



TRANSFORMING MARICO

ANNUAL REPORT
2014-2015

Make a **BIGGER**

difference.



The year: 2015. The target: to become an Emerging Market Multinational by 2018, and the category leader in male grooming, health foods & edible oils, and hair & skin nourishment.

The means: transform 5 areas core to our business. Because we know that only if we take our company to the next level, can we make a bigger difference.



Success

is **SWEETER**
with this **JAM.**



Innovation is a way of life at Marico. So serious are we about innovation, we believe it should resonate across verticals and departments. We call this 'Institutionalising Innovation'.

— One of the initiatives that make up the 'innovation culture' at Marico is '**INNOVATION JAM**' – a unique program that rewards out-of-the-box ideas for new products and organisation processes. Innovation Jam has, in a short span of time, seen a wealth of fresh ideas, with 5 ideas already being developed. Innovation, as you can see, has been a winning recipe for Marico.

Fried & Tasted!!



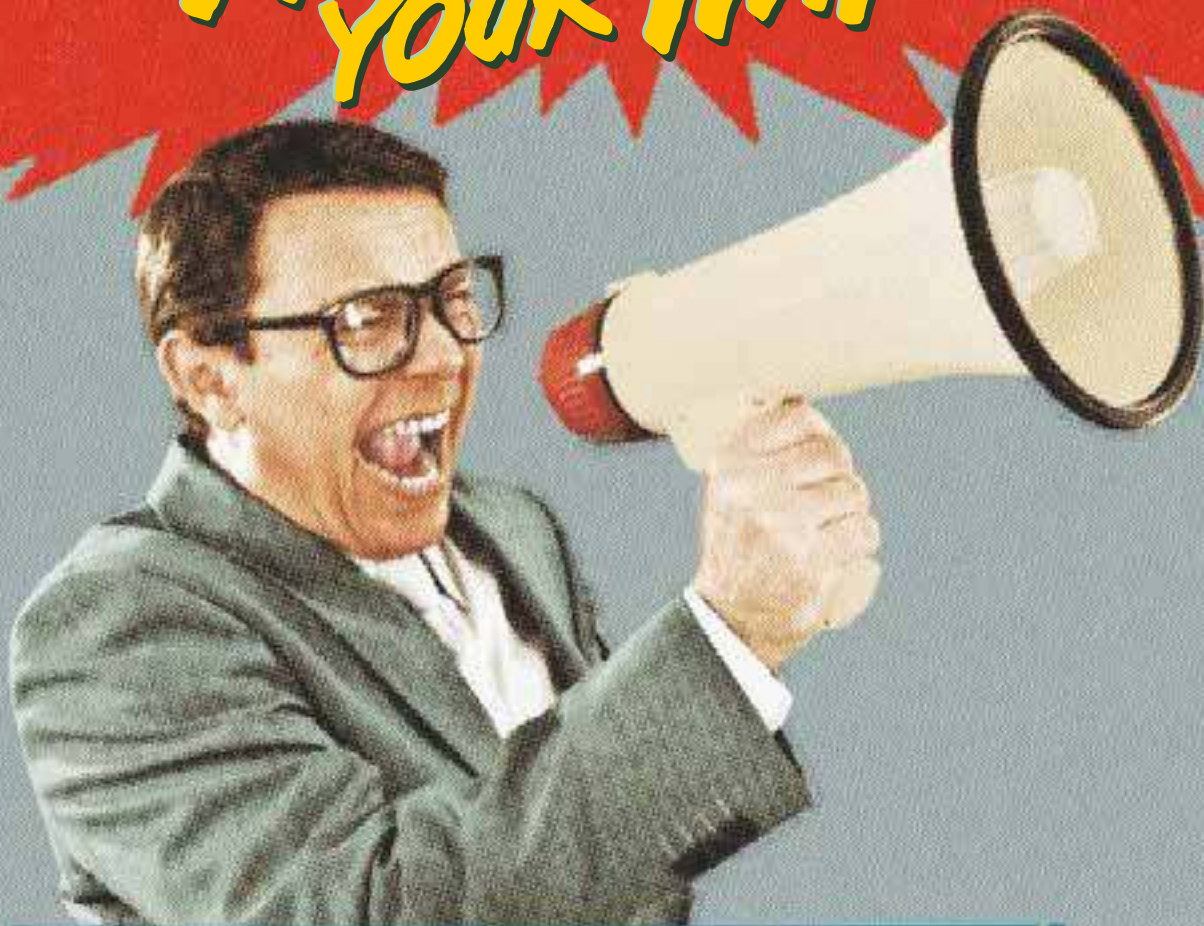


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GO-TO-MARKET

INCREASE YOUR REACH.

**AMPLIFY
YOUR IMPACT!**



INCREASING MARKET REACH IS ONE OF MARICO'S TOP PRIORITIES. TO ACHIEVE THIS, WE'RE NOT ONLY REACHING OUT TO MORE STORES BEYOND THE CURRENT 3.6 MILLION OUTLETS THAT STOCK OUR PRODUCTS, BUT ALSO IMPROVING OUR IN-STORE PRESENCE IN EACH STORE.

To increase our penetration, we will focus on expanding distribution both in urban and rural markets. Apart from retail outlets, beauty & cosmetic stores, and chemists, we are putting in place an E-commerce strategy. To enhance the capability of our sales force, we have simplified and outsourced processes such as Order Management. This will not only release management bandwidth towards improving reach, but also improve operational efficiency using planning and forecasting models – enabling store owners to run their businesses more efficiently. And with the help of channel partners and wholesalers, we hope to increase the Indirect Reach of our brands. The result is loud and clear: better growth.



3

**TALENT VALUE
PROPOSITION**

Maximise your POTENTIAL and see the **DIFFERENCE!**

Challenge! Enrich!! Fulfil!!!

We realise that employee engagement is paramount to achieving optimum long-term results. Reason why we created Marico's **Talent Value Proposition (TVP)**: a system designed to continuously challenge, nurture, enrich, and fulfil the aspirations of Mariconians, and maximise their true potential. We empower them early in their careers, and encourage job rotation – providing them with all-round skills to help them broaden their horizons and gain a wider understanding of the business. More importantly, it allows them to pursue career options in line with their interests.

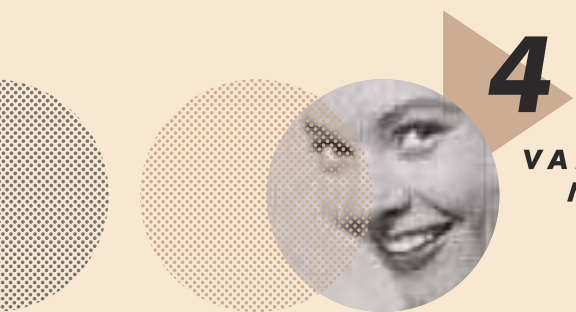
We realise, there are different factors driving different employees – which could change over time. While early empowerment may motivate a younger employee, new mothers may seek flexibility in their work hours, to spend more time with their new-borns. We know, it's only when you empower your employees, do they give of their best.

***AMAZING
SUCCESS!!***

***Proven to work across genders,
generations, ethnicities and
preferences!!!***



“Good, better, best. Never let it rest. Until your good is better and your better is best.”



**VALUE
MANAGEMENT**