

May 5, 2025

DCS-CRD BSE Limited First Floor, New Trade Wing Rotunda Building, Phiroze Jeejeebhoy Towers Dalal Street, Fort, Mumbai 400 023 Stock Code: 533229	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 4th quarter and year ended March 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

Web: www.bajajconsumercare.com

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

Q4 & FY25





EXECUTIVE SUMMARY

Standalone



Q4FY25

INR 239.8 Crs
4.2% growth



54.2%
+290 bps QoQ



INR 33.7 Crs
14.1% of Sales



INR 31.5 Crs

FY25

INR 927.7 Crs
3-year CAGR 2.3%

53.4%
-80 bps YoY

INR 136.3 Crs
14.7% of Sales

INR 130.1 Crs

Consolidated



Q4FY25

INR 247 Crs
5.4% growth



54.0%
+200 bps QoQ



INR 32.9 Crs
13.3% of Sales



INR 31 Crs

FY25

INR 950 Crs
3-year CAGR 3.1%

53.5%
- 80 bps QoQ

INR 131.3 Crs
13.8% of Sales

INR 125.3 Crs

Brand Performance Highlights

ADHO



- Overall ADHO grew by 3% in Q4 FY25; 11% QoQ
- Growth seen across all packs in Q4

NPDs + Traditional



- Bajaj 100% Pure Coconut Oil delivered strong growth of 19% in FY25
- Almond Drop Hair and Skin care range registered impressive growths of 73% in Q4 YoY & 46% in FY25, the portfolio continues to witness strong traction



SALES & MARKETING

Channel Performance Highlights



General Trade

- Grew by 7% QoQ
- Wholesale Channel which was a concern has seen good pick up in Q4; growth of 15% QoQ
- Retail sales in Aarohan states started showing growth in Q4 backed by expansion of direct reach



Organized Trade

- Registered a growth of 30% in Q4 YoY, Saliency at 29%
- Modern Trade grew by 22% in Q4 YoY backed by strong performance across chains
- E-Commerce witnessed a growth of 33% in Q4 YoY. Quick Commerce grew by 60% in Q4 YoY & now contributes to 11% of E-Commerce
- Canteens + Institutions grew by 42% in Q4 YoY



International Business

- IB saw a robust growth of 30% in Q4 YoY and 20% in FY25
- GCC and Africa saw a growth of 25% in Q4 YoY and 7% in FY25
- Nepal grew by 20% in Q4 YoY, 18% in FY25, led by strong NPD growth
- Bangladesh maintained good growth momentum; growing by 32% in Q4 YoY and 44% in FY25
- ROW grew across all key countries, growing by 107% in Q4 YoY and 49% in FY25

Almond Drops Hair Oil Performance

- ADHO grew in low single digit in Q4 YoY and 11% sequentially
- Large packs registered a growth of 17% sequentially while small packs grew by 27%
- 95 ml SKU grew in high single digit YoY with the introduction of 20% extra free volume offer, to correct high price indexation against competition
- MT & E-Commerce specific packs of 650 ml & 750 ml registered strong growths backed by exclusive kits & visibility investments
- Rs 10 pack registered a growth of 13.0% YoY on the back of improved size perception and value proposition



ADHO Marketing Initiatives in Q4



Extensive TV Campaign

~2884 GRP garnered on TV across Thematic & 95 ML Promo campaign

Increased Prime Time skews on top rated shows across GEC's



On Ground Activation

Brand activation in largest activation platform across 45 days – Kumbh Mela



Digital Media

Digital campaign targeting Urban audiences, amplified across YT & OTT platforms delivered reach of 2.2 Cr with 7.4 Cr impressions

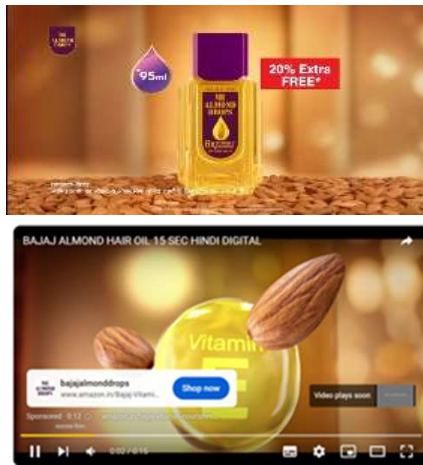


Influencer

Mix of KOL, macro & micro influencers delivered 1 Mn views to younger audiences with 3.7% engagement rate (2X of industry benchmarks)

ADHO Digital Media Initiatives

Programmatic Advertising

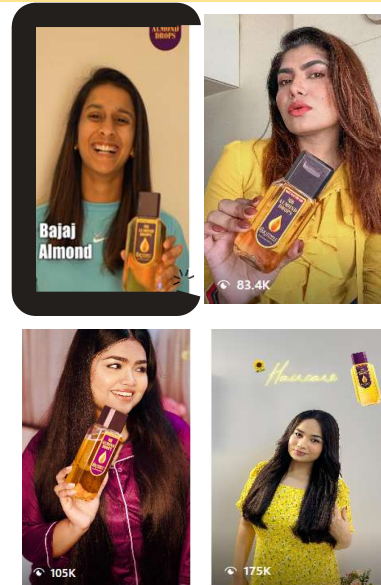


Objective: To create awareness about the new Pack in Delhi, Punjab, Haryana , Raj, UP & WB Reaching NCCS AB

Platforms: YouTube & Top OTT Shows

Views: 2.2 Cr **VTR:** 86%

Influencer Marketing

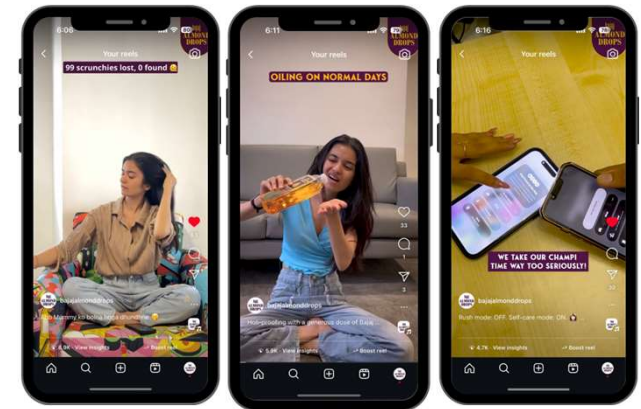


No. of Influencers: 40

ER%: 3.7%

CPR: 0.8 **CPE :** 0.6

Social Media



Organics posts are performing better and are noticeably picked up by digital PR known pages

ER%: 3%

Reach: 3.5 Lacs

Views: 6.7 Lacs

Almond Drops Hair & Skin Care Range



Almond Drops Hair & Skin Care Range

- **AD Shampoo & Conditioner** – Registered a growth of 7% in Q4 YoY. Majority of business is contributed by E-Commerce channel
- **AD Lotion** – Saw a robust growth of 22% in Q4 YoY. Brand witnessed an uplift on account of optimization of display images, new pack launch and influencer campaigns
- **AD Soap** - Registered a growth of 72% in OT channel owing to introduction of new packs (125*8) & price revision
- **AD Serum** – Business saw 2.5X growth in Q4 YoY. Positive consumer ratings, reviews are ensuring good traction



Almond Drops Hair & Skin Care Range Visibility

Social Media Engagement



- Strategically revamped the content approach to align with evolving audience preferences, focusing on high-engagement formats such as reels, interactive stories, and topical creatives

On Platform Visibility



- Executed ON Platform activities through **Display** and **Search** ads for ADEX brands across both E-Commerce and Quick commerce channels, with the objective of building awareness and driving sales

Bajaj 100% Pure Coconut Oil Performance

- Brand consistently clocked monthly revenues of ~ ₹10 crore in FY25, All-India market share sees steady growth over the quarters
- Two price hikes implemented in Q4 FY25, followed by a pre-teen price hike in April 2025 to offset Copra price inflation
- Market share in Maharashtra (largest market for Coconut Oil) rose from 1.6% in Q4 FY24 to 2.2% in Q4 FY25, driven by targeted promos on consumer salient SKUs to improve share among handlers (SAH) & enhanced distribution efforts.
- Market share gains recorded in Bajaj's traditional strongholds States: Punjab 9.4%, Rajasthan 9.6%, Madhya Pradesh 6.2%, and Uttar Pradesh 7.2%



Bajaj 100% Pure Coconut Oil Q4 Marketing Initiatives

On Platform



999 ₹945
Free delivery

599 ₹449
EXPRESS 1 day delivery



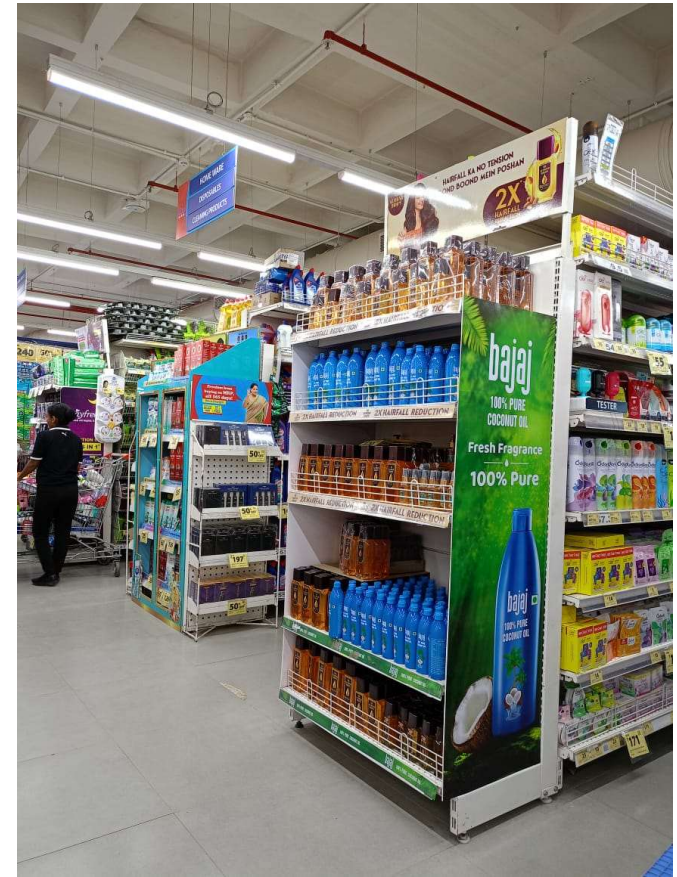
- Display and Banner ads run on both Amazon & Flipkart platforms for visibility

New SKUs Launch in GT & OT



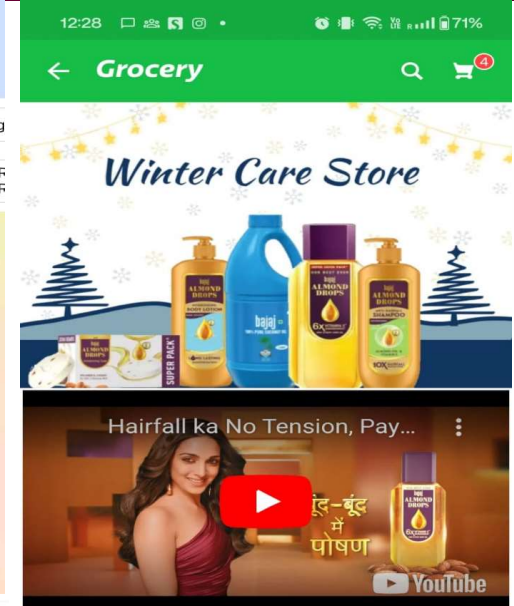
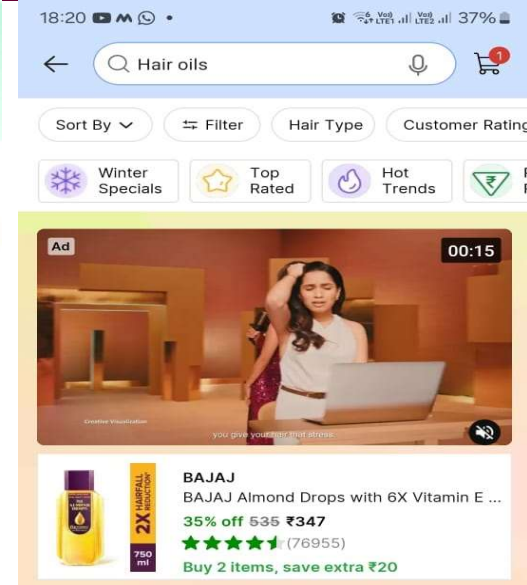
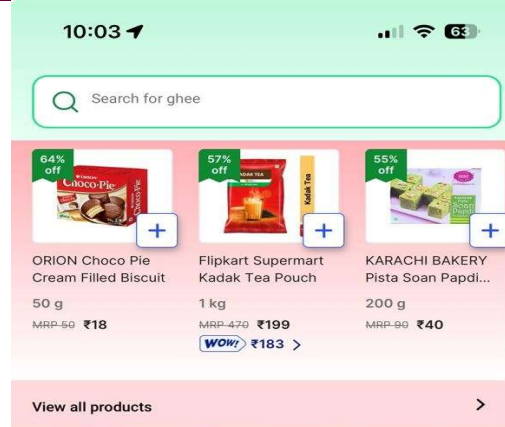
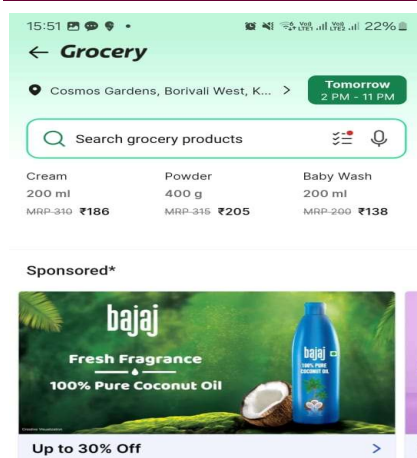
- Launched 525 ml exclusive pack in Apollo, leading to 25% increase in offtakes in Q3 and Q4
- Introduced tin pack in Q3 and expanded in Q4 across Northeast, which contributes 40% to Green CNO sales
- Extended Rs.20 CNO Blue pack to Northeast and Assam

Visibility in Modern Trade Outlets



E-Commerce: On Platform Media Execution Images

Festive led creatives and visibility across platforms

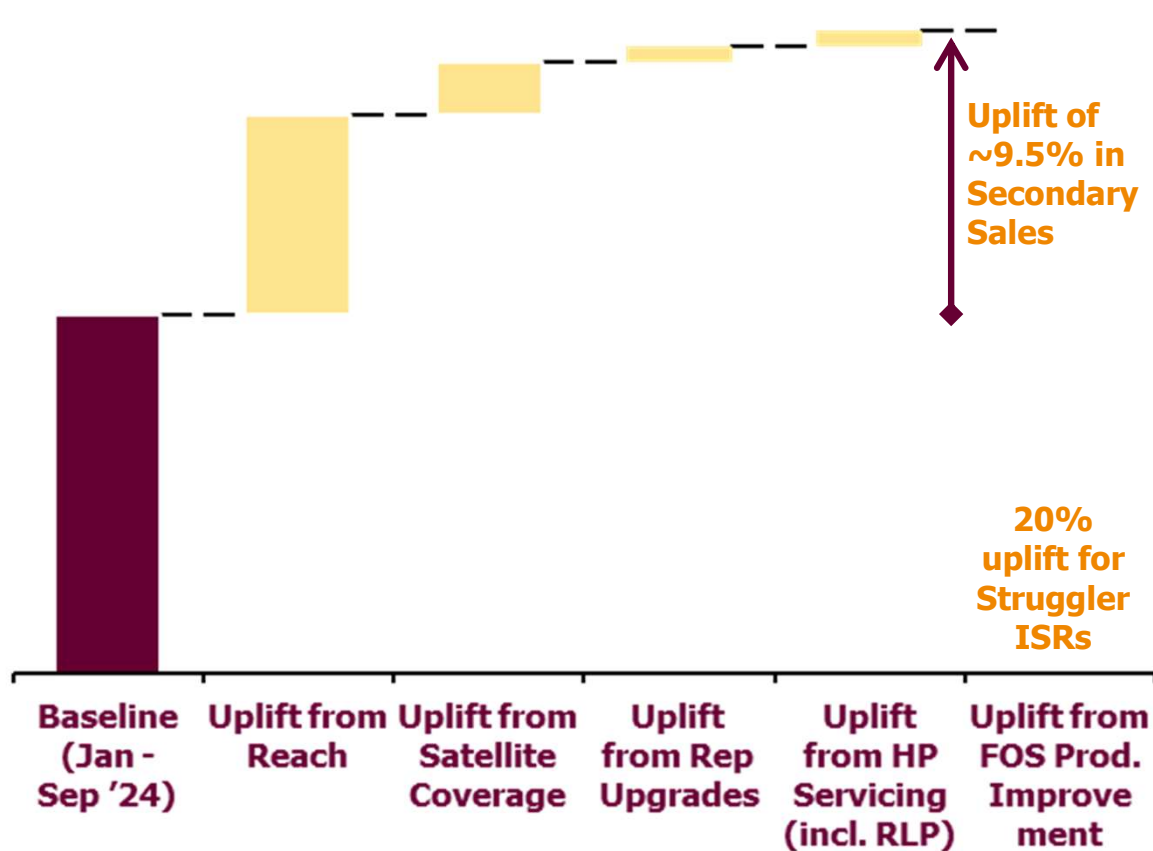




PROJECT AAROCHAN UPDATE

Progress Update – Phase 1 (UP + MP)

Realized Secondary Sales Impact – March (INR L)



24,000+
New Outlets added



96%
Channel Partners billed in Q4 FY25

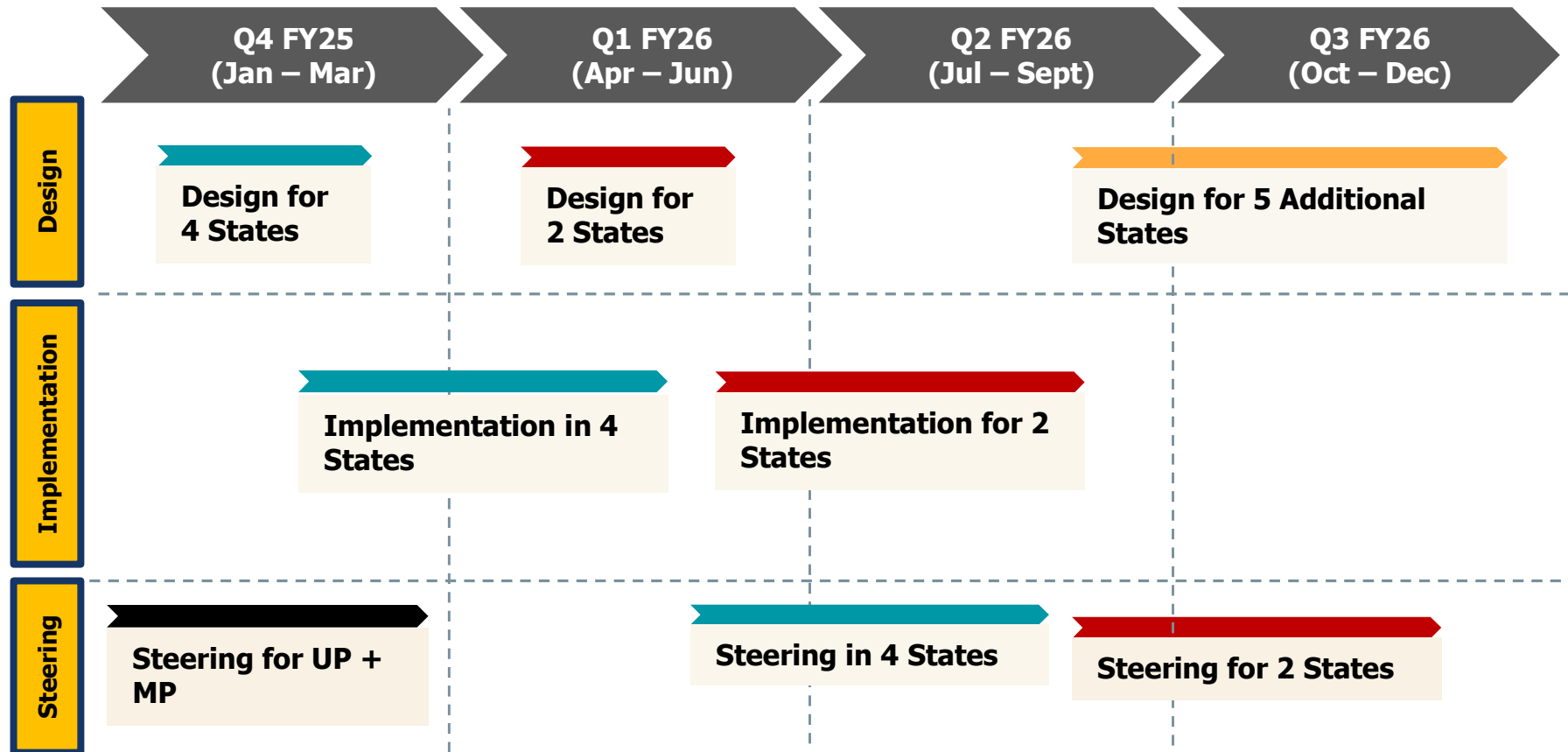


80%
Satellite Towns billed in Q4 FY25



1300+
New Towns brought under Coverage

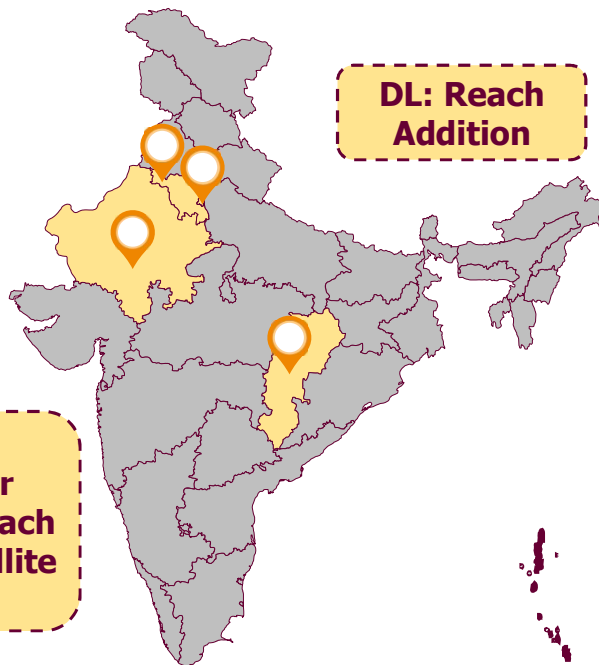
Project Aarohan extended to Rest of India - Phase 2 Plan



Design Update – Phase 2 (Delhi, Haryana, Rajasthan & Chattisgarh)

Route-to-Market Design

Implementation Targets



Urban Reach (50K+ Population Towns)

X
Outlets



1.6x
Outlets

Channel Partners

X
Partners



1.1x
Partners

High-Potential Villages under Coverage

X
Villages



1.1x
Villages

Reach & Representation Improvement opportunities were identified in RJ, HR, DL & CG and Implementation has started in mid March. Expected to be completed by May 2025

The background of the slide is a warm, golden-yellow color. On the left side, there is a dynamic, flowing shape that resembles a splash of liquid or a ribbon, rendered in a slightly darker shade of gold. In the lower right corner, there is a faint, stylized silhouette of a city skyline with several tall buildings. The overall aesthetic is modern and professional.

INTERNATIONAL BUSINESS

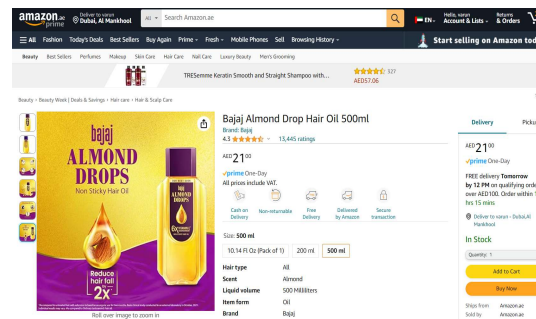
International Business Performance

GCC and Africa

- Growth of 25% in Q4 YoY; FY25 growth at 7%
- UAE Q4 secondary growth at 7% despite non favorable season for non-food FMCG categories
- Qatar, Kuwait, Oman, Bahrain, Afghanistan and Mauritius registered 43% growth over FY25

Marketing and E-Commerce Initiatives in GCC

- Bajaj Naturals June '25 launch plans in progress in UAE - Listing across key chains (Nesto, Shaklan, Madina, Talal, Grand Hyper, Day to Day, Parsons & TT long tail)
- E Commerce Sales commenced in UAE in Q4. Major Value contribution from Pure Oils portfolio



International Business Performance

Nepal

- Registered a growth of 20% in Q4 YoY and 18% in FY25
- Fundamentals in place: strong leadership, capable importer, disciplined feet-on-street
- NPD at 25% salience to overall revenue – led by Virgin CNO, CNO and Serum

Marketing Initiatives in Nepal

- Digital Activations in ADHO and Virgin Coconut Oil
- Built connect through festive related posts on Social media



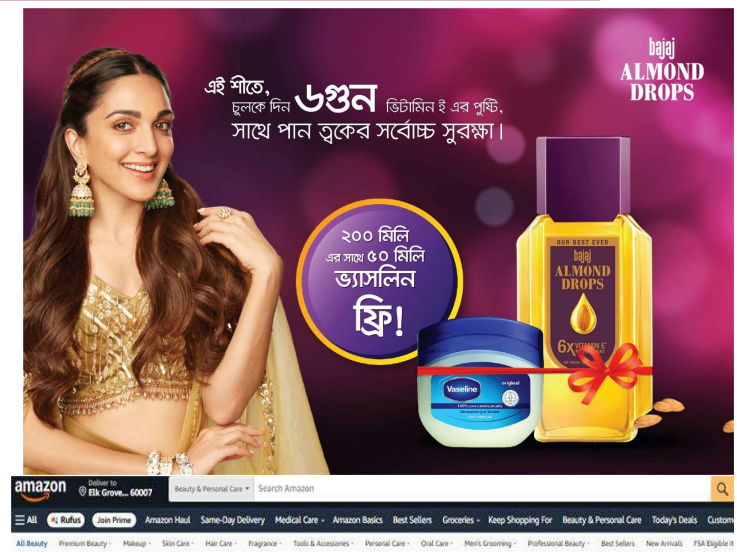
International Business Performance

Bangladesh

- Q4 growth of 32% over LY; FY25 growth at 44% YoY
- Focus on feet-on-street productivity improvement
- Consumer Promotions for ADHO 200ml SKU

Rest of World (ROW)

- Q4 growth of 107% over LY; FY25 growth at 49%
- Strong growth trajectory across all major countries; led by Canada, Malaysia, USA, Tibet and NZ
- First Amazon USA Shipment in Transit



The background features a warm, golden-yellow color palette. On the left side, there is a dynamic, flowing shape resembling liquid or smoke, rendered in a slightly darker gold with highlights and shadows, giving it a three-dimensional feel. In the lower right, there are faint, stylized outlines of a city skyline or architectural structures, also in a light gold tone. The overall composition is clean and modern.

ESG

ESG – Focus on Resource Optimization

Theme	Indicator	Target	FY 22	FY 24	FY 25	% reduction FY25 vs FY24	% reduction from baseline FY 22
Energy Intensity In Operations	T CO2 equivalent per kl of oil produced	Reduce Carbon Intensity by 25% in 5 yrs from FY 22 in Scope 1 & 2	52	43	37	12%	28%
Water Consumptions	Ltr/KL of Oil Produced	50% reduction from baseline of FY 22 in 4 years	737	351	335	4%	54%
Water Recharge	% of water recharged to ground	500% of consumption of water in 4 years (5 times water positive)		25% (1378 KL)	611% (29364 KL)	-	
Plastic Recyclability	% of plastic usage	100% of packing material to be recyclable, recompostable or reusable by FY 27		95%	98%	-	-
EPR Compliance		Compliance of CPCB set targets for each year		100%	100%	-	-

CSR - Initiatives undertaken in FY25

Villages



678

Families



16,394

Area



14,804
acres



River Rejuvenation work of Village Saldhara of Arvi block Wardha



Completed construction of shed for the turmeric boiler plant



Support to Farmer for E-Auto Riksha as a Livelihood activity. Village Sevagram, Wardha block of Wardha



Well Recharge of Satish Uttamrao Gavande of Village Bhidi of Deoli block Wardha

CSR - Initiatives undertaken in 12M FY25



**Rural Haat in Wadhona
village of Arvi block of
Wardha**



**Training at village
Shirpur in Deoli Block of
Wardha on Sustainable
Agriculture and Natural
Farming**



**River Rejuvenation
work of Renkapur
village of Arvi block
Wardha**



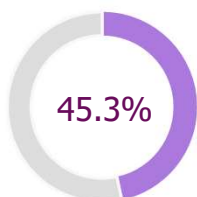
**Group Well Group at
Village Pilapur covering
5 farmers in Ashti block
of Wardha**



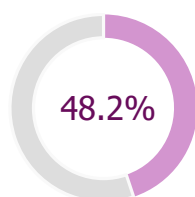
FINANCIALS

Standalone - Expenses To Sales Trend Q4

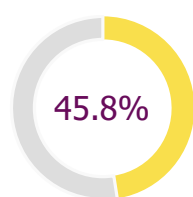
Material Cost



Q4 FY24

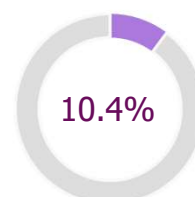


Q3 FY25

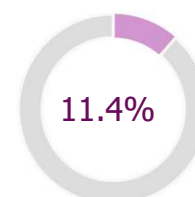


Q4 FY25

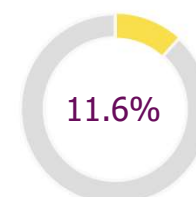
Employees Cost



Q4 FY24

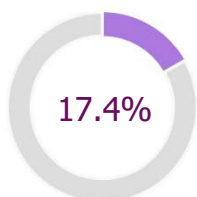


Q3 FY25

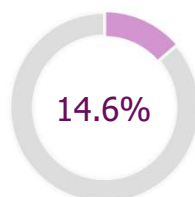


Q4 FY25

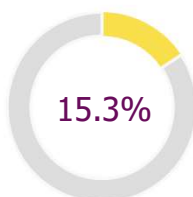
ASP



Q4 FY24

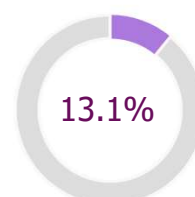


Q3 FY25

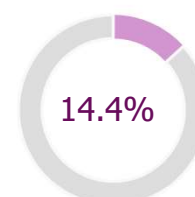


Q4 FY25

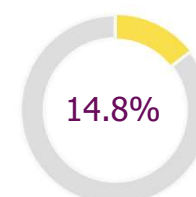
Other Expenses



Q4 FY24



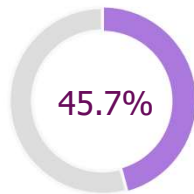
Q3 FY25



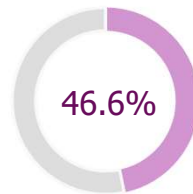
Q4 FY25

Standalone - Expenses To Sales Trend 12M

Material Cost

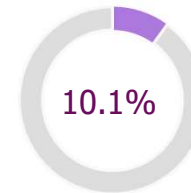


FY24

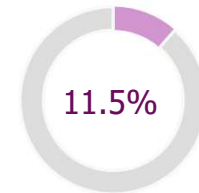


FY25

Employees Cost

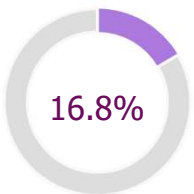


FY24

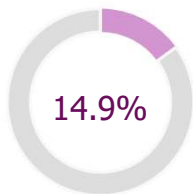


FY25

ASP

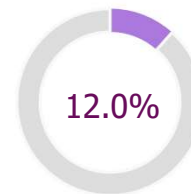


FY24

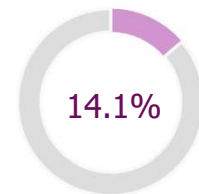


FY25

Other Expenses



FY24



FY25

Financial Performance - Standalone

in INR Crore

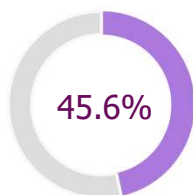
Particulars	Q4 FY25	Q4 FY24	YoY%	FY25	FY24	YoY%
Net Sales Value	239.8	230.2	4.2%	927.7	951.6	-2.5%
Other Operating Income	3.8	5.7	-34.3%	15.1	16.1	-6.6%
Total Operating Income	243.5	235.9	3.2%	942.8	967.7	-2.6%
Cost of Goods sold	109.8	104.3	5.3%	431.8	435.0	-0.7%
Contribution	129.9	125.8	3.2%	495.8	516.6	-4.0%
% of Sales	54.2%	54.7%		53.4%	54.3%	
Employees Cost	27.8	24.0	15.9%	106.5	96.3	10.5%
Advertisement & Sales Prom.	36.6	40.2	-8.8%	137.8	160.0	-13.9%
Other Expenses	35.5	30.1	18.0%	130.4	113.8	14.6%
EBITDA	33.7	37.3	-9.6%	136.3	162.6	-16.2%
% of Sales	14.1%	16.2%		14.7%	17.1%	
Other Income	8.1	11.7		35.5	44.6	
Finance Cost	0.1	0.2		0.5	1.0	
Depreciation and Amortisation	2.6	2.5		9.7	9.5	
Corporate Social Responsibility	1.0	1.1		3.8	4.4	
Profit Before Tax(PBT)	38.1	45.2	-15.6%	157.7	192.4	-18.0%
Tax Expenses	6.7	7.9		27.6	33.6	
Profit After Tax(PAT)	31.5	37.3	-15.6%	130.1	158.8	-18.0%
% of Sales	13.1%	16.2%		14.0%	16.7%	

Standalone Balance Sheet as at 31st March 2025

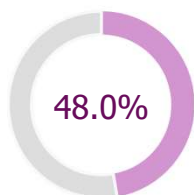
			In Rs. Crore		
Particulars	31.03.2025	31.03.2024	Particulars	31.03.2025	31.03.2024
ASSETS			EQUITY AND LIABILITIES		
1. Non-Current Assets			1. Equity		
(a) Property, Plant & Equipment	45.2	44.9	(a) Share Capital	13.7	14.3
(b) Capital Work in progress	1.4	1.4	(b) Other Equity	774.7	851.2
(c) Other Intangible Assets	0.6	0.7	Total Equity	788.4	865.5
(d) Right-of-use asset	3.6	7.9	2. Non Current Liabilities		
(e) Financial Assets	-	-	(a) Financial Liabilities		
(i) Investments	232.7	171.3	(i) Lease Liabilities	1.7	4.0
(ii) Others	5.0	4.5	(b) Provision for Employee Benefit	5.7	4.8
(f) Other non-current assets	0.0	0.1	Sub Total Non Current Liabilities	7.4	8.8
Sub Total Non Current Assets	288.4	230.8	3. Current Liabilities		
2. Current Assets			(a) Financial Liabilities		
(a) Inventories	51.7	53.7	(i) Lease Liabilities	2.5	4.8
(b) Financial Assets	-	-	(ii) Trade Payable		
(i) Investments	340.7	585.6	(a) Total Dues to micro and small enterprises.	4.9	3.0
(ii) Trade Receivables	73.0	43.3	(b) Creditors Other than (a)	44.3	37.0
(iii) Cash and Cash Equivalents	25.6	15.3	(iii) Other Financial Liabilities	65.3	70.0
(iv) Bank Balances other than (iii)	81.4	21.6	(b) Other Current Liabilities	12.7	17.4
(v) Others	0.1	0.7	(c) Provisions for employee Benefit	6.0	3.2
(c) Current Tax Assets (Net)	1.0	0.2	(d) Current Tax Liabilities (Net)	0.4	-
(d) Other Current Assets	70.0	58.2	Sub Total Current Liabilities	136.1	135.3
Sub Total Current Assets	643.5	778.8	TOTAL EQUITY AND LIABILITIES	931.9	1,009.6
TOTAL ASSETS	931.9	1,009.6			

Consolidated - Expenses To Sales Trend Q4

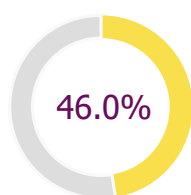
Material Cost



Q4 FY24

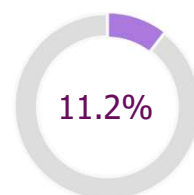


Q3 FY25

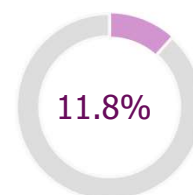


Q4 FY25

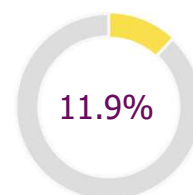
Employees Cost



Q4 FY24

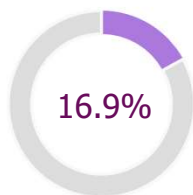


Q3 FY25

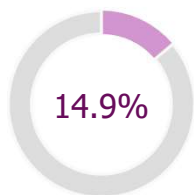


Q4 FY25

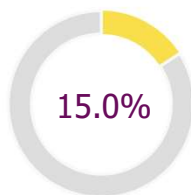
ASP



Q4 FY24

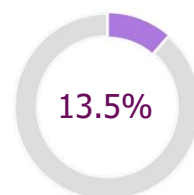


Q3 FY25

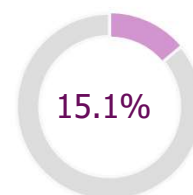


Q4 FY25

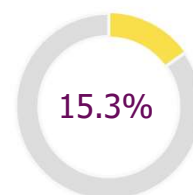
Other Expenses



Q4 FY24



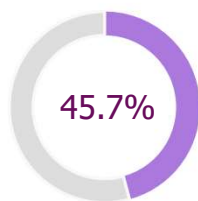
Q3 FY25



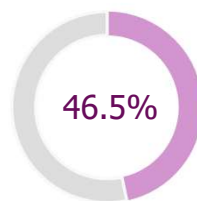
Q4 FY25

Consolidated - Expenses To Sales Trend 12M

Material Cost

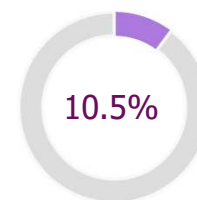


FY24

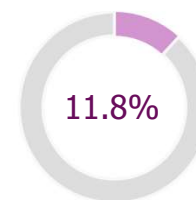


FY25

Employees Cost



FY24

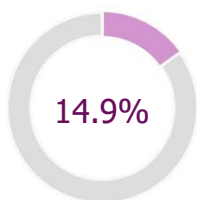


FY25

ASP

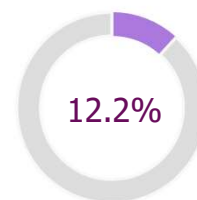


FY24

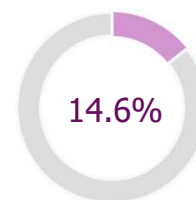


FY25

Other Expenses



FY24



FY25

Financial Performance - Consolidated

in INR Crore

Particulars	Q4 FY25	Q4 FY24	YoY%	FY25	FY24	YoY%
Net Sales Value	246.7	234.2	5.3%	949.7	968.0	-1.9%
Other Operating Income	3.8	5.7	-34.3%	15.1	16.1	-6.6%
Total Operating Income	250.5	240.0	4.4%	964.8	984.1	-2.0%
Cost of Goods sold	113.5	106.7	6.4%	441.6	442.0	-0.1%
Contribution	133.2	127.5	4.4%	508.2	525.9	-3.4%
% of Sales	54.0%	54.4%		53.5%	54.3%	
Employees Cost	29.4	26.1	12.6%	111.8	101.2	10.5%
Advertisement & Sales Prom.	36.9	39.6	-6.9%	141.3	162.2	-12.9%
Other Expenses	37.8	31.7	19.1%	138.9	119.0	16.8%
EBITDA	32.9	35.8	-8.1%	131.3	159.7	-17.8%
% of Sales	13.3%	15.3%		13.8%	16.5%	
Other Income	8.1	11.7		35.6	44.7	
Finance Cost	0.1	0.2		0.5	1.0	
Depreciation and Amortisation	2.7	2.6		10.2	9.9	
Corporate Social Responsibility	1.0	1.1		3.8	4.4	
Profit before Share of profit of associate	37.2	43.6	-14.6%	152.3	189.0	-19.4%
Share of Profit of Associate	0.5	-		0.5	-	
Profit before Tax (PBT)	37.7	43.6	-13.5%	152.8	189.0	-19.2%
Tax Expenses	6.7	7.9		27.5	33.6	
Profit After Tax(PAT)	31.0	35.5	-12.7%	125.3	155.4	-19.4%
% of Sales	12.6%	15.2%		13.2%	16.1%	

Consolidated Balance Sheet as at 31st March 2025

In Rs. Crore

Particulars	31.03.2025	31.03.2024
ASSETS		
1. Non-Current Assets		
(a) Property, Plant & Equipment	106.6	106.8
(b) Capital Work in progress	28.2	27.8
(c) Goodwill	43.0	43.0
(d) Other Intangible Assets	0.6	0.7
(e) Right-of-use asset	3.6	7.9
(f) Financial Assets		
(i) Investments in Associate	60.0	-
(ii) Others	5.6	5.0
(g) Deferred Tax Assets (net)	0.5	0.4
(h) Other non-current assets	0.0	0.1
Sub Total Non Current Assets	248.1	191.6
2. Current Assets		
(a) Inventories	54.8	56.2
(b) Financial Assets		
(i) Investments	340.7	585.6
(ii) Trade Receivables	71.8	44.0
(iii) Cash and Cash Equivalents	30.9	22.7
(iv) Bank Balances other than (iii)	81.4	21.6
(v) Others	0.1	0.7
(c) Current Tax Assets (Net)	1.1	0.2
(d) Other Current Assets	72.3	60.8
Sub Total Current Assets	653.0	791.9
TOTAL ASSETS	901.1	983.6

Particulars	31.03.2025	31.03.2024
EQUITY AND LIABILITIES		
1. Equity		
(a) Share Capital	13.7	14.3
(b) Other Equity	734.2	816.3
Total Equity	747.9	830.6
2. Non Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	1.7	4.0
(b) Provision for Employee Benefit	5.7	4.8
Sub Total Non Current Liabilities	7.4	8.8
3. Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	2.5	4.8
(ii) Trade Payable		
(a) Total Dues to micro and small enterprises.	4.9	3.0
(b) Creditors Other than (a)	45.0	37.2
(iii) Other Financial Liabilities	74.0	78.4
(b) Other Current Liabilities	12.9	17.5
(c) Provisions for employee Benefit	6.0	3.2
(d) Current Tax Liabilities (Net)	0.5	0.1
Sub Total Current Liabilities	145.8	144.2
TOTAL EQUITY AND LIABILITIES	901.1	983.6

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SKIN CARE & HAIR CARE

Update on Vishal Personal Care Pvt Ltd (VPCL) Acquisition

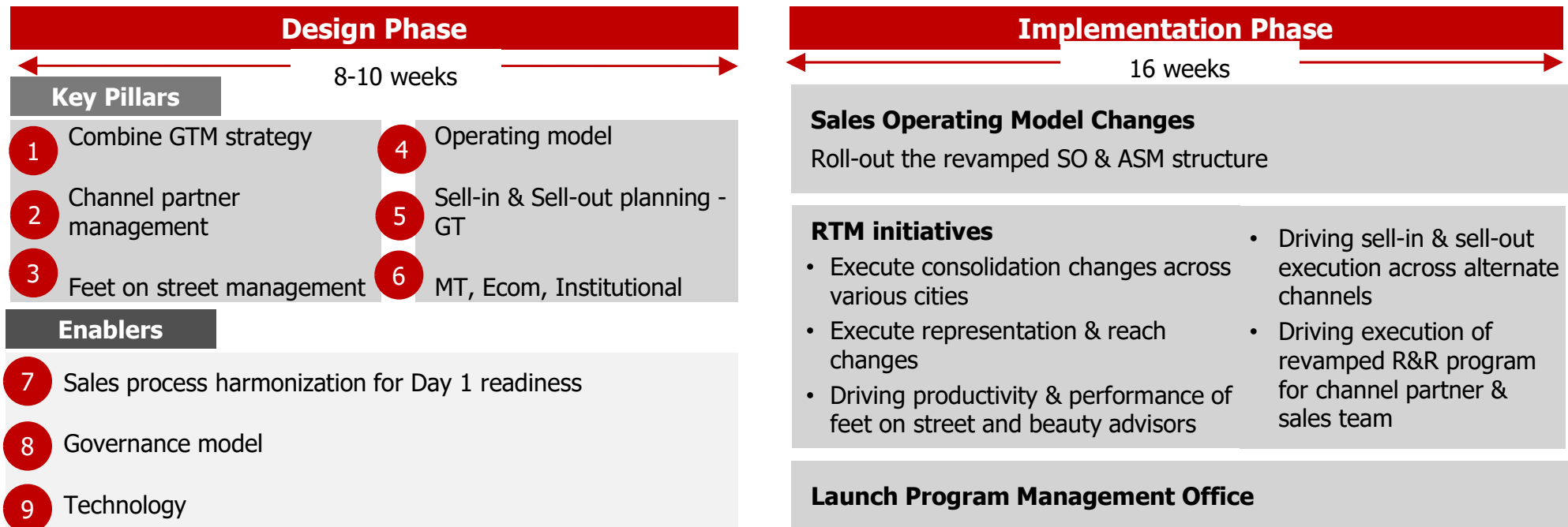
- Share Purchase cum Shareholders Agreement (SPSHA) entered on 14th February, 2025
- As per terms of SPSHA, acquired 49% of the equity share capital in tranche 1 on 10th March, 2025
- Tranche 2 for Acquisition of balance 51% equity share capital is expected to be completed in the Q1 FY26
- Pursuant to above acquisition of equity shares in 2 tranches, VPCL will become a wholly owned subsidiary of the Company
- For post merger integration, a leading consultant is engaged to design and integrate the operations
- The above has been launched in April'25

Post merger integration of Vishal Personal Care Pvt Ltd

Progress

- Currently, initial positions are being captured through joint visits, interviews of sales team, channel partners and customers, and data analysis
- Joint visits are underway in the identified locations in all 5 south states; these locations are mix of BCCL's and VPCL's strong and weak areas, with representations from both rural and urban areas

PMI



The background is a light cream color with a faint, stylized world map. Overlaid on the map are several dynamic, flowing shapes of a golden liquid, resembling oil or honey, which create a sense of movement and elegance. The liquid flows from the top right and bottom left towards the center.

THANK YOU

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