

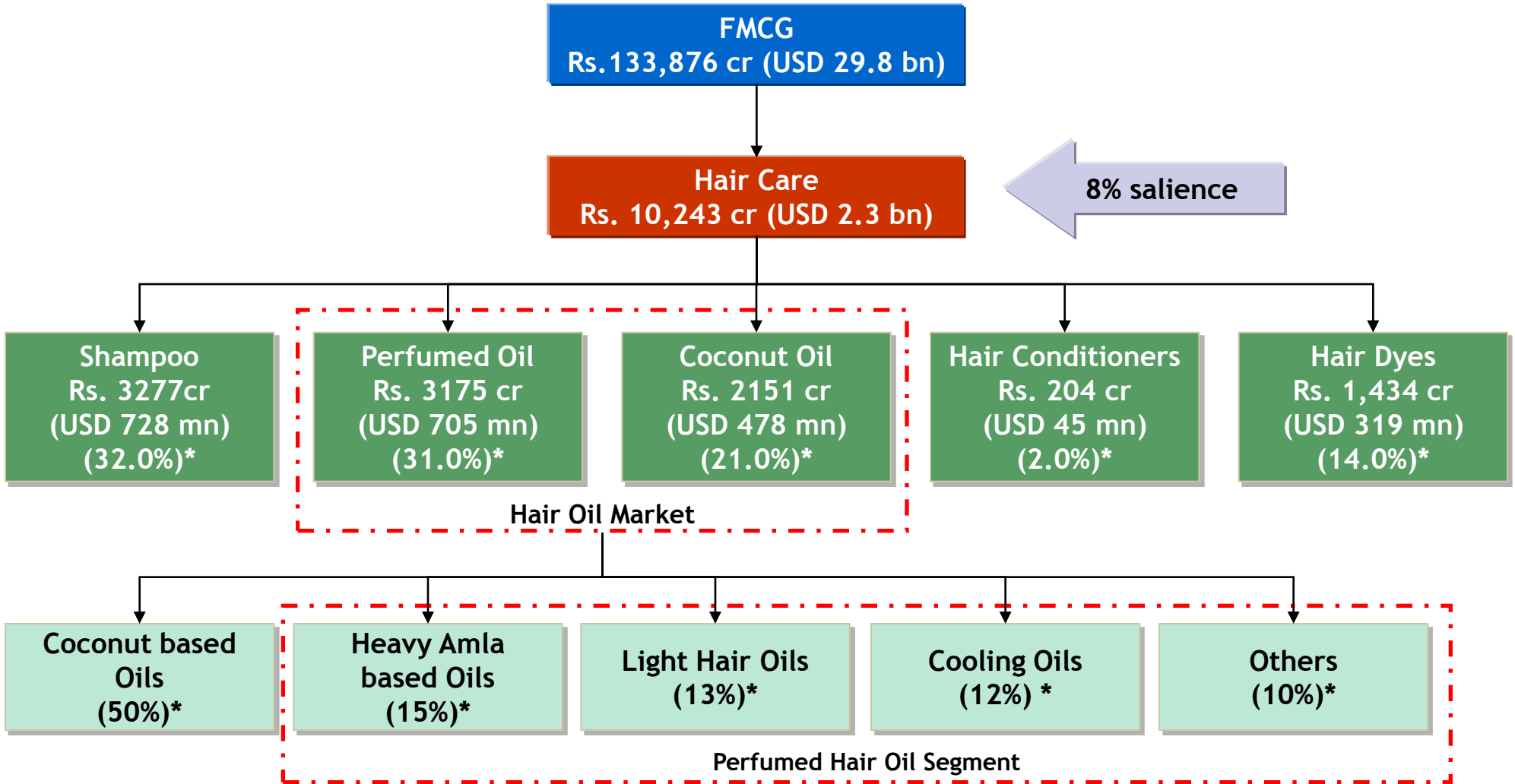


Investor Presentation

August 2011

Industry Overview

Industry Size and Structure



Source: The AC Nielsen Retail Audit Report.

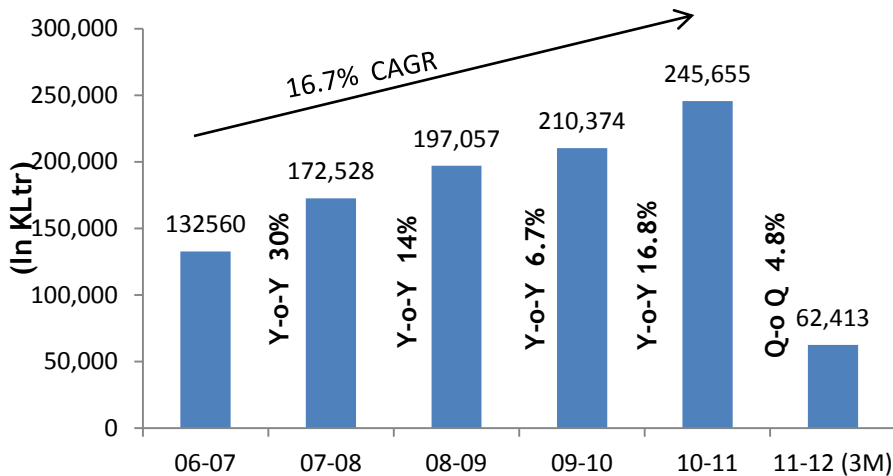
Only branded products data for CY 2010

* Value based share of Hair Care Market

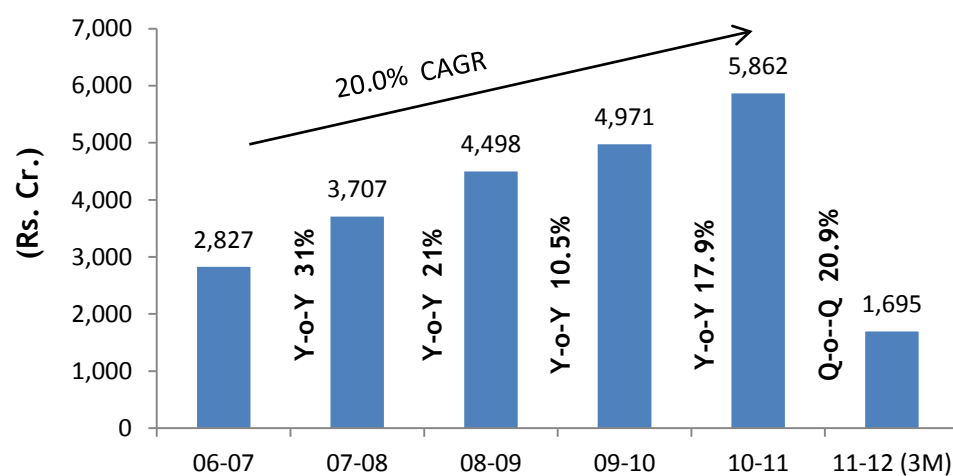
Hair Oil is > 55% of the overall hair care industry in India

Hair Oil Market in India

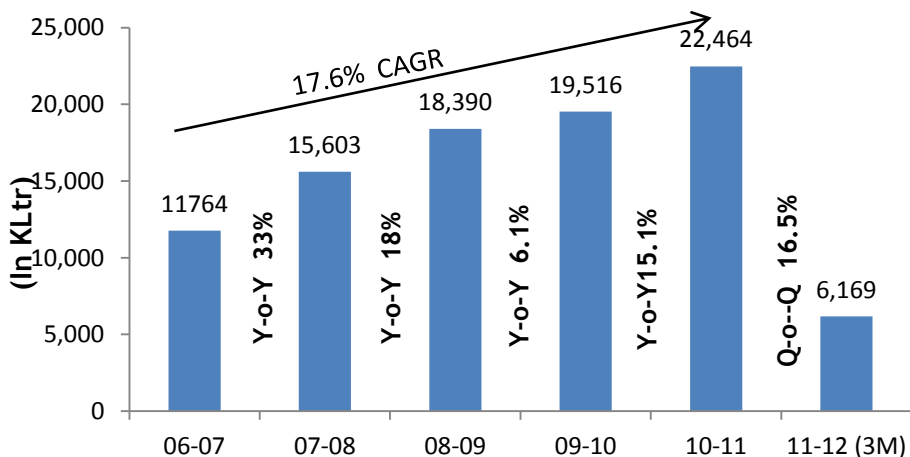
Overall Hair Oil Market - Volume



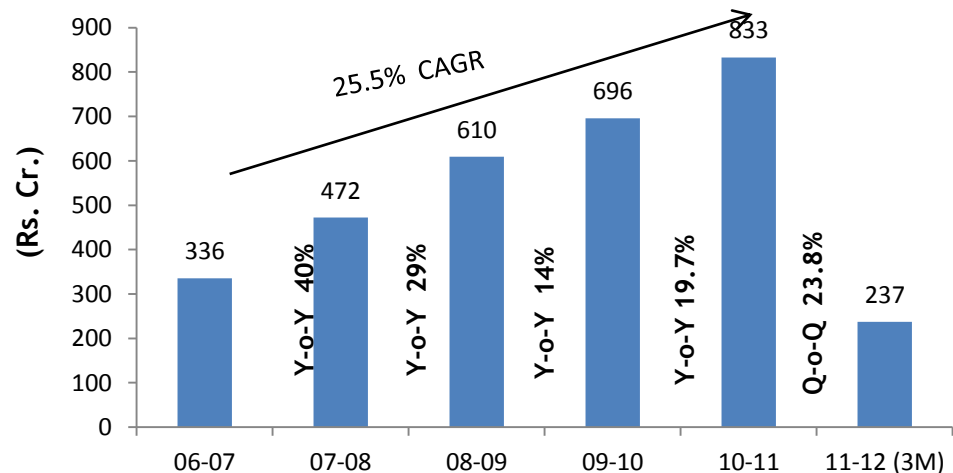
Overall Oil Market - Value



Light Hair Oil - Volume



Light Hair Oil - Value

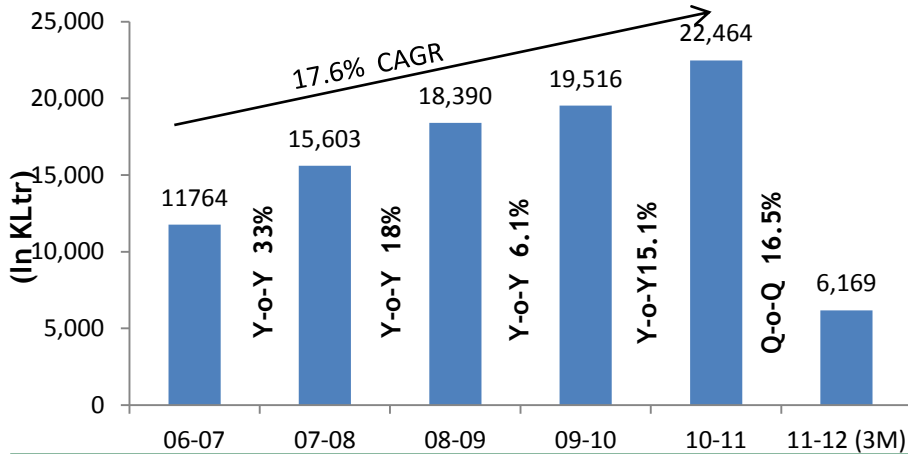


Source: The AC Nielsen Retail Audit Report.

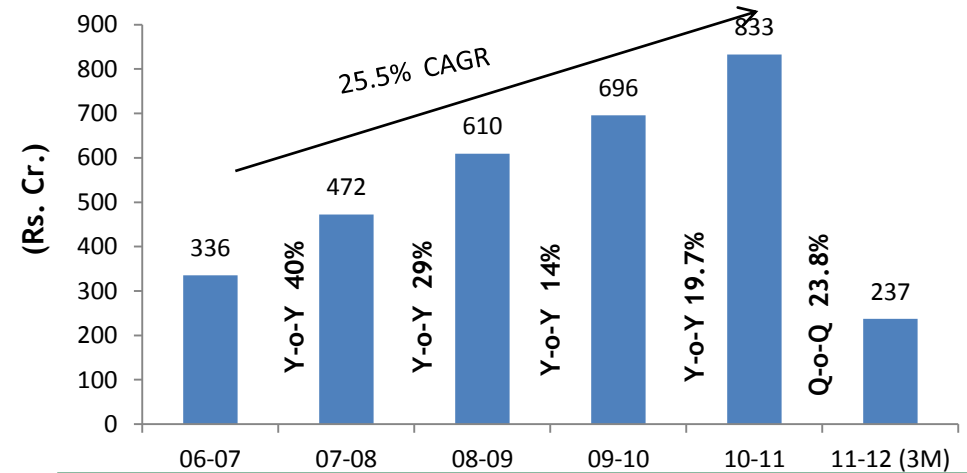
Light hair oils is one of the fastest growing segments in the hair oil market in India

Light Hair Oil Market in India

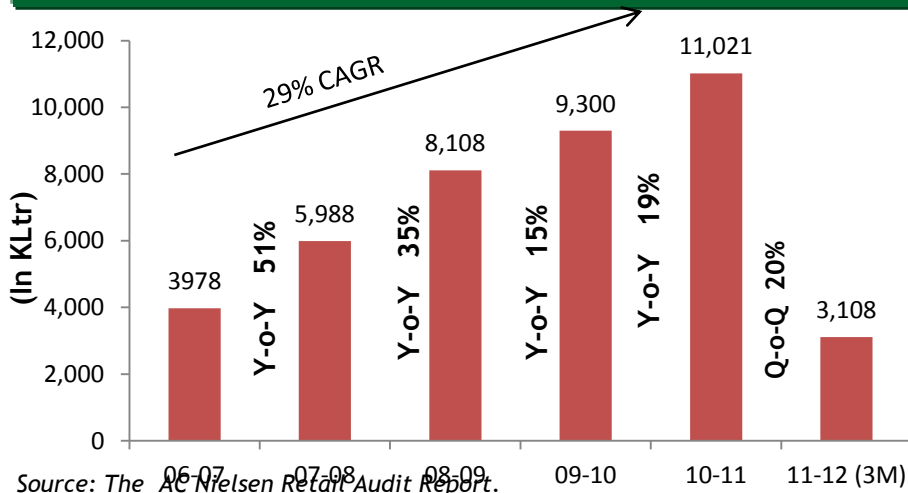
Light Hair Oil - Volume



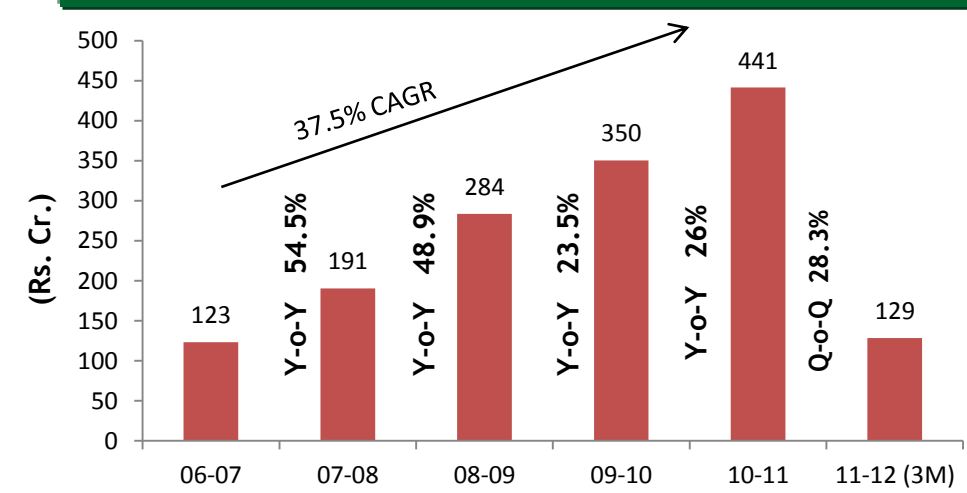
Light Hair Oil - Value



Almond Hair Oil Market - Volume



Almond Hair Oil Market - Value

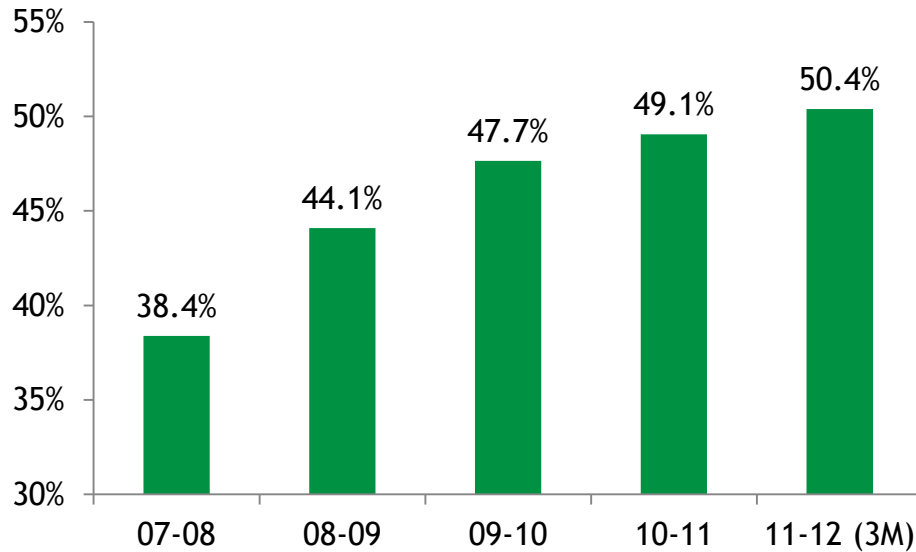


Source: The AC Nielsen Retail Audit Report.

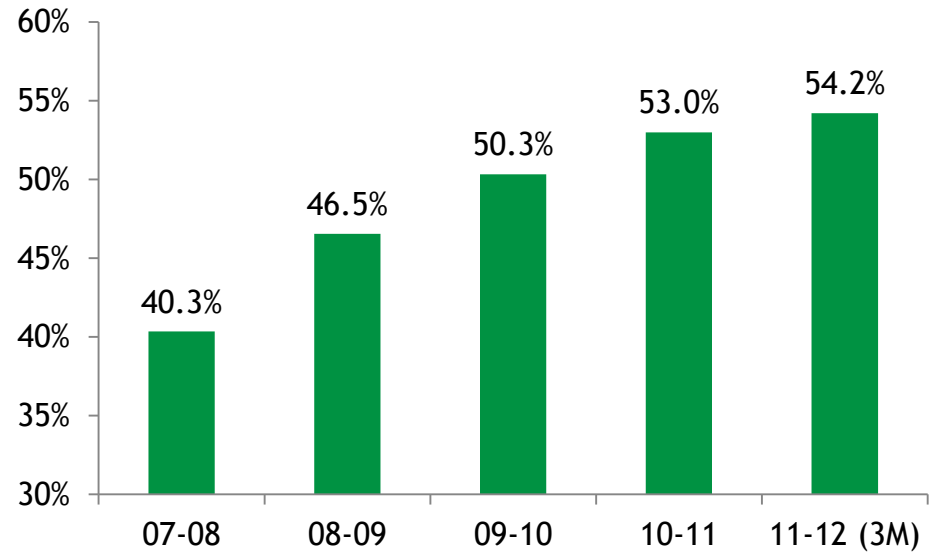
Almond Drops is the brand which is driving light hair oils and in turn the overall market

Market Shares Trends (All India - Urban Plus Rural)

Volume MS



Value MS



***Market Share in the Light Hair Oil Category**

Source: The AC Nielsen Retail Audit Report.

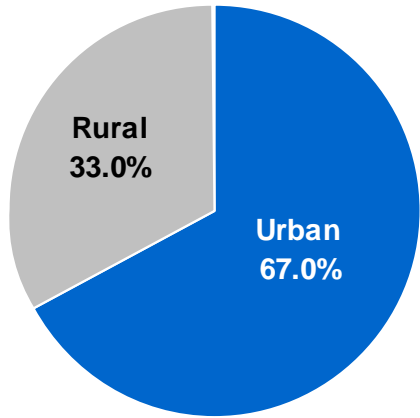
Statewise Market Share

July10-Jun11	LHO Volume	Proportion %		ADHO Market Share % (Vol)		
	Saliency	Urban	Rural	Total	Urban	Rural
All India (U+R)		67.3	32.7	49.4	47.5	53.4
Punjab	5.9	70.8	29.2	43.2	40.1	50.5
Haryana	5.2	83.3	16.7	46.1	43.1	60.9
Delhi	7.0	100.0		43.2		
Rajasthan	9.4	65.9	34.1	48.7	47.6	50.7
Uttar Pradesh (U+R)	20.3	60.4	39.6	53.5	51.0	57.2
Uttaranchal	1.1	55.2	44.8	59.0	57.3	61.1
Assam	6.3	41.6	58.4	46.1	40.3	50.3
Bihar	5.1	57.8	42.2	63.9	59.4	70.2
Jharkhand	1.2	69.7	30.3	44.0	44.9	41.8
Orissa	1.2	76.3	23.7	36.4	36.9	34.7
West Bengal	8.0	65.2	34.8	28.2	29.2	26.4
Gujarat	5.9	75.4	24.6	54.0	53.0	57.4
Madhya Pradesh	10.4	49.0	51.0	62.8	65.3	60.4
Chattisgarh	1.6	66.4	33.6	53.6	49.1	62.4
Maharashtra	7.7	84.6	15.4	51.7	50.6	57.8
Karnataka	1.2	91.8	8.2	59.0	59.5	53.3
Andhra Pradesh	1.7	71.7	28.3	36.4	42.6	20.6
Tamil Nadu	0.6	97.1	2.9	22.0	22.6	
Kerala	0.2	85.0	15.0	9.3	10.7	1.0

Source: The AC Nielsen Retail Audit Report.

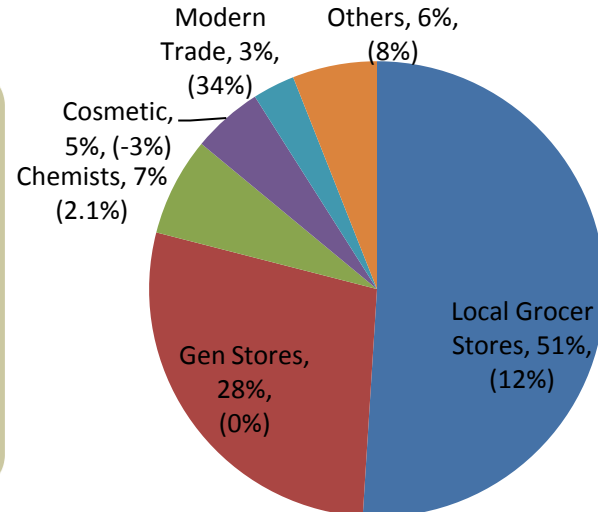
Light Hair Oil Market - Key Characteristics

Rural -Urban break up of LHO market



Urban dominated segment due to its relatively higher pricing

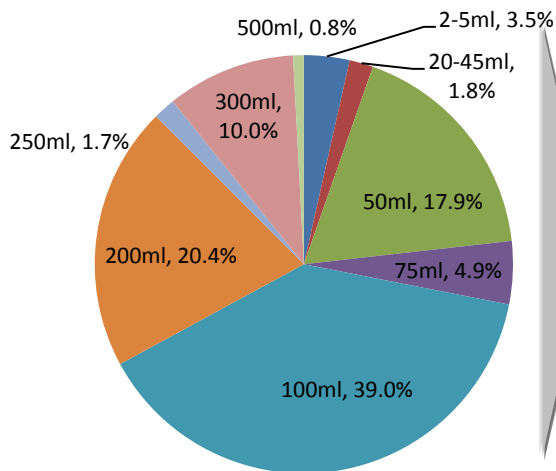
Share of Distribution Channels in LHO market - FY11



Traditional channels dominate distribution, but alternate channels like modern retail demonstrating higher growth rate

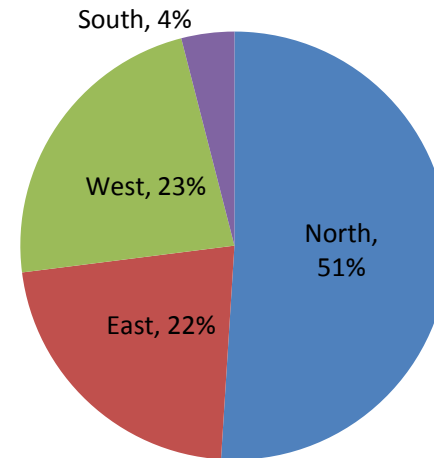
(%) - Growth rates; % - Market share

SKU wise break up of LHO market



Given the dominance of the urban market, larger units account for bulk of the sales. However, smaller units to increase rural penetration

Region wise break up of LHO market



Sales tend to be concentrated in the Northern regions of the country which is also the fastest growing zone

Company Overview

Bajaj Corp Ltd. (BCL) - An Overview

- Part of Bajaj Group which has business interests in varied industries including sugar, consumer goods, power generation & infrastructure development
- Subsidiary of Bajaj Consumer Care Ltd. (BCCL)
 - BCL is the exclusive licensee of brands owned by BCCL
 - Brands licensed to BCL for 99 years from 2008
- 3rd largest player in the overall hair oils segment
- Key brand - Bajaj Almond Drops Hair Oil
 - Market leader with over 54% market share* of LHO market
 - Premium positioning commands one of the highest per unit prices in the industry
- New Product Launch: Bajaj Kailash Parbat Cooling Oil
- Other brands - Brahmi Amla, Amla Shikakai and Jasmine (all hair oil brands) and Red / Black tooth powder



Bajaj Almond Drops Hair Oil - A premium perfumed hair oil containing almond oil and Vitamin E

Competitors - Keo Karpin (Dey's Medical), Hair & Care (Marico), Clinic All Clear (HUL)



Bajaj Kailash Parbat Cooling Oil - An ayurvedic formulation containing Sandal & Almond extracts

Competitors: Himani Navratna



Bajaj Brahmi Amla Hair Oil - Traditional heavy hair oil. Brand has been in existence since 1953

Competitors - Dabur Amla, Dabur Sarson Amla



Bajaj Amla Shikakai - Variant in the heavy hair oil segment catering to price conscious consumers

Competitors - Shanti Badam Hair Oil (Marico)



Bajaj Jasmine Hair Oil - A Jasmine flower perfumed hair oil. In demand due to cultural significance.

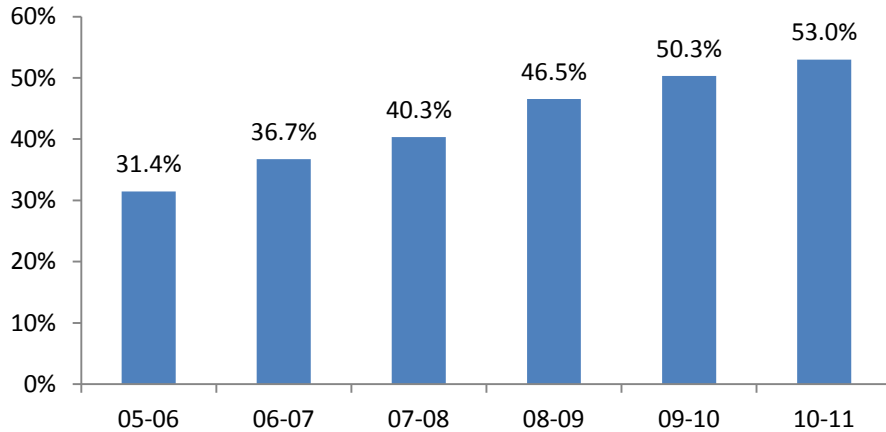


Bajaj Kala Dant Manjan - An oral care product for the rural market.

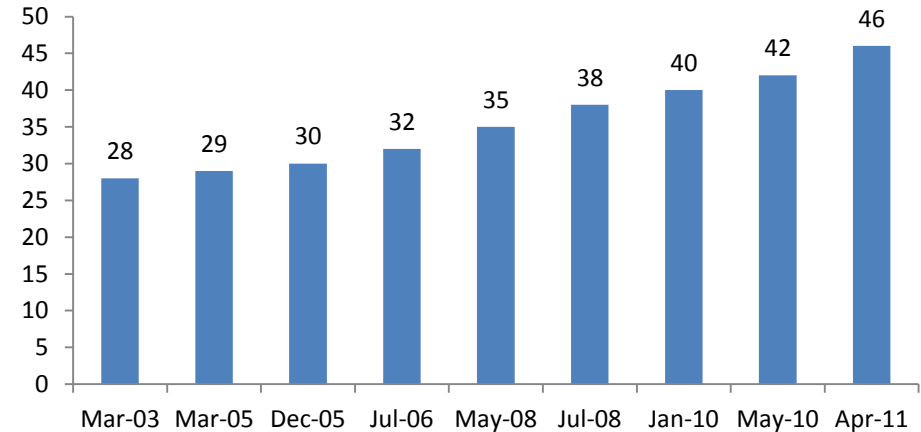
*Source: The 2011 AC Nielsen Retail Audit Report.

Bajaj Almond Drops - A Premium Brand

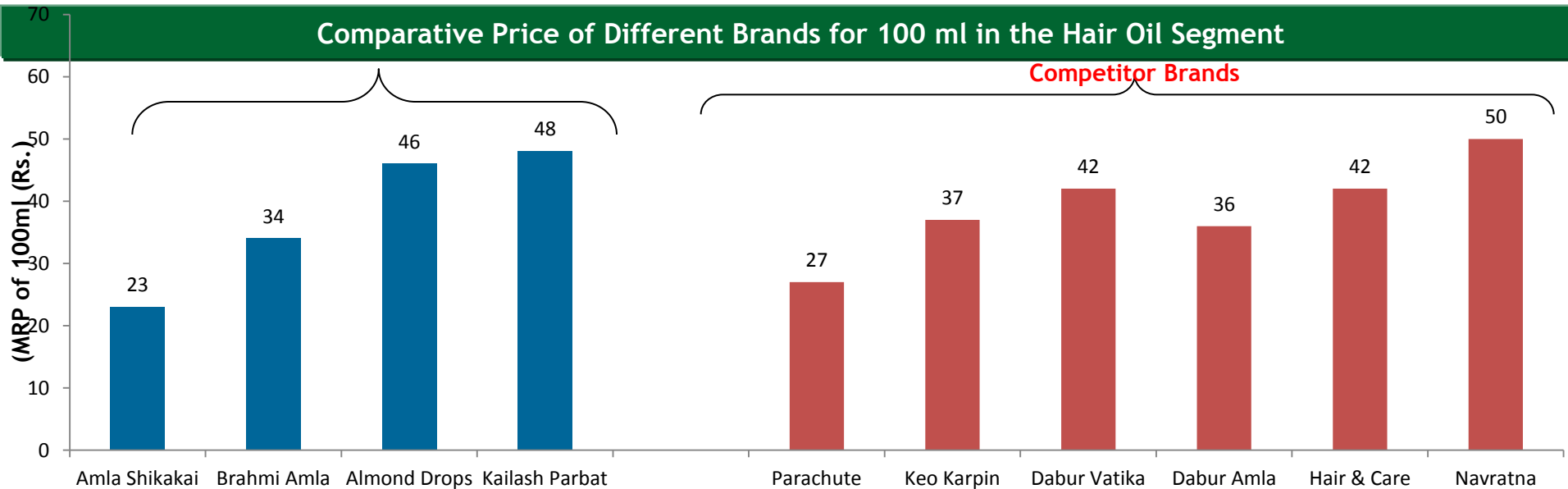
Strong Market Share Growth in Recent Years



... But not at the cost of pricing power



Comparative Price of Different Brands for 100 ml in the Hair Oil Segment



Source: The AC Nielsen Retail Audit Report, Kotak Institutional Research

Almond Drops has created a unique positioning for itself through initiatives like product differentiation (Almond based), focused marketing, unique packaging (glass vs. plastic used by competition etc.)

Consumer Profile- Almond Drops

- For Almond Drops the consumer is:
 - Gender
 - Male- 54%
 - Female- 46%

 - Age Group
 - 15 to 39 yrs (59% of users)

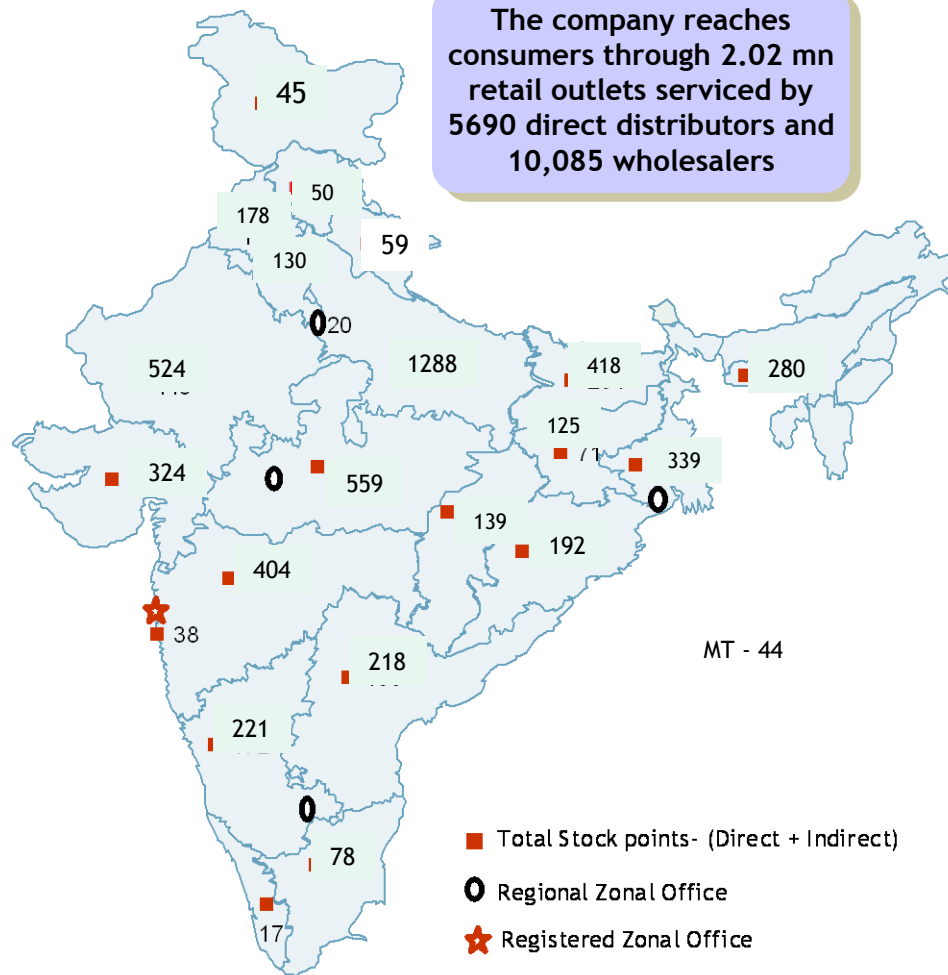
 - Urban Vs Rural
 - 61% are Urban consumers

 - Socio Economic Class (SEC)- Urban
 - A1- 11%
 - A2- 16%
 - B1- 15%
 - B2- 12%

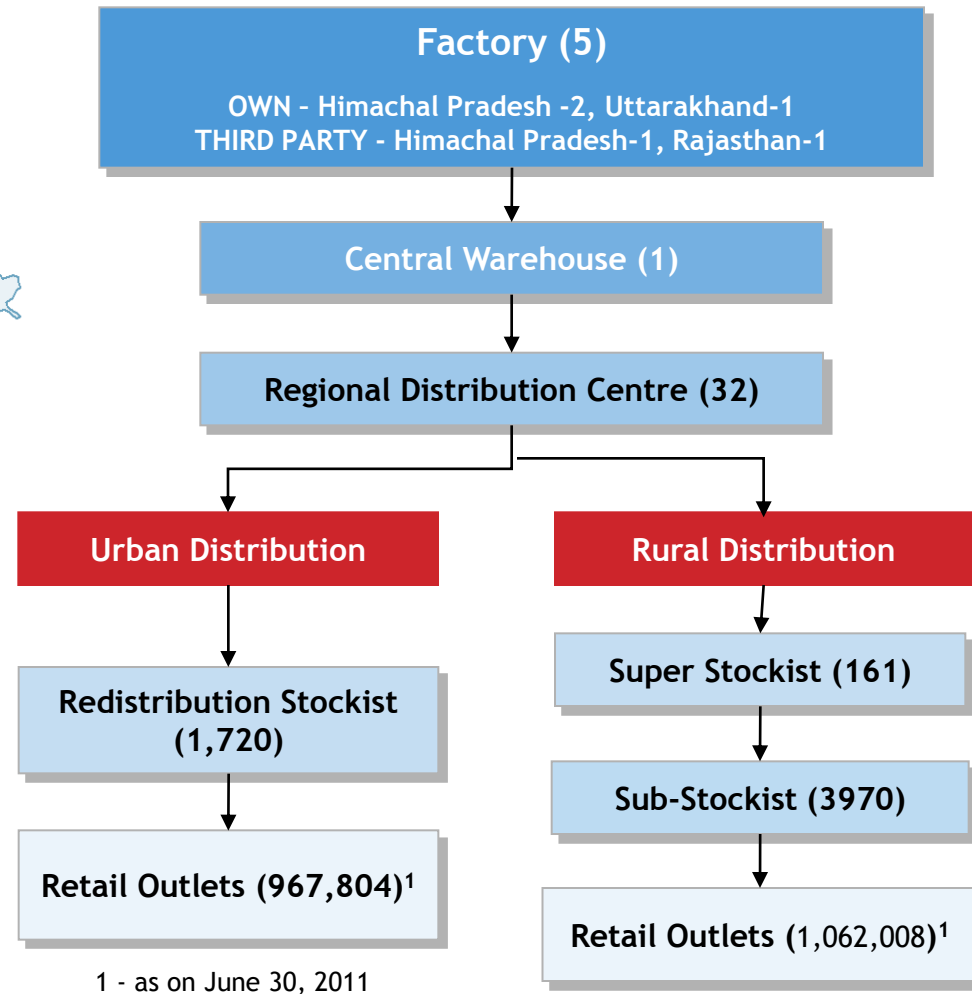
Source - IRS

Strong Distribution Network

Distribution Network

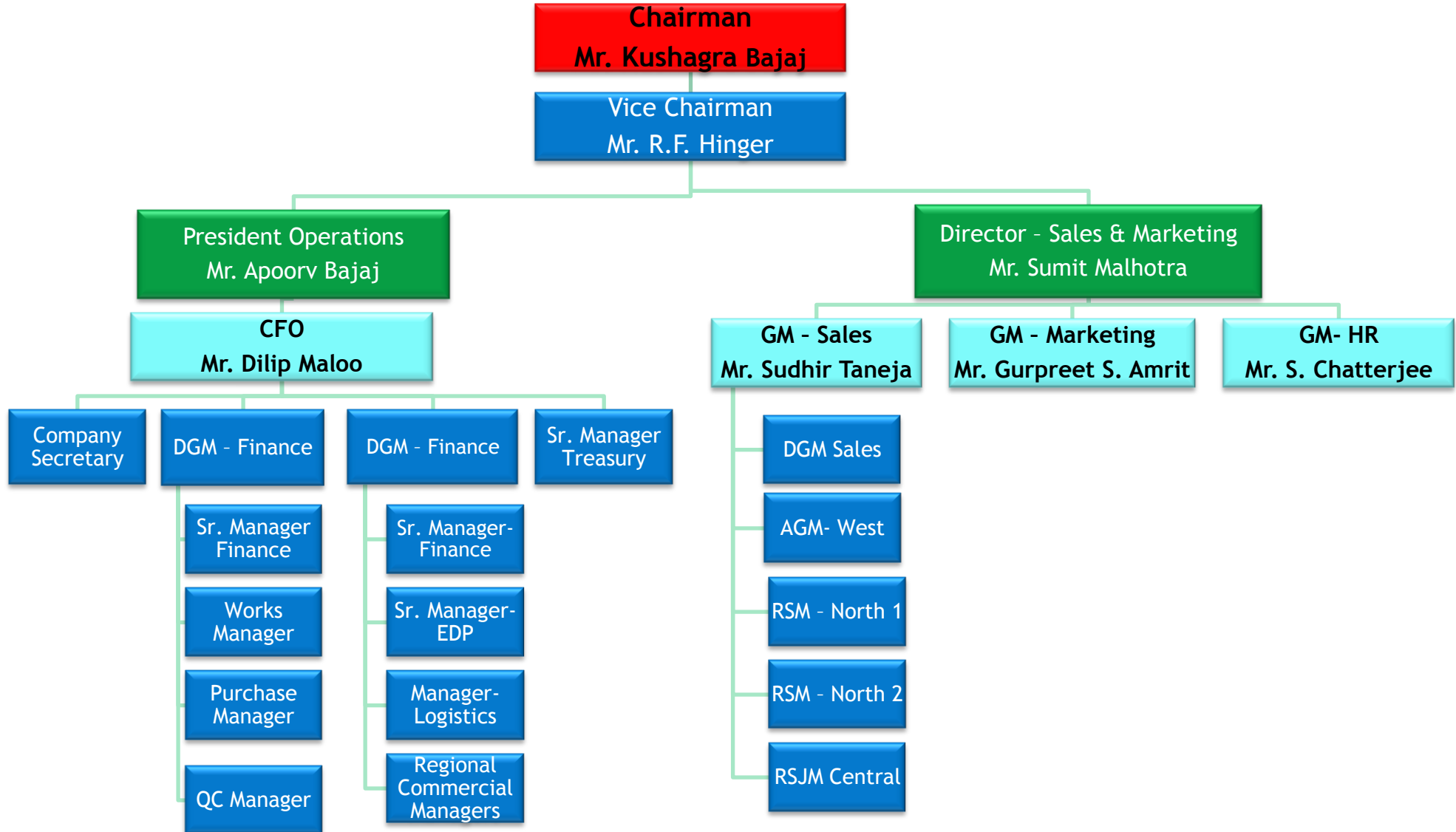


Distribution Structure



Over the years, BCL has created a large distribution network which can be leveraged to introduce new products

Organization Structure



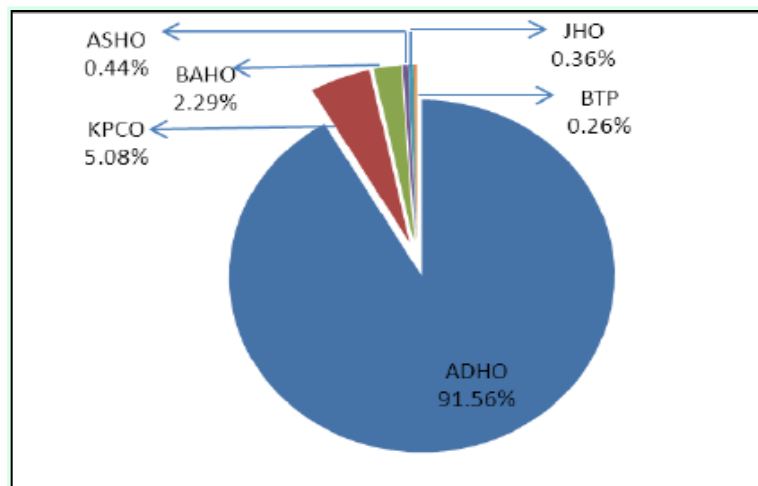
Financial Information

Summary Income Statement

Particulars (In Rupees Crores)	Q1 2012	Q1 2011	2010-11	2009-10
Sales (Net)	106.58	81.71	358.67	294.58
EBITDA	26.60	28.69	108.93	97.74
EBITDA Margin	24.96%	35.12%	30.37%	33.18%
Net Profit after Tax*	28.42	22.71	84.10	83.91
Net Profit Margin	26.66%	27.79%	23.45%	28.49%

* Net profit for 2010-11 is after exceptional items of Rs. 18.96 Crore (IPO expenses). Net profit for 2011 before exceptional item will be Rs 99.28 Crore

Sales Break Up in Q1 2012 by Brand



Summary Balance Sheet

Particulars (In Rupees Crores)	Q1 2012	Q1 2011	2010-11	2009-10
Shareholders Equity	404.85	47.59	376.31	25.67
Total Debt	-	-	-	-
Net Fixed Assets	21.95	18.31	21.97	18.36
Investments (Bank FDs, Bank CDs & Fixed Maturity Plans of Mutual Funds)	418.21	30.61	396.06	11.24
Net Current Assets	-35.31	-1.33	-41.72	-3.93

Key Highlights

- Strong demonstrated growth track record
- Among the highest EBITDA margins in the industry
- The company has allotted 45 Lacs equity shares (face value Rs. 5) by means of an IPO in August 2010 at a price of Rs. 660
- Consequently the paid up Equity share Capital and securities premium account have increased by Rs. 2.25 Crores and Rs. 294.75 Crores respectively
- Subsequently in May 2011 the shares of face value of Rs. 5/- each were split into 5 shares of Re. 1/- each. Hence the total number of shares rose to 1475 lacs from 295 lacs
- Net Current Assets includes Provision for Dividend & Corporate Dividend Tax of Rs. 32.68 Crores.

EBITDA & PAT Performance

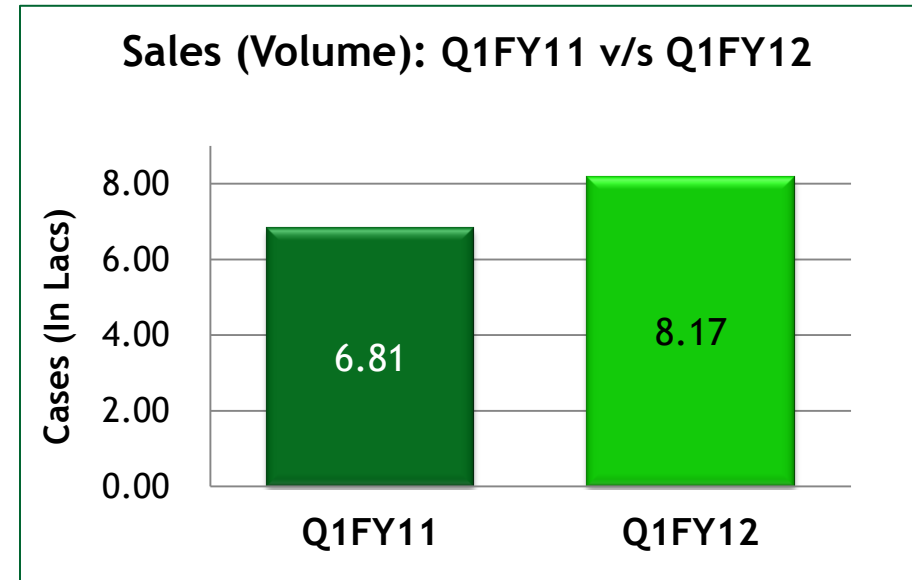
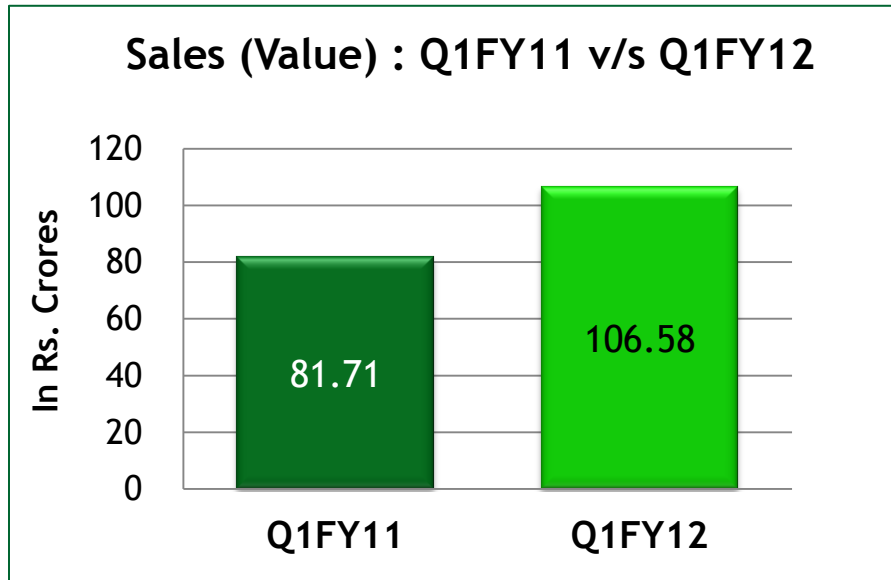
(Rs. in crores)

Particulars	Q1 FY12	Q1 FY11	YoY%	2010-11	2009-10	YoY%
EBITDA	26.60	28.69	-7.29%	108.93	97.74	11.45%
Profit Before Tax (PBT)	35.65	28.36	25.68%	105.08	101.56	3.47%
Profit After Tax (PAT)	28.42	22.71	25.16%	84.10	83.91	0.23%

Profit & Loss Q1 FY2012

In Rs. Crores	Q1FY12	Q1FY11	YoY%
Net Sales	106.58	81.71	30.44%
Other Operating Income	0.10	0.10	
Material Cost	50.66	32.55	
% of Sales	47.54%	39.83%	
Employees Cost	5.41	4.19	
% of Sales	5.07%	5.13%	
Advertisement & Sales Promotion Exp.	12.60	8.16	
% of Sales	11.82%	9.98%	
Other Expenses	11.41	8.22	
% of Sales	10.71%	10.05%	
EBITDA	26.60	28.69	-7.29%
% of Sales	24.96%	35.12%	
Other Income	9.54	0.13	
% of Sales	8.95%	0.16%	
Finance Cost	0.02	0.02	
Depreciation	0.47	0.44	
Profit Before Tax & Exceptional Item	35.65	28.36	25.68%
Exceptional Items	0.00	0.00	
Profit Before Tax(PBT)	35.65	28.36	25.68%
Tax Expenses	7.23	5.65	
Profit After Tax(PAT)	28.42	22.71	25.16%
% of Sales	26.66%	27.79%	
Diluted EPS (Rs.)	1.93	1.82	

Sales Performance



- ✓ Sales for the quarter ended Jun'11 has increased by 30.44% value wise and 19.96% volume wise over corresponding quarter of previous year.

Statement of Brandwise Sales (Volume & Value)

STATEMENT OF BRANDWISE SALES (VOLUME - In Cases)

Product	Q1 FY12	% to Total	Q1 FY11	% to Total
ADHO	765858	93.7%	654856	96.1%
KPCO	28777	3.5%	0	0.0%
BAHO	14125	1.7%	14888	2.2%
ASHO	4451	0.5%	6232	0.9%
OTHERS	4249	0.5%	5494	0.8%
TOTAL	817460	100.0%	681470	100.0%
% Increase over corresponding period of Previous Year	19.96%			

STATEMENT OF BRANDWISE SALES (VALUE - In Rs. Crores)

Product	Q1 FY12	% to Total	Q1 FY11	% to Total
ADHO	97.59	91.6%	77.96	95.4%
KPCO	5.42	5.1%	0	0.0%
BAHO	2.44	2.3%	2.33	2.9%
ASHO	0.47	0.4%	0.66	0.8%
OTHERS	0.66	0.6%	0.76	0.9%
TOTAL	106.58	100.0%	81.71	100.0%
% Increase over corresponding period of Previous Year	30.44%			

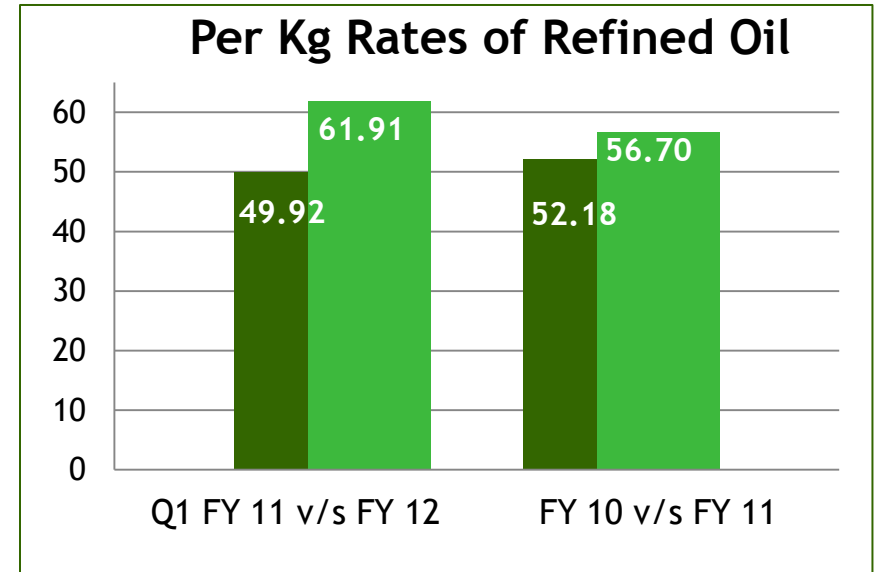
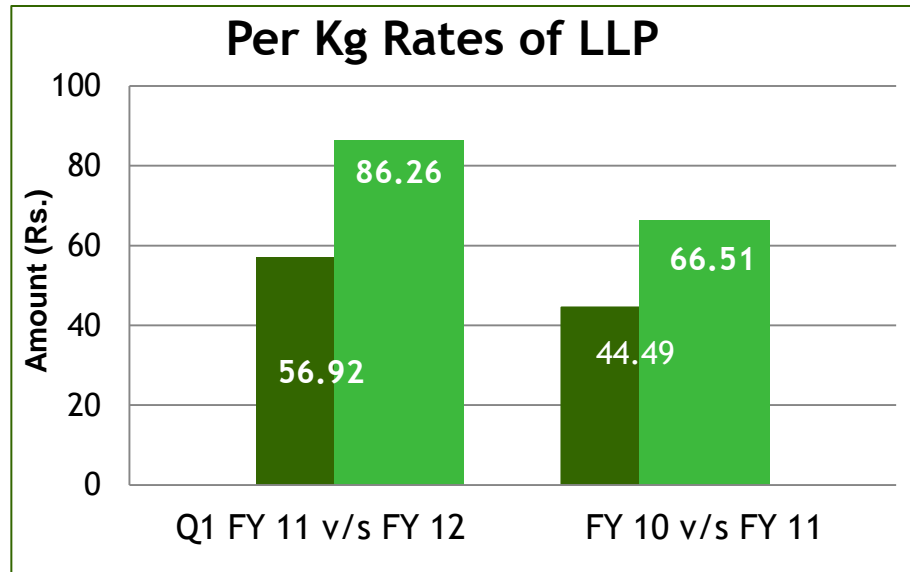
Breakup of RM/PM Costs (for FY11)

Key Raw & Packing Material	% to Sales	% to Total Cost
LLP	19.2%	41.1%
Glass Bottles	11.8%	25.3%
Perfumes & other additives	3.5%	7.6%
Refined Veg. Oil	3.7%	8.0%
Corrugated Boxes	2.4%	5.1%
Caps	2.3%	4.9%
Others	3.8%	8.1%
TOTAL	46.6%	100.0%

*** Consumption is 46.6% of Sales**

**For Bajaj Almond Drops*

Change in Prices of Key Ingredients



- ✓ During the current quarter company faces major increase in the prices of its raw material's key ingredient namely LLP (Light Liquid Paraffin), Refined Oil .
- ✓ Price of LLP increased to Rs 86.26/Kg from Rs 56.92/Kg in Q1 FY11 i.e. an increase of 51.55%. This has adversely affected the overall profitability of the company.
- ✓ Prices of Refined oil for the Q1FY12 increased from Rs 49.92 per Kg to Rs 61.91 per Kg witnessing an increase of 24.02% over previous year.
- ✓ Prices of our other key ingredients (except glass bottles with 17% increase) have remained more or less on the same level.

Growth Strategy

Strategy	Action Steps
Market share gains from other hair oil segments	<ul style="list-style-type: none"> ■ Convert coconut hair oil users to light hair oil users through sampling, targeted advertising campaigns, product innovation and creating awareness about product differentiation including communicating the advantages of switching to lighter hair oils. Aim for a market share of 65% by the year 2015-16
Focus on rural penetration	<ul style="list-style-type: none"> ■ Tap the increase in disposable income of rural India and convert rural consumer from unbranded to branded products by providing them with an appropriate value proposition ■ Among its key competitors, our Almond Drops is the only brand which is available in sachets - a marketing initiative to penetrate the rural market
Leverage existing strengths to introduce new products	<ul style="list-style-type: none"> ■ BCL has over the years created a strong distribution network across 2.02 mn. retail outlets which can be optimally utilized by introducing new products ■ BCL intends to extend 'Almond Drops' platform developed by its Almond Drops Hair Oil brand to other personal care products to leverage on the strong connotation of Almonds with nutrition
Pursue inorganic Opportunities	<ul style="list-style-type: none"> ■ Will seek inorganic growth opportunities in the FMCG and hair oil market as part of growth strategy ■ The inorganic growth opportunities will focus on targeting niche brands which can benefit from BCL's strong distribution network so that they can be made pan India brands

Thank You