INVESTOR PRESENTATION

Q4 & FY24





Bajaj Consumer Care – Product Range

Almond Drops Hair Oil



Amla Range

No Marks Range





Coconut Range





AD Skin & Hair Care Range



Ethnic Range



Digital First Brands Natyv Soul

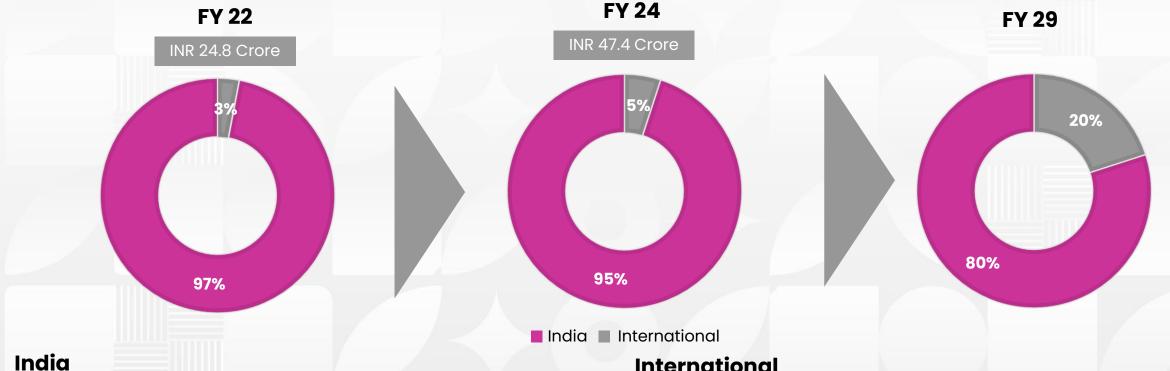








India & International Business



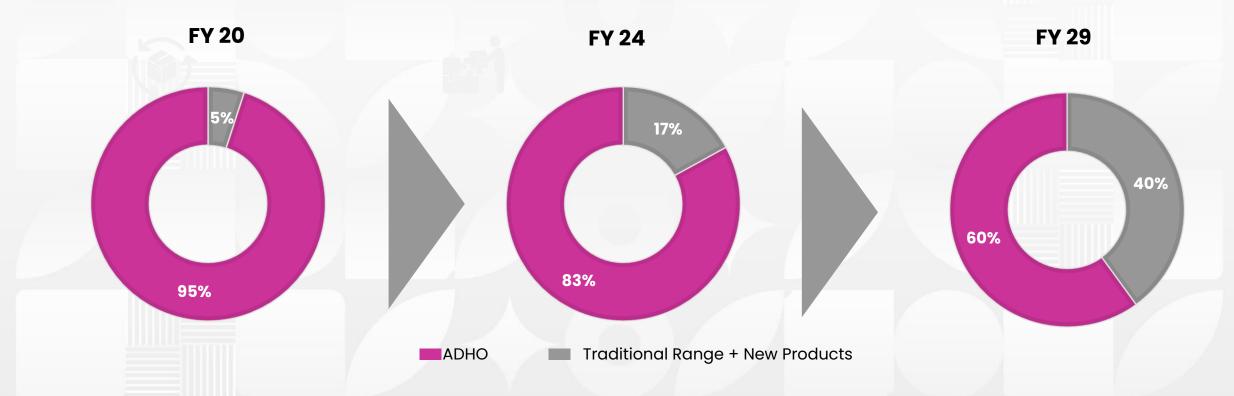
- Continuous improvement of Sales Processes and Route-to-Market blueprints with IT enablement
- Distribution scale up in East, West and South Markets through expanded portfolio in hair and skin care range
- Organized trade to continue scale up with presence across key players in Modern Trade and E-Commerce

International

- IB expansion journey started in FY 22. Topline has since almost doubled in last 2 years
- Local manufacturing & a robust team for direct distribution set up in Bangladesh.
- Strengthen presence in Middle East, South East and Export markets
- Full fledged operations and New localized products planned in key markets



Grow the Core (Almond Drops Hair Oil) and Broad base Portfolio



Almond Drops Hair Oil

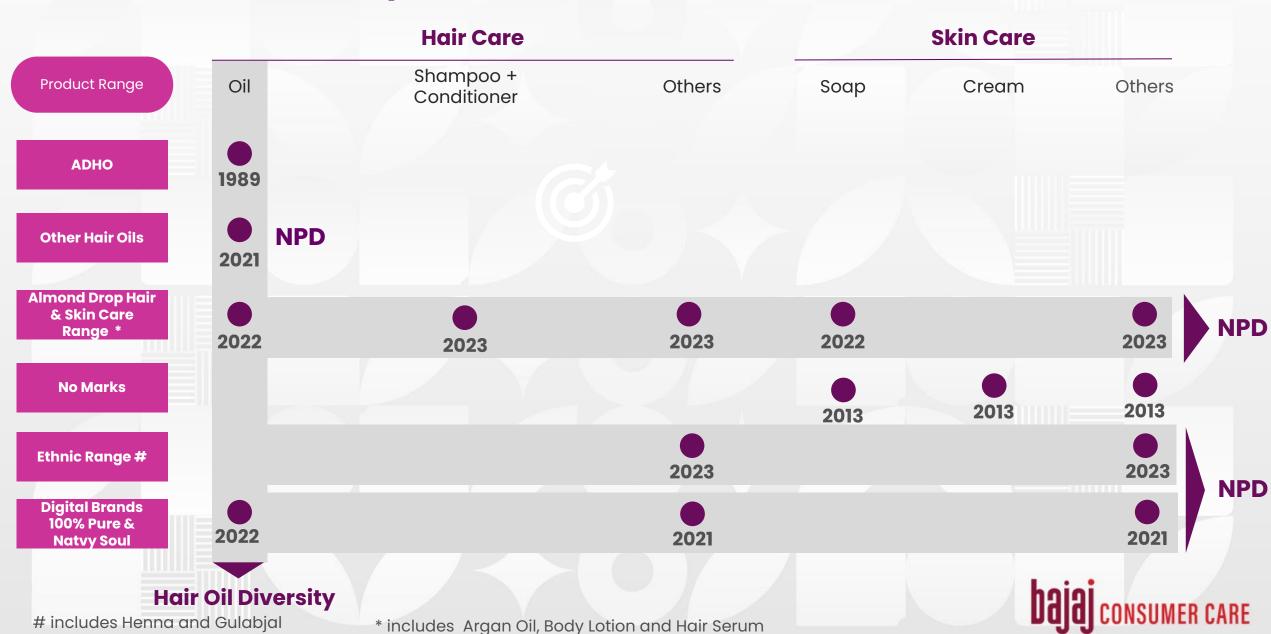
- Capture a larger market share and fortify position in Hair Care
- Cater to diverse consumer needs
- Reposition ADHO to make it relevant to new age consumers
- Premiumization through new variants

Strategic Directions for New Products

- Leverage Bajaj brand in other Hair Oils and Traditional Indian Beauty Categories through Ethnic Range
- Extend Almond Drop equity in Hair & Skin Care products
- Prioritize categories based on 'Right to Win' & Market Attractiveness



Diversification Journey



ESG Goals

Theme	Indicators	ESG Targets	FY 24 actuals
Water consumption	Ltrs/kl of oil consumed	50% reduction by FY 26	52%
Water recharge	% of water recharged to ground as percentage of consumption in terms of potential created	500% of consumption of water by FY 26 (5 times water positive)	25%
Energy intensity in operations	T CO2 equivalent per kl of oil produced	Reduce carbon intensity by 25% in operations by FY 27 in Scope 1 and 2	18%
Carbon neutrality in operations	T CO2 neutrality	Net zero in operations by FY 30 for Scope 1 and 2	51%
Plastic recyclability	% age of plastic usage	100% of all packaging material to be recyclable, recompostable or reusable by FY 27	95%
EPR compliance	%age of plastic used which is recycled/coprocessed/end of life through approved agencies	100% from the year FY 24	100%

ESG Targets are set with FY22 as the base year





Executive Summary - Standalone



Topline

Q4 FY24: INR 230.2 Crs -4.6% YoY

FY24: INR 951.6 Crs

+ 1.4% YoY

Consol: INR 968.0 Crs

+2.0% YoY



Gross Margin

Q4 FY24: 54.7%

+62 bps YoY

FY24: 54.3%

+91 bps YoY



EBITDA

Q4 FY24: INR 37.3 Crs

16.2% of Sales

FY24: INR 162.6 Crs

17.1% of Sales +11.2% YoY



Profit After Tax

Q4 FY24: INR 37.3 Crs 16.2% of Sales

FY24: INR 158.8 Crs 16.7% of Sales +13.6% YoY





Brand Performance Highlights

ADHO

FY24 Saliency 83%



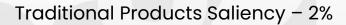
- Strong double digit (15%) growth in alternate channels due to sustained investments and customer specific marketing interventions in Q4.
- Volume growth of 0.9% for FY24 backed by initiatives to drive improved value in mid and large packs

New Products

FY24 Saliency 15%



- Value growth of 26% in Q4 FY24 and 12M FY24
- Bajaj 100% Pure Coconut Oil scaling up; growth of 31% and 36% for Q4 & FY24 respectively
- Almond Drops Skin & Hair Care range registered a growth of 23% and 16% for Q4 & FY24.
- New Launches scaling up well





ADHO Review

Brand Performance

- Registered low single digit value decline for FY24
- Large packs performed better; grew by2% in FY24

Key Actions in Q4

- Strong Media presence across Mediums TV, Digital,
 Print and On Ground Activation. ADHO SOV is highest at
 15% for HSM(U+R)
- Sustained Investment Behind Visibility on E-Commerce &
 Modern Trade Channels



Almond Drops Digital Media Initiatives

Programmatic Advertising





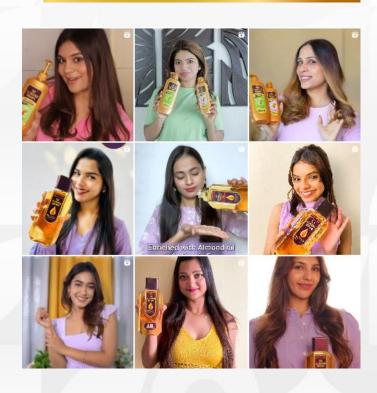
Precise Targeting of competition users in selected pin codes

Reach: 2 crores

CTR of 1.2%

(Benchmark in CPG category is 1% max) Targeting

Influencer Marketing



400 Influencers deployed in Q4 (Amazon Affiliate Influencers, KOL, Micro & Nano), reached out to 1.5 Crore Consumers

Driving Social Conversations via Topical Content

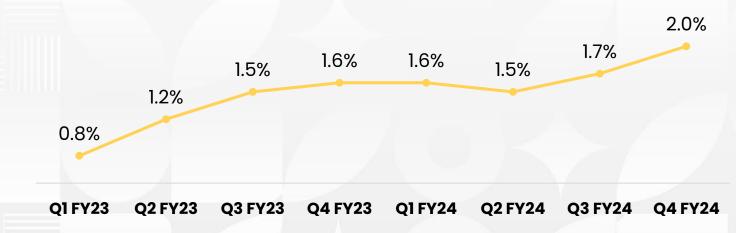


Reach of 1.7 Crores plus generating buzz amongst the target audience with trending Content



Bajaj 100% Pure Coconut Oil

Market Share - Coconut



- Market share and Distribution continued to Ramp up with good progress across markets
- Good Market Shares achieved in Traditional Bajaj Stronghold states





Bajaj 100% Pure Coconut Oil Initiatives

Outdoor Visibility



Hoardings deployed in 2 markets; Mumbai and Kolkata

TVC & OTT



TVC + OTT media done for Maharashtra in Q4 SOV of 34% in Coconut Category for Maharashtra

Reliance Scale up



300ml SKU launched for reliance. Scaled up to 800 Reliance stores pan India during Hair Fest



Almond Drops Hair & Skin Care Range



- Bajaj Almond Drops Shampoo, Conditioner and Lotion continue to scale up in Q4
- Launch of Bajaj Almond Drops Summer Lotion in March
- Shampoo and Lotion were supported with Extensive Sampling & Digital Media in MT & Ecommerce



Almond Drops Hair & Skin Care Range Initiatives

Digital Campaigns



Reach

2 Cr people reached out for lotion and 1.8 Cr for Shampoo through targeted Advertising

Clicks

Overall, 6.1 lakh traffic generated towards E-Commerce sites

AD Shampoo Affiliate Influencer Marketing





Objective

To drive awareness for Shampoo and Lotion via Flipkart, Amazon and Myntra affiliate marketing Reach – 37 lac; Creators – 30

MT Activation



Long-term store visibility in 25 RIL stores across India







Multibrand Endcap visibility in 33 stores across India

Ethnic Range - Bajaj Henna

- Test market of Hyperlocal BTL campaign to promote Henna packs in Varanasi
- During the activity, engaged with over 3000 people and sold over 30000 units
- Initiative to be replicated in different cities across UP





Ethnic Range - Bajaj Gulabjal

- Launch across GT completed
- Response in GT has been promising as there is a clear competitive advantage over Dabur across Packs







Channel Performance Highlights



General Trade

- Declined by mid-single digit in Q4 on secondary basis
- Decline in Rural lower than previous 3 quarters
- Secondary sales higher by 17 Crores in FY24 due to inventory correction at Distributors



Organized Trade

- Registered growth of 11% for Q4 & 22% for FY24. Saliency at 24% for FY24
- Modern Trade grew by 7% for Q4 & 22% for FY24
- E-Commerce registered a growth of 26% for Q4 and 27% for FY24
- Canteen business grew by 4% in Q4 and 18% in FY24

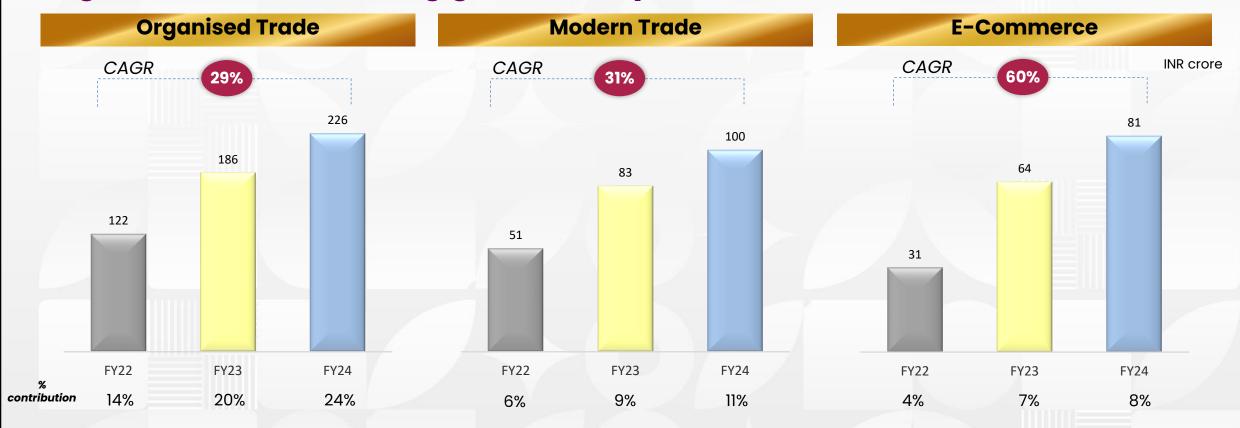


International Business

- On a consolidated basis, IB grew by 4% in Q4 & 24% in FY24
- Middle East & Africa grew by 11% in FY24
- Bangladesh scaling up well, registered a growth of 68% in FY24
- RoW registered 22% growth in FY24



Organised Trade – Strong growth story



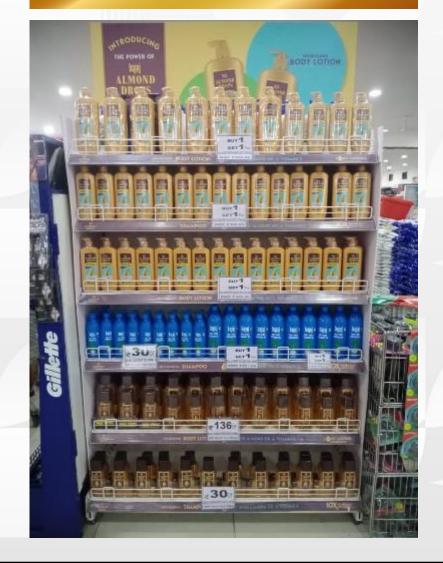
Key Takeaways:

- Contribution of 24% in Organised Trade is in-line with Industry, with growth primarily driven by Modern Trade and E-commerce.
- BCCL has witnessed business expansion with established customers like Reliance, Dmart, Flipkart, and Amazon, and has engaged with new clients, including Myntra, Meesho, Citymall, Nykaa, and Blinkit
- Canteens and institutional channels, especially the Central Police Canteen, have reported significant double-digit growth



MT Business Execution of Multi-brand assets

AD Lotion led Endcap

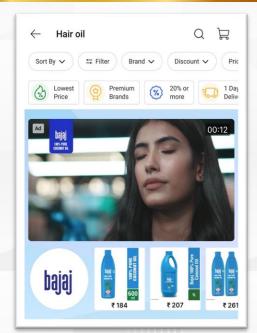


AD Shampoo Visibility



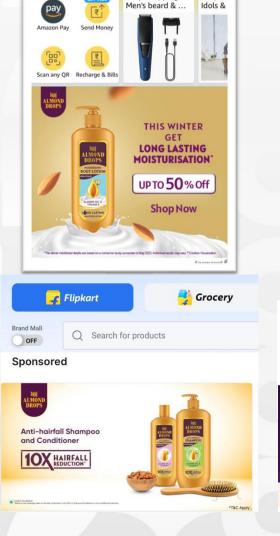


CNO Video and Static Ads

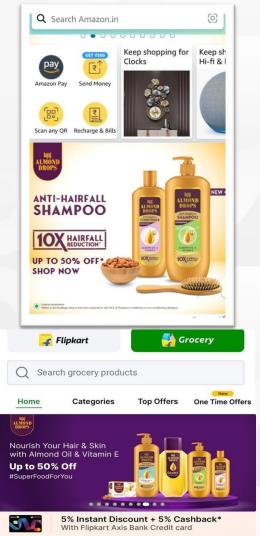




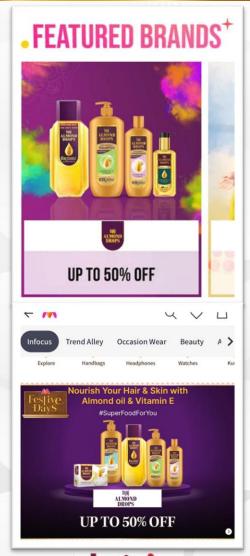
AD Shampoo and Winter Body Lotion Ads across Ecom



Keep shopping for Keep sh

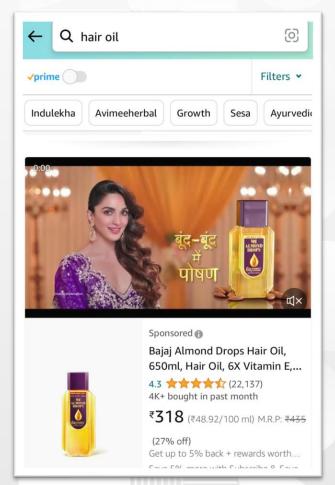


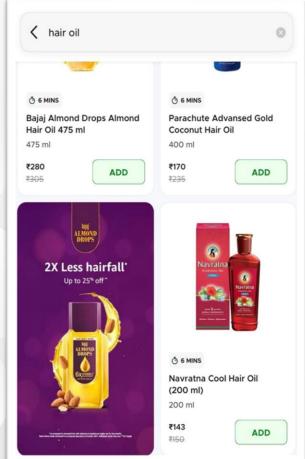
Myntra Promotion on AD Range





E-Commerce: ADHO Media Execution across all retailers











UP TO 55% OFF

International Business

Bangladesh

Revenue up by 68% in FY24

Sales and Marketing Activities

- Own distribution started in Q4. Warehouses, logistics and sales team are in place; transition executed smoothly
- ADHO Promotion
 - Regular visibility on Digital
 - Consumer research initiated for TVC
 - First print campaigns executed in Ramzan month.







ESG - Focus on resource optimization and reduction in wastage



Reduced consumption of Water 👌

manufacturing

- Guwahati- 28% reduction in specific water consumption per litre of product at YTD level over last year. Major
 Initiatives include Water Conservation initiatives and reuse of water schemes
- Paonta Sahib- 50% reduction in specific Water Consumption reduction per litre of product at YTD level. Major
 Initiatives include Water Conservation initiatives, installation of STP, and reuse of water schemes

Reduced consumption of Energy through energy optimization and energy efficiency improvement initiatives in



Reduction in specific energy consumption by 19% in Guwahati. Paonta maintained at similar levels as last year

Reduced wastage of Laminates through machine automation <a>©

Laminate wastage reduction of 14% in Guwahati and 35% in Paonta over the previous year





Great Place to Work Survey 2023 - 2024







People Engagement

Townhall

Women's Day celebration

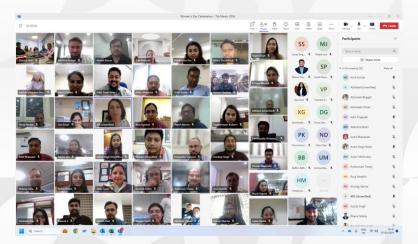




Holi Celebration







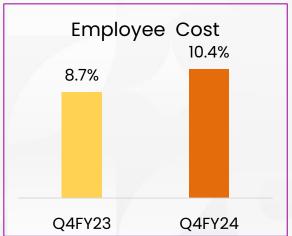




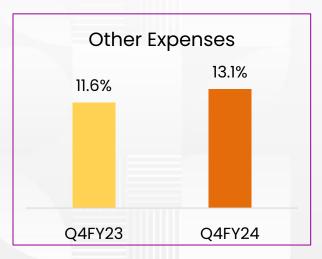


Standalone - Expenses To Sales Trend



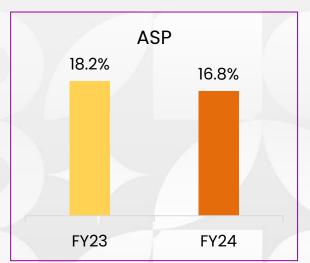


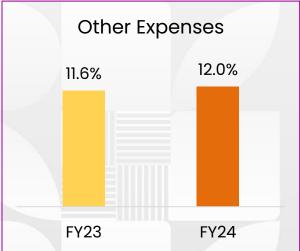








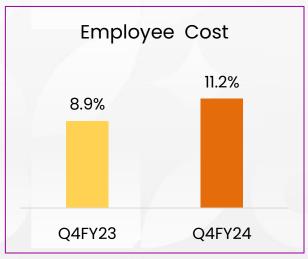


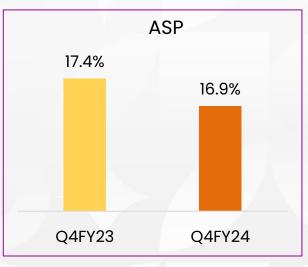


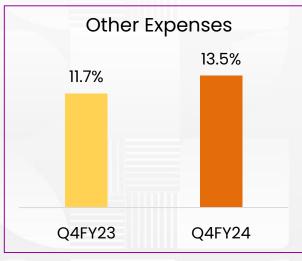


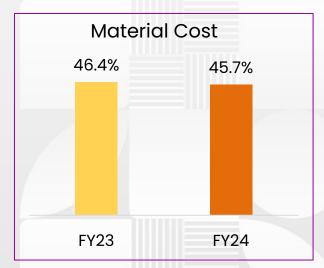
Consolidated - Expenses To Sales Trend

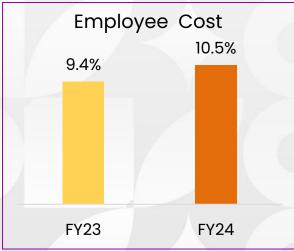


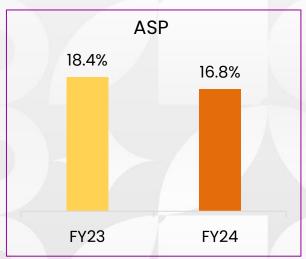


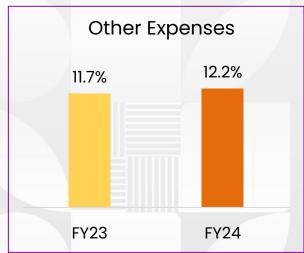














Financial Performance - Standalone

Particulars		Q4 FY23	Q4 FY24	YoY%	FY23	FY24	YoY%
Net Sales Value		241.3	230.2	-4.6%	938.1	951.6	1.4%
Other Operating Income		3.2	5.7	78.1%	11.8	16.1	36.5%
Total Operating Income		244.5	235.9	-3.5%	949.9	967.7	1.9%
Cost of Goods sold		110.9	104.3	-5.9%	437.4	435.0	-0.5%
Contribution		130.4	125.8	-3.5%	500.7	516.6	3.2%
	% of Sales	54.1%	54.7%		53.4%	54.3%	
Employees Cost		21.0	24.0	14.1%	86.7	96.3	11.1%
Advertisement & Sales Prom.		41.4	40.2	-3.0%	170.8	160.0	-6.3%
Other Expenses		27.9	30.1	7.6%	108.9	113.8	4.5%
EBITDA		43.3	37.3	-13.7%	146.2	162.6	11.2%
	% of Sales	17.9%	16.2%		15.6%	17.1%	
Other Income		10.1	11.7		37.1	44.6	
Finance Cost		0.2	0.2		0.9	1.0	
Depreciation and Amortisation		2.3	2.5		8.1	9.5	
Corporate Social Responsibility		1.2	1.1		4.8	4.4	
Profit Before Tax(PBT)		49.7	45.2	-9.1%	169.5	192.4	13.5%
Tax Expenses		8.7	7.9		29.7	33.6	
Profit After Tax(PAT)		41.0	37.3	-9.0%	139.8	158.8	13.6%
	% of Sales	17.0%	16.2%		14.9%	16.7%	



Standalone Balance Sheet as at 31st March 2024

Particulars	31.03.2024	31.03.2023
ASSETS		
1. Non-Current Assets		
(a) Property, Plant & Equipment	44.9	45.8
(b) Capital Work in progress	1.4	1.4
(c)Other Intangible Assets	0.7	0.6
(d) Right-of-use asset	7.9	8.8
(e)Financial Assets	-	_
(i) Investments	171.3	166.6
(ii) Others	4.4	3.9
(f) Other non-current assets	0.1	0.3
Sub Total Non Current Assets	230.8	227.4
2. Current Assets		
(a) Inventories	53.7	49.6
(b) Financial Assets	/- -	-
(i) Investments	585.6	575.0
(ii) Trade Receivables	43.3	30.8
(iii)Cash and Cash Equivalents	15.3	8.7
(iv)Bank Balances other than (iii)	21.6	5.2
(v) Others	0.7	0.0
(c) Current Tax Assets (Net)	0.2	0.1
(d) Other Current Assets	58.3	52.8
Sub Total Current Assets	778.8	722.2
TOTAL ASSETS	1,009.6	949.6

Particulars Particulars	31.03.2024	31.03.2023
EQUITY AND LIABILITIES		
1. Equity		
(a) Share Capital	14.3	14.3
(b) Other Equity	851.2	806.6
Total Equity	865.5	820.9
2. Non Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	4.0	6.1
(b) Provision for Employee Benefit	4.8	3.8
Sub Total Non Current Liabilities	8.8	9.9
3. Current Liabilities		
(a) Financial Liabilities		
(i) Lease Liabilities	4.8	3.2
(ii) Trade Payable	/	
(a)Total Dues to micro and small enterprises.	3.0	3.5
(b) Creditors Other Than (a)	37.0	41.3
(iii) Other Financial Liabilities	70.0	58.1
(b) Other Current Liabilities	17.4	10.8
(c)Provisions for employee Benefit	3.2	1.8
(d)Current Tax Liabilities (Net)		0.2
Sub Total Current Liabilities	135.3	118.9
TOTAL EQUITY AND LIABILITIES	1,009.6	949.6



Financial Performance – Consolidated

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Particulars		Q4 FY23	Q4 FY24	YoY%	FY23	FY24	YoY%
Net Sales Value		246.2	234.2	-4.9%	949.1	968.0	2.0%
Other Operating Income		3.2	5.7	78.1%	11.8	16.1	36.6%
Total Operating Income		249.4	240.0	-3.8%	960.9	984.1	2.4%
Cost of Goods sold	1	113.0	106.7	-5.6%	439.9	442.0	0.5%
Contribution		133.2	127.5	-4.3%	509.1	525.9	3.3%
	% of Sales	54.1%	54.4%		53.6%	54.3%	
Employees Cost		21.8	26.1	19.8%	89.2	101.2	13.4%
Advertisement & Sales Prom.		42.9	39.6	-7.7%	174.5	162.2	-7.0%
Other Expenses		28.8	31.7	9.9%	111.3	119.0	6.9%
EBITDA		42.9	35.8	-16.5%	146.0	159.7	9.4%
	% of Sales	17.4%	15.3%		15.4%	16.5%	
Other Income		10.1	11.7		37.1	44.7	
Finance Cost		0.2	0.2		1.0	1.0	
Depreciation and Amortisation		2.4	2.6		8.5	9.9	
Corporate Social Responsibility		1.2	1.1		4.8	4.4	
Profit Before Tax (PBT)		49.2	43.6	-11.5%	168.8	189.0	12.0%
Tax Expenses		8.7	7.9		29.6	33.6	
Profit After Tax (PAT)		40.5	35.5	-12.0%	139.2	155.4	11.7%
	% of Sales	16.4%	15.2%		14.7%	16.1%	



Consolidated Balance Sheet as at 31st March 2024

Particulars	31.03.2024	31.03.2023	Particulars	31.03.2024	31.03.2023
ASSETS			EQUITY AND LIABILITIES		
1. Non-Current Assets			1. Equity		
(a) Property, Plant & Equipment	106.8	108.0	(a) Share Capital	14.3	14.3
(b) Capital Work in progress	27.8	27.7	(b) Other Equity	816.3	775.4
(c) Goodwill	43.0	43.0	Total Equity	830.6	789.7
(d) Other Intangible Assets	0.7	0.6	2. Non-Current Liabilities		
(e) Right-of-use asset	7.9	8.8	(a) Financial Liabilities		
(f) Other Financial Assets	4.9	4.3	(i) Lease Liabilities	4.0	6.1
(g)Deferred tax assets (net)	0.4	0.3	(b) Provision for Employee Benefit	4.8	3.8
(h) Other non-current assets	0.1	0.3	Sub Total Non Current Liabilities	8.8	9.9
Sub Total Non Current Assets	191.6	193.1	3. Current Liabilities		
2. Current Assets			(a) Financial Liabilities		
(a) Inventories	56.2	51.3	(i) Lease Liabilities	4.8	3.2
(b) Financial Assets			(ii) Trade Payable		
(i) Investments	585.6	575.0	(a)Total Dues to micro and small	3.0	3.5
(ii) Trade Receivables	44.0	30.4	enterprises.	3.0	3.5
(iii)Cash and Cash Equivalents	22.7	14.0	(b) Creditors Other Than (a)	37.2	41.5
(iv)Bank Balances other than (iii)	21.6	5.2	(iv) Other Financial Liabilities	78.5	63.6
(v) Others	0.7	0.0	(b) Other Current Liabilities	17.5	11.0
(c) Current Tax Assets (Net)	0.2	0.1	(c)Provisions for employee Benefit	3.2	1.8
(d) Other Current Assets	60.8	55.3	(d)Current tax Liabilities (Net)	0.1	0.2
Sub Total Current Assets	792.0	731.3	Sub Total Current Liabilities	144.2	124.8
TOTAL ASSETS	983.6	924.4	TOTAL EQUITY AND LIABILITIES	983.6	924.4



Board of Directors



Mr. Kushagra Bajaj
BCCL Promoter & Non-Executive Chairman

The Chairman of BCCL since 2007, with over 21 years in the consumer, energy and sugar industry, holds a B.S.c in Economics, Political Philosophy, and Finance from Carnegie Mellon University and a Master's degree in Marketing from Northwestern University, Chicago



Mr. Jaideep Nandi Managing Director

With 34 years of experience in the Consumer sector, joined in January 2020 as CEO and became Managing Director from July 2020. Graduated in Mechanical Engineering from Jadavpur University, Kolkata & Post Graduation in Management, Marketing & Finance from IIM, Bangalore



Mr. Sumit Malhotra

Non-Executive, Non-Independent Director

With 32 years experience in FMCG sector, he was MD of BCCL till June-2020 and now designated as Director and Advisor from July-2020. Holds a Bachelors' degree in Pharmacy with Honours from IIT-BHU & a Post Graduate Diploma in Business Management from IIM-AHM



Mr. Vimal Chandra Nagori Non-Independent, Non-Executive Director

Mr. Nagori, holds 35+ years of finance and accounts expertise. He served as CFO & President Finance at Bajaj Consumer Care Limited from 1991 to 2017. His strengths include strategic financial planning, P&L management, organizational reengineering, M&A, and treasury transactions



With over 40 years' experience, Mr. Jagdish spent 25 years in international markets at Asian Paints and is currently CEO of Paints & Coating Skill Council. Mr. Acharya holds degrees from Mumbai University and IIM Kolkata, with executive programs from IIM Bengaluru and Harvard Business School



Mr. Anupam Dutta Independent, Non -Executive Director

With over 30 years' experience, formerly MD/CEO of Allied Blenders, CEO of Football Sports Development Ltd. and MD of Kellogg India. Since May 2017, he' is an entrepreneur and consultant, co-founder of an e-commerce venture Arteastic.in. Graduated from Jadavpur University and holds a management degree from IIM Calcutta



Mr. K S Narayan Independent, Non -Executive Director

With over 35 years' experience, Mr. Narayanan held leadership roles at Hindustan Unilever, McCain Foods, Pan India Food Solutions & VKL Seasonings. He's adept in B2B/B2C, Hospitality, Retail, and F&B industries. Currently advising startup boards. Holds degrees from IIT Madras and IIM Calcutta



Ms. Lilian Jessie Paul Independent, Non –Executive Director

Joined in 2019 with 27 yrs. of exp. as a marketer. She is the founder of Paul Writer (www.paulwriter.com). She was Global Brand Manager of Infosys, headed marketing for iGATE (now a part of CapGemini). Holds Master's degree from IIM Calcutta and a Bachelor's degree in Computer Science & Engineering from NIT



Management Committee



DK Maloo Chief Financial Officer

Dilip Kumar Maloo is a qualified CA & CS professional. He has over 30 years of professional experience. He has spearheaded multiple growth initiatives at BCCL in the last two decades

Systems Auditor (CISA) and

has a professional

experience of 22 years



Anuj Awasthi **Head - Sales**

Joined BCCL in 2021 as Head Organised Trade & International Business. From April 2024, has taken over as Head - Sales. He has a BE in **Production Engineering from** Shivaji University & MMS from JBIMS, Mumbai with professional experience of 21 years



Rajesh Menon Head - Supply Chain, **Operations and IT**

Joined BCCL in 2020. He completed B.Tech from Calcutta University and PGDM from SPJIMR. He has a professional experience of 25 years



Richard Dsouza Head - Finance



Abhishek Prasad Head - Marketing

Joined BCCL in 2018. He is a BTech from IIT, BHU and MBA from FMS, Delhi. He has 24 years of Marketing and Brand Management experience in FMCG Industry



Deepak Himan **Head - Strategy &** International **Business**

Joined in July 23 as Head -Strategy & New Business. From April 2024, is Head -Strategy & International Business. He holds a PGDM in Marketing from S.P. Jain Institute of Management and Research and an M.Sc in Information Systems from BITS, Pilani with a professional experience of 20 years



Management Committee



Apoorva Kapoor
Head - Human Resources

Joined BCCL in July 23 heading the Human Resources function. She passed her MBA from SCMHRD and brings with herself 20 years of experience



Vivek Mishra Head - Legal

Joined BCCL in 2021. Vivek is a Law Graduate from Lucknow University and a qualified Company Secretary with professional experience of over 13 years



Mohan Chavan Head - R&D

Joined BCCL in 2022 and has an overall professional experience of around 19 years. He has done his M.Sc. in Organic Chemistry from Mumbai University & Executive MBA in Marketing & Operations from NMIMS



Naresh Gehlaud Head - Operations Joined BCCL in 2018. He is an Electrical Engineer and an MBA in Marketing and has 23+ years of experience



Pankaj Nigam

Head - Information

Technology

Joined BCCL in 2021.
Graduated from Kanpur
University and has completed
Diploma in Computers. He
has an overall professional
experience of over 24 Years



