



TODAY FOR TOMORROW

In this report

ABOUT MARICO

- 2 Who we are
- 4 Where we are present
- 6 What we offer
- 10 How we performed
- 12 Know our financials
- 14 What our Chairman has to say
- 16 What is our MD & CEO's take on reinventing Marico
- 18 How we are building future-ready verticals
- 22 How we are integrating analytics and automation for a smarter tomorrow
- 24 How we are strengthening our culture while creating a workplace for tomorrow
- 26 How we are pioneering distribution models of the future
- 28 Brand Speak

- 34 How are we fulfilling our sustainability commitments
- 42 Know our Board Members
- 43 Know our Management Team
- 44 Corporate Information
- 45 What were our achievements

STATUTORY REPORTS

- 46 Management Discussion And Analysis
- 64 Business Responsibility Report
- 75 Board's Report

FINANCIAL STATEMENTS

- 139 Consolidated Financial Statements
- 213 Standalone Financial Statements

26%

Total Shareholder
Return since listing

78%

Dividend payout in
FY18

41.3%

Return on Capital
Employed in FY18

33.5%

Return on Net
Worth in FY18

~USD 6.5 bn

Market Capitalisation on March 31, 2018

MARICO OF THE FUTURE

As we explore newer ways to create value in a digitally transformed world, bringing people closer through our offerings, we are evolving into a Marico that is in step with shifting consumer needs.

At Marico, we are passionate about making measurable impact through everything we do. Our new range of products, adoption of new technology, strategies to connect to newer markets and our new distribution models are testament to our efforts. Our culture of empowerment, agility, bias for action and consumer-centricity are strong enablers.

Going forward, we have identified five areas of transformation – Innovation, Go To Market, Value Management, IT and Analytics, and Enhancing our Talent Value Proposition – to build Marico of the future.



>> PG 18

How we are building future-ready verticals

> PG 22

How we are integrating analytics and automation for a smarter tomorrow

> PG 24

How we are strengthening our culture while creating a workplace for tomorrow

> PG 36

How we are pioneering distribution models of the future

Who we are

With over 25 years of experience in the beauty and wellness industry and with a presence in chosen emerging markets across Asia and Africa, Marico Limited has emerged as one of India's leading consumer products companies. It has an extensive portfolio spanning haircare, skincare, edible oils, healthy foods, male grooming and fabric care.

Marico is a household name in India with brands like Parachute, Parachute Advansed, Saffola, Hair & Care, Nihar Naturals, Livon, Set Wet, Mediker and Revive. In the international markets, Marico is represented by the brands Parachute, Parachute Advansed, Nihar Naturals, Isoplus, HairCode, Fiancée, Caivil, Hercules, Black Chic, Code 10, Ingwe, X-Men and Thuan Phat.



16%

Topline CAGR
since inception

22%

Revenue from
International business

185+ mn

Households reached
every month

24%

Bottomline CAGR
since inception

155+ mn

Total no. of packs sold
every month

5,000

Minimum population of towns
mostly covered by Marico's
distribution network

Nihar Naturals Shanti Amla Badam

Now a volume market leader in Amla hair oils

> CORE VALUES

At Marico, values are the guiding force behind our culture, people and actions. They keep everyone aligned to work towards the common goal of ensuring growth and success of the organisation.



Boundarylessness

Seeking support and influencing others beyond the function and organisation to achieve a better outcome/decision without diluting one's accountability



Opportunity Seeking

Identifying early opportunity signals in the environment to generate growth options



Innovation

Experimentation and calculated risk-taking to increase success probability of radical/pioneering ideas to get quantum results



Consumer Centric

Keeping consumer as the focus and a partner in creating and delivering solutions



Transparency and Openness

Allowing diversity of opinion by listening without bias and giving and receiving critique with mutual respect and trust for the other



Bias for Action

Preference for quick thoughtful action as opposed to delayed action through analysis



Excellence

Continuous improvement of performance standards and capability building for sustained long-term success



Global Outlook

Sensitivity and adaptability to cultural diversity and learning from different cultures

>95%

A market leading position (No. 1 or No. 2)

2,348

Total number of members globally

50%

Of our talent in consumer facing functions of Technology and Marketing are women

4.7 mn

Retail outlets are serviced by Marico's nationwide distribution network

56%

Of the total workforce are millennials

31%

Of our leadership talent in consumer facing functions of Technology and Marketing are women

1 out of every 10

Coconuts grown in India is used by Marico

Where we are present

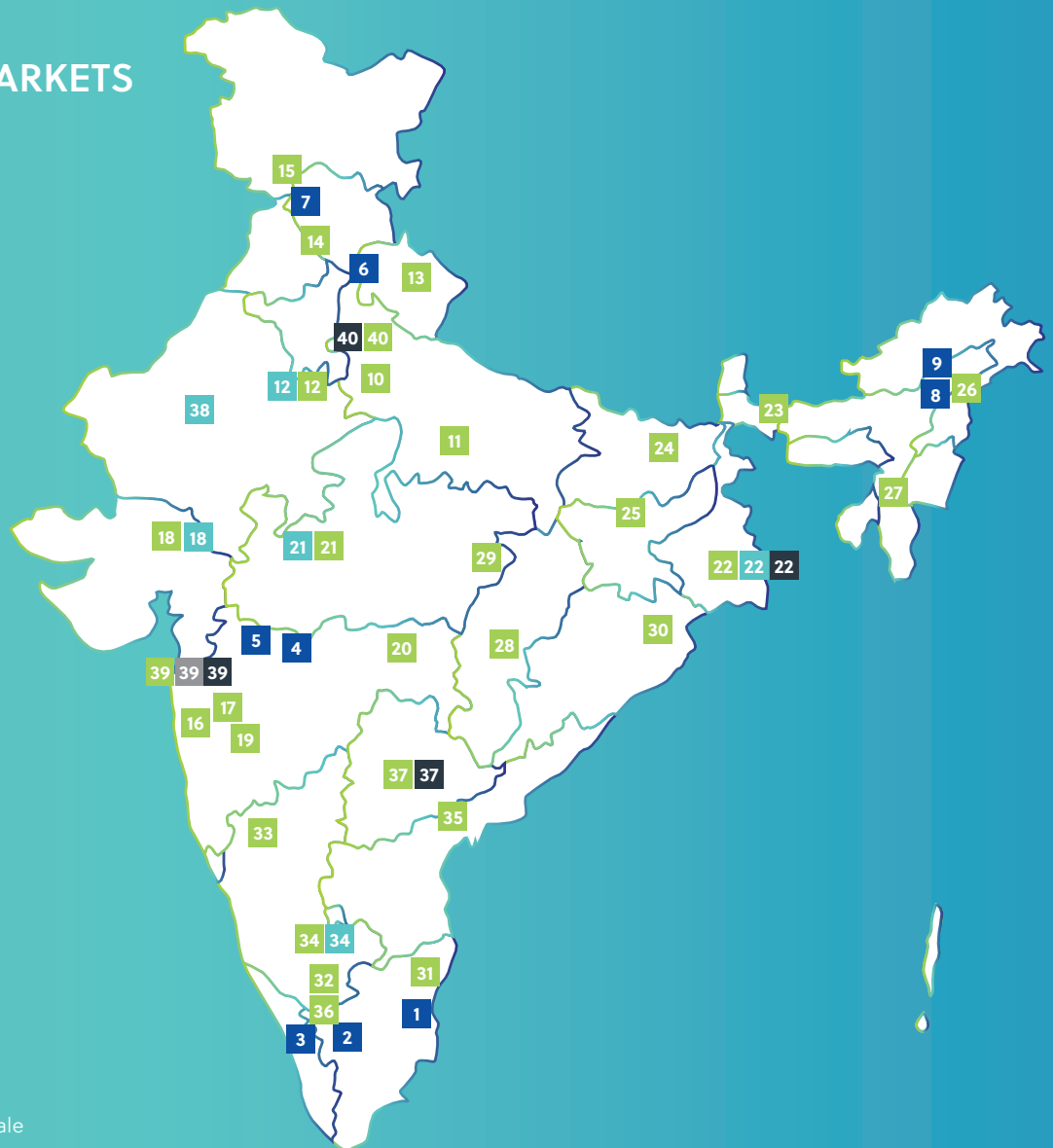
INTERNATIONAL MARKETS



Note: Map not to scale

- > With a presence in chosen markets across emerging countries of Asia and Africa, Marico is further expanding in adjacent markets of South Asia, the Indo-China region as well as new export markets

INDIAN MARKETS



Note: Map not to scale

| | | | | | | | | | |
|----|-----------------------------------|----|-----------|----|------------|----|---------------------|---|------------------------|
| 1 | Puducherry | 11 | Lucknow | 22 | Kolkata | 33 | Hubli | ■ | Plants |
| 2 | Perundurai | 12 | Sonipat | 23 | Siliguri | 34 | Bengaluru | ■ | Depots |
| 3 | Kanjikode | 13 | Dehradun | 24 | Patna | 35 | Vijayawada | ■ | Redistribution Centres |
| 4 | Jalgaon | 14 | Zirakhpur | 25 | Ranchi | 36 | Palakkad | ■ | Regional Offices |
| 5 | Paldhi (closed w.e.f. March 2018) | 15 | Jammu | 26 | Guwahati | 37 | Hyderabad | ■ | Head Office |
| 6 | Paonta Sahib | 16 | Pimpalas | 27 | Agartala | 38 | Jaipur | | |
| 7 | Baddi | 17 | Lonad | 28 | Raipur | 39 | Mumbai: Head Office | | |
| 8 | Guwahati: NER I | 18 | Ahmedabad | 29 | Jabalpur | 40 | NCR | | |
| 9 | Guwahati: NER II | 19 | Pune | 30 | Cuttack | | | | |
| 10 | Ghaziabad | 20 | Nagpur | 31 | Chennai | | | | |
| | | 21 | Indore | 32 | Coimbatore | | | | |

What we offer

We have created household brands, over the years, which have nurtured not only lifestyles and well-being but also strengthened relationships.

INDIA >

Coconut Oil

- ▶ Parachute Coconut Oil
- ▶ Nihar Naturals Coconut Oil
- ▶ Nihar Naturals Uttam Coconut Oil

Hair Oil

- ▶ Parachute Advanced Coconut Hair Oil
- ▶ Parachute Advanced Deep Conditioning Hot Oil
- ▶ Parachute Advanced Aloe Vera Enriched Coconut Hair Oil
- ▶ Parachute Advanced Jasmine Coconut Hair Oil
- ▶ Nihar Naturals Sarson Kesh Tel
- ▶ Nihar Naturals Shanti Amla Badam Kesh Tel
- ▶ Hair & Care Fruit Oils
- ▶ Nihar Naturals Shanti Jasmine Kesh Tel
- ▶ Nihar Naturals Coconut Hair Oil

Anti Hairfall

- ▶ Livon Hair Gain Tonic
- ▶ Parachute Advanced Ayurvedic Hair Oil
- ▶ Parachute Advanced Scalp Therapie Hair Oil

Hair Serum

- ▶ Livon Hair Serum
- ▶ Hair & Care Silk n Shine Leave-In Hair Conditioner

Skincare

- ▶ Parachute Advanced Body Lotion

Male Grooming & Styling

- ▶ Parachute Advanced Men Aftershower Hair Cream
- ▶ Set Wet Hair Gels
- ▶ Set Wet Beard Gels and Creams
- ▶ Set Wet Deodorants
- ▶ Set Wet Blast Deodorants
- ▶ Set Wet Hair Waxes
- ▶ Set Wet Studio X Range

Healthy Foods

- ▶ Saffola Refined Edible Oils
- ▶ Saffola Aura – Olive & Flaxseed Oil
- ▶ Saffola Masala Oats
- ▶ Saffola Multigrain Flakes
- ▶ Saffola Active Soups
- ▶ Saffola Active Slimming Nutri Shakes

> Marico today touches the lives of 1 out of every 3 Indians



Coconut Oil



Hair Oil



Anti Hairfall



Hair Serum



Skincare



Male Grooming & Styling



Healthy Foods

BANGLADESH >

Coconut Oil

- ▶ Parachute Coconut Oil

Hair Care

- ▶ Parachute Advanced Cooling Hair Oil
- ▶ Parachute Advanced Extra Care Hair Oil
- ▶ Nihar Shanti Amla Badam Hair Oil
- ▶ Parachute Advanced Ayurvedic Gold Hair Oil
- ▶ Parachute Advanced Beliphool Hair Oil
- ▶ Parachute Advanced Enriched Hair Oil
- ▶ Hair Code Hair Dye
- ▶ Hair Code Crème Hair Color

Skincare

- ▶ Parachute Advanced Body Lotion

Male Grooming/Styling

- ▶ Set Wet Deodorants
- ▶ Set Wet Styling Gel

Healthy Foods

- ▶ Saffola Masala Oats
- ▶ Saffola Refined Edible Oils

SOUTH AFRICA >

Hair Care

- ▶ Caivil
- ▶ Black Chic
- ▶ IsoPlus

Healthcare

- ▶ Hercules
- ▶ Ingwe

VIETNAM >

Male Grooming

- ▶ X-Men Range
- ▶ X-Men for Boss

Food

- ▶ Thuan Phat

MALAYSIA >

Male Grooming

- ▶ Code 10

MYANMAR >

Male Grooming

- ▶ Code 10

Hair Care

- ▶ Hair & Care Silk n Shine Leave-In Hair Conditioner
- ▶ Parachute Advanced Coconut Hair Oil

MENA >

Hair Care

- ▶ Parachute Gold Range

Coconut Oil

- ▶ Parachute Coconut Oil

Male Grooming

- ▶ Hair Code
- ▶ Fiancee

> Parachute is the world's largest coconut oil brand