

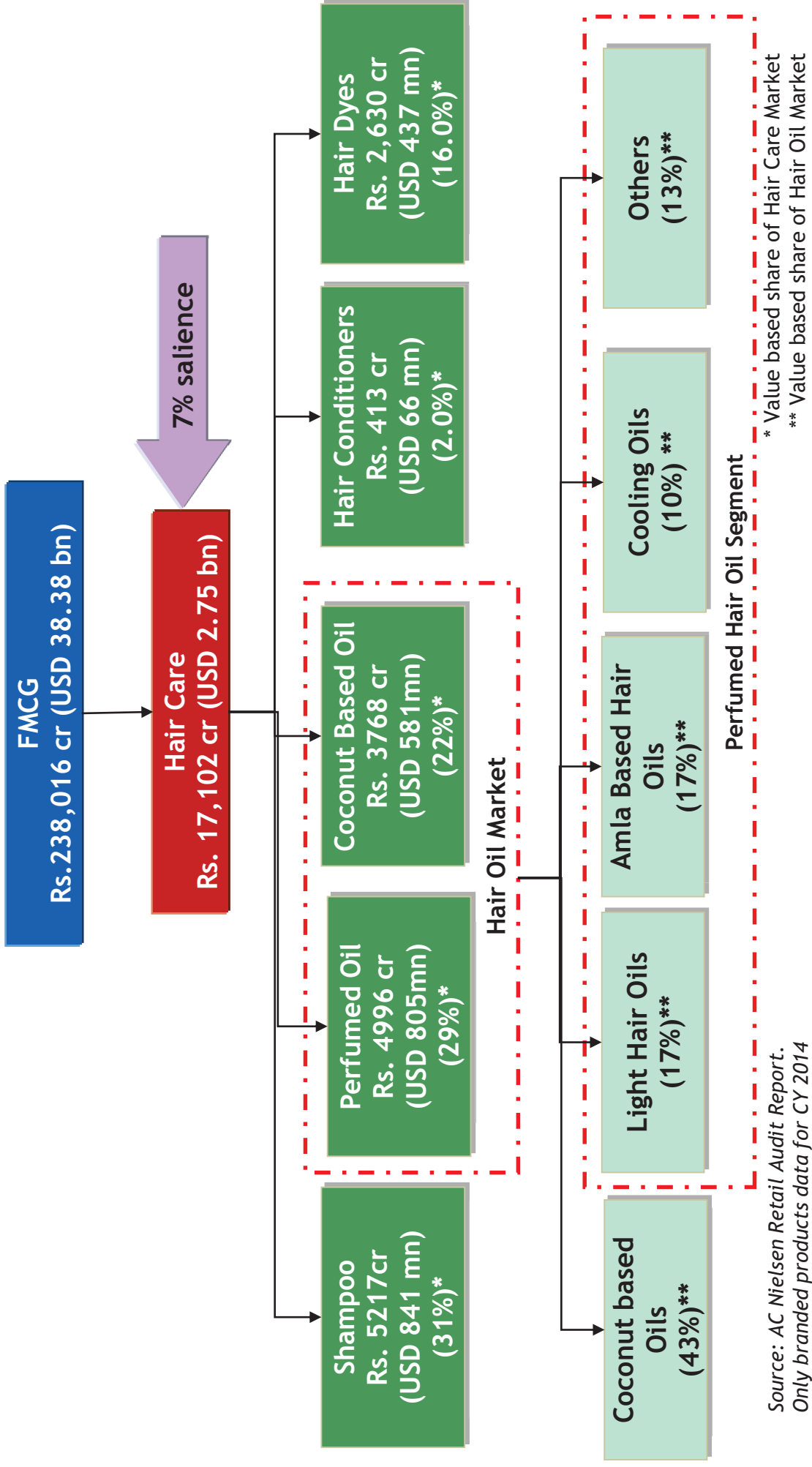


# *Investor Presentation*

*October 2015*

## Industry Overview

# Industry Size and Structure

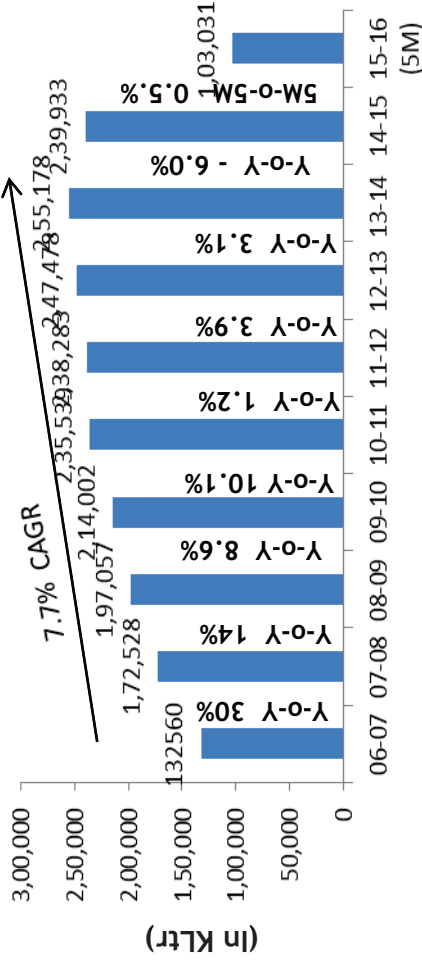


Source: AC Nielsen Retail Audit Report.  
Only branded products data for CY 2014

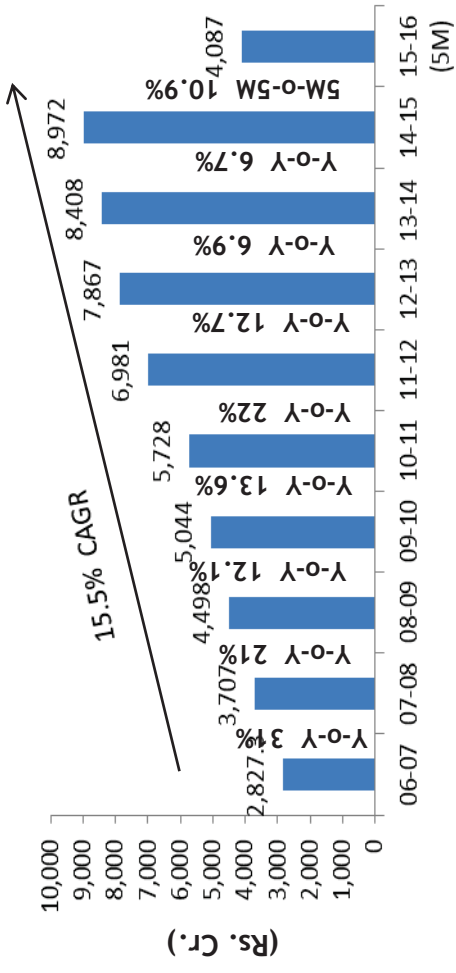
**Light Hair Oil is the largest non-coconut hair oil segment**

# Hair Oil Market in India

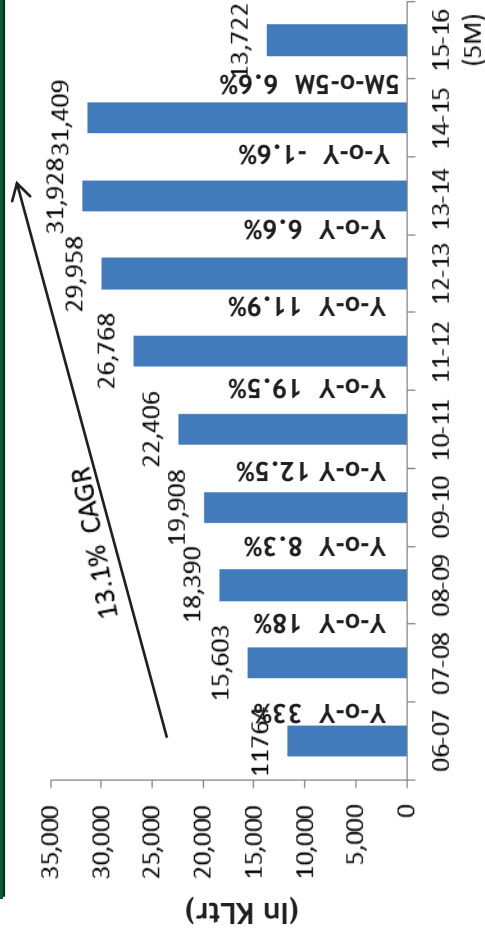
Overall Hair Oil Market - Volume



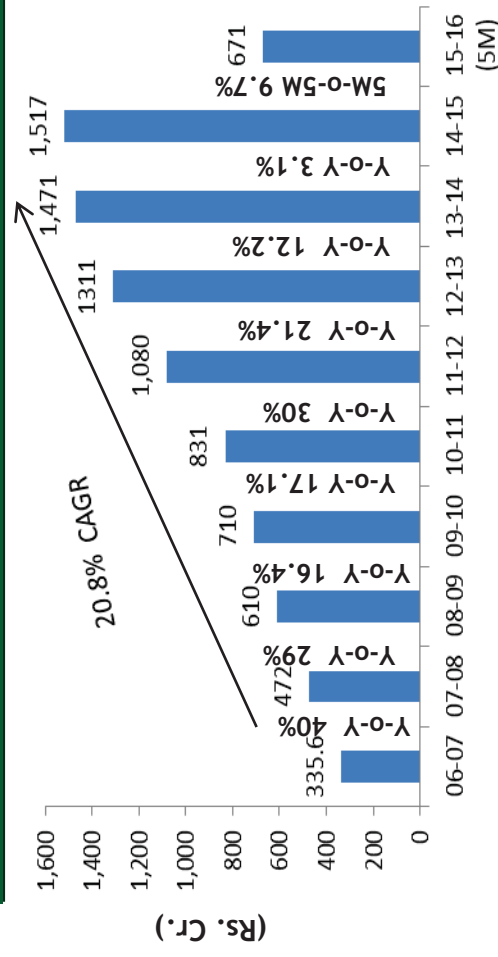
Overall Oil Market - Value



Light Hair Oil - Volume



Light Hair Oil - Value

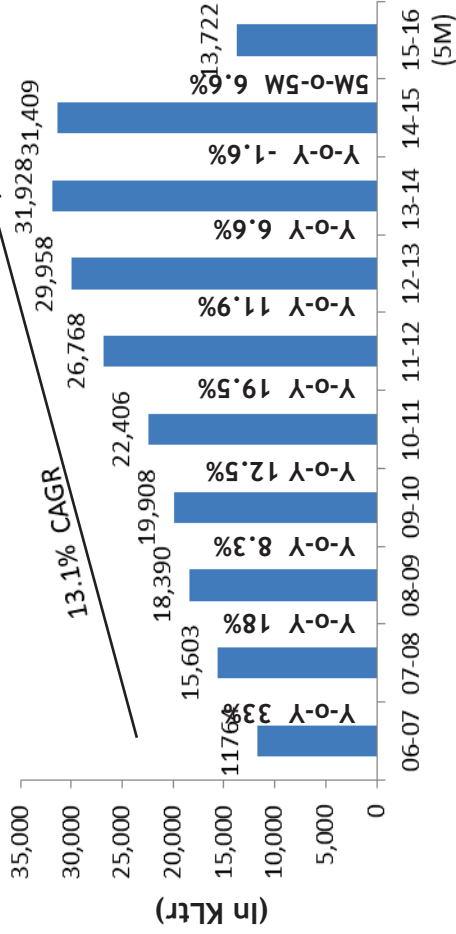


Source: AC Nielsen Retail Audit Report, Aug 2015.

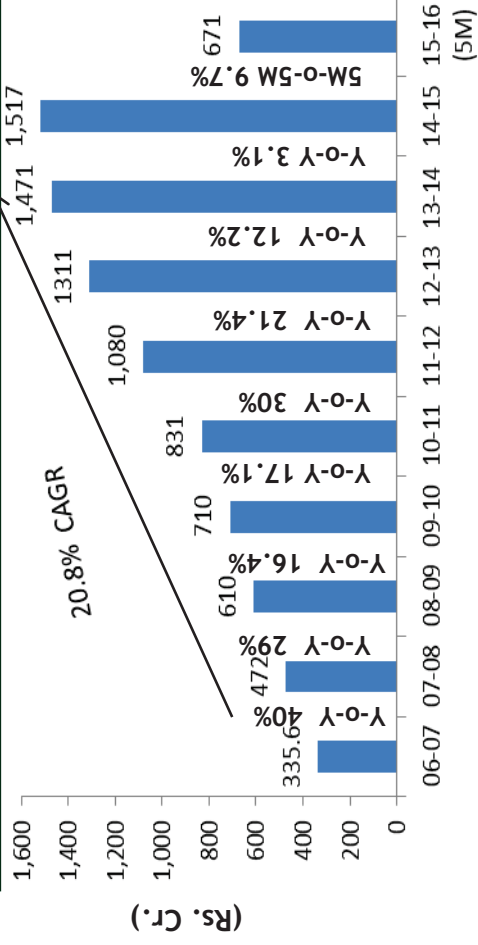
Hair Oil category continues to see volume declines, however Light Hair Oils have seen a strong recovery.

# Light Hair Oil Market in India

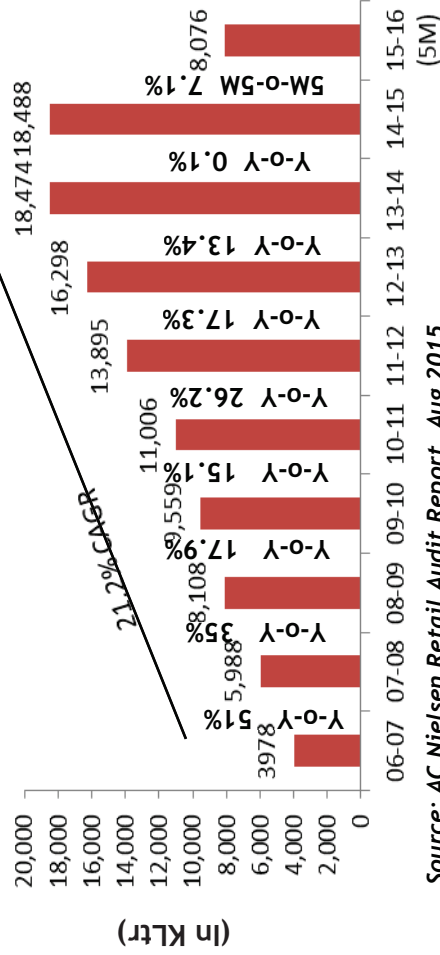
Light Hair Oil - Volume



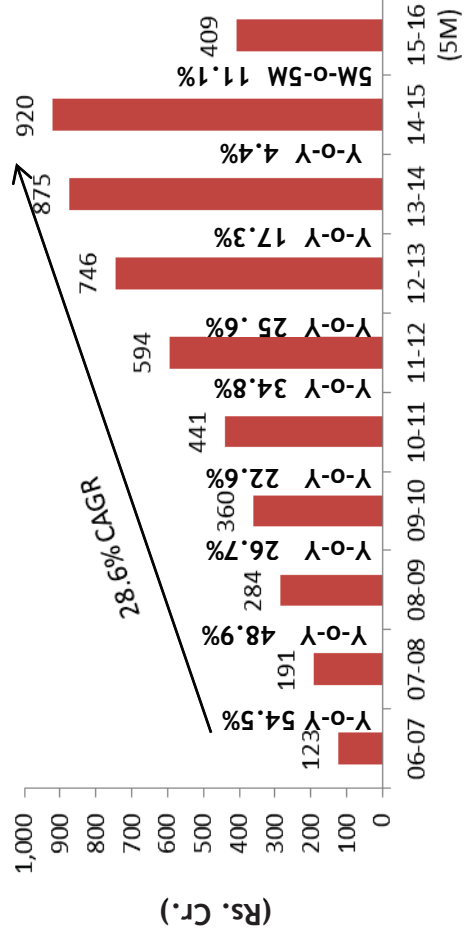
Light Hair Oil - Value



Almond Drops Hair Oil Market - Volume



Almond Drops Hair Oil Market - Value

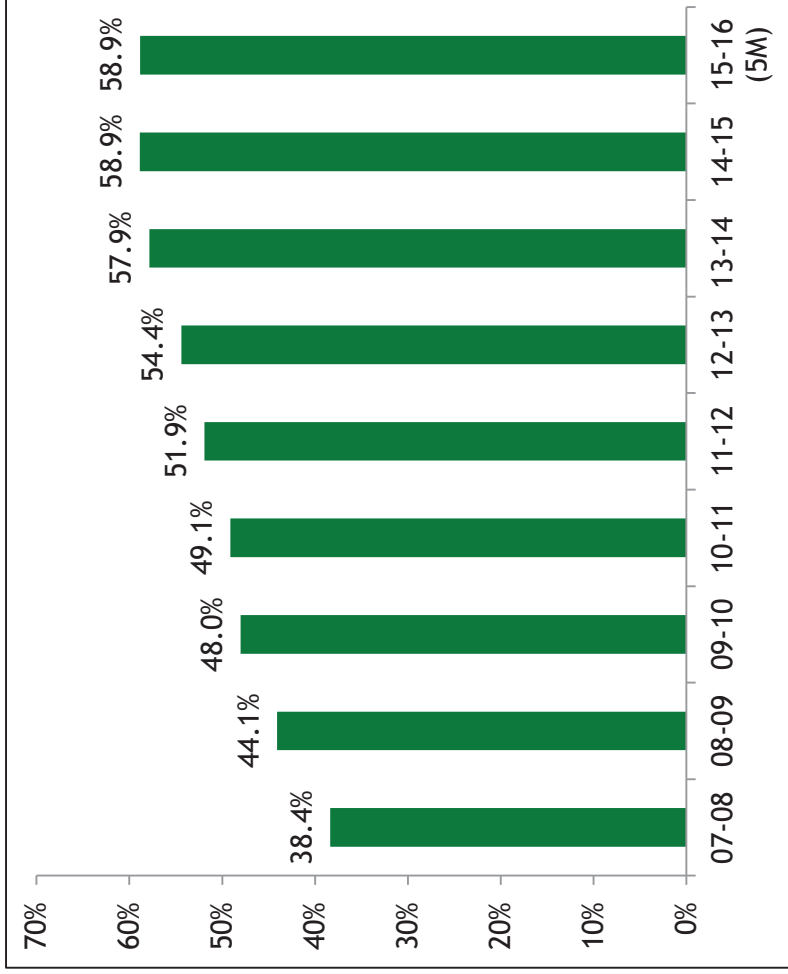


Source: AC Nielsen Retail Audit Report, Aug 2015.

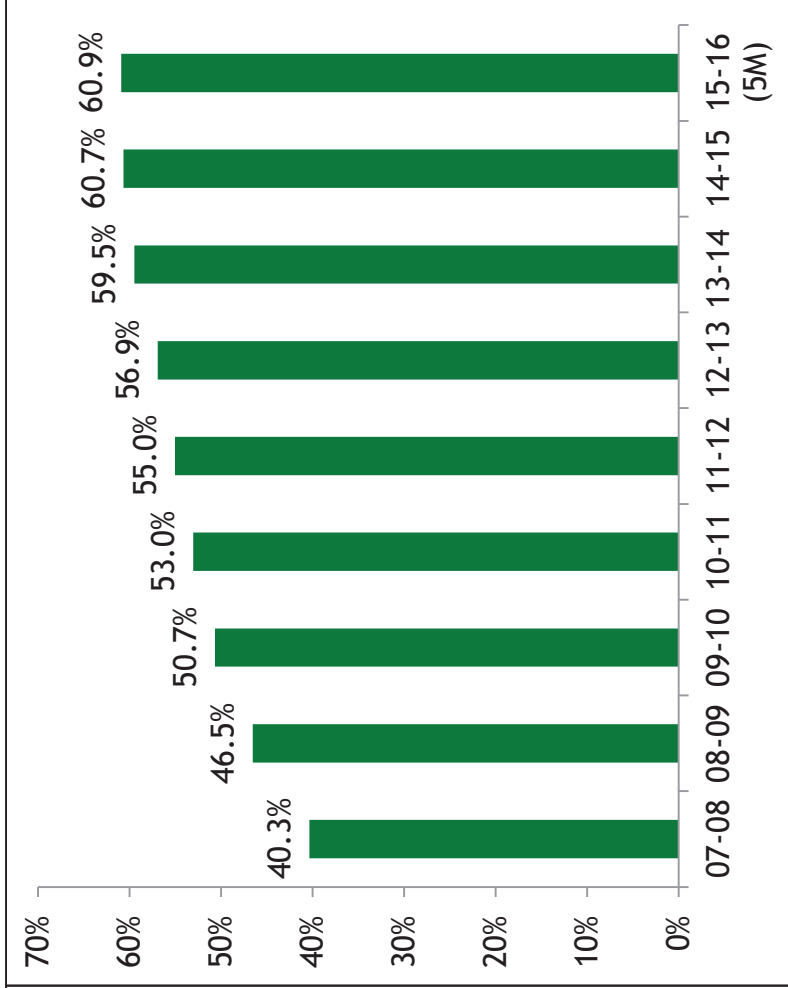
Almond Drops is the brand which is driving light hair oils and in turn the overall market

# Market Shares Trends (All India - Urban Plus Rural)

## Volume MS



## Value MS



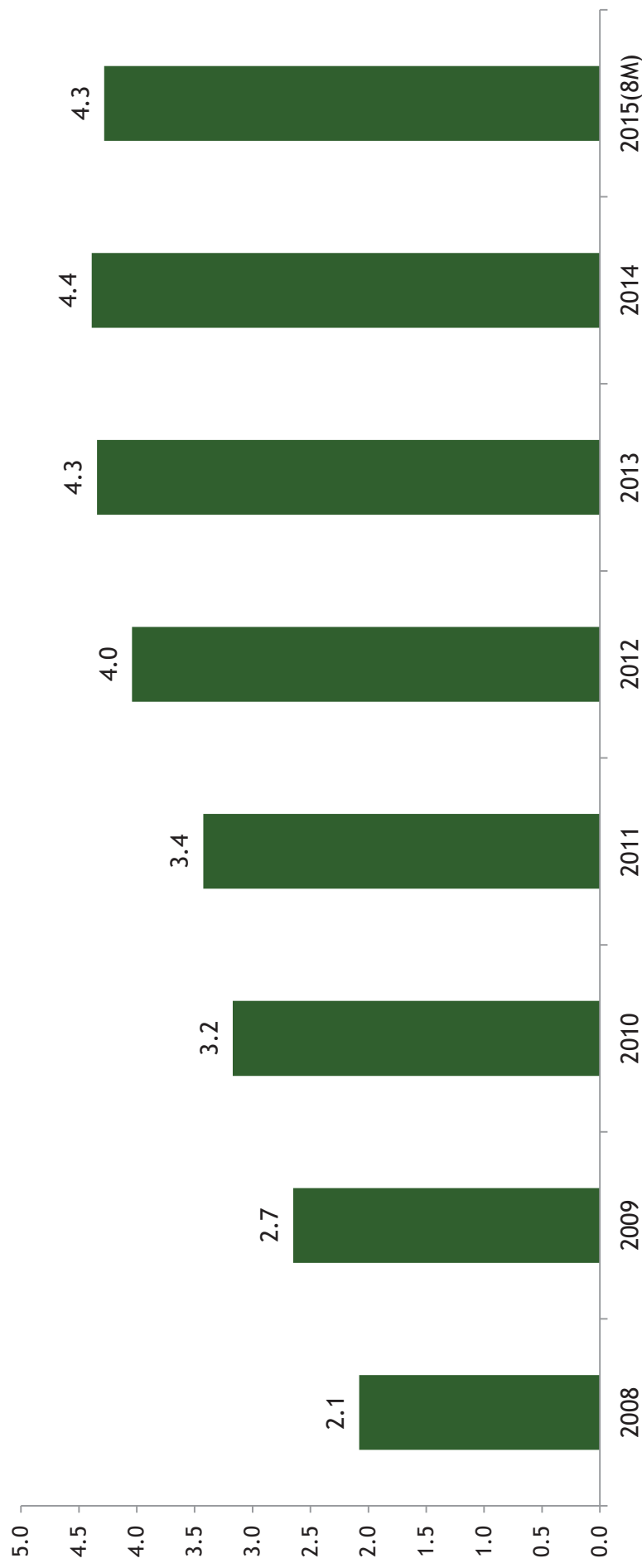
\*Market Share in the Light Hair Oil Category

Source: AC Nielsen Retail Audit Report, Aug 2015

# ADHO - Relative Market Share - Value Trend

Relative Market share is the ratio of Almond Drops market share to the next largest competitor in LHO segment

Relative MS - Val



Source - AC Nielsen Retail Audit Report, Aug 2015

Growth in Relative market share demonstrates the strength of the brand

# ADHO - Relative Market Shares - Value

State	Relative MS	Rank
Delhi	4.4	1st
Rajasthan	1.5	1st
Uttar Pradesh	3.7	1st
Punjab	3.3	1st
HP-JK	4.1	1st
Haryana	4.4	1st
Uttaranchal	4.6	1st
<b>North Zone</b>	<b>4.0</b>	<b>1st</b>
Assam	5.5	1st
North East	3.1	1st
Bihar	10.5	1st
Orissa	5.5	1st
West Bengal	3.5	1st
Jharkhand	8.4	1st
<b>East Zone</b>	<b>6.0</b>	<b>1st</b>
<b>All India</b>	<b>4.3</b>	<b>1st</b>

Relative Market share is the ratio of Almond Drops market share to the next largest competitor in LHO segment  
Rank is the position of ADHO in respective state

Source - AC Nielsen Retail Audit Report, Aug 2015

State	Relative MS	Rank
Madhya Pradesh	3.6	1st
Chhattisgarh	8.1	1st
<b>Central Zone</b>	<b>4.4</b>	<b>1st</b>
Gujarat	<b>2.2</b>	<b>1st</b>
Mumbai	3.8	1st
Maharashtra	4.5	1st
<b>West Zone</b>	<b>3.1</b>	<b>1st</b>
Andhra Pradesh	1.0	2nd
Karnataka	6.1	1st
Kerala	2.1	1st
Tamil Nadu	0.6	2nd
<b>South Zone</b>	<b>1.6</b>	<b>1st</b>
<b>All India</b>	<b>4.3</b>	<b>1st</b>



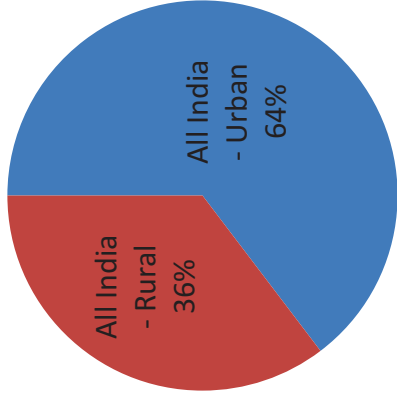
# Statewise Market Share

Sep 14 - Aug 15	LHO Volume		Proportion %		ADHO Market Share % (Vol)		
	Saliency	Urban	Rural	Total	Urban	Rural	
All India (U+R)	100.0%	62.7%	37.3%	59.0%	56.4%	63.4%	
Punjab	5.7%	75.0%	25.0%	53.3%	51.1%	60.0%	
Haryana	5.6%	76.1%	23.9%	59.8%	56.7%	69.7%	
Delhi	6.0%	100.0%	0.0%	59.2%	59.2%	NA	
Rajasthan	8.4%	63.8%	36.2%	48.1%	47.9%	48.3%	
Uttar Pradesh	21.7%	57.9%	42.1%	62.5%	58.7%	67.9%	
Uttaranchal	1.0%	54.7%	45.3%	61.2%	53.7%	70.1%	
Assam	5.0%	51.6%	48.4%	54.9%	50.2%	60.0%	
Bihar	5.2%	49.9%	50.1%	77.0%	74.0%	80.0%	
Jharkhand	1.2%	67.0%	33.0%	75.2%	73.6%	78.4%	
Orissa	1.3%	66.4%	33.6%	63.9%	62.6%	66.6%	
West Bengal	7.3%	54.9%	45.1%	49.3%	46.5%	52.7%	
Gujarat	5.8%	68.7%	31.3%	53.9%	49.2%	64.4%	
Madhya Pradesh	12.3%	48.0%	52.0%	61.3%	61.9%	60.7%	
Chattisgarh	3.6%	38.7%	61.3%	75.4%	67.8%	80.3%	
Maharashtra	6.5%	73.9%	26.1%	59.7%	61.9%	53.4%	
Karnataka	1.2%	83.3%	16.7%	60.9%	58.9%	70.7%	
Andhra Pradesh	1.4%	79.4%	20.6%	36.0%	38.7%	25.6%	
Tamil Nadu	0.5%	82.9%	17.1%	22.8%	23.5%	19.3%	
Kerala	0.1%	90.7%	9.3%	23.7%	23.7%	24.3%	

Source: AC Nielsen Retail Audit Report, MAT Aug 2015

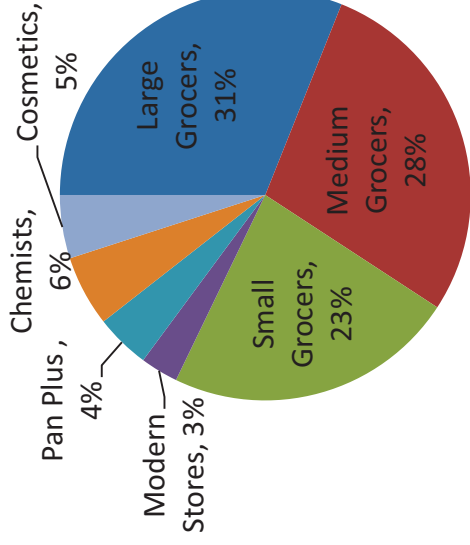
# Light Hair Oil Market - Key Characteristics

## Rural - Urban break up of LHO market



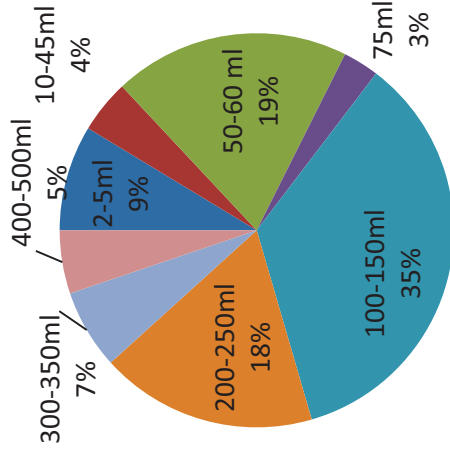
Urban dominated segment due to its relatively higher pricing but Rural is leading the growth.

## Share of Distribution Channels in LHO market



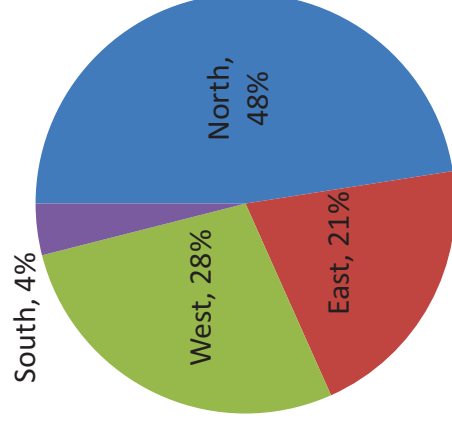
Grocers dominate distribution, but alternate channels like modern retail demonstrating higher growth rate

## 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 growing fast in Rural Markets

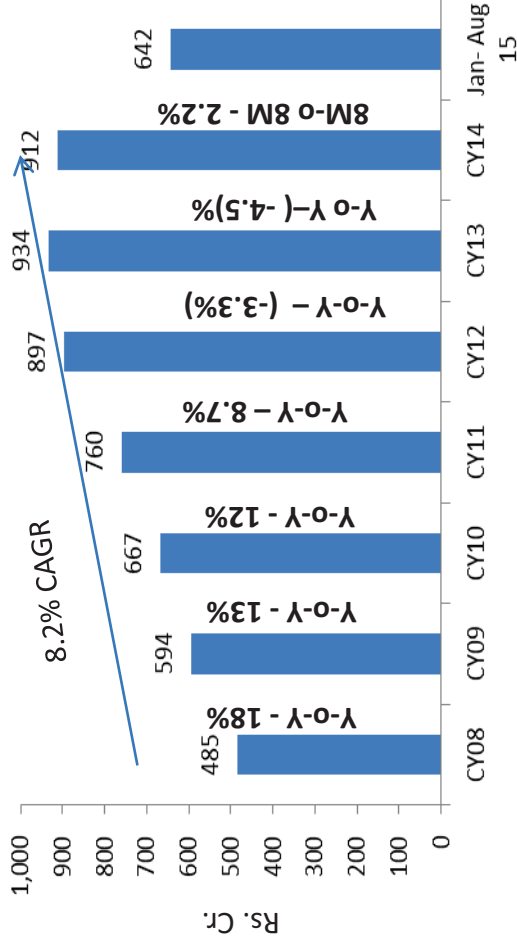
## Region wise break up of LHO market



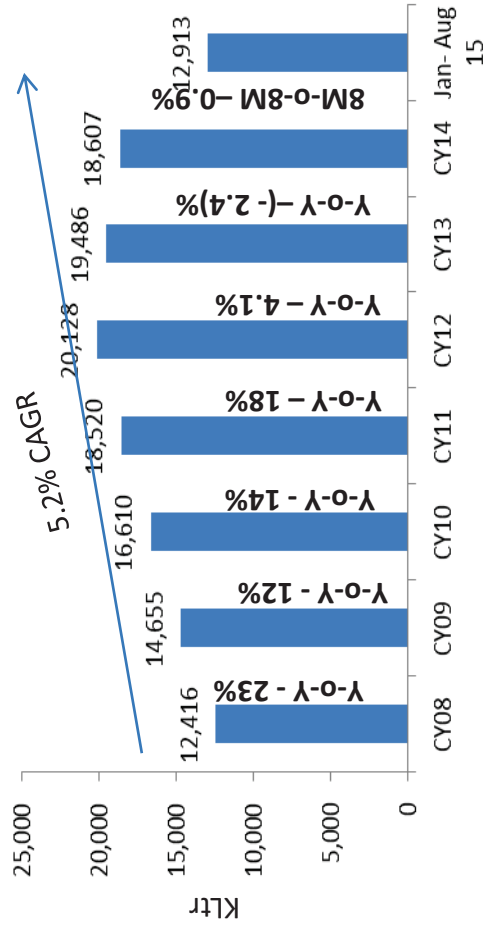
Sales tend to be concentrated in the Northern parts of the country, but East is the fastest growing region

# Cooling Hair Oil Market in India

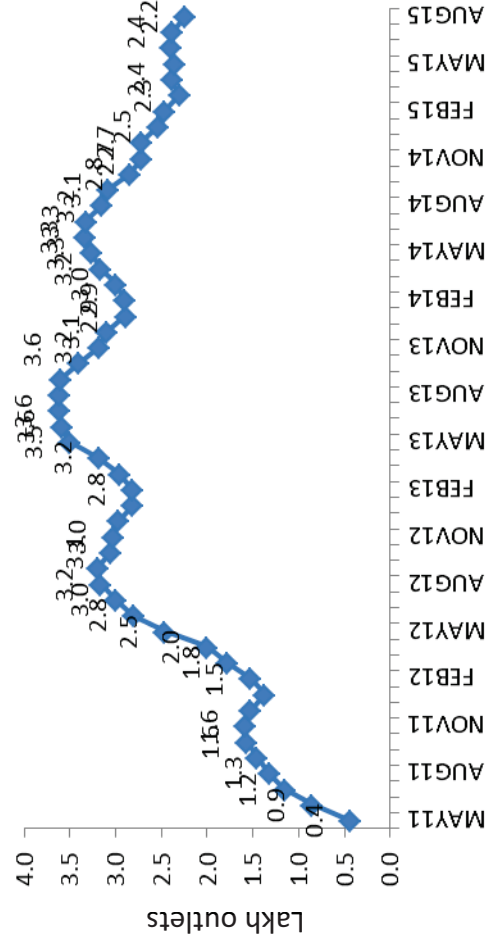
## Cooling Hair Oil – Value



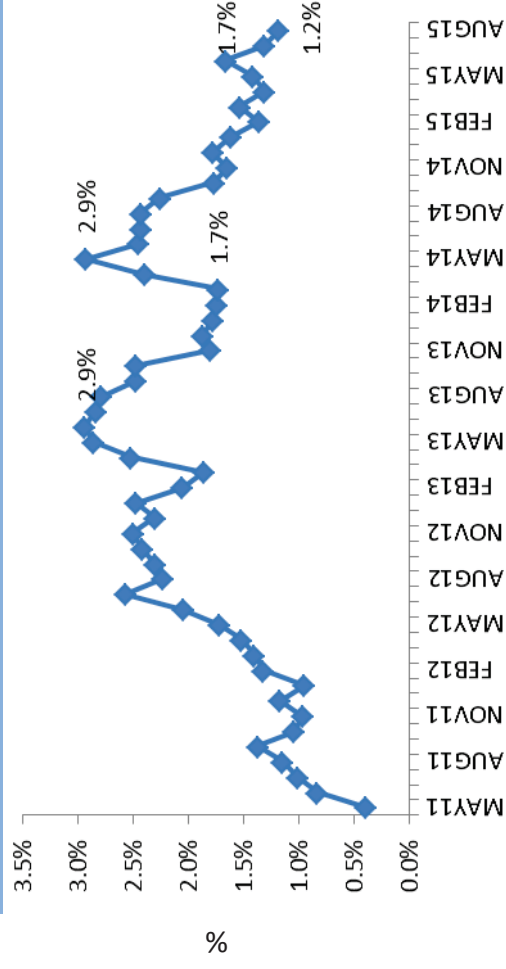
## Cooling Hair Oil – Volume



## Kailash Parbat – Distribution Trend



## Kailash Parbat – Volume Market Share Trend



## Company Overview

# Bajaj Corp Ltd. (BCL) - An Overview

## Haircare Portfolio

- Part of Bajaj Group which has business interests in varied industries including sugar, consumer goods, power generation & infrastructure development
- Subsidiary of Bajaj Resources Ltd. (BRL)
  - BCL is the exclusive licensee of brands owned by BRL
  - Brands licensed to BCL for 99 years from 2008
- Key brand - Bajaj Almond Drops Hair Oil
  - 2nd largest brand in the overall hair oils segment
  - Market leader with over 60% market share\* of LHO market
  - Premium positioning commands one of the highest per unit prices in the industry
- New Product Launch: Bajaj Amla Hair Oil
- Other brands - Brahmi Amla, Bajaj Kailash Parbat Cooling Oil and Jasmine (all hair oil brands) and 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** - Variant in the low price amla hair oil segment catering to price conscious consumers

**Competitors** - Shanti Badam Amla 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: AC Nielsen Retail Audit Report, Aug 2015.

# Skincare Portfolio



Bajaj NOMARKS Creams for All Skin, Oily Skin & Dry Skin Types, available in sizes 12g & 25g

Bajaj NOMARKS Facewash for All Skin, Oily Skin & Dry Skin Types & Neem Facewash, available in sizes 15g, 50g, 100g



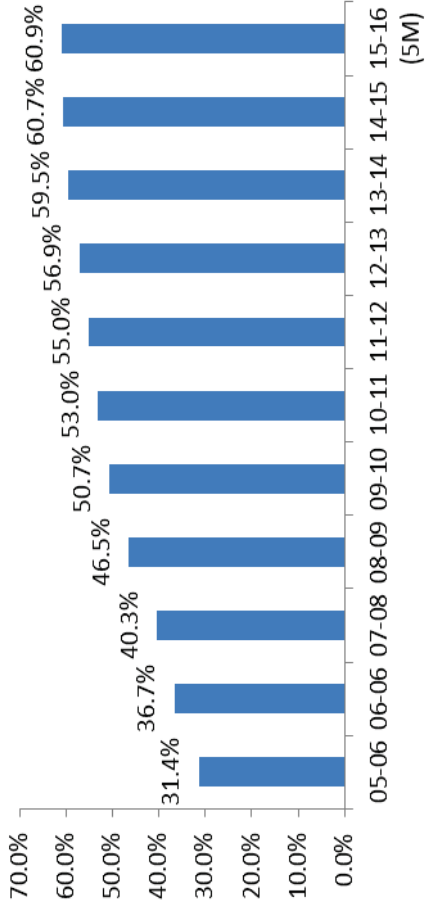
Bajaj NOMARKS Soaps for All Skin, Oily Skin & Dry Skin Types & Neem Soap, available in sizes 125g & 75g



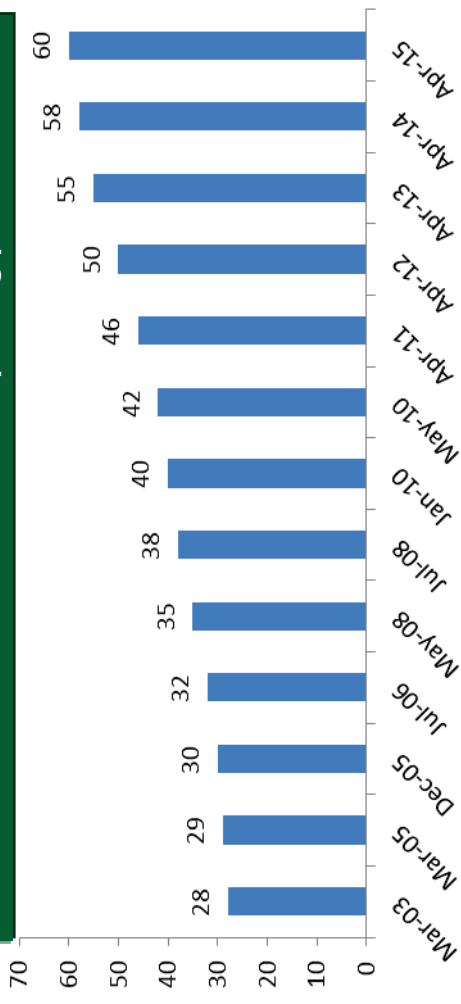
Bajaj NOMARKS Exfoliating Walnut Scrub, 50g & 100g and Bajaj NOMARKS Dry Face Pack 25g

# Bajaj Almond Drops - A Premium Brand

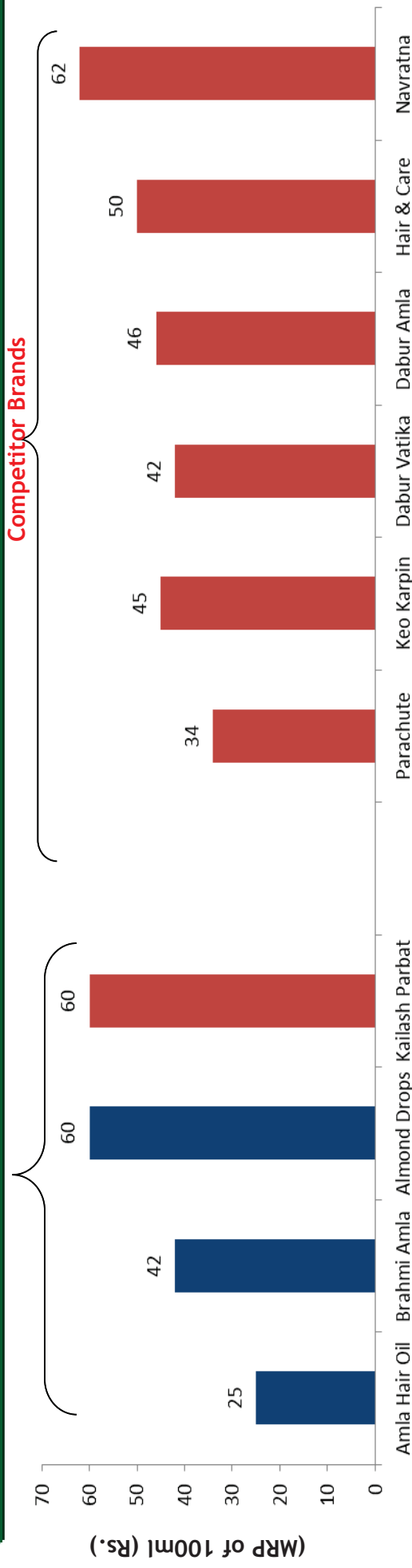
## Strong Market Share Growth in Recent Years



## ... But not at the cost of pricing power



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

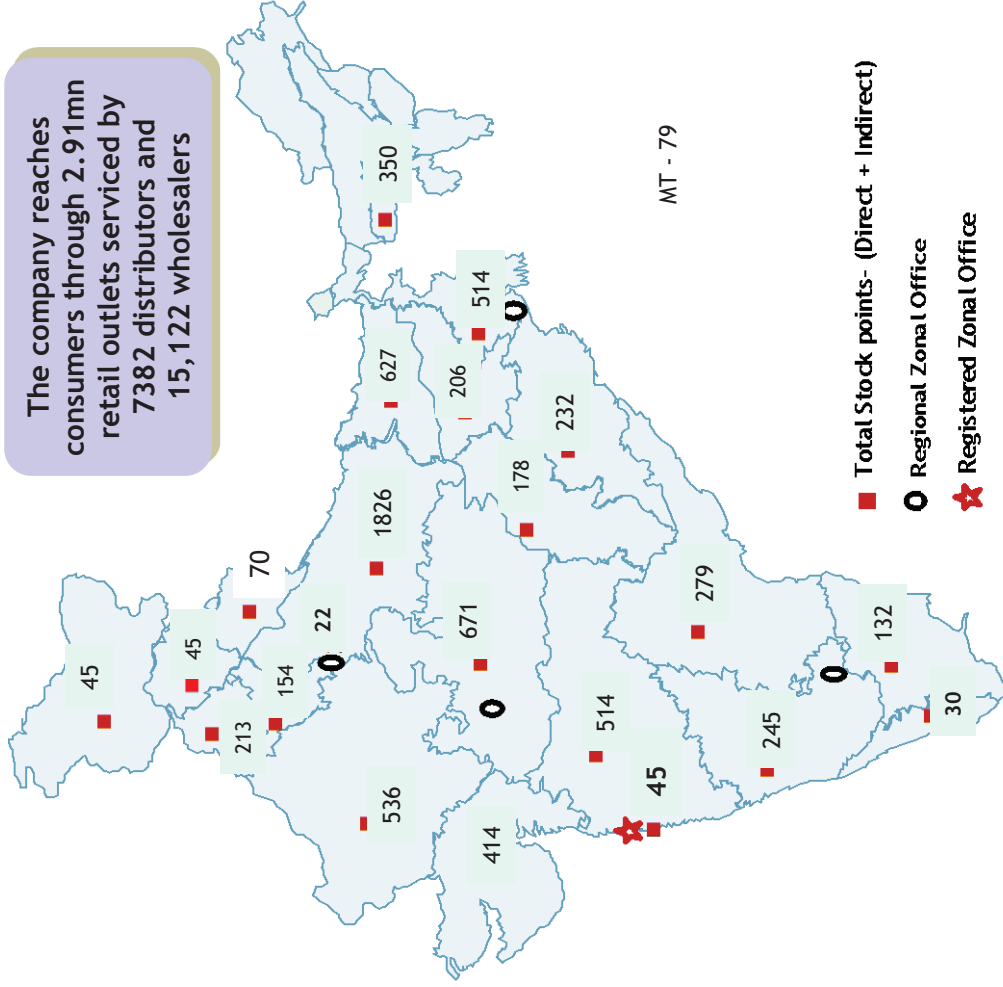


Source: AC Nielsen Retail Audit Report Aug 2015, Kotak Institutional Research

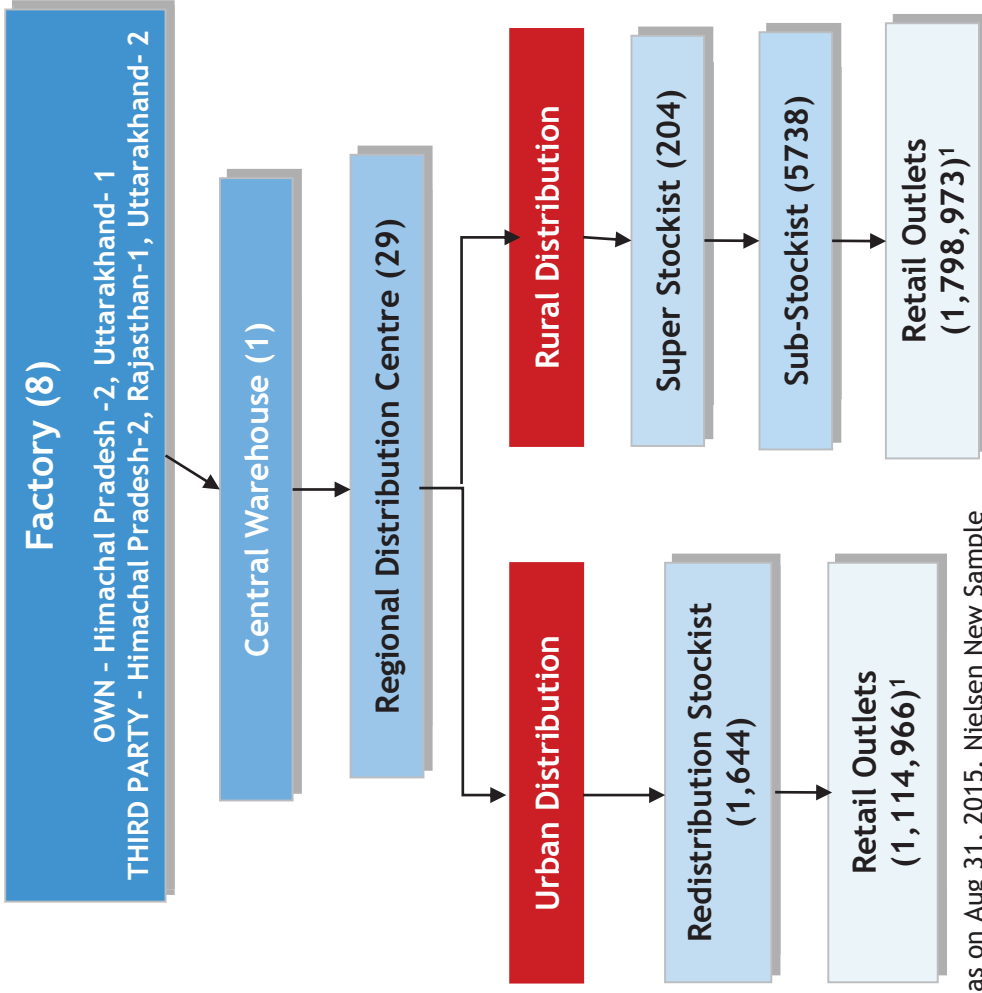
Almond Drops has created a unique positioning for itself through initiatives like product differentiation (Almond based), focused marketing, unique packaging (glass vs. plastic used by competition etc.)

# Strong Distribution Network

## Distribution Network



## Distribution Structure



Over the years, BCL has created a large distribution network (that continues to grow) which can be leveraged to introduce new products

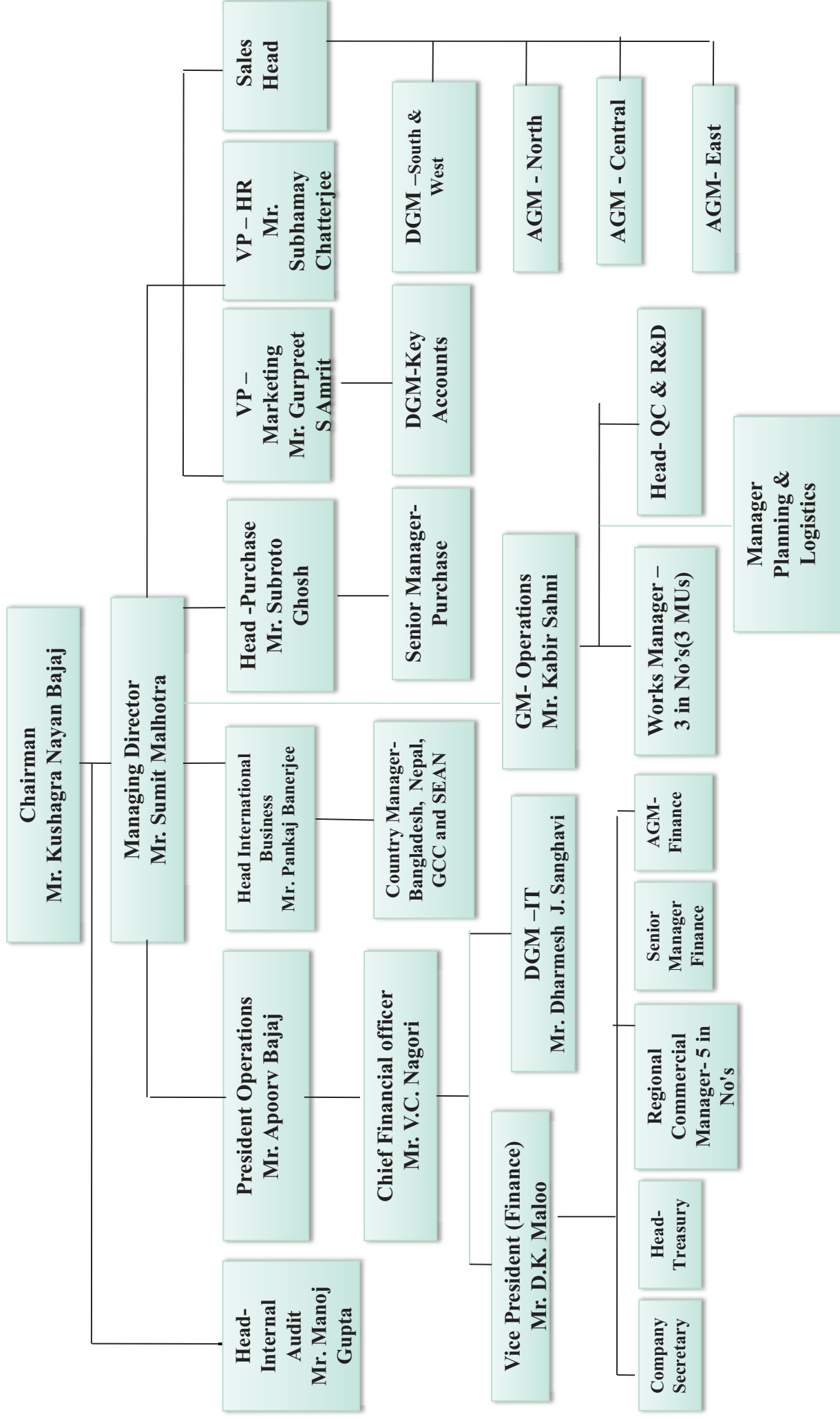


# Van Operations

- Started in FY 13 with a objective of increasing Rural Sales
- Piloted 39 Vans in Q4 FY 13
- Currently operating 110 vans (for Sales)
- Vans cover 7987 uncovered Towns and Villages on a monthly basis
- In MAT Aug 2015
  - Bajaj Almond Drops Hair Oil got 40.1 % of its sales from Rural India
  - Volume Growth in Rural India - 8.5% (Urban + Rural = 3.6%)
  - Market share in Rural India - 63.4% (Urban + Rural = 59%)

\*Source: AC Nielsen Retail Audit Report, MAT Aug 2015.

# Organization Structure

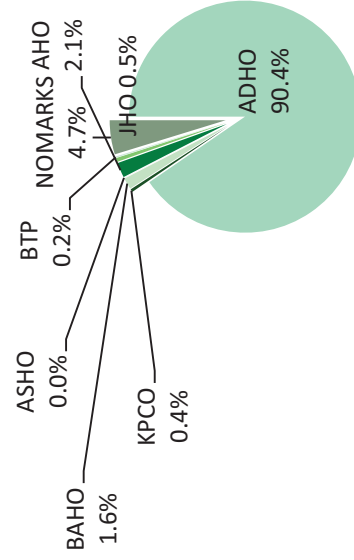


# Financial Information

## Summary Income Statement

Particulars (Rs. In Crore)	Q2FY16	Q2FY15	HY1 FY 16	HY1 FY 15
Sales (Net)	207.64	187.61	426.01	378.67
EBITDA	65.75	53.04	133.13	107.64
EBITDA Margin	31.67%	28.27%	31.25%	28.42%
Profit Before Tax & Exceptional Item	71.21	59.13	143.36	121.02
Exceptional Item (Trademark & Intellectual Properties)	11.75	11.75	23.49	23.49
Profit Before Tax (PBT)	59.47	47.39	119.87	97.53
Net Profit after Tax	46.78	37.44	94.29	77.05
Net Profit Margin	22.53%	19.95%	22.13%	20.35%

## Brandwise Sales Break-Up for HY1 FY 2016



## Summary Balance Sheet

Particulars (Rs. In Crore)	HY 2016	2014-15	2013-14
Shareholders Equity	586.10	491.81	522.08
Net Fixed Assets	88.72	110.38	160.89
Investments (including Bank FDs, Bank CDs and Government Securities & Bonds)	434.59	371.07	338.83
Net Current Assets	62.79	10.36	22.36

## Key Highlights

- Strong demonstrated growth track record
- Among the highest EBITDA margins in the industry
- Company is a Debt free company.

# EBITDA & PAT Performance

Rs. in Crore

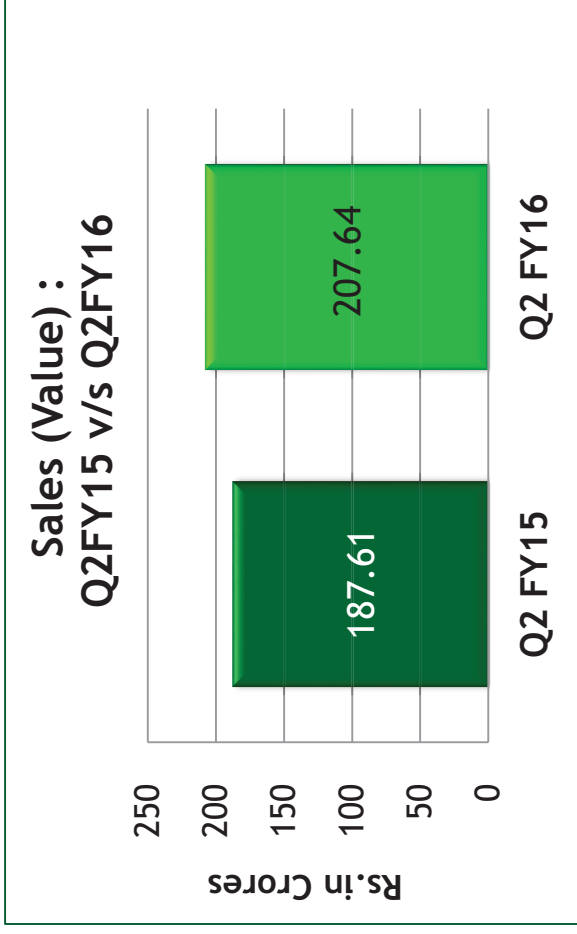
Particulars	Q2FY16	Q2FY15	YoY%	HY1 FY 16	HY1 FY 15	YoY%
EBITDA	65.75	53.04	23.98%	133.13	107.64	23.69%
Profit Before Tax & Exceptional Item	71.21	59.13	20.43%	143.36	121.02	18.46%
Exceptional Item (Trademark & Intellectual Properties)	11.75	11.75		23.49	23.49	
Profit Before Tax (PBT)	59.47	47.39	25.50%	119.87	97.53	22.90%
Profit After Tax (PAT)	46.78	37.44	24.96%	94.29	77.05	22.38%

# Profit & Loss Q2 FY2016 and for HY1 FY2016

Rs. in Crore

Particulars	Q2FY16	Q2FY15	YoY%	HY1 FY 16	HY1 FY 15	YoY%
<b>Net Sales</b>	<b>207.64</b>	<b>187.61</b>	<b>10.68%</b>	<b>426.01</b>	<b>378.67</b>	<b>12.50%</b>
Other Operating Income	0.55	0.40		1.28	0.65	
Material Cost	72.98	72.38		150.24	150.36	
% of Sales	35.15%	38.58%		35.27%	39.71%	
Employees Cost	11.20	9.46		22.32	19.09	
% of Sales	5.39%	5.04%		5.24%	5.04%	
Advertisement & Sales Prom.	35.26	33.44		75.87	63.97	
% of Sales	16.98%	17.83%		17.81%	16.89%	
Other Expenses	22.99	19.69		45.73	38.26	
% of Sales	11.07%	10.49%		10.73%	10.10%	
<b>EBITDA</b>	<b>65.75</b>	<b>53.04</b>	<b>23.98%</b>	<b>133.13</b>	<b>107.64</b>	<b>23.69%</b>
% of Sales	31.67%	28.27%		31.25%	28.42%	
Other Income	7.47	8.28		14.27	17.35	
% of Sales	3.60%	4.41%		3.35%	4.58%	
Finance Cost	0.01	0.01		0.02	0.03	
Depreciation	0.97	1.25		1.97	2.10	
Corporate Social Responsibility	1.03	0.92		2.06	1.83	
<b>Profit Before Tax &amp; Exceptional Item</b>	<b>71.21</b>	<b>59.13</b>	<b>20.43%</b>	<b>143.36</b>	<b>121.02</b>	<b>18.46%</b>
Exceptional Item (Trademark & Intellectual Properties)	11.75	11.75		23.49	23.49	
<b>Profit Before Tax(PBT)</b>	<b>59.47</b>	<b>47.39</b>	<b>25.50%</b>	<b>119.87</b>	<b>97.53</b>	<b>22.90%</b>
Tax Expenses	12.69	9.95		25.58	20.48	
<b>Profit After Tax(PAT)</b>	<b>46.78</b>	<b>37.44</b>	<b>24.96%</b>	<b>94.29</b>	<b>77.05</b>	<b>22.38%</b>
% of Sales	22.53%	19.95%		22.13%	20.35%	

# Sales Performance



- ✓ Sales for the quarter ended September'15 has increased by 10.68% value wise and 8.34% volume wise.
- ✓ Sales for the half year ended September'15 has increased by 12.50% value wise and 10.23% volume wise.

# Statement of Quarter wise Sales (Volume & Value)

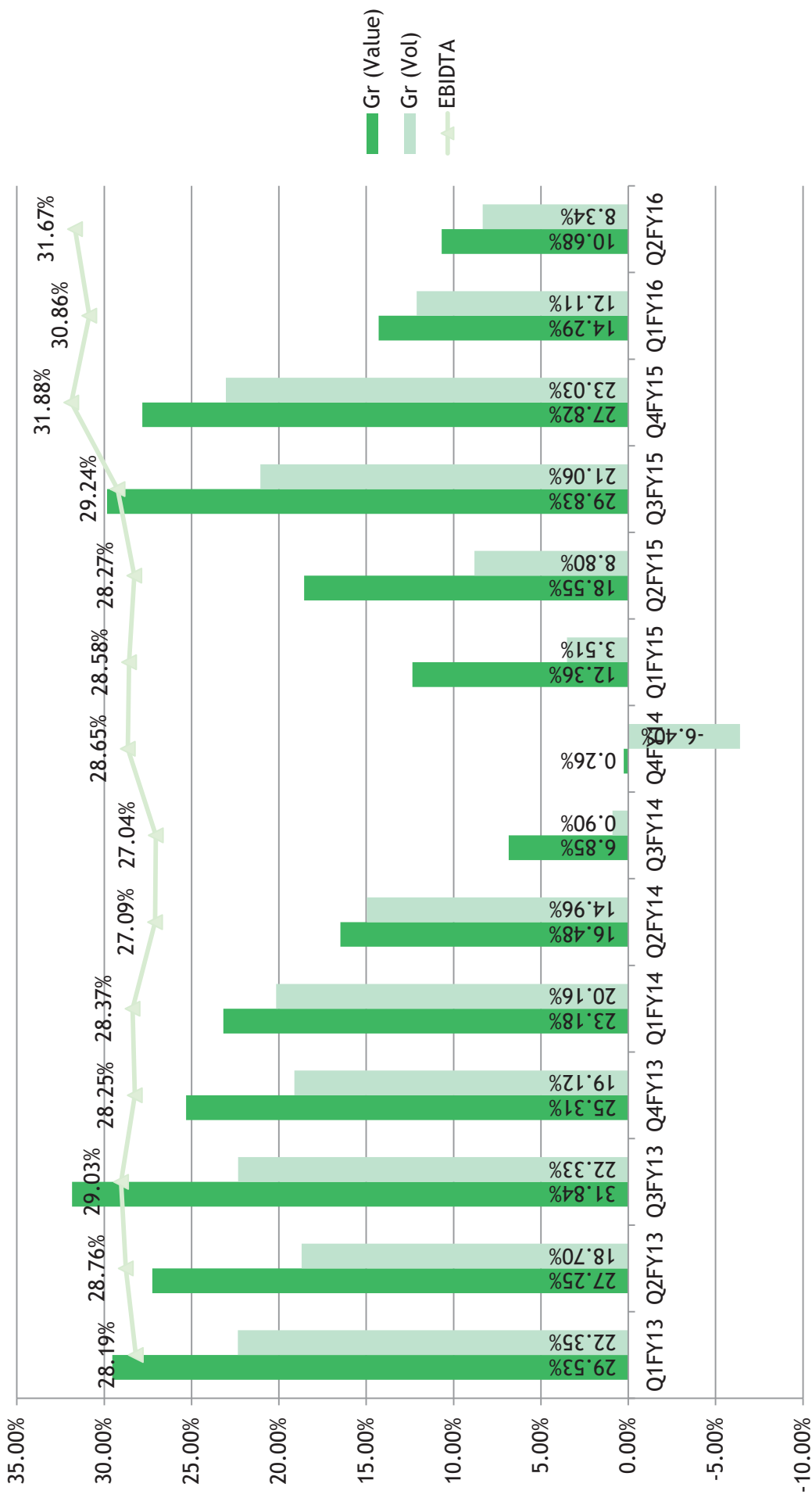
## STATEMENT OF QUARTERWISE SALES (VOLUME - In Cases )

	ADHO		KPCO		BAHO		AHO		Nomarks		Others		Total		% Inc over PY
	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	
Q1	1,241,928	1,123,144	7,435	15,805	14,073	9,671	49,630	-	40,210	58,222	7,538	7,032	1,360,814	1,213,874	12.11%
Q2	1,191,034	1,120,081	1,856	2,380	16,751	10,218	45,290	-	41,136	54,811	8,445	16,571	1,304,512	1,204,061	8.34%
<b>Total</b>	<b>2,432,962</b>	<b>2,243,225</b>	<b>9,291</b>	<b>18,185</b>	<b>30,824</b>	<b>19,889</b>	<b>94,920</b>	<b>-</b>	<b>81,346</b>	<b>113,033</b>	<b>15,983</b>	<b>23,603</b>	<b>2,665,326</b>	<b>2,417,935</b>	<b>10.23%</b>

## STATEMENT OF QUARTERWISE SALES (VALUE - In Rs. Crores)

	ADHO		KPCO		BAHO		AHO		Nomarks		Others		Total		% Inc over PY
	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	
Q1	197.85	170.91	1.48	2.92	3.05	2.00	4.66	-	9.92	14.13	1.42	1.12	218.37	191.07	14.29%
Q2	187.46	168.89	0.30	0.37	3.65	2.15	4.25	-	10.31	13.92	1.66	2.27	207.64	187.61	10.68%
<b>Total</b>	<b>385.31</b>	<b>339.80</b>	<b>1.78</b>	<b>3.29</b>	<b>6.70</b>	<b>4.15</b>	<b>8.91</b>	<b>-</b>	<b>20.22</b>	<b>28.05</b>	<b>3.08</b>	<b>3.39</b>	<b>426.01</b>	<b>378.67</b>	<b>12.50%</b>

# Consistent Performance over the last 14 successive quarters





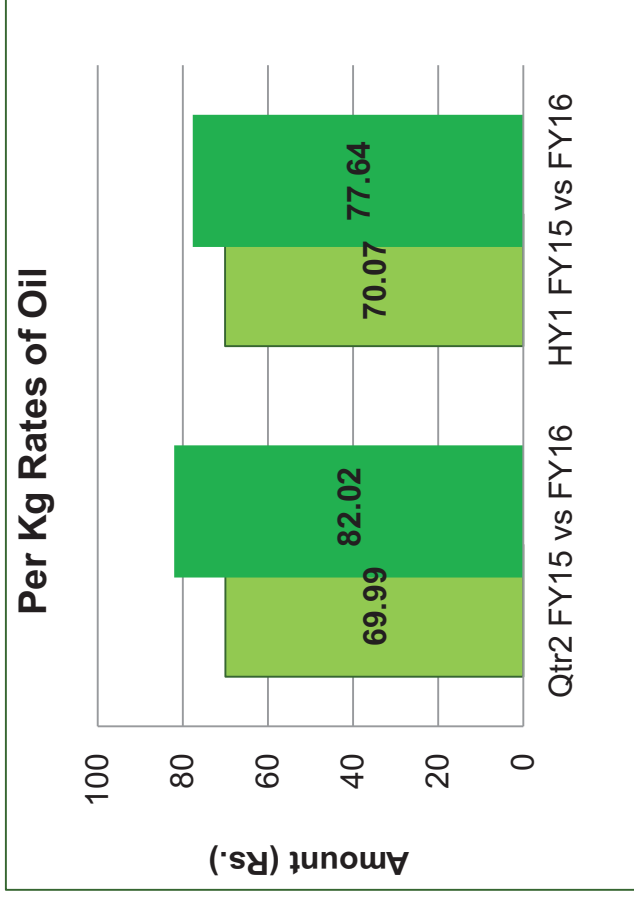
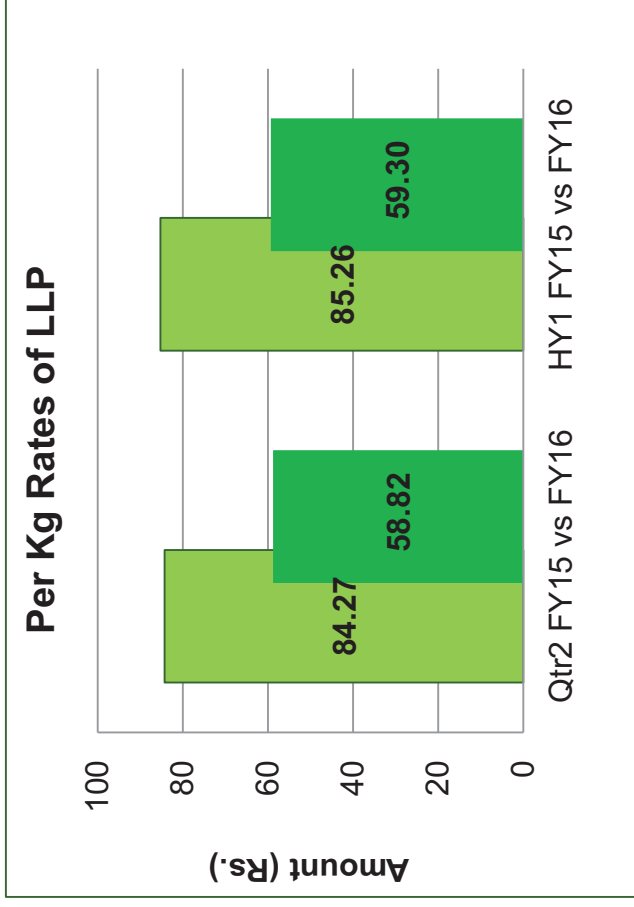
## Breakup of RM/PM Costs (for Q2 FY 16)

Key Raw & Packing Material	% to Sales	% to Total Cost
LLP	10.95%	31.17%
Glass Bottles	8.51%	24.22%
Refined Veg. Oil	4.23%	12.04%
Perfumes & other additives	2.76%	7.85%
Corrugated Boxes	1.57%	4.46%
Caps	2.15%	6.12%
Others	4.97%	14.13%
<b>TOTAL</b>	<b>35.13%</b>	<b>100.00%</b>

**\* Consumption is 35.13 % of Sales**

*\*For Bajaj Almond Drops*

# Change in Prices of Key Ingredients



- ✓ During the quarter average price of LLP decreased to Rs. 58.82/kg from Rs. 84.27/kg in corresponding quarter of previous year.
- ✓ During the quarter average price of Refined Oil increased to Rs. 82.02/kg from Rs. 69.99/kg in corresponding quarter of previous year.

# Fund Position

- Fund Position:
  - The total Fund available with the company as on 30<sup>th</sup> September' 2015 is Rs. 380.13 Crores
  - This has been invested in Bank Fixed Deposits, PSU Bonds and Liquid MFs.
  - There is no investment in ANY Inter Corporate Deposit

Particulars	Amount (Rs. in Crores)
Bank FDs	100.44
Liquid Plans of Mutual Funds	134.05
PSU Corporate Bonds	145.64
<b>Total</b>	<b>380.13</b>

# Dividend Payout History

Year	No. of Shares (in Lacs)	Face Value	Dividend Payout (Rs in Lacs)	% to Capital	Dividend per share (Rs.)
2014-15	1,475	1	16962.50	1150%	11.50
2013-14	1,475	1	9,587.50	650%	6.50
2012-13	1,475	1	9,587.50	650%	6.50
2011-12	1,475	1	5,900.00	400%	4.00
2010-11	295	5	2,802.50	190%	9.50

## Corporate Governance

- Bajaj Corp Ltd is a part of the Bajaj Group of companies. The other listed entity in the group is Bajaj Hindusthan Ltd
- Bajaj Corp Ltd has not and will not transfer funds from and to from any other company within the Bajaj Group
- The Company acquired in September 2011 (Uptown Properties) owns a piece of land and building in Worli, Mumbai. Uptown Properties was previously owned by the C.K. Raheja Group (i.e. Mr. Chandu Raheja)
- The corporate Headquarters of Bajaj Corp Ltd will be constructed on this land. The Construction is expected to be completed by 2016.
- The Bajaj Group is well aware of issues regarding Corporate Governance and would like to state that they will be no financial interaction between any of the listed entities within the group.

# Growth Strategy

Strategy	Action Steps
<p><b>Market share gains from other hair oil segments</b></p>	<ul style="list-style-type: none"> <li>■ 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</li> </ul>
<p><b>Focus on rural penetration</b></p>	<ul style="list-style-type: none"> <li>■ 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</li> <li>■ Among its key competitors, our Almond Drops is the only brand which is available in sachets - a marketing initiative to penetrate the rural market</li> </ul>
<p><b>Leverage existing strengths to introduce new products</b></p>	<ul style="list-style-type: none"> <li>■ BCL has over the years created a strong distribution network across 2.91 mn. retail outlets which can be optimally utilized by introducing new products</li> <li>■ 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</li> </ul>
<p><b>Pursue inorganic Opportunities</b></p>	<ul style="list-style-type: none"> <li>■ Will seek inorganic growth opportunities in the FMCG and hair oil market as part of growth strategy</li> <li>■ 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</li> </ul>

**Thank You**