

22 January 2026

India | Equity Research | Results Update

Bajaj Consumer Care

Consumer Staples & Discretionary

From Recovery to Reliability

Execution is improving as consumption recovers for Bajaj Consumer, with Q3FY26 delivering a positive earnings surprise. This was aided by the GST-led transition, sharper distribution execution and improving channel productivity. The quarter reinforces the company's ability to convert ADHO-led volume recovery into stronger earnings growth through operating leverage. Growth broadened across portfolio and channels, with ADHO showing better traction across LUP as well as mid and large packs, Banjara delivering a stable first full quarter post integration, and channel trends remaining supportive with strength in OT and a visible recovery in GT, including rural. Margin expansion looks sustainable, despite elevated brand investments. With Aarohan's reach expansion largely complete and focus shifting to productivity, earnings quality and improved visibility, supporting confidence in the durability of growth-margin cycle. **BUY.**

ADHO drives volumes; coconut oil steady; channel momentum intact

Consol. revenue grew 30.6% YoY to INR 3.06bn, led by double-digit volume growth in ADHO, supported by higher brand investments and improved traction in LUP as well as mid and large packs. Core ADHO delivered mid-single digit value growth, with volumes improving sequentially. Non-ADHO portfolio grew in mid-single digit, with Banjara posting mid-teens growth in its first full integrated quarter, indicating smooth integration and steady execution. Bajaj 100% Pure Coconut Oil delivered high-single-digit value growth, with pricing correction weighing on volumes but supporting P&L.

Organised trade remained strong (~30% of mix), driven by continued momentum in modern trade and e-commerce, while GT showed visible sequential recovery, including rural. International business remained weak, with GCC/ROW softness partly offset by recovery in Nepal.

Margin delivery strong; brand investments elevated

Gross margin expanded sharply by 725bps YoY to 60.0%, supported by favourable input costs, mix and operating leverage. A&SP increased 36.7% YoY, reflecting sustained investments in ADHO and digital activation. EBITDA grew ~114% YoY to INR 561mn, with margin expanding 713bps YoY to 18.3%, despite higher employee and brand spends. PAT grew 83% YoY to INR 464mn, driven by strong operating performance.

Financial Summary

Y/E March (INR mn)	FY25A	FY26E	FY27E	FY28E
Net Revenue	9,428	11,474	12,838	13,731
EBITDA	1,324	2,022	2,345	2,572
EBITDA %	14.0	17.6	18.3	18.7
Net Profit	1,301	1,775	2,068	2,265
EPS (Rs)	9.1	12.4	14.5	15.9
EPS % Chg YoY	(18.0)	36.4	16.5	9.5
P/E (x)	27.2	19.9	17.1	15.6
EV/EBITDA (x)	23.3	14.8	12.3	10.8
RoCE (%)	12.2	18.6	19.4	18.9
RoE (%)	15.7	21.3	22.1	21.7

Dhiraj Mistry

dhiraj.mistry@icicisecurities.com
+91 22 6807 7649

Manoj Menon

manoj.menon@icicisecurities.com

Akshay Krishnan

akshay.krishnan@icicisecurities.com

Aniket Kamble

aniket.kamble@icicisecurities.com

Market Data

Market Cap (INR)	32bn
Market Cap (USD)	354mn
Bloomberg Code	BAJAJCON IN
Reuters Code	BACO BO
52-week Range (INR)	310 /151
Free Float (%)	59.0
ADTV-3M (mn) (USD)	2.1

Price Performance (%)	3m	6m	12m
Absolute	(9.3)	0.9	31.4
Relative to Sensex	(6.3)	1.2	23.4

ESG Score	2023	2024	Change
ESG score	NA	66.8	NA
Environment	NA	53.2	NA
Social	NA	67.0	NA
Governance	NA	77.3	NA

Note - Score ranges from 0 - 100 with a higher score indicating higher ESG disclosures.

Source: SES ESG, I-sec research

Earnings Revisions (%)	FY26E	FY27E	FY28E
Revenue	7.7	7.7	6.5
EBITDA	10.6	8.1	6.8
EPS	8.2	6.1	4.9

Previous Reports

11-11-2025: [Q2FY26 results review](#)

19-09-2025: [Company update](#)

Arohan rollout largely complete; focus shifts to productivity

Arohan's reach expansion is largely complete, with the programme now transitioning from expansion to productivity and throughput improvement. Management highlighted improvements in outlet coverage, representation and wholesale throughput across key states. The focus remains on scaling ADHO, improving GT productivity and sustaining margin gains, while maintaining brand investments to support medium-term growth.

Valuation and risks

We increase our earnings estimates by 8%/6%/5% for FY26/27/28, respectively. We model in revenue / EBITDA / PAT CAGR of 13% / 25% / 20% over FY25-28E, respectively. Maintain **BUY** with a DCF-based revised target price of INR 450 (vs. INR 400). At our target price, the stock could trade at 30x P/E Sep'27E. Downside risks: Over reliance on a single brand – ADHO; higher-than-expected commodity inflation and failure of new product launches.

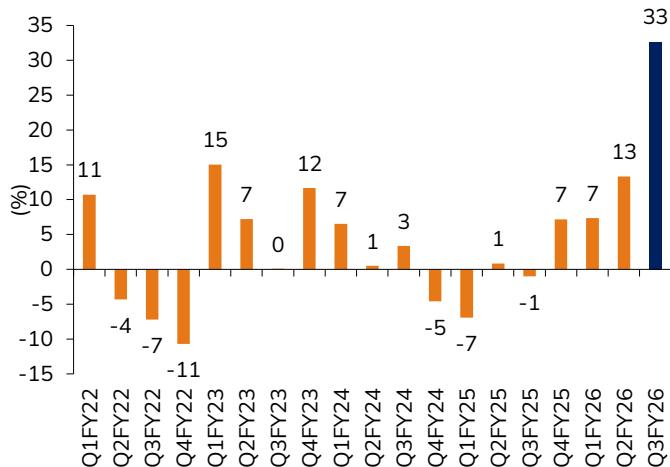
Exhibit 1: Q3FY26 result review (consolidated)

INR mn	Q3FY26	Q3FY25	YoY (%)	Q2FY26	QoQ (%)	9MFY26	9MFY25	YoY (%)
Net Revenue	3,061	2,344	30.6	2,653	15.4	8,381	7,143	17.3
COGS	(1,225)	(1,108)	10.5	(1,056)	16.0	(3,410)	(3,280)	4.0
Gross profit	1,836	1,236	48.6	1,597	15.0	4,970	3,863	28.7
Staff cost	(358)	(271)	32.1	(345)	3.7	(1,052)	(824)	27.8
A&SP	(469)	(343)	36.7	(389)	20.6	(1,243)	(1,044)	19.1
Other opex	(448)	(359)	24.7	(384)	16.6	(1,230)	(1,041)	18.3
Total opex	(1,275)	(974)	31.0	(1,118)	14.0	(3,526)	(2,908)	21.3
EBITDA	561	262	113.9	478	17.2	1,444	955	51.2
Other income	53	76	(30.4)	79	(32.7)	210	275	(23.7)
Finance cost	4	1	240.9	4	(4.6)	12	4	182.9
D&A	45	26	75.4	38	18.4	108	74	45.2
PBT	564	311	81.4	514	9.7	1,534	1,151	33.2
Tax	(101)	(58)	73.3	(91)	10.0	(271)	(208)	30.0
Recurring PAT	464	253	83.2	423	9.7	1,266	943	34.3
Extraordinary items	-	-	-	-	-	-	-	-
Net profit (reported)	464	253	83.2	423	9.7	1,263	943	34.0
EPS	3.4	1.8	83.2	3.1	9.7	9.2	6.9	34.3

% of operating revenues								
COGS	40.0	47.3	-726 bps	39.8	21 bps	40.7	45.9	-523 bps
Gross margin	60.0	52.7	725 bps	60.2	-22 bps	59.3	54.1	522 bps
Staff cost	11.7	11.6	13 bps	13.0	-132 bps	12.6	11.5	102 bps
A&SP cost	15.3	14.6	68 bps	14.7	66 bps	14.8	14.6	22 bps
Other opex	14.6	15.3	-70 bps	14.5	14 bps	14.7	14.6	11 bps
EBITDA margin	18.3	11.2	713 bps	18.0	29 bps	17.2	13.4	386 bps
Income tax rate (% of PBT)	17.8	18.7	-84 bps	17.8	4 bps	17.6	18.1	-45 bps

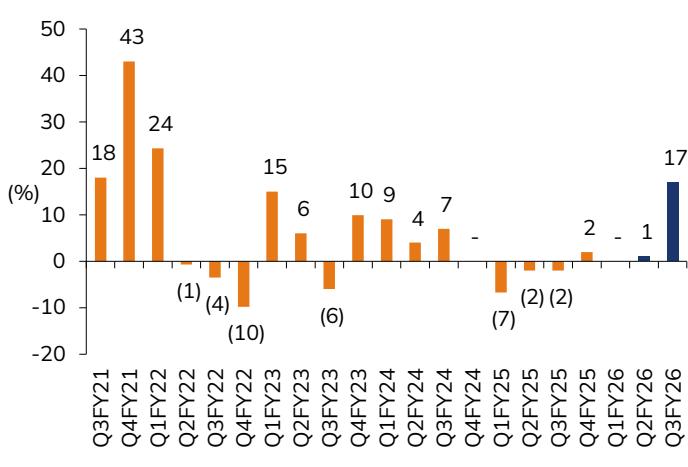
Source: I-Sec research, Company data

Exhibit 2: Revenue growth



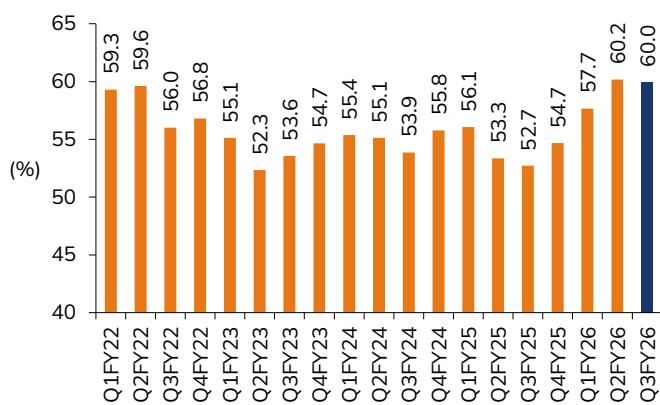
Source: Company data, I-Sec research

Exhibit 3: Volume growth



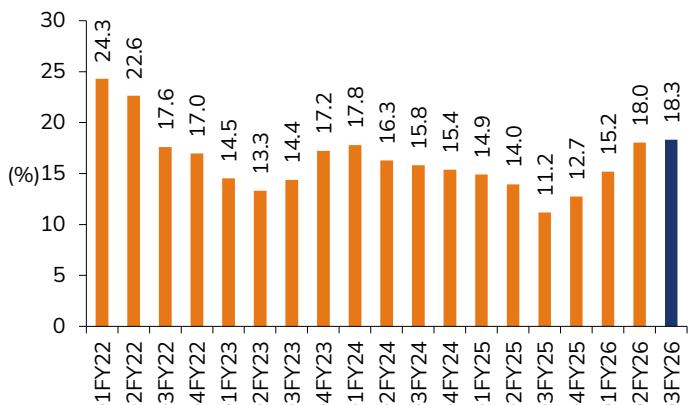
Source: Company data, I-Sec research

Exhibit 4: Gross margin



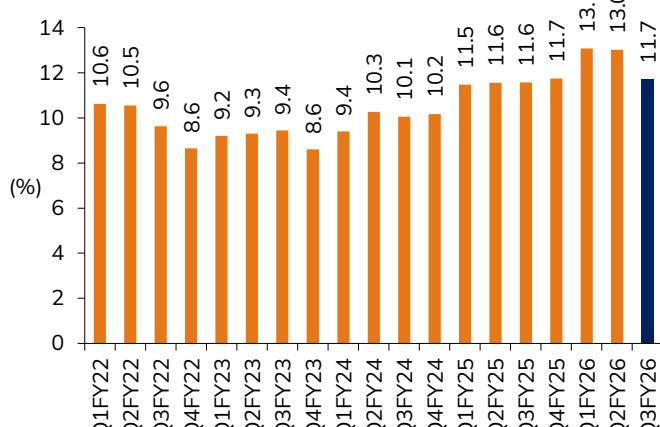
Source: Company data, I-Sec research

Exhibit 5: EBITDA margin



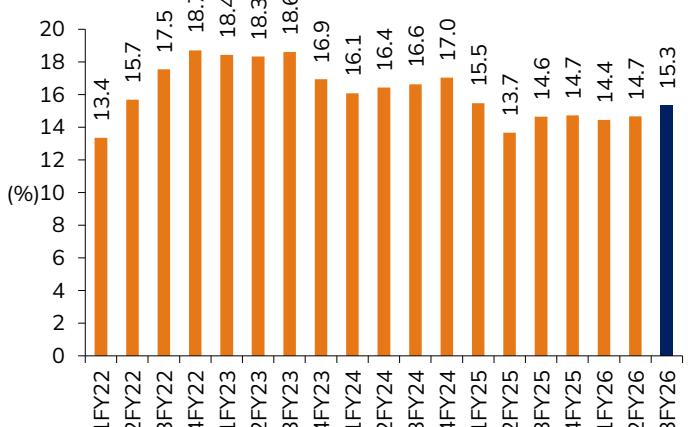
Source: Company data, I-Sec research

Exhibit 6: Staff costs (% of sales)



Source: Company data, I-Sec research

Exhibit 7: Ad spends (% of sales)



Source: Company data, I-Sec research

Exhibit 8: Shareholding pattern

%	Jun'25	Sep'25	Dec'25
Promoters	41.0	41.0	43.0
Institutional investors	27.8	25.3	25.4
MFs and others	16.3	14.6	15.0
Insurance	0.3	0.3	0.3
FII	11.2	10.4	10.1
Others	31.2	33.7	31.6

Source: Bloomberg, I-Sec research

Exhibit 9: Price chart


Source: Bloomberg, I-Sec research

Financial Summary

Exhibit 10: Profit & Loss

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
Net Sales	9,428	11,474	12,838	13,731
Operating Expenses	8,103	9,452	10,493	11,159
EBITDA	1,324	2,022	2,345	2,572
EBITDA Margin (%)	14.0	17.6	18.3	18.7
Depreciation & Amortization	97	144	154	165
EBIT	1,227	1,878	2,191	2,407
Interest expenditure	5	16	17	17
Other Non-operating Income	355	289	331	372
Recurring PBT	1,577	2,151	2,506	2,762
Profit / (Loss) from Associates	-	-	-	-
Less: Taxes	276	376	438	497
PAT	1,301	1,775	2,068	2,265
Less: Minority Interest	-	-	-	-
Extraordinaries (Net)	-	-	-	-
Net Income (Reported)	1,301	1,775	2,068	2,265
Net Income (Adjusted)	1,301	1,775	2,068	2,265

Source Company data, I-Sec research

Exhibit 11: Balance sheet

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
Total Current Assets	6,435	7,733	9,084	10,422
of which cash & cash eqv.	4,477	5,346	6,414	7,568
Total Current Liabilities & Provisions	1,336	1,628	1,822	1,947
Net Current Assets	5,099	6,105	7,262	8,475
Investments	2,327	2,327	2,327	2,327
Net Fixed Assets	452	364	275	185
ROU Assets	-	-	-	-
Capital Work-in-Progress	14	14	14	14
Total Intangible Assets	6	6	6	6
Long Term Loans & Advances	86	86	86	86
Deferred Tax assets	-	-	-	-
Total Assets	7,983	8,901	9,969	11,092
Liabilities				
Borrowings	-	-	-	-
Deferred Tax Liability	-	-	-	-
Provisions	57	57	57	57
Other Liabilities	42	42	42	42
Minority Interest	-	-	-	-
Equity Share Capital	137	137	137	137
Reserves & Surplus	7,747	8,665	9,734	10,856
Total Net Worth	7,884	8,802	9,871	10,993
Total Liabilities	7,983	8,901	9,969	11,092

Source Company data, I-Sec research

Exhibit 12: Quarterly trend

(INR mn, year ending March)

	Mar 25	Jun-25	Sep-25	Dec-25
Net Sales	2,505	2,667	2,653	3,061
% growth (YOY)	6.2	8.4	13.4	30.6
EBITDA	319	405	478	561
Margin %	12.7	15.2	18.0	18.3
Other Income	81	78	79	53
Extraordinaries	-	-	-	-
Adjusted Net Profit	310	379	423	464

Source Company data, I-Sec research

Exhibit 13: Cashflow statement

(INR mn, year ending March)

	FY25A	FY26E	FY27E	FY28E
Operating Cashflow	1,327	2,311	2,676	2,944
Working Capital Changes	(370)	(136)	(90)	(58)
Capital Commitments	(49)	(57)	(65)	(75)
Free Cashflow	630	1,743	2,083	2,314
Other investing cashflow	1,589	-	-	-
Cashflow from Investing Activities	1,539	(57)	(65)	(75)
Issue of Share Capital	-	-	-	-
Interest Cost	0	(16)	(17)	(17)
Inc (Dec) in Borrowings	-	-	-	-
Dividend paid	-	(857)	(1,000)	(1,142)
Others	(2,116)	-	-	-
Cash flow from Financing Activities	(2,116)	(873)	(1,016)	(1,160)
Chg. in Cash & Bank balance	103	870	1,067	1,154
Closing cash & balance	472	1,939	3,007	4,161

Source Company data, I-Sec research

Exhibit 14: Key ratios

(Year ending March)

	FY25A	FY26E	FY27E	FY28E
Per Share Data (INR)				
Reported EPS	9.1	12.4	14.5	15.9
Diluted EPS (Adjusted)	9.1	12.4	14.5	15.9
Cash EPS	9.8	13.4	15.6	17.0
Dividend per share (DPS)	5.0	6.0	7.0	8.0
Book Value per share (BV)	55.2	61.6	69.1	77.0
Dividend Payout (%)	54.9	48.3	48.3	50.4
Growth (%)				
Net Sales	(2.5)	21.9	11.9	6.9
EBITDA	(16.3)	52.7	16.0	9.7
EPS (INR)	(18.0)	36.4	16.5	9.5
Valuation Ratios (x)				
P/E	27.2	19.9	17.1	15.6
P/CEPS	25.3	18.4	15.9	14.5
P/BV	4.5	4.0	3.6	3.2
EV / EBITDA	23.3	14.8	12.3	10.8
P / Sales	3.8	3.1	2.8	2.6
Dividend Yield (%)	2.0	2.4	2.8	3.2
Operating Ratios				
Gross Profit Margins (%)	53.2	59.6	59.8	60.0
EBITDA Margins (%)	14.0	17.6	18.3	18.7
Effective Tax Rate (%)	17.5	17.5	17.5	18.0
Net Profit Margins (%)	13.8	15.5	16.1	16.5
Working Capital Days	23.8	26.5	25.5	24.9
Inventory Turnover Days	19.7	22.0	21.2	20.7
Fixed Asset Turnover (x)	11.1	12.7	13.4	13.3
Receivables Days	27.9	31.1	29.9	29.2
Payables Days	18.8	21.0	20.2	19.7
Net Debt / Equity (x)	(0.6)	(0.6)	(0.6)	(0.7)
Net Debt / EBITDA (x)	(3.4)	(2.6)	(2.7)	(2.9)
Profitability Ratios				
RoCE (%)	12.2	18.6	19.4	18.9
RoE (%)	15.7	21.3	22.1	21.7
RoIC (%)	34.7	45.2	52.3	57.4

Source Company data, I-Sec research

This report may be distributed in Singapore by ICICI Securities, Inc. (Singapore branch). Any recipients of this report in Singapore should contact ICICI Securities, Inc. (Singapore branch) in respect of any matters arising from, or in connection with, this report. The contact details of ICICI Securities, Inc. (Singapore branch) are as follows: Address: 10 Collyer Quay, #40-92 Ocean Financial Tower, Singapore - 049315, Tel: +65 6232 2451 and email: navneet_babbar@icicisecuritiesinc.com, Rishi_agrawal@icicisecuritiesinc.com and Kadambari_balachandran@icicisecuritiesinc.com.

"In case of eligible investors based in Japan, charges for brokerage services on execution of transactions do not in substance constitute charge for research reports and no charges are levied for providing research reports to such investors."

New I-Sec investment ratings (all ratings based on absolute return; All ratings and target price refers to 12-month performance horizon, unless mentioned otherwise)
BUY: >15% return; ADD: 5% to 15% return; HOLD: Negative 5% to Positive 5% return; REDUCE: Negative 5% to Negative 15% return; SELL: < negative 15% return

ANALYST CERTIFICATION

I/We, Dhiraj Mistry, CMA; Manoj Menon, MBA, CMA; Akshay Krishnan, MBA; Aniket Kamble, MBA; authors and the names subscribed to this report, hereby certify that all of the views expressed in this research report accurately reflect our views about the subject issuer(s) or securities. We also certify that no part of our compensation was, is, or will be directly or indirectly related to the specific recommendation(s) or view(s) in this report. Analysts are not registered as research analysts by FINRA and are not associated persons of the ICICI Securities Inc. It is also confirmed that above mentioned Analysts of this report have not received any compensation from the companies mentioned in the report in the preceding twelve months and do not serve as an officer, director or employee of the companies mentioned in the report.

Terms & conditions and other disclosures:

ICICI Securities Limited (ICICI Securities) is a full-service, integrated investment banking and is, inter alia, engaged in the business of stock brokering and distribution of financial products. Registered Office Address: ICICI Venture House, Appasaheb Marathe Marg, Prabhadevi, Mumbai - 400 025. CIN: L67120MH1995PLC086241, Tel: (91 22) 6807 7100. ICICI Securities is Sebi registered stock broker, merchant banker, investment adviser, portfolio manager, Research Analyst and Alternative Investment Fund. ICICI Securities is registered with Insurance Regulatory Development Authority of India Limited (IRDAI) as a composite corporate agent and with PFRDA as a Point of Presence. ICICI Securities Limited Research Analyst SEBI Registration Number – INH000000990. ICICI Securities Limited SEBI Registration is INZ000183631 for stock broker. ICICI Securities AIF Trust's SEBI Registration number is IN/AIF3/23-24/1292 ICICI Securities is a subsidiary of ICICI Bank which is India's largest private sector bank and has its various subsidiaries engaged in businesses of housing finance, asset management, life insurance, general insurance, venture capital fund management, etc. ("associates"), the details in respect of which are available on www.icicibank.com.

ICICI Securities is one of the leading merchant bankers/ underwriters of securities and participate in virtually all securities trading markets in India. We and our associates might have investment banking and other business relationship with a significant percentage of companies covered by our Investment Research Department. ICICI Securities and its analysts, persons reporting to analysts and their relatives are generally prohibited from maintaining a financial interest in the securities or derivatives of any companies that the analysts cover.

Recommendation in reports based on technical and derivative analysis centre on studying charts of a stock's price movement, outstanding positions, trading volume etc as opposed to focusing on a company's fundamentals and, as such, may not match with the recommendation in fundamental reports. Investors may visit icicidirect.com to view the Fundamental and Technical Research Reports.

Our proprietary trading and investment businesses may make investment decisions that are inconsistent with the recommendations expressed herein.

ICICI Securities Limited has two independent equity research groups: Institutional Research and Retail Research. This report has been prepared by the Institutional Research. The views and opinions expressed in this document may or may not match or may be contrary with the views, estimates, rating, and target price of the Retail Research.

The information and opinions in this report have been prepared by ICICI Securities and are subject to change without any notice. The report and information contained herein is strictly confidential and meant solely for the selected recipient and may not be altered in any way, transmitted to, copied or distributed, in part or in whole, to any other person or to the media or reproduced in any form, without prior written consent of ICICI Securities. While we would endeavour to update the information herein on a reasonable basis, ICICI Securities is under no obligation to update or keep the information current. Also, there may be regulatory, compliance or other reasons that may prevent ICICI Securities from doing so. Non-rated securities indicate that rating on a particular security has been suspended temporarily and such suspension is in compliance with applicable regulations and/or ICICI Securities policies, in circumstances where ICICI Securities might be acting in an advisory capacity to this company, or in certain other circumstances. This report is based on information obtained from public sources and sources believed to be reliable, but no independent verification has been made nor is its accuracy or completeness guaranteed. This report and information herein is solely for informational purpose and shall not be used or considered as an offer document or solicitation of offer to buy or sell or subscribe for securities or other financial instruments. Though disseminated to all the customers simultaneously, not all customers may receive this report at the same time. ICICI Securities will not treat recipients as customers by virtue of their receiving this report. Nothing in this report constitutes investment, legal, accounting and tax advice or a representation that any investment or strategy is suitable or appropriate to your specific circumstances. The securities discussed and opinions expressed in this report may not be suitable for all investors, who must make their own investment decisions, based on their own investment objectives, financial positions and needs of specific recipient. This may not be taken in substitution for the exercise of independent judgment by any recipient. The recipient should independently evaluate the investment risks. The value and return on investment may vary because of changes in interest rates, foreign exchange rates or any other reason. ICICI Securities accepts no liabilities whatsoever for any loss or damage of any kind arising out of the use of this report. Past performance is not necessarily a guide to future performance. Investors are advised to see Risk Disclosure Document to understand the risks associated before investing in the securities markets. Actual results may differ materially from those set forth in projections. Forward-looking statements are not predictions and may be subject to change without notice.

ICICI Securities or its associates might have managed or co-managed public offering of securities for the subject company or might have been mandated by the subject company for any other assignment in the past twelve months.

ICICI Securities or its associates might have received any compensation from the companies mentioned in the report during the period preceding twelve months from the date of this report for services in respect of managing or co-managing public offerings, corporate finance, investment banking or merchant banking, brokerage services or other advisory service in a merger or specific transaction.

ICICI Securities or its associates might have received any compensation for products or services other than investment banking or merchant banking or brokerage services from the companies mentioned in the report in the past twelve months.

ICICI Securities encourages independence in research report preparation and strives to minimize conflict in preparation of research report. ICICI Securities or its associates or its analysts did not receive any compensation or other benefits from the companies mentioned in the report or third party in connection with preparation of the research report. Accordingly, neither ICICI Securities nor Research Analysts and their relatives have any material conflict of interest at the time of publication of this report.

Compensation of our Research Analysts is not based on any specific merchant banking, investment banking or brokerage service transactions.

ICICI Securities or its subsidiaries collectively or Research Analysts or their relatives do not own 1% or more of the equity securities of the Company mentioned in the report as of the last day of the month preceding the publication of the research report.

Since associates of ICICI Securities and ICICI Securities as a entity are engaged in various financial service businesses, they might have financial interests or actual/ beneficial ownership of one percent or more or other material conflict of interest in various companies including the subject company/companies mentioned in this report.

ICICI Securities may have issued other reports that are inconsistent with and reach different conclusion from the information presented in this report.

Neither the Research Analysts nor ICICI Securities have been engaged in market making activity for the companies mentioned in the report.

We submit that no material disciplinary action has been taken on ICICI Securities by any Regulatory Authority impacting Equity Research Analysis activities.

This report is not directed or intended for distribution to, or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction, where such distribution, publication, availability or use would be contrary to law, regulation or which would subject ICICI Securities and affiliates to any registration or licensing requirement within such jurisdiction. The securities described herein may or may not be eligible for sale in all jurisdictions or to certain category of investors. Persons in whose possession this document may come are required to inform themselves of and to observe such restriction.

This report has not been prepared by ICICI Securities, Inc. However, ICICI Securities, Inc. has reviewed the report and, in so far as it includes current or historical information, it is believed to be reliable, although its accuracy and completeness cannot be guaranteed.

Investment in securities market are subject to market risks. Read all the related documents carefully before investing.

Registration granted by SEBI and certification from NISM in no way guarantee performance of the intermediary or provide any assurance of returns to investors. None of the research recommendations promise or guarantee any assured, minimum or risk free return to the investors.

ICICI Securities Limited has not used any Artificial Intelligence tools for preparation of this Research Report.

SEBI Guidelines for Research Analyst (RA) requires all RAs to disclose terms and conditions pertaining to Research Services to all clients. Please go through the "Mandatory terms and conditions" and "Most Important Terms and Conditions. ([Link](#))

Name of the Compliance officer (Research Analyst): Mr. Atul Agrawal, Contact number: 022-40701000, **E-mail Address :** complianceofficer@icicisecurities.com

For any queries or grievances: [Mr. Jeetu Jawrani](#) Email address: headservicequality@icicidirect.com Contact Number: 18601231122
