

January 21, 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
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Dear Sirs/Madam,

Sub: Investor Presentation

Please find enclosed a copy of the Investor Presentation for the third quarter ended December 31, 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

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Tel.: +91 0294-2561631, 2561632



Investor Presentation Q3 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.

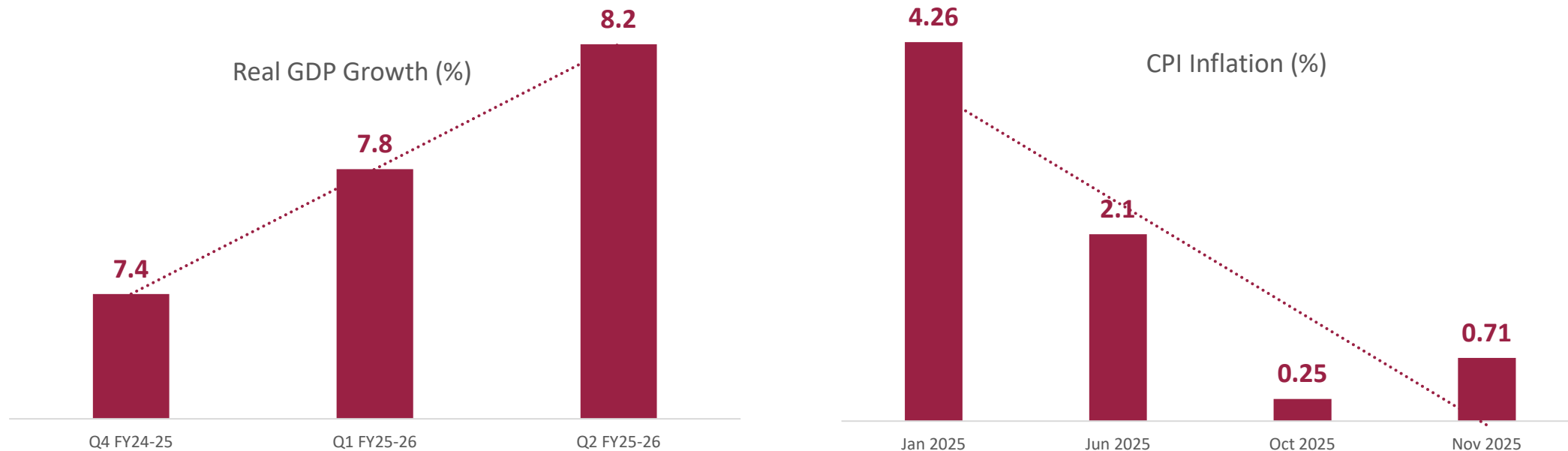
The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.



Executive Summary

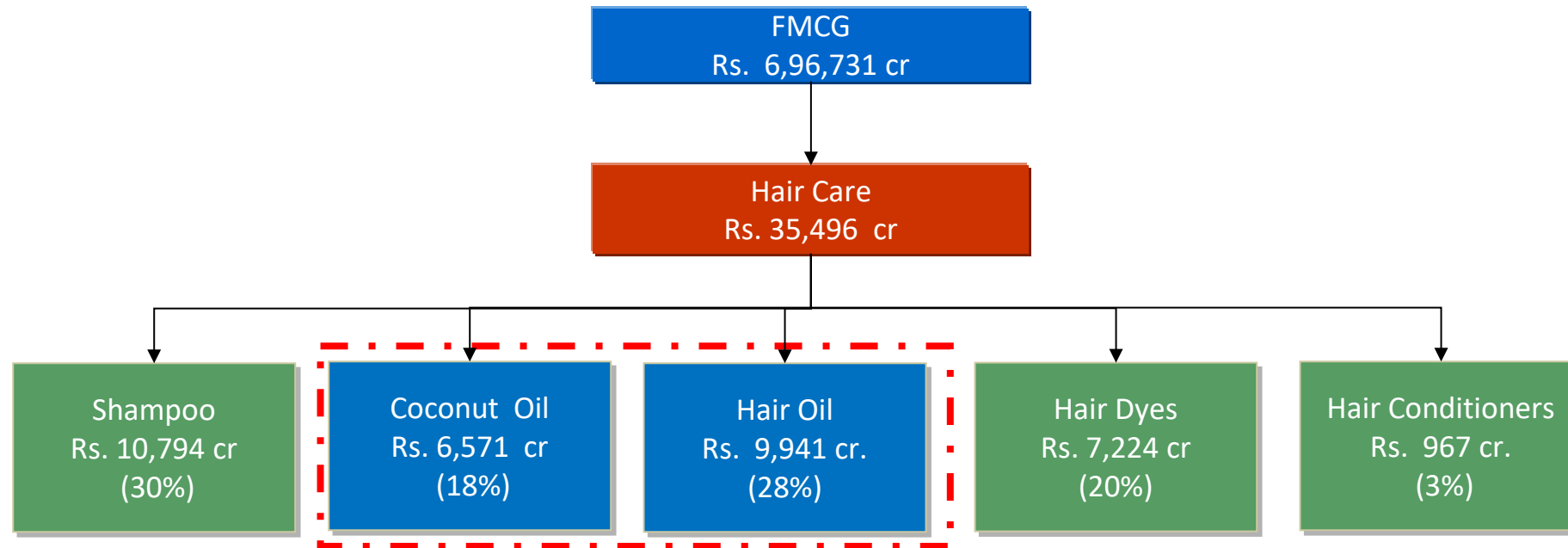
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Consumption is coming back !!



- Easing inflation, affirmative policy action, strong agricultural outlook give a strong set up for revival of consumption growth.

Hair Oil is a resilient category



All India (U+R) MAT DEC 25

- Hair + Coconut Oil is close to ` \$ 2 Billion category with strong margins.
- This category has grown by 4.5% volume & 8.1% value over the past 3 years (MAT Dec 25 Vs MAT Dec 22)

Executive Summary Q3 FY26- Consolidated



INR 306.1 Crs



INR 183.6 Crs



INR 56.9 Crs



INR 46.4 Crs

% to Sales

60.0%

18.6%

15.1%

YoY

+32.7%

+802 bps

+109.5%

+83.2%

Executive Summary Q3 FY26- Standalone



INR 286.7 Crs



INR 171.4 Crs



INR 58.4 Crs



INR 47.6 Crs

% to Sales

59.8%

20.4%

16.6%

YoY

+27.1%

+800 bps

+99.1%

+72.9%



Portfolio Performance

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Brand Performance Highlights

ADHO



- Domestic business registered strong growth on the back of double-digit volume growth in ADHO
- Strong revival continues in LUP including sachets which showed strong momentum.

Other Portfolio



- Non ADHO portfolio grew mid single digit.
- Bajaj Coconut Portfolio registered high single digit value growth.
- Banjara registered mid teens value growth.

Digital & Influencer Campaigns for Abhyanga Snan



- New Abhyanga Snan specific TVC run to regionally galvanize ADHO in Maharashtra during Peak months.
- 566 GRP delivered with 35% reach at 3+ frequency on TV
- Mix of Mobile + Shorts (~70%) to drive engagement in Marathwada & Rest of Maharashtra (excl. Mumbai).



- Diwali anthem in Marathi for Abhyang Snan promoted amongst GenZ, using popular Bollywood Actor & Singer Shalmali Kholgade & Shreyas Sagvekar of Tamdi Chamdi sensation to further strengthen brand connect.
- 60L+ total views, 36L+ cumulative reach, and avg. 4.8% engagement rate
- The combination of community credibility (BhaDiPa – regional Marathi online community) + influencer activation created a buzz across Maharashtra

Strong Momentum on ADHO

- LUP packs showed a strong growth backed by strong media inputs and distribution.
- Mid and Large packs also demonstrated good growth backed by enhanced focus on Digital media, and influencer campaigns.
- High SOV / SOM being maintained along with continued and regular investments in Digital.
- Continued gain in volume market share, current level highest across past 8 quarter.



Bajaj Coconut Oil Performance

- Coconut portfolio achieved a single digit value growth.
- Correction in pricing / discount index against market leader has impacted short term volumes, however have improved P&L.
- Bajaj CNO household penetration continues to grow despite the price inflation.
- Bajaj Gold Enriched has performed well in the launch markets.





Channel Performance

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Channel Performance Highlights



General Trade

- GT delivered performance in line with domestic business supported by strong growth both in Urban and Rural.
- Rural which was sluggish for us H1, has made a comeback Q3 YoY. Our rural is still growing slower than urban and we expected sequential improvement as our GTM transformation stabilizes.



Organized Trade

- OT continued with its strong performance and continues to hold salience at around 30% of business.
- Modern Trade & E-Commerce witnessed very good growth while the growth performance in CSD was modest single digit.



International Business

- IB had another weak quarter with revenues declining mid-single digit.
- Nepal which had a weak Q2 due to geopolitical challenges is back on track in Q3 FY26.
- GCC & Africa and ROW declined on back of weak demand and instable go to market.
- Distributor transition in KSA is behind us, and we should see sequential improvement from next quarter.

Arohan >> Progress Update across all Arohan States

← Phase 1 → ← Phase 2 →

Reach and Representation Changes

Haryana

Delhi

RJ

CG

MH

WB

1

% improvement in representation¹

(Channel partners added/upgraded in the system to improve representation)

~15 - 25%

2

% increase in outlets

(Improvement in direct coverage of urban outlets²)

~25 - 40%

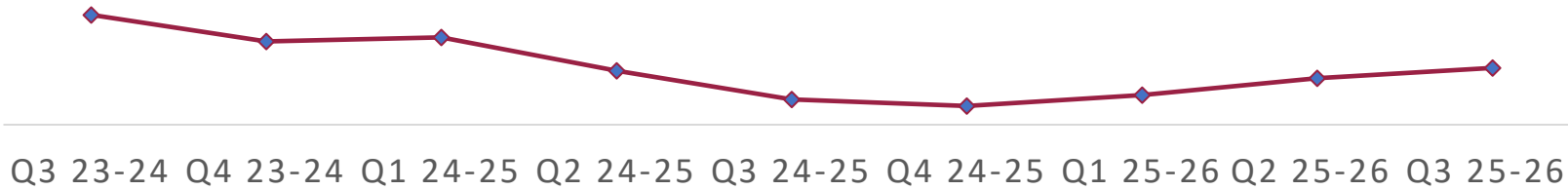
- Overall target for direct reach addition for FY 26 already crossed. Immediate focus on stabilizing reach and extract productivity before we move to the second round of expansion.
- Balance top states to go through the next round of Arohan transformation in FY 27 beginning.



Key Commodity Trends

Key Raw Materials- Price Trends

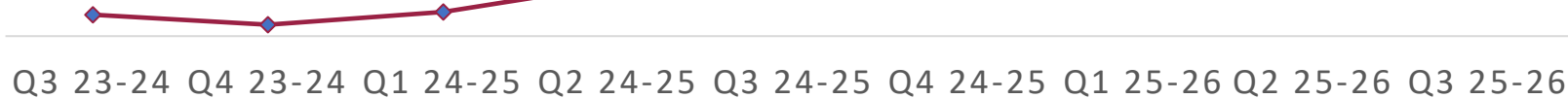
LLP MARKET PRICE PER KG



Light Liquid Paraffin (LLP)

Q3 price is ~ +2% over Q2 FY 26

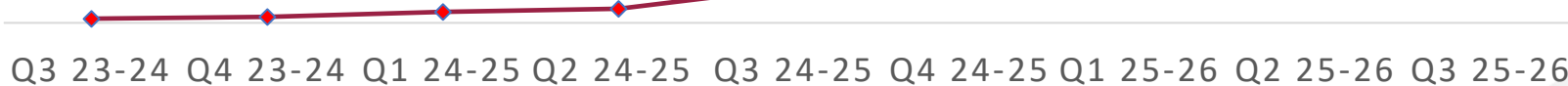
RMO MARKET PRICE PER KG



Refined Mustard Oil (RMO)

Q3 price is ~ 5% lower than Q2

COPRA MARKET PRICE PER KG



Copra

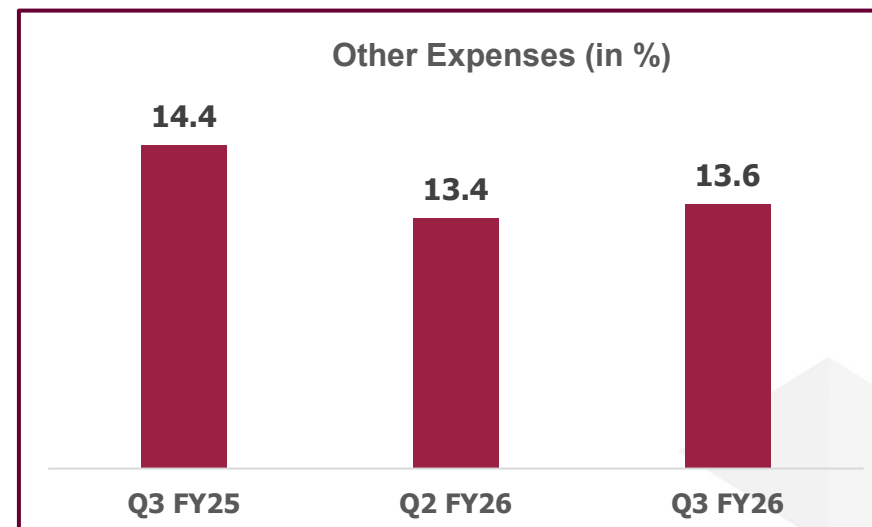
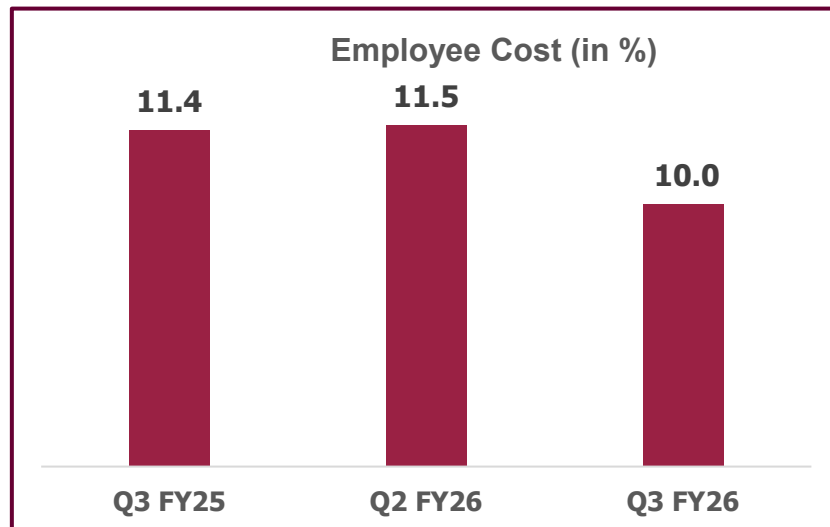
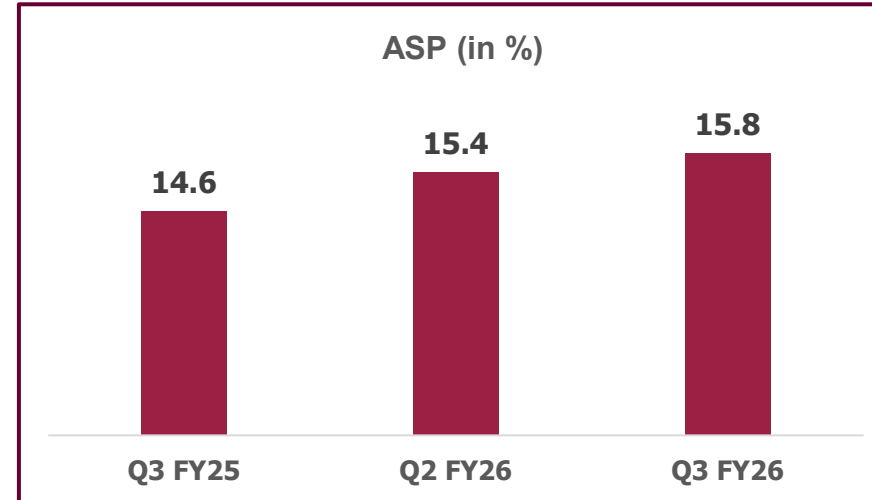
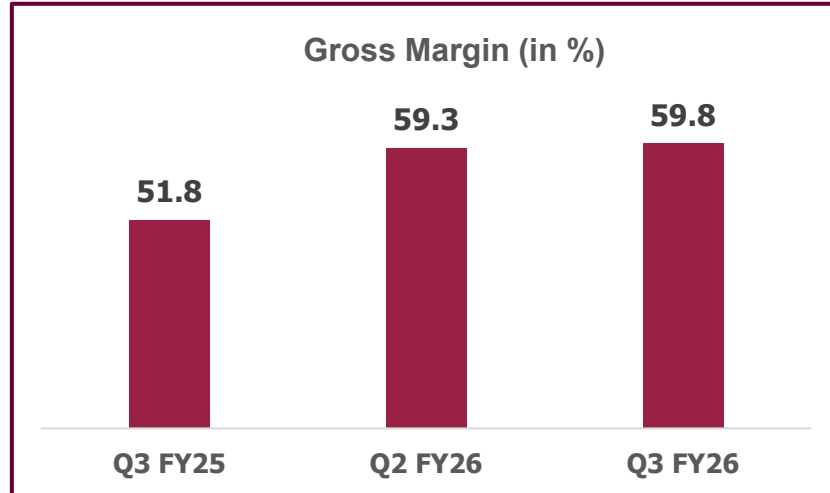
Q3 price is ~ 14% lower than Q2



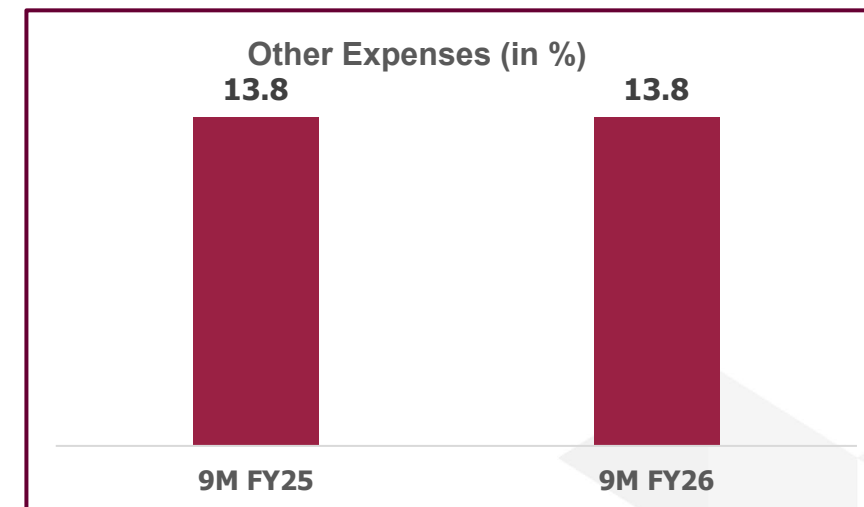
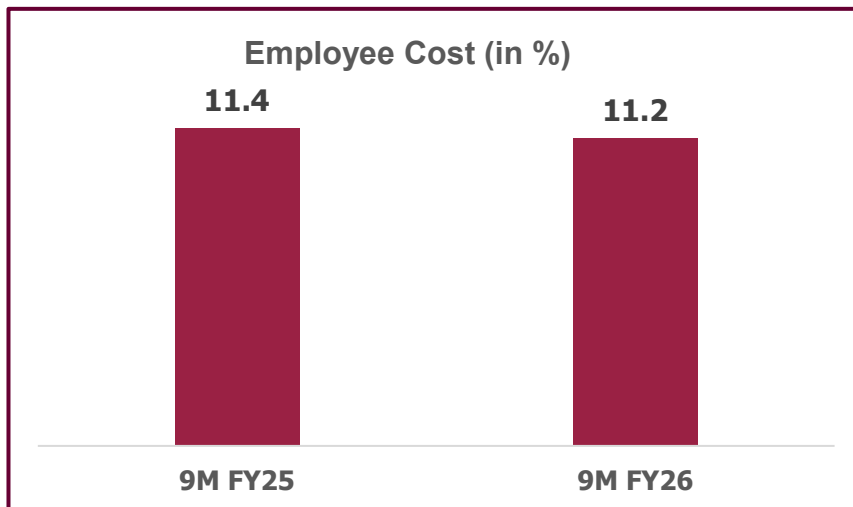
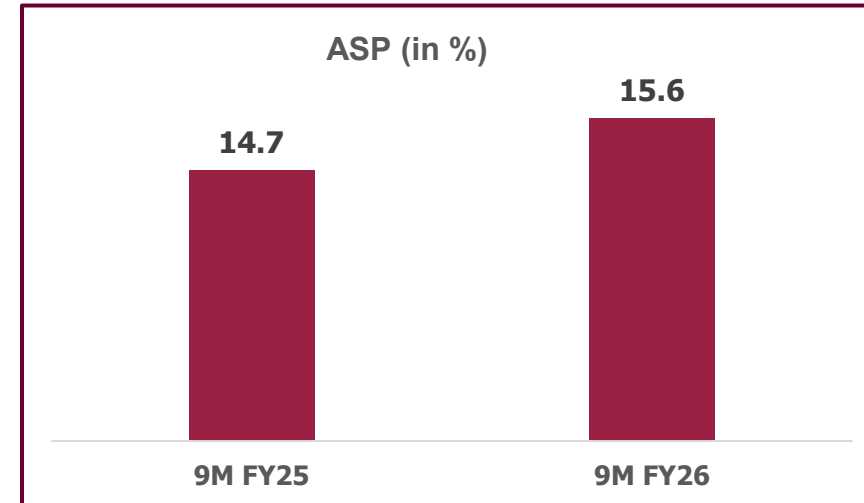
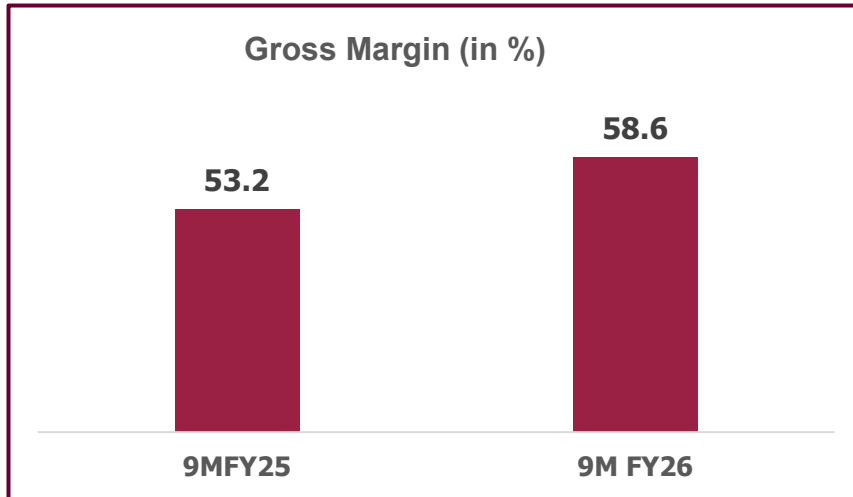
Financials

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Standalone – Margin & Expenses to Sales Trend % Q3



Standalone – Margin & Expenses to Sales Trend % 9M



Financial Performance - Standalone

(in INR Crore)

Particulars	Q3 FY25	Q3 FY26	YoY%	9M FY25	9M FY26	YoY%
Net Sales Value	225.6	286.7	27.1%	687.9	772.8	12.3%
Other Operating Income	3.7	0.2	-95.9%	11.3	11.0	-2.6%
Total Operating Income	229.3	286.9	25.1%	699.2	783.9	12.1%
Cost of Goods sold	108.7	115.3	6.1%	322.0	319.8	-0.7%
Contribution	116.9	171.4	46.7%	365.9	453.0	23.8%
% of Sales	51.8%	59.8%		53.2%	58.6%	
Employees Cost	25.7	28.7	11.6%	78.7	86.3	9.7%
Advertisement & Sales Prom.	33.0	45.4	37.4%	101.2	120.3	18.9%
Other Expenses	32.5	39.1	20.3%	94.9	106.7	12.5%
EBITDA	29.3	58.4	99.1%	102.5	150.8	47.1%
% of Sales	13.0%	20.4%		14.9%	19.5%	
Other Income	7.6	4.9		27.5	20.0	
Finance Cost	0.1	0.4		0.4	1.2	
Depreciation and Amortisation	2.5	4.4		7.1	10.3	
Corporate Social Responsibility	1.0	0.9		2.9	2.6	
Profit Before Tax(PBT)	33.4	57.7	72.9%	119.5	156.7	31.1%
Tax Expenses	5.8	10.1		20.9	27.1	
Profit After Tax(PAT)	27.5	47.6	72.9%	98.7	129.7	31.4%
% of Sales	12.2%	16.6%		14.3%	16.8%	

Financial Performance - Consolidated

(in INR Crore)

Particulars	Q3 FY25	Q3 FY26	YoY%	9M FY25	9M FY26	YoY%
Net Sales Value	230.7	306.1	32.7%	703.0	827.0	17.6%
Other Operating Income	3.7	0.0	-99.8%	11.3	11.1	-2.1%
Total Operating Income	234.4	306.1	30.6%	714.3	838.1	17.3%
Cost of Goods sold	110.8	122.5	10.5%	328.0	341.0	4.0%
Contribution	119.9	183.6	53.1%	375.0	485.9	29.6%
% of Sales	52.0%	60.0%		53.3%	58.8%	
Employees Cost	27.1	35.8	32.1%	82.4	105.2	27.7%
Advertisement & Sales Prom.	34.3	46.9	36.7%	104.4	124.3	19.1%
Other Expenses	34.9	43.9	25.6%	101.2	120.5	19.1%
EBITDA	27.2	56.9	109.5%	98.4	147.0	49.4%
% of Sales	11.8%	18.6%		14.0%	17.8%	
Other Income	7.6	5.3		27.5	21.0	
Finance Cost	0.1	0.4		0.4	1.2	
Depreciation and Amortisation	2.6	4.5		7.4	10.8	
Corporate Social Responsibility	1.0	0.9		2.9	2.6	
Profit Before Tax (PBT)	31.1	56.4	81.4%	115.1	153.4	33.2%
Share of Profit of Associate	-	-		-	0.3	
Tax Expenses	5.8	10.1		20.8	27.1	
Profit After Tax (PAT)	25.3	46.4	83.2%	94.3	126.6	34.3%
% of Sales	11.0%	15.1%		13.4%	15.3%	

Thank You

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