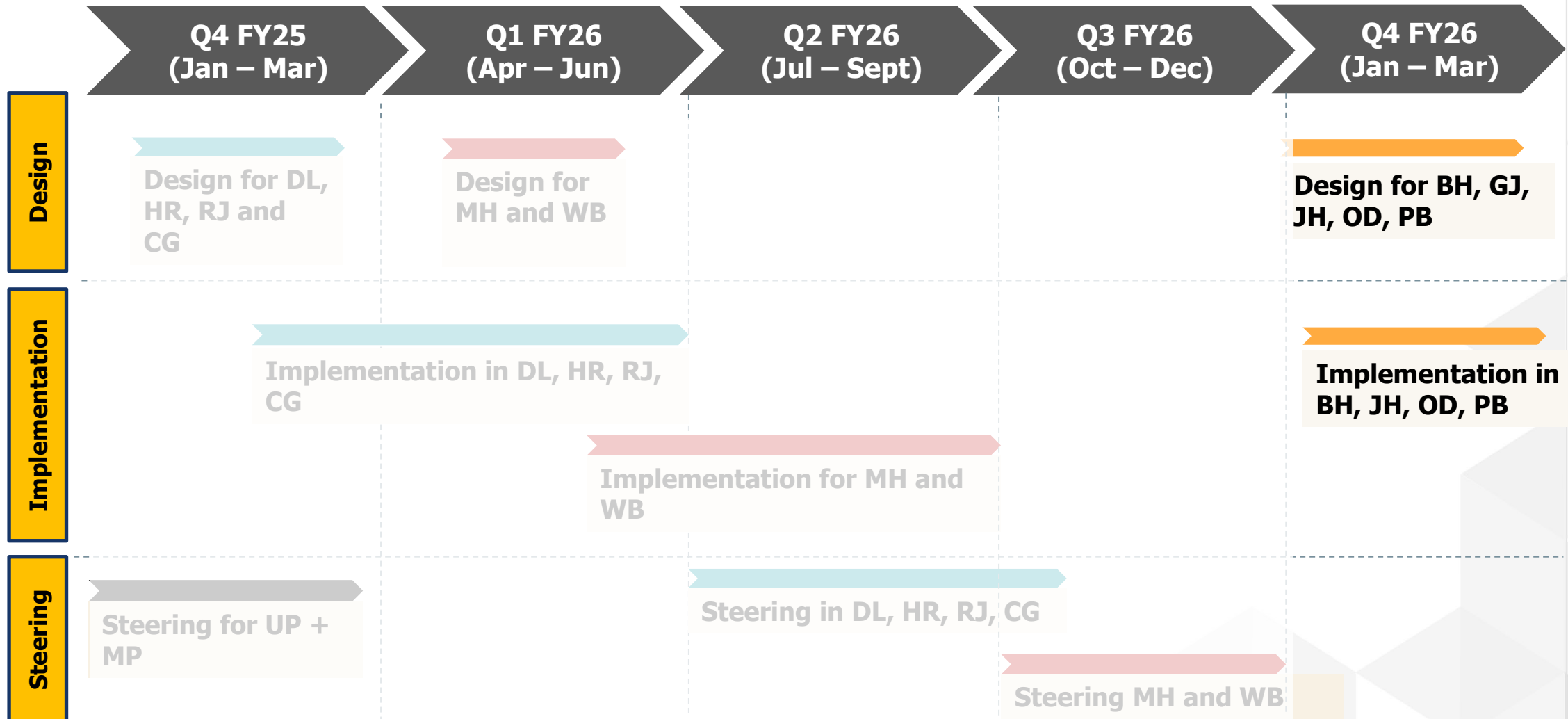


International Business

- IB showed sequential improvement it marginally declined against YOY. On a full year basis IB registered a weak double digit decline performance.
- Within IB both focus markets of Nepal & Bangladesh continued to grow both at the quarter and year level.
- The highlight was improvement profitability in Nepal & Breakeven in Bangladesh.
- RoW and GCC & Africa remained weak and declined in the quarter and for the year.
- With new leadership in place we expect IB to start improving sequentially over next 2 quarters.

On Consolidated basis

Aarohan Extended to Phase 3 now ..



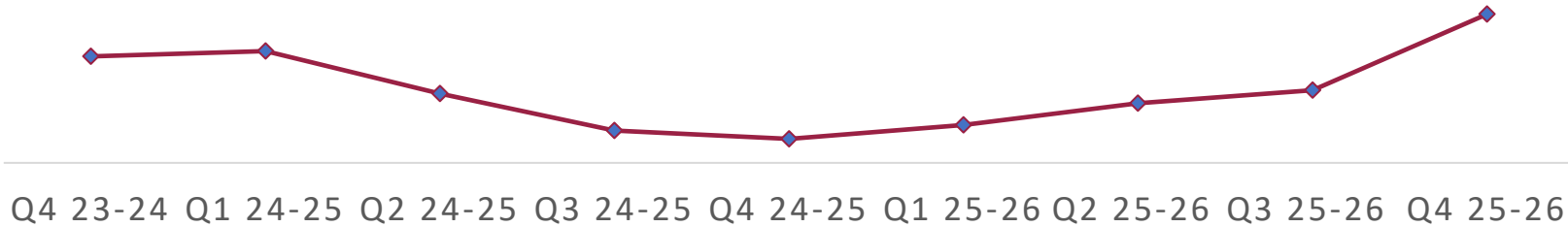


Key Commodity Trends

bajaj CONSUMER CARE

Key Raw Materials- Price Trends

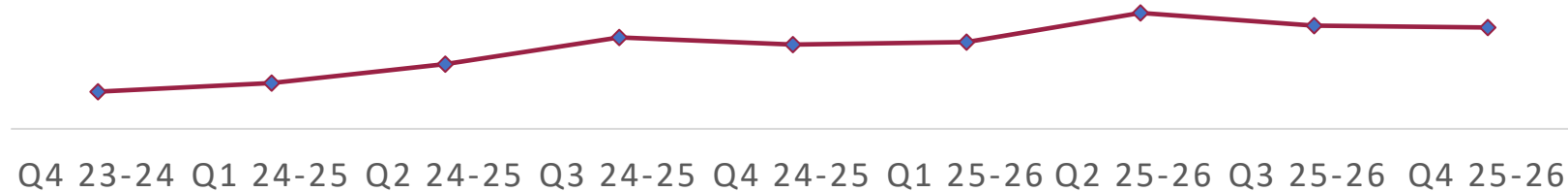
LLP MARKET PRICE PER KG



Light Liquid Paraffin (LLP)

Q4 25-26 price is significantly higher than Q3, however at consumption level our prices were same due to inventory position.

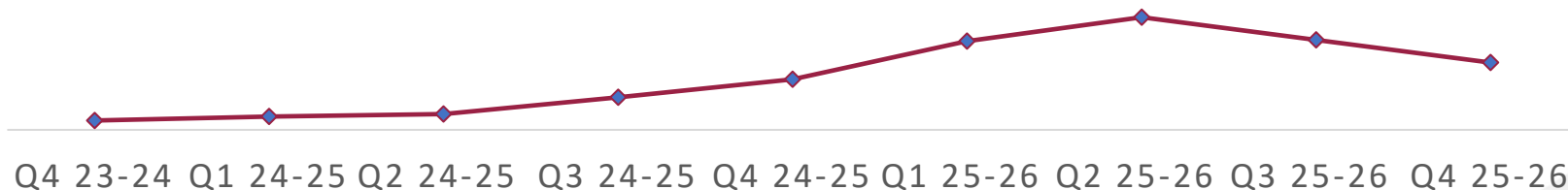
RMO MARKET PRICE PER KG



Refined Mustard Oil (RMO)

Q4 25-26 price is -1% lower than Q3 25-26, however we have not witnessed the cooling as expected despite bumper crop.

COPRA MARKET PRICE PER KG



Copra

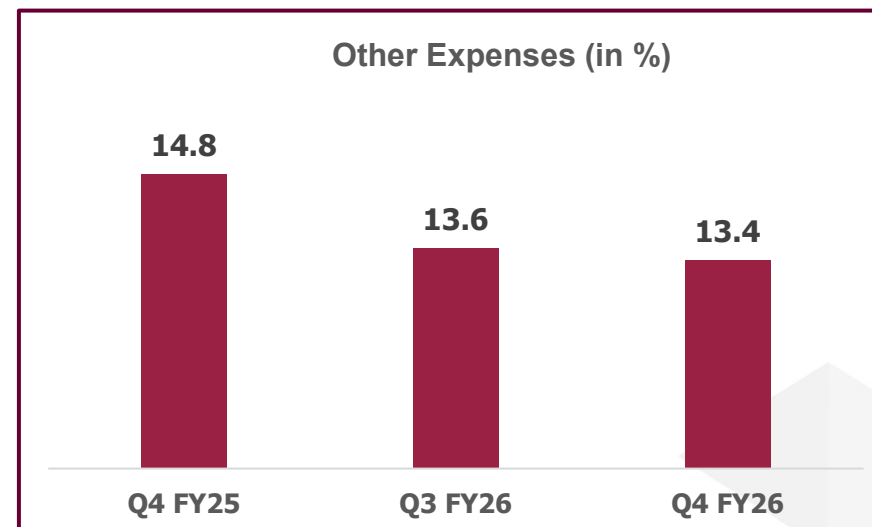
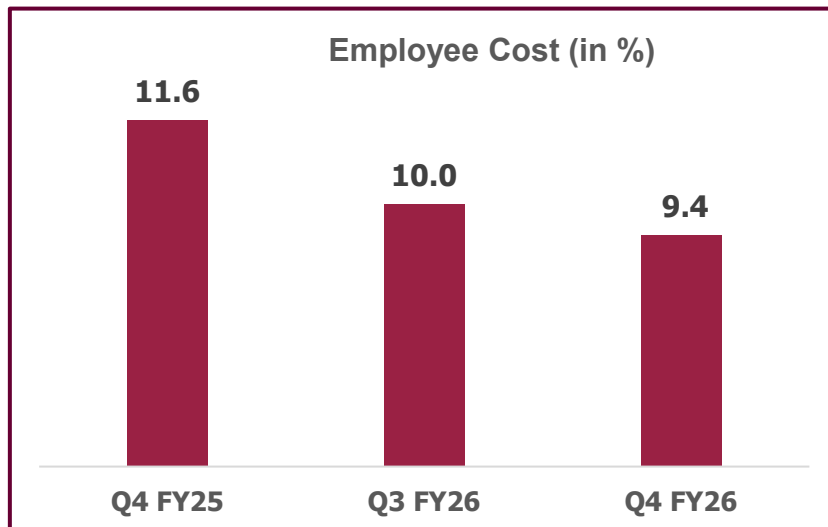
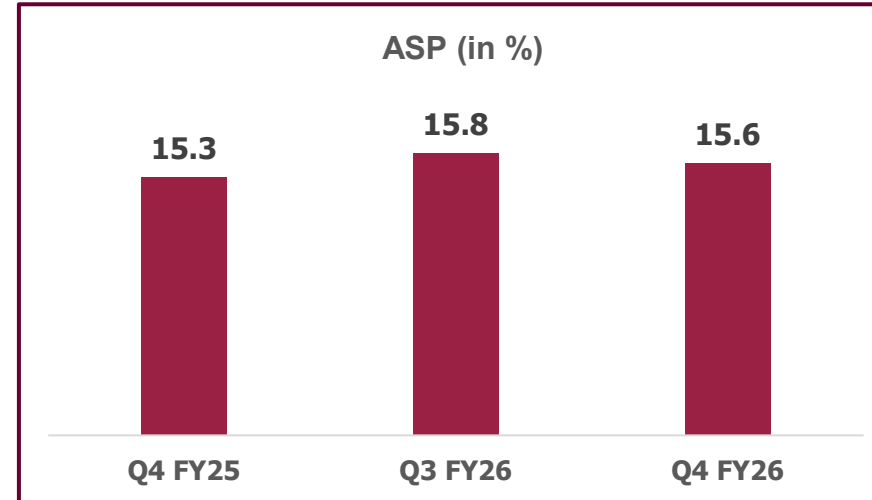
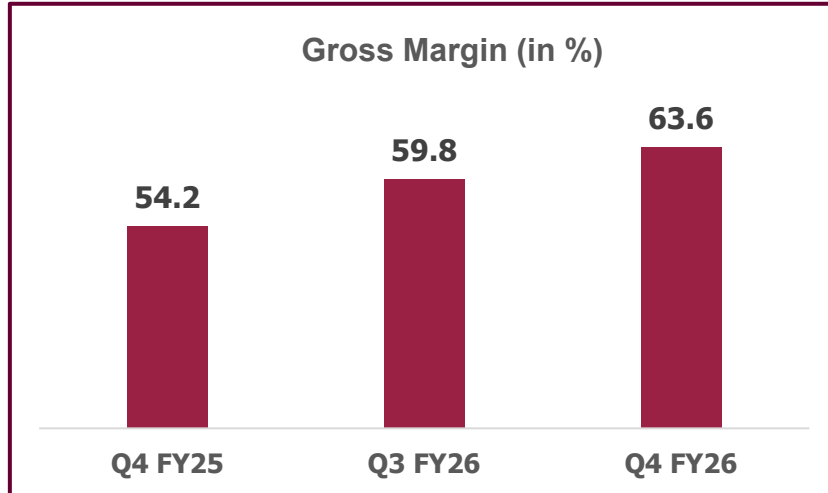
Q4 25-26 prices is -16% lower than Q3 25-26. Current prices ~30 -35% below the peak.



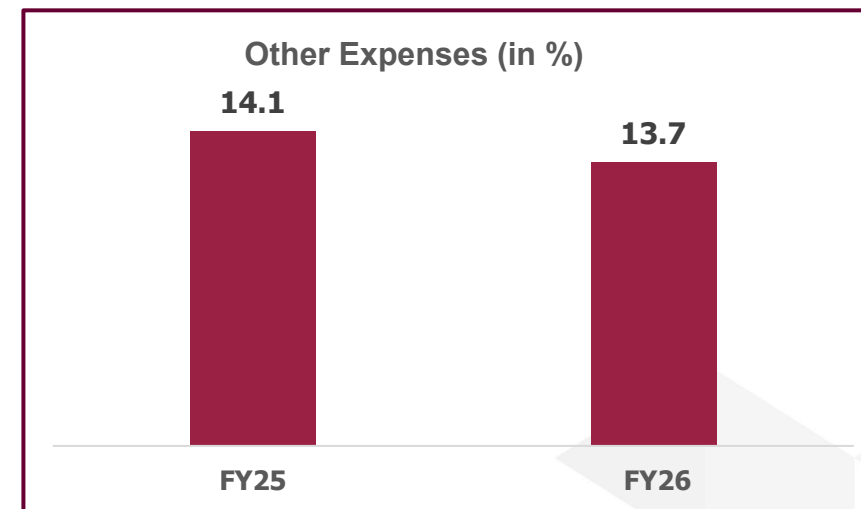
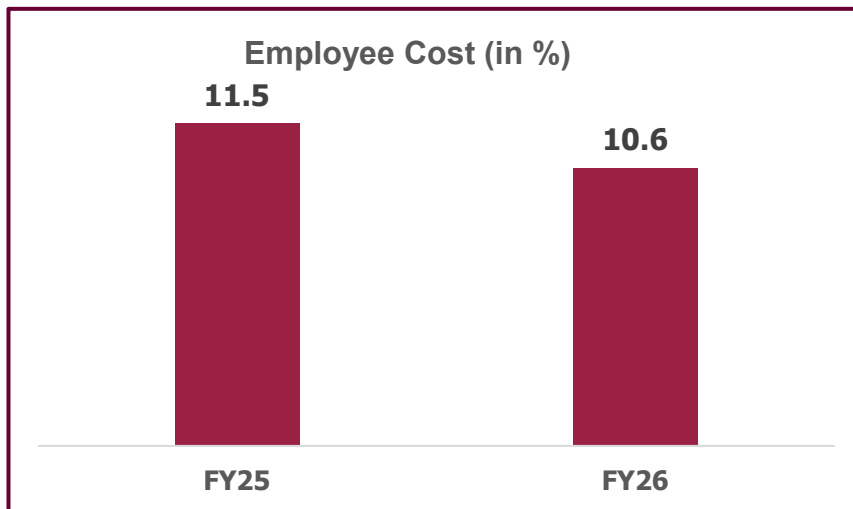
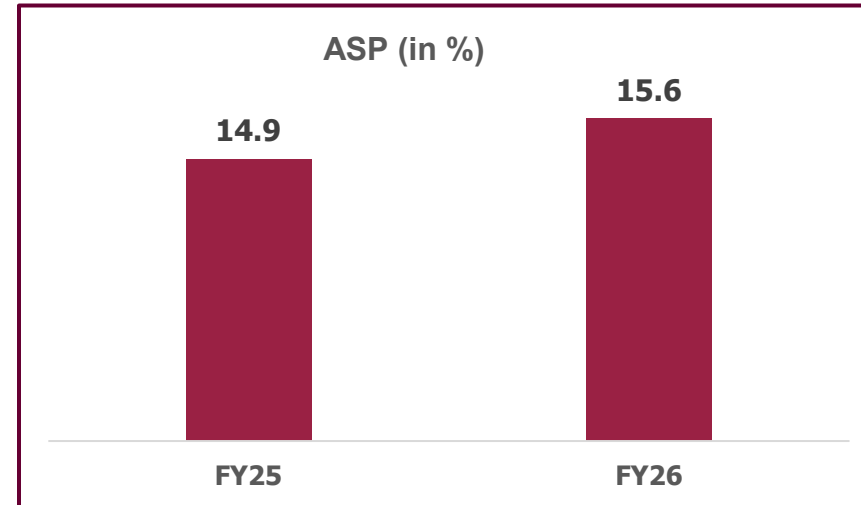
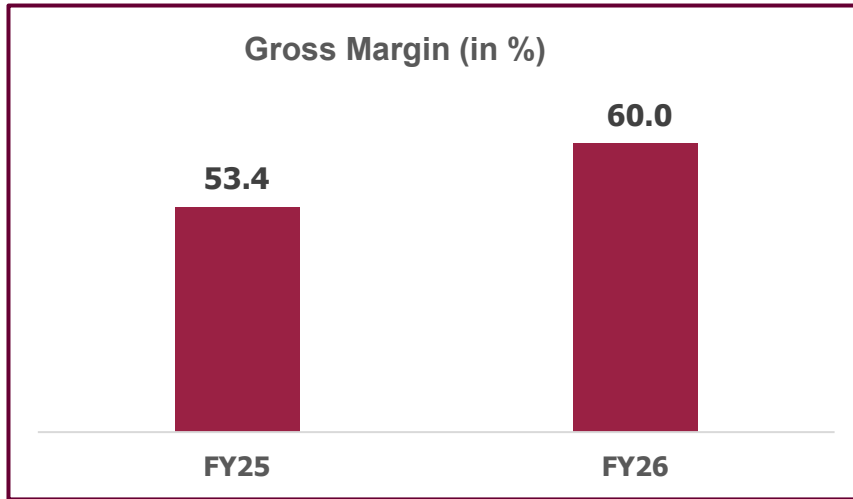
Financials

bajaj CONSUMER CARE

Standalone – Margin & Expenses to Sales Trend Q4



Standalone – Margin & Expenses to Sales Trend 12M



Financial Performance - Standalone

(in INR Crore)

| Particulars | Q4 FY25 | Q4 FY26 | YoY% | FY25 | FY26 | YoY% |
|---------------------------------|--------------|--------------|---------------|--------------|----------------|--------------|
| Net Sales Value | 239.8 | 308.1 | 28.5% | 927.7 | 1,080.9 | 16.5% |
| Other Operating Income | 3.8 | 0.2 | | 15.1 | 11.2 | |
| Total Operating Income | 243.5 | 308.3 | 26.6% | 942.8 | 1,092.2 | 15.8% |
| Cost of Goods sold | 109.8 | 112.3 | 2.2% | 431.8 | 432.1 | 0.1% |
| Contribution | 129.9 | 195.8 | 50.7% | 495.8 | 648.9 | 30.9% |
| % of Sales | 54.2% | 63.6% | | 53.4% | 60.0% | |
| Employees Cost | 27.8 | 28.8 | 3.7% | 106.5 | 115.1 | 8.1% |
| Advertisement & Sales Prom. | 36.6 | 47.9 | 30.8% | 137.8 | 168.3 | 22.1% |
| Other Expenses | 35.5 | 41.2 | 16.1% | 130.4 | 147.9 | 13.4% |
| EBITDA | 33.8 | 78.1 | 131.3% | 136.3 | 228.9 | 67.9% |
| % of Sales | 14.1% | 25.3% | | 14.7% | 21.2% | |
| Other Income | 8.1 | 5.6 | | 35.5 | 25.6 | |
| Finance Cost | 0.1 | 0.4 | | 0.5 | 1.6 | |
| Depreciation and Amortisation | 2.6 | 4.4 | | 9.7 | 14.6 | |
| Corporate Social Responsibility | 1.0 | 0.9 | | 3.8 | 3.5 | |
| Profit Before Tax(PBT) | 38.2 | 78.1 | 104.6% | 157.7 | 234.8 | 48.9% |
| Tax Expenses | 6.7 | 14.0 | | 27.6 | 41.1 | |
| Profit After Tax(PAT) | 31.5 | 64.1 | 103.5% | 130.2 | 193.7 | 48.8% |
| % of Sales | 13.1% | 20.8% | | 14.0% | 17.9% | |

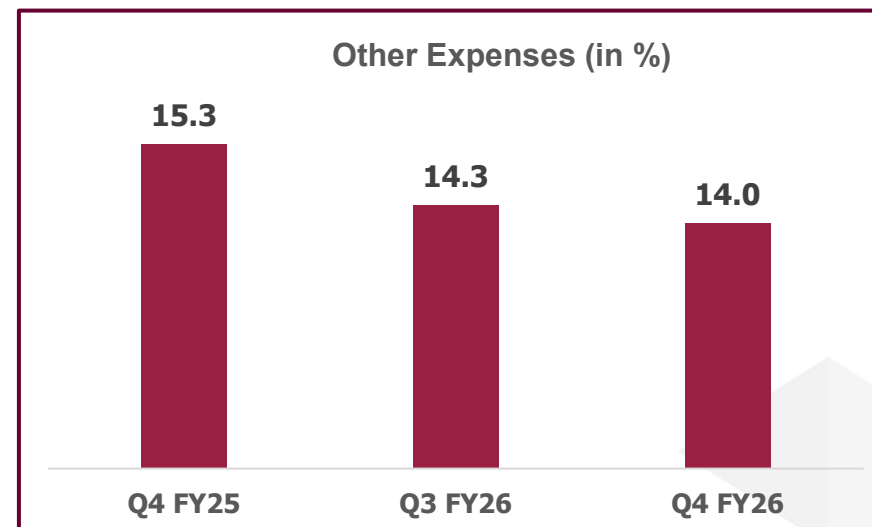
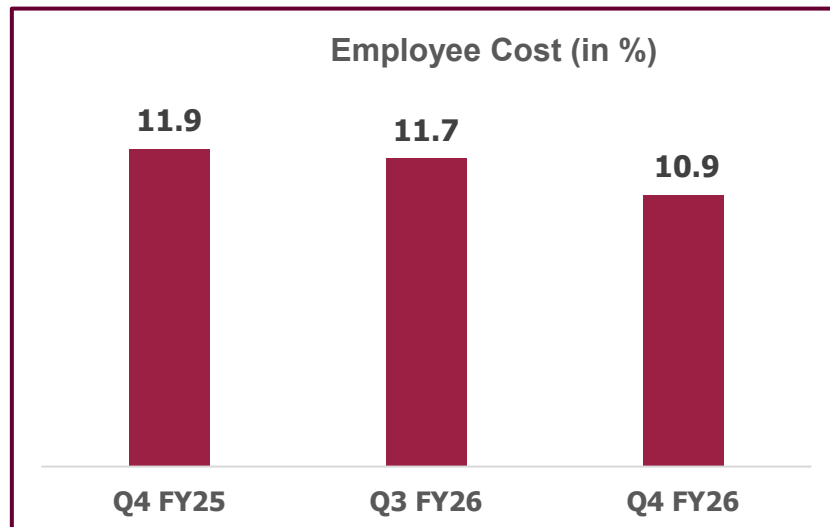
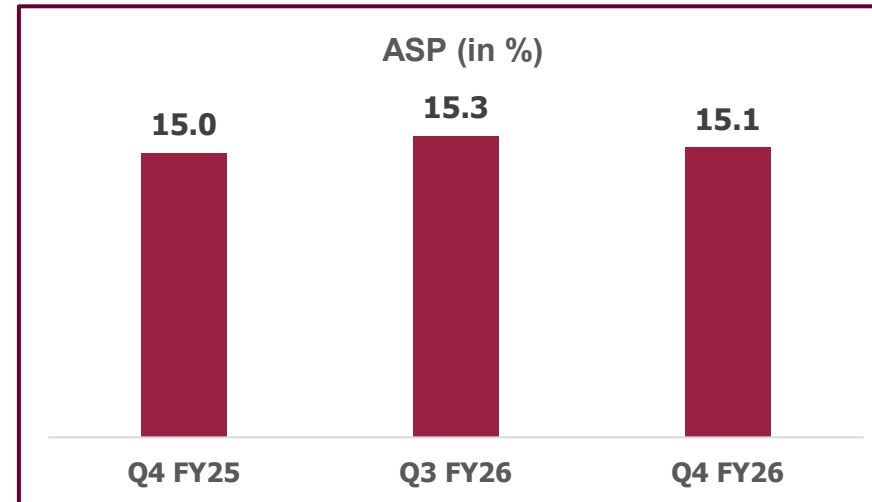
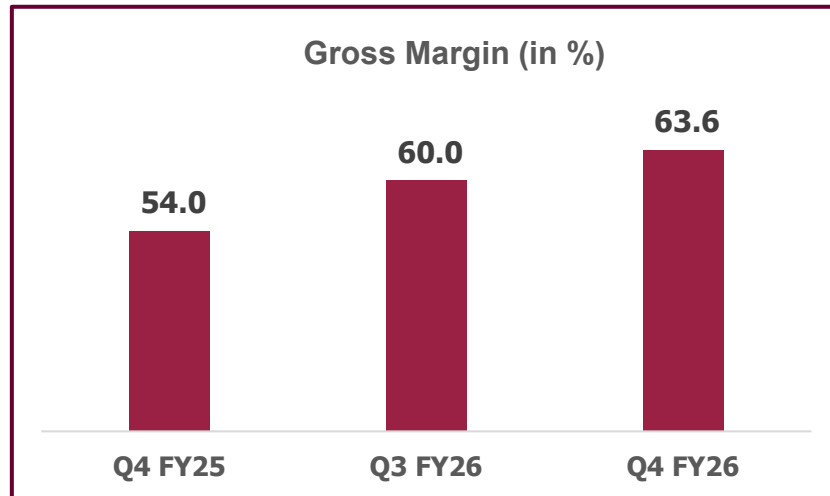
Standalone Balance Sheet as at 31st March 2026

(in INR Crore)

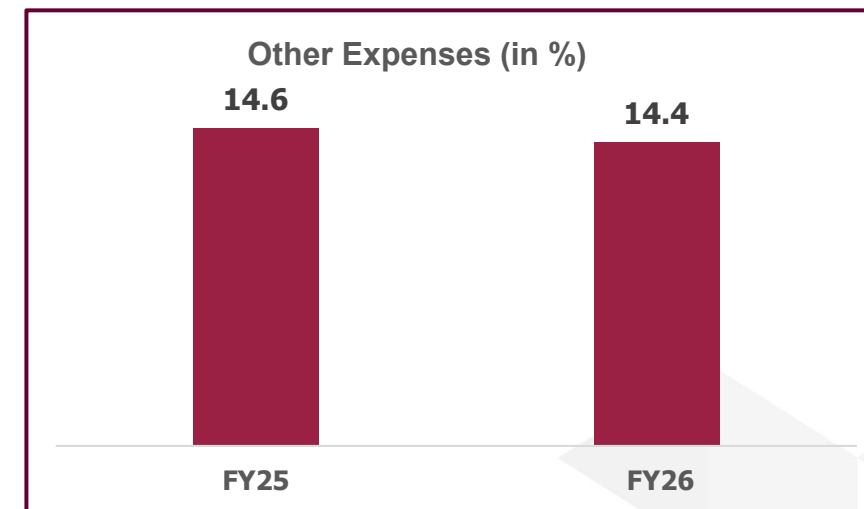
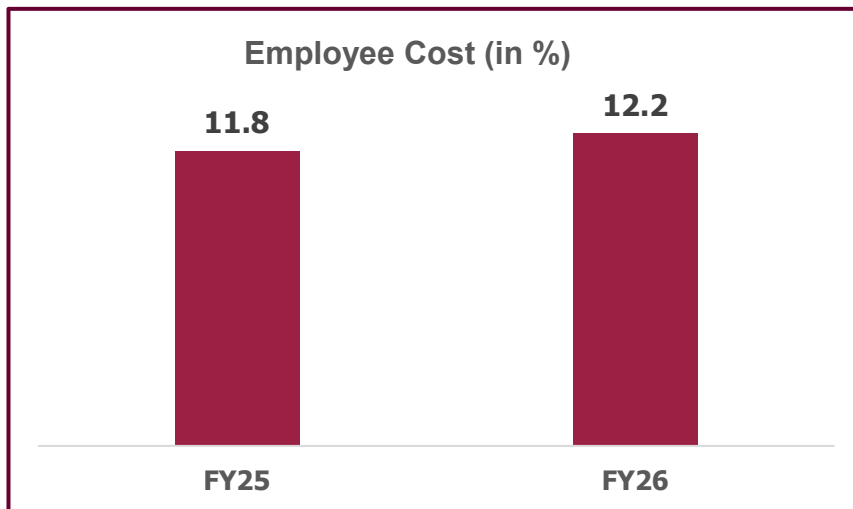
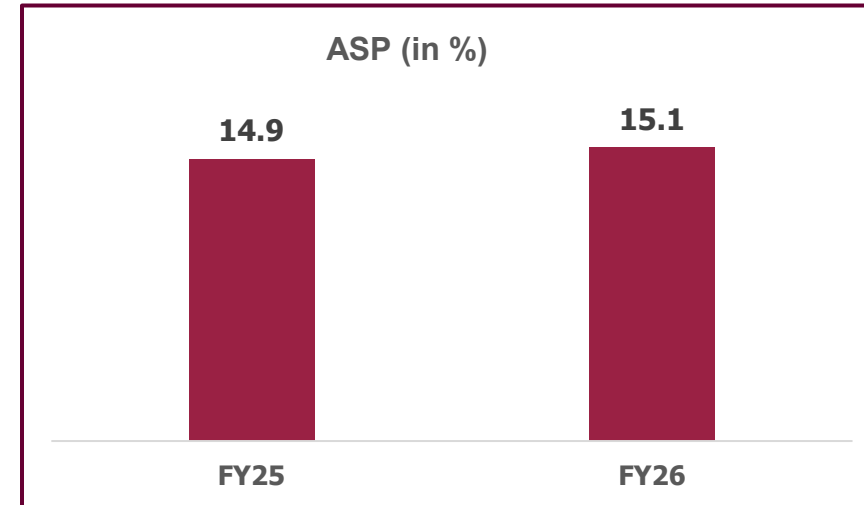
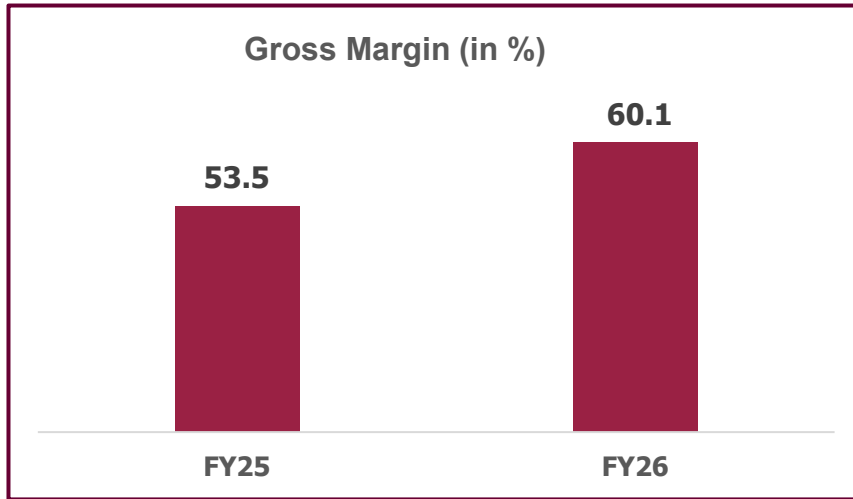
| ASSETS | FY25 | FY26 |
|-------------------------------------|--------------|--------------|
| 1. Non-Current Assets | | |
| (a) Property, Plant & Equipment | 45.2 | 71.5 |
| (b) Capital Work in progress | 1.4 | - |
| (c) Other Intangible Assets | 0.6 | 0.7 |
| (d) Right-of-use asset | 3.6 | 14.6 |
| (e) Financial Assets | | |
| (i) Investments | 232.7 | 295.0 |
| (ii) Others | 5.0 | 6.5 |
| (f) Other non-current assets | 0.0 | 2.1 |
| Sub Total Non Current Assets | 288.4 | 390.4 |
| 2. Current Assets | | |
| (a) Inventories | 51.7 | 57.3 |
| (b) Financial Assets | | |
| (i) Investments | 340.7 | 357.1 |
| (ii) Trade Receivables | 73.0 | 75.9 |
| (iii) Cash and Cash Equivalents | 25.6 | 6.8 |
| (iv) Bank Balances other than (iii) | 81.4 | 14.7 |
| (v) Others | 0.1 | 0.2 |
| (c) Current Tax Assets (Net) | 1.0 | 0.4 |
| (d) Other Current Assets | 70.0 | 56.3 |
| Sub Total Current Assets | 643.5 | 568.7 |
| TOTAL ASSETS | 931.9 | 959.1 |

| EQUITY AND LIABILITIES | FY25 | FY26 |
|------------------------------------------------|--------------|--------------|
| 1. Equity | | |
| (a) Share Capital | 13.7 | 13.1 |
| (b) Other Equity | 774.7 | 780.3 |
| Total Equity | 788.4 | 793.4 |
| 2. Non Current Liabilities | | |
| (a) Financial Liabilities | | |
| (i) Lease Liabilities | 1.7 | 11.5 |
| (b) Provision for Employee Benefit | 5.7 | 4.0 |
| Sub Total Non Current Liabilities | 7.4 | 15.5 |
| 3. Current Liabilities | | |
| (a) Financial Liabilities | | |
| (i) Lease Liabilities | 2.5 | 4.3 |
| (ii) Trade Payable | | |
| (a) Total Dues to micro and small enterprises. | 4.9 | 2.6 |
| (b) Creditors Other Than (a) | 44.3 | 36.3 |
| (iii) Other Financial Liabilities | 65.3 | 90.8 |
| (b) Other Current Liabilities | 12.7 | 6.7 |
| (c) Provisions for employee Benefit | 6.0 | 6.6 |
| (d) Current Tax Liabilities (Net) | 0.4 | 3.0 |
| Sub Total Current Liabilities | 136.1 | 150.2 |
| TOTAL EQUITY AND LIABILITIES | 931.9 | 959.1 |

Consolidated – Margin & Expenses to Sales Trend Q4



Consolidated – Margin & Expenses to Sales Trend 12M



Financial Performance - Consolidated

(in INR Crore)

| Particulars | Q4 FY25 | Q4 FY26 | YoY% | FY25 | FY26 | YoY% |
|---------------------------------|--------------|--------------|---------------|--------------|----------------|--------------|
| Net Sales Value | 246.7 | 326.5 | 32.3% | 949.7 | 1,153.4 | 21.4% |
| Other Operating Income | 3.8 | 0.2 | | 15.1 | 11.3 | |
| Total Operating Income | 250.5 | 326.7 | 30.4% | 964.8 | 1,164.7 | 20.7% |
| Cost of Goods sold | 113.5 | 118.7 | 4.5% | 441.6 | 459.7 | 4.1% |
| Contribution | 133.2 | 207.8 | 56.0% | 508.2 | 693.7 | 36.5% |
| % of Sales | 54.0% | 63.6% | | 53.5% | 60.1% | |
| Employees Cost | 29.4 | 35.5 | 20.7% | 111.8 | 140.7 | 25.9% |
| Advertisement & Sales Prom. | 36.9 | 49.4 | 34.0% | 141.3 | 173.8 | 23.0% |
| Other Expenses | 37.8 | 45.7 | 20.9% | 138.9 | 166.1 | 19.6% |
| EBITDA | 32.9 | 77.4 | 135.2% | 131.3 | 224.4 | 70.9% |
| % of Sales | 13.3% | 23.7% | | 13.8% | 19.5% | |
| Other Income | 8.1 | 6.2 | | 35.6 | 27.1 | |
| Finance Cost | 0.1 | 0.4 | | 0.5 | 1.6 | |
| Depreciation and Amortisation | 2.7 | 4.5 | | 10.2 | 15.3 | |
| Corporate Social Responsibility | 1.0 | 0.9 | | 3.8 | 3.5 | |
| Profit Before Tax (PBT) | 37.2 | 77.7 | 109.0% | 152.3 | 231.1 | 51.7% |
| Share of Profit of Associate | 0.5 | - | | 0.5 | 0.3 | |
| Tax Expenses | 6.7 | 14.1 | | 27.5 | 41.2 | |
| Profit After Tax (PAT) | 31.0 | 63.6 | 105.2% | 125.3 | 190.2 | 51.8% |
| % of Sales | 12.6% | 19.5% | | 13.2% | 16.5% | |

Consolidated Balance Sheet as at 31st March 2026

(in INR Crore)

| ASSETS | FY25 | FY26 |
|-------------------------------------|--------------|--------------|
| 1. Non-Current Assets | | |
| (a) Property, Plant & Equipment | 106.6 | 137.3 |
| (b) Capital Work in progress | 28.2 | 26.9 |
| (c) Goodwill | 43.0 | 43.0 |
| (d) Other Intangible Assets | 0.6 | 103.2 |
| (e) Right-of-use asset | 3.6 | 14.6 |
| (f) Financial Assets | | |
| (i) Investment in Associate | 60.0 | - |
| (ii) Others | 5.6 | 10.0 |
| (g) Deferred tax assets (net) | 0.5 | 0.6 |
| (h) Other non-current assets | 0.0 | 2.1 |
| Sub Total Non Current Assets | 248.1 | 337.6 |
| 2. Current Assets | | |
| (a) Inventories | 54.8 | 66.1 |
| (b) Financial Assets | | |
| (i) Investments | 340.7 | 366.9 |
| (ii) Trade Receivables | 71.8 | 75.6 |
| (iii) Cash and Cash Equivalents | 30.9 | 21.7 |
| (iv) Bank Balances other than (iii) | 81.4 | 17.5 |
| (v) Others | 0.1 | 0.2 |
| (c) Current Tax Assets (Net) | 1.1 | 0.8 |
| (d) Other Current Assets | 72.3 | 58.7 |
| Sub Total Current Assets | 653.0 | 607.5 |
| TOTAL ASSETS | 901.1 | 945.1 |

| EQUITY AND LIABILITIES | FY25 | FY26 |
|------------------------------------------------|--------------|--------------|
| 1. Equity | | |
| (a) Share Capital | 13.7 | 13.1 |
| (b) Other Equity | 734.2 | 741.9 |
| Total Equity | 747.9 | 755.0 |
| 2. Non Current Liabilities | | |
| (a) Financial Liabilities | | |
| (i) Lease Liabilities | 1.7 | 11.5 |
| (b) Provision for Employee Benefit | 5.7 | 4.7 |
| Sub Total Non Current Liabilities | 7.4 | 16.2 |
| 3. Current Liabilities | | |
| (a) Financial Liabilities | | |
| (i) Lease Liabilities | 2.5 | 4.3 |
| (ii) Trade Payable | | |
| (a) Total Dues to micro and small enterprises. | 4.9 | 4.0 |
| (b) Creditors Other Than (a) | 45.0 | 38.4 |
| (iv) Other Financial Liabilities | 74.0 | 107.6 |
| (b) Other Current Liabilities | 12.9 | 7.6 |
| (c) Provisions for employee Benefit | 6.0 | 8.7 |
| (d) Current tax Liabilities (Net) | 0.5 | 3.4 |
| Sub Total Current Liabilities | 145.8 | 174.0 |
| TOTAL EQUITY AND LIABILITIES | 901.1 | 945.1 |

Thank You