



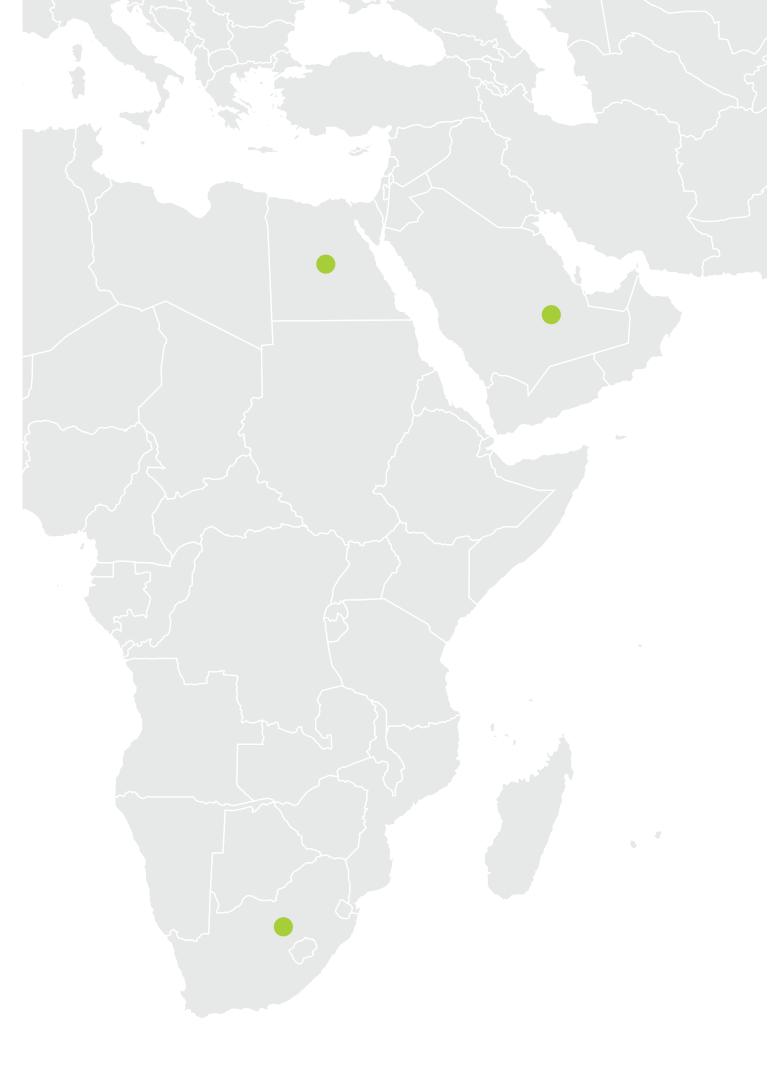
ANNUAL REPORT 2013-14

from established homelands

to new territories

to emerging possibilities

to diverse cultures









As the global landscape changes, Marico sees that the way forward for growth is through partnership and a shared understanding of resources and needs. Having consolidated our successes and innovations, we now look at streamlining our vision for the future towards developing economies. A partnership with these countries relies on collaborative effort - constantly giving, taking, learning and enhancing value. Through directed strategy and our hard earned expertise in nourishment and grooming, we will focus our efforts in Asia and Africa towards creating a new wave of recognition, awareness and penetration. While each context demands speci" c, customized products, we offer a variety of options through our diverse portfolio. We will be One Marico. spread across geographies and categories, and continue to create more synergies and learnings as we move forward in this journey. And we will continue to motivate and transform the lives of all those we touch because we are empowered to make a difference!



COMPANY INFORMATION

BOARD OF DIRECTORS

Harsh Mariwala, Chairman (w.e.f. April 1, 2014) Saugata Gupta, Managing Director & CEO (w.e.f. April 1, 2014)

Nikhil Khattau, Chairman of Audit Committee Hema Ravichandar, Chairman of Corporate

Atul Choksey

Anand Kripalu

Rajen Mariwala

B. S. Nagesh

MANAGEMENT TEAM

Mr. Ashutosh Telang

Mr. Chaitanya Deshpande

Mr. Jitendra Mahajan

Mr. John Mason

Mr. Mukesh Kripalani

Mr. Phan Quoc Cong

Mr. Sameer Satpathy

Mr. Sridhar B.

Mr. Sudhakar Mhaskar

Mr. Vivek Karve

COMPANY SECRETARY

Hemangi Ghag

AUDIT COMMITTEE

Nikhil Khattau, Chairman
Rajen Mariwala, Member
Hema Ravichandar, Member
B. S. Nagesh, Member
Hemangi Ghag, Secretary to the Committee
Harsh Mariwala, Permanent Invitee
Saugata Gupta, Special Invitee (w.e.f. April 30, 2014)

CORPORATE GOVERNANCE COMMITTEE

Hema Ravichandar, Chairperson Rajeev Bakshi, Member Anand Kripalu, Member B.S. Nagesh, Member Ashutosh Telang, Secretary to the Committee (w.e.f. April 30, 2014) Harsh Mariwala, Permanent Invitee Saugata Gupta, Special Invitee (w.e.f. April 30, 2014)

STAKEHOLDER RELATIONSHIP COMMITTEE

Nikhil Khattau, Chairman Rajen Mariwala, Member Hemangi Ghag, Secretary to the Committee

BANKERS

Axis Bank Limited
Barclays Bank PLC

Citibank N.A.

HDFC Bank Limited

ICICI Bank Limited

Kotak Mahindra Bank Limited

Royal Bank of Scotland N.V.

Standard Chartered Bank

State Bank of India

The Hong Kong and Shanghai Banking

AUDITORS

Price Waterhouse, Chartered Accountants

INTERNAL AUDITORS

Ernst & Young LLP

COST AUDITOR

Ashwin Solanki & Associates

REGISTERED OFFICE

7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai 400 098

OUR PRESENCE

Factories - 16 (9 in India and 7 overseas) Regional Offices - 4 in India Depots - 32 in India

WEBSITES

www.code10.com

www.marico.com
www.maricobd.com
www.maricoinnovationfoundation.org
www.parachuteadvansed.com
www.saffolalife.com
www.haircodeworld.com
www.icpvn.com
www.chottekadam.com
www.setwet.com
www.livonhairgain.com
www.livonilovemyhair.com

INDEX

Chairman s Letter to Shareholders	01
Performance at a Glance	02
Sustainable Wealth Creation	03
Management Discussion and Analysis	04
Sustainability Report	28
Marico Consolidated	
Auditors Report	42
Balance Sheet	44
Statement of Profit and Loss	45
Cash Flow Statement	46
Notes to the Accounts	48
Marico Limited	
Directors Report	89
Corporate Governance Report	104
Auditors Report	131
Balance Sheet	136
Statement of Profit and Loss	137
Cash Flow Statement	138
Notes to the Accounts	140
Statement pursuant to Section 212 (1) (e)	
of the Companies Act, 1956	178
Statement pursuant to Section 212 (8)	180
of the Companies Act, 1956	180
Our Presence	181
Awards & Acknowledgements	182
10 Years Highlights	184
Consolidated Quarterly Financials	185
Marico s Global Portfolio	196