bajaj CONSUMER CARE

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

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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

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Executive Summary Q4 FY26- Consolidated

	TOPLINE	GROSS MARGIN	EBITDA	PROFIT AFTER TAX
	INR 326.5 Crs	INR 207.8 Crs	INR 77.4 Crs	INR 63.6 Crs
% to Sales		63.6%	23.7%	19.5%
YoY	+32.3%	+966 bps	+135.2%	+105.2%

Executive Summary FY 2026- Consolidated

	TOPLINE	GROSS MARGIN	EBITDA	PROFIT AFTER TAX
	INR 1,153.4 Crs	INR 693.7 Crs	INR 224.4 Crs	INR 190.2 Crs
% to Sales		60.1%	19.5%	16.5%
YoY	+21.4%	+664 bps	+70.9%	+51.8%

Portfolio Performance

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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

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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

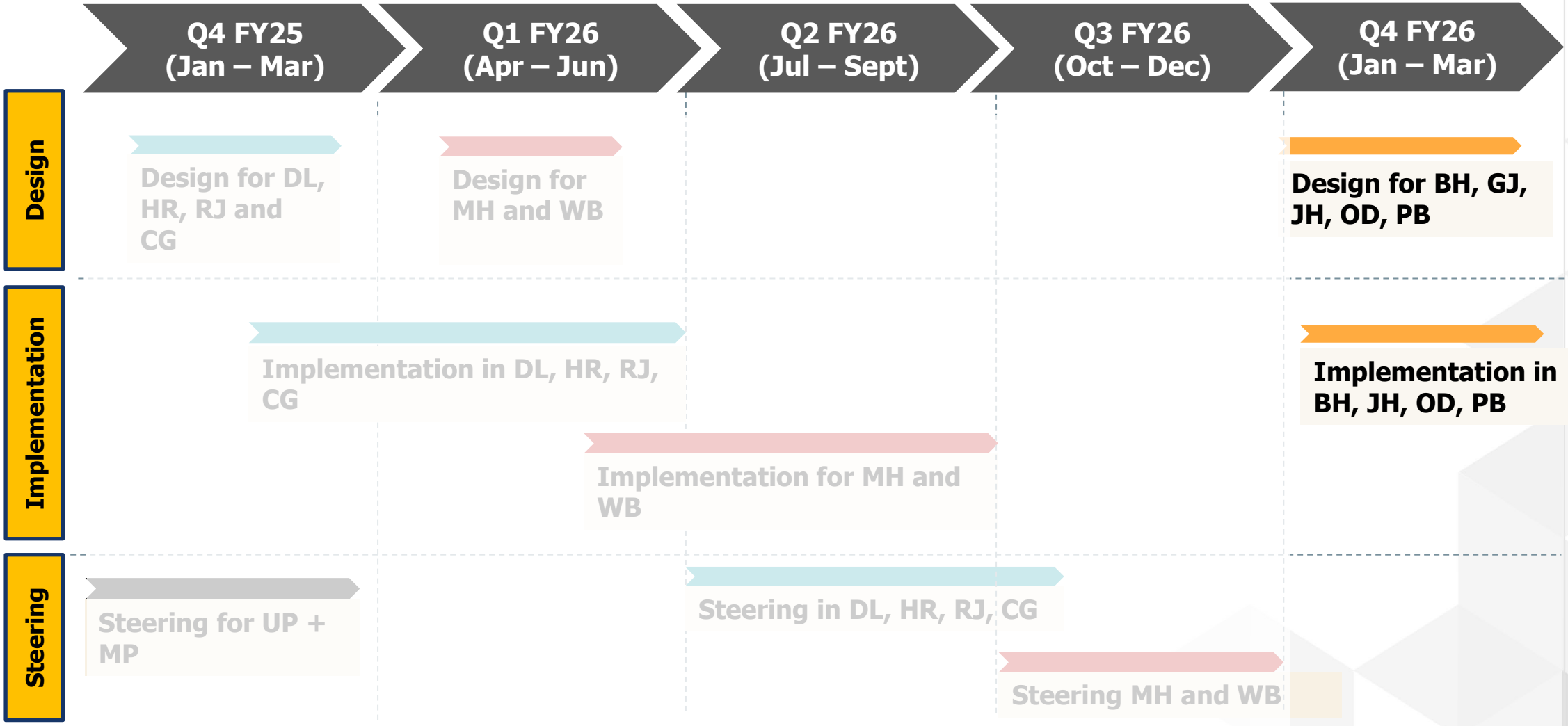
- OT is now nearly 30% salience to the organization.
- OT delivered strong performance, recording a twenties growth for the quarter and the year.
- Modern Trade, E Commerce & Q Commerce saw robust growth ahead of overall OT growth
- CSD/CPC delivered modest double-digit growth for the quarter while on 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

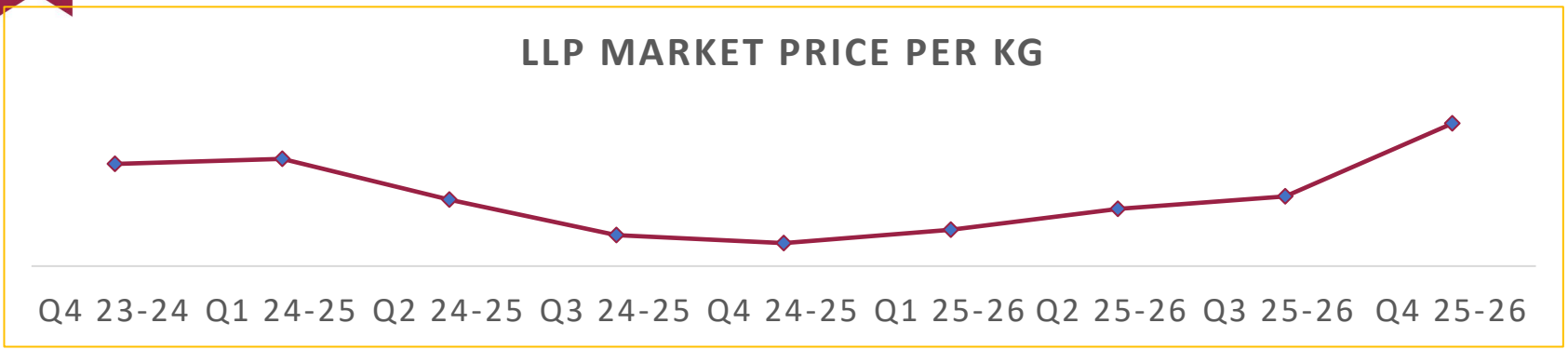
Aarohan Extended to Phase 3 now ..



Key Commodity Trends

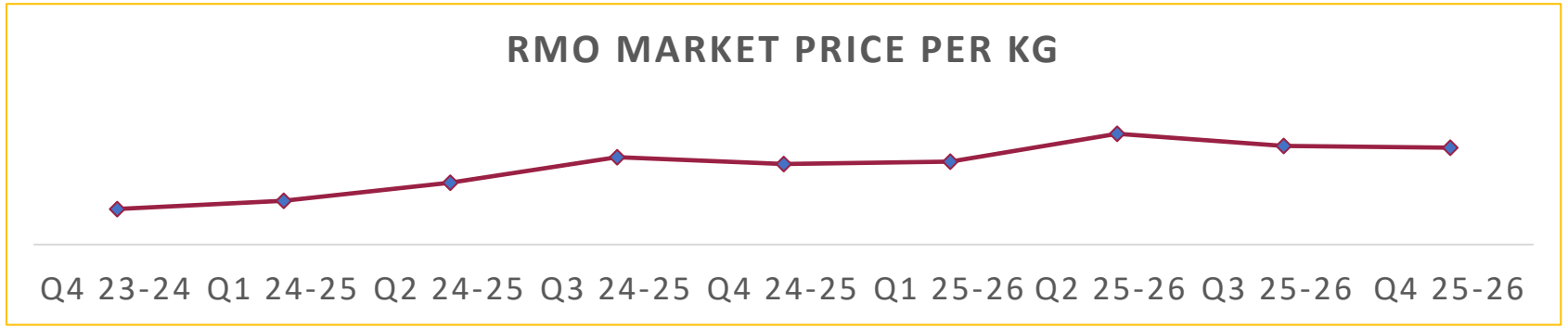
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Key Raw Materials- Price Trends



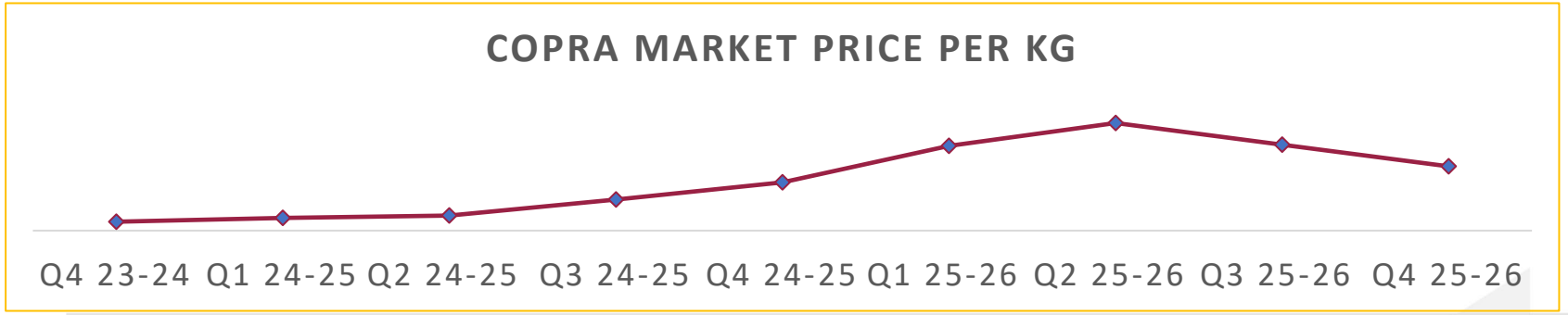
Light Liquid Paraffin (LLP)

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



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.



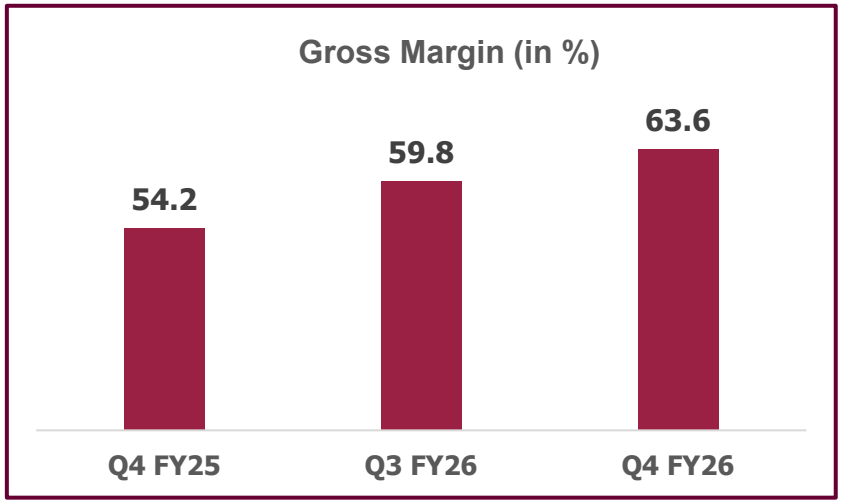
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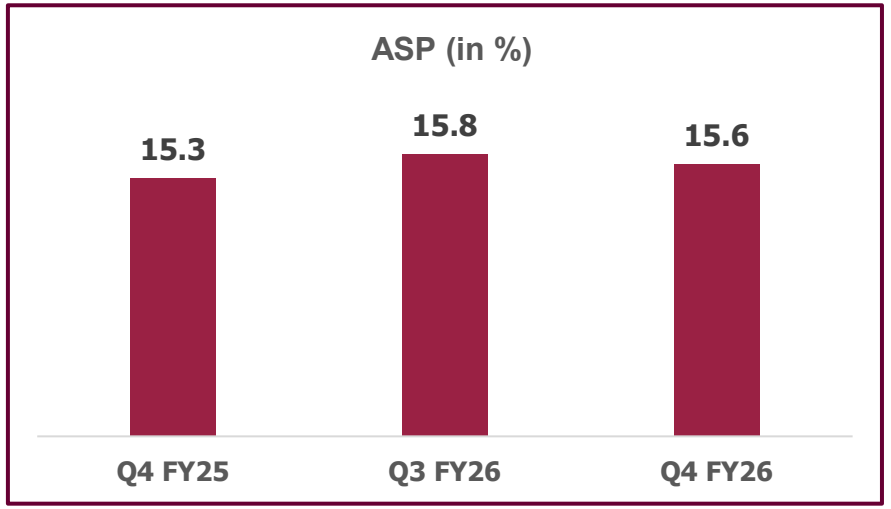
Q4 25-26 prices is -16% lower than Q3 25-26. Current prices ~30 -35% bellow the peak.

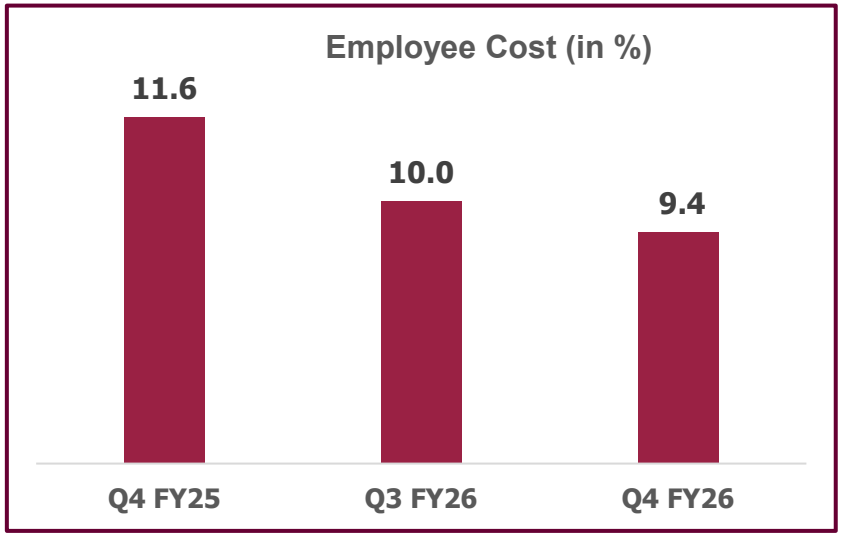
Financials

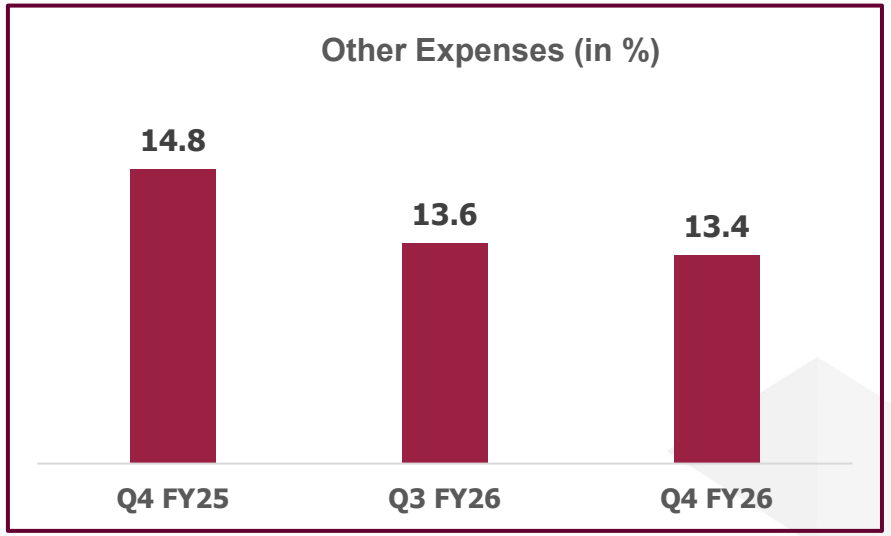
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Standalone – Margin & Expenses to Sales Trend Q4

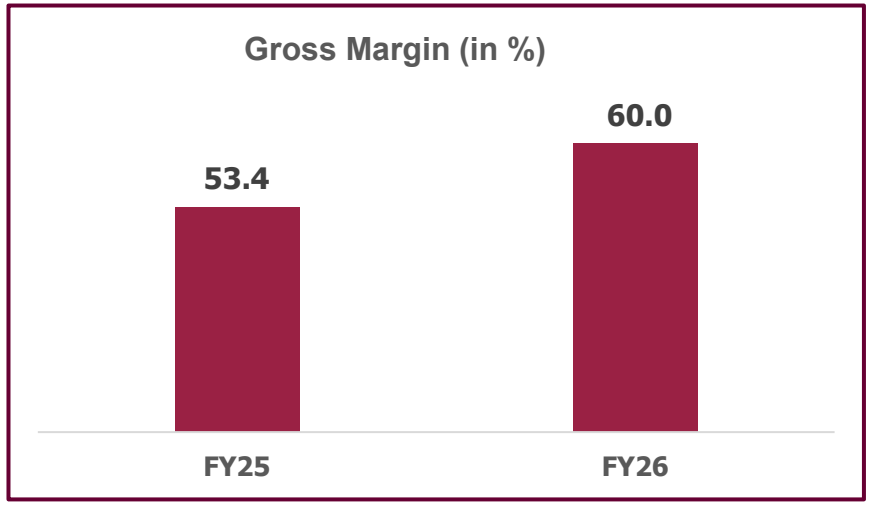


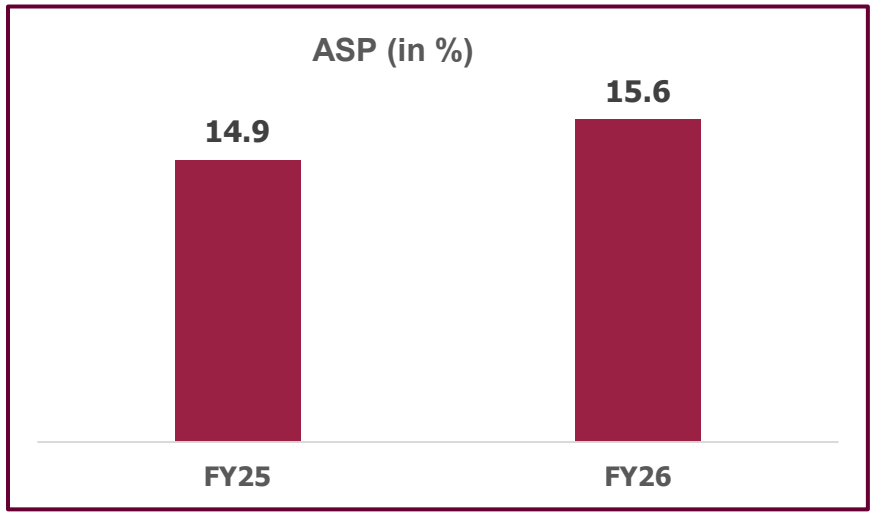


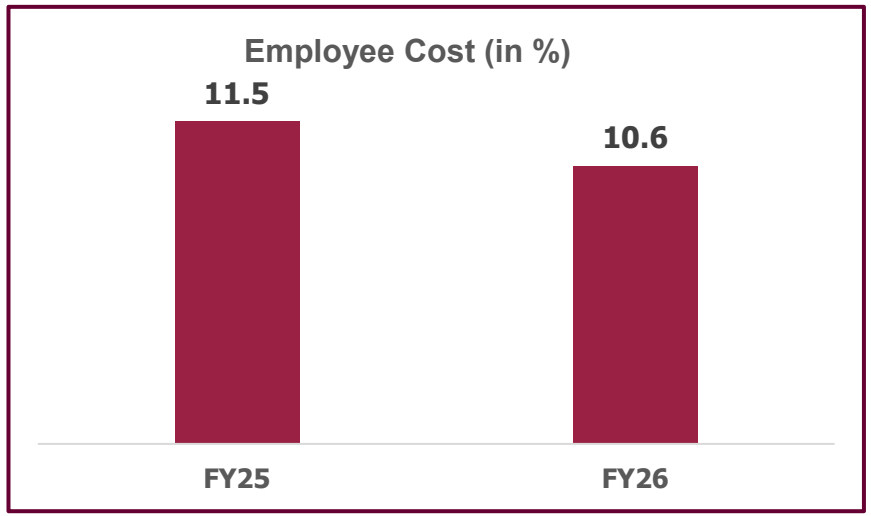


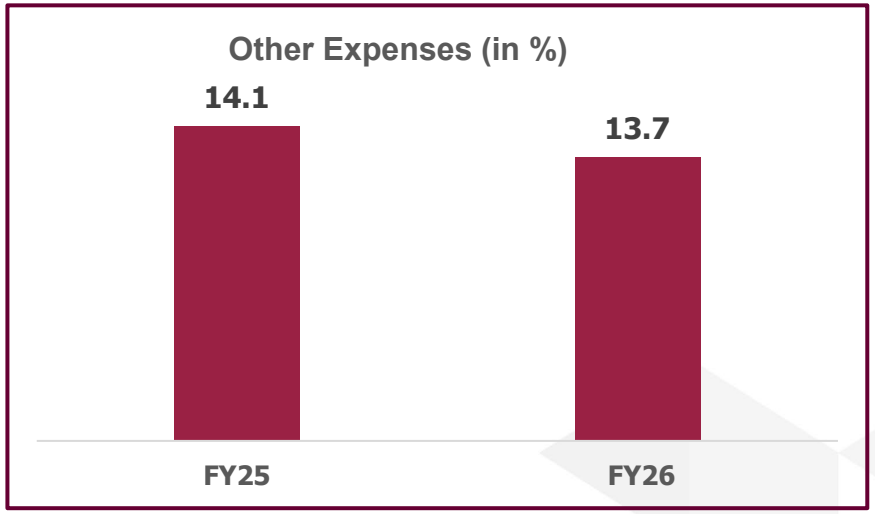


Standalone – Margin & Expenses to Sales Trend 12M









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%**	

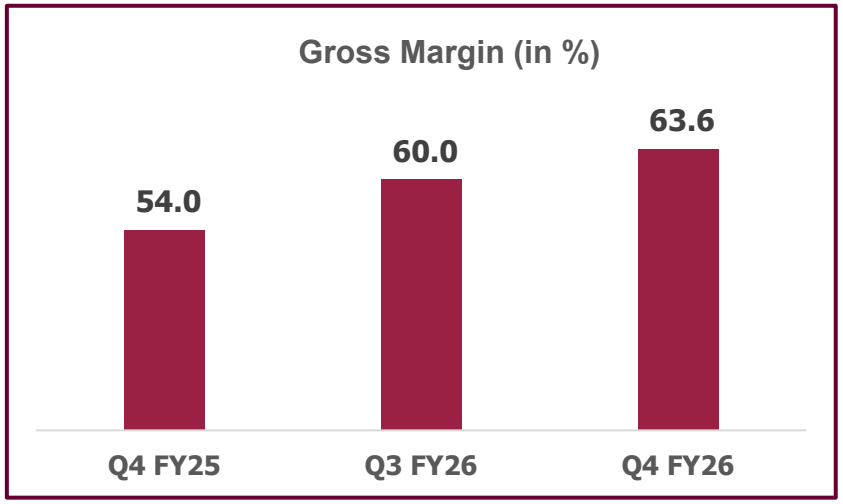
Standalone Balance Sheet as at 31st March 2026

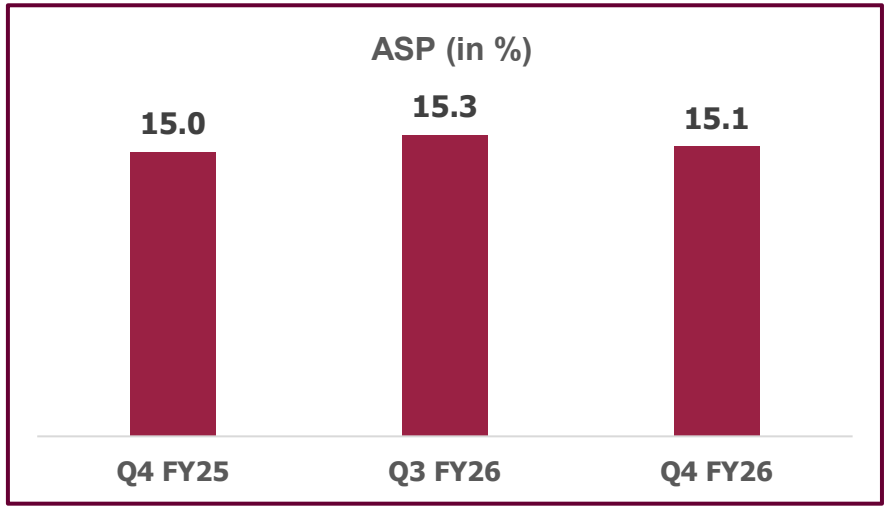
(in INR Crore)

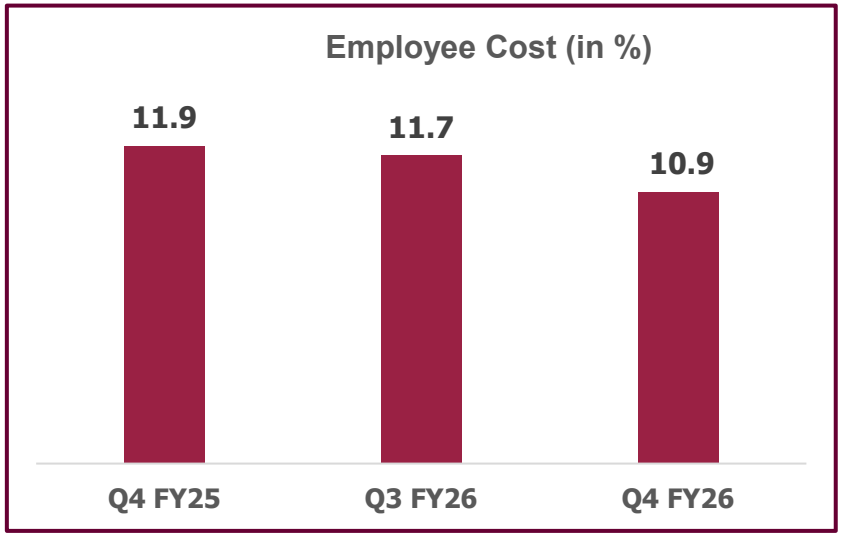
ASSETS	FY25	FY26
1. Non-Current Assets		
(a) Property, Plant & Equipment	45.2	71.5
(b) Capital Work in progress	1.4	-
(c)Other Intangible Assets	0.6	0.7
(d) Right-of-use asset	3.6	14.6
(e)Financial Assets		
(i) Investments	232.7	295.0
(ii) Others	5.0	6.5
(f) Other non-current assets	0.0	2.1
Sub Total 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**

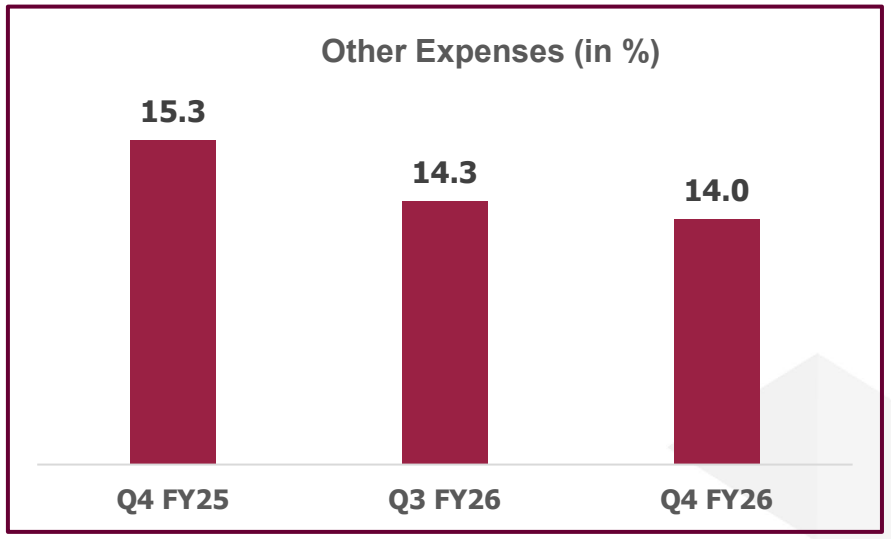
EQUITY AND LIABILITIES	FY25	FY26
1. Equity		
(a) Share Capital	13.7	13.1
(b) Other Equity	774.7	780.3
Total Equity	**788.4**	**793.4**
2. Non Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	1.7	11.5
(b) Provision for Employee Benefit	5.7	4.0
Sub Total Non Current Liabilities	**7.4**	**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

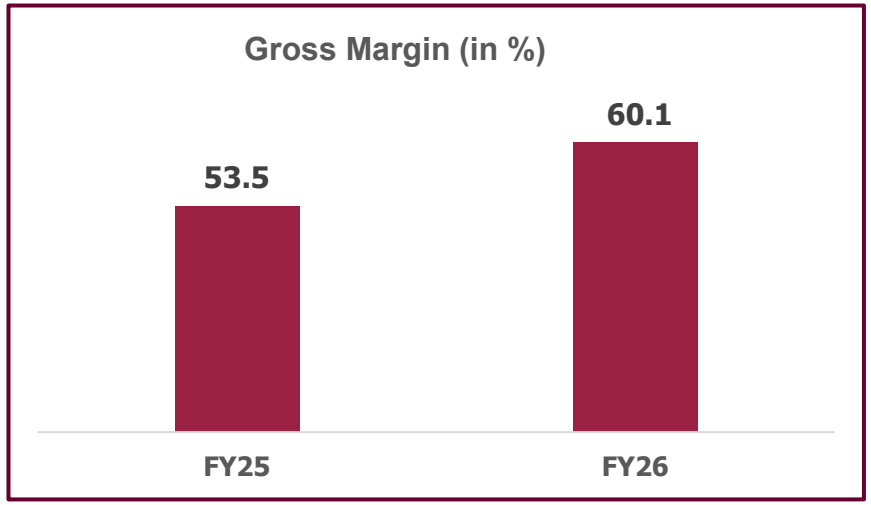


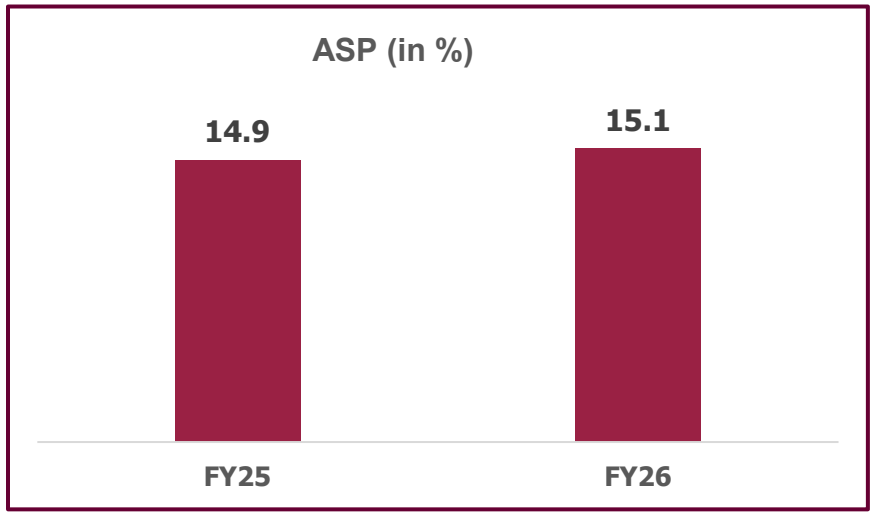


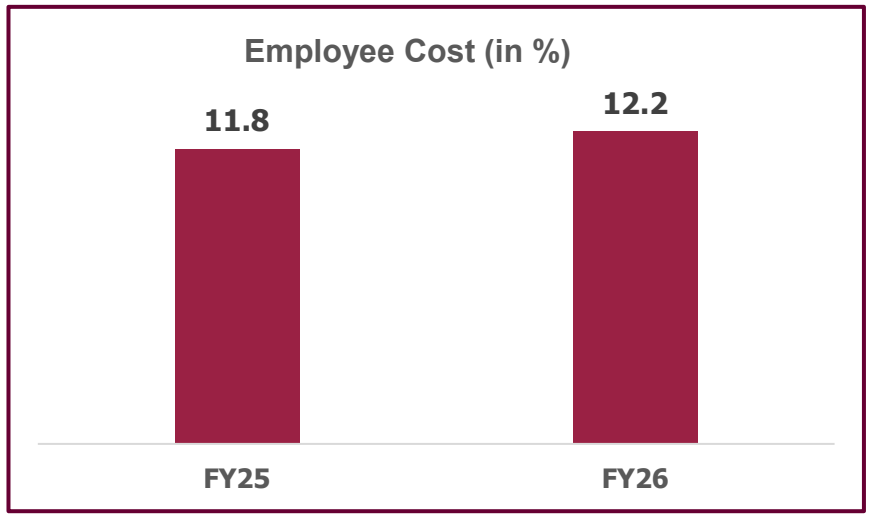


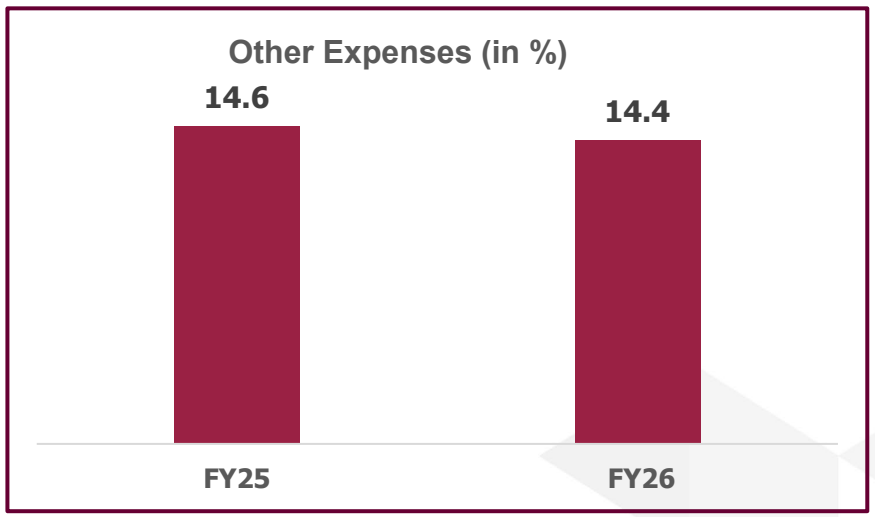


Consolidated – Margin & Expenses to Sales Trend 12M









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**

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Thank You