November 10, 2026

Listing Department
National Stock Exchange of India Limited
Symbol: HONASA

Listing Department
BSE Limited
Scrip Code: 544014

Sub.: Transcript of Earnings Conference Call held on November 06, 2026

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed a copy of transcript of Earnings Conference Call held on November 06, 2026, on the unaudited standalone and consolidated financial results of the Company for the quarter and half year ended September 30, 2026.

This disclosure is also available on the Company's website viz. www.honasa.in.

Kindly take the same on record.

Thanking you,

Yours truly,
For **Honasa Consumer Limited**

Gaurav Pandit
Digitally signed by Gaurav Pandit
Date: 2026.11.10 16:59:43 +05'30'

Gaurav Pandit
Company Secretary and Compliance Officer

Encl.: As above

"Honasa Consumer Limited

Q2 FY2027 Earnings Conference Call"

November 06, 2026

MANAGEMENT: **MR. VARUN ALAGH – CO-FOUNDER – CHAIRMAN AND CHIEF EXECUTIVE OFFICER – HONASA CONSUMER LIMITED**
MS. GHAZAL ALAGH – CO-FOUNDER AND CHIEF INNOVATION OFFICER – HONASA CONSUMER LIMITED
MR. RAMAN PREET SOHI – CHIEF FINANCIAL OFFICER – HONASA CONSUMER LIMITED

MODERATOR: **MS. POOJA KUBADIA – JM FINANCIAL**

Moderator: Ladies and gentlemen, good day and welcome to the Honasa Consumer Limited Q2 FY2027 Earnings Conference Call hosted by JM Financial Institutional Securities Limited.

As a reminder, all participant lines will be in the listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during this conference, please signal an operator by pressing star then zero on your touchtone phone. Please note that this conference is being recorded.

I now hand the conference over to Ms. Pooja Kubadia from JM Financial. Thank you, and over to you.

Pooja Kubadia: Hello. Good evening, everybody, and welcome to the Q2 FY2027 Earnings Conference Call with Honasa Consumer Limited. From the management team, today we have Mr. Varun Alagh, Co-founder, Chairman, and CEO, Ms. Ghazal Alagh, Co-founder and Chief Innovation Officer, and Mr. Raman Preet Sohi, Chief Financial Officer.

We will start the call with opening remarks from Mr. Varun and then proceed with the Q&A session. Over to you, Mr. Varun.

Varun Alagh: Hi, thank you. Hi, good afternoon, everyone. Welcome to the quarterly call for Honasa Consumer. It has been a very good quarter for the company. I will take you through a few highlights, and then we will open the call for your questions, which we would love to answer. To start off, I think one of the sections that we have been talking about for the last 10 odd quarters has been the section of iBeauty.

This quarter, I would like to bring your attention to the category of hair color. We find it to be a very interesting category because this is a category which is undergoing a transition. Hair color for the longest time in India has existed in the dye format.

We have seen a very active transitioning, which is happening in this category to crème format, which is a longer-lasting, less damaging, more conditioning format that globally exists in place. In India, penetration of overall hair colors and plus dye segment is actually very low, compared to global, where it is 5% plus.

We are also a relatively younger population, but that is where the penetration of this category in India is not just growing for the aging population, but what we are clearly seeing is the category is growing also on the back of non-black colors.

Hence, a lot of styling colors is something that the category is shaping through. We also, as a company, see an angle where consumers are specifically looking for safer toxin-free colors, which in the long term gives opportunity to provide more natural toxin-free options within the category as well.

Currently, as Honasa, we play in this category through BBlunt Hair Color, which is doing really well for us. In the future, we will keenly watch this category and see how we can further participate and take share of this category. This was more from educational purposes. I will move on to the quarterly results, which is our financial snapshot.

Q2 FY2027 is the highest growth quarter since we have gone public in the last 12 quarters. Honasa has grown the net sales at 36%, while doubling our EBITDA and holding a solid 12.7% EBITDA profile. Even with the cost pressures of crude, we have been able to manage our gross margin profile at 70% by right kind of cost management as well as price increase measures that we have taken. Most of this growth that you see is driven by volume.

Our UVG is at 31.3%, and very strong cash generation accompanies all of this growth. In terms of EBITDA improvement, as we have called out in the past and we continue to see that as per plan, the delta on EBITDA improvement is driven by two large components. One is A&P and mix efficiencies, where about 250-270 basis points delta has come over last year's same period.

This has come on account of favorable mix towards more profitable channels like offline, QC, etcetera, that we continue to see happening as brands grow. Second is A&P efficiency. Be it in our bigger brands like Mamaearth and The Derma Co., as well as in our younger brands, we consistently see them becoming more effective in terms of the amount of A&P needed for growth.

Operating leverage is where we have seen about 110-140 basis points EBITDA getting unlocked. This is something which we had planned for, and we continue to see shaping in our P&L. The other healthy news also is the quality of this growth.

We had clearly talked about almost six to seven quarters back when we had started executing the focus category agenda, that there is a bit of mathematics at play here, that there are certain focus categories which at that point contributed to about 70% of our revenue, and they are going to grow faster, and the balance 30 is not.

That math is clearly, as it is playing up, the quality of company's growth is also looking better. Now the focus categories contribute to 80% plus, and just focus categories themselves grew more than 40% for the organization.

The strategy that we had deployed continues to pay off. Also the good thing that we see is if you look at the focus categories market, it is still INR50,000 crores in terms of size, and we are about 5% share within the focus categories market. So, a lot more headroom to grow just by focusing on focus categories and continuing to premiumize and gain share is what we can see happening over the next three to five years.

We are gaining traction across channels. It is a fairly wide growth. E-commerce has grown by 20% and plus, general trade, modern trade, both have grown by 40% each. So, pretty healthy trajectory of growth, leading to the data that we have generated. Mamaearth continues its high teens growth trajectory in Q2 as well.

All our efforts in terms of focusing on the right kind of media mix, focusing on the right kind of categories, as well as the product superiority, has actually paid off. We are seeing this growth translate into market share gains as well. 140 basis points gain in face wash, 50 basis points gain in shampoo, and these are the core categories where we measure through Nielsen.

Consumer love continues to improve. We have also seen along with it our SAH, etcetera, going up. We know there is more potential to gain share as we improve distribution. Our younger brands accelerated to 45% plus Y-o-Y growth. All our younger brands are present in different additive propositions for us. Aqualogica is focused on Gen Zs, with sunscreen, moisturizers, and mist. Dr. Sheth's is focusing on evolved active consumers.

BBlunt is leading from hair colour and styling as a category additive. Staze is building colour cosmetics for Gen Zs, and Reginald Men is now building a men's grooming partition for Honasa. Put together, all of these brands continue to demonstrate solid growth trajectory, adding to the top line. The Derma Co., of course, our second INR1,000 crores plus brand, continues its strong profitable growth trajectory. Consumer love measured by index searches is almost at its ever highest.

Offline is also responding very well to the brand. Nielsen measured market share is already about 1.2% in face washes. Outlet reaches become 65,000. Mamaearth, for your reference, is at about 300,000. Good traction seen in just four quarters of our focus on offline for this brand. We continue to focus strongly on the brand. We know that this can become a very large outcome for our organization.

All of us continue to build these categories as well as get some new categories that we have entered. Offline momentum continues. Our new model, our sharper execution in GT, as well as our stronger distribution in MT, is clearly showing in terms of results. Our same stores are growing at almost 30% plus same store growth, with more partition additions within Mamaearth as well as The Derma Co. getting into these stores, and gaining the data. We are also deepening our outlet reach. Overall now, Mamaearth is available at 3.2 lakh outlets. 26% Y-o-Y growth in terms of ND that we have been able to achieve. 40% plus Y-o-Y offtake growth in modern trade, which has led to strong share gains as well, both in face wash and in shampoo for our brands across the modern trade players.

Overall, all the investments that you have done in structure and team are clearly paying off. We continue to be an innovation powerhouse. We are understanding what Gen Zs are looking for, what the new generation wants from our brands, and innovating in line with that. We did a new collaboration on Mamaearth, which was with Chaayos, on a tinted lip balm, which created a lot of buzz for the brand.

We have entered into body washes category with The Derma Co. Aqualogica launched tinted sun serums, as well as a new mist. BBlunt is focusing on curl care, which is a large partition that is getting developed, and so on and so forth. We continue to find newer avenues to excite the consumer and remain relevant to them as our brands grow.

While doing innovation, we also continue to renovate our current products and strengthen them through product superiority. Before the winter season, we have worked on our moisturizers, where especially the Rice Moisturizer from Mamaearth has come up as a strong winner versus competition in terms of likability and blind testing scores. We have got strong clinicals on our products in The Derma Co. as well as Aqualogica.

These are communications that we will take out to the consumer to show to them how our products are superior to the other products available out there. While doing all of this, we continue to contribute back to the communities that we operate in. Mamaearth continues to plant trees. The Derma Co. continues to add back to the society providing science education to kids. BBlunt is teaching more women around hairstyling and skills. Dr. Sheth's is doing more health checks through its brands.

We recently also opened schools for preschoolers, where we are helping communities get better future by making a stronger foundation for them in the foundational years and providing better nutrition and health also.

With that, I would like to thank you for listening to us. Would be more than delighted to answer any questions that you have for us.

Moderator: Thank you very much. We will now begin the question-and-answer session. We will take our first question from the line of Videesha Sheth from Ambit Capital. Please go ahead.

Videesha Sheth: Yes, thanks. My first question was on the younger brands portfolio. Excluding The Derma Co., what would be the growth in the younger brands portfolio? Because when I see the e-com channel, the growth over there has been restricted to 20%-odd, and I am asking because the non-Mamaearth and non-TDC is essentially 100% online. So what will lift the growth momentum here, and what specifically are you doing on the channel and the four, five brands which exist in this space?

Varun Alagh: Hi, Videesha. Even excluding The Derma Co., all the other younger brands are at 40% plus growth, so quite healthy. We do not necessarily capture all the channel growths, right? There is, of course, D2C channels which the young brands grow on, which is captured in online. Here, the growths that we show are just our e-commerce channels, and some of that might not be there, right? But excluding The Derma Co. also, the young brands are growing at 40% plus.

Videesha Sheth: Okay, got it. Second, in case of Mamaearth, the base gets higher in the second half. What gives you the confidence, if not high teens, then mid-teens growth can hold up here, and how would you attribute that between growth from focus categories or from distribution gains and innovation?

Varun Alagh: Mamaearth growth is coming because of the consumer love and franchise sort of getting stronger. These high-teen growths are actually equally there on both online and offline. It is not offline-driven growth only, right, that we are seeing. Even e-commerce is growing in high teens for the brand. That is one thing that gives us confidence.

Second, of course, what gives us confidence is all the consumer measures that we are measuring, be it in terms of SPONT and TOM , be it in terms of the brand affinity and brand power, which we showed last time as well, or in terms of the SAH and PDO of the brand. All of them are in healthy spaces. In fact, SAH has gone up more than the market share, and which is where there is more opportunity to enhance distribution as well as go stronger within the current stores.

The Nielsen-measured inventory turns have also improved, so stock pressure has actually gone down further. Even in our current stores, we need to focus more. Most of the delta, honestly, is right now coming from our current distribution universe, be it in e-commerce or in MT, GT. Distribution delta is there, but that is not the driver which is the core driver. 80% of the growth delta is from current stores, and which is what gives us even more confidence that this will continue next year as well.

Videesha Sheth: Got it. Just the last one. Focus categories, you mentioned that the contribution has risen by 350, 400-odd basis points. Which of the six to seven-odd focus categories are contributing most to the gain? The reason I ask this question is that in case of Mamaearth, the face wash and shampoo market shares are rising by, say, 100 or 50-odd basis points respectively. Is it even the smaller categories that are growing at a similar momentum? That's all from my side. Thank you.

Varun Alagh: Yes. Sorry, I don't think the comparison of contribution increase of focus categories versus market share gains is a relevant comparison. Yes, in general, face wash and shampoo are amongst our largest categories, face wash being the largest, followed by sunscreen and shampoo are the largest categories for the company.

In last quarter, face wash is the fastest-growing category for us, followed by shampoo, followed by sunscreen and moisturizers, which have also all grown in more than 20% all of these categories. I think overall, it's not that only one category is winning the page. All four of these categories have had extremely healthy growths for the company.

Videesha Sheth: Got it. Thank you. I'll get back.

Moderator: Thank you. Ladies and gentlemen, to ask a question, please press star and one on your phone now. We have our next question from the line of Naman from Shanghvi Family Office. Please go ahead.

Naman: Hi. Hope I am audible.

Moderator: Yes, please go ahead.

Naman: Just quickly, more from a broader and a macro perspective, Just wanted to gain some understanding that you know how this beauty and personal care market would continue its growth? We have had a very healthy run up until from last year to this year, and we have also taken micro steps to be better than the industry.

How quick or how far do you think that this growth would sustain? What are the levers that we are tracking incrementally to be sure that the quality of growth is much more robust as compared

to what we already witnessed so far? If you could just throw some light, more from a macro perspective.

Varun Alagh: Hi. As a country, our per capita beauty spend is, in fact, one of the lowest in the Asian population. In fact, it is lower than Bangladesh also. There is only one way the per capita spend in this category will go, which is up. Women joining workforce is a very large delta that this category sees.We have been seeing clear tailwinds of that also happening.

Men's awareness in the category increasing is another large macro adoption trend because of which the category is growing. Honestly, the category growth for the next whole decade, we are extremely confident that it will continue to grow very strongly, given where we are at and given where the rest of the world is,Just like even within similar GDP countries, Indonesia, for example, is 4x per capita BPC consumption compared to India.

So, forget Korea and U.S., which might be much higher, more evolved. Even within ASEAN, there are markets which are far ahead of us. I think there is a lot of inherent growth that we will continue to see in BPC categories. In our view, quality of growth is measured by brand strength, how you continue to become stronger and preferred choice of consumers, and which is something that we track very actively through multiple independent research avenues as well as north stars like Google searches and some of the other pieces, and which gives us confidence that the quality of growth is actually really healthy and will continue to. As long as our brands continue to become stronger, and they become the first choice of consumers, we continue to enjoy the benefits of BPC growing as well as gaining share within that.

Naman: Fair. I will just come back and look you if there are further questions.

Moderator: Thank you. Next question is from the line of Nihal Mahesh Jham from HSBC. Please go ahead.

Nihal Mahesh Jham: Yes, hi team. Good evening and congratulations on the strong performance. I was just looking for a couple of data points to start with that, if you could give the growth of the younger brands ex of Reginald, so just looking at the core growth, and second is the ARR for The Derma Co. to start with.

Varun Alagh: Ex of Reginald, younger brands are also 40% plus growth. ARR of The Derma Co., we had disclosed last time, it continues to be in that INR1,000 crores plus range as well.

Nihal Mahesh Jham: Understood. That is very helpul, This is to understand better on the margin bit. Our A&P spends are sort of similar as a percentage of sales versus last year. Is it that the sales commission which is generally paid on third-party platforms, that is reducing because we are seeing a higher share of sales through the B2B quick commerce and offline trade, and that is sort of the key driver of the margin improvement, that it is a shift towards better channel mix rather than necessarily calling it operating leverage?

Varun Alagh: Yes, a part of the A&P improvement leverage that we have talked about is on account of what you just mentioned, so which is where the channel mix change and it is showing in other expenses improvement parts.

Nihal Mahesh Jham: Got that. Just one final thing, Varun, is that obviously for this year, you have kept mentioning about the fact that you keep targeting the 150 to 200 basis point. I know Q1 had certain one-offs, but Q2 that way is sort of a clean improvement, and it is obviously trending much higher than that. As you look into the second half, is there any reason to remain cautious to still maintain that guidance, or maybe there is a case that you are being conservative and you can look at updating that?

Varun Alagh: I mean, I have not seen any benefits of being too aggressive. Conservative probably the better place to be. But yes, structurally, business has done better, and what you're seeing now, that level for us seems to be a foundation that we are very comfortable in maintaining.

Nihal Mahesh Jham: Wonderful. I hear you. I wish you and the team all the best and a Happy Diwali. Thank you so much.

Moderator: Thank you. Next question is from the line of Sanjay Manyal from DAM Capital. Please go ahead.

Sanjay Manyal: Hi, sir. I have few questions. One, specifically, you have spoken about the hair colour category. You also have one brand, BBlunt, in hair care category. Now, firstly, how this BBlunt is performing and what are your plans to grow that brand in future? Secondly, if you intend to enter with one more brand in, say, specifically hair colour category.

Varun Alagh: Hi. BBlunt continues to do very well, especially the hair color portfolio in BBlunt is growing at 100% plus Y-o-Y for us post our relaunch last year. Apart from hair color, BBlunt operates in styling category, which is also growing very well, especially on quick commerce, where a lot of styling categories have gotten unlocked as consumers look for just 10 minutes quick styling hacks.

We will continue to double down on innovation in that as well. The third category that we are present in is the care category, which is shampoo and conditioners. That is a play where we are doing okay, but we are going to relaunch our mix in that category to make it even more relevant to the current consumers and grow the brand stronger. Overall, the brand continues to do extremely well. In terms of your question, hair color, yes, we are considering entry from another brand of ours. Once we launch it, we will shortly communicate the same.

Sanjay Manyal: Okay, fine. Secondly, I think you have mentioned about the younger brands growing at 45%, but what I understand, the younger brands include The Derma Co. as well. Does it really make sense to put The Derma Co. in younger brands as of now? If you can sort of give Ex. of The Derma Co. growth in the younger brands.

Varun Alagh: Yes, so I just did mention, so even Ex. of The Derma Co., younger brands are growing at 40% plus, so all healthy there as well. If we start sort of removing each and every brand, then we will need to get brand-level growth. That is not a competitively good place to be. But yes, even outside of The Derma Co., the young brands are growing at 40%.

Sanjay Manyal: Okay, fine, sir. Thanks, and I will come back in queue.

Moderator: Thank you. Next question is from the line of Nitin from HDFC Securities. Go ahead.

Nitin Gupta: Yes, hi, thank you. Thanks for taking my question. My first question pertains to, if offline continues to drive faster growth, I just wanted to check, our volume growth is somehow, is lower than the value growth. There was a divergence. What could be the reason for this quarter?

Varun Alagh: One reason is, of course, some MRP increases. There is price-driven growth, which is also built in hair, especially on account of the crude impact that we have seen. Because of that, we have taken some price increases. Second is on account of just channel mix and brand mix. Nothing of major concern there.

Nitin Gupta: Sure. This trend will sustain or, like, given the faster growth in offline, as we shift from online to offline, like, at a particular rate, it will again reverse?

Varun Alagh: Honestly, while some parts of our portfolio are growing faster in offline, and which is, let's say, The Derma Co. and Mamaearth, and the other parts of our portfolio are growing much faster online because they're largely present in online only. From an overall company perspective, we don't expect a significant mix change towards offline. We expect e-commerce to also grow strongly as well as offline to grow strongly, but different brand partitions to participate.

Nitin Gupta: Sure, this is well understood. Second question pertains to, like, how should we see the margins ahead? As a younger brand scale, they would require higher brand spend. So, like, how should we see the margin expansion journey ahead? Would you be looking to sort of expand offline reach in FY28 and then increase investment that may keep the margin sort of flattish, or do you think that it will progressively see an improvement?

Varun Alagh: As we have communicated, from our next four years perspective, we want to get to a 15% EBITDA margin profile. All that plan already contains and assumes a certain young brand profile growth. It also assumes that we will build new categories and launch new brands, and still get to that destination. We necessarily don't have a year-wise goal.

There are years that we will do exceptionally well in terms of Y-o-Y improvement, which is, for example, current year. There are years where we might choose to double down on growth and increase only by 50, 70 basis points. Those will also be years. But overall, the objective is to continue to move towards that 15% goal that we've stated.

Nitin Gupta: Sure, this is helpful. One last question pertains to, like, in Q3 in general, sequentially, we have seen around 10% to 12% sort of a growth for the previous two years. But since in Q2, we now have a high base, do you think that sequentially we can able to sustain that around 12% types of growth in Q3?

Varun Alagh: So we would continue to look at Y-o-Y growths. I don't think sequentially we should be sort of seeing the business like that. There is, of course, seasonality. So Y-o-Y, we continue to be strong. Of course, Q3 will be higher than Q2 in terms of sequentially, but I wouldn't be able to comment on percentages.

Nitin Gupta: Sure, this is super helpful. Thanks a lot, and happy Diwali.

Moderator: Thank you. Next question is from the line of Ronak Shah from Equirus Securities. Please go ahead.

Ronak Shah: Yes. Hi, sir. Thanks for the opportunity. My question is regarding the margins, wherein our medium-term aspiration is to reach 15% odd EBITDA margin. However, if we see from the first half perspective, we have already reached to a 13.5% sort of benchmark, which is one-off kind of thing as well.

Net-net, from the near-term perspective, considering festivities plus activations, which we have accelerated, from the third and fourth quarter perspective, how we are aspiring our margin will shape up? Any directional stuff you can highlight?

Varun Alagh: We are confident of being able to hold our current trajectory and be in the same range of around 12.5.

Ronak Shah: Got it. Sir, my second question is specifically towards the two brands, which is Aqualogica and Dr. Sheth's. Can you highlight some qualitative aspect how these two brands are shaping up in terms of the acceptance, in terms of growth, and in terms of the newer activations which we are doing around these two specific frontiers?

Varun Alagh: In their own cohorts, they are actually shaping up very well. At any point of time within our portfolio, which is why we have a portfolio strategy, we will have brands which are targeted at gaining, and being additive by gaining in different parts of the market.

These could be different categories. For example, in case of Aqualogica, our focus is to win in, apart from sunscreens, which is a core category, to also win in body, fragrant body care. We also want to build moisturizers in that brand, and that is something that we are doing really well. We have also seen the Gen Z acceptance of that brand improving and measured by the TOM spontaneous preference survey that we do.

On Dr. Sheth's, our earlier hypothesis was that the brand will act as a bridge between naturals and actives, and hence our proposition was all about nature and science. We have seen a much larger active population growth now and acceptance of actives. There is a relook at the brand proposition that we are doing to make it even more relevant to that consumer and upsell to the consumer who is buying actives today through that brand.

It is relatively higher, targeted at a higher age cohort, which is where ranges like Botox, collagen, etcetera, do very well for that range and brand. We will continue figuring out how to do better with the relevant audiences that these brands are targeted on. As context changes, the brands will also continue to evolve and continue to find their relevance.

Ronak Shah: Understood. That is it from my side. Thank you, sir.

Moderator: Thank you. Ladies and gentlemen, to ask a question, please press star and one on your phone. I now hand the conference over to management for closing comments. Over to you, sir.

Varun Alagh: Thank you so much for joining us for the call. A very Happy Dhanteras to you and your families, and a very Happy Diwali as well. Have a great weekend. Thank you.

Moderator: Thank you. On behalf of JM Financial Institutional Securities Limited, that concludes this conference. Thank you for joining us. You may now disconnect your lines.