

October 14, 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 first quarter ended September 30, 2026.

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

Thanking you,

Yours Sincerely,

For Bajaj Consumer Care Limited

NAGDA
JIGNESH
GULABCH
AND

Digitally signed
by NAGDA
JIGNESH
GULABCHAND
Date: 2026.10.14
17:11:25 +05'30'

Jignesh Nagda
Company Secretary & Compliance Officer
Membership No.: A21827

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



Investor Presentation Q2 FY27

Note: Financial information has been restated to reflect the Scheme of Arrangement between the Company and Vishal Personal Care Limited (VPCL), approved by the Hon'ble NCLT on 9 April 2026 and effective from 1 May 2026, with an appointed date of 15 March 2025.

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



Note: Financial information has been restated to reflect the Scheme of Arrangement between the Company and Vishal Personal Care Limited (VPCL), approved by the Hon'ble NCLT on 9 April 2026 and effective from 1 May 2026, with an appointed date of 15 March 2025.

Executive Summary Q2 FY27- Consolidated



INR 332.7 Cr.



INR 199.2 Cr.



INR 83.3 Cr.



INR 70.2 Cr.

% to Sales

59.9%

25.0%

21.1%

YoY

+27.3%

+27.6%

+71.0%

+66.0%

Executive Summary H1 FY27- Consolidated



INR 674.1 Cr.



INR 410.1 Cr.



INR 167.6 Cr.



INR 140.9 Cr.

% to Sales

60.8%

24.9%

20.9%

YoY

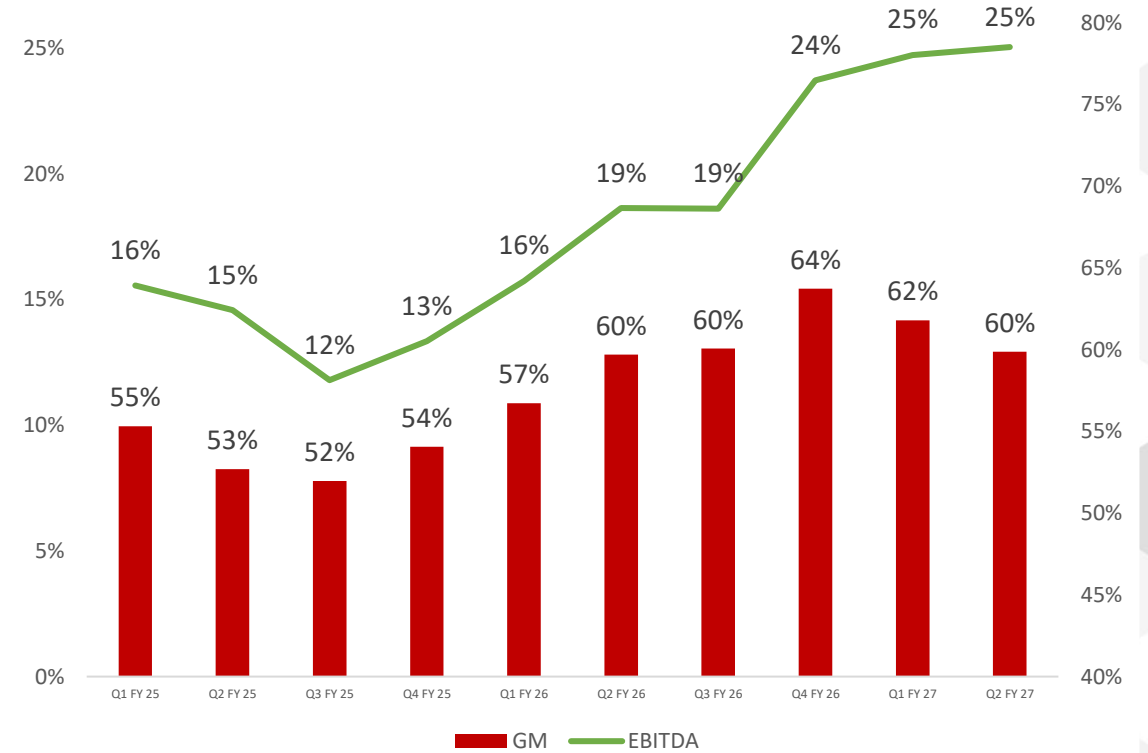
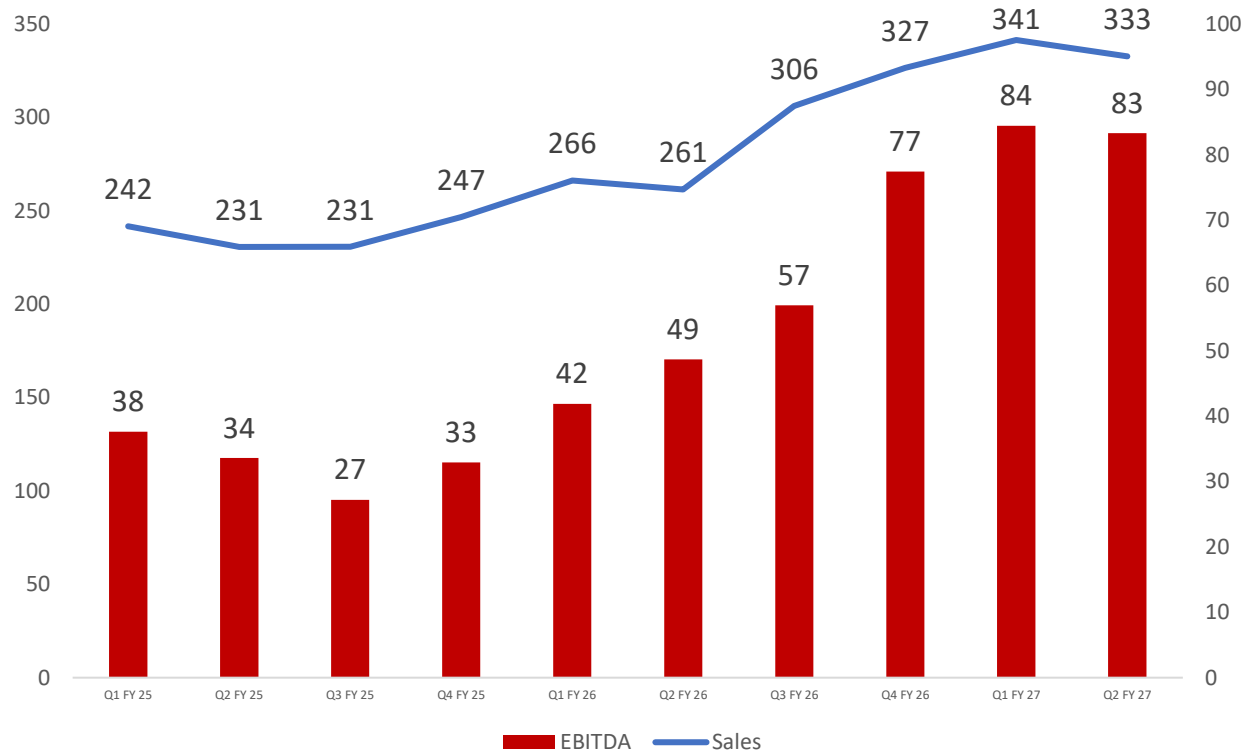
+27.8%

+33.5%

+85.0%

+74.8%

Q2 FY27: Strong Growth & Margin momentum !!





Portfolio Performance

bajaj CONSUMER CARE

ADHO continues it's strong run !!

- Domestic business continued its robust momentum with revenue growth of 30%+ growth in Q2 FY27 and H1 FY27.
- This growth was delivered on back of robust double digit unit volume growth.
- Price Point Packs continued to outperform and remained a key growth engine, growing ahead of the portfolio growth.
- Introduced a new integrated campaign with revised positioning towards the end of the quarter.



Building the Strength-Beauty link: New TVC on the **bajaj** CONSUMER CARE proposition of strength leading to beauty !!



Growth Portfolio continues to build up!!

- Growth Portfolio sustained strong momentum and continues to scale meaningfully and also improve its profitability.
- Coconut portfolio maintained its role as the key growth engine, supported by healthy consumer and trade traction.
- Given the deflation in Coconut prices, the volume growth were significantly ahead of the revenue growths.
- The tweak in the portfolio continues with revamp of few selected brands and also introduction / launch of certain new products which are being piloted in select market / channels.



Growth Portfolio: Activating both ends of spectrum Mass market GT & Premium OT

bajaj CONSUMER CARE



“Non Sticky” Amla



Nourishing Body Lotion

Revamp of existing products



Seed play in OT

Test Market of products



Color Shampoo X LUP X GT



Lip Balm X LUP X GT



Channel Performance

Channel Performance Highlights



General Trade

- GT sustained strong momentum, delivering mid-twenties YoY growth in Q2; H1 growth remained in the high twenties.
- Rural edged ahead of Urban this quarter, with both delivering robust and closely matched growth, reflecting broad-based demand across geographies.



Organized Trade

- OT delivered high twenties growth in Q2, building further on Q1 momentum and growing ahead of GT channel.
- E-Commerce and Modern Trade continued to perform well, delivering broad-based growth across customers and sub-channels. Q – Com continued to be the fastest growing channel in this space.



International Business

- IB continued its strong growth in Q2, sustaining exceptional growth momentum, growing significantly ahead of the company average.
- RoW sustained its turnaround, while Nepal and GCC & Africa delivered very strong growth.
- Bangladesh maintained its growth in teens despite a tough operating environment.

Project Aarohan: 8-Quarter Journey

PHASES & STATES COVERED

Phase 1 H2 FY25

Uttar Pradesh, Madhya Pradesh

Phase 2 H1 FY26

Delhi, Haryana, Rajasthan,
Chhattisgarh, Maharashtra,
West Bengal

Phase 3 H1 FY27

Bihar, Jharkhand, Odisha,
Punjab, Gujarat

TOTAL IMPACT

1 Lakh+

Outlets added

1,100+

Distribution Partners appointed

670

Vans closed

Aarohan 2.0: Way Forward

From a one-time project to an annual growth engine



ANNUAL IMPACT TARGETTED

~60K

Outlet Addition

~1,000

Distribution Partner Addition

All states

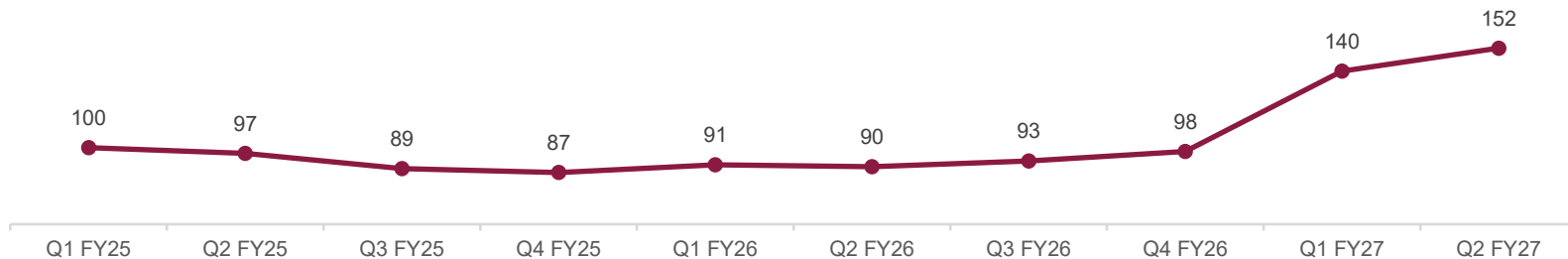


Key Commodity Trends

Key Raw Materials: Purchase Price Index

Index: Q1 FY25 = 100

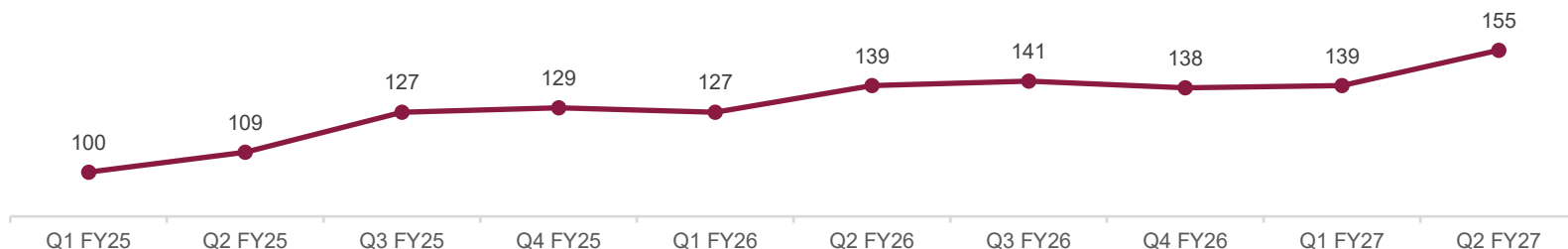
Light Liquid Paraffin (LLP) Index



Light Liquid Paraffin (LLP)

Prices remain elevated due to the ongoing West Asia conflict and higher global freight costs.

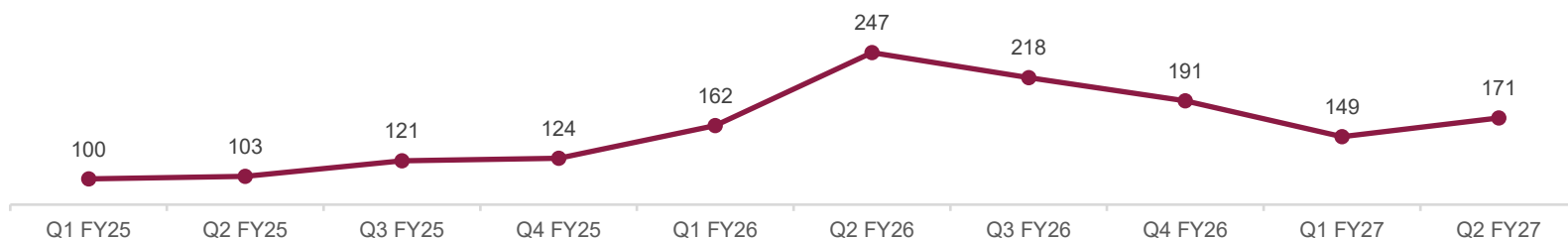
Refined Mustard Oil (RMO) Index



Refined Mustard Oil (RMO)

The Middle East conflict disrupted oilseed supply chains, lifting RMO prices in line with other edible oils.

Copra Index



Copra

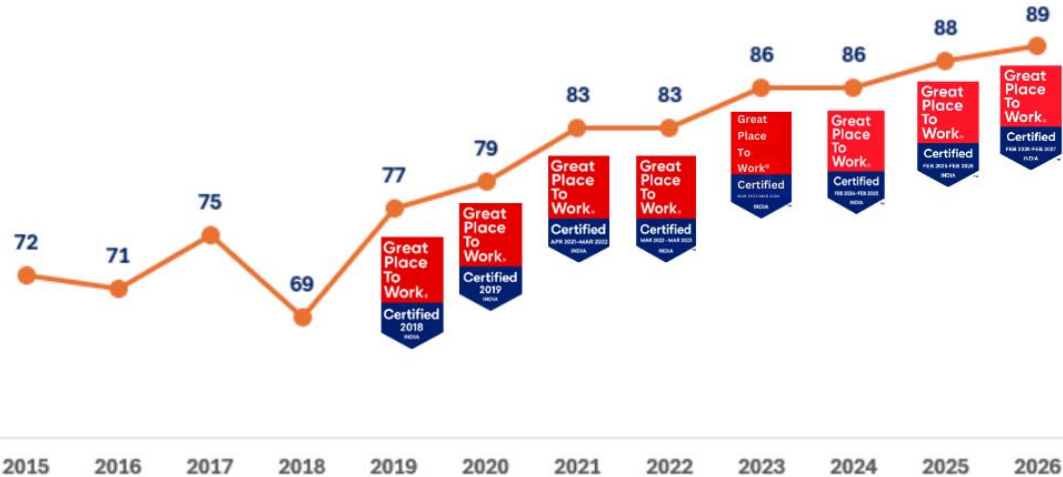
Prices rose in Q2 in anticipation of El Niño impact in Q3.

A broader rise in the edible oil basket also pushed rates higher.

BCCL - Great Place To Work !!

bajaj CONSUMER CARE

BCCL's GPTW Journey



8th

consecutive year as a GPTW Certified™ workplace (2026)

2nd

consecutive year among India's Best Workplaces in FMCG (2026)

89

Trust Index score in FY26, the highest to date

#63

among India's Top 100 Mid-size Workplaces



Bajaj Consumer Care Limited

Rank 63

For inspiring **Trust** among your people, instilling **Pride** in them, creating an environment that promotes **Camaraderie**, and delivering a great workplace experience for all your employees, making your organization one of India's Great Mid-size Workplaces.

Balbir Singh

Balbir Singh
Chief Executive Officer
Great Place To Work® India

Great Place To Work.

Mr. Surinder Chawla

Mr. Surinder Chawla
President – Response & Brand Capital
Bennett Coleman & Co. Ltd. (The Times of India)

THE ECONOMIC TIMES

Best Workplaces™

in FMCG

Great Place To Work®

INDIA
2026

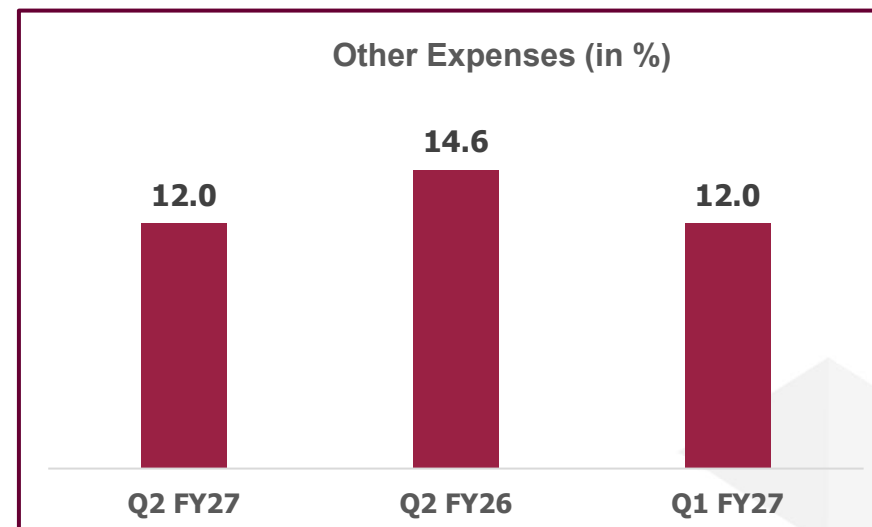
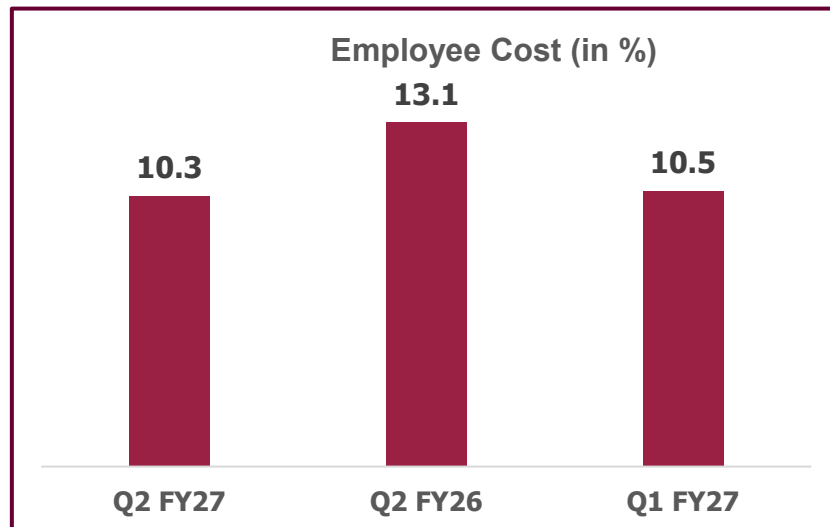
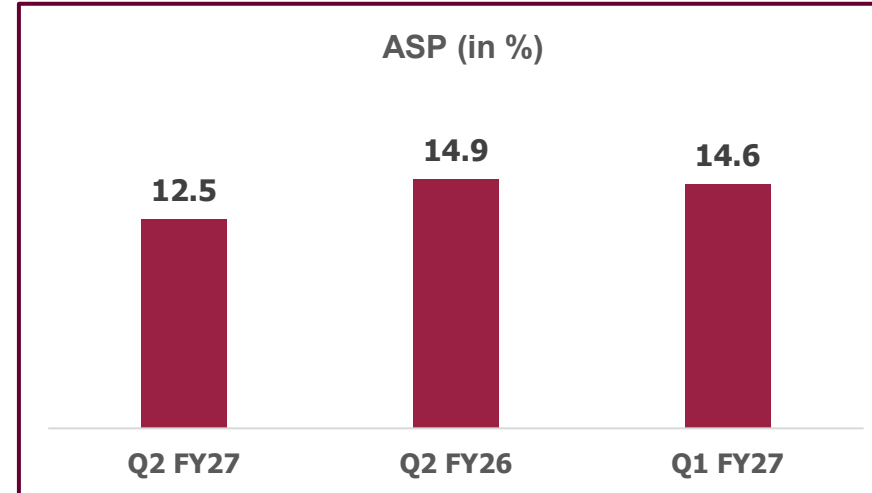
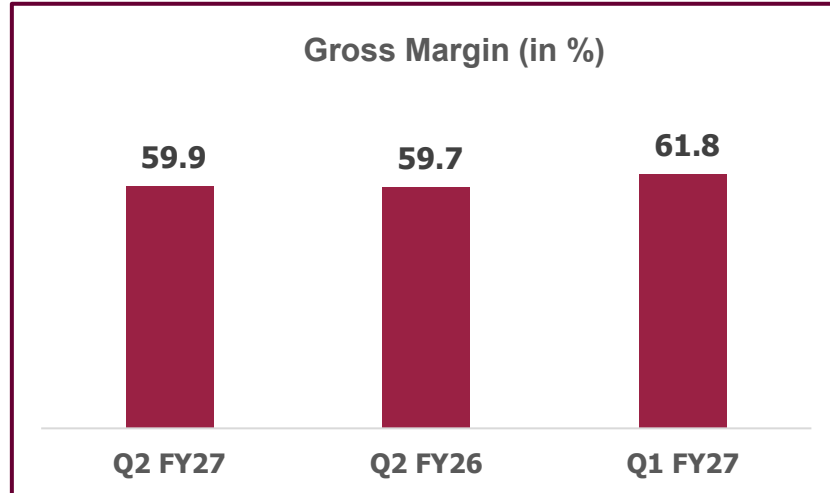


Financials

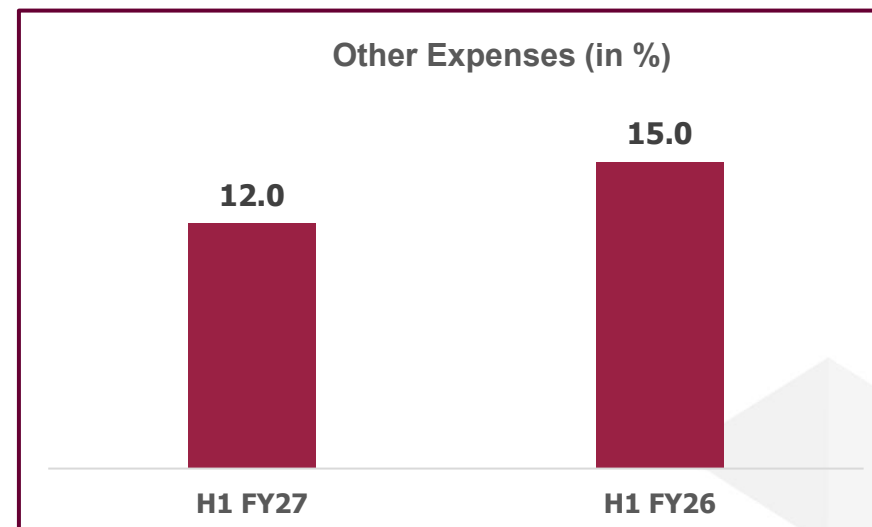
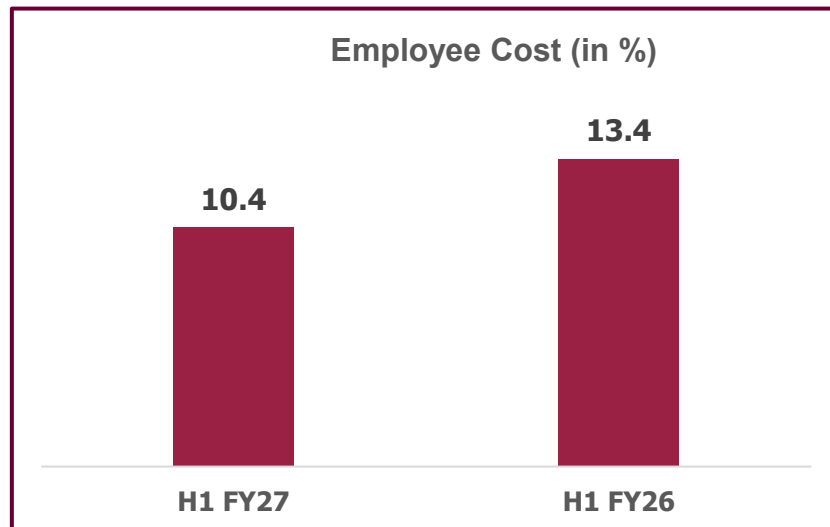
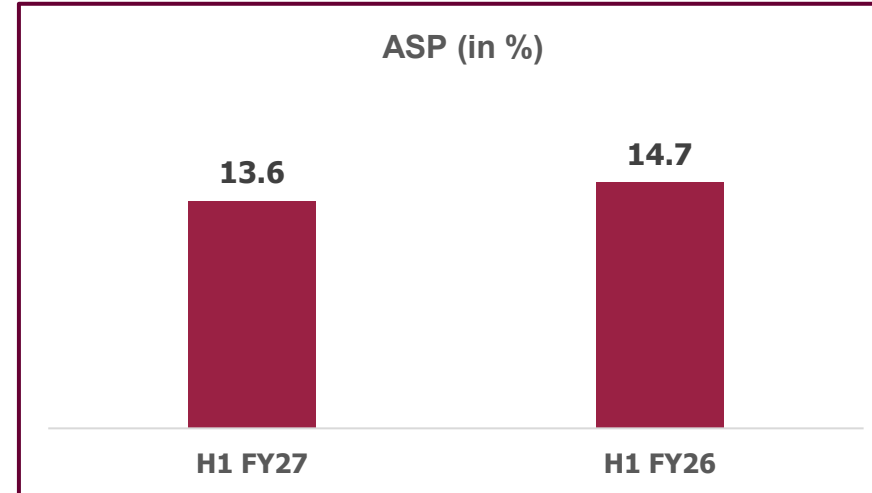
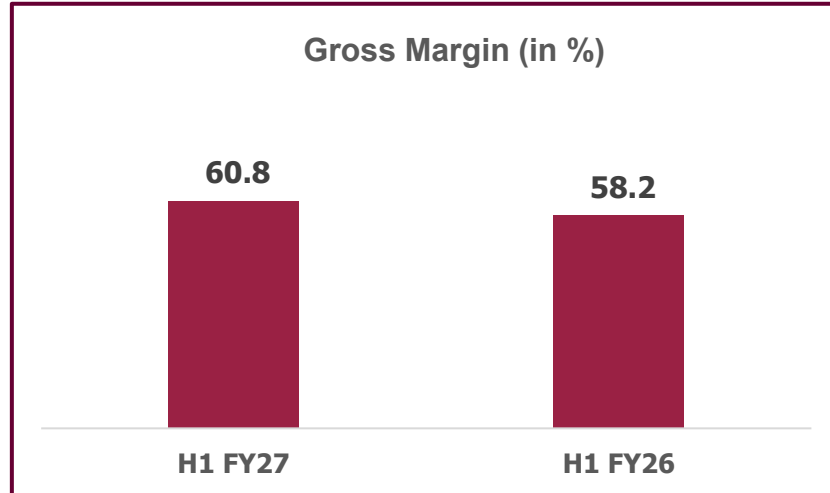


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Consolidated – Margin & Expenses to Sales Trend % Q2



Consolidated – Margin & Expenses to Sales Trend % H1



Financial Performance - Consolidated

(in INR Crore)

Particulars	Q2 FY27	Q2 FY26	YoY%	H1FY27	H1 FY26	YoY%
Net Sales Value	332.7	261.4	27.3%	674.1	527.6	27.8%
Other Operating Income	0.1	3.9		0.2	11.0	
Total Operating Income	332.8	265.3	25.4%	674.3	538.6	25.2%
Cost of Goods sold	133.5	105.3	26.8%	264.0	220.5	19.7%
Contribution	199.2	156.1	27.6%	410.1	307.1	33.5%
% of Sales	59.9%	59.7%		60.8%	58.2%	
Employees Cost	34.3	34.2	0.3%	70.0	70.8	-1.1%
Advertisement & Sales Prom.	41.7	38.9	7.2%	91.7	77.8	17.9%
Other Expenses	40.0	38.2	4.8%	81.0	78.9	2.7%
EBITDA	83.3	48.7	71.0%	167.6	90.6	85.0%
% of Sales	25.0%	18.6%		24.9%	17.2%	
Other Income	8.6	7.9		16.6	15.8	
Finance Cost	0.3	0.4		0.7	0.8	
Depreciation and Amortisation	3.8	3.9		7.6	6.3	
Corporate Social Responsibility	1.0	0.9		1.9	1.7	
Profit Before Tax (PBT)	86.8	51.4	68.9%	174.0	97.6	78.3%
Tax Expenses	16.6	9.1		33.1	17.0	
Profit After Tax (PAT)	70.2	42.3	66.0%	140.9	80.6	74.8%
% of Sales	21.1%	16.2%		20.9%	15.3%	

Thank You

Investor Relations Contact:

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