July 12, 2024

The Secretary,
Listing Department,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001
Scrip Code: 531642

The Manager,
Listing Department,
National Stock exchange of India Limited,
'Exchange Plaza', C-1, Block G,
Bandra Kurla Complex, Bandra (East),
Mumbai 400 051
Scrip Symbol: MARICO

Dear Sir/Madam,

Sub: Notice of 36th Annual General Meeting ('AGM') and Integrated Annual Report for the financial year 2023-24

We inform you that the 36th AGM of the Company is scheduled to be held on **Friday, August 9, 2024 at 9.00 A.M. IST through Video Conference/Other Audio Visual Means**. Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Notice convening the 36th AGM and the Integrated Annual Report for the financial year 2023-24, which are being sent through electronic mode to those Members whose e-mail addresses are registered with the Company/Depositories. The same can also be accessed on the website of the Company at: https://marico.com/india/investors/documentation/annual-reports.

This intimation is being made available on the website of the Company at: https://marico.com/india/investors/documentation/shareholder-info.

Kindly take the above on record.

Thank you.

Yours faithfully,

For **Marico Limited**

VINAY M A

Digitally signed by VINAY M A
Date: 2024.07.12 19:00:21 +05'30'

Vinay M A
Company Secretary & Compliance Officer

Encl.: As above

Marico Limited
Regd Office:
7th Floor
Grande Palladium
175, CST Road, Kalina
Santacruz (E)
Mumbai 400 098, India
Tel: (91-22) 6648 0480
Fax: (91-22) 2650 0159
www.marico.com

CIN: L15140MH1988PLC049208
Email: investor@marico.com

marico
make a difference

MARICO LIMITED

CIN: L15140MH1988PLC049208

Registered Office: 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai - 400 098.

Tel No.: +91-22 6648 0480, Fax No.: +91-22 2650 0159; Website: www.marico.com; Email: investor@marico.com

NOTICE OF 36TH ANNUAL GENERAL MEETING

NOTICE is hereby given that the **36th Annual General Meeting** of the Members of Marico Limited ("**Company**") will be held on **Friday, August 9, 2024** at **9:00 a.m. IST** through Video Conferencing/Other Audio-Visual Means to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements (Standalone & Consolidated) of the Company for the financial year ended March 31, 2024, together with the reports of the Board of Directors and Statutory Auditors thereon.

2. To confirm the Interim Dividend aggregating to ₹ 9.50 per equity share of ₹ 1 each, paid during the financial year ended March 31, 2024.

3. To appoint a Director in place of Mr. Rajendra Mariwala (DIN: 00007246), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

4. To ratify the remuneration payable to M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration No. 100392), Cost Auditors of the Company for the financial year ending March 31, 2025, and if thought fit, to pass with or without modification(s), the following resolution as an **ORDINARY RESOLUTION**:

   "**RESOLVED THAT** pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 and the relevant Rules framed thereunder, as amended from time to time, the Members of the Company do hereby ratify the remuneration of ₹ 10,50,000/- (Rupees Ten Lakhs Fifty Thousand only), plus applicable taxes and reimbursement of out-of-pocket expenses, if any, to M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration No. 100392), as approved by the Board of Directors, for conducting audit of the cost records of the Company for the financial year ending March 31, 2025."

5. **Amendments to the Marico Employee Stock Option Plan, 2016**

   To consider and, if thought fit, to pass with or without modification(s) the following resolution as a **SPECIAL RESOLUTION**:

   "**RESOLVED THAT:**

I. in partial modification of the special resolutions passed by the Members of the Company approving the Marico Employee Stock Option Plan, 2016 ("**Marico ESOP 2016 Plan**" or "**Plan**") and grant of stock options to the eligible employees of the Company and that of its subsidiaries under the Plan, at the 28th Annual General Meeting held on August 5, 2016 and special resolutions passed by the Members vide Postal Ballot dated May 14, 2022 amending the Marico ESOP 2016 Plan;

II. in accordance with the applicable provisions of:

   a. Section 62 and all other applicable provisions, if any, of the Companies Act, 2013 ("**Act**") and the rules made thereunder, including any statutory modification(s) or re-enactment(s) thereof for the time being in force;

   b. the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("**SBEB Regulations**") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**") as amended from time to time, read with relevant circulars issued thereunder;

c. the Foreign Exchange Management Act, 1999 and rules & regulations framed thereunder, and any rules, circulars, notifications, guidelines and regulations issued by the Reserve Bank of India/Ministry of Finance and any other applicable laws for the time being in force; and

d. the Memorandum and Articles of Association of the Company;

III. pursuant to the recommendation of the Board of Directors (hereinafter called the "**Board**", which term shall include the Nomination and Remuneration Committee, or any other committee authorized to exercise its powers including the power conferred by this resolution);

IV. subject to such approvals, consents, permissions and sanctions, in-principle approvals of the Stock Exchanges, as may be required and further subject to such terms and conditions as may be prescribed while granting such approvals, consents, permissions and sanctions:

1. consent of the Members of the Company be and is hereby accorded to the amendments in the Marico ESOP 2016 Plan, details whereof are furnished in the Explanatory Statement to this Notice and shall be deemed to be incorporated herein;

2. all other terms and conditions of the Marico ESOP 2016 Plan, and all subsisting consents, authorizations and approvals granted from time to time, including resolutions passed by the Members and/or the Board, with regard to implementation and administration of the Marico ESOP 2016 Plan, shall remain unchanged and continue to be in force;

3. for the purpose of giving effect to the foregoing, the Board be and is hereby authorized to seek such statutory or other approvals and consents as may be necessary for the implementation of the Marico ESOP 2016 Plan, as amended from time to time, to take necessary steps for listing of the equity shares allotted under the various schemes under the Plan on the Stock Exchanges, to appoint one or more third party advisors/agencies as may be required, to finalize, sign and execute such letters, agreements, undertakings, documents or writings as may be required and make and accept amendments, if any, thereto, to settle any questions, difficulties or doubts that may arise in this regard and generally to do all acts, deeds, matters and things as it may deem necessary or desirable to give effect to the foregoing."

By Order of the Board
For Marico Limited

Vinay M A
Company Secretary & Compliance Officer
FCS No. 11362

Place: Mumbai
Date: May 6, 2024

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

NOTES:

1. The Ministry of Corporate Affairs ("**MCA**") has vide General Circular No. 14/2020 dated April 8, 2020, General Circular No. 17/2020 dated April 13, 2020, General Circular No. 20/2020 dated May 5, 2020 read with General Circular No. 09/2023 dated September 25, 2023 and other circulars issued in this regard ("**MCA Circulars**") and the Securities and Exchange Board of India ("**SEBI**") has vide its Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020 read with Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated October 7, 2023 and other circulars issued in this regard ("**SEBI Circulars**") (collectively referred to as "**Circulars**"), permitted companies to conduct their Annual General Meeting through Video Conferencing ("**VC**") or Other Audio-Visual Means ("**OAVM**") without the physical presence of Members at a common venue till September 30, 2024. In accordance with the Circulars and in compliance with the provisions of the Companies Act, 2013 ("**Act**") and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), the 36th Annual General Meeting ("**AGM**") of the Company is being conducted through VC/OAVM.

2. Explanatory statement pursuant to Section 102 of the Act and Secretarial Standard-2 on General Meetings issued by the Institute of Company Secretaries of India, stating all material facts and reasons for certain businesses set out in the Notice is annexed hereto.

3. Information required pursuant to Regulation 36(3) of the SEBI Listing Regulations read with the applicable provisions of Secretarial Standard-2 on General Meetings, in respect of the Director seeking re-appointment, is provided as part of this Notice. The Company has received the requisite consents/declarations/confirmations for the re-appointment under the SEBI Listing Regulations, the Act and the rules made thereunder.

4. The Company has availed the services of Central Depository Services (India) Limited ("**CDSL**") for conducting the AGM through VC/OAVM and enabling participation of Members at the meeting thereto and for providing facility to the Members to cast their votes using an electronic voting system from any place before the meeting ("**Remote e-voting**") and e-voting during the AGM. The procedure for participating in the meeting through VC/OAVM is explained at note no. 28 below.

5. The AGM shall be deemed to be held at the Registered Office of the Company at 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai – 400 098, Maharashtra as prescribed under the Circulars.

6. As the AGM shall be conducted through VC/OAVM and physical attendance of Members has been dispensed with, the facility for appointment of proxy by Members is not available for this AGM. Accordingly, proxy form and attendance slip including route map have not been annexed with this Notice.

7. Non-individual Members (i.e. Institutional/Corporate Members) intending to participate through their Authorized Representative(s) are requested to send a scanned copy (in JPEG/PDF format) of a duly certified Board Resolution authorizing their representative(s) to participate and vote on their behalf at the AGM (through e-voting), pursuant to Section 113 of the Act, to the Company and the Scrutinizer at scrutinisers@mmjc.in with a copy marked to investor@marico.com.

8. In case of joint holders participating at the AGM together, only such joint holder whose name appears higher in the order of names will be entitled to vote.

9. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which Directors are interested under Section 189 of the Act, the Certificate from Secretarial Auditor certifying that ESOP Schemes of the Company are being implemented in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and any other documents referred to in the accompanying Notice and Explanatory Statement, shall be made available for inspection electronically by the Members in accordance with the applicable statutory requirements based on the requests received by the Company at investor@marico.com. Additionally, such documents shall made available for inspection at the Registered Office of the Company during business hours on all working days except Saturdays and Sundays upto the date of the AGM.

10. Transcript of the AGM will be hosted on the website of the Company after the AGM.

11. Members who hold shares in dematerialised form are requested to direct any change of address/bank mandate to their respective Depository Participant. Members are encouraged to utilize the Electronic Clearing System (ECS) for receiving dividend.

12. Members holding shares in physical form are requested to notify/send any change in their address/bank mandate to the Company's Registrar and Share Transfer Agent ("**RTA**") at:

    Link Intime India Private Limited,
    C -101, 247 Park, LBS Marg,
    Vikhroli West, Mumbai - 400 083.
    Tel.: 08108116767
    Fax: 022–4918 6060

    Members may also submit their query(ies) by clicking on "**Service Request**" option under "**Investor**

Services" tab available on the website of the RTA of the Company i.e. Link Intime India Private Limited at https://www.linkintime.co.in.

13. **ELECTRONIC DISPATCH OF ANNUAL REPORT AND PROCESS FOR REGISTRATION OF E-MAIL ID:**

    Pursuant to Sections 101 and 136 of the Act read with the relevant Rules made thereunder and Regulation 36 of the SEBI Listing Regulations, companies can send Annual Reports and other communications through electronic mode to those Members who have registered their e-mail addresses with the Company or Depositories. In accordance with the Circulars issued by MCA and SEBI, the Annual Report containing financial statements (including Report of Board of Directors, Auditor's report or other documents required to be attached therewith), and such statements including the Notice of the 36th AGM are being sent through electronic mode to those Members whose e-mail address is registered with the Company or the Depositories. Members may note that the Notice of the 36th AGM and the Annual Report 2023-24 are also available on the Company's website at https://marico.com/india/investors/documentation/annual-reports, website of the Stock exchanges i.e. BSE Limited: www.bseindia.com and National Stock Exchange of India Limited: www.nseindia.com. The AGM Notice is also disseminated on the website of CDSL i.e. www.evotingindia.com.

14. Members who have not registered their e-mail address are requested to register the same in the following manner:

For shares held in Physical form	By submitting their query(ies) by clicking on "Service Request" option under "Investor Services" tab available on the website of the RTA of the Company i.e. Link Intime India Private Limited at https://www.linkintime.co.in.
For shares held in Dematerialized form	By contacting the concerned Depository Participant.

In accordance with the MCA Circulars, the Company has additionally enabled a process for the limited purpose of receiving shareholder communications, including the Annual Report and notice of AGM, during the financial year 2024-25 and the Members may temporarily update their email address by accessing the link https://liiplweb.linkintime.co.in/EmailReg/Email_Register.html.

Please note that registration of email address and mobile number is mandatory while voting electronically & joining virtual meetings.

15. **IMPORTANT NOTICE TO SHAREHOLDERS HOLDING SHARES IN PHYSICAL MODE:**

    SEBI has through relevant circulars issued in this regard, mandated furnishing of PAN, KYC and Nomination by Members holding shares in physical form. In view of the same, concerned shareholders are requested to furnish the requisite documents/information to the RTA at the earliest. Any payments including dividend in respect of such folios wherein any one of the above cited documents/details are not available shall only be made electronically, upon registering all the required details. The Company has sent communications to the concerned shareholders explaining the aforesaid requirements and the same can also be accessed at: https://marico.com/india/investors/investor-relations-grievances.

    Further, SEBI has vide its circular dated January 25, 2022 mandated listed companies to issue securities in demat form only while processing service requests viz. issue of duplicate securities certificate, claim from unclaimed suspense account, renewal/exchange of securities certificate, endorsement, sub-division/splitting of securities certificate, consolidation of securities certificates/folios, transmission and transposition. Accordingly, Members are requested to make service requests in prescribed Form ISR–4, as available on the Company's website at aforesaid link. The Company/RTA shall verify and process the investor service requests and thereafter issue a 'Letter of Confirmation ("**LOC**")' in lieu of physical share certificate(s). The LOC shall be valid for a period of one hundred and twenty days from the date of issuance within which the Member/Claimant shall make a request to the Depository Participant for dematerialising the said shares. In case, the demat request is not submitted within the aforesaid period, the shares shall be credited to the Company's Suspense Escrow Demat Account.

16. SEBI has mandated the submission of PAN by every participant in the securities market. Members holding shares in dematerialised form are therefore requested to submit their PAN to the Depository Participant(s) with whom they are maintaining their dematerialised accounts.

17. Pursuant to the provisions of Section 72 of the Act read with the rules made thereunder and in terms of SEBI Circulars, Members holding shares in a single name may avail the facility of nomination in respect of the shares held by them. Members holding shares in physical form may avail this facility by sending a nomination in the prescribed Form No. SH-13 to the RTA. The said form is available on the Company's website and can be downloaded using the weblink https://marico.com/india/investors/investor-relations-grievances.

    Further, if shares are held in dematerialized form, Members can contact their respective Depository Participant(s) to update their nomination details.

18. Members may note that, as mandated by SEBI, effective April 1, 2019, the Company cannot process any request for transfer of securities in physical mode. Only securities held in dematerialized form can be transferred. Hence, Members are requested to dematerialize their shares if held in physical form.

19. Members who wish to claim dividends that remain unclaimed/unpaid are requested to submit their request to the Company's RTA (at details mentioned hereinbelow) or the Company Secretary, at the Company's Registered Office or email at investor@marico.com. Members are requested to note that dividends that are not claimed or remain unpaid for 7 (seven) years from the date of transfer to the Company's unpaid dividend account will be/are transferred to the Investor Education and Protection Fund ("**IEPF**"). Further, equity shares in respect whereof dividend remains unclaimed/unpaid for 7 (seven) consecutive years will also be transferred to the IEPF as per Section 124 of the Act read with rules notified thereunder, as may be amended from time to time. The Members, whose unclaimed dividends/ shares have been transferred to IEPF, may claim the same by making an online application to the IEPF Authority in web Form IEPF-5. The said form is available on the Company's website and can be downloaded using the weblink https://marico.com/india/investors/documentation/dividend.

20. Pursuant to the Rule 5(8) of the Investor Education and Protection Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the Company has uploaded details of unpaid and unclaimed amounts lying with the Company on its website at https://marico.com/india/investors/documentation/dividend.

21. SEBI, vide its circular no. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/76 dated May 30, 2022, provided investors an option for dispute resolution under the Stock Exchange arbitration mechanism where shareholders can opt for arbitration with Stock Exchanges in case of any grievance with the Company and/or RTA.

    Further, investors can also register their complaint on the Online Dispute Resolution Portal, a mechanism for online resolution of disputes arising in the Indian Securities Market. Further details in this regard is available on the Company's website at https://marico.com/india/investors/investor-relations-grievances.

22. Any person becoming a Member of the Company after the Notice of the AGM is sent out through e-mail and holds shares as on the cut-off date i.e. **Friday, August 2, 2024,** may obtain the user ID and password by sending a request to helpdesk.evoting@cdslindia.com and can exercise their voting rights through Remote e-voting by following the instructions listed here below or voting facility provided during the meeting.

Instructions to Members for Remote e-voting:

23. Pursuant to Section 108 and other applicable provisions, if any, of the Act read with the Companies (Management and Administration) Rules, 2014, as amended, Regulation 44 of the SEBI Listing Regulations and the MCA Circulars, facility for Remote e-voting and voting during the meeting is provided to the Members in respect of the resolutions proposed in this Notice using the platform of CDSL.

24. In order to increase the efficiency of voting process and in terms of SEBI Circular No. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020, Demat account holders are being provided a single login credential, through their demat accounts/websites of Depositories/ Depository Participants. Demat account holders will now be able to cast their vote without having to register again with the e-voting service providers, thereby facilitating seamless authentication, enhancing ease and convenience of participating in the e-voting process.

25. A facility for e-voting at the AGM will be made available to the Members who have not already cast their votes by Remote e-voting prior to the Meeting. Members who have cast their votes by Remote e-voting prior to the Meeting may participate in the AGM but shall not be entitled to cast their votes during the meeting.

26. Voting Rights shall be reckoned on the paid-up value of equity shares registered in the name of the Members as on the cut-off date i.e. **Friday, August 2, 2024**. A person, whose name is recorded in the Register of Members or in the Register of Beneficial Owners (in case of electronic shareholding) maintained by the Depositories as on the cut-off date, i.e. Friday, August 2, 2024 only shall be entitled to avail the facility of Remote e-voting and e-voting at the AGM. A person who is not a Member as on the Cut-off Date should treat this Notice for information purposes only.

27. The Remote e-voting period commences from **9:00 a.m. IST** on **Tuesday, August 6, 2024** and ends at **5:00 p.m. IST** on **Thursday, August 8, 2024** The Remote e-voting module shall be disabled by CDSL thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently.

28. THE PROCEDURE FOR REMOTE E-VOTING AND JOINING THE VIRTUAL AGM IS AS UNDER:

A. The details of the process and manner for Remote e-voting and joining virtual AGM for Individual shareholders holding securities in Demat mode are explained herein below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with **CDSL**	1. Users who have opted for CDSL Easi/Easiest facility, can login through their existing user id and password. Option will be made available to reach e-voting page without any further authentication. To login to Easi/Easiest, users are requested to visit CDSL website www.cdslindia.com and click on "Login" icon and then click "My Easi New (Token)" Tab. 2. After successful login, the Easi/Easiest user will be able to see the e-voting option for eligible companies where the e-voting is in progress as per the information provided by company. On clicking the e-voting option, the user will be able to see e-voting page of the e-voting service provider for casting their vote during the Remote E-voting period or joining virtual meeting & voting during the meeting. Additionally, there are links provided to access the system of all e-voting service providers like CDSL/NSDL/K-FIN/LINKINTIME, so that the user can visit the e-voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, an option to register is available at CDSL website at https://web.cdslindia.com/myeasitoken/Registration/EasiRegistration. 4. Alternatively, the user can directly access the e-voting page by providing Demat Account Number and PAN from e-voting link available on www.cdslindia.com home page or click on https://evoting.cdslindia.com/Evoting/EvotingLogin. The system will authenticate the user by sending one-time password (OTP) to the registered mobile number and e-mail ID as recorded in the Demat Account with Depository Participant. After successful authentication, user will be able to see the e-voting option where the e-voting is in progress and will also be able to access the system of all e-voting service providers.
Individual Shareholders holding securities in Demat mode with National Securities Depository Limited ("**NSDL**")	1. If a user is already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-voting services. Click on "Access to e-voting" under e-voting services and you will be able to see the e-voting page. Click on company name or e-voting service provider name and you will be re-directed to e-voting service provider website for casting your vote during the Remote E-voting period or joining virtual meeting and voting during the meeting. 2. If the user is not registered for IDeAS e-Services, an option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS" or click on https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. 3. Visit the e-voting website of NSDL. Open web browser and type the following URL: https://www.evoting.nsdl.com/either on a Personal Computer or on a mobile. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number held with NSDL), Password/OTP and a verification code as shown on the screen. After successful authentication, you will be re-directed to NSDL Depository's site wherein you can see e-voting page. Click on company name or e-voting service provider name and you will be re-directed to e-voting service provider website for casting your vote during the Remote e-voting period or joining virtual meeting and voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their **Depository Participants (DP)**	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for utilizing the e-voting facility. After successful login, you will be able to see the e-voting option. Once you click on this e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature. Click on company name or e-voting service provider name and you will be re-directed to e-voting service provider website for casting your vote during the Remote E-voting period or joining virtual meeting and voting during the meeting.

Important notes:

- Members are advised to update their mobile number and e-mail ID in their demat account with their Depository Participants to access Remote e-voting facility.
- Members who are unable to retrieve User ID/ Password are advised to use "Forgot User ID" and "Forgot Password" option available at the above-mentioned websites.
- Members holding securities in demat mode are allowed to vote through their demat account(s) maintained with Depositories and Depository Participants.

Helpdesk details for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. CDSL and NSDL:

Login type	Helpdesk details
Individual Shareholders holding securities in Demat mode with **CDSL**	Members facing any technical issue can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.
Individual Shareholders holding securities in Demat mode with **NSDL**	Members facing any technical issue can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at 022 - 4886 7000, 022 - 2499 7000.

B. Login method for Remote e-Voting and joining virtual meeting for non- individual shareholders holding shares in Demat form, shareholders holding shares in physical form and shareholders whose e-mail IDs are not registered with the Company:

(i) The Members should log on to the e-voting website www.evotingindia.com.

(ii) Click on "**Shareholders**" module.

(iii) Now enter your User ID:

a. **For CDSL**: 16 digits beneficiary ID,

b. **For NSDL**: 8 Character DP ID followed by 8 Digits Client ID,

c. Members holding shares in Physical Form should enter Folio Number registered with the Company.

(iv) Next enter the Image Verification as displayed and Click on "**Login**".

(v) If you are holding shares in Demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.

(vi) If you are a first-time user follow the steps given below:

For non-individual Members holding shares in Demat Form and shareholders holding shares in physical Form	
PAN	• Enter your 10-digit alpha-numeric PAN issued by Income Tax Department (applicable for both Demat shareholders as well as physical shareholders). • Members who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details **OR** Date of Birth (DOB)	• Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your Demat account or in the company records in order to login. • If both the details are not recorded with the depository or company, please enter the member id/folio number in the Dividend Bank details field as mentioned in instruction (iii).

(vii) After entering these details appropriately, click on "**SUBMIT**" tab.

(viii) Members holding shares in physical form will then directly reach the Company selection screen. However, Members holding shares in Demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the Demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform.

(ix) For members holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.

(x) Click on the EVSN of "**MARICO LIMITED**" to vote.

(xi) On the voting page, you will see "**RESOLUTION DESCRIPTION**" and against the same the option "**YES/NO**" for voting. Select the option "**YES**" or "**NO**" as desired. The option "**YES**" implies that you assent to the Resolution and option "**NO**" implies that you dissent to the Resolution.

(xii) Click on the "**RESOLUTIONS FILE LINK**" if you wish to view the entire Resolution details.

(xiii) After selecting the resolution, you have decided to vote on, click on "**SUBMIT**". A confirmation box will be displayed. If you wish to confirm your vote, click on "**OK**", else to change your vote, click on "**CANCEL**" and accordingly modify your vote.

(xiv) Once you "**CONFIRM**" your vote on the resolution, you will not be allowed to modify your vote.

(xv) You can also take a print of the votes cast by clicking on "**CLICK HERE TO PRINT**" option on the Voting page.

(xvi) If a Member holding shares in dematerialized form has forgotten the password, the member can retrieve the same by entering the User ID and the image verification code and then by clicking on "**FORGOT PASSWORD**". Members are requested to enter the details as prompted by the system.

(xvii) Note for Non – Individual Members and Custodians - Remote e-voting:

- Non-Individual Members (i.e. other than Individuals, HUF, NRI, etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the "**CORPORATES**" module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed at helpdesk.evoting@cdslindia.com.
- After receiving the login details, a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delinked in case of any erroneous mapping.
- It is mandatory that a scanned copy of the Board Resolution and Power of Attorney (POA), which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively, Non Individual Members are required mandatorily to send the relevant Board Resolution/Authority letter, etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the Scrutinizer at scrutinisers@mmjc.in with a copy marked to investor@marico.com, if they have voted from individual tab and not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

29. Instructions to Members for participating in the AGM through VC/OAVM:

a) Members will be provided with a facility to attend the AGM through VC/OAVM through the CDSL e-voting system. The procedure for attending meeting and e-voting on the day of the AGM is the same as the instructions mentioned above for Remote e-voting in note no. 28. The link for Members to attend the meeting through VC/OAVM or view the one-way live webcast of the meeting will be available in the members' login where the EVSN of Company will be displayed.

b) The Members can join 30 (thirty) minutes before the scheduled time of AGM and till 15 (fifteen) minutes after the commencement of the AGM.

c) The facility of participation at the AGM through VC/OAVM will be made available on first-come-first-served basis. This will not apply to large Shareholders (Shareholders holding 2% or more shareholding), Promoters and Institutional Investors who are allowed to attend the AGM without any restriction on account of first-come-first-served basis.

d) Institutional Members are encouraged to attend and vote at the AGM through VC/OAVM.

e) Members are encouraged to join the Meeting through Laptops/iPads for a better experience.

f) Further, Members will be required to use Camera and Internet with a good speed to avoid any disturbance during the meeting.

g) Please note that participants connecting from devices via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any glitches.

h) As per the provisions of the MCA Circulars, Members attending the AGM through VC/OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.

30. Instructions to Members for e-voting on the day of the AGM are as under:

a) The procedure for e-voting on the day of the AGM is same as the instructions mentioned above for Remote e-voting.

b) Only those Members who participate in the AGM through VC/OAVM facility and have not already cast their vote on the Resolutions through Remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system at the AGM.

c) Members who have voted through Remote e-voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

d) For details of the person who may be contacted for any assistance regarding the e-voting facility on the day of the AGM, please refer Note no. 28 and 32.

e) If any votes are cast by the Members through the e-voting available during the AGM and if the same Members have not participated in the meeting through VC/OAVM facility, the votes cast by such Members shall be considered invalid as the facility of e-voting during the meeting is available only to the Members attending the meeting.

31. Procedure to raise questions/seek clarifications with respect to Annual Report:

a) As the AGM is being conducted through VC/OAVM, for the smooth conduct of proceedings of the meeting, Members are encouraged to express their views/send their queries in advance mentioning their name, DP ID Client ID/folio number, e-mail id and mobile number to investor@marico.com. Questions/queries received by the Company **till 5.00 p.m. IST on Monday, August 5, 2024** shall only be considered and responded to during the AGM.

b) Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending an email to investor@marico.com **any time before 5.00 p.m. IST on Monday, August 5, 2024** mentioning their name, DP ID Client ID/folio number, e-mail id and mobile number. Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.

c) The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM, depending on availability of time.

32. General Guidelines for Members:

a) It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.

b) If you have any queries or issues regarding attending the AGM & e-voting from the e-voting System, write an email to helpdesk.evoting@cdslindia.com or contact at toll free no.1800 21 09911.

c) All grievances connected with the facility for attending the AGM and for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or by sending an email to helpdesk.evoting@cdslindia.com or calling on toll free no. 1800 21 09911.

33. The voting rights of Members shall be proportionate to their share of the paid-up capital of the Company as on the cut-off date i.e. Friday, August 2, 2024. Any person becoming a Member of the Company after the dispatch of the Notice convening the 36th AGM and holding shares as on the cut-off date may obtain the login ID and password by sending a request at helpdesk.evoting@cdslindia.com or by submitting their query(ies) by clicking on "Service Request" option under "Investor Services" tab available on the website of the RTA at https://www.linkintime.co.in.

34. Voting Results:

a) The Board of Directors of the Company has appointed Mr. Makarand M. Joshi (Membership No: 5533) and in his absence, Ms. Kumudini Bhalerao (Membership No: 6667), Partners of M/s. Makarand M. Joshi & Co., Practising Company Secretaries, Mumbai, as the Scrutinizer to scrutinize the voting including Remote e-voting process in a fair and transparent manner.

b) The Scrutinizer shall immediately after the conclusion of voting at the Meeting first count the votes cast at the Meeting and thereafter, unblock the votes cast through remote e-voting and shall make a consolidated Scrutinizer's report of the total votes cast in favour or against, if any, to the Chairman or a Director or Company Secretary authorized by him in writing, who shall countersign the same and declare the results of the voting forthwith.

c) The results will be announced within the time stipulated under the applicable laws. Once declared, the results along with the consolidated Scrutinizer's report shall be placed on the Company's website www.marico.com and on the website of CDSL www.evotingindia.com. The Company shall also send the results to BSE Limited and the National Stock Exchange of India Limited, Depositories and the RTA.

d) Subject to the receipt of requisite number of votes, the Resolutions shall be deemed to be passed on the date of the Meeting i.e. **Friday, August 9, 2024**.

By Order of the Board
For Marico Limited

Vinay M A
Company Secretary & Compliance Officer
FCS No. 11362

Place: Mumbai
Date: May 6, 2024

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

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 AND SECRETARIAL STANDARD – 2 ON GENERAL MEETINGS ISSUED BY THE INSTITUTE OF COMPANY SECRETARIES OF INDIA

Item No. 3:

The following is being provided as an additional information to the Members.

Pursuant to the provisions of Section 152 and other applicable provisions of the Companies Act, 2013 ("**Act**") and the Company's Articles of Association, not less than two-thirds of total number of Directors of the Company shall be liable to retire by rotation. One third of these Directors must retire from office at each AGM, but each retiring director is eligible for re-election at such meeting. Independent Directors and the Managing Director & CEO are not subject to retirement by rotation. Accordingly, Mr. Rajendra Mariwala (DIN: 00007246) retires by rotation at the 36th AGM and being eligible, has offered himself for re-appointment.

Mr. Rajendra Mariwala is the Managing Director of Eternis Fine Chemicals Limited and has rich and varied experience of over 34 years in leading businesses. Keeping in view Mr. Rajendra Mariwala's skills, expertise and experience in the areas of entrepreneurship, corporate strategy and planning, global business and consumer understanding and general management, the Board of Directors ("**Board**") is of the opinion that it will be in the interest of the Company to re-appoint him as a Non-Executive Director.

With regard to the proposed re-appointment as aforesaid, the Company has received from Mr. Rajendra Mariwala consent to act as Director of the Company in terms of Section 152 of the Act, declaration that he is not disqualified from being appointed as Director in terms of Section 164 of the Act, and other requisite consents, declarations and disclosures as applicable.

Additional information including brief profile in respect of Mr. Rajendra Mariwala, pursuant to Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the Secretarial Standard on General Meetings (SS-2), is provided in the Annexure to this Notice.

Except Mr. Rajendra Mariwala, Mr. Harsh Mariwala and Mr. Rishabh Mariwala or their relatives, none of the Directors and Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the resolution set out in Item No. 3.

The Board recommends the resolution in relation to the re-appointment of Mr. Rajendra Mariwala as a Non-Executive Director as set out in Item No. 3 for approval of the Members by way of an Ordinary Resolution.

Item No. 4:

The provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, as amended, mandate audit of the cost accounting records of the Company in respect of certain products of the Company. Accordingly, the Board based on the recommendation of the Audit Committee, at its meeting held on May 6, 2024, appointed M/s. Ashwin Solanki & Associates, Cost Accountants (Firm Registration No. 100392), Mumbai, as the Cost Auditors of the Company for the financial year ending March 31, 2025, at a remuneration of ₹ 10,50,000/- (Rupees Ten Lakhs Fifty Thousand only) plus applicable taxes and reimbursement of out-of-pocket expenses incurred, if any, in connection with the Cost Audit.

In terms of the provisions of Section 148(3) of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors is required to be ratified by the Members of the Company. Accordingly, consent of the Members is being sought for the remuneration payable to the Cost Auditors, as above.

None of the Directors, Key Managerial Personnel of the Company or their relatives are in any way concerned or interested, financially or otherwise, in the resolution set out in Item No. 4.

The Board recommends the resolution in relation to ratification of remuneration to Cost Auditors as set out in Item No. 4 for approval of the Members by way of an Ordinary Resolution.

Item No. 5:

Amendments to the Marico Employee Stock Option Plan, 2016

Marico believes in nurturing win-win relationship with all stakeholders, including its employees and shareholders. It has always been our endeavour to create shareholder value through focussing on the business impact and long-term sustainability of Marico. One of the most critical drivers in this endeavour are motivated and committed Marico employees. The Company has been effectively using employee stock options to create an ownership mindset and a long-term focus amongst its employees as well as a performance reward & retention tool to ensure market competitive remuneration. This principle has ensured that stock options has become a win-win tool for the Company, its employees and the shareholders who have gained immensely from the benefits of the Company's growth and profitable performance.

Accordingly, at the 28th Annual General Meeting held on August 5, 2016, the Members approved institution of the Marico Employee Stock Option Plan, 2016 ("**Marico ESOP 2016 Plan**" or "**Plan**") as a long-term incentive plan to grant employee stock options ("**Options**") to eligible employees of the Company (including the Managing Director & Chief Executive Officer) and that of its subsidiaries, whether in India or outside India ("**Eligible Employees**"), which was further amended by the shareholders vide resolutions dated May 14, 2022 passed through Postal Ballot.

As per current terms of the Marico ESOP 2016 Plan, in circumstances such as death, permanent disability, retirement, resignation or other separations, the vested options are required to be exercised within a pre-defined time period as stipulated therein. In such circumstances, the employees or their heir(s)/ nominee(s), as the case maybe, may require additional time to finance and exercise their vested options. To support employees during separations and enable realization of stock options vested as part of their role and terms of grant, it is proposed to grant authority to the Nomination and Remuneration Committee (**NRC**) or Corporate Governance Committee (**CGC**) to extend the Exercise Period, within the currently stipulated maximum Exercise Period of 5 years provided under the Plan.

Accordingly, the Board at its meeting held on May 6, 2024, based on recommendation of the NRC, approved and recommended to the Members for its consideration, amendments to the Marico ESOP 2016 Plan modifying the relevant clauses to give effect to the aforesaid changes. For the sake of clarity, it is hereby affirmed that the Marico ESOP 2016 Plan is in compliance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("**SBEB Regulations**"). Details of the said amendments and revised clauses are provided below:

Clause No.	Existing provision	Proposed amendment
7.7	In the event of the death of any Grantee while in the continued employment of the Company, all the Vested Options and Unvested Options (which shall be deemed to have vested on the Grantee's death) may be exercised by the Grantee's legal heir/nominee immediately after, but in no event later than one year from the date of death, unless the CGC decides otherwise.	In the event of the death of any Grantee while in the continued employment of the Company, all the Vested Options and Unvested Options (which shall be deemed to have vested on the Grantee's death) may be exercised by the Grantee's legal heir/nominee immediately after, but in no event later than one year from the date of death or such other date as determined by the CGC within the maximum Exercise Period outlined in Clause 2.1.11.
7.8	In the event of separation of any Employee from the Company due to reasons of Permanent Disability or in the event of death of an Employee, the Unvested Options shall get vested to such Employee/nominee/legal heir as the case may be, immediately. The Vested Options shall be exercised by the Employee/ nominee/legal heir as the case may be immediately after the Permanent Disability/ death but in no event later than one year from the date of such separation from employment due to Permanent Disability/death, unless the CGC decides otherwise.	In the event of separation of any Employee from the Company due to reasons of Permanent Disability or in the event of death of an Employee, the Unvested Options shall get vested to such Employee/nominee/legal heir as the case may be, immediately. The Vested Options shall be exercised by the Employee/nominee/legal heir as the case may be immediately after the Permanent Disability/death but in no event later than one year from the date of such separation from employment due to Permanent Disability/ death or such other date as determined by the CGC within the maximum Exercise Period outlined in Clause 2.1.11.
7.9	In the event of separation from employment due to Retirement or due to a retirement specifically approved by the Company: 7.9.1. the Vested Options should be exercised by any Grantee immediately after, but in no event later than one year from the date of the Retirement of such Grantee; and 7.9.2. the Unvested Options will lapse as on the date of such Retirement	In the event of separation from employment due to Retirement or due to a retirement specifically approved by the Company: 7.9.1. the Vested Options should be exercised by any Grantee immediately after, but in no event later than one year from the date of the Retirement of such Grantee or such other date as determined by the CGC within the maximum Exercise Period outlined in Clause 2.1.11; and 7.9.2. the Unvested Options will lapse as on the date of such Retirement.
7.10	In the event of resignation of the Grantee: 7.10.1. the Unvested Options, on the date of submission of resignation, shall expire and lapse with effect from such date; and 7.10.2. the Vested Options as on the date of submission of the resignation shall be exercisable by the Employee not later than his last working day in the Company.	In the event of resignation of the Grantee: 7.10.1. the Unvested Options, on the date of submission of resignation, shall expire and lapse with effect from such date; and 7.10.2. the Vested Options as on the date of submission of the resignation shall be exercisable by the Employee not later than his last working day in the Company or such other date as determined by the CGC within the maximum Exercise Period outlined in Clause 2.1.11.

Clause 2.1.11 - "Exercise Period" means the period which would commence from the Vesting Date and which will expire on the completion of such period not exceeding five years from the Vesting Date, as may be determined by the CGC in respect of each Scheme notified under ESOP 2016.

As required under the SBEB Regulations, the Company confirms that Eligible Employees as defined and entitled to participate under the Marico ESOP 2016 Plan (existing unexercised Options and new Options granted from time to time), will be beneficiaries of the aforesaid variations/amendments.

A copy of the Plan, along with the proposed amendments, shall be available for inspection by the Members through electronic mode as provided in this Notice.

As per Regulation 7 and other applicable provisions of the SBEB Regulations, the Company may by special resolution vary the terms of the existing scheme/plan offered pursuant to an earlier resolution, provided that such variation is not prejudicial to the interests of the employees.

Accordingly, approval of the Members is being sought by way of special resolution on the matters set out in Item No. 5 of the Notice. The Board confirms that except for the aforesaid proposed variations, all other terms and conditions of Marico ESOP 2016 Plan, and all subsisting consents, authorizations and approvals granted from time to time, including resolutions passed by the Members and/or the Board, with regard to implementation and administration of the Marico ESOP 2016 Plan, shall remain unchanged and continue to be in force and that the proposed variations are not in any manner prejudicial or detrimental to the interests of the employees of the Company, that of its subsidiaries and the Members of the Company.

None of the Promoters, members of the Promoter Group, the Non-Executive Directors and the Independent Directors of the Company or their relatives are interested, financially or otherwise, in the Special Resolution under Item No. 5. However, they may be deemed to be concerned or interested, to the extent of their shareholding, if any, in the Company.

The Managing Director & Chief Executive Officer and other Key Managerial Personnel of the Company are deemed to be concerned or interested, financially or otherwise, to the extent of Options granted/to be granted pursuant to the Plan and to the extent of shareholding held by them or their relatives, if any, in the Company.

The Board recommends the Special Resolution set out in Item No. 5 in relation to amendments to the Marico ESOP 2016 Plan for approval of the Members of the Company.

By Order of the Board
For Marico Limited

Vinay M A
Company Secretary & Compliance Officer
FCS No. 11362

Place: Mumbai
Date: May 6, 2024

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

ANNEXURE

Information required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard- 2 on General Meetings with respect to Director's re-appointment

Name of the Director	Mr. Rajendra Mariwala
Designation	Non-Executive Director
Director Identification Number	00007246
Age (in years)	61
Date of first appointment	July 26, 2005
Qualification	Master's in Chemical Engineering
Experience	More than 34 years
Nature of expertise in specific functional areas	• Corporate Strategy and Planning • Leadership • Entrepreneurship • Global Business & Consumer Understanding • Brand Building • M&A, Strategy and Investment Management • Financial & Accounting • Corporate Governance, Risk & Compliance • Human Capital Management • Geographic, Gender and Cultural Diversity
Brief Profile of Director	Mr. Rajendra Mariwala completed his Masters in Chemical Engineering from Cornell University, USA. He is currently the Managing Director of Eternis Fine Chemicals Limited, a leading exporter of specialty chemicals - specifically chemicals for fragrances and personal care products. He has rich and varied experience of over 34 years in leading businesses. He has been on the Board of Marico Limited since July 26, 2005.
Terms & Conditions	Non-Executive, Non-Independent Director of the Company, liable to retire by rotation.
Relationship with other Directors & Key Managerial Personnel	Mr. Harsh Mariwala, Chairman & Non-Executive Director and Promoter of the Company - Cousin Mr. Rishabh Mariwala, Non-Executive Director and Member of the Promoter Group - Nephew
Directorships in other companies	• Kaya Limited • Eternis Fine Chemicals Limited • Eternis Chemicals Private Limited • Mariwala Consultancy Private Limited • Indian Chemical Council • Eternis (UK) Limited • Eternis Fine Chemicals UK Limited (formerly Tennants Fine Chemicals Limited)
Name of the entity in which the Director holds committee memberships & chairpersonship (excludes foreign companies)	• Marico Limited - Member of Stakeholders' Relationship Committee • Eternis Fine Chemicals Limited - Member of Audit Committee • Kaya Limited - Member of Audit Committee, Risk Management Committee, Nomination and Remuneration Committee and Corporate Social Responsibility Committee

Listed entities from which the Director has resigned in the past 3 (three) years	None
Shareholding in the Company as on the date of this Notice	2,39,35,840 Equity shares (held along with immediate family members)
No. of Board Meetings attended during FY 2023-24	5 of 5
Details of remuneration last drawn	₹ 45,30,000/- for FY 2023-24.
Details of remuneration proposed	In terms of the Company's NRE Policy, Mr. Rajendra Mariwala will be entitled to receive remuneration by way of sitting fees as may be approved by the Board for attending Board/ Committee(s) meetings, reimbursement of expenses for participation in meetings, and such commission and other benefits/entitlement as may be approved by the Board from time to time based on recommendation of the NRC, within the overall limits of remuneration to Non-Executive Directors as per the provisions of the Act and as approved by the Members. Details of remuneration shall be disclosed as part of the Annual Report.

Delivering value...

The Marico Way

Integrated Annual Report
2023-24

Delivering value...

The Marico Way

The Marico Way is our unique identity that brings together our Purpose, Ethos and Values. It inspires us to look beyond the bend, stimulate inclusive growth, which encompasses all stakeholders and create a powerful impact that outshines in a competitive global landscape.

Our values represent the compass that determines the way we interpret the world around us and chart our way forward.

Our values encapsulate both our thought and action.

The Way We Think

Consumer First

We not only serve but delight our consumers and drive our innovation to fulfil their aspirations. Delighting our consumers is our way of life.

Bold Ambition

We take bold and courageous decisions to constantly stay ahead of the curve in an evolving business scenario. We think big, start small, learn and scale fast.

Responsible Growth

We enable win-win outcomes for external stakeholders. Our growth is a legacy of holistic progress for all.

The Way We Act

Grow with Members

We nurture members to unleash their potential. We collaborate, empower, celebrate inclusion and grow together.

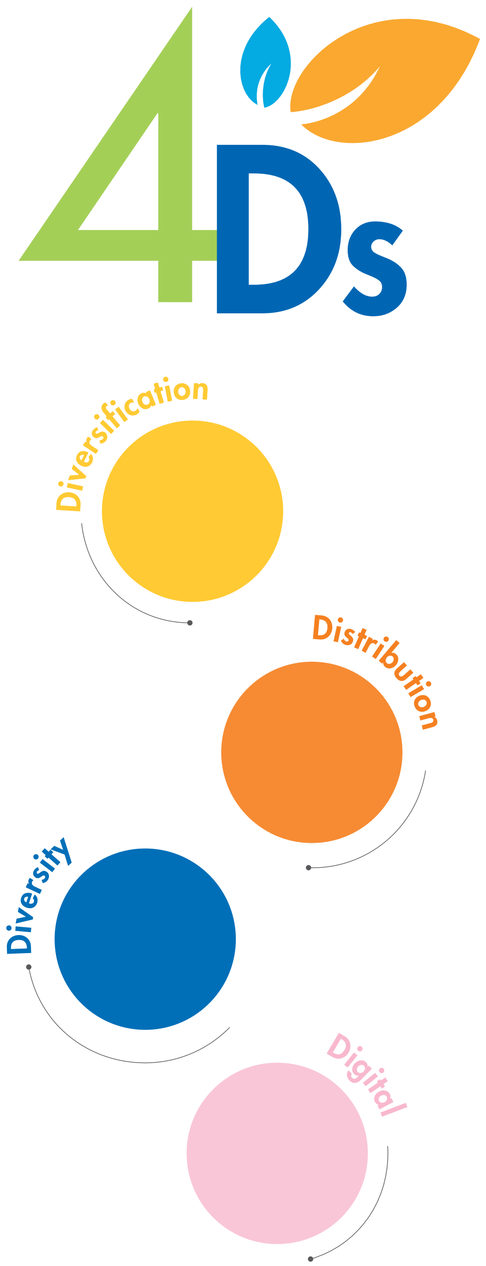
Accountability for Outcomes

We deliver what we promise. We surpass challenges with determination and togetherness.

Execute with Agility

We adapt to changing scenarios with speed and excellence. We embrace change as an opportunity, rather than a threat.

For more than three decades, we have been on an accelerated growth path, coupled with an evolving business landscape globally. Therefore, a refresh of our values and culture was necessary to fast-forward our journey towards Marico 3.0, with continued focus on



At Marico, when values lead, value follows, bringing a positive impact to all the lives we touch.

FY24 value-creation highlights

Investors
Refer page no 78

38.8% Return on net worth

11.5 EPS

83% Dividend payout ratio

Consumers
Refer page no 82

20+ Brands owned by Marico India

97% Customer satisfaction index

People
Refer page no 112

28.9% Gender diversity in decision-making roles (Managers & Partners)

82 Inclusion Index

Value-chain partners
Refer page no 128

717 business associates engaged in Marico's value chain

82% Critical suppliers completed Level 1 of Marico's Responsible Sourcing Program

Communities
Refer page no 140

1 lakh+ Farmers cumulatively enrolled in the Sustainable Agriculture program

10.3 lakh+ children benefitted from the Nihar Shanti Pathshala Funwala education program

Environment
Refer page no 168

3.73 billion litres of water conservation potential cumulatively created till date

67.40% Renewable energy share in operations

In memory of

Mariconian Bhaskar Balakrishnan

(1972 - 2024)

We cherish the memory of Bhaskar Balakrishnan, our EVP & Head, Manufacturing and Operations Excellence, a true Mariconian at the core – always eager to Make a Difference.

Over the last 17 years, we have had the privilege of sharing a loving bond with you. Your absence leaves a deep void but your smiling face, fond memories and lasting legacy will be etched in the hearts of every Mariconian.

About this report

The sixth edition of Marico's Integrated Annual Report, serves as a comprehensive reflection of our performance and strategic alignment with the prevailing business landscape. It encapsulates a blend of qualitative and quantitative disclosures pertaining to our financial accomplishments, significant ESG initiatives, and efforts dedicated to promoting social inclusivity throughout the year.

Marico's value delivery framework epitomizes a comprehensive approach rooted in consumer-centricity, bold ambition, responsible growth, member empowerment, accountability, and agility. By steadfastly adhering to these foundational principles, Marico maintains its competitive edge and solidifies its reputation as a dependable purveyor of high-quality products and a responsible corporate entity. As it navigates the intricacies of the business landscape, Marico remains resolute in its commitment to delivering enduring value to its stakeholders while upholding its fundamental principles of integrity, innovation, and inclusive progress.

The purpose of this Report is to provide transparent communication to all stakeholders regarding our business progress while highlighting our continuous efforts to identify most significant environmental, social, and governance (ESG) impacts, risks, and opportunities.

Reporting Framework

The financial statements and statutory disclosures, including the Board's Report, Management Discussion and Analysis (MDA), and Corporate Governance Report, comply with the requirements outlined in the Companies Act, 2013 (and its associated rules), Indian Accounting Standards, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and Secretarial Standards prescribed by the Institute of Company Secretaries of India.

The non-financial section adheres to the guidelines outlined in the International Integrated Reporting <IR> framework, including the January 2022 amendments, issued by the International Integrated Reporting Council (IIRC), now known as the Value Reporting Foundation. Key Performance Indicators (KPIs) are prepared in accordance with the Global Reporting Initiative (GRI) Standards, following the Core option. Moreover, the Business Responsibility and Sustainability Report (BRSR) aligns with the nine principles of the Ministry of Corporate Affairs' National Guidelines on Responsible Business Conduct (NGRBC), focusing on environmental, social, and governance responsibilities of businesses while also aligning with the relevant United Nations Sustainable Development Goals (UN SDGs).

Reporting Boundary

The financial metrics and data provided in the FY24 Integrated Annual Report are specific to Marico Limited, encompassing both its domestic and international business operations, subsidiaries, and joint ventures. Non-financial disclosures primarily focus on Marico's operations in India unless explicitly stated otherwise in relevant sections.

Reporting Period

The FY24 Integrated Annual Report covers the financial and non-financial performance of the Company from 1st April, 2023 to 31st March, 2024.

Management Responsibility Statement

Marico's management acknowledges its imperative role in ensuring the integrity, transparency, and accuracy of the information conveyed in the Integrated Annual Report. Moreover, the management affirms that the report thoroughly addresses all pivotal material concerns relevant to the organization and its stakeholders while effectively articulating the organization's capability to pursue opportunities and mitigate risks.

Assurance of Report Content

Reporting element	Assurance status
Financial information	The financial statements presented in the report have been audited by B S R & Co. LLP
Selected non-financial performance metrics	Reasonable Assurance of BRSR Core Indicators – BDO India LLP Limited Assurance of Marico's FY24 Scope 3 Emissions – BDO India LLP
All other non-financial performance information	Internally verified and assured by the Management

Restatements

The reporting scope for some of non-financial impact areas has been expanded based on the market drivers, value enablers, and social commitments during the year. These have been elaborated in the respective sections of the report.

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Scan to read the report online

Any queries/feedback to be directed to

investor@marico.com
sustainability@marico.com

ABOUT

Marico

Marico (BSE 531642, NSE "MARICO") is one of India's leading consumer products companies, in the global beauty and wellness space.

Marico touches the lives of 1 out of every 3 Indians, through its portfolio of brands such as Parachute, Saffola, Saffola FITTIFY Gourmet, Saffola ImmuniVeda, Saffola Mealmaker, Hair & Care, Parachute Advansed, Nihar Naturals, Mediker, Pure Sense, Coco Soul, Revive, Set Wet, Livon, Just Herbs, True Elements, Beardo and Plix. The international consumer products portfolio contributes to about 26% of the Group's revenue, with brands like Parachute, Parachute Advansed, HairCode, Fiancée, Purité de Prôvence, Ôliv, Lashe', Caivil, Hercules, Black Chic, Code 10, Ingwe, X-Men, Thuan Phat and Isoplus.

Key Highlights (FY24)

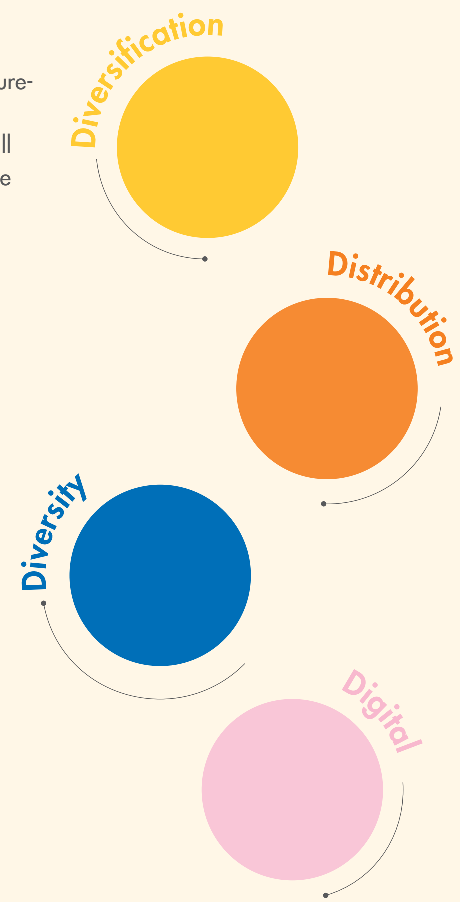
₹ 9,653 crore

Consolidated turnover

₹ 1,470 crore

Recurring consolidated net profit after tax

The four pillars that continue to power our progress are



We are continuously investing in new growth engines in the domestic and international businesses to create a future-ready portfolio and drive accelerated and profitable revenue growth. This will also enable us to broaden our presence as well as premiumise our play in the respective geographies.

We are relentlessly raising the digital quotient across the value chain to make Marico future-forward. By innovating, incubating and scaling, we are fast-tracking a digital culture throughout the organisation, and are aligning our digital strategy with our business priorities to ensure that we win among evolving consumer aspirations and marketplaces.

Our distribution prowess continues to enable consumers across regions to access our products, thus becoming a key lever for driving the next leg of growth. We will continue our efforts towards go-to- market transformation both in urban, rural as well as new age channels.

Diverse talent and socially inclusive culture will continue to be strong business drivers for us. We are accelerating diversity throughout the organisation across gender, ability and thought. We believe a positive, enabling and inclusive culture will amplify opportunities for different groups, and in turn, become a competitive people advantage for Marico.

Our ethos

Our Ethos inspires us to embrace the owner's mindset and make a difference for our customers, business partners, communities and other stakeholders, every step of the way. The key tenets of our Ethos are: Owner's Mindset, Frugality, Transparency, Integrity, Meritocracy, Mutual Trust and Respect. At Marico, we continue to adhere to these fundamental principles as non-negotiables, and they have become an integral part of our DNA.

Pawan Agrawal
Chief Financial Officer

Our purpose

"As a company founded on the principles of conscious capitalism, our core Purpose is to leave a lasting impact in the lives of our stakeholders and the planet. We strive to look beyond our operational boundaries to positively impact society by nurturing and empowering communities. We are committed to staying at the forefront of industry trends while adapting to changing consumer needs, embracing digital tools, and keeping purpose at the heart of our growth strategies."

Amit Prakash
Chief Human Resources Officer

Consumer First

Our Consumer-Centric approach encourages us to consistently analyse consumers' evolving aspirations, address their unmet needs and map their journeys across brands. We create new products across brands and categories, including relevant extensions to address consumer needs. Our three-pronged approach for innovation comprises: Thought leadership in core categories; having an outside-in benchmark for new product development; and to learn from experts and build skills to deliver excellence.

Somasree Bose Awasthi
Chief Marketing Officer

Bold Ambition

“As a brand with Bold Ambition, we set ambitious goals and pursue global excellence across every aspect of our operations. Our risk-taking strategy is well-crafted, considering all potential risks. This empowers us to take courageous and purposeful steps towards creating meaningful value that can make a difference.”

Ashish Goupal
Chief Executive Officer, International Business

Responsible Growth

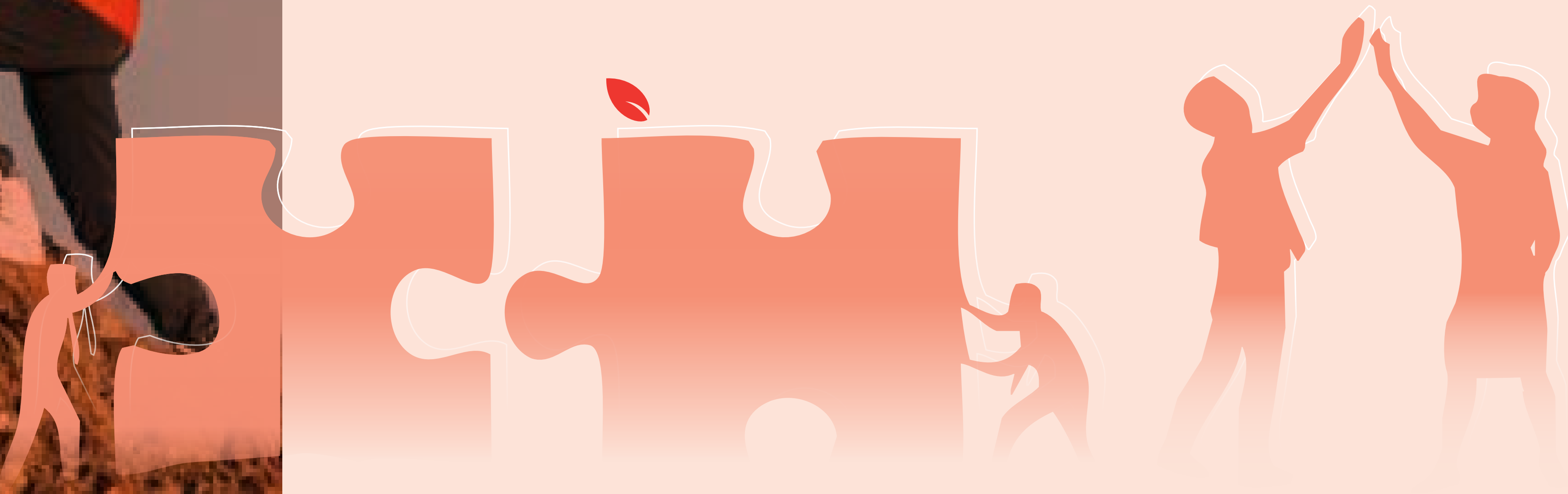
Our Responsible Growth strategy serves as a strong foundation for building the Marico of tomorrow. At Marico, we pursue the broad principles of stakeholder capitalism across various facets – delighting consumers by providing industry-leading quality products; helping our members accomplish their professional goals; complying with ethical and sustainable business practices.

Amit Bhasin
Chief Legal Officer and Group General Counsel

Grow with Members

Our Members are the pillars of our success and hence we nurture, empower, and collaborate with each other and grow together. Focusing on our members' growth aspirations and wellbeing enable us to deliver superlative business outcomes. We will continue to foster a more diverse and inclusive work environment.

Shilpa Vora
Chief R&D Officer



Accountability for Outcomes

At Marico, we are committed to deliver what we promise in a dynamic business landscape. Therefore, our strategies are flexible and agile in responding to changes in the operating environment. We analyse various scenarios and craft fit for purpose solutions accordingly. We are poised to significantly enhance our product distribution efforts, ensuring that our consumers receive quality products where they need.

Vaibhav Bhanchawat
Chief Operating Officer, India & Foods Business

Execute with Agility

We adapt to changing scenarios with speed and prudence. We pursue outcomes with scenario planning, meticulous tracking and dynamic resource allocation. Stringent adherence to appropriate processes and technologies enable us to deliver outcomes and stay ahead of the curve. Pertinent technology and right processes empower us to scale rapidly.

Vrijesh Nagathan
Chief Information & Digital Technology Officer

GLOBAL FOOTPRINT

Growing a sustainable footprint

National Markets

Depots

1. Ghaziabad
2. Lucknow
3. Sonipat
4. Zirakpur
5. Kolkata
6. Siliguri
7. Patna
8. Ranchi
9. Guwahati
10. Agartala
11. Nagpur
12. Jaipur
13. Ahmedabad
14. Bhiwandi
15. Solapur
16. Pune
17. Indore
18. Hyderabad
19. Cuttack
20. Vijayawada
21. Bangalore
22. Chennai
23. Coimbatore
24. Hubli

Redistribution Centres

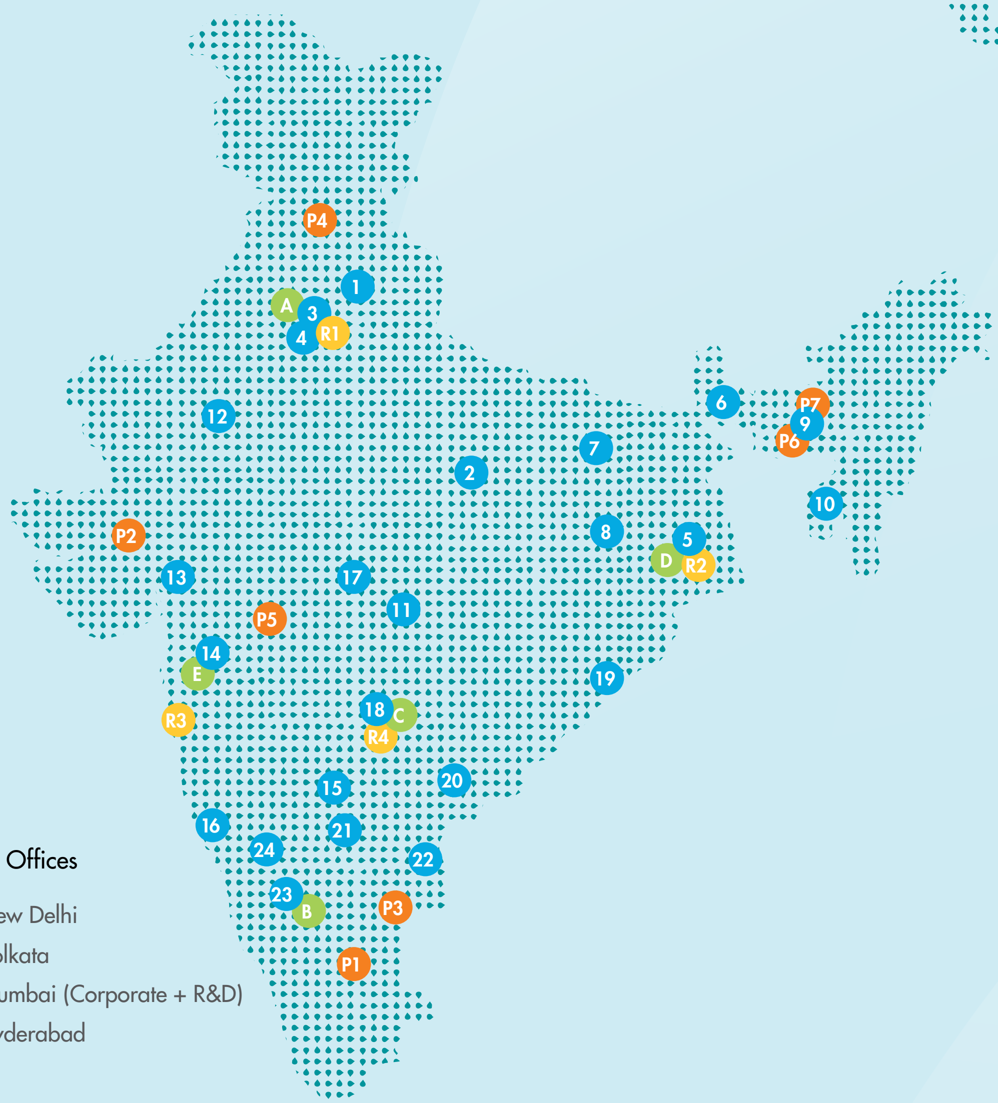
- A Sonipat
- B Coimbatore
- C Hyderabad
- D Kolkata
- E Bhiwandi

Plant Locations

- P1 Perundurai, Tamil Nadu
- P2 Sanand, Gujarat
- P3 Puducherry
- P4 Baddi, Himachal Pradesh
- P5 Jalgaon, Maharashtra
- P6 NER 1, Guwahati, Assam
- P7 NER 2, Guwahati, Assam

Regional Offices

- R1 New Delhi
- R2 Kolkata
- R3 Mumbai (Corporate + R&D)
- R4 Hyderabad



Map is not to scale.

26% Share of international FMCG business

International Markets

Middle East and North Africa

1. Egypt
2. Middle East

South Asia

3. India
4. Bangladesh

South East Asia

5. Vietnam
6. Myanmar

South and Sub-Saharan Africa

7. South Africa

CHAIRMAN'S PERSPECTIVE

Towards Marico 3.0

I have always believed that one path-breaking innovation can have a cascading positive impact on an entire ecosystem. Marico Innovation Foundation (MIF), since its inception in 2003, has been committed to nurturing and catalysing India's innovation landscape and ground-breaking technologies that can create large-scale socio-economic and environmental impact for millions of people.

Dear Shareholders,

I am pleased to present to you the sixth Integrated Annual Report of your Company for the financial year 2023-24.

In the year under review, your Company's performance has reaffirmed the underlying strength of its business model and steadfast focus on strategic priorities, while contending with a slower-than-expected pace of recovery in consumption trends, especially in rural, and subdued sentiment in the general trade channel in India, and macro-economic headwinds in particular overseas markets. Driving diversification has expanded the total addressable market in both the domestic and overseas businesses and enabled us to build long term drivers of profitable growth. At the same time, reinforcing the competitiveness of our core portfolios has led to sustained market shares and penetration gains during the year. This was also a landmark year in terms of profitability as your Company posted its highest-ever operating margin amidst lower input prices, scale up of newer franchises and a favourable portfolio mix.

As we move forward, the increasingly dynamic business landscape underscores the importance of agility and forward-thinking in distribution models, innovation, brand building and digital marketing capabilities. Your Company continues to give impetus to these strategic drivers and is single-mindedly aligned to sustainable value creation for all its stakeholders.

Inspire. Innovate. Impact.

I have always believed that one path-breaking innovation can have a cascading positive impact on an entire ecosystem. Marico Innovation Foundation (MIF), since its inception in 2003, has been committed to nurturing and catalysing India's innovation landscape and ground-breaking technologies that can create large-scale socio-economic and environmental impact for millions of people. MIF's impact on the Indian innovation ecosystem runs on three axes. First is the Scale Up programme, which provides customised guidance for innovative organisations to achieve growth. Second is the biennial **Innovation for India Awards** which showcase innovations to prominent stakeholders of the business ecosystem in India. Lastly, a sectoral programme that provides intensive support for innovators and startups to grow and achieve scale in climate adaptability solutions, including plastic waste management, food and agriculture technology. MIF is facilitating collaborations between innovators and Fast-Moving Goods (FMCG) companies to promote innovation towards reduction in the use of plastics.

Sustainability is considered as a business imperative and a value differentiator at your Company since its inception. Embodying the commitment to **People, Planet, and Profit,** it is embedded deep within the organization's purpose, existential vision and mission, and impact enhancement plans. Your Company has integrated pertinent and evolving ESG risks with its ERM framework. This has enabled it to prioritize, track and report the potential impact and assess the mitigation plans during periodic management reviews. The Board-constituted Risk Management Committee ensures that each significant strategic and business risk is identified, assessed and mitigated for long term sustainable growth of business.

After the successful accomplishment of our inaugural 5-year sustainability targets, we are enthused by the progress towards our **Sustainability Vision for 2030.** To translate this vision into action, we have outlined eight pivotal themes namely, Climate Change (aiming for Net Zero Emissions in Operations), Water Stewardship, Circular Economy, Responsible Sourcing, Purposeful Brands, Diversity and Inclusion, Sustainable Agriculture and Corporate Governance.

Our dedication to building a sustainable environment is evidenced by our

After the successful accomplishment of our inaugural 5-year sustainability targets, we are enthused by the progress towards our Sustainability Vision for 2030. To translate this vision into action, we have outlined eight pivotal themes namely, Climate Change (aiming for Net Zero Emissions in Operations), Water Stewardship, Circular Economy, Responsible Sourcing, Purposeful Brands, Diversity and Inclusion, Sustainable Agriculture and Corporate Governance.

concerted efforts to conserve energy, achieve net carbon neutrality and reduce our reliance on fossil fuels. Notably, we have significantly reduced the intensity of GHG emissions (Scope 1+2) by 79% compared to FY13. Through initiatives such as carbon forestry and the adoption of renewable energy sources, we are actively mitigating our environmental impact and paving the way for a greener future.

Water stewardship is an integral component of our sustainability endeavours. It is with great pride that I share that your Company's Jalgaon facility attained **'Water Neutral'** certification on World Water Day 2024. Given that the facility is situated in a region prone to water scarcity, your Company implemented comprehensive water conservation measures, including rainwater harvesting, infrastructure development and creation of water conservation potential, which not only enhanced water availability but also contributed to agricultural sustainability and improved the quality of life for local communities. Independently validated by DNV Business Assurance India, this milestone underscores our unwavering commitment to responsible water management and sets a benchmark for sustainable practices within our industry.

Our sustainability efforts have extended beyond environmental conservation to encompass Sustainable Agriculture and Livelihood Improvement. The **Parachute Kalpavriksha Foundation** exemplifies this commitment, making tangible strides in improving the livelihoods of farmers and fostering agricultural sustainability. Through the promotion of sustainable farming practices and comprehensive support initiatives, we are driving positive change and building resilient communities. The Foundation's impactful initiatives have positively transformed the lives of over 100,000 Indian farmers, spanning more than 3.5 lakh acres of farmland.

In the realm of social responsibility, our flagship CSR program, **Nihar Shanti Pathshala Funwala**, stands as a testament to our commitment to empowering under-served communities. By enhancing the skills and capabilities of government school teachers, we are enriching educational experiences and creating opportunities for a brighter future.

Your Company's dedication to sustainability has not gone unnoticed. During the year, Marico was honored to be recognized as one of the Top 3 Sustainable Companies in the FMCG Sector at the Sustainable World Conclave by BW Businessworld. The Parachute Kalpavriksha Foundation also earned esteemed accolades, including a 7-Star Rating and 1st Place in the Social Responsibility Category at the 9th International Best Practice Competition (IBPC).

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The Marico Way

I firmly believe that investing in people and building a positive culture in the organisation is not only just good for business, but also the right thing to do. However, culture building is not a one-time effort but an ongoing process that requires perpetual reinforcement of the desired values and behaviours.

In our over three decade-long journey, I believe it is our values that have served as the bedrock upon which your Company has been built. From the very beginning, our commitment to our values has been unwavering, guiding us through every triumph and challenge encountered along the way. Although, our values have continued to evolve in tune with changing times. As we accomplish new milestones in business in the domestic and overseas markets, we continue to expand our portfolio, while addressing the evolving needs and aspirations of our customers. As we embrace emerging technologies at every juncture, we have focused on growing sustainably, ensuring continued engagement with all our consumers, partners and other stakeholders.

As your Company prepares to leap forward towards its next phase of transformation, it became evident that a cultural and values refresh was essential. With the collective input from our teams, consumers, investors, business partners, community members and stakeholders at large, we identified the key elements that formed the foundation of our Values Refresh initiative. Through extensive collaboration and feedback, we have refined our Values Charter, incorporating diverse perspectives and expectations. This evolution has led to the establishment of **'The Marico Way'**, defined by three fundamental pillars: Our Reason for Existence – **PURPOSE**; Our way of Being – **ETHOS** (our Non-Negotiables); and the Way we Think and Act – **VALUES**. This framework provides us with the tools to align our actions, decisions and organizational trajectory with a clear sense of purpose, thereby reinforcing our unique identity and principles, and upholding a set of guiding values that steer our success.

> Your Company's dedication to sustainability has not gone unnoticed. During the year, Marico was honored to be recognized as one of the Top 3 Sustainable Companies in the FMCG Sector at the Sustainable World Conclave by BW Businessworld. The Parachute Kalpavriksha Foundation also earned esteemed accolades, including a 7-Star Rating and 1st Place in the Social Responsibility Category at the 9th International Best Practice Competition (IBPC).

I must also re-emphasize that the newly refreshed values represent a natural evolution from the current set of values and seamlessly integrate our legacy with emerging trends that we must embrace and adapt to in order to succeed.

Looking Ahead with Optimism

Given the pace of urbanization and premiumization, coupled with the demographic dividend, rising incomes, digital adoption and supportive government policies, India's prospects as a consumption-driven economy remain robust. Our key overseas markets have shown resilience in the face of challenging global economic conditions and remain invest to grow markets in the medium and long term. The array of opportunities before us fills me with a profound sense of optimism for the future. Your Company stands poised to not only navigate future challenges but also seize emerging opportunities. Our strategic investments in portfolio expansion and brand building align seamlessly with our commitment to fortify the long-term equity of both our core and new franchises.

The Board has continued to play a pivotal role in providing strategic guidance and oversight to your Company's leadership team, while maintaining accountability and upholding the highest standards of corporate governance. The Board rejuvenation exercise, underway over the last couple of years, is now complete. I continue to act as the Non-Executive Chairman of the Board, while Saugata continues to lead your Company's strategic growth initiatives. I also continue to lead efforts to improve the collective functioning of the Board and am actively involved in your Company's CSR initiatives. At the close of the fiscal year under review, we bade farewell to Ms. Hema Ravichandar, who completed her second consecutive term as an Independent Director on the Board of your Company. On behalf of the Board and Management, I would like convey deep appreciation for her contributions during her association with the Company.

I extend my heartfelt appreciation to the Board for their devoted engagement and guidance, to our dedicated teams for their relentless innovation and commitment, and to our shareholders for their enduring trust and support. Additionally, I express gratitude to our valued business partners, vendors, associates and the communities we engage with, whose collaboration enables us to deliver sustainable value—**the Marico Way**. Together, we shall continue to forge ahead towards a future defined by innovation, resilience and responsible growth.

Regards,

Harsh Mariwala
Chairman

MESSAGE FROM THE CEO AND MD

Delivering Enduring Value

> It is deeply inspiring for all of us at Marico that we touch the lives of one out of every three Indians through our portfolio of brands, and reach out to millions of consumers through our international businesses as well. Catering to the aspirations of such a diverse cross-section of consumers, transcending geographic borders and cultural preferences, continues to be both an opportunity and a responsibility for your Company.

Dear Shareholders,

It is a pleasure to write to you and put forth your Company's sixth Integrated Annual Report for the year ended March 31, 2024.

During the year under review, we dedicated ourselves to fortifying the enduring value of our enterprise and emerging with greater resilience and strength, amidst a gradually improving operating environment in India and the overseas markets. Our focus has been on realigning our business fundamentals and paving the way for sustained growth and value creation ahead. At the same time, witnessing the remarkable agility, grit and optimism exhibited by our team members across the organization has been truly uplifting. I believe that it is their unwavering commitment and passion that allows us to lay a solid foundation for the future.

It is deeply inspiring for all of us at Marico that we touch the lives of one out of every three Indians through our portfolio of brands, and reach out to millions of consumers through our international businesses as well. Catering to the aspirations of such a diverse cross-section of consumers, transcending geographic borders and cultural preferences, continues to be both an opportunity and a responsibility for your Company. Therefore, our overarching objective is to build and continually strengthen our portfolio by upholding consumer-centricity at the core and resonating with the evolving expectations of the vast demographic.

While we are at the cusp of crossing ₹ 10,000 crore in revenues, building the next ₹ 10,000 crores over the next 5-7 years would necessitate the next leg of transformation, the key objectives of which would be to consistently outperform in the market and gain market share in the core businesses, exhibit the appetite for bold scale-up opportunities in new businesses, strengthen our omni-channel distribution, leverage and expand our digital capabilities, nurture the empowering and entrepreneurial culture within the organization, and last but not least, uphold our commitment to sustainability across all facets of our operations.

FY24 - Putting in Place Building Blocks for Sustainable Growth

Taking positive cues from the second half of the previous year, the FMCG sector in India witnessed gradual improvement in volume growth during the year under review, while price-led growth tapered sharply in the wake of pricing drops across categories and moderating commodity prices. While growth in urban remained stable, rural witnessed some green shoots only towards the end of the fiscal, which also reflected in premium and urban-centric segments outpacing rural and mass segments. With a normal monsoon forecast, moderate retail inflation and continued government spending, rural and mass category consumption is expected to pick up through the coming year.

Over the last couple of years, the sector has witnessed growing salience of organized trade and E-Commerce channels, while General Trade has been subdued by growth and profitability pressures. We believe that the General Trade channel will continue to be source of scale and competitive advantage over the long term, especially in our core categories. Therefore, your Company has been taking initiatives to support the profitability of our General Trade (GT) channel partners.

In April 2024, we also rolled out **Project SETU,** a phased 3-year roadmap to improve our direct reach from ~1 million outlets currently to 1.5 million outlets in FY27, which would take our total to direct reach multiplier from the current ~5.8x to ~4x, which would be among the best in the sector. In addition, we expect Project SETU to drive market share gains across categories in urban and rural, as well as enhance assortment levels in urban stores, thereby enabling diversification & premiumisation in the domestic business. Notably, the project will be cost neutral as it will be funded through re-allocation of resources from optimisation of wholesale and organized trade channel spends, and driving efficiencies across the supply chain. We will also continue to

> In FY24, your Company has delivered a resilient performance in the domestic business as growth trends in core categories steadied and new businesses scaled up in line with expectations. Healthy offtakes led to market share and penetration gains in at least 75% of the business.

drive differential growth in our urban-centric and premium portfolios and large packs through the organised retail and E-Commerce channels. Therefore, our focus will be to deliver consistent and competitive growth through a much sharper and targeted portfolio-SKU strategy across channels.

In FY24, your Company has delivered a resilient performance in the domestic business as growth trends in core categories steadied and new businesses scaled up in line with expectations. Healthy offtakes led to market share and penetration gains in at least 75% of the business. We expect a gradually improving growth trajectory in the core categories in light of the anticipated pickup in mass category consumption coupled with our ongoing initiatives to enhance General Trade (GT) channel partner profitability and transformative expansion in direct reach through Project SETU.

Parachute has charted a steady recovery in traction as loose to branded conversions regained pace with copra prices inching up in the second half of the year. We expect to drive improving volume traction and sustained market share expansion in Parachute on the back of the brand's pricing resilience and back-end system advantages amidst the moderately inflationary trend in copra prices.

In Value-Added Hair Oils, sluggish rural sentiment, shrinkflation and heightened competitive pressures led to titration in consumption and downtrading within the category. As a result, we continued to face subdued trends in the bottom of the pyramid segment. The mid and premium segments within the category, however, fared relatively better. Our strategic focus will be on driving market share gains and expanding our play in the mid and premium segments through concerted investments in brand building and innovation, while staying competitive in the low RPI (relative price index) segments without diluting profitability.

Saffola has crafted a legacy of trust, consumer understanding and innovation to meet the diverse taste preferences of the Indian consumer and offer "better for you" food products. In line with our commitment to promoting healthy lifestyles, we have launched an impactful campaign under the master brand 'Saffola,' emphasizing the importance of incorporating **'Roz Ka Healthy Step'** into daily routines. This was also the initial step in harnessing the equity of the master brand, setting the stage for more effective brand-building endeavours across the entire Saffola franchise.

Saffola Oils also witnessed stable traction with volatility in input and brand pricing subsiding. While erstwhile pricing declines led to an optical drop in revenues, we expect revenue growth to move into positive territory next year.

Our Foods portfolio is broadly present across breakfast, in-between meals, healthy snacking, immunity, plant-based protein and the nutraceuticals segments. Saffola Oats emerged as the Number 1 Oats brand in India during the year, according to Kantar Household Panel Data. Supporting the government's vision of promoting millets

> Your Company has put in place strategically building blocks to deliver double-digit revenue growth through consistent outperformance vis-à-vis the category and market share gains in the domestic core portfolios, accelerated growth in the Foods and Premium Personal Care and double-digit constant currency growth in the International business.

as a sustainable and nutritious food source, we have embraced millets in our product portfolio and blended the goodness of two superfoods — oats and millets in our Saffola Oats range. Saffola Soya Chunks and Saffola Honey have logged market share and penetration gains this year. The impressive scale-up of True Elements and Plix has been very encouraging, Consequently, the Foods business closed the year at ~4x its scale in FY20, even while we took a step back this year to make refinements in our supply chain, GTM strategies and cost structure. Through these initiatives, we have realised structural gross margin expansion in Foods this year.

The Premium Personal Care portfolio has witnessed healthy momentum, led by the Digital-first portfolio reaching an exit ARR of ~ ₹450 crore. Beardo has grown threefold since FY21 with positive EBITDA this year and holds promise of delivering double-digit EBITDA margin in the coming year. Just Herbs also surpassed the ₹1 billion ARR at a minimal burn. The traction in Plix's Personal Care portfolio has been strong. With an operating playbook firmly in place, we expect to double the scale of Digital-first brands and deliver double-digit EBITDA margin in the portfolio by FY27.

With Foods and Premium Personal Care now contributing to ~20% of domestic revenues, the portfolio diversification objective has led to a marked shift in the revenue construct of the domestic business and reduction in commodity linkage of the business. We will aggressively drive this agenda and expect the share of these businesses to reach ~25% in FY27.

In the international business, the Bangladesh business has regained its momentum in a challenging environment on the back of its broad-based portfolio and robust fundamentals. In Vietnam, we are witnessing a slowdown in HPC demand, although the expanded portfolio should enable us to hold steady. The strong ramp-up in the MENA and South Africa businesses has given impetus to the growth trajectory of the overall business and offers margin upside over the medium term. The NCD and exports business has also sustained its robust double digit growth momentum over the last few years. The visible broad basing of our business reflects in the reducing dependence on the Bangladesh business. We expect the revenue share of Bangladesh to moderate gradually to about 40% by FY27.

Your Company has put in place strategically building blocks to deliver double-digit revenue growth through consistent outperformance vis-à-vis the category and market share gains in the domestic core portfolios, accelerated growth in the Foods and Premium Personal Care and double-digit constant currency growth in the International business. We also continue to scout for inorganic growth opportunities that offer meaningful potential to consolidate our competitive position in existing categories, expand the total addressable market in existing geographies or access markets of interest, thereby adding visible levers to drive long term value creation.

We have delivered our highest-ever operating margin in the year under review, led by robust gross margin expansion, even while investments towards brand-building remained a key thrust area. In the medium term, we expect operating margin to structurally inch up over the next few years with scale benefits as well as premiumisation of the portfolios across both the India and overseas businesses.

Responsible Growth is one of our Core Values

Upholding the Triple Bottomline (People, Planet and Profit) philosophy, we view our entire process of value creation through the lens of sustainability. Sustainability is an inseparable part of our ethos, which we believe empowers us to lead with excellence, agility and innovation, and in turn, creates long term value for all stakeholders. We have incorporated 'Responsible Growth' as one of our core values, which enable win-win outcomes for all stakeholders, comprising our customers, employees, external partners, shareholders, society and the environment. From reducing emissions and energy consumption, driving water stewardship and responsible sourcing to focusing on social value creation and strengthening the strong governance framework, we are continually driving our ESG efforts in the right direction. The Sustainability Vision for 2030, elucidated in this Report, will guide our efforts going ahead as we strive towards achieving the committed milestones in both letter and spirit.

Our Culture. Our Bedrock.

Our culture of best-in-class corporate governance has remained a constant since inception. The diverse composition of the Board and senior leadership team brings forth varied perspectives and enhances the quality of our decision making. I am proud to acknowledge that your Company continued to be ranked in the 'LEADERSHIP' category in the Indian Corporate Governance Scorecard for 2023 compiled by IiAS. We were also ranked among the Best Managed Companies India 2023 by Deloitte India.

Consumer aspirations have always remained at the heart of our strategy and purpose. We are delighted to have been recognised as the 'Most Consumer Centric Brand of the Year' at the 3rd Smart CX Summit & Awards 2024.

> As we embark on the next phase of growth and achieve our ambitious goals, we wanted to refresh and reenergise the culture that is critical to building Marico 3.0. The objective was simple – to adapt and evolve while preserving the essence of what makes Marico unique.

Before I conclude, I must re-emphasise that we are committed to create a workplace which offers equal opportunities to all employees. The Inclusion & Diversity (I&D) Council, instituted last year, works towards enabling policies and processes to incorporate the needs of diverse individuals and facilitate our evolving culture. It is heartening to note that your Company was bestowed with the Best Employer of India 2023-24 award by Kincentric.

Unlocking the next phase of growth

While Diversification, Distribution, Digital and Diversity (4Ds) continue to be a part of our strategy playbook, the foundation of your Company has been shaped by our people, values and culture. Our 'People First ethos' built on the core tenets of trust, transparency, inclusion, integrity and owner's mindset have been the pillars of our growth, even during unprecedented times. With changing times and dynamic business landscape, our values continued to evolve to help meet our business aspirations. As we embark on the next phase of growth and achieve our ambitious goals, we wanted to refresh and reenergise the culture that is critical to building Marico 3.0. The objective was simple – to adapt and evolve while preserving the essence of what makes Marico unique. Therefore, we have refreshed our Values Charter, to articulate more clearly the Way We Think and the Way We Act, which is the 'The Marico Way'.

To ensure resonance with members and alignment with the organisational vision, we conducted extensive workshops involving over 150 participants from seven regions. "The Marico Way' was crafted based on cultural experiences, needs, and aspirations, aiming to empower members and bridge the generational gap. It encapsulates Marico's purpose, emphasising making a difference to all stakeholders, and ethos, focusing on elements like an Owner's Mindset, Frugality, Transparency, Mutual Trust, Integrity, and Meritocracy. The refreshed values include a commitment to consumer delight, fostering bold ambition, enabling responsible growth, nurturing members' potential, ensuring accountability for outcomes, and executing with agility. As your Company navigates the intricacies of generational dynamics and envisions future growth, we believe these refreshed values pave the way for a cohesive, innovative, and inclusive workplace.

Empowered by the Values refresh, we remain steadfast in our focus on driving profitable, competitive and sustainable growth. Leveraging our consistent innovation, deep consumer-first approach, diverse portfolio, digital capabilities, robust omnichannel distribution network, we are building the Marico of Tomorrow.

As we look towards the future with optimism, I convey my deepest gratitude to our Board, the entire leadership team and all our members for their continued collaboration, passion and commitment. I would also like to thank you, our shareholders, for your continued faith, support and confidence in our vision of Marico.

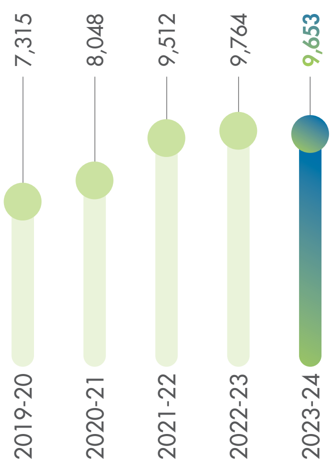
Warm regards

Saugata Gupta
Managing Director & Chief Executive Office

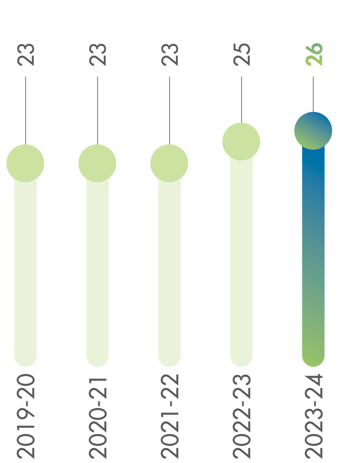
KEY PERFORMANCE INDICATORS

Mapping a healthy trajectory

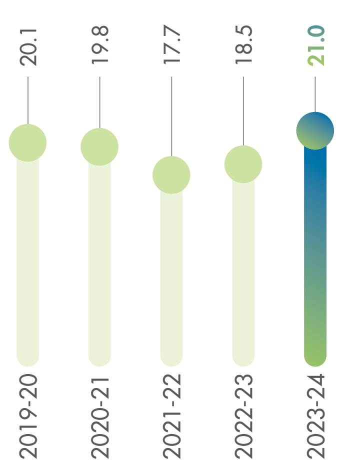
Consolidated Turnover
(₹ crores)



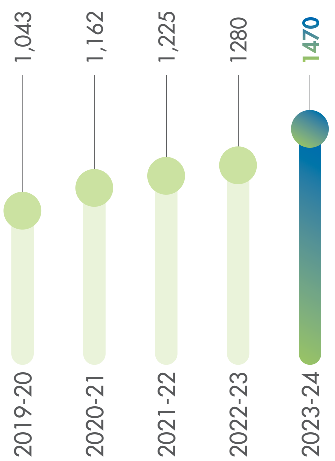
Share of International FMCG Business
(in %)



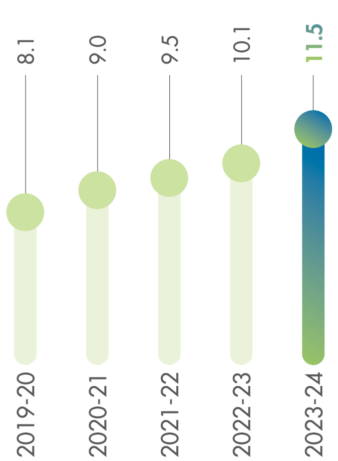
EBITDA Margins
(in %)



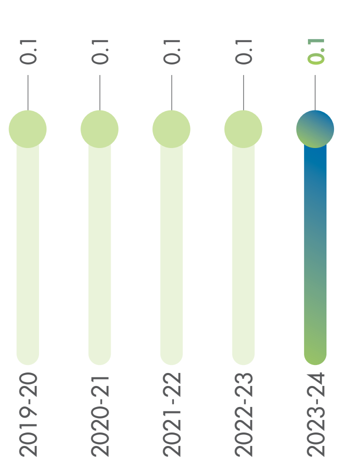
Recurring Consolidated Net Profit After Tax
(₹ crores)



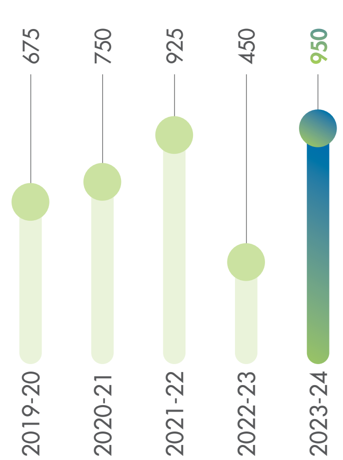
Earnings per share
(in ₹/share)



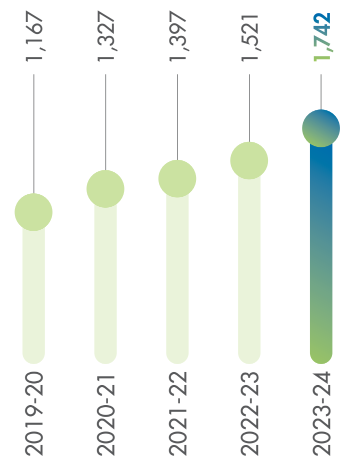
Debt / Equity
(x)



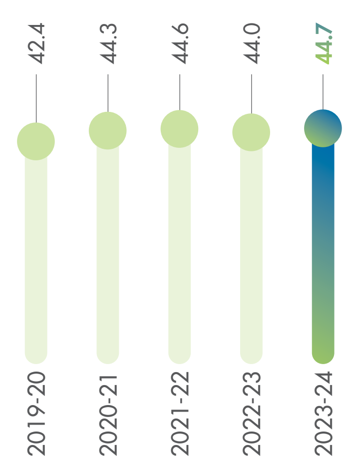
Dividend declared
(as % of Face Value)



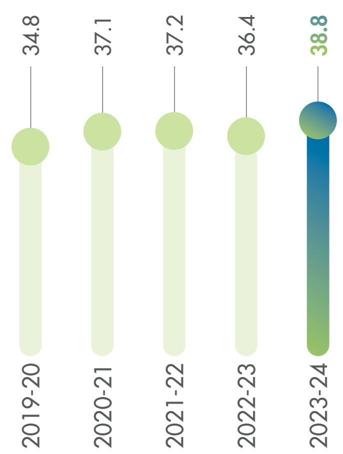
Cash profits
(₹ crores)



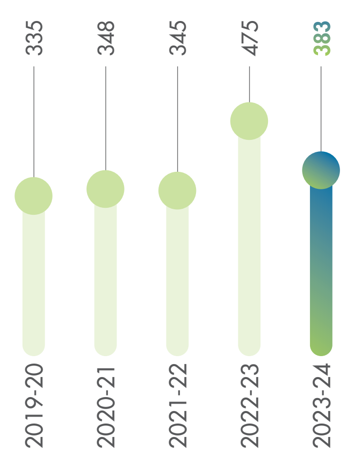
Return on Capital Employed
(in %)



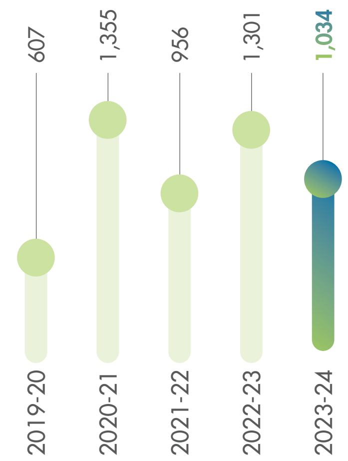
Return on Net Worth
(in %)



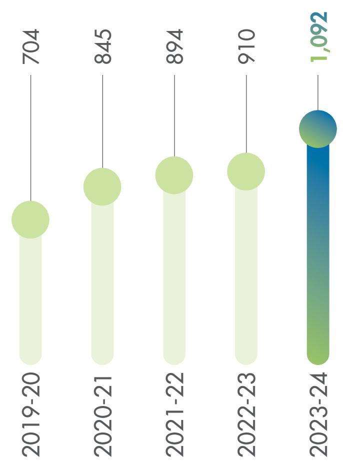
Loan on Books
(₹ crores)



Surplus on Books
(₹ crores)

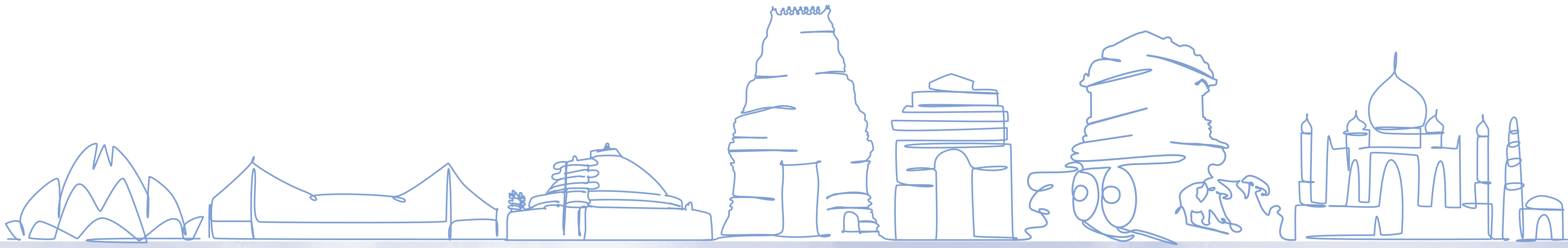


EVA
(₹ crores)



PRODUCT SHOWCASE

INDIA



Coconut Oils

Super Premium Refined Edible Oils

Foods

Value-Added Hair Oils

Premium Personal Care

Digital First Premium Personal Care

BANGLADESH

Coconut Oil

Hair Colours, Serums and Shampoos

Value Added Hair Oils

Skin Care

Male Grooming & Styling

Baby Care

Hygiene

Edible Oil

Foods

VIETNAM

Male Grooming

Foods

Female Personal Care

South AFRICA

Hair Care

Baby Care

Health Care

Middle EAST

Coconut Oil

Foods

Hair Care

EGYPT

Hair Care

Male Grooming

MATERIALITY

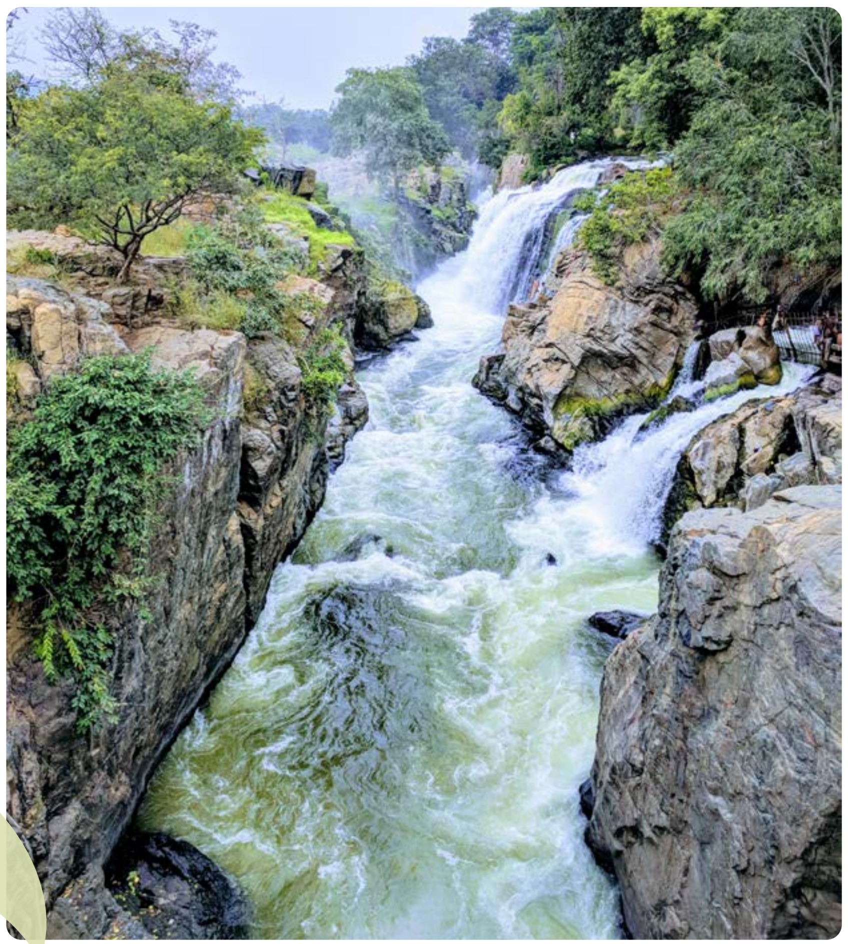
Initiating Change with

Agility

At Marico, we believe in fulfilling our responsibility towards stakeholders across our business ecosystem. It propels us to effectively assess the ESG (Environmental, Social, and Governance) landscape and identify evolving risks. Mitigating climate risks, optimising the use of natural resources, and protecting social capital are now strategic imperatives for businesses worldwide. When considering the global risk environment, environmental and social risks dominate both short-term and long-term perspectives.

As a responsible corporate, we understand the need to identify, manage and report critical environmental, social and governance issues that are essential for ensuring a sustainable journey and enabling agile transformations within the organisation. The number of non-financial disclosure requirements has increased manifold in comparison to the last five years, with many voluntary disclosures now becoming mandatory.

New regulatory developments and the drive for responsible investment are pushing non-financial issues to the forefront of corporate strategy and reporting. These interconnected factors collectively shape what is material for our business and how it can create a sustainable future for the entire Marico ecosystem.



Sustainability @ Marico

At Marico, we arrive at material ESG issues through a structured and comprehensive process that involves multiple steps. After the completion of our first 5-year sustainability plan (2017-2022), we launched our 2030 ESG Roadmap on the 50th anniversary of the World Environment Day, 05th June 2022. We have been gradually deepening the depth and coverage of our material ESG KPIs to cover all business-critical aspects since then. The journey began with extensive stakeholder engagement, where we identified and engaged relevant stakeholders, including Marico members, consumers shareholders, value chain partners, regulators, community members and other key stakeholders. Through surveys, interviews, focus groups and public consultations, we gained a deeper understanding of stakeholder concerns, expectations and priorities regarding ESG issues.

Benchmarking and industry analysis play a critical role in this process. We regularly assess the ESG practices and disclosures of peer organisations and industry leaders to identify common material issues and best practices. We also refer to industry-specific guidelines and standards provided by organisations such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). This comparative analysis helps us to understand our position in comparison to our peers.

We regularly review current and upcoming regulations related to ESG in the regions where we operate, ensuring adherence to all legal requirements. This proactive approach helps in identifying critical issues that need to be addressed to avoid legal repercussions and align with government policies.

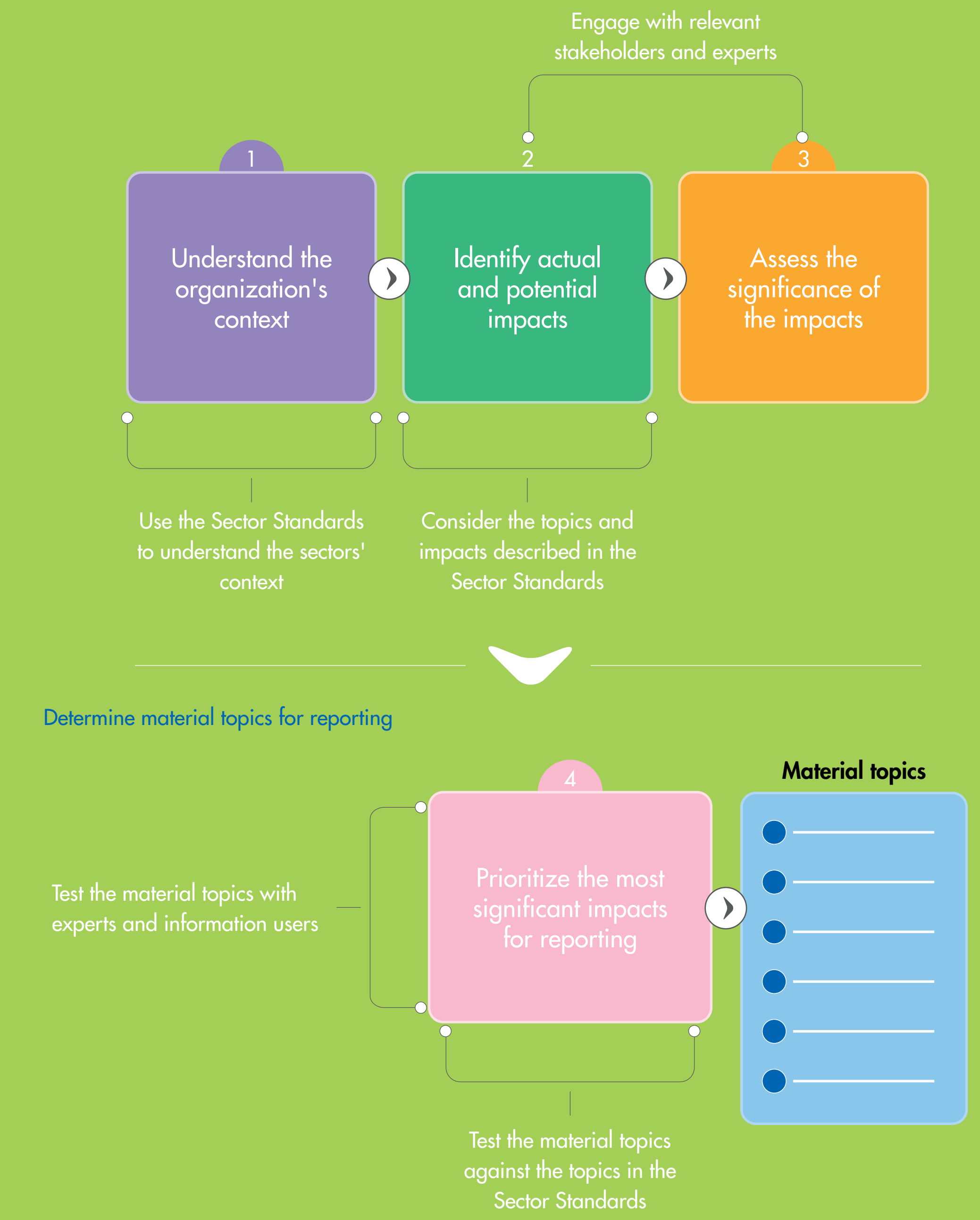
Internally, thorough business impact and risk assessments are conducted to understand how various ESG issues affect relevant functions like operations, financial performance and strategic objectives. Our evaluation of risks and opportunities associated with each ESG issue, from both short-term and long-term perspectives, enables us to prioritise those that are most significant to our business and stakeholders.

To ensure strategic alignment of risks and mitigation measures, we review and validate the identified material ESG issues at the highest levels. These issues are then integrated into our overall business strategy, policies and operational plans, to embed ESG considerations into our core operations.

Reports, microsite and a plethora of stakeholder engagement platforms are used to continuously evaluate the performance and disclosure of material ESG matters. It drives transparency and accountability, thereby keeping our market reputation as a responsible player intact. This holistic approach not only ensures regulatory compliance but also builds resilience and drives long-term value creation for all stakeholders, thereby defining a sustainable future for the entire ecosystem.

Process to determine material topics

Identify and assess impacts on an ongoing basis



Marico's ESG Canvas

Marico's ESG Canvas is like a launchpad to achieve our Decade of Action (2030) vision and purpose. It comprises of over 50 key performance indicators across environmental stewardship, social accountability and corporate governance related parameters that are of material relevance to us and our stakeholders, now and into the future. It is not just a framework but a set of scalable business-critical issues that will determine our business transformation journey in this decade of action.

The framework enables the implementation of best-in-class enterprise-wide ESG policies that have cross-functional success metrics. It permeates the principles of material ESG issues across all levels of the organisation and embed it in every business line/investment strategy. We also leverage this framework to capacitate our value chain partners in building resilient and sustainable business enterprises. Additionally, we integrate people and planet positive goals within our overall talent attraction, retention and engagement strategies to foster the culture of an ESG-first enterprise within our business ecosystem.

Our 8-point commitment in this Decade of Action

Net Zero emissions in global operations

We have set a net zero emissions target for our global operations (owned manufacturing units) by 2040. In India, we aspire to achieve Net Zero in operations (owned manufacturing units) by 2030. Key enablers for Marico to achieve this goal include transitioning to renewable energy, investing in low-carbon technologies, engaging in carbon forestry and completely phasing out fossil fuel usage from our operations. These efforts are anticipated to help Marico move towards a net zero, carbon-neutral and climate-resilient future.

Water Stewardship

We aim to achieve certified water-neutral operations across all our manufacturing facilities by offsetting 100% of water consumption volume with water capacity created for community use. Based on the assessment of water stress potential of our facilities we have developed long-term plans (up to 2030) to replenish more water than we consume in our operations. Additionally, each facility will adopt operational measures to optimise surface water consumption intensity. This will involve implementing water efficiency systems, using rainwater for process cooling and deploying zero liquid discharge (ZLD) principles to reduce overall water consumption in our manufacturing units.

Circular Economy

We strive to achieve 100% recyclable packaging by 2027, focusing on sustainable packaging initiatives and promoting circularity to reduce our carbon footprint. Over this period, we have plans to phase out hazardous substances like PVCs and incorporate at least 30% recycled post-consumer resin (r-PCR) into our packaging portfolio where applicable and, in conformance with applicable legal requirements.

Responsible Sourcing

Marico's Responsible Sourcing Framework, Samyut, is built on three core themes: Environmental Stewardship, Ethical Responsibilities, and Social Accountability. This framework is implemented through a three-part maturity-based roadmap that integrates our value chain partners into Marico's philosophy and purpose of creating a sustainable impact across the value chain.

By 2030, we plan to implement Samyut Level 1 (capacity building and voluntary commitment declarations) by certifying 100% of our critical suppliers and Samyut Level 2 (independent risk-based external audits to validate voluntary commitments) by certifying 50% of our critical suppliers who have completed Level 1. Additionally, Marico aims to annually report key metrics such as traceability, the share of indigenous material procurement and the share of sustainable materials, as part of our 2030 responsible sourcing goals.

Sustainable Agriculture

We aim to empower more than 1 lakh farmers with knowledge of sustainable farming practices and develop a Sustainable Coconut standard to provide recommendations for offsetting the crop's carbon footprint across its entire lifecycle. These measures are targeted towards improving productivity and enhancing climate resilience, as well as offsetting carbon impact through afforestation programmes, across coconut plantations. The programme aims to enrol more than 4 lakh acres of coconut plantation by 2025 and achieve a cumulative productivity improvement rate of 16%.

Purposeful Brands

Sustainable value creation is deeply embedded in the core values of Marico and is integral to the existence and purpose of each brand. By 2030, we plan to align the purpose, messaging and impact-driven actions of its top 5 brands with the United Nations Sustainable Development Goals (UN-SDGs). Each of these top 5 brands will annually quantify and disclose the sustainable impacts achieved year-on-year, in accordance with the relevant UN-SDGs, along with their targets and indicators.

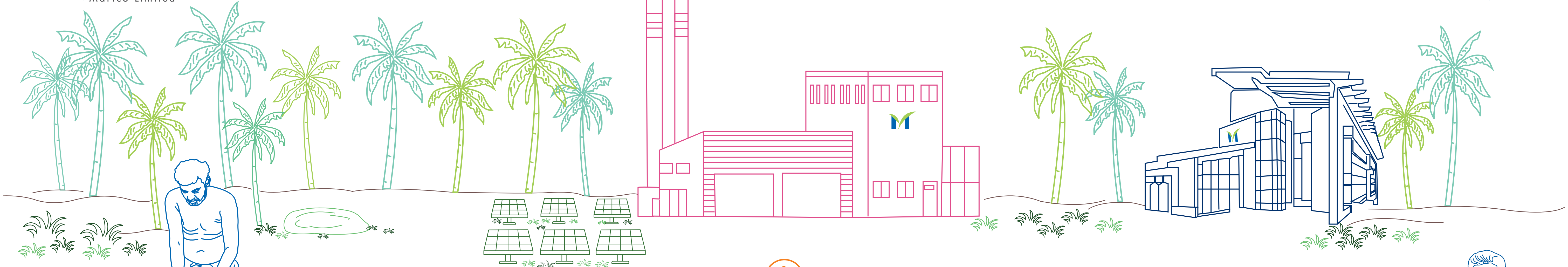
Inclusion & Diversity

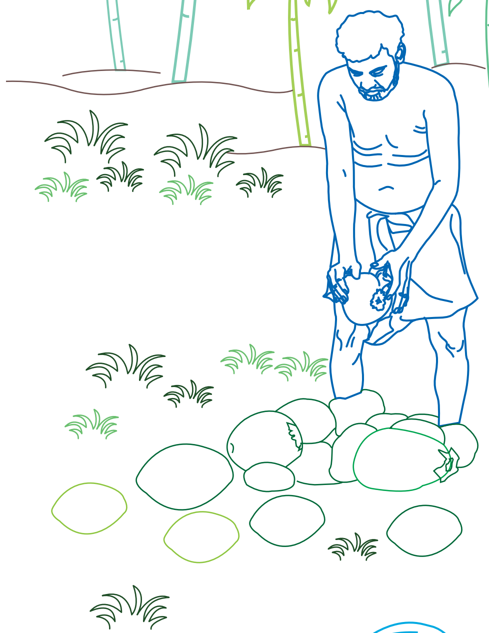
We are is committed to cultivating a diversity-conscious, diversity-ready and socially inclusive workplace. As part of our decade of action roadmap, we aim to increase our gender diversity ratio to 30% and our representation of differently abled individuals to 5%. This initiative will be supported by various programmes and activities, including sensitisation training, policy and process rollouts and infrastructure enhancements. The Inclusion & Diversity Council and the Organisation Effectiveness teams will oversee these efforts to ensure a workplace free from discrimination and harassment.

Corporate Governance, Human Rights & Ethics

At Marico, all activities are driven by a sense of responsibility and grounded in our principles of good governance. Our corporate governance framework enables us to uphold the highest standards of human rights, ethics and integrity throughout our operations. As part of our decade of action journey, we will continue to instil the philosophy and principles of human rights and ethics across our entire stakeholder ecosystem, including members, value chain partners and business associates. To support this, we will conduct mandatory trainings, knowledge management sessions and periodic evaluations at regular intervals. These efforts will help track performance, preparedness, risks and opportunities related to human rights and business ethics across all levels of the organisation.

> Marico has set up a Global ESG Council to drive leadership-driven excellence in its sustainability agenda. This 10 member cross-functional leadership team is accountable for spearheading Marico's journey ahead towards a sustainable future.



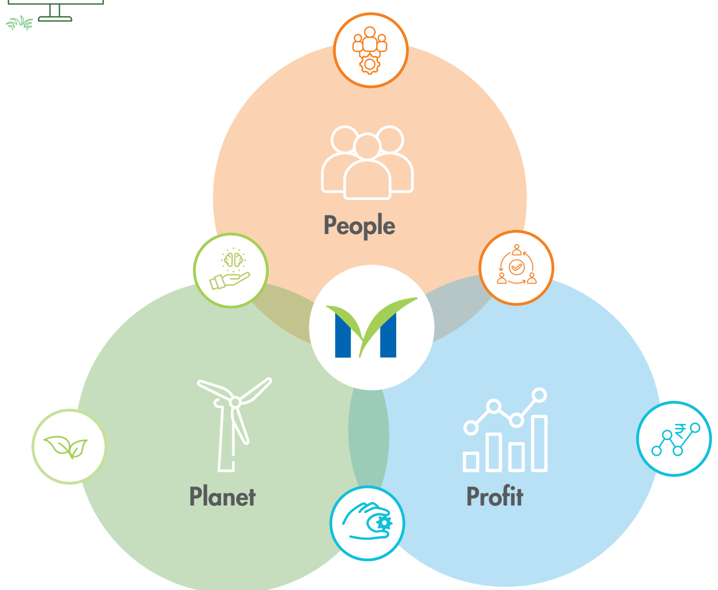


Natural Capital

Natural resources are indispensable assets to Marico. We aspire to offer safe, and sustainable products for our consumers while promoting eco-conscious lifestyle preferences. Environmental stewardship at each stage of our products' value chain encompasses low-carbon technology, responsible sourcing, emissions reduction and circular economy principles.

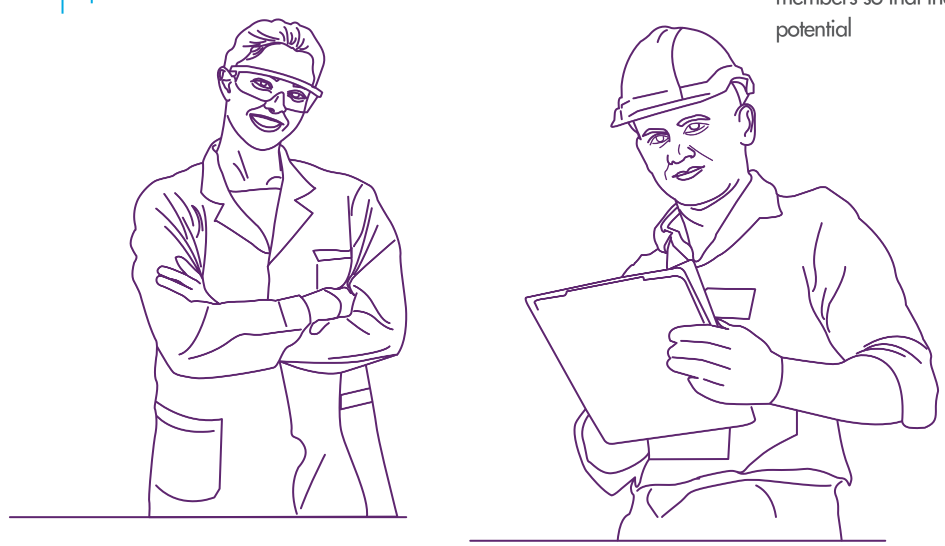
Social & Relationship Capital

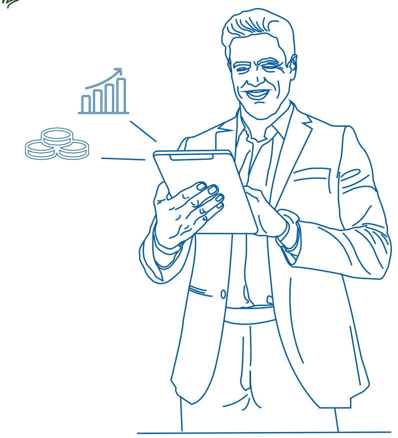
Marico's purpose is centred around making a difference in the lives of all stakeholders by creating value that matters. We remain committed towards driving socially-inclusive growth with our value-chain partners and well-being programmes for the community, the nation, and the world at large.



Human Capital

The organisational culture at Marico encourages social inclusion, collaboration, and equal growth opportunities for all types of talent. Our talent value proposition rests on continually empowering, enriching and fulfilling the aspirations of our members so that they maximise and realise their true potential





Manufactured Capital

Manufacturing assets and infrastructural capacity are used to transform input resources into high quality products. At Marico, operational excellence through resource optimisation and efficiency is a critical parameter of sustained growth.

Financial Capital

Marico aims to efficiently use its monetary resources to create, enhance and distribute value to all stakeholders. We leverage our financial capital to support stakeholders in need - from ensuring affordability to granting financial aid for the community welfare and fostering social innovation.

Intellectual Capital

Through research and development and sustainable product innovation initiatives, we remain focused on developing brands and new products that add tangible value to the lives of our consumers. We harness the power of technology to create smart, safe and sustainable product upgrades that ensure good health and nutrition.

BUSINESS MODEL

INPUTS

Financial Capital
- Capital Expenditure ₹ **153 crores**
- Equity ₹ **3,832 crores**
- Debt ₹ **383 crores**
- Working Capital ₹ **1,559 crores**

Intellectual Capital
- R&D Investments ₹ **45 crores**
- R&D Team Members **101**
- % of Sales invested in brand building **9.9 %**

Social & Relationship Capital
- CSR Expenditure ₹ **23.79 crores**
- Value-chain partners **717**
- Strong retail outlets network **5.6 million**

Manufactured Capital
- Domestic Manufacturing Facilities **7**
- International Manufacturing Facilities **8**
- Regional offices to be written as Domestic Offices **5**
- Overseas Office to be written as International Offices **24**
- Depots and Warehouses **24**

Human Capital
- Total Number of Employees **1,772**
- Manhours of Training on Health and Safety for Employees & Workers **5,110 hours**

Natural Capital
- Raw Materials Consumed **3,10,629.52 MT**
- Packaging material consumed **47,506.92 MT**
- Water Intensity in Operations **18.63 KL / ₹ crores**
- Energy Intensity in Operations **25.16 GJ / ₹ crores**
- Renewable Energy in Operations **67.40 %**
- Forestation **plantation of 1,50,978** trees

PROCESS & STRATEGY

Strategic Pillars
- Grow the core
- New growth engines
- Create shared value

Enablers
- Business and Go-to-Market Models
- Product Innovations
- Digital and Technology
- Cost Management
- Talent and Culture
- Mainstreaming Sustainability

Purpose

To transform in a sustainable manner, the lives of those we touch by nurturing and empowering them to maximise their true potential

Business Activities
- Research and Innovation
- Sustainable Sourcing
- Manufacturing
- Packaging
- Transportation and logistics
- Warehousing and Distribution
- Customers- Marketing
- End-of-life Management

Business Segments
- Coconut Oil
- Value Added Hair Oil
- Foods
- Super Premium Refine Edible Oil
- Premium Personal Care

STAKEHOLDERS
- Consumers
- Shareholders
- Government & Regulators
- Members
- Community

OUTPUTS

Financial Capital
- Market Capitalization ₹ **64,304 crores**
- Dividend Payout **83%**
- Operating Margins **21.0%**
- Return on Capital Employed **44.7%**
- Consolidated Turnover ₹ **9,653 crores**
- EBITDA ₹ **2,026 crores**
- Recurring Consolidated Profit After Tax ₹ **1,470 crores**
- EPS ₹ **11.5**
- Return on Equity **38.8%**

Intellectual Capital
- Patent Granted **18**
- Brands owned by Marico India **20+**

Social & Relationship Capital
- Customer Satisfaction Index **97 %**
- **1,01,120** farmers enrolled (cumulatively) in the Parachute Kalpavriksha program
- **10.3 lakh** children and **1.65 lakh** teachers benefitted from the Nihar Shanti Pathshala's English Literacy program
- Critical suppliers certified under Level 1 of SAMYUT **82 %**
- Critical suppliers certified under Level 2 of SAMYUT **26 %**
- Procurement through spends from local/indigenous suppliers **93.8 %**
- Product outreach Touched **59,000** villages in India and almost every Indian town with population over **5,000**

Manufactured Capital
- Number of packs sold **2 billion+**

Human Capital
- % of our decision-making roles (Managers & Partners) having diverse talent **28.9 %**
- Increase in diverse talent representing our leadership positions (partners & CXOs) **20.9 %**
- % of current leadership team that is homegrown talent **74%**
- % of Members that experience Marico as a harassment and discrimination-free workplace **88 %**
- Employee Retention Rate **100 %**
- LTIFR **1.10**
- Fatalities **0**
- Inclusion Index **82**
- Diversity - **28.9 %**

Natural Capital
- Reduction in direct GHG emissions (Scope 1 + 2) as compared to base year FY13 **79 %**
- Post consumer plastic waste collected and recycled or co-processed **27, 947 MT**
- Recyclable packaging **95.30 %**
- 2 successful trials have been completed demonstrating the feasibility of using rPCR materials in packaging.
- Water conservation through Farm Ponds **373 crore Litres**
- Scope 1 & 2 GHG emission intensity **1.54 tCO_2e / ₹ crores**
- Scope 3 GHG emission intensity **80.08 tCO_2e / ₹ crores**

UNSDGs mapped to Capitals
- Financial Capital: 8
- Intellectual Capital: 9, 12, 17
- Social & Relationship Capital: 1, 2, 3, 4, 11, 12, 13, 17
- Manufactured Capital: 2
- Human Capital: 3, 5, 10
- Natural Capital: 5, 6, 7, 13, 14, 15

RISK MANAGEMENT

Building Resilience for

Tomorrow

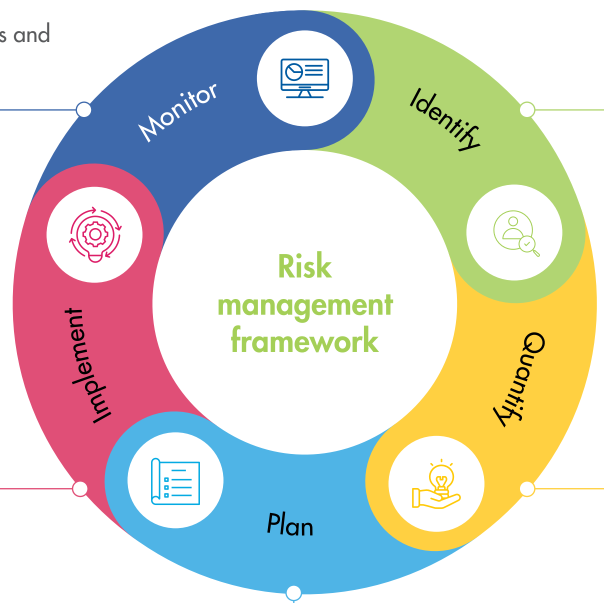
In the realm of today's dynamic economic environment, navigating risk is critical aspect of our sustainable growth objective. Our commitment to effective risk management is not just the cornerstone of our operations but a testament to our dedication to stakeholders' trust and long-term success. Developing an agile and robust risk management framework will enable us to overcome obstacles, innovate and deliver value to consumers in rapidly changing market landscapes. In this section, we delve into our risk management framework, highlighting the proactive measures undertaken to identify, assess and mitigate potential threats. By embracing this framework, we strive to enhance value creation, safeguard assets and capitalize on opportunities amidst an ever-evolving business landscape.

Enterprise Risk Management (ERM) Framework

Monitor the progress of risk mitigation plan

Periodically review the risks and related metrics

Identify risk material to each function/business



Evaluate the risks based on 'impact' and 'vulnerability'

Prioritise top 10 risks at the organization level

Implement the risk mitigation plan

Develop mitigation plan for each risk with the relevant effort and result metrics.

Recommend the plan to the Board for approval

Continuous monitoring of the identified risks is a crucial part of our framework, where we track the effectiveness of our efforts and update the Risk Management Committee on the progress. Risk related issues, if any, are discussed at review meetings.

Risk Management Committee Governance Structure

The Risk Management Committee (RMC) monitors and reviews the risk management plans and provides guidance on the mitigation strategies.

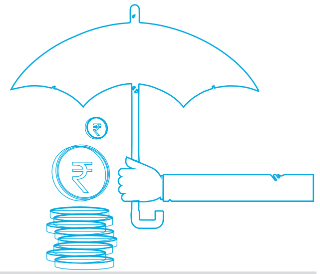
Material Risks and Mitigation Strategies

Our risk management process scans through all significant business processes to identify risks that can be classified under following categories:

STRATEGIC Risks

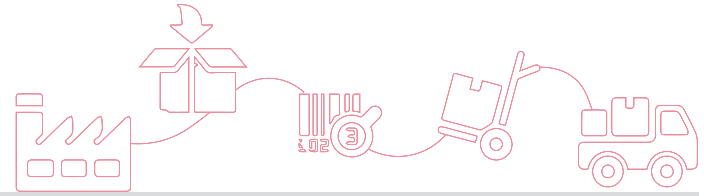
Risk Type and Description	Mitigation Strategies
Changing consumer preferences Consumer tastes, preferences and behaviours have been evolving over the years. This trend has only accelerated after unexpected events such as the outbreak of the COVID-19 pandemic. In addition, with increasing social media penetration, brand awareness levels and the speed of shifts in consumer preferences has dramatically risen. It is, therefore, an imperative that our portfolio and brand communication also evolves in line with consumer demand so that we continue to remain relevant and competitive in our categories.	• Investment in consumer in-sighting to adapt to changing consumer preferences through market research, consumer surveys, data analytics, and social listening tools to understand evolving preferences and anticipate changes in consumer demand. • Actively monitor social media trends to spot early consumer trends; quickly respond to these trends with innovative offerings that lead with quality, safety and nutritional quotient. • Shape brand communication to effectively reach the consumer and convey its proposition and purpose. • Frequent consumer awareness campaigns and outreach initiatives to demonstrate the nutritional value of products and the use of safe ingredients to enhance product responsibility. • Diversify product portfolios to cater to a broader range of consumer preferences and invest in innovation to develop new products that align with emerging trends.
Increasing competitive intensity With the increasing number of competing brands across offline and online marketplaces, counter campaigning and aggressive pricing by competitors, maintaining brand relevance, market shares and pricing power is critical to sustained growth.	• Developing unique selling propositions and distinguishing products or brands from competitors through innovation, quality, branding or service offerings. Protect consumer franchise during periods of short-term volatility or headwinds. • Invest in brand building through responsible marketing campaigns. • Building agile marketing response mechanisms to counter competitive moves. • Implementing cost-effective production processes, supply chain efficiencies and economies of scale to maintain competitive pricing and margins. • Forming alliances or collaborations with complementary businesses, suppliers or distributors to strengthen market presence, expand distribution networks and leverage resources.

Risk Type and Description	Mitigation Strategies
Underperformance of new product launches Given that the success rate for new product launches in the FMCG sector is typically low, new products may not gain traction among consumers or may fail to scale up as planned. This risk is pronounced in cases where industry leaders invest in creating new categories.	• Invest in a new product development process with a funnel approach to ensure continuous flow of new ideas coupled with rigorous governance around scalable ideas. • Prototyping approach to new product introductions for accelerated learning and adjustments. • Identify and invest in big-ticket new ideas in the chosen categories for driving growth. • Resilient presence in the marketplace with adequate investments in brand building. • Continuously monitoring and evaluating the performance of the new product post-launch, gathering feedback from consumers and stakeholders, and making necessary adjustments or refinements to improve its performance and maximize its potential for success.
Underachievement of acquisition deliverables Acquisitions may impose a financial burden on the parent entity, if the acquired business significantly underperforms vis-a-vis expectations. Integration of operations and cultural harmonisation may also take time, thereby deferring benefits of synergies.	• A well-defined playbook for selection of targets, due diligence, value finalisation and integration. • Well-defined performance tracking systems for monitoring progress periodically. • Cross-application of governance practices of the parent organisation soon after takeover to ensure controls.
Underperformance in external evaluation (ratings and rankings) based on financial and non-financial performance (ESG and other sustainability related metrics) of the company by government or market entities Transparency on financial and non-financial performance of the company and regular communication is critical for building stakeholder trust and market credibility.	• Enhanced disclosures of annual performance on material topics. • Continuous efforts to align disclosures with established standard frameworks at a national and global level. • Frequently update the Company's initiatives, actions and progress on platforms accessible to stakeholders. • Communication channels for stakeholders to enquire, register grievances and provide feedback.



FINANCIAL Risks

Risk Type and Description	Mitigation Strategies
Volatility in interest rates Though the FMCG sector is not capital intensive, fund requirements arise on account of inventory position building, capital expenditure undertaken or funding inorganic growth. Changes in the interest regime and in the terms of borrowing could impact the financial performance of the Company. Further, this risk may also impact income on Company's investment and lead to mark-to-market losses on its investment portfolio.	- Well-defined framework for capital gearing. - Maintain a liquidity chest for immediate working capital requirements. - In case of foreign currency borrowings, implement hedging as per policy. - Manage interest rate risk to investments by implementing a Board-approved investment policy, which focuses on safety and liquidity, thereby mitigating short-term interest risks. - Regularly monitoring interest rate movements, economic indicators and central bank policies to anticipate changes and adjust financing strategies accordingly.
Foreign currency exposure Marico has significant local presence in Bangladesh, South East Asia, Middle East, Egypt and South Africa. The Company is thus exposed to a wide variety of currencies. Fluctuations in these currencies could impact the Company's financial performance. The risk of currency depreciation is accentuated during periods of high inflation in these economies.	- While the 'translation risk' will continue to be unhedged, Marico has a well-defined hedging framework for managing any foreign exchange risk in India and Bangladesh. The Board-approved policy in this regard is periodically reviewed for its effectiveness.



OPERATIONAL Risks

Risk Type and Description	Mitigation Strategies
Commodity Risks Unexpected changes in commodity prices and supply could impact business margins and ability to service demand. Volatility in input prices has significantly increased in the past few years. As a result, the overall uncertainty in the environment continues to be high.	- A comprehensive process manual drives commodity procurement for each of the categories, which governs norms related to price discovery, inventory policy, supplier management and governance mechanism. - The Company policy defines that the purchase of commodities should be in line with business requirement and in accordance with inventory policy and does not encourage speculative buying or trading of said commodity either in physical form or on the exchanges. - The Company has developed and deployed various programmes in order to ensure sustainable availability of agriculture commodities to support future business requirements. Few of the programmes are: **a)** Sponsoring research in agriculture breeding technology; **b)** Developing strategic souring alternatives from other geographies; **c)** Strategic presence in the extended backward value chain. - The Company has well-defined norms for building strategic inventory positions as a hedge against price volatility.
Global Events Unprecedented and unpredictable events including a pandemic, political instability, civil unrest, etc. can significantly impact business results.	- A comprehensive insurance programme to hedge all insurable risks - At a macro level, our country selection template lays emphasis on geopolitical stability and robust growth prospects. - Robust business continuity plans that outline procedures for maintaining essential operations, communication protocols and contingency measures to ensure minimal disruption to business activities during any crises.
Macroeconomic factors Factors such as low GDP growth and high food inflation could result in down trading from branded to non-branded or premium to mass market products	- Focus on value-added products available to masses at affordable prices by driving aggressive cost management - Focus on franchise growth over short-term profitability during macro-economic headwinds - Thrust on portfolio diversification as one of the pivots of future growth

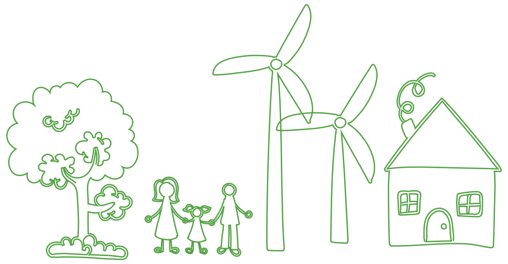
OPERATIONAL **Risks**

Risk Type and Description	Mitigation Strategies
Cyber and data security Disruption in business operation due to non-availability of critical Information Systems through cyber-attack and loss of sensitive information due to unauthorised access.	Identification of business critical IT systems and having a disaster recovery plan in place. The plans are tested periodically for scope of enhancements Implementation of IT security practices in line with ISO 27001 standard Implementation of latest cyber security technologies with preventive, detective and reactive controls We perform periodic internal assessments for the controls implemented for the continuity of the operations Mock Runs are conducted to ensure that all controls are performing as expected and all relevant stakeholders are aligned on their roles in the event of a cyber-crisis

COMPLIANCE & GOVERNANCE **Risks**

Risk Type and Description	Mitigation Strategies
Non-compliance with regulatory requirements Inadequate compliance systems and processes can pose a reputation risk for the Company. This could expose the Company to legal consequences; result in financial losses and penalties.	Invest in IT-enabled compliance systems and processes. Ensure all functions and units are aware of the laws and regulations to comply with. Ensure adequate monitoring mechanism towards compliance. Communicate periodically to reiterate the importance of compliance.
Violation of ethics and business integrity Failure to act with integrity or behave in a manner inconsistent with Marico's defined purpose statement and values can damage the corporate reputation and affect business results.	Code of Conduct (CoC) and Marico Code of Business Ethics (MCoBE) outlines the Company commitment to ethics and integrity. Robust vigil mechanism, which enables all stakeholders to report concerns about unethical behaviour, fraud or violation of code. Detailed personal orientation and mandatory certification on CoC for all employees, suppliers and contractual workers. Effective oversight by the Board of Directors.
Emerging Rules and Regulations Regulations on product safety, ingredients and chemicals are evolving. Plastic packaging related regulations are becoming stricter and it is important for Marico to align with the new rules and regulations at a national level and industry benchmarks at a global level.	Participation in industry associations and relevant platforms to keep informed of evolving regulatory landscape Capacity building of the governing bodies and management teams at Marico to understands the trends and to be future-ready

ENVIRONMENTAL & SOCIAL **Risks**



Risk Area	Material Risk	Mitigation Strategies/Efforts	Risk turned into opportunities
Climate-related impacts	**Carbon emissions**	Reduction in direct and indirect emissions footprint through- • investment in low-carbon technologies and equipment • increase in share of renewable and clean energy • carbon sequestration through afforestation	Minimisation of environmental footprint from operations due to optimised resource usage (fuel and energy) and reduced operational emissions
	Reduced agricultural productivity	Mapping of physical climate risks across agriculture-based value chain Deployment of sustainable cultivation measures to improve climate resilience	Establishing traceability of agro-based raw material directly from source of origin. Boosting productivity improvement and livelihood generation for farmers by deploying sustainable agricultural techniques. Diversification of supplier portfolio Enhancing direct engagement and capacity building with critical suppliers
Natural resource depletion	**Water shortage**	Source water vulnerability assessment for all operations (using scientific tools and methods) to identify water stress quotients near Marico's manufacturing and value chain footprint. Replenishment of equivalent volumes of water, in relation to the amount of water consumed in operations, through various capacity building measures that benefit the local community and agriculture.	Minimisation of environmental footprint from operations due to optimised resource usage (fuel and energy) and reduced operational emissions

Risk Area	Material Risk	Mitigation Strategies/Efforts	Risk turned into opportunities
		Installation of water efficient measures, rainwater storage units and technological upgrades across commercial and operational premises Integrating zero liquid discharge principles	Rejuvenation of water through replenishment of reserves in water stressed areas. Reduced dependence on freshwater sources by increasing the use of stored rainwater within facilities for meeting process-related requirements and recycling effluent for industrial and domestic consumption
	Fuel shortages leading to energy unavailability	Conservation of energy through investment in energy-efficient systems Increase in share of renewable and clean energy 100% phase-out of fossil fuel consumption	Minimisation of overall GHG footprint by transitioning to low carbon thermal energy sources
Pollution from waste generation	**Increased cost of operations due to plastic waste material handling**	Dematerialisation, use of recycled as well as recyclable plastic material for packaging 100% compliance to Extended Producer Responsibility (EPR) framework to ensure collection, proper recycling/co-processing and environmentally safe disposal of pre and post-consumer plastic waste.	Creation of sustainable packaging portfolio based on circularity principles Minimisation of products' emission footprint, thereby reducing the overall Scope 3 Emission Intensity Active participation for promoting circular economy principles within sectoral and market dynamics
Product footprint	**Product safety**	Conducting Product Sustainability Assessments (PSI) for top product SKUs (by revenue) to measure product quality, ingredient safety, environmental footprint of the product across its lifecycle and to certify products on internal standard	Reduction in environmental and social footprint of product Establishment of traceability for agri-based raw materials Ensuring 100% compliance with world-class quality and safety norms Accelerating consumer-centric product innovation

Risk Area	Material Risk	Mitigation Strategies/Efforts	Risk turned into opportunities
Employment concern	**Employment concern Talent acquisition and retention**	Promoting culture of diversity, inclusion, openness, transparency and meritocracy coupled with its growth orientation help attract top talent. Investing in 'hiring right' and best practices for 'talent development and engagement'	Attracting and retaining diverse talent, especially to develop the workforce of tomorrow Redefining the future of work Building a socially inclusive and responsible culture that leads with ethics, ownership and trust.
	Employee health safety and well being	Focus on reducing risk exposure and enhancement of mitigation practices across facilities though training, monitoring, and implementation of safe practices. Promoting occupational safety, health and social accountability related policies to demonstrate safe and socially inclusive behaviour at workplace. Driving employee engagement and well-being programmes for better mental health and stress-free life	Risk free operations and improved productivity. Building a safe and sustainable working environment to boost employee motivation
Social responsibility	**Supply chain disruption**	Promote local and indigenous procurement Implementation of responsible sourcing framework 'Samyut' for critical suppliers - raw material, packaging material suppliers, depots & warehouses, third party manufacturing units Advocating business ethics and human rights principles through trainings and business communications for all suppliers to help them imbibe these standards across Marico's business ecosystem	Adoption of responsible business practices across value the chain Promotion of local, indigenous produce that has a significantly lower environmental footprint
	Community disputes	Constant engagement with local community stakeholders to understand their needs Continue to implement social outreach programmes and initiatives to deliver socio-economic, environmental, educational and health-related benefits	Inducing stakeholder capitalism amongst communities that matter

STRATEGY

Strategies for driving

Marico 3.0

In FY 2023-24, geopolitical tensions, commodity price movements, currency headwinds and unpredictable climate conditions played a part in shaping the operating landscape in some of our key markets. Despite these challenges, we exhibited remarkable resilience. We closed the year on a promising note with improving trends across both the domestic and international businesses at our highest-ever annual operating margin. Offtakes across key domestic portfolios remained healthy with 75% of the business either gaining or sustaining market share and 100% of the business either gaining or sustaining penetration. The International business delivered strong growth on the back of a steady recovery in Bangladesh post transient headwinds and robust growth momentum in MENA and South Africa.

In India, slower-than-expected recovery in both rural and urban sentiment affected demand patterns in mass consumption categories and led to persistent challenges for the General Trade channel. The resurgence of regional and unorganised competition in a deflationary input cost environment impacted certain categories. While rural and mass consumption categories lagged, premium and urban-centric categories witnessed healthy traction. Among the overseas markets, inflationary pressures and currency devaluation in Bangladesh imposed near term challenges for the business. In Vietnam, the slowdown in economic growth also manifested in consumption trends of HPC categories.

In response to the rapidly changing market dynamics, we proactively monitor the external environment on a periodic basis to identify potential headwinds and proactively plan towards mitigating them. We are consistently working towards instilling more agility in our processes and systems, thereby strengthening our ability to adapt and effectively respond to the ever-evolving business circumstances.

In line with our long-term strategic intent, we will continue to strengthen the long-term equity of the core portfolios and drive differential growth in the new franchises. We remain steadfast in our focus to consistently outpace the growth in the categories we play in and drive market share gains in the domestic core portfolios.

We will continue to scout for inorganic growth opportunities that offer meaningful potential to consolidate our competitive position in existing categories, expand the total addressable market in existing geographies or access markets of interest, thereby adding visible levers to drive long term value creation.

The institutionalized cost management program, MarVal, continues to support the Company's strategic objectives.

We continue to make substantial strides in our ESG initiatives. This has not only bolstered independent ESG ratings but also earned us numerous external accolades. We are advancing effectively on our ESG 2.0 framework, which encompasses eight overarching themes: Responsible Brands, Inclusion and Diversity, Sustainable Agriculture, Human Rights & Ethics, Net Zero Emissions, Water Stewardship, Circular Economy and Responsible Sourcing. These eight focus areas form the cornerstone of our Sustainability Vision for 2030. Guided by our commitment to 'Making a difference', sustainability is ingrained in our business operations, with multiple initiatives introduced across our global operations.

We will continue focus on driving 4Ds to deliver sustainable and profitable growth – Diversification, Distribution, Digital & Diversity.

Driving 4Ds to make Marico future-ready

Unlock the next leg of growth through...

Diversification

The Company is actively driving diversification in both its domestic and international businesses in order to build long-term drivers of growth and insulate the business from category and geographical concentration risk as well as reduce commodity linkage. We have made steady progress on our portfolio diversification journey in the India business, with the composite share of Foods and Premium Personal Care (including Digital-first brands) in domestic revenues reaching ~20% in FY24, up from around 15% in FY23. Moving forward, we will continue to aggressively diversify the portfolio by scaling up our Foods and Premium Personal Care segments. Concurrently, we continue to drive scale efficiencies as we are committed to building sustainably profitable businesses over the medium-term. Our goal is to achieve a 20+% CAGR for Foods, aiming to scale it to 2x its current size by FY27. Similarly, we aim to achieve a 20+% CAGR in the Premium Personal Care portfolio, within which we expect to double the current annual recurring revenue (ARR) of the Digital-first portfolio by FY27. Consequently, we expected the domestic revenue share of the Foods and Premium Personal Care portfolios to rise to ~25% by FY27.

In the International business, we remain committed to aggressively investing behind diversifying our portfolio through innovation and expansion of the total addressable market across the markets. Over the last couple of years, we have witnessed a strong ramp up in MENA through the expansion of the Hair Oils portfolio in the region, as well as healthy traction in the Hair Care and Health Care portfolios in South Africa. This strong growth momentum and turn to profitability in MENA and South Africa has structurally strengthened and provided margin upside in the overall business over the medium term. In Vietnam, the expansion into female personal care has built new growth levers for the business. The resultant geographical diversification from the aforesaid developments within our overall international business reflects in the reduction in the revenue and profit dependence on the Bangladesh market. Furthermore, within Bangladesh, the scale up of new franchises of Shampoos, Skin Care and Baby Care has led to decreasing revenue share of the Coconut Oil business.

Distribution

Over the last couple of years, the sector has continued to witness growing salience of organized trade and E-Commerce, while General Trade faced growth and profitability pressures. We believe that the General Trade channel will continue to be source of scale and competitive advantage over the long term, especially in our core categories. Therefore, the Company initiated some measures during the year, including implementing primary stock reduction and extended credit terms on selective basis to structurally revive growth in the channel.

At the start of FY25, we also rolled out Project SETU, laying a phased 3-year roadmap to improve our direct reach from ~1 million outlets currently to 1.5 million outlets in FY27. This will be backed with substantial investments behind coverage and infrastructure enhancement, and demand generation initiatives, which will be funded through re-allocation of resources viz. by optimizing spends in the wholesale channel, reduction in organized trade promotional spends and savings from improving process efficiencies. Therefore, Project SETU will be cost neutral. In addition to improved direct reach and weighted distribution, we expect this to drive market share gains across categories in urban and rural, as well as enhance assortment levels in urban stores.

We will maintain our focus on driving differential growth in our urban-centric and premium portfolios through the organised retail and E-Commerce channels, which will enable diversification and premiumization. Therefore, we expect to deliver consistent and competitive growth over the medium term through a much sharper and targeted portfolio and SKU strategy in each channel.

We will also continue to work towards deepening our consumer reach to drive distribution-led growth across each of our overseas markets.

Digital

We embarked upon our digital transformation journey in 2019, and since then, have witnessed a profound impact across various facets of the business. Anchoring on a data-driven AI framework, we have redesigned our overall product and marketing strategy from a customer-centric perspective. We are far better positioned to identify emerging consumer trends. Social listening gives considerable edge to our brands when it comes to trend spotting and engaging with digital natives. We continue to make efforts to build strong digital and analytical capabilities that enable real-time, data-driven decision making to power Digital at Marico. Moreover, this leads to our processes becoming more agile, enabling us to respond quickly to changing customer expectations. We are hyper-focused on transforming to a digitally-savvy organization with significant ahead-of-the-curve investments in E-commerce and other key digital capabilities. At least a fourth of our media advertisement spends are now on digital platforms, with higher indexation in premium/urban-centric portfolios such as Premium Personal Care and Foods. While each of the digital business subsidiaries run independently, we have put in place systems and processes to leverage synergies and mutual learnings across these platforms. We have been making consistent investments in new age technologies and platforms like Cloud-based ERP/PLM, LC/NC, Data Lake, RPA Bots, Virtual Assistants. Deployment of Digital technologies have enabled us to provide more granular and accurate forecasts, improve inventory management and ensure product traceability. Investments in AI/ML technologies have led to cost optimisation, improving decision-making and greater agility in responding to market dynamics and consumer demands. Our foray into Gen AI has helped improve consumer insighting, efficient workflows, faster turnarounds and employee engagement.

Diversity

Inclusion and Diversity is an integral part of organization's strategy. Diversity fuels innovation and various research indicate a strong correlation of diversity with positive business outcomes. As part of our Inclusion & Diversity agenda, we have defined three key pillars of Diversity – Gender, Persons with Disability and Thought Diversity. While most organizations who adopt Diversity as an agenda look to start at the bottom of the pyramid, we have taken the tougher route and focused on first enhancing diversity at the top. We are also prioritizing localization of talent across our country business units. We believe that building a positive, enabling and truly inclusive Culture is pivotal for success in our journey of enhancing Diversity and building a future forward organization. For us, Inclusion is the process, Diversity is the outcome. Hence, we are focusing on building an inclusive culture through members sensitization and education. While we enable accessibility of infrastructure, policies, and processes for diverse groups, we continue to monitor the members experiences and foster an environment where members can bring their own self and be at their best in creating value for our consumers and all stakeholders.

...and continue to maintain focus on

Grow the Core

Cost Management

ESG Commitments

OUR LEADERSHIP

Know our Board

Members

Harsh Mariwala
Chairman &
Non-Executive Director

Saugata Gupta
Managing Director &
Chief Executive Officer

Ananth Sankaranarayanan
Independent Director

Apurva Purohit
Independent Director

Milind Barve
Independent Director

Nayantara Bali
Independent Director

Nikhil Khattau
Non-Executive Director

Rajan Bharti Mittal
Independent Director

Rajendra Mariwala
Non-Executive Director

Rajeev Vasudeva
Independent Director

Rishabh Mariwala
Non-Executive Director

OUR LEADERSHIP

Know our Management

Team

Saugata Gupta
Managing Director & Chief Executive Officer

Amit Bhasin
Chief Legal Officer

Amit Prakash
Chief Human Resources Officer

Ashish Goupal
Chief Executive Officer, International Business

Dr. Shilpa Vora
Chief R&D Officer

Pawan Agrawal
Chief Financial Officer

Somasree Bose Awasthi
Chief Marketing Officer

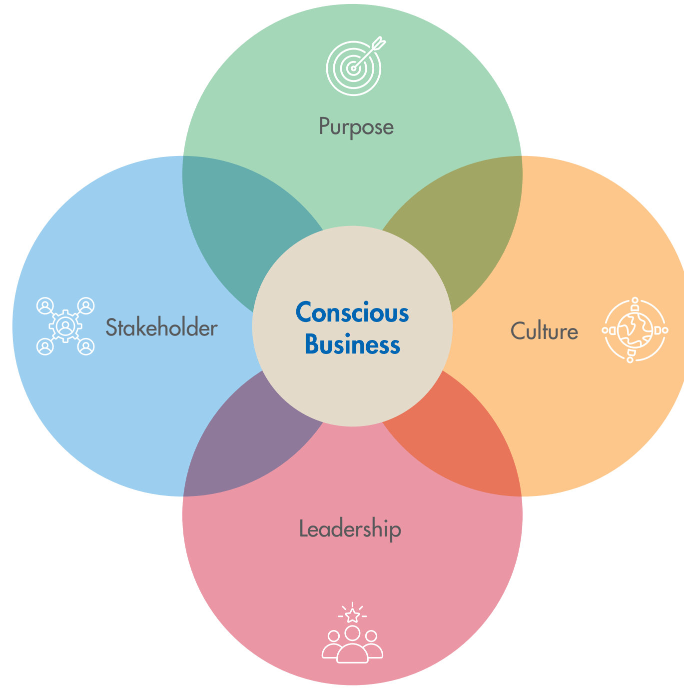
Vaibhav Bhanchawat
Chief Operating Officer, India & Foods Business

Vrijesh Nagathan
Chief Information & Digital Technology Officer

STAKEHOLDER ENGAGEMENT

Nurturing Bonds for Equitable Growth

Marico's unwavering commitment to its core values of prioritizing Consumers First, nurturing Bold Ambitions, fostering Responsible Growth, collaborating to Grow with members, ensuring Accountability for Outcomes, and executing with Agility forms the bedrock of our operational ethos.



By embracing these values, we ensure that the expectations and concerns of all stakeholders are not just acknowledged but actively addressed. In navigating the ever-evolving landscape of our industry, Marico remains steadfastly transformative, innovative, and purpose-led. Central to our approach is the understanding that our success is intricately tied to the well-being and prosperity of our stakeholders. Our overarching goal is to safeguard their interests while future-proofing the value we deliver to each one across short, medium, and long-term horizons.

As a trailblazer in stakeholder value creation, Marico embraces the interconnectedness of all stakeholders, recognizing that our collective success hinges on mutual respect, collaboration, and shared values. We firmly believe that by placing the needs of our stakeholders at the forefront, we can forge enduring bonds characterized by mutual trust, resilience, agility, and sustainable growth. At Marico, stakeholder capitalism isn't just a buzzword; it's a guiding principle that permeates every facet of our business vision, strategy, and execution.

Through our robust Sustainability 2.0 framework, we continuously reassess our engagement strategies with critical stakeholder groups, aiming to elevate value creation and impact. This involves a meticulous revaluation of the efficacy of our interventions and a proactive stance towards further enhancement.

Marico's Stakeholder value creation, Agenda delineates our commitment to principles of governance, environmental stewardship, social responsibility, and economic prosperity.

By embedding accountability, trust, and stewardship into our decision-making processes, we uphold the highest standards of governance. Simultaneously, we strive to demonstrate environmental responsibility, acknowledging our duty to safeguard the planet for future generations. In our approach to people, we are guided by the imperative to foster dignity, equality, diversity, and social inclusion in every facet of our operations. We recognize that our employees, customers, suppliers, and communities are integral stakeholders whose well-being is intertwined with our success. Ultimately, our aim is to fulfil the diverse interests and aspirations of our stakeholders, ensuring that the value we create is sustainable, equitable, and enduring. In doing so, we not only fortify our relationships but also cultivate a resilient foundation for long-term growth and prosperity.

This comprehensive approach not only fosters resilient relationships but also drives responsible growth and innovation, positioning Marico as a leader in stakeholder value creation.

Maximizing Stakeholder value

Delivering sustained and incremental stakeholder value sits at the heart of Marico's business vision, strategy and responsible growth story. It defines our purpose and accelerates our impact creation potential such that we are able to make a difference in the lives of all stakeholders who inspire us to survive and thrive. Using Sustainability 2.0 framework as a lever, our aim is to safeguard our stakeholders interests and futureproof the value delivered to each one of them, over short, medium and long term. We believe that by prioritizing our stakeholders' needs, we will create symbiotic bonds built on trust, resilience, agility and responsible growth.

Social and Relationship | Intellectual | Natural | Manufactured | Human | Financial

Stakeholder Group	Key Proposition	Definition	Material Needs	Engagement Objective	Mode of Engagement	Frequency	Capital Linkage
CONSUMERS	DELIGHT	With our uncompromising quality, trusted brands and product innovations, we endeavour to provide a unique value proposition to our consumers. Our brands differentiate themselves across the core and aspirational market segments. We strive to bring innovation in every facet of our operations, while ensuring the availability of products at the right time and for the right price.	• Affordability, accessibility, quality, reliability and safety • Product innovation and reconfiguration centered on consumers' preferences and evolving needs • Enhancing health and nutritional quotient of products without compromising on quality/taste • Minimization of products' environmental footprint at each stage of the products' lifecycle	• Develop relationships based on trust, loyalty and social commitments • Understand the shift in preferences to catalyse product innovation • Create shared vision on environmental and social commitments, transition to eco-conscious lifestyles and carve out a sustainable future for all.	• One-on-one interaction • Consumer satisfaction survey • Call centre/Consumer Cell to track insights and feedback • Digital platforms, social media handles	Continous	
SHAREHOLDERS	DELIVER	Consistent shareholder value creation remains our topmost priority. This is achieved by strengthening our core segments and achieving growth in niche markets through our innovation and entrepreneurial approach. Our value creation potential with shareholders has led to a steady focus on maximising volumes, market share gains and cost optimization, despite the pandemic-induced market slowdown, availability of resources and other macro headwinds.	• Business resilience and agility • Safeguarding value lives, assets and reputation • Reponsible growth and profitability • Mainstreaming mitigation of environmental, social and governance (ESG) risks and maximizing opportunities	• Become a better investee company • Create high shareholder value • Communicate performance and future growth plans • Understand concerns and expectations	• Annual General Meeting • Investor calls • Press releases • Published results	Quarterly, Half-yearly, Annually (Note Financial calendar)	
VALUE-CHAIN PARTNERS	INCLUDE	As a responsible organisation, Marico believes that mutual and inclusive growth of our value-chain partners is critical to the overall purpose of creating shared value. We strive to maintain the right balance by meeting the needs of our partners through continuous capacity enhancement drives, proactive engagement and timely response strategies. As part of our mission to drive inclusive growth across our stakeholder ecosystem, we strive to play a significant role in the growth stories of our value-chain partners	• Cost-benefit terms, payment modalities • Quality expectations • Supplier Code of Conduct and Business Ethics • Safety and operational risk management • Harnessing the power of technology and data to provide traceability and accuracy • Commitments on responsible sourcing, circular economy, human rights, resource efficiency etc	• Sharing of mutual expectations and needs, especially with regard to quality, cost and timely delivery • Capability building and growth plans • Sharing of best practices • Responsible Sourcing (Samyut) framework for integrating sustainability within our value chain in a phased manner	• Periodic interactions (physical, telephone, mailer) • Annual meets/events • Training programmes and workshops	Continuous	
EMPLOYEES	EMPOWER	At Marico, we offer all our members a defined talent value proposition to challenge, enrich and fulfill their aspirations, so that they can maximize their true potential to make a difference. Further, our values are based on the principles of 'go beyond', 'grow beyond' and 'be the impact' which enable our human capital to bring purpose to work. Our 'People first' strategy has pushed us at every step to take care of our members' health (both physical and mental), wellness, work-from-home infrastructure and any other support that they need to adapt to the new normal of work. The cultures of diversity, equality and inclusion are the forerunning guiding principles for any initiative that we take for our members.	• Career growth opportunities, compensation packages • Redefining value in the future of work • Capacity enhancement and competence building • Leadership and people management skills • Occupational health, safety and wellbeing • Diversity, Equality and Inclusion • Tech-based support for improving quality of outputs	• Communicating organisational vision, purpose, ethos and integrity. Clear understanding provided on the role of each member to help achieve the purpose and goals of the organization • Technical, Functional and Need-based training and development • Support career growth plan • Workplace needs and expectations • One-to-one consultations and counselling on health, wellness and other daily challenges	• Personal development programme • Learning and development • Engagement survey • Organisation communication • Digital interactions • health & Wellness Drives • Social inclusion based townhalls on themes like diversity, inclusion, human rights, sustainability, CSR etc	Continuous, Half-yearly, Annually	
COMMUNITY	NURTURE	Communities influence and inspire our existence and hence we strive to touch their lives in every possible way so as to make a difference. To safeguard our communities from the socio-economic and health-related disruptions, we try to maximize our efforts in helping our communities sustain and thrive.	• Health and community welfare • Enhancing socio-economic development and livelihood restoration • Fostering social innovation that creates incremental value for communities • Drive eco-conscious behaviour and lifestyles changes to improve sustainability footprint	• Maintain cordial relationship • Improve livelihood and create positive impact • Shared ecosystem	• One-on-one interactions • Field visits and trainings • Digital platforms • CSR and sustainability initiatives • Disaster-relief campaigns-Health facilities, provision of meals and rations, PPEs to frontline workers etc	Continuous	
GOVERNMENT & REGULATORS	ADHERE	Marico is committed to be a leading consumer goods company that meets and exceeds compliance and regulatory mandates towards its products and processes	• Compliance, governance and risk mitigation • Product safety assurance • Propelling social leadership and empowerment • Safeguarding natural assets • Adhering to all labour laws and ensuring implementation of human rights, safe and secure workplace and 100% adherence to ethical standards of work	• Understand compliance and applicable regulations • Collaborations on national agendas	• Business meetings • Engagement in industry forums, trade associations, interest groups, sectoral associations and scientific/R&D based thought leadership initiatives • Stakeholder consultations	Need-based	

INVESTORS

Assurance of Value

Creation

The operating environment during the year was characterised by sluggishness in mass consumption sentiment in India and macro headwinds in key overseas markets. In this context, we deployed our resources judiciously to stay resilient in our core businesses and catalyse diversification and premiumization, thereby putting in place building blocks of sustainable profitable growth and strengthening our business model. While we navigated the challenging demand scenario, we adequately invested behind strategic initiatives and delivered record profitability in an accommodative input cost environment. We continued to direct the resources at our disposal to build top-quartile capabilities and a stronger platform for consistent growth in the medium and long term.

Amidst easing commodity prices and retail inflation during the year, the FMCG sector witnessed slower-than-anticipated recovery in demand sentiment with some green shoots in rural consumption emerging towards the end of the year. In line with the strategic intent to strengthen the long-term equity of the core portfolios and drive differential growth in the new franchises, investments towards brand building remained a key thrust area for the Company. Advertising and Promotion spend in FY24 were at 9.9% of sales, up 13% YoY. The Company complemented its investments towards organic growth by making investments in businesses that are synergistic to its overall diversification strategy. The strategic investment in 'Plix', the digital-first nutraceuticals and plant-based personal care brand, was another step towards broadening the play in chosen categories in India. We expect focused investments towards organic and inorganic growth to accelerate the diversification journey of both the domestic and international businesses and build new levers of sustainable growth.

During the year, the Company incurred capital expenditure of ₹ 153 crores for capacity expansion and maintenance of existing manufacturing facilities. Cash generated from operations, at ₹ 1,436 crores in FY24, remained the primary source of liquidity for Marico. We also continued to accrue savings from the institutionalised cost management initiatives across domestic and overseas operations. These savings enabled us to partially offset the unfavourable impact of foreign exchange depreciation in some of our overseas markets during the year.

We continued to assess potential risks and integrate mitigation measures in our business planning processes as a part of the organisation-wide risk management programme. During the year, we maintained profitable operations and enjoyed a comfortable net cash surplus . Net surplus at the end of the year stood at ₹ 1,034 crores. While current borrowings are mainly for working capital requirements, we actively explore opportunities to optimise borrowing costs and maximise yield on investments, while maintaining conservative guardrails on safety, liquidity and returns.
While following a prudent cash flow management, we ensure adequate access to funding and leverage the surplus to meet our operating needs and strategic objectives. Moreover, the strength of our balance sheet and a favourable AAA credit rating gives us the leverage to overcome exigencies that could affect our liquidity position in future. As on March 31, 2024, our Debt/EBITDA was minimal at 0.19x.

Owing to the aforementioned approach, there was a further improvement in the capital efficiency ratios in the year. In FY24, Return on Capital Employed (ROCE) improved from 44.0% to 44.7% and Return on Equity (ROE) was up from 36.4% to 38.8%.

Financial Performance

In FY24, Marico achieved a consolidated turnover of ₹ 9,653 crores, and consolidated PAT (excluding one-offs) of ₹ 1,470 crores, up 15% YoY. The operating margin stood at 21.0%. The Company's dividend payout ratio for the year was at 83%.

A detailed discussion on the financial and operational performance during the year under review is available in the Management Discussion and Analysis section of the Report.

Key Performance Indicators

Key Financial Capital Inputs

	FY23	FY24
Debt/EBITDA (x)	0.26	0.19
Investment in Brand Building - ASP to Sales (%)	8.6	9.9
Capital expenditure (in ₹ Crores)	182	153

Key Financial Capital Outputs

	FY23	FY24	Change
Revenue from Operations (₹ crores)	9,764	9,653	↓ -1%
EBITDA (₹ crores)	1,810	2,026	↑ 12%
EBITDA (%)	18.5	21.0	↑ 245 bps
Profit after Tax excluding one-offs (₹ crores)	1,280	1,470	↑ 15%
Basic EPS (₹/share)	10.1	11.5	↑ 14%
Return on Capital Employed (%)	44.0	44.7	↑ 70 bps
Return on Equity (%)	36.4	38.8	↑ 240 bps

Key Financial Capital Outcomes

	FY23	FY24
Dividend Payout Ratio (%)	45	83
Market Capitalisation* (₹ crores)	62,029	64,304

*at the end of FY

CONSUMERS

Prioritising consumer

expectations

For consumers, our constant innovation delivers differentiated value, guaranteeing satisfaction as central focus, and ensuring commercial viability at the core of decision-making.

Highlights for FY24

101 members
in R&D Team

Number of Patents
18

Customer Satisfaction Index
97%

71.2%
of Marico's FY24 revenue was invested in improving the environment and social impacts of our products

- Sustainable product innovation (By design and formulation)
- Circularity in packaging
- Enhancing product benefits (nutrition and wellness)

Dr. Shilpa Vora
Chief R&D Officer

Our Saffola food products are created with guardrails to provide 'Better for you" products with 'No added Maida", "No Palm Oil", 'No artificial colors" and 'No artificial flavors". We also constantly review our portfolio and continue to enhance the nutritional profile of our product range without compromising safety, quality and taste.

Enriching the Overall Customer Experience

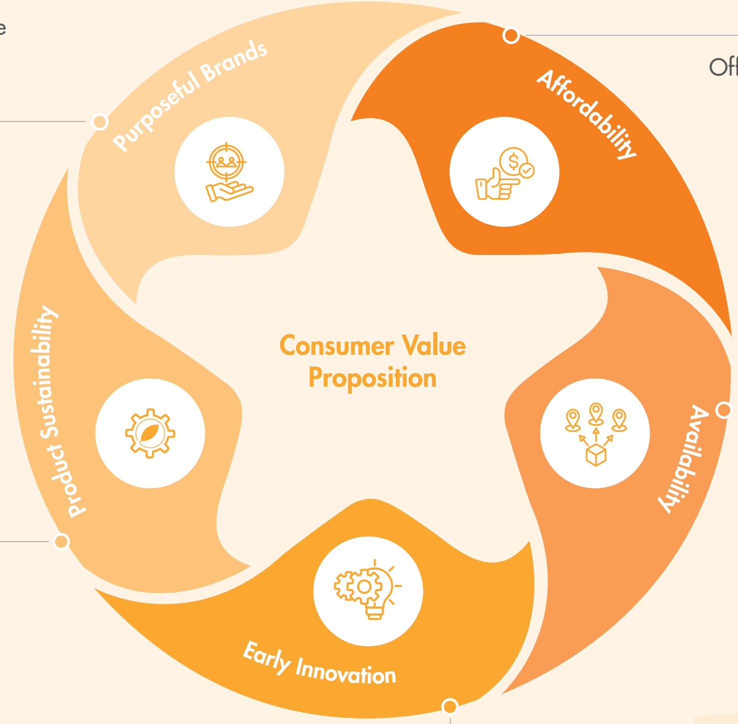
The goalposts of what consumers seek are always shifting for the better. Our strategic imperative lies in meticulously discerning these aspirations, thereby crafting products that not only cater to their unmet needs, but also enrich their overall experience. Consumers occupy the central locus of our value creation paradigm, with our paramount objective being the provision of exceptional product experiences at attainable price thresholds.

Marico's steadfast commitment to prioritising the consumer needs determines our every action. Grounded in our core values of 'Consumer First', we constantly aim to exceed their expectations. Our agile operational model, cutting-edge production facilities, expert research teams and robust supply chain network, bind together seamlessly to deliver products known for their quality, innovation and reliability.

With sharper focus on consumer-centricity, we innovate and excel in the market, while ensuring sustainable growth practices. We empathise with stakeholder needs, cherish their feedback, commit to swift responses and strive to bring satisfaction and joy to every consumer.

Products with strong purpose covering beauty, wellness, health, and nutrition.

Offer benefits to the consumers through affordable and fair priced products;



Re-invent product formulation, packaging, quality and health benefits to meet consumers' stated and unstated needs and provide desired experience;

Establishes robust distribution network, digital and e-commerce channels to make products available across the country;

Meet evolving needs of consumers by catching early trends and innovation across product categories;

Consumer-centric R&D

Marico has consistently focused its research and development on delving into the scientific intricacies of food, skin and hair structure as well as how they interact with the product consumers utilise.

R&D Capabilities

At our advanced research and development hub situated in Mumbai, we prioritize attainment of the highest quality benchmarks for every product we innovate. Our team, consisting of 101 domain experts, of which nearly half (54) are women, brings forth extensive expertise in the fields of science, technology, and pharmacology.

Strategy for Emerging Markets

Product Innovation

In India, the Parachute Advansed Baby Care range debuted in specific states, featuring 8 products including cream, lotion, massage oil, soap, shampoo, body wash, talcum powder, and gentle powder. Additionally, Set Wet expanded its offerings with styling powder and EDPs. In MENA & Egypt, the new brand Herbs India launched, utilising unique diffusion technology with natural ingredients like Onion, Amla, Rosemary, Clove, and Shea. Livon Style Pro introduced a female grooming range, offering Hair Cream for Curly Hair, Styling Hair Gel, Keratin Serum, and Clay Wax. The business rationale behind Parachute Advansed Baby Care was the skin nutrition benefits of Virgin Coconut, Almond, Vitamin E and F for newborns, while Set Wet aimed to elevate its portfolio by introducing new-age product formats.

Health & Nutrition

Our product range includes Saffola oils fortified with vitamin A and D, having natural antioxidants and a balanced ratio of MUFA/PUFA. Saffola Oats and Masala Oats feature a minimum of 16% millets throughout the range, offering a rich source of fibre and protein. For a delightful treat, opt for Saffola Oats Nutty Chocolate, containing 5% nuts as inclusions. Indulge guilt-free with Saffola Mayonnaise, enriched with vitamin A and D enriched oil. Our Saffola Fittify Hi Protein Diabetes Shakes are specially formulated with protein, fibre, and essential micronutrients to aid in diabetes management. For a nutritious spread, opt for Saffola Peanut Butter, providing 31% of the daily protein requirement and free from refined sugar. Enjoy the goodness of Saffola Soya chunks, containing 53% protein and 13% fibre. Savor the crunch of Saffola Ragi chips, rich in calcium. For a protein-packed snack, try Saffola Makhana. Indulge in Saffola Oodles, offering protein, fibre, and calcium, along with the goodness of oats. Our Saffola Mayonnaise range boasts 40% less fat, while Saffola Ragi chips and Oodles contain 50% less saturated fat, with no maida, palm oil, or added preservatives. For optimal portion control, we recommend serving sizes such as 15g for Ragi chips and one tablespoon for honey.

Nutritive Ingredients Portfolio Promoting Health and Accessibility

We exclusively use base ingredients such as Oats, Soya, Millets, Nuts and MSEOs in the manufacturing of all our products, comprising 100% of our range. These ingredients have been scientifically proven to offer benefits in managing non-communicable diseases (NCDs), diabetes, cardiovascular diseases (CVDs) and influencing immune functions. We are introducing these ingredients in various formats, tailored to suit consumer preferences across different meal occasions to enhance their acceptance among Indian consumers. Our single-serve packs include Saffola Masala Oats with Millets (38gm approx. Rs.14), Saffola Oodles (46gm, Rs.24), Saffola Soya Mini Chunks (40gm Rs.10), Saffola Honey (24gm, Rs.20) and Saffola Ragi Chips(40 gm, Rs.20), offering affordable options for wide market penetration.

Product Labelling

We share the nutritional benefits on our labels, designed to comply with the Food Safety and Standards (Advertising and Claims) Regulation of 2018, and also emphasize the importance of a balanced diet and physical activity for our consumers.

In adherence to responsible labelling practices, Saffola takes care to educate consumers about information aligning with national dietary and labelling guidelines. Our packaging highlights the advantages of ingredients like millets and whole grain oats, along with recommended consumption quantities for desired benefits. Additionally, Saffola underscores the importance of a low-saturated fat diet within a balanced diet and active lifestyle. These messages are prominently featured on our edible oils and oats packaging.

Partnerships

We engage in collaborations with renowned research institutions both in India and globally to deepen our understanding of the scientific principles underpinning our products. These esteemed centres of excellence, recognised by governmental bodies, serve as vital partners in driving forward our research initiatives.

The engagement of Marico's R&D team with various industry and scientific associations provides valuable insights into the company's proactive approach to regulatory compliance, knowledge sharing, and industry collaboration.

Strategic Collaboration

Demonstrates a strategic approach by collaborating with a diverse range of associations, including industry bodies like **FICCI**, **ASSOCHAM**, and **CII**, as well as scientific associations like **PFNDAI**. This indicates a broad spectrum of engagement, reflecting Marico's commitment to staying abreast of regulatory changes and scientific advancements.

Policy Advocacy

Through active participation in regulatory discussions and submissions, Marico leverages its expertise towards policy advocacy. By addressing topics such as processing aids, nutraceutical regulation, and safety standards, Marico not only ensures compliance but also contributes to shaping industry regulations in alignment with its interests.

Knowledge Sharing

Marico's involvement in seminars, conferences, and technical thought leadership forums underscores its commitment to knowledge sharing within the industry. By contributing to discussions on Ayurveda, wellness, and global food regulatory frameworks, Marico positions itself as a thought leader, sharing insights and best practices with industry peers.

Technical Expertise

The appreciation received by Marico's technical presentations indicates the depth of expertise within its R&D team. This expertise is not only recognised internally but also valued by industry stakeholders, enhancing Marico's reputation as a knowledgeable and innovative company.

Flexibility and Adaptability

Marico's engagement with associations reflects its adaptability to diverse topics and industry landscapes. Whether it's collaborating on regulatory matters, participating in scientific discussions, or sharing insights on market trends, Marico demonstrates flexibility in addressing a wide range of issues relevant to its business.

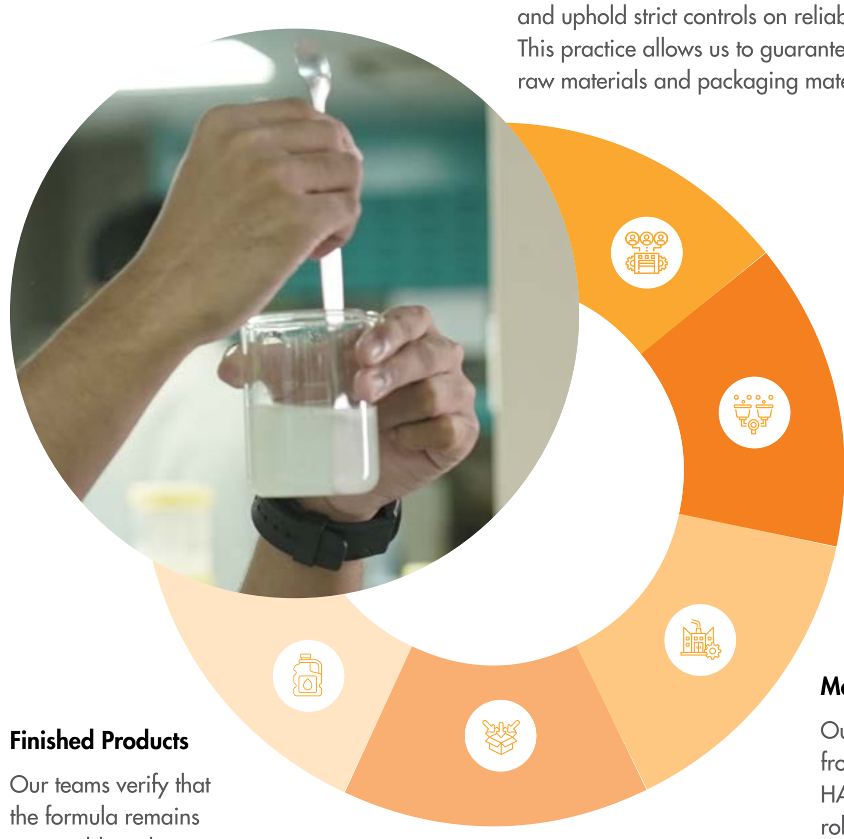
Capacity Building

Marico's involvement in capability development sessions for SMEs and MSMEs within non-governmental associations highlights its commitment to industry development. By sharing expertise and facilitating learning opportunities, Marico contributes to the growth and sustainability of the broader industry ecosystem.

Overall, Marico's proactive engagement with industry and scientific associations not only ensures regulatory compliance and industry alignment but also fosters a culture of innovation, knowledge sharing, and industry development. By leveraging its expertise and resources in collaborative efforts, Marico strengthens its position as a leader in the FMCG sector while contributing to the advancement of the industry as a whole.

Product Quality and Safety

The Quality Management Framework oversees ingredient safety and product quality at every stage of the value chain. Robust implementation and monitoring mechanisms ensure 100% compliance with regulatory standards.



Suppliers

We conduct comprehensive quality audits for suppliers and uphold strict controls on reliability and traceability. This practice allows us to guarantee the quality of both raw materials and packaging materials.

Raw materials

We carefully choose top-tier raw materials and packaging essentials to meet consumer expectations for quality. Employing rigorous safety procedures, we thoroughly scrutinize each ingredient before integrating it into our products.

Manufacturing

Our manufacturing facilities hold certifications from USFDA, Halal, FSSC-22000 and HACCP, ensuring the implementation of robust systems and processes to consistently deliver high-quality outputs.

Packaging

Stringent measures are enforced to uphold the quality standards of fine packaging, ensuring a positive consumer experience.

Finished Products

Our teams verify that the formula remains compatible with its packaging throughout the entire shelf-life duration specified on our products.

Ingredient Safety & Product Compliance

We monitor following protocols for ingredient safety assessment.

International Standard Organisation (ISO); European Union (EU); Gulf Standard Organisation (GSO); Toxic Substances Control Act (TSCA); Vietnam chemical database system; Taiwan's chemical substance inventory (TCSI); Korea- National chemical information system; Australian Inventory of Chemical Substances (AICS); Industrial Safety and Health Law (ISHL) - Japan; China Cosing Database; Philippines Inventory of Chemicals and Chemical Substances (PICCS); Chem Sec (SIN)- Sweden; ECHA SVHC – European Chemicals Agency (ECHA) (Substances of Very High Concern (SVHCs); We have established comprehensive procedures for ensuring quality and safety in every raw material and packaging material. R&D team leads the procedures for product testing and the corporate quality assurance team leads the verification processes. The products are also validated for its quality till the end of the life mentioned and verified by testing the product at its different life cycle and end of the life to ensure the quality is met.

For cosmetics, we follow the below mentioned standards

- India IS 4707
- California DTSC
- EU Directive 1223/2009 Cosmetics Ingredients Annexes
- European Chemicals Agency (ECHA)
- ASEAN directives Cosmetics Ingredients Annexes

We ensure that our products adhere to both national and international standards. Here are the list of all national and international product compliance standards across portfolios, that applies to Marico.

GCC & EU

- EU Directive 1223/2009
- GSO guidelines (Gulf standards for foods and cosmetics)

Bangladesh

- BSTI Standards
- BDS standards

ASEAN

- ASEAN directives
- VN Food Safety Administration

USA & Canada

- US FDA guidelines
- FSMA
- MoCRA

India

FSSAI
Act 2006 & Regulations 2011

AGMARK
standards for oil

Drugs and Cosmetic
Act 1940

Cosmetic Rules
2020

Legal Metrology
Act 2009

Bureau of Indian Standards
(cosmetic & RM standards)

In-house Capabilities

All raw materials, packaging materials and finished goods are tested for physical, chemical, and micro parameters at in-house laboratories in every manufacturing location. The product testing laboratory is NABL accredited. Our products are tested as per the FSSAI/FDA standards and released to the market. Manufacturing facilities are certified for FSSC 22000, HALAL, ISO 9001, HACCP, GMP, Drugs & Cosmetics Act as applicable. Some manufacturing facilities are USFDA Inspected/FSVP certified. No products are tested on animals.

External Testing

Samples are tested at external labs for additional support/ parameters as per the specifications. At Marico, we check plant samples and market samples regularly in an externally accredited NABL/FSSAI/FDA laboratories (India and Overseas) for defined parameters.

Quality and Safety in Value chain

Marico rigorously assesses the quality and safety compliance of raw material and packaging material suppliers before integrating them into the system. Supplier facilities undergo audits based on comprehensive food safety and quality checklists aligned with national and international standards such as FSSC 22000, FSSAI Schedule IV, USFDA, Halal, and HACCP. A distinctive aspect of these checklists is the inclusion of a reputation risk score, derived from risk assessments and critical area identification, which plays a crucial role in proactively safeguarding brand reputation and consumer safety.

Quality testing of raw materials follows Marico's testing plan, specifications and internal procedures. Chemists undergo calibration and Repeatability and Reproducibility (R&R) assessments as part of their induction plan and participate in Inter Lab Comparison and Proficiency Testing to ensure their competency.

A comprehensive risk assessment framework is deployed across the value chain, from vendors to distribution chains, with mitigation plans established and monitored for identified risks and blind spots. Emergency preparedness and recall plans are also in place to address significant quality and product safety concerns in the market.

Supplier training and joint sessions are organised based on operational needs, and Marico hosts an annual Supplier Quality Excellence meet to facilitate cross-functional engagement and training. This platform not only fosters strategic alignment but also provides opportunities for cross-learning.

Demonstrating Consumer Centricity

Marico Consumer Services Cell commenced its journey in March 2007 with the advent of the GSR 425 (E) with effect from 13-1-2007 wherein every unit pack was mandatorily needed to incorporate contact information of the Company for consumer feedback.

Over the years, the consumer cell has evolved multi-fold through various initiatives equipping it in handling a response rate of **6500+** calls against 1200 monthly call during the inception years. With the advent of social media, technology-savvy consumers the cell devised mechanisms address such responses.

Structured Consumer Grievance Management System

To facilitate complaints/queries handling with end consumers a well-defined system and process are briefed below:

Visibility

Consumer feedback contact on every pack, websites & e-mail connectivity to the consumer cell

Teams

External Contact Centre and Quality team members from Marico, handle the consumer responses received.

Training

Robust documented procedures, standardised training material for refreshes & new joiners.

CRM

Online logging of consumer complaints or queries is done on quality portal "Darpan" with features like root cause and actions, replacement mechanism, unique number etc. It also maintains a strong consumer database to help improve product & packaging quality and gather consumer insights.

Knowledge Management System (KMS)

Internal Knowledge portal consisting of defined protocols, FAQs, SOPs etc. for contact centre. Technical dockets of consumer complaint responses for Quality team

Social Channels

Dedicated ORM Desk to track social media response & standardised responses.

Process

Based on FAQs; the CC team addresses consumer responses independently for first call resolution. A structured escalation matrix is defined basis nature(technical, non- technical), severity or consumer profile. Post working hours, auto response sends ensuring 24/7 connect with the consumers. Escalated complaints & queries are immediately addressed by Corporate Quality Assurance team via personal visits, telecon or virtually through video calls or emails

Monitoring & Risk Process

Crisis management protocols/playbook and holding statements readily available for reference. Periodic Quality Audit process and Measurable metric are in place like Abandonment Rate, AHT, Call Quality, FCR for continuous improvement of consumer response management. In 2014, the Consumer Cell got ISO10002 certified testifying the focus on creating a consumer driven quality approach across levels.

Consumer Connect Initiative & Customer Satisfaction

Further In line with our core value of "Consumer First", Marico's Quality Management team embarked on a journey to increase "connect/engage with consumers" through various "Consumer Connect Initiative." The purpose was to leverage the current consumer database & capture the "Voice of Consumers/ Capture consumer insights/feedback on the New Products launched and linked benefits like enhance connect with consumers, a marico consumer community, create positive consumer experience etc.

The focused themes were

A methodical approach was formulated by the team to proactively understand the consumer preference in case of New Product launched. The sub-process was christened as

A Consumer Connect" Dawn to Dusk

A methodical approach through a reference questionnaire, database of current consumers, integrating marketing led consumer, was formulated by the team to proactively understand the stated and unstated needs of the consumer, and augment the consumer insights and knowledge i.e through Personal Visits to Consumers to gather insights Day to Day mannerisms, preferences, usage patterns, food habits etc.

Methodology

- Selected consumers (Marico product users) from our database/ acquaintances. Prototype with Mumbai based consumers.
- Personalised visits to capture insights from dawn to dusk i.e entire day to day mannerisms, preferences, usage patterns, food habits etc.

B

The Bond

The initiative objective was to sustain the emotional bond with Marico Brand and capture insights on new products. A kit of personalised greeting card & a hamper of the products was sent to consumers across India from current consumer database & personalised calls by Quality Team were made to gather insights and relationship management.

Methodology

- Identified potential/loyal consumers from CRM - Darpan database
- Questionnaire formulated
- Personalised Cards were sent to each consumer along with the new products
- Shared feedback with key stakeholders for further actions

New Product samples are sent to select consumers and sought feedback from them on the quality and experience. The quality team has separate divisions handling sector specific products i.e Edible Oils & Foods, Cosmetics. The members from the specific functions participate and personally interact with their consumers. With their knowledge & expertise, the insights are actionable & focused.

The feedback received is then shared with the business which in turn helps in bringing about any modifications, improvements etc. A unique process to Marico, where in we have moved from handling feedback/queries to connect with consumers personally.

During this pandemic when visits/calls are becoming difficult the team created Survey links for the New Products launched and proactively seek feedback from consumers ensuring the voice of customers is gathered and actioned for improvements.

C

Ecomm/Sprinklr Tracking

For all new products launched on e-commerce, the team assesses all reviews given with regard to products and packaging by consumers on the ecommerce platforms such as Flipkart, Amazon, Big Basket, and so on. Mystery purchases are conducted from the channels to evaluate product/ packaging quality/possibilities of any damages in transit and product parameters. Subsequently actionable are derived from the reviews and shared with relevant stakeholders.

Sprinklr data is scanned, and the voice of the customer is shared with relevant stakeholders. It covers social listening channels like Brand FB pages, Instagram, Twitter, and so on.

These initiatives envisioned a belief that the consumer insights resultant of the initiative would further improve performance standard and generate structured actionable enabling an end consumer focused culture. The operational processes are centered on consumer driven excellence. Consumer driven excellence embraces an end-to-end consumer focussed culture, multiple access mechanism, rapid response and vigilant to changing and emerging consumer requirements.

Consumer Satisfaction Index

Understanding and responding to our consumers' needs, concerns and interests are of utmost importance to Marico. For this purpose, the team conducts customer satisfaction surveys every year.

97%

customer satisfaction index for FY24

We have launched a mobile app-based platform QINTEL to capture product use experience from internal stakeholders about Marico's and competition products.

Key actionable of FY24 post-consumer feedback

- Saffola Oodles › 38g SKU shifted to 46g.
- Parachute Advansed Onion Hair Oil was launched, basis consumer insight › Parachute Advansed Onion Shampoo was launched.
- Allergen information (May contain traces of gluten) mentioned on Saffola Gold pack.
- Change in artwork of Saffola Oats Gourmet range compared to Saffola masala/plain/Gold oats.

Customer Appreciation that Inspires

Dear Saffola Oats Team,

I express my sincere appreciation for your exceptional product, Saffola Oats Gold, which I recently tried. I was a regular consumer of Saffola Masala Oats, and I must admit that I was hesitant to try the gold variant, based on hearsay about its taste. However, after trying it for the first time, I felt compelled to share my delightful experience.

Saffola Oats Gold surpassed my expectations and turned out to be the best oats I have ever tasted! Its flavour profile and texture were truly amazing and I have included it in my daily routine.

I appreciate the effort that goes into crafting such a quality product that is not only delicious but also healthy.

I extend my gratitude to the entire Saffola Oats team for introducing me to this fantastic variant. Your commitment to providing healthy and delicious foods is truly commendable.

I would love to engage with the brand through opportunities such like promotions, sampling and other activities.

Thank you again, for creating a product that brings joy to its consumers and adds value to life.

Warm regards,
Anshul

Hello Marico team!

Thank you for giving me the opportunity to provide feedback on your recently launched oats flavour. As a fan of classic masala oats, I am excited to share my detailed feedback with you.

Spicy Mexicana Flavour

- The level of sweetness in the Spicy Mexican flavour was a bit too high for my liking, as I prefer a more savoury taste (considering Mexican food).
- The kick of the spices, salt level and reddish colour were all on point, and the aroma was delightful.
- However, I felt that the sweetness overshadowed the intended spiciness, and the tomato flavour was a bit overpowering.
- On the positive side, all the vegetables, especially the sweet corn, tasted fresh. I did find that adding approximately 25% masala oats helped tailor the flavour more to my taste preferences.

Nutty Chocolate Flavour

- The Nutty Chocolate flavour had a fantastic aroma, and I can see it becoming a hit with kids.
- The sweetness, cocoa flavour and overall aroma were perfectly balanced, creating a delightful blend.
- To enhance the wholesome experience, I added some crunchy bits such as butterscotch nuts, which complemented the flavour well.
- I wish to express my enthusiasm about potentially being involved in the development of new products in the future. I believe my passion for healthier and tasty snacks could be valuable assets to your team.

Thank you again for considering my feedback, and I look forward to seeing how your products continue to evolve.

Warm regards,
Arpan Ghosh

Creating Brand Resonance

Campaigns in India

Livon : #UncutWithLivon

#UncutWithLivon, the brand's uncensored series, empowers women with a platform for unfiltered conversations that help shatter social conditioning and enable self-expression, a core value rooted in Livon's DNA. Over time, #Uncut has sparked discussions on diverse topics ranging from being #FreeToExpress and taking pride to #ExpressInStyle, from overcoming imposter syndrome and celebrating the fact that #AllHairIsNotStraight. Through these conversations, Livon continues to champion authenticity and empowerment, promoting inclusivity and celebrating individuality.

Nihar Naturals : Nihar Kesh Utsav A tribute to Maa Durga 2023

With a multi-touchpoint brand initiative "Nihar Kesh Utsav", Nihar Naturals embarked on a heartfelt journey to honour Maa Durga on Pujo. The campaign was carried out for 2 weeks and utilised a wide array of digital and on-ground experiences to build a deeper connect with the audience. The brand paid a distinctive tribute to Maa Durga by unveiling a magnificent 10-foot idol of Durga Maa at Maddox Square, Kolkata. It was inaugurated by Bengali TV star Divyani Mondal. The brand also set up a hairdo booth spearheaded by the most sought-after celebrity hairstylist in Tollywood, Jolly Chanda, who treated patrons to a complimentary hair makeover session.

Saffola: Emerges as Number 1 Oats Brand

In a remarkable achievement, Saffola Oats has been recognised as the Number 1 oats brand in India, according to Kantar Household Panel Data 2022-2023. According to the data, Saffola Oats now commands an impressive 43% share of the market in value terms, surpassing all competitors. The data also highlighted that 1 out of every 11 households in the country include oats as a part of their regular diet. Saffola Oats has established a prominent market share in this category and has emerged as a favourite breakfast choice for consumers across the country.

Saffola Masala Oats : "Bindaas Saffola Masala Oats Bana, Dil Ko Na Kar Mana!"

Saffola Masala Oats launched a new campaign to promote its new flavoured range of oats as a delicious and healthy snacking option. The campaign released four short films to showcase the wide variety of flavours, specially curated to satisfy hunger cravings during any time of the day.

The campaign cleverly integrated the pop-culture phrase "….se yaad aaya…" to beautifully land on its proposition of "Bindaas Saffola Masala Oats bana, Dil ko na kar mana!" Whether it is a quick evening snack choice for a group of friends or a relaxing moment between a mother-in-law and a daughter-in-law, a healthy bowl of masala oats is ready to set the mood for a time well spent with loved ones.

Saffola :
40 Under 40 campaign World Heart Day 2023

Saffola launched 40 Under 40, an 8-week-long health movement that aimed at inspiring young Indians to prioritise their health, on the backdrop of a significant rise in lifestyle diseases. With an objective to eat better and live healthier, the 360-degree campaign spread awareness about celebrating success in being healthy, as one would with the 40 under 40 milestone in career. Roping in 40 young achievers from different fields, under the age of 40 years, Saffola guided them to adopt a healthy lifestyle with 'Roz Ka Healthy Step', after taking the Saffola Lifestyle Score. The campaign culminated on World Heart Day with over 25,000 individuals taking the Saffola Lifestyle Score. Further, Saffola joined hands with Kareena Kapoor Khan to share the powerful message of taking care of one's health against '60 Ki Bimaariyaan 40 mein'. Saffola World Heart Day hampers were also sent to 60 prominent business leaders to amplify the message of embracing healthier choices by taking #RozKaHealthyStep.

Saffola Honey :
Celebrating World Bee Day with #Bee-llionare campaign

To celebrate World Bee Day, Saffola Honey launched the #BEE-llionaire campaign, which aimed to educate consumers and raise awareness about the importance of pollinators and the crucial role bees play in our lives. Additionally, a social media contest was also organised to engage participants and create awareness about the conservation of bees. Participants also had the chance to win exciting prizes.

Saffola Honey :
Unveils New Packaging on Sundarbans Day

Saffola Honey, one of India's leading honey brands, refreshed the packaging of Saffola Honey Active on the occasion of Sundarbans Day, on February 14th. The brand also unveiled an immersive CGI video as part of this campaign. It was displayed at the iconic Chhatrapati Shivaji Terminus in Mumbai, Maharashtra, India – a UNESCO World Heritage Site and one of the oldest railway terminals in India.

Saffola Soya :
Invites home chefs to be a part of Ghore Ghore, Zee Bangla

Saffola Soya Chunks associated with Zee Bangla to bring the exciting 'Saffola Soya Shera Home Chef Contest' for its consumers in Bengal. Through this campaign, the brand invited passionate home cooks and food enthusiasts to stand a chance to be a part of the widely acclaimed TV reality show, 'Ghore Ghore Zee Bangla'.

Saffola Munchiez : Indian Crunch League

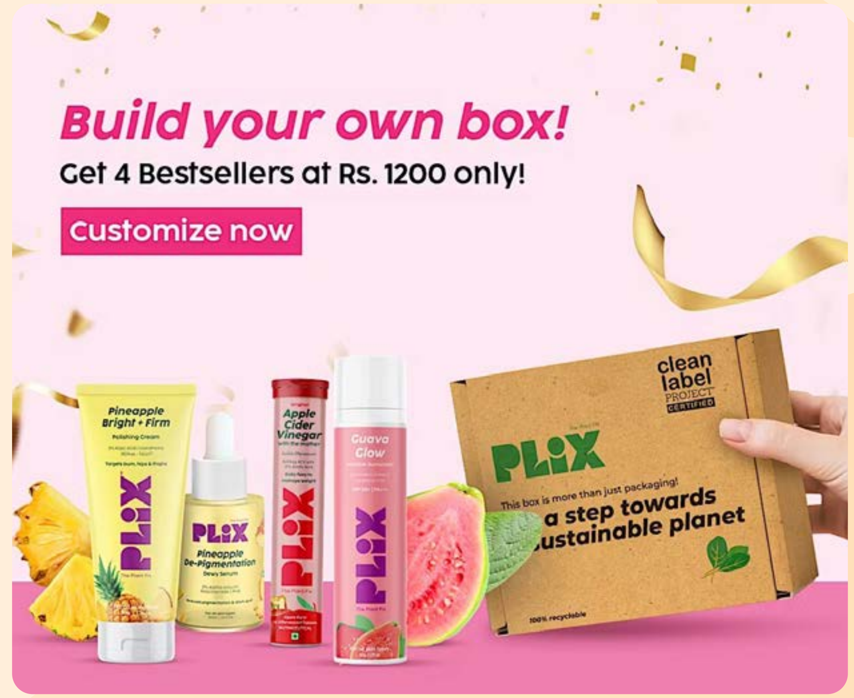
Saffola Munchiez introduced the 'Indian Crunch League' to engage with people from all over the country, as cricket fever gripped the nation during the IPL. The interactive contest to virtually munch into the 'crunchiest' Ragi Chips was led by seven city teams, each represented by local celebrity captains including Sanjana Ganeshan for Mumbai Munchiez, Nikhil Chinapa for Bangalore Crackerz, and Satyajit Majumdar for Kolkata Cruncherz. Participants had to enrol for the competition by activating the Crunch-O-Meter filter on their smartphones. It allowed them to support their favourite team by catching as many Saffola Munchiez Ragi Chips as possible. It increased the scorecard of each city and finally led to the selection of the big winner.

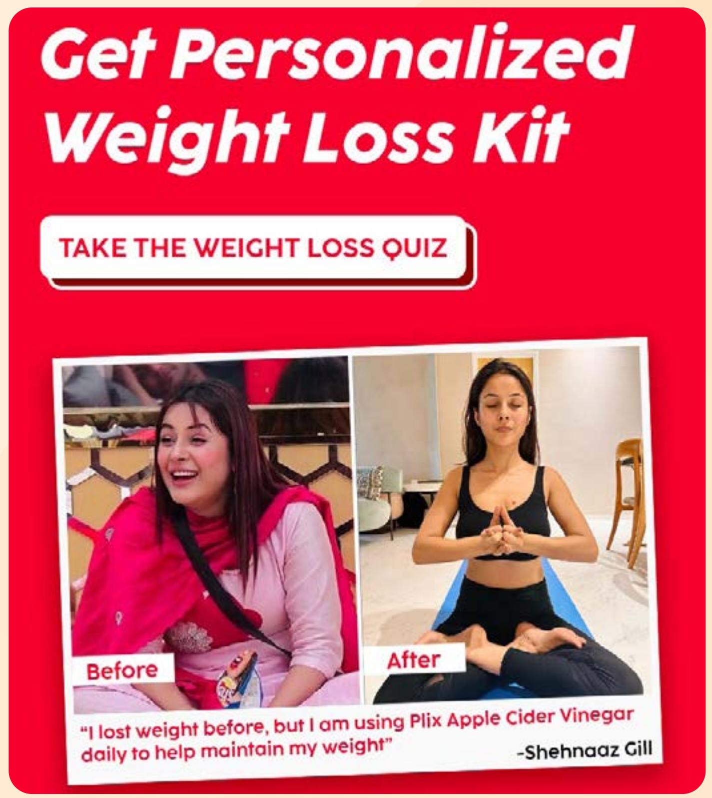
True Elements : Real Rolled Oats Campaign

In a world where brands are selling 'Quick Cooking Oats or Instant Oats' advertised as 'Rolled Oats', our new campaign aimed to educate the Indian consumer about this difference. Through our 'Real Rolled Oats' campaign, we encouraged people to take the 'Dust Test', a simple kitchen experiment, where they sift their oats through a kitchen sieve. When the True Elements Rolled Oats is sieved, the dust-free grains are left behind without a trace of dust seen in other brands, thereby reiterating its promise of delivering nutritious and dietary fibre-rich rolled oats. 'The Oats Dust Test' is now a key intervention to educate consumers about the product superiority of True Elements Rolled Oats, thereby driving higher salience and conversion for the brand.

Plix: Build Your Own Box (#buildyourownbox with PLIX)

We launched an innovative campaign for a unique customer proposition where customers can add 4 products and build their own box at just Rs. 1200. Alternatively, they can also build their own box of 5 products at just Rs. 1400. The content produced in association with our founder Akash serves as the primary video for engaging customers. The campaign garnered 48mn views. We actively promoted this offer on our social media pages, CRM and Instagram page. Today, 'Build your Own Box' is one of the best-selling offerings on our website.





Plix: Weight Loss Quiz (#Plixweightlossquiz)

Plix's Apple Cider Vinegar is renowned for its health benefits especially targeting weight loss. Since ACV is our top performing SKU, we capitalized on this by building a quiz where we give customized solution to our customers for weight loss. The customized solution contains top products like ACV & Fit and slim for weight loss, products like Deep sleep & happy tummy for fixing other problems that impact weight like gut health & sleep cycle and customized diet plan, work out videos and consultation with nutritionists to provide a holistic solution to them.

Beardo :
World Beard Day (#BeardsAtWork)

The 'Corporate Beardvolution' Campaign by Beardo was recently launched to normalise a bearded appearance at the workplace. Our research highlighted an important aspect – students often had to come up with creative excuses for keeping their beards, especially during job placements. Through humour-filled Instagram content and a LinkedIn petition, the campaign garnered over 1 million organic views, more than 5,000 organic shares and it successfully engaged HR heads, CEOs and the community to discuss the acceptance of beards at the workplace and offer individuals the freedom to flaunt their own unique identity.

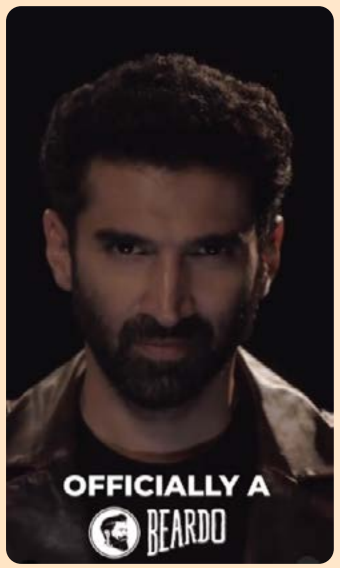
#Beardvolution #WorkplaceIndividuality

Beardo :
Lord Bobby = Lord Beardo

Beardo teamed up with Bollywood star Bobby Deol for an exclusive campaign, capitalizing on his recent viral video where he praises Beardo products for his grooming routine. Leveraging Bobby Deol's charisma and iconic beard, the brand released content highlighting his authentic connection to the products. The first piece premiered on Bobby Deol's Instagram account, emphasizing his genuine endorsement of Beardo as the secret behind his lush beard.

Beardo :
ARK Launch

Beardo recently introduced Aditya Roy Kapur as the brand ambassador for their fragrance category. The campaign featuring the actor prompted the audience to participate in an OOH poll to choose between a clean-shaven and bearded look. The campaign was also featured on an online gaming portal to enhance its reach and engagement with a target audience.



Set Wet :
"Apni Hair Style Hi Apni Vibe Hai"

Set Wet launched a captivating new TVC that aimed at putting hair styling at the forefront of the grooming ritual of young Indian men. With the campaign message #ApniHairstyleHiApniVibeHai, Set Wet emphasised the significance of hair styling in creating a lasting impression. Following the ad film, Set Wet released a collaborative video by renowned Indian stand-up comedian Zakir Khan. In his unique comic style, Zakir took to Instagram highlighting the importance of hair styling in setting the stage and he encouraged his followers to consider it an important part of everyday grooming.

Set Wet :
Mega Mister North East 2024

Set Wet collaborated with Mega Entertainment for the 13th edition of Mega Mister North East to build a deeper connect with the vibrant people of the Northeastern part of India. Through this strategic association, the brand aimed to showcase its expertise in male grooming and emphasise the importance of grooming. The pageant was promoted through multiple channels including social media, local TV and radio channels. For the first time ever, the pageant extended its promotional footprint across 20 college campuses and it helped to increase participation by 30% over the last year.

Parachute Advansed :
Baby Grow Baby Grow

With the launch of the Parachute Advansed Baby products range, Parachute Advansed extended its care portfolio to the youngest members of families – babies! In an exclusive launch, tailored to the Andhra Pradesh and Telangana markets, Parachute Advansed Baby entered with a splash, capturing the essence of its innovation through an engaging and heart-warming TVC #GrowBabyGrow. The charming script encapsulated the story of a baby's growth as it portrayed the special relation between a mother and her baby during regular massage sessions, an important ritual for every child's early days. With glimpses of the special moments of joy, love and care, the campaign strived to bring the products within the reach of the common man.

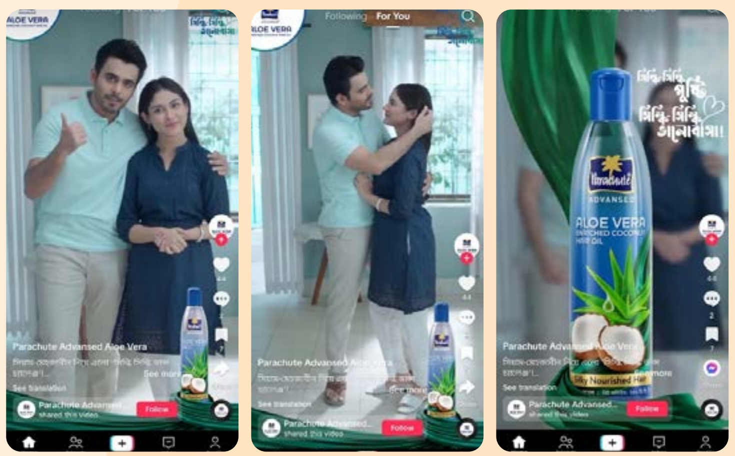
Campaigns in Bangladesh

Parachute Advansed Beliphool : New Thematic Launch

Parachute Advansed Beliphool Coconut Hair Oil has introduced its new thematic communication, anchored in the brand's commitment to fostering thick, healthy and shiny hair—a choice celebrated by both mothers and their daughters. The narrative unfolds with a mother and daughter caught in an emotional rift when the daughter arrives home after a long time, revealing what appears to be drastically shortened hair, much to her mother's dismay. However, this tension quickly dissolves into relief and joy when it's revealed the daughter's short hair is merely a playful deception, hiding her beautiful hair. She attributes the secret to her thick, healthy and shiny hair to the nourishing properties of Parachute Advansed Beliphool's unique blend of Coconut Oil and Methi. The film celebrates the bond of the daughter with the mother.

Parachute Advansed Aloe Vera Hair Oil : Silky Pack Launch

Last year the brand relaunched an all new 'silky pack', endorsed by brand ambassadors Siam Ahmed and Mehazabien Chowdhury. Building on its benefit, recently the brand launched a TikTok campaign featuring Siam Ahmed and Mehazabien Chowdhury where consumers could participate with their better half, portraying their dance skills as a couple. The campaign garnered great response, and through this Parachute Advansed Aloe Vera also became the first FMCG brand in the country to go live on TikTok.



Parachute Advansed Extra Care : Trichologist Campaign

With problem solving at the core of the brand, Parachute Advansed Extra Care thrives to build credibility among consumers. The brand launched a Hair Expert campaign featuring a Trichologist. The 'Parachute Extra Care Hairfall Expert Solution' campaign asks consumers to share their hair fall queries through the brand's social media platforms. Their queries are then resolved by a professional Trichologist who shares real-life solutions.

Parachute Just for Baby : Doctor's Advice Series

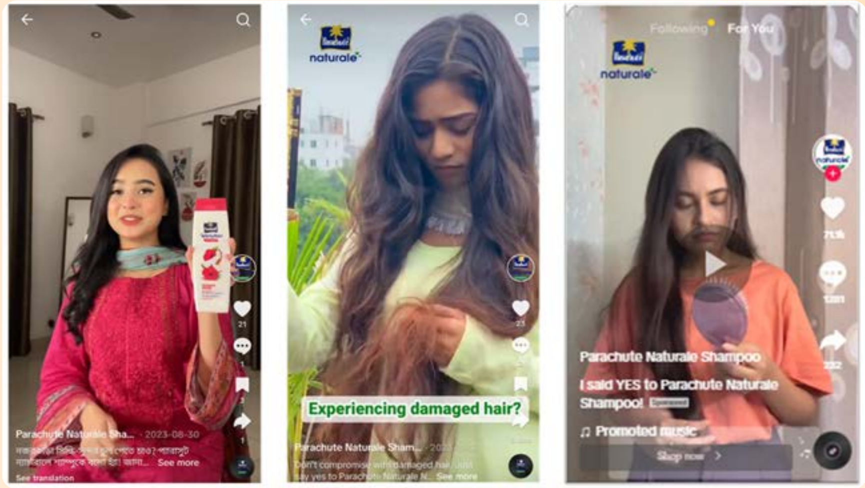
The Doctor's Advice is a signature campaign by Parachute Just for Baby, aimed at ensuring safe baby care. This initiative provides a platform for mothers to share their concerns with healthcare experts, in the presence of renowned celebrity Masuma Rahman Nabila. This signature campaign not only delivered trusted information but also helped to build relationships based on mutual trust and shared experiences, highlighting the brand's commitment towards ensuring safe baby care.

Parachute Just for Baby : Recommendation Campaign

Parachute Just for Baby has the proposition, 'So safe, it is recommended by moms'. The brand has earned the trust of numerous moms, over the last five years, who are delighted by the brand experience. To provide a platform for sharing such experiences, the brand launched a campaign focused on sharing recommendations from real moms. By encouraging mothers to tag others in a digital contest, the campaign fostered trust and engagement. Monthly winners received gifts and this strategy significantly increased the brand's digital mentions and enhanced brand loyalty, showcasing the power of community-driven campaigns in carrying forward a branding message.

Parachute Naturale Shampoo : 1st Ever Shampoo Brand to go Live on TikTok Ads in Bangladesh

Parachute Naturale Shampoo distinguishes itself by its use of natural ingredients and deliberate avoidance of harmful chemicals while delivering strong, beautiful hair. This year, it introduced an influencer campaign with micro and nano influencers emphasizing its natural solutions while portraying the pain points that trigger user emotions. The brand launched a TikTok Ad Campaign to appeal the new age consumers, helping the brand to enhance reach while staying modern and contemporary.



Parachute Naturale Shampoo : AR Filter Gamification

Parachute Naturale Shampoo created the first-ever Augmented Reality (AR) Gamification campaign #SayYesToNaturaleChallenge. With the brand proposition of 'Say No to Chemical Ingredients' and 'Say Yes to Parachute Naturale Shampoo', the ultimate route to win this challenge was to collect the natural ingredients and dodge the chemical ingredients. This revolutionary approach created relevance and enhanced consumer engagement. The AR Filter game has gone live in 2024 on all digital platforms such as Facebook, Instagram and TikTok.

Campaigns in Vietnam

Xmen For Boss Deodrants : Let AI speak on your behalf

Xmen For Boss first time ever introduced an A.I character to raise conversations about underarm odors in a witty and amusing manners. This is to awaken men about their bad odors and educate the crucial necessary of using deodorants in their daily routine. Consumers now can have Boss A.I generate witty messages to share with their men and recommend Boss deodorants in the process.

The campaign was mainly implemented on digital, focusing on Youtube, Tiktok & KOLs.

Xmen Shower Gel : Shower for Love

The 1st time ever, Xmen launched its Antibacterial Shower Gel range, exclusive for Men.

Unlike any other product, it can cleanse and deodorize full body, including the intimate area. The launch campaign leveraged this unique selling point.

The campaign featured famous male supermodel and executed across youtube, facebook, tiktok and KOLs.

Purité : Women's Day Campaign

PURITÉ De Provence celebrated the Vietnamese Women's Day in October 2023 with great fanfare through the message - "Self-love is the most important love. Busy enough, love yourself more!!".

Online as well as offline marketing campaigns were launched to promote the message of self-love among women. It urged women to set aside some time for themselves from their busy schedules to prioritise self grooming.

The two-day event targeted women of all ages, across all social classes.

Ôliv : Effortless Beauty, Naturally Standout

In 2023, Ôliv launched a milestone communication by associating with Miss Vietnam – Tran Tieu Vy as its brand ambassador.

Through this bold initiative, Ôliv emphasised natural and effortless beauty through the choice of simple yet powerful products like the Ôliv virgin oil.

The integrated campaign was launched on TV, Digital and Social media, with a special focus on promoting Shampoo and Shower Gels. It successfully engaged over ~10 million women in Vietnam.

Lashe' : Anti Hair-fall season campaign

In September 2023, Lashe launched the Anti-Hairfall Season campaign., addressing the most pressing consumer concern at that time of the year.

The campaign not only served as a case study for how a brand can drive awareness by leveraging social media but also immediately enhanced sales performance.

Campaigns in South Africa

Just For Baby :
Clinic Activation

For 'Just For Baby' clinic activation, we partnered with Childline, a well-known Non-profit Organisation, which deals with children's rights and protecting children in South Africa. The collaboration with Childline offered 'Just For Baby' a wide reach of over 100 medical clinics in the KwaZulu-Natal region across FY 2024. With the Just For Baby Clinic activation, the brand visited local government clinics where mothers take their babies for regular check-ups.

During the scheduled appointment at the clinic, mothers are expected to wait for their turn to visit the doctor. The brand utilized this time to engage with mothers as well as expectant parents. Along with educating them about proper ways of taking care of children's health and well-being, parenting tips and guidance was also provided. Through this campaign, the parents were informed about the benefits of the products, while giving product samples and information leaflets. The brand also hosted fun Q&A sessions and winners were awarded 'Just for Baby' products. The campaign continues to create brand relevance and engagement, encouraging more mothers to rely on the 'Just For Baby' skincare range for their children.

Campaigns in Egypt

Fiancee Shampoo :
The Smart Choice, for Beautiful hair

The digital campaign for Fiancée shampoo, featuring celebrity Mais Hemdan, conveyed the message of choosing the best haircare solution with Fiancée. Fiancée 7 in 1 is an innovative product combining seven ingredients in 1 bottle. Combining the best of Indian, Moroccan and Saudi vitamins and minerals, a new and advanced haircare product has been launched. A successful TVC and digital campaign was launched on Facebook, Instagram and TikTok to improve its reach amongst a target audience.

Herbsindia :
Launch Merging innovation with tradition

Hair oils occupy a significant market share in the beauty and grooming segment. Herbsindia was launched with the intention of disrupting the market with an innovative insert tube containing seeds which could amplify the goodness of natural ingredients. Through a digital and influencer endorsement, product novelty was highlighted to increase its popularity and product trials. The launch campaign positioned Herbsindia as a nurturing brand that immediately connected with consumers and drove high traction for the product. Special displays were arranged to showcase the novel insert tube which was designed to enhance the goodness of Indian oils.

HairCode Gel :
Leading in style

HairCode Gel is one of the leading products in the male grooming category in Egypt. A digital campaign featuring celebrities Hazem Ehab, Marwan Attia and Sola Omar was launched on TV and across all social media platforms. With the youth perceiving celebrities and influencers as trendsetters, the HairCode advertisement aimed to make the younger generation confident of their style and encouraged them to develop unique and individual styles which others will be compelled to follow. The campaign suggests - Follow your head, and everyone will follow you #OwnIt. In the digital activation, consumers were urged to post their new hair styles on social media and the person who received the highest number of 'likes' won an iPhone.

PEOPLE

Nurturing Future-Ready

Talent

Our 'People First ethos' is built on the core tenets of trust, transparency, inclusion, integrity, and owner's mindset. To accelerate our next phase of growth and build Marico 3.0, we remain committed to strengthen the critical pivots of organisational culture, structure, talent, leadership as well as our ways of working.

A Snapshot of FY24

Member Engagement

Every quarter we engage with our people, across functions and geographies, through the Engagement and Culture dipstick survey. It enables us to measure and improve engagement, employee satisfaction and performance to strengthen the foundation of a stronger organisation.

85% of our members voiced their opinion to make Marico a future-ready workplace;

We had a consistently high member engagement* of **87%** throughout the year

91% of our members deeply resonate with the organisation's purpose, demonstrating a strong alignment with their work and organisational objectives;

90% of our members affirm that Marico cultivates an environment of innovation;

87% of our members expressed confidence in receiving the necessary support by their supervisors;

86% of our members acknowledge that Marico provides great opportunities to learn and grow

About **86%** of our members expressed a strong sense of belonging and felt connected with the organisation

Inclusion & Diversity

Inclusion

86% of our members affirm Marico as an inclusive workplace, that values diverse perspectives

while **88%** of our members affirm our commitment to fostering a harassment and discrimination-free workplace.

Gender, differently-abled and thought

~28.9% of our decision-making roles (Managers & Partners) have diverse talent.

* engagement scores are measured on favourability

~20.9%

of our leadership positions (partners and CXOs), are held by diverse talent.

Greater than

50%

gender diversity in our consumer-facing functions (Marketing and Technology)

2 out of every 5

hires at the Manager & Partner level in FY 2023-24 comprised diverse talent

Internal Talent Pipeline

More than

59%

of Global and

74%

for Indian of leadership positions have been filled with internally groomed talent.

Talent Acquisition

57%

of new hires in the Partner grade include Ex-Mariconians, who re-joined the Marico family.

Member Recognition

175+

members recognised for their commitment to Marico through Long Service Awards

Our Purpose-Led Team

Our continuous efforts to synergise talent, culture, and capability practices under the **GROW** umbrella enables us to reshape our business strategy and deliver on our growth aspirations. To take the next leap, we have made significant strides to **build a Future-ready, Inclusive and Happy workplace** for all members of the Marico family.

1

Progressing towards Marico 3.0

As we expedite our progress towards

Marico 3.0

we are striving to bring forth the right combination of capabilities, skills and talent to the forefront. We lay emphasis on building desired Leadership Capabilities and Future Skills, across functions and geographies, to define our way forward.

At Marico, we have defined robust **competency frameworks**. It enables us to engage in capability building investments that are aimed at reimagining the **Marico of the future**. To retain our competitive advantage, we believe in aligning our people with evolving industry demands through skill development and training opportunities. It is not only expected to fortify the foundation of a sustainable business but, empower us to explore new directions of growth

The Marico Way' - the foundation for building The Marico of Tomorrow

'The Marico Way' embodies the foundation of a journey towards building the Marico of tomorrow. With a refreshed set of values, we are charting a roadmap for the organisation's future, focused on challenging the status quo, adapting to change and evolving in a dynamic business environment. At Marico, we took a conscious decision to build a Company grounded in 'Values' that resonate with our customers, partners and communities.

As we gear up for 'Marico 3.0', the next phase of our growth journey, we strive to remain closely aligned with the Company's strategy, its business ecosystem and the industry as a whole. With our firm belief in the power of co-creation, we took a comprehensive approach, including an exhaustive listening exercise (Surveys, FGDs, Workshops, Stakeholder Interviews etc) with our members and business partners/stakeholders across business units and geographies. 'The Marico way' lay the groundwork for a future-focused organisation that is ready to imbibe the next generation way of working. It serves as a gateway for understanding and aligning the company culture with the needs of a new-age workforce. Our revamped values will also encourage a culture of digital experimentation and adoption, designed to serve Marico in the long-run.

Our strong belief in 'Values create Values' have empowered us to evolve, innovate and excel. As we progress, we realise the importance of staying ahead of the curve with differentiated and innovative offerings. The 'Marico Way' is the result of a carefully crafted blend of our purpose, ethos and values that truly define our unique identity and carve the path for the 'Marico of Tomorrow'.

Our values have been the guiding light, strengthening our ability to adapt and evolve. The revamped values were not only designed to drive Marico closer to its ambitious goals, but also to create an inclusive, socially responsible and forward-thinking company culture. Hence, as part of the design, we also looked through various lens encompassing a new generation workforce, rapid technology adoption and the aspirations of Marico 3.0. With 'the Marico Way', we are confident of building a courageous, bold, agile and consumer-centric Marico – committed to the purpose of making a difference.

The Marico Way

Purpose
To make a difference to all the stakeholders.

Ethos
Emphasise the key elements of Owner's Mindset, Frugality, Transparency, Mutual Trust, Integrity & Meritocracy.

Refreshed Values

Consumer First
Make consumer delight a way of life

Bold ambition
Think big, start small, learn and scale fast

Responsible growth
Enable win-win outcomes for external stakeholders

Grow with members
Nurture members to unleash their potential

Accountability for outcomes
Deliver what we promise

Execute with agility
Adapt to changing scenarios with speed & excellence

The 'Marico Way' will empower Marico members to align their actions, decisions and organisational direction with a clear sense of purpose.

Nurturing Tomorrow's Leaders: Marico's Learning and Leadership Development Initiatives

In a competitive business environment, we realise the need to prepare our people for the future – in alignment with changes in the market and rapid technological developments. Our capability-building interventions are, therefore, designed to incorporate the functional and behavioural competencies that are specifically tailored to the needs of Marico.

Individual Development Plans (IDP) are formulated for our people, in consultation with supervisors. It helps to provide critical input for planning the learning initiatives and deploying resources for the future development of members. It plays a significant role in improving existing skill sets and equip members with necessary capabilities required for thriving in an evolving business environment.

Leadership Development Journeys

We believe, leadership development journeys do not take shape in isolation. It requires profound shifts in mindsets and behaviours. As a result, we offer targeted programmes such as LEAD with Impact, Skill Up and Operations Leadership Programme (OLP) to enrich leadership journeys. It focuses on the development of functional competencies and sharpening of business understanding to uncover true leadership potential. Internal and external subject matter experts conduct assessments to ensure alignment with the Marico way, thereby paving the roadmap for contributing to the Marico of tomorrow.

Digital Transformation Initiatives

Our digital capabilities remain one of our key growth levers. At Marico, we emphasise on digital adoption across the organisation through targeted learning and development programmes such as Chrysalis which equips our members with the skills needed to thrive in an increasingly digital world. We also collaborate with NASSCOM's Future Skills initiative to keep our workforce aligned to emerging digital capabilities and encourage a culture of continuous learning and innovation.

Strengthening Ownership of Learning by Members

Our investment in a machine learning-driven Learning Experience Platform (LXP) allows us to offer personalised, on-demand learning programmes for our people. Moreover, we sponsor members to pursue business-relevant certifications and courses, reaffirming with our Learning Guideline which considers training and development as a continuous journey.

On-demand Learning Programmes for Members

Based on functional roles within the organisation and specific requirements of leadership positions, we have developed customised learning programmes for all members of the Marico family. These programs are based on sharp insights, organisational knowledge and extensive research, with a focus on holistic capacity building.

Building the Marico of tomorrow with Future-Ready Skills

Focused Hiring Programs

Our thrust on driving the organisation to new heights of success through the 4Ds have helped us to prepare a future-ready workforce with multiple skill development programmes, specifically designed to thrive in a contemporary business arena.

With an aim to build a diverse talent pool, we have undertaken the following initiatives,

- Identify and hire differently-abled candidates through specialised recruitment partners;
- Hire differently-abled graduates for specific functions like technology;
- Identify and hire from diverse backgrounds of education, industry, experience, nationality, employment model.

Diversifying Talent Sourcing

1 Alternate Hiring

We use various job portals to reach out to prospective talent. It results in faster hiring and direct cost savings.

2 Talent Referred By Mariconians (TAREEF)

We encourage our members to refer professionals from their network and get rewarded for every successful referral. Approximately 13% of vacancies at the junior and mid -management levels were filled through our referral programme.

3 Homecoming

Our strong alumni network acts as a potential source of talent pipeline for us. Through our re-hire policy, we have welcomed several ex-Mariconians back into the Marico family.

4 Graduate Leadership Program

With a focus on incorporating thought diversity in our talent, we hire graduate trainees from top-tier institutes such as Shri Ram College of Commerce, Lady Shri Ram College for Women and Shaheed Sukhdev College for Business Studies. The trainees work on several cross-functional projects to ensure all-round learning and development. This year, the 4^{th} batch of GLP has been successfully onboarded and are undergoing an 18-month training before being absorbed into different managerial positions.

5 WINGS Trainee Programme

Marico's Diversity and Inclusion policy is focused on improving the representation of 'Persons with Disabilities' (PwD) in the workforce. In line with this focus area, we launched the WINGS Trainee programme for PwDs. Five trainees joined us for the 1^{st} batch of WINGS programme.

6 Campus Talent

We secured the **7^{th} rank** as the **most desirable FMCG/Beverage company** in B-Schools in the Dare2Compete Award, on account of our focus on grooming young talent. It is a testimony to our robust campus programmes which help us to identify and onboard young talent from premier B-Schools.

a IGNITE

Our flagship leadership programme - IGNITE is specially designed for management trainees to provide opportunities for holistic learning. They undergo cross-functional training through multiple live projects that help them to develop a sense of ownership and responsibility towards work. Through regular mentorship connects, we help in an all-round development of management trainees. The presence of numerous senior leaders who began their journey with us as IGNITE management trainees stands as a shining testament to the triumph of our campus program, serving as a beacon of inspiration for incoming batches.

b Summer Training at Marico's Pace (STAMP)

It is a specialised internship programme for students joining us from premier B-Schools. The two month long programme provides them an opportunity to work on high-impact live projects under the guidance of our senior leadership. In our ongoing pursuit of curating a comprehensive program, we expanded internationally this year, offering interns the chance to engage in cross-geographical projects facilitating their growth beyond borders.

C Over The Wall

This year's Over The Wall was bigger than ever and received an overwhelming response with over 21000+ registrations from over 40 B-Schools. The competition, in line with our philosophy of nurturing and mentoring young talent, provides students an opportunity to share innovative business ideas and a chance to work on live projects.

After a successful launch of Over The Wall last year in Marico Bangladesh, we scaled up the program this year. The finalists from Bangladesh got an opportunity to work on live projects in India.

50%

of campus hires in FY24 were women (Including STAMP Interns, IGNITE & LLP Management Trainees)

To further increase the focus on Digital as one of the 4Ds in our journey towards institutionalising Marico 3.0, the following major interventions were adopted and executed:

1) Hiring Capability Building
To strengthen Marico's Talent Acquisition process, we developed The Marico Way of Hiring. The training program aims to enhance our reputation as an employer of choice and empower the Marico leadership team to make informed, objective hiring decisions. In collaboration with SHL, we conducted a Hiring Capability Building workshop. These workshops covered critical topics such as eliminating biases in the Talent Acquisition process, mastering efficient interviewing techniques, and refreshing the effective use of OPQ reports. Hiring managers from various functions participated in these workshop.

2) Digital Hiring This year, we have institutionalized our next-generation, AI-based recruitment platform across all units in India, providing a one-stop solution for our hiring processes. This platform integrates several advanced capabilities to enhance our hiring procedures and ensure an exceptional candidate experience.

3) Predictive Hiring We have created a predictive hiring model for the sales function by leveraging technology and using data and analytics to improve hiring outcomes. The model helps to accurately predict on-the-job performance of candidates.

With sharper focus on attracting the best talent, we have initiated multiple talent acquisition processes through various channels such as the Marico Career Page, Social Media Platforms, chatbots, B-school student interaction and other platforms.

Focused on Developing Agile Business Units

We have maintained a sharp focus on building the Business Units (BUs) within Marico as separate and agile organisations. Focusing on the right business strategy, talent mix and our core cultural pillars, we undertook the following efforts over the past year:

- We remained focused on developing new age capabilities such as performance marketing, content specialisation and e-commerce for Digital First Brands.
- We laid greater emphasis on attracting the right talent with career growth, sense of purpose, focus on recognition – both financial and non-financial.
- Continuously instilled key cultural tenets and behavioural attributes - Growth mindset, Risk Taking, Fail Fast, Independence, Cost Consciousness, Speed and Agility - to enable new BUs to succeed.

2 Encouraging Diversity and Inclusion

Inclusion & diversity has been identified as one of the four key drivers of Marico 3.0 journey and is one of our key talent priorities. We firmly believe that fostering an inclusive environment where diverse individuals not only thrive but also flourish, is pivotal in cultivating organisational resilience.. In times, where constant disruption and change is a norm, we realise the need to welcome diverse and engaged talent to retain our competitive advantage and meet evolving customer needs, aspirations and expectations.

In the last few years, we have made significant strides in enabling our policies, processes, and infrastructure to incorporate the needs and requirements of diverse individuals at an organisation-wide level. This has resulted in making all our policies gender neutral, extending same sex partner benefits for members identifying on the gender spectrum and building disability-friendly infrastructure across some of our key sites.

As the next step forward, we are shifting our focus to identify specific needs of smaller, diverse cohorts and addressing those through niche customised solutions. Over the last year we have focused specifically on Women in Sales, New Mothers, Persons with Disability integration and have focused on building greater inclusion in specific teams through targeted interventions.

Leadership Commitment demonstrated through Policy, Programmes & Infrastructure-Led Changes

In alignment with our People-first philosophy, we remain committed to accelerate our efforts towards building a more inclusive workplace through appropriate policies, programmes and infrastructure.

Governance mechanisms

To ensure continuous tracking and adherence to our internal and external policy and I&D vision, we have ensured the following:

- Inclusion & Diversity council provides governance and tracks the development towards I&D vision. The council is led by the MD & CEO and has senior leaders across Marico geographies including one external member acting as a consultant.
- Grievance reporting and redressal is facilitated through Code of Conduct and Internal Committee. Marico's POSH policy is gender neutral.
- Inclusion survey is conducted to check on the experience of our members with respect to harassment and discrimination, with respect to both the internal environment and third-party interactions. The survey is used to understand issues, challenges and drive focused sensitisation efforts.
- Inclusion Index is tracked on a quarterly basis and inclusion related issues are addressed on priority.

Diversity intelligence and sensitization

Diversity thrives in an environment that is enabling and where each individual is able to bring their perspectives and beliefs to work. In order to foster a culture of inclusion we regularly sensitise and create awareness around topics related to diversity and inclusion, to build a workplace where every individual has an equal chance to excel.

In the past year, we have created more awareness about visible Allyship and have focused on onboarding members across teams and geographies, who are passionate about Inclusion and Diversity and are keen to champion I&D goals.

Inclusive Hiring Practices

At Marico, we are determined to provide equal employment opportunities to candidates, irrespective of diverse backgrounds. Here is how:

- Expanding the list of campuses to diversify our campus talent pipeline;
- Identifying and hiring differently-abled candidates by partnering with specialist recruitment partners;
- Building internal leaders' capability through Inclusive Hiring certification;
- Our second career programme 'Phoenix' provides opportunities to individuals with career breaks. Phoenix is one of the few gender-neutral programmes in the industry and seeks to tap into a larger talent pool and skill-mix;
- Marico's Neo Mama network enables new or expecting mothers to address various life stage challenges by leveraging the network.

3 Building an Engaged and Thriving Workplace

We endeavour to nurture **High Performing and Innovative** teams with trust and care. Throughout the year, our utmost priority has been to continuously listen to our members' needs and aspirations and align our people practices to support their holistic well-being and growth.

A Member communication and engagement

(i) We continued the frequency and rigour of leadership connects through Townhalls, Facetimes and Organisation Communication events for regular two-way communication with members.

(ii) In line with our member-first philosophy, member engagement has been at the top of our agenda - we believe and have established a strong correlation of Attrition and Business Performance with member engagement. We have empowered supervisors with full visibility and ownership of their team's engagement.

Over the past years, we moved from annual HR-owned engagement surveys towards frequent quarterly supervisor-owned pulses on a Stanford-research backed global Engagement Platform – Glint by LinkedIn, Microsoft Company.

In addition, we conduct frequent monthly pulses with our field forces to ensure high engagement and business performance.

>85% Supervisors regularly track insights and drive their team's engagement through Glint tool

Differentiated outcomes

85% of our members voiced their opinion to make Marico a future-ready workplace.

We maintained a consistently high member engagement score of **83** through the year, 6 points above global benchmark.

91% of our members deeply resonate with the organisation's purpose, illustrating a strong alignment with their work and organisational objectives.

90% of our members affirm that Marico cultivates an environment of innovation.

87% of our members expressed confidence in receiving the necessary support by their supervisors.

86% of our members acknowledged that Marico provides great opportunities to learn and grow.

86% of our members express strong sense of belonging with Marico.

(iii) **Amber - CEO's personal digital assistant** is a Chatbot developed to communicate with our new members and take regular feedback from them. Amber enhanced our connect with new members and ensured their sustained engagement with respective teams and the organisation as a whole.

B Be The Impact with Marico – Member Volunteering Drive

At Marico, we support our members' aspirations to live their purpose and leave a positive mark on society. In this context, our signature volunteering programme **'Be the Impact Drive'** enabled organisation-wide participation of our members in volunteering efforts that enabled social change. We aspire to achieve **1 hour of volunteering each year by every Mariconian**.

Key highlights of the initiatives and the impact generated through member volunteering -

A. **Volunteers from Marico participated in a clean-up drive and over 790 kgs** of waste was **collected** by Mariconians across locations.

B. Volunteers supported in planting 14,684 trees through various initiatives under **#SteptemberLeague**.

C. With an aim to contribute to environmental sustainability and community well-being, we organised tree planting initiatives to commemorate significant events and milestones such as joining of new employees to the organisation or at the instance of employees reaching significant milestones in their careers.

Holistic Wellness

At Marico, we strive to foster a culture where members feel supported, valued and empowered to take charge of their well-being. Keeping this in mind, we design all our policies and build systems which enable holistic well-being of our members. Our members are provided easy access to resources and are encouraged to seek support from the ecosystem. The wellness theme for the year is **'Discover, Balance and Bliss'** which encourages members to explore and nurture their mental, physical, financial and social well-being.

A. **Mental Wellbeing** We have extended an EAP service to members, providing them round-the-clock access to a plethora of self-help tools, resources and online counselling options. In addition, in-person counselling sessions and seminars were conducted by industry experts across locations. Virtual tournaments and challenges were conducted, encouraging members to disconnect from work and reconnect once rejuvenated.

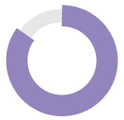
B. **Physical Wellbeing** : In collaboration with a healthcare provider, we offered members and their families easy access to doctors, pharmacies and laboratories. In addition to this, an on-site doctor was made available for easy consultation and medical check-ups were also carried out across locations.

C. **Financial Well-being** Support was extended to members about taxation, financial planning, investments and so on in partnership with specialised service providers.

D. **Social Wellbeing** Marico members participated in "September League, a virtual run to promote well-being and a healthy heart. A total of 14,684 trees were planted at the end of the league. Additionally, our annual flagship program, "Chamakta Sitara," was organized to honour the children of our members for their exemplary performance in academics and extracurricular activities at the district, state, national, and international levels during the last academic year.

Wellbeing

81%



of our members say that Marico takes care of their wellbeing.

Safety, Health, and Environment (SHE)

Upholding Safety in line with Marico's Values

Marico is committed to ensuring a healthy and safe work environment to protect employees, contractors, business partners, service providers, visitors and the society at large from any physical harm. Towards this objective, the management is committed to providing the necessary resources and information to build a strong safety culture across the organization. We believe that imbibing principles of occupational health and safety in our operations and processes cannot be compromised under any circumstances.

At Marico, prioritising the occupational health and safety of our workforce is not just a mandate but an ingrained aspect of our daily operations. This commitment to safety permeates every function within the organisation. Adopting this mindset, we have effectively instilled behavioural shifts aimed at eradicating unsafe practices and promoting proactive measures. Our pervasive safety culture, practised across our organisational footprint, serves as a shield against injuries, bolstering morale and enhancing overall employee health. Consequently, this not only improves efficiency and productivity, but also fosters a safer and more productive work environment for all.

SHE Governance Mechanism

Health and safety at our manufacturing facilities is managed by Safety Health and Environment (SHE) Management Committee. The committee is headed by Works Head and includes departmental heads.

Health and safety officers are responsible for driving SHE related activities at the factories and directly report to respective Works Heads about SHE performance. SHE performance of facilities is reviewed by the committee and corporate team on monthly basis to analyse the risks and take appropriate action to improve performance.

Concerted efforts are put to investigate each incident and derive meaningful insights to deploy the corrective and preventive actions across all our sites to prevent a similar mishap in future.

SHE Management System

Ensuring the safety of our employees and subcontractors is our foremost priority across all our locations. Our SHE Management System operates on the PDCA (Plan, Do, Check, Act) model. The comprehensive Occupational Health and Safety (OH&S) policy serves as the primary driver and is communicated to all relevant stakeholders through various channels. Additionally, each site is governed by a standardised framework established by our technically sound SHE team to ensure consistent outcomes. To address occupational safety related concerns, a systematic framework comprising policies, capacity building and governance has been implemented. We have established procedures to assess the risks associated with physical, chemical, and fire hazards. A structured incident reporting and investigation process has enabled us to minimise major incidents.

We evaluate the effectiveness of our systems through rigorous internal and external audit procedures. Our leadership team conducts monthly review meetings to track the status of key SHE (Safety, Health, and Environment) KPIs. Additionally, all our sites have been ISO 140012015 and 450012018 certified for several years. These audits have facilitated the adoption of industry best practices.

Incident Trend for India Operations

	2019-20	2020-21	2021-22	2022-23	2023-24
Fatal	0	0	0	0	0
LTI	0	4	2	2	4

Safety Incident/Number

Lost Time Injury* Frequency Rate (LTIFR) (per one million-person hours worked)

Category	FY24	FY23
Employees	0	0
Workers**	1.10	0.569

*Loss time injury is one wherein the person does not report for duty for two consecutive shifts
**Includes contract workers

Enhanced Safety through Training Initiatives & Impact

Our Safety, Health, and Environment (SHE) management system's training component is pivotal in educating both contractors and staff members on our policies and procedures. The established skill matrix serves as the foundation for the routine training provided to all permanent and contract workers. Additionally, our online training system mandates new hires to complete a safety induction on their first day. Across all our sites, Safety Training Kiosks are installed, facilitating efficient training for contract workers. Regular safety trainings are conducted in local languages to enhance comprehension and effectiveness among our contract members.

We have identified and trained multiple employees in firefighting and first aid across all plants. Firefighting knowledge empowers the workforce to respond with a calm temperament and avoid fatal accidents related to fire. First aid training equips them to handle injuries and sudden illnesses until professional help arrives, preventing serious complications. Investing such trainings is a vital component of Marico's overall commitment, fostering a safe, healthy and positive work culture.

Key Statistics

289
SHE trainings conducted in FY24

5,110
Training hours dedicated to SHE trainings in FY24

>15 topics
Covered in trainings including Electrical Safety, Machine Safety, First Aid Training, Fire Safety, Work Permit System, Safety Induction, Road Safety, Waste Management, Spillage Control, Emergency Response and Preparedness, Hazard Identification & Risk Assessment, Chemical Safety, Behaviour Based Safety, Importance of PPEs and Accident reporting and Investigation

1,447 Marico members

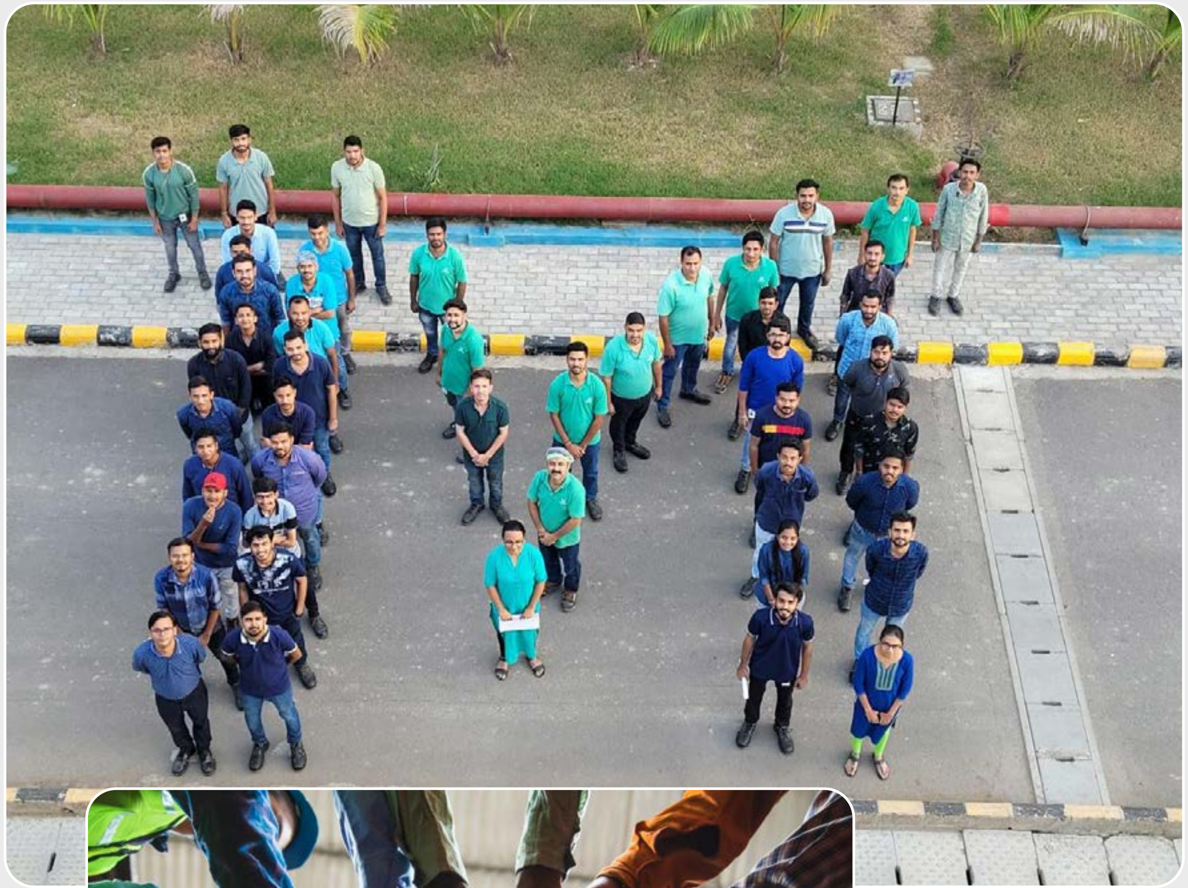
+5,222 contract workers
Participated in SHE trainings

Building a 24X 7 Robust Safety Culture

Cultivating a Safety Culture entails creating an environment where safety is ingrained as a fundamental value, not merely as a priority. This involves hosting a variety of events throughout the year, such as Safety Week Celebrations, Rewards and Recognition programs and Kaizenthalons.

As customary, Safety Week was observed across all our plants on March 4th, 2024, providing an excellent platform to underscore the significance of safety across our facilities. Over 20 events, including Quiz Competitions, Poster Making, and training sessions, were conducted with near-universal participation. Additionally, we regularly acknowledge our employees to ensure they remain motivated, recognising their contributions to safety. Our team members consistently engage in Safety Kaizens to enhance our safety protocols and the overall culture across all sites. In FY24, our teams executed 490 Kaizens at various locations, contributing to making our plants a safer environment for everyone involved.

Safety Kaizens Trend
Total Kaizens



VALUE CHAIN PARTNERS

Partnering for Success

Guided by our core values: Consumer First, Responsible Growth, Bold Ambition, Execute with Agility, Accountability for Outcomes and Grow with Members, we are emboldening the foundation of a value-accretive organisation. At Marico, we are solidifying our reputation as a transformative, innovative and purpose-driven enterprise. These principles are the cornerstone of our mission, shaping every decision and action we undertake. Navigating the increasingly complex social, environmental and supply chain challenges requires the insight and support of all stakeholders. In this dynamic business landscape, achieving a truly sustainable and reliable supply chain necessitates a collective effort and the integration of sustainability dimensions into Marico's value chain management.

At Marico, we firmly believe that achieving sustainability requires a collaborative approach. Our value chain partners are not just our business associates; they are vital collaborators in our journey towards a socially inclusive and sustainable future.

We foster mutually beneficial outcomes by:

Understanding Partner Needs	We gain a deep understanding of the operating models, key challenges and aspirations of our partners through regular engagement.
Alignment on Sustainability Vision	We work closely with partners to synchronise their existing efforts with our vision of a sustainable future. This ensures a unified approach that maximises impact.
Empowering Local Economies	We prioritise initiatives that elevate the local economies where our partners operate. This creates a positive ripple effect, benefitting communities and fostering long-term stability.
Shared Success	To ensure business continuity we strengthen our own supply chain and long-term viability of partnerships. It enables shared success for all parties involved.

This collaborative approach goes beyond regulatory compliance. It revolves around spreading positivity across our value chain, creating a shared sense of purpose and building a more sustainable future for all stakeholders.

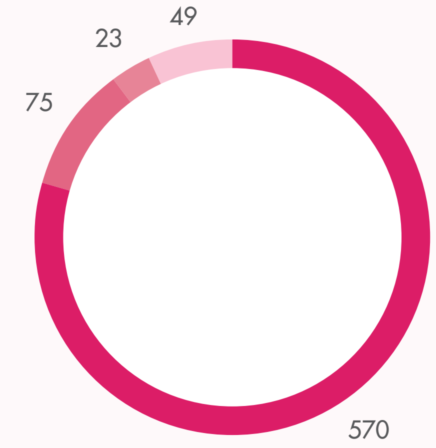
In FY24, 717 suppliers/business associates, who worked with Marico, were categorised into the following:

570
Procurement (Raw material, Packaging material suppliers)

75
Manufacturing (Convertors, Packaging Filling Units)

23
Warehousing vendors

49
Logistic vendors



Responsible Sourcing

Marico has implemented a **Responsible Sourcing Policy** and Supplier **Code of Conduct** which applies to all our suppliers, business associates, and subcontractors, including those involved in raw materials, packaging, logistics, warehousing, third-party manufacturing and services. We use a three-pronged maturity based approach, through **SAMYUT** – our Responsible Sourcing programme, to engage with our value chain partners about our sustainability vision, emphasising our commitment to ethical, social and environmental standards through strong governance.

Our goal is to progressively increase our procurement spend on certified sustainable materials and local resources, while also improving diversity within our supplier base. A cross-functional team is dedicated to setting and achieving these targets. For more details, please read the 'Transform value Chain Sustainably' section in the Environment chapter of this report (Pg. No. 166).

Ensuring Ethics and Integrity Across Value Chain

Marico's Supplier Code of Conduct encapsulates our philosophy, vision, policies and actions regarding the integration of human rights and ethics at every level of our operations. The components of our Supplier Code of Conduct ensure that our partners comprehend and uphold our commitment to protecting business ethics and human rights throughout the value chain. Key elements include:

FY24 Highlights

In FY24, an

online certification-based

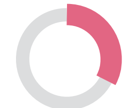
learning module has been rolled out for Marico's value chain partners to develop a deep-seated understanding of the Supplier Code of Conduct.

FY24 Progress

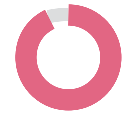
Encouraging Local Procurement

Prioritising local and indigenous procurement aligns with our sustainability goals. This approach enhances flexibility, transparency and control over our supply chain, thereby ensuring operational stability.

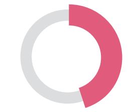
Directly sourced from MSMEs/ small producers 32.4%



Sourced directly from within India 93.8%



Material by procurement spend sourced from suppliers that have received L1 certification under SAMYUT 45%



Supplier Selection Process

The supplier selection process is applicable for the procurement of commodities and non-commodities by the organisation. The policy guidelines elucidate the following stages in the standard vendor evaluation process:

1 Vendor Identification

- Identification of appropriate vendors based on the business needs.
- Identification of critical vendors.

2 Vendor Verification

- Scrutinsation of vendors' competence and credibility.
- Background verification based on tenure in business, local credentials, market credibility, production capacity.
- Alignment with Marico's pre-requisites and mandatory compliance with regulatory requirements (VAT, PAN registration etc.). The vendors are also assessed on the geographical area of operation.

3 Vendor Application and Registration

- Marico's Vendor Application and Registration processes commences at this stage.

4 Vendor Evaluation

- Quality audits.
- Ascertain the technical and financial credibility of the vendor.
- Periodic tracking of the vendors' performance on specific requirements.

5 Vendor Selection

- Validation of credentials by Vendor evaluation team.
- Final selection of vendors based on technical parameters, quality aspects and cost considerations.
- Alignment with Marico's responsible sourcing principles (ethical responsibility, environmental conservation, and social commitments).
- Vetting the qualified 'critical vendor'.

Supplier Development and Supply Assurance

We use a rigorous screening process to identify and evaluate new vendors from diverse backgrounds. Intermittent capacity development programmes are organised to address quality issues, drive innovation, enhance performance and ensure timely supply. These efforts strengthen our long-term relationships with value chain partners and provide us with a competitive advantage.

Labour Practices:

A robust system of internal controls and periodic audits are carried out to make sure that value chain partners fulfil their statutory obligations to employees. Marico underscores the importance of labour law compliance to its value chain partners via the Supplier Code of Conduct.

Supplier Quality Excellence (SQE) @Marico

Aligned with the recognised frameworks of the Global Food Safety Initiative (GFSI), Marico's 'Supplier Quality Excellence' programme seeks to empower value-chain partners to ensure that supplied products are safe, legally compliant and meet agreed-upon quality specifications. We also strive to enhance supplier capability to deliver zero-defect products.

Scope

- Leveraging digitisation to monitor system efficiency and effectiveness.
- Achieving excellence through benchmarking and continuous improvement.
- Reducing the Cost of Poor Quality (COPQ) and improving supplier profit margins.

Approach

Benchmarking
As-is study and benchmarking with industry best practices.

Audit
Periodic Marico audits and development of Supplier Self-Audit capabilities.

Trainings & Seminars
Conducting training programmes for vendors and organising external speaker seminars to enhance Supplier capability.

Corrective & Preventive Actions
CAPA documents on quality issues and knowledge transfer to other relevant vendors to prevent repeated issues.

Quality

The procurement and central quality assurance team at Marico collectively drives the **Supplier Quality Excellence (SQE)** programme, which aims at capacitating our Packaging Material (PM) suppliers to accelerate performance and deliver excellence. **In FY24, the SQE programme was attended by 25 packaging material suppliers and 20 raw material suppliers (foods category). The training comprised 8 hours, conducted over 2 days with 4 hours each day.** It also witnessed keynote speeches from our associate experts.

FY24 Progress

A robust system of internal controls and periodic audits are carried out to make sure that value chain partners fulfil their statutory obligations to employees. Marico underscores the importance of labour law compliance to its value chain partners via the Supplier Code of Conduct.

In FY24, we achieved
21% reduction
in quality complaints despite multi-fold increase in volumes and number of SKUs sourced. This indicates a positive trend in addressing and reducing quality issues.

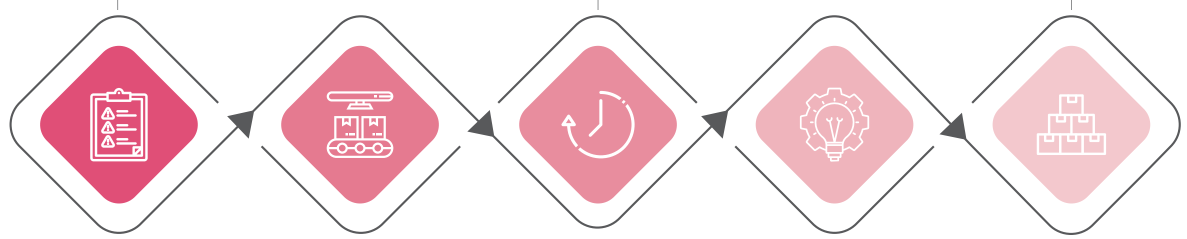
We achieved an impressive
11% reduction
in packaging material stock in FY24. This helped minimise excess inventory, optimise storage space and supply chain efficiency while enhancing sustainability efforts by reducing waste and environmental impact.

~10%
of the paper we consume is Forest Stewardship Council (FSC) certified, particularly for CFC materials.

Vendor performance and potential are evaluated across nine levels, guiding purchasing strategy across diverse material categories including PM (Sleeves, Monocarton, Labels, Laminates, CFC), RM (Soya oil, corn oil, sunflower, LLP & Silicon), Perfume, New Foods (Soya Chunk) and Polymers.

Significant lead time reductions were achieved across various suppliers.

Strategic measures were implemented to effectively reduce stockouts, enhancing operational efficiency.



Category-wise production performance highlights were observed across multiple quarters: Sleeves, Labels, and Laminates showing substantial increases, while carton reduction saw moderate growth.

NPD lead time reductions across key categories through Laminate Labels, Sleeves, and Cartons, indicating focused efforts towards streamlining new product development.

Improvement of operational performance, implementation of strategic initiatives and category-specific improvements has helped us to develop a holistic approach towards optimising supply chain performance. These initiatives collectively contribute to bolstering efficiency, reducing lead times and enhancing market competitiveness, thereby positioning us for sustained growth and success.

Feedback from our associates over the Supplier Quality Excellence Programme

We sincerely appreciate Marico for the exceptional programme. The depth of knowledge and valuable insights provided throughout the programme have greatly surpassed expectations. The well-structured curriculum and engaging, expert-led sessions have significantly enhanced understanding. It is a privilege to have participated in such a meticulously executed programme. We are grateful to the entire team at Marico for their hard work and dedication in delivering this outstanding experience. Thank you once again and we look forward to future opportunities for engaging in similarly enriching endeavours .

– BARCOM INDUSTRIES LIMITED

The overall experience of the SQE event was outstanding. It provided valuable insights into the processes involved in product manufacturing, significantly enhancing our understanding. The sessions were exceptionally well-organized and informative, shedding light on best practices and quality standards. Networking with other industry professionals was an added benefit, fostering valuable connections and collaborative opportunities. We appreciate the effort put into this event and look forward to implementing the knowledge gained to improve our operations.

- PAHARPUR

Marico's Sustainable Copra Collection Centres

Marico has established copra collection centres in Kerala, Tamil Nadu and Karnataka. These centres reflect Marico's dedication to sustainable sourcing and its philosophy of backward integration, ensuring direct engagement with local farmers. The internal audit conducted in FY24 explored the operations, strategic importance and sustainability practices of Marico's copra collection centres with a focus on two centres in Tamil Nadu: Avalpoondurai and Perundurai.

Strategic Location and Direct Sourcing

Marico's copra collection centres are strategically situated in the heart of coconut-growing regions, facilitating direct sourcing from farmers. This direct engagement eliminates intermediaries and it not only ensures the steady supply of high-quality raw materials but also contributes to the prosperity of local farming communities. The centres are crucial for sourcing copra, the dried kernel of coconuts, which is a primary ingredient in many of Marico's products, such as coconut oil.

Operational Excellence

We send daily price updates to registered farmers and allow them to bid the quantity they wish to sell. Quality inspections and moisture level analysis are conducted on-site, in front of the farmers to ensure transparency. Moreover, to reinforce fair and ethical business practices, we ensure immediate supply of payment receipts for materials purchased. These measures have streamlined the supply chain, maintained quality standards and optimised operational efficiency.

Audit and Certification:

Avalpoondurai and Perundurai centres were selected for an L2 internal audit following their successful L1 certification. The audit involved a meticulous review of operational procedures, compliance records and governance frameworks, ensuring adherence to regulatory requirements and best practices. The audit covered criteria such as labour, ethics, safety, health and environmental practices. A random sample of 10% of sellers was selected to ensure diverse representation and minimise bias.

Sustainable Sourcing Practices:

Marico's sustainable sourcing practices are highlighted by their commitment to traceability and sourcing from non-forested land :

Traceability

Tier-2 traceability ensures that the coconut sources can be precisely traced back to suppliers, fostering transparency and quality control.

Non-Forested Land Sourcing

Marico has institutionalized policies that encourage sourcing of materials from non-forested lands, thus underscoring its commitment towards environmental sustainability.

Conclusion:

Marico's copra collection centres exemplify the company's commitment to sustainable and ethical sourcing. By directly engaging with farmers and ensuring transparent and fair business practices, Marico has created a reliable and efficient supply chain. The success of the Avalpoondurai and Perundurai centres, demonstrated through rigorous audits and high L1 and L2 scores, highlights the effectiveness of Marico's sustainable sourcing model and its positive impact on local farming communities.

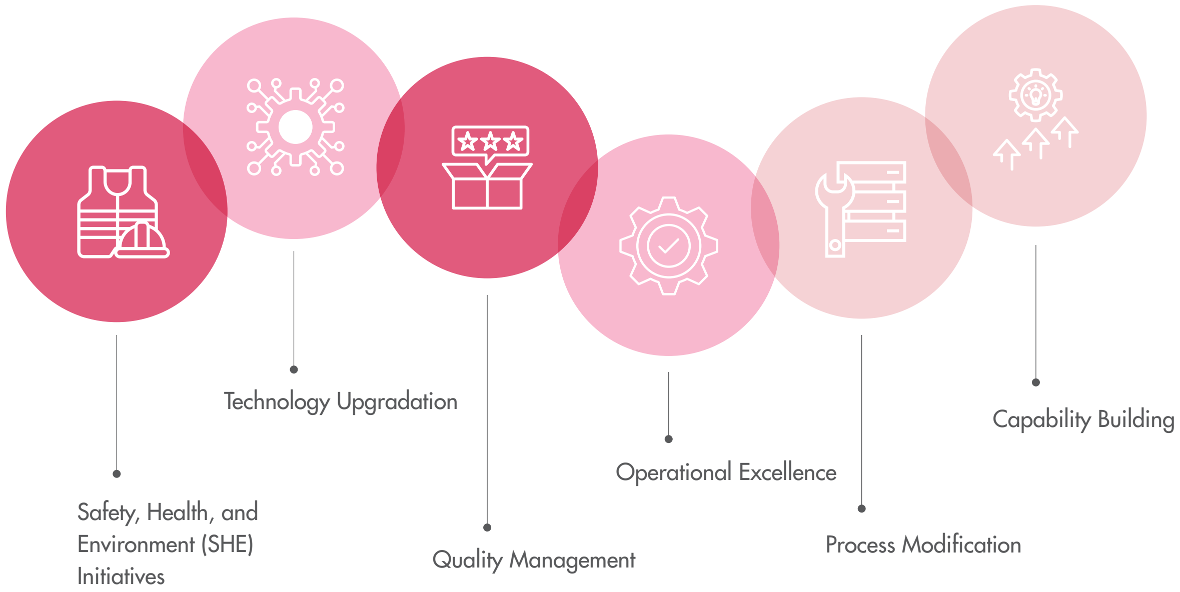
Avalpoondurai Marico Collection Centre

Convertors

Convertors share the responsibility of transforming our products into packaged finished goods, that are ready for dispatch.

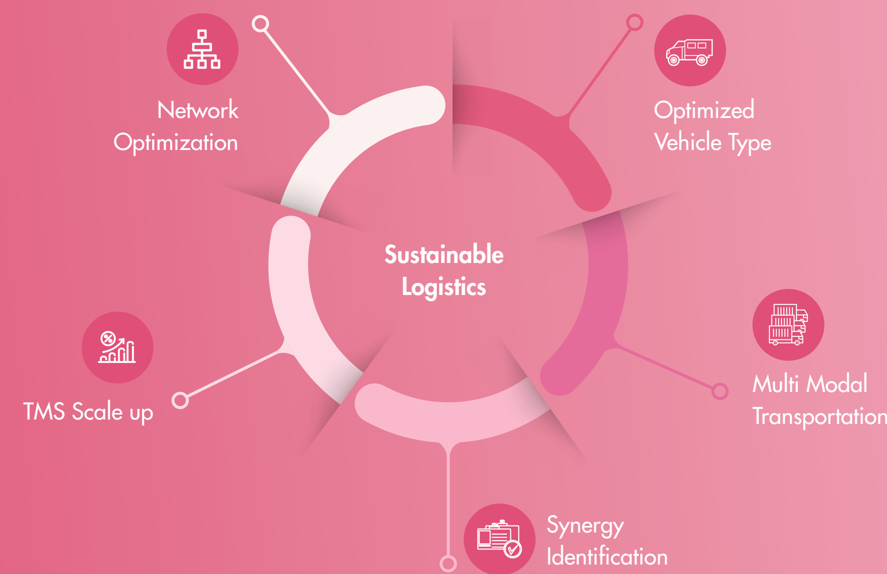
We assist our partners by:

- Upgrading their facilities to make quality products with minimum environmental footprint.
- Providing on-site assistance for:



Logistics and Transportation

At Marico, we have undertaken targeted initiatives aimed at promoting sustainability, reflecting our core values of **Consumer First, Bold Ambition** and **Responsible Growth**. The supply chain plays a crucial role in this effort and each segment at Marico is dedicated to minimising environmental impact through its practices, demonstrating **Accountability for Outcomes** and the ability to **Execute with Agility**.



Marico is committed to effecting positive change by implementing sustainable logistics services, aligning with our value of Responsible Growth. Each year, various levers are evaluated to identify potential improvement areas.

- These include assessing and optimising the supply network to reduce unnecessary trips and fuel consumption, selecting optimal vehicle types for routes to maximise load capacity and minimise trips by analysing routes for back-haul opportunities. It enhances the effectiveness of the Transportation Management System (TMS) to optimise both inbound and outbound movements by ensuring the use of appropriate vehicles.
- Additionally, tracking truck loadability reduces trips and carbon emissions.
- The deployment of multimodal transportation is also set to be transformative in the coming years, significantly enhancing sustainability while improving cost efficiency and service quality, embodying our Bold Ambition.

Our commitment to sustainability is intertwined with our value of Growing with Members, ensuring that our initiatives benefit all stakeholders involved. We remain dedicated to identifying new methods for sustainable development and leveraging technology to enhance efficiency, always putting the Consumer First. Through these efforts, we aim to continuously improve and uphold our values in every aspect of our operation.

Occupational Health & Safety Systems at Depots and Warehouses

To ensure the safety of our business associates we have designed clear safety protocols and regular training sessions. Each year, an independent agency conducts audits of our third parties and depots to evaluate the effectiveness of our safety systems. We assist in safe expansions and design facilities that prioritise stakeholder safety.

In the past year, we conducted

~15 training sessions

for our depots and third parties to ensure continuous preparedness on SHE-related matters. Training themes included fire safety, electrical safety, loading/unloading techniques along with storage/handling, crisis management, Leakage & Damage, Food Safety, DQR & QMS (Quality Management System) Goods in Transit and waste management.

Annual audits by external agencies remain a cornerstone of our safety strategy and FY24 was no exception. This year, we engaged an independent agency to assess 9 third-party manufacturing sites and 14 warehouses, achieving an impressive average score of over 80%. Additionally, we supported other business associates, including raw material and packaging material suppliers, in assessing their SHE systems.

Our commitment to uphold the highest standards of safety is highlighted through our steadfast approach to create a workplace where the safety and well-being of people are prioritised.

Engagement with Value Chain Partners

We engage with the value chain partners through periodic interactions (physical, over telephone, via emails), annual meet and training programmes. It covers identified material needs including supplier code of conduct, safety and operational risk management, quality, environmental responsibilities and payment modalities. We primarily focus on sharing mutual needs and expectations, capability building and growth plans and upholding of best practices.

Total number of awareness programmes held	22
Topics / principles covered under the training	Quality Excellence, Packaging Sustainability, Occupational Health & Safety, Fire Safety, Emergency Preparedness and Response, Aerosol Cage Safety, Importance of PPE Spillage Control, Electrical Safety
% of value chain partners covered (by value of business done with such partners) under the awareness programmes	58%

COMMUNITIES

Our legacy of community empowerment

At Marico, we strive to integrate social well-being into the very fabric of our operational framework. With an emphasis on integrating ethical practices and social responsibility into every aspect of our operations, our value chain and across our business capitals, we aspire to create a lasting impact on lives. These efforts are driven by a deep understanding of the primary requirements for strengthening the base of a sustainable future – which not just requires a focus on profit, but also on people and the planet. We are dedicated to fostering sustainable societal transformation by nurturing and empowering communities through livelihood improvement, sustainable agricultural practices, education, healthcare and skill-based engagement opportunities.

As a purpose-driven organisation, we understand our responsibility towards society. Upholding the concept of shared value creation, we strive to collaborate with our stakeholders to catalyse enduring change within society. Going beyond profit-making, we undertake various initiatives to uplift communities and enhance their quality of life through education, healthcare, and livelihood support. Prioritising sustainable transformation, our corporate social responsibility programme amplifies the impact of our targeted initiatives.

Building a Better Tomorrow

"Our CSR efforts are guided by a comprehensive framework that addresses environmental sustainability, social equity and responsible governance. We actively invest in initiatives that reduce our environmental footprint, improves our social equity and reinforces strong principles of governance and ethics in our practices. Additionally, we foster collaborations to address unmet local needs for providing educational resources or supporting environmental clean-up efforts. By holding ourselves accountable to the highest ethical standards and actively contributing to positive social change, we aim to build a better tomorrow for all our stakeholders, including employees, customers and the communities where we operate."

Amit Bhasin
Chief Legal Officer and Secretary, CSR Committee

FY24 Highlights

1,50,978 trees
plantation initiated under afforestation programme

16 lakh lives
(cumulative) impacted through community sustenance initiatives conducted in and around our manufacturing locations

373 crore litres (cumulative)
water conservation potential created till date

3.7 lakh acres
with over
1,01,120 farmers
(cumulative) enrolled in Parachute Kalpavriksha Programme

1.76 lakh
teachers trained and
15.16 lakh
students benefitted by the Nihar Shanti Pathshala programme for boosting English literacy among students who have limited access to better education.

Promoting Social Innovation
The unique functional mentorship model, the Scale-Up Programme has been designed under the aegis of Marico Innovation Foundation. It has resulted in the collaboration of Marico with organisations like Brisil Technologies (green silica from rice husk ash), Craste (agricultural waste into pulp and packaging), Praan (filter-less particulate reduction) and Goenvi (plastics and biomass to fuel) to drive sustainable, impactful change.

Marico's CSR Framework

Driving sustainable impact through Sustainable Agriculture & Livelihood Improvement, Education and Social Innovation

Sustainable Agriculture & Livelihood Improvement

Focuses on enhancing farming practices to boost productivity and resilience, aiming to alleviate poverty and hunger while promoting sustainable land use. Initiatives such as water management and climate-resilient crops ensure environmental and economic sustainability.

Education

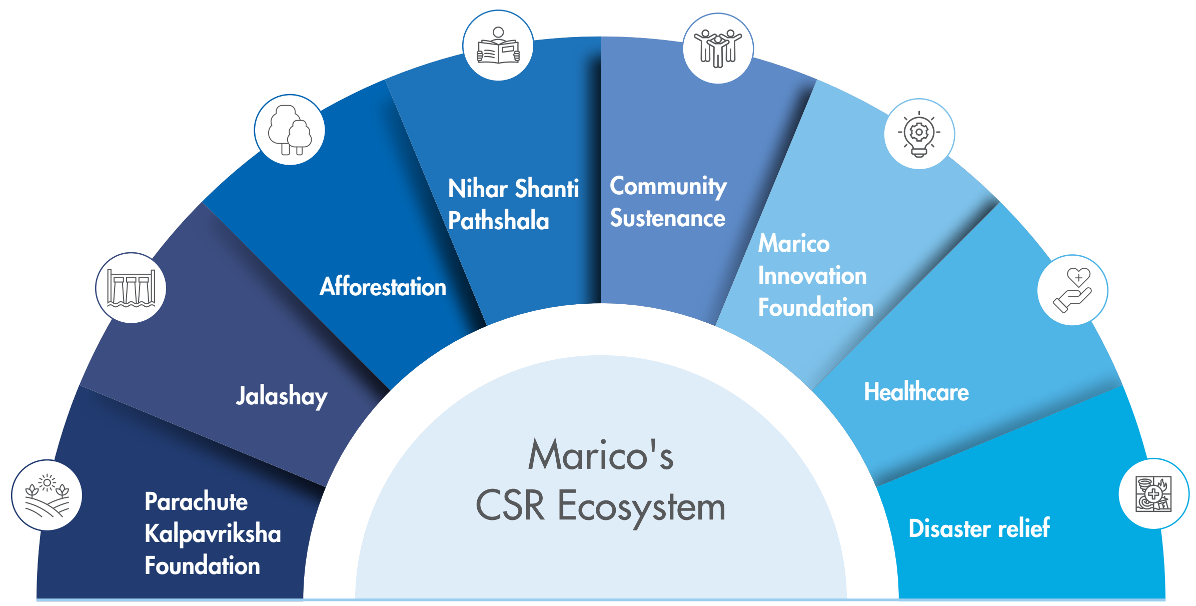
Targets improving literacy and skills, especially among underserved communities, to foster inclusive and equitable quality education. Projects like the Nihar Shanti Pathshala Funwala enhance English proficiency and digital learning access, empowering teachers, and students alike.

Social Innovation

Drives transformative solutions to pressing social issues, aligning with multiple SDGs such as decent work, reduced inequalities, and sustainable communities. By offering mentorship and networking, Marico nurtures innovative enterprises that contribute to societal well-being and economic development. Through these thematic groupings, Marico not only addresses immediate community needs but also supports long-term sustainable development goals, creating a holistic impact on society.

The Stakeholder Ecosystem that inspires us to deepen our impact

Our CSR programmes aim to create a positive ripple effect to benefit a wide range of stakeholders. The infographic below indicates how each programme impacts a multitude of stakeholders from our ecosystem.



Type of Beneficiaries

Farmers, Community & Governmental Agencies	Environment, Farmers & Local community	Farmers, Environment
Teachers and students (school)	Farmers, community, students, governmental agencies	Budding Entrepreneurs
Students, Schools, Facilities, Communities	Communities, Healthcare facilities, frontline workers	

CSR Governance

Under the guidance of a committed CSR team, every year, we embark on a meticulous journey of goal setting, objective refinement and resource allocation, guided by a vision to ensure impactful change. The team takes on the mantle of bringing these plans to fruition within defined timeframes, by evaluating each and every aspect of the programmes and its efficacy. Through continuous monitoring, it ensures the most feasible outcome and helps to generate maximum value for all stakeholders.

Our collaborative efforts with esteemed partners such as the Marico Innovation Foundation, Parachute Kalpavriksha Foundation, governmental and non-governmental entities, enable us to execute our CSR projects with precision and efficiency.

Our relentless dedication to sustainable value creation serves as a compass for steering us towards environmental as well as social stewardship. Going beyond mere operational endeavours, we strive to catalyse meaningful transformation, illuminating the path towards a future imbued with promise and possibility.

Sustainable Agriculture & Livelihood Improvement

Parachute Kalpavriksha Programme

The Parachute Kalpavriksha Foundation (PKF) is a non-profit organisation that strives to create a lasting impact on the lives of farmers. PKF is Marico's flagship CSR programme that demonstrates the existential purpose of its signature brand, Parachute. It assists farmers in developing sustainable agriculture and promoting livelihood improvement practices by providing knowledge on scientific farm management, encouraging agricultural innovation and research, creating water potential, improving water management practices, enabling technology and digital adoption and facilitating social welfare schemes.

Objective

- Equip farmers increase sustainable crop yield, leading to enhanced income opportunity.
- Train farmers on scientific and research based agricultural practices to improve farm productivity.

Support activities

- Consultation with experts (on phone)
- Water conservation through farm pond construction
- Classroom training for farmers
- On farm training by Field Service Personnel (FSP)

Support centres

- Kalpavriksha Knowledge Centre (KKC): A constant companion of farmers to help them increase production and gather knowledge.
- Agri-Business Centre (ABC): Agri-clinic for offering farm care inputs and technical services.

FY24 Performance	Key Outcomes
3.7 lakh acreage enrolled till FY24 **60,210 acres** were enrolled in FY24	The enrolment of 60,210 acres in FY24 directly benefitted farmers. The primary focus was on enhancing yield and reducing expenditure on technology, research and advanced farm inputs. This achievement led to increased supervision of plots, addressing challenges related to pest management, limited availability of manure/fertilizers and water scarcity.
1,01,120 farmers enrolled cumulatively, **20,120** farmers in FY24	The farmers enrolled till date have demonstrated improved understanding of sustainable agricultural solutions to recurrent issues. Ongoing expert training, coupled with online videos and in-person farm visits by agriculturists, has improved farm resilience against critical challenges. Timely interventions have saved numerous farms and given the perennial nature of these crops, it has largely resulted in the economic independence of many farmers.
#17% increase in productivity for enrolled farmers	By providing access to improved training facilities, advanced farm services, technology use, call centre support and access to software application for information on crop care has increased the farm yield of enrolled farmers. Social media presence has also enabled the programme to reach out to a larger number of farmers.
4 agribusiness centres have been set up till date **2,700+** farmers benefited from the services offered	Operated by local entrepreneurs, the Agri-Business Centre serves as a vital resource for coconut growers, offering essential farm care inputs and technical services. Acting as a central platform, it facilitates access to high-quality farm machinery, equipment, technical assistance and labour at cost-effective rates. Furthermore, it provides local agripreneurs with invaluable exposure, recognition and financial stability. Building on the success of the ABC programme, the foundation is currently collaborating with the Agri Entrepreneurship Growth Foundation to cultivate 40 Agri Entrepreneurs (AEs) in Tamil Nadu, with identified candidates undergoing comprehensive skill training.

Digital Reach

4,023 farmers (cumulative) were enrolled in social security scheme

1,700 farmers were trained in digital and financial literacy programme*

3,01,000 Social media followers

21,500 Farmers reached through toll-free helpline

2,06,000 Application Installed

#calculations based on internal study and reports.
*This initiative helped to facilitate the government's social welfare scheme and digital Inclusion programme. Farmers and their family members were educated about the schemes, its benefits and provided farmers access to funds

Case Stories

Ramkumar

is from farming family with 5 members in Avalpatti village. Pollachi, Coimbatore.

He has 700 coconut trees in his farm. "Arun from PKF has been visiting our farm for the past 3 years. Earlier, he faced numerous issues related to crop disease,
low yield etc. Enrolment in this project has helped to improve yield and protect plants from fungal or bacterial attacks.

Thank you for supporting us

Venkadachalam

a 65-year-old farmer. He has 3.5 acres of coconut farm and has four family members.

Pest attacks on trees were quite common. Advice from Kalpavriksha team helped us to prevent frequently occurring diseases. Prior to this, 10 trees were affected by wilt disease and some more trees bore the brunt of white fly attack. However, after following the team's recommendation significant improvement was noticed. Currently, our yield has increased to 6000 nuts from 3000 nuts.

Thank you for supporting us

Chinnaiyan

farmer from Kasangadu village, Pattukottai Taluk, Thanjavur district

I worked for 15-16 years in Dubai. Now I am looking after 600 trees in my farm. Kalpavriksha has provided us comprehensive guidance for farm management activities like pest and disease control and water management. They regularly organise farmer training programmes and conduct root feeding activities that help to prepare traps for pest management. With their continuous support and encouragement, my farm is in a much better shape at the moment. We have successfully controlled pest attacks and the team from Coimbatore also visits the farms to check our progress. The coconut trees are healthy and we are extremely grateful for this intervention by the foundation.

Balasingam

farmer from Silambavelankadu village, Pattukottai taluk, Thanjavur

Kalpavriksha has been providing guidance for the past 4-5 years and we have to acknowledge the benefits of this remarkable service by a private organisation. They regularly provide recommendations on nutrient and pest management along with knowledge about improving our yield. Recently, I encountered red palm weevil attack on the trees and I contacted the Kalpavriksha team to guide me about this situation. After implementing their recommendations, the issue was resolved. They regularly organise farmer trainings and provide valuable information for yield improvement. Team members from Coimbatore also visit the farms to interact with farmers. They recommended intercropping techniques and I have chosen to plant Arecanut as an intercrop for our farm. In case of any queries, they quickly respond and provide necessary support.

Thank you for supporting us

Achievements in FY24

Parachute Kalpavriksha Foundation Winner of 9th International Best Practice Competition 2023 in the Social Responsibility category

IBPC Best Practice Certification Parachute Kalpavriksha Foundation received 7 stars for best practice

Media Mention

Media coverage showcasing the efforts made by Parachute Kalpavriksha Foundation to mitigate the farmers' daily challenges, while improving the quality of yield.

Program Visits

Chairman Visit

Visit by PKF Directors

JALASHAY

Jalashay', the dedicated water stewardship programme of Marico focuses on replenishing water resources to make a difference to communities and the environment. It takes into account the environmental, social, and economic concerns that might arise from water stressed regions and proactively undertakes efforts towards abating them. **The Jalashay programme is operated across three states of Maharashtra, Tamil Nadu and Gujarat.**

1 Maharashtra
2 Coimbatore
3 Madurai
4 Banaskantha
5 Sabarkantha
6 Dahod

Objective

To facilitate community water storage for mitigating post-monsoon water scarcity and reduce dependence on groundwater through water recharge initiatives.

To manage water demand, the initiative aims to support the cultivation of multiple crops based on its water requirement. It focuses on engaging stakeholders—local communities, governments, and NGOs—to create awareness about water scarcity and to include them in decisions for effective water management. Stakeholders are also trained about water-efficient systems such as drip irrigation, climate-resilient farming, vermicomposting, afforestation and water budgeting.

Nala deepening at Jalgaon along with well recharge

Check dam at Jalgaon

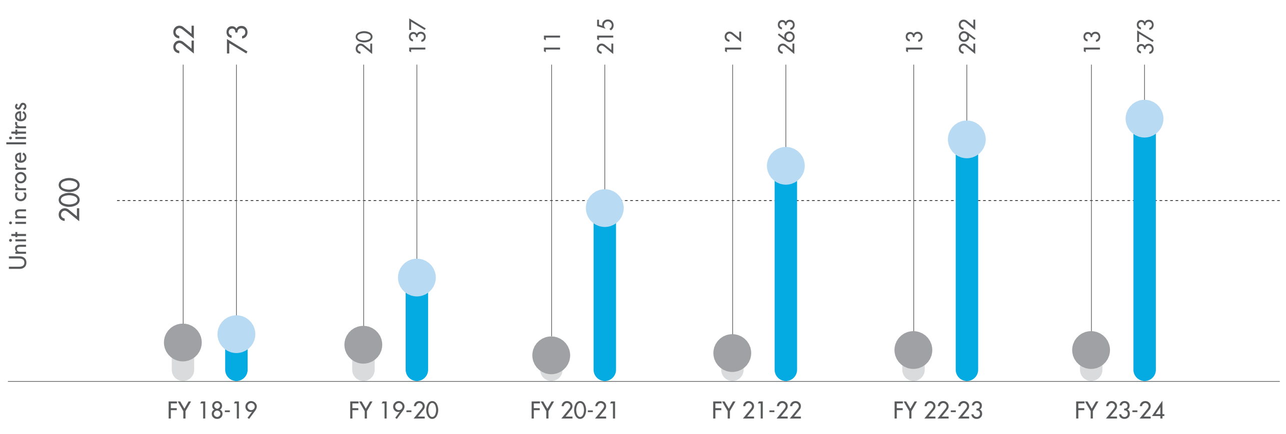
The Jalgaon unit became Marico's first water neutral manufacturing plant.

Comprehensive water conservation measures have been implemented at Marico's Jalgaon manufacturing plant. Rainwater harvesting, infrastructure development and community engagement initiatives have been undertaken to prevent the loss of groundwater in regions prone to water scarcity. These efforts have not only enhanced water availability but also contributed to agricultural sustainability and improved the quality of life of local communities. The programme has been instrumental in driving awareness of water-resilient cropping and improved farming techniques such as drip irrigation, mulching, solar-powered pumps, vermicomposting and water budgeting. In a year, the programme was able to create **13.50 crore litres** of water harvesting capacity, replenishing water for the drought-prone villages of Jalgaon.

As part of Jalashay's 2030 objective, the goal is to replenish **100%** water consumed in operations by reducing water consumption, promoting efficient water use and contributing to water conservation efforts, thus creating water storage potential for communities in water-stressed regions across the country. Through collaborations with NGOs and community organisations, Jalashay implements water conservation activities such as dam desilting, rejuvenation of water bodies and construction of farm ponds. In FY23, the programme had an operational water footprint of **12.88 Cr litres** and had aimed to create water conservation potential of **18 Cr litres**. However, Marico has surpassed expectations by creating **30 crore litres** of water conservation potential, which is more than 2.5 times the total water consumed in operations during the reporting year.

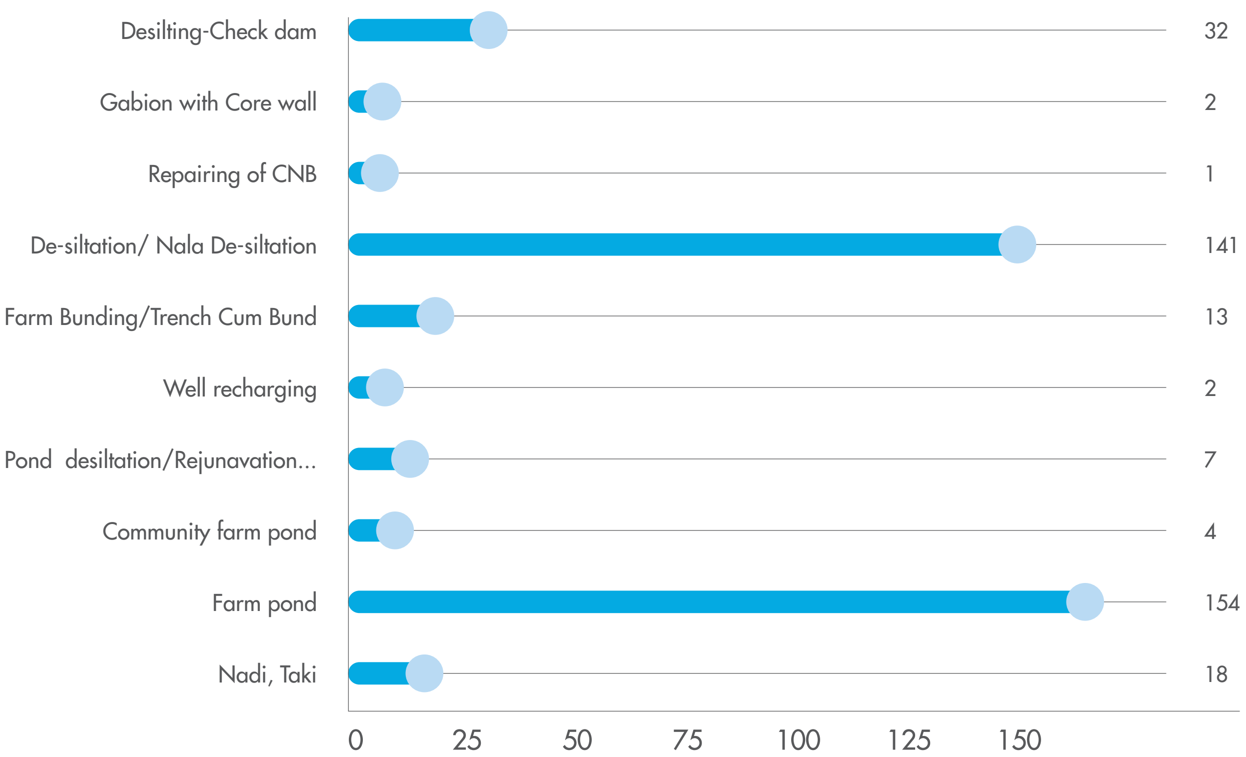
Marico's water stewardship initiatives align with several Sustainable Development Goals (SDGs), including SDG 6 (Clean Water and Sanitation), SDG 9 (Industry, Innovation, and Infrastructure) and SDG 12 (Responsible Consumption and Production).

Marico's manufacturing Water Positive Journey



Potential Created

In crore litres



Case Stories

Usage of renewable energy to improve income and ensure cost effectiveness

Challenges

- Due to the lack of electricity supply, she had to depend on a diesel pump for irrigation
- It resulted in higher cost of production

Solution

7.5 HP Solar Pump system installed on a well.

Outcome:

- Money Saved: Rs. **15,000-20,000 worth of diesel saved** in one season
- Irrigation Area: **7-8 acre additional area** irrigated within 8-10 hours
- Income: **₹ 120K**

Rekhaben, Jay Bhakhar SHG in Kuvarsi of Danta block of Banaskantha district

Challenges

- Higher cost of cultivation for agriculture crops
- Cost of fertilizer and pesticide increased expenditure and impacted soil health due to pesticide residue

Solution

Use of **Bio Pesticide** and **vermicompost** in the field

Outcome:

- **₹ 10,000 saved** due to the use of bio pesticide and vermicompost.

Dama Ramabhai, Chhota Bamodara Village of Danta block, Banaskantha High value crops like Vegetable, Turmeric, Fennel and Cotton Seed plot and Ground nut etc

Challenges

- More water runoff due to the flow of water from Vagda vala nalla in Demiti village to Sabarmati River.
- Insufficient water availability in wells and borewells in Rabi/summer season.
- Hindrance to irrigation activities, agriculture and livestock rearing

Solution

Water Harvesting structure of **16mt length** and **1.35-meter height** was constructed. It helped to store the back water up to 242 Mt.

Outcome

- Water Harvested: **156.81 lakh Liter** @ Three-time filling
- Recharged Well/ Borewell: **2 Wells** and **2 Borewells** recharged.
- Irrigation Area: **5 to 7 acre** additional area
- Farmers Benefited: **11**

AFFORESTATION

To combat global warming, reduce air pollution, prevent soil erosion and allow local flora and fauna to thrive, we engage in afforestation activities. It has enabled us to curb the depletion of green cover and its impact on the local biodiversity. The projects aim to increase green cover around Marico's factory in an eco-sensitive zone. The local panchayat has allocated plots for this initiative, employing about 10 women from landless, marginalized backgrounds to maintain the afforested site in Maharashtra. The effect of our afforestation drives create socio-economic opportunities for local communities, fostering livelihood development in rural areas. Additionally, forests improve the air and water quality, enhance soil health, and reduce the risk of flood. By nurturing these vital ecosystems, we contribute to a healthier planet and a brighter future for generations to come.

In Jalgaon, the afforestation programme focuses on planting climate resilient Moringa crops to promote water smart crops. In Gujarat, the Miyawaki method is used for planting saplings on GIDC-allocated land. In Perundurai, SPICOT has allocated approximately 20 acres for Marico green cover projects. This initiative covers multiple states including Rajasthan, Assam, Himachal Pradesh, Meghalaya, Andhra Pradesh, West Bengal, Maharashtra, Tamil Nadu and Gujarat.

The most significant impact of our afforestation efforts lies in carbon sequestration. As trees mature, they act as natural carbon sinks, absorbing and storing atmospheric carbon dioxide – a key greenhouse gas. This process actively mitigates climate change by reducing the overall CO_2 present in the atmosphere. In essence, our afforestation programme serves as a potent tool for offsetting our operational carbon footprint. By actively removing CO2 from the atmosphere, the trees we plant supports our decarbonisation strategy and futureproofs our roadmap towards developing a climate-resilient business agenda.

EDUCATION

NIHAR SHANTI PATHSHALA FUNWALA (NSPF)

As one of Marico's signature brands that keep purpose at the centre of its existence, Nihar Naturals has focused on education and skill empowerment to initiate lasting change within society. Initiated about four years back, the Nihar Shanti Pathshala Funwala programme is focused on upskilling and empowering government school-teachers to resolve the pressing issue of lack of consistency and fluency in English Literacy, within the Indian education system. The programme intends to improve English reading and speaking proficiency among students from underserved areas. Over the years, contextualised content and comprehensive training processes have improved the teachers' subject-matter knowledge and enabled them to engage better with students. Besides, accessibility of digital learning resources has enhanced the learning environment for students.

In partnership with various state governments, NSPF provides comprehensive teaching materials to government teachers to raise the standard of education in marginalised communities. The program is present across states like Madhya Pradesh, Bihar, Chhatisgarh, Jharkhand, and Rajasthan (Alwar)covering over 50 aspirational districts. With the inclusion of scalable and engaging learning models, supported by digital and offline tools, the programmed helped to transform literacy rates across the nation. To amplify its impact, we have deployed WhatsApp Enterprise-based learning solutions. The use of advanced technology has enhanced the capability of teachers to provide instructions in English. These innovative, practical formats are designed to be engaging and suited to the needs of rural communities, ensuring effective learning for both teachers and students.

FY24 Performance

15.16 lakh students
benefitted from the programme in FY24.

1.76 lakh teachers
trained through WhatsApp & Workbook-led project.

0.71 lakh
active teachers

FY24 Activities

Madhya Pradesh is the first state to organise the fifth edition of **'Word Power Championship'** in Sehore.

Nihar Shanti Pathshala Funwala (NSPF) hosted the **'WPC'** in Sehore, in association with Leap for word.

10.3 lakh students and **1.65 lakh teachers** participated from **52 districts** of Madhya Pradesh.

Building Bridges & Illuminating Futures: Arti Kumari's Inspirational Journey in English Literacy

Introduction: Arti Kumari, a dedicated teacher at Saint Girls Middle School in Ramgarh, Jharkhand, has transformed the lives of 239 students from grades 1 to 8. Overcoming personal challenges, Arti embraced the NSPF's English literacy program, showcasing the power of education to uplift communities.

Background and Challenges: Arti, having attended government school herself, struggled with the transition from Hindi to English during her graduation. Discovering the NSPF's English literacy program in 2021, she faced scepticism from colleagues but remained committed to her students. Completing the training, Arti recognized the program's potential for positive change.

Student Achievements: Arti's dedication bore fruit when her student, Nivika Kumari, excelled in the 2021 state-level Word Power Championship. Despite initial doubts, Nivika's success validated the program. When Nivika qualified for the Mumbai grand finale, Arti's support remained unwavering, leading to Nivika's third-rank finish, which turned sceptics into admirers.

Impact and Advocacy: Arti promotes the program to fellow teachers and engages parents through meetings, WhatsApp groups, and online sessions. A significant moment was when former student Rima, now in the Bihar Police Department, credited English literacy for her success. This strengthened Arti's determination to ensure her students achieve English proficiency.

Conclusion: Arti Kumari's journey exemplifies the transformative power of education. By teaching English, she lights the path for a brighter future, proving that determination and education can change lives for the better.

Girl Child Education initiatives in two states

Target
400 schools

Achieved
456 schools

200 teachers
are active in the program.

30,000 girls
trained as part of this intervention in FY24

747 teachers
trained

COMMUNITY SUSTENANCE

OUR CSR ACTIVITIES AROUND MANUFACTURING FACILITIES

Our emphasis on giving back to society empowers us to engage in community sustenance initiatives that address the needs of the local population. These programmes, carried out around our manufacturing facilities, encompass projects revolving around education, environment, health, infrastructure, disaster relief and more. The initiatives around Marico's manufacturing sites are tailored to the specific requirements of the community, bureaucrats and other stakeholders. It has benefitted 23,832 individuals so far.

CSR projects carried out in FY24

In Puducherry, a special project to save the Olive Turtle was launched in partnership with the Department of Forest and Wildlife Conservation, creating livelihoods for fishermen in the seashore villages of Narambai, Panithittu, Nallavadu, M. Mudukuppam and Kalapet.

The Perundurai team implemented an afforestation project on SIPCOT-allocated land, supported local corporation initiatives in solid waste management, provided flood-relief dry rations and constructed tribal housing.

In Guwahati, our projects for children focus on school infrastructure development, renovation, health camps and anaemia awareness. Livelihood opportunities through SHG-based programmes have fostered strong community relationships.

In Jalgaon, the project supported thalassemia patients, constructed toilets for a tribal village and implemented the Manobal Foundation for people with disabilities.

Inauguration of community toilet at Dhanwad Tanda at Jalgaon, Maharashtra

Case Stories

Empowering Women Through Nutrition Garden in Boko: A Path to Livelihood Enhancement and Health Improvement

Objective

The health and nutritional status of women continues to worsen in the north-eastern regions of the country due to growing poverty and a lack of awareness about healthy lifestyles. Women are generally vulnerable to poor nutrition, especially during pregnancy, lactation and adolescence. Assam faces significant socioeconomic challenges, ranking as one of the poorest. According to the National Family and Health Services, alarming statistics indicate the urgent need for intervention. Approximately 36.4% of children under five years are stunted, with a high Infant Mortality Rate of 48%, consistently placing Assam in the bottom five states nationally.

Approach

In the backdrop of worsening health and nutritional status of women, Marico's manufacturing teams in North-east India (Guwahati) collaborated with Seven Sisters Development Assistance (SeSTA) to successfully implement the Nutrition Garden with 100 families in Boko block of Kamrup [R] district in Assam. The project not only aimed to develop a diverse crop based Nutrition Garden for improving the health of families, but also acted as a means for generating income of poor and marginal women farmers. Through this project, awareness programmes have been conducted to sensitise and raise awareness among families on key aspects such as Nutrition, Health and Hygiene along with systematic knowledge on Nutrition Sensitive Agriculture, emphasising the significance of cultivating nutritious and diverse crops in their Nutrition Garden. Additionally, a Health Camp was organised to promote Health and Hygiene, improve diets and nutrition sensitive agriculture on the occasion of International Women's Day on 8th March, 2024.

Outcomes

100+ women

were positively impacted through the promotion of the Nutrition Garden project.

The key outcomes include:

S No.	FY24 Performance	Inputs	Output	Outcomes
1.	Promotion of Nutrition Garden	Provided trainings; on-field demonstration, provided vegetable seeds, proper plot preparation.	135 farmers have been given trainings on nutrition	100 women farmers have adopted the Nutrition Garden
2.	Promotion of Vermi composting for Nutrition Garden	Provided trainings; on-field demonstration, vermi bags	100 farmers have been given trainings on vermicomposting & its installation; worms inoculation	100 women farmers installed the vermicomposting for nutrition garden
3.	Production & income from vegetables & vermicomposting after harvesting		100 women farmers have participated in Nutrition Gardening	Harvesting is expected in next 2-3 months (April-June); 400 Kg and Rs 4000-15000 income per household is expected after harvesting
4.	FNHW (Food, Nutrion, Health & Wash)	provided training & awareness on FNHW	398 persons received the FNHW (Food, Nutrion, Health & Wash)	Participating women received information and best practices on FNHW (Food, Nutrion, Health & Wash)
5.	Nutritious food distribution & the Health Camp	Provided dry fruits, horlicks, fruits, etc during health camps	243 participants in the health camps received Nutritious food & 456 persons participated in health camps	Participating women and men received awareness on the importance of nutritious food for healthy life during health camp

BE THE IMPACT

EMPLOYEE ENGAGEMENT INITIATIVES

750 Marico members

volunteered across a plethora of initiatives outlining environmental and social purposes. Members participated in beach clean-up drive, cloth bag and paper bag making activity, plantation drives, audio book recording and various other engaging activities with children.

Social Innovation

MARICO INNOVATION FOUNDATION

The Marico Innovation Foundation (MIF) champions groundbreaking ideas from social institutions and businesses to cultivate a vibrant innovation ecosystem within India. Established in 2003, MIF fosters impactful and scalable solutions through its multifaceted programmes. By nurturing innovative organisations and celebrating their achievements, it endeavours to empower a new generation of Indian innovators who are primed to shape a more sustainable and prosperous future.

Over the past 20 years, MIF has earned a reputation as one of India's most coveted innovation focused platforms, which recognises disruptive Indian innovations and provides support to turn these ideas into reality. Through its flagship programmes, MIF has unlocked the potential of 100+ disruptive innovations.

Scale Up Programme

MIF recognises innovation as a critical driver of sustainable development and societal progress. This conviction fuels a multifaceted approach to catalyse positive change. MIF's flagship initiative, the Scale Up Programme, identifies high-potential early-stage businesses. These ventures receive tailored mentorship, valuable networking opportunities and potential access to capital. MIF understands that a single innovation can have a ripple effect, transforming entire ecosystems. By nurturing exceptional innovations with demonstrably positive societal impact, MIF empowers a new generation of changemakers and propels India towards a brighter future.

FY24 Highlights

MIF onboarded new and impactful businesses to nurture them with essential mentorship, networking opportunities and access to capitals. Some of them are mentioned here:

Brisil Technologies extracts Green Silica from Rice Husk ash. It converts 70% of the ash into Bio-based Silica and the remaining 30% is converted.

Craste converts agricultural waste residue into Pulp Sheets and Packaging Materials.

Praan has pioneered a proprietary filter-less technology that can efficiently reduce particulate matter of 2.5.

Goenvi Technologies has developed a chemical recycling process that converts end-of-life plastics (which cannot be recycled further) and biomass waste into alternate fuel.

EAT RIGHT PROGRAMME

For the past six years, Marico has been collaborating with Food Safety and Standards Authority of India (FSSAI) for the Eat Right India movement to promote healthy eating. It is aligned with the government's public health programmes such as 'Ayushman Bharat', 'Swachh Bharat Mission' and 'POSHAN Abhiyaan'.

In FY24, the programme reached 16 lakh beneficiaries through initiatives like Water Sanitation and Hygiene (WASH) in schools, nutrition-based learning and sensitisation of street vendors on health and hygiene practices.

100
Eat Right programmes in schools.

20
programmes carried out in Eat Right Campus

10
Clean Street Food Hubs

5
sessions for Capacity Development

Achievements in FY24

Award received from Smt. Poonam Mahajan (MP- Loksabha, Mumbai)

Appreciation from FSSAI, WR

Award received from Smt. Poonam Mahajan (MP- Loksabha, Mumbai)

IMPACT EVALUATION
OF CSR PROGRAMMES

In FY24, we appointed RTI International, an external agency, to conduct impact evaluation for our flagship programmes- Parachute Kalpavriksha Foundation, Jalashay, Nihar Shanti Pathshala Funwala and Marico Innovation Foundation. The agency applied IRECS (Impact assessment using five pillar frameworks of IRECS: Inclusiveness, Relevance, Expectation, Convergence, Sustainability.)

Sample size taken for each of the programs as mentioned here

Parachute Kalpavriksha Foundation
70 farmers in 19 villages.

Jalashay
35 farmers in 12 villages.

Tamil Nadu
20 farmers
Maharashtra
15 farmers

Nihar Shanti Pathshala Funwala
6 schools in 2 districts

Marico Innovation Foundation
4 Companies

Key outcomes of the assessment are highlighted below :

Parachute Kalpavriksha Foundation

The Kalpavriksha programme is inclusive as almost 85% of the farmers enrolled are marginal and small farmers.

It promotes scientific farm management while boosting productivity, thereby creating relevant social interventions for improving the lives of farmers.

FSPs proved to be an effective mode of handholding farmers on pest, disease, nutrient, and water management issues. Call centres were also used to help farmers access information and receive answers to queries. Software applications were also deployed to increase the knowledge of farmers.

The Kalpavriksha programme makes efforts to align with local government policies such as 'double farmers income', 'more crop per drop' and the National Mission for Sustainable Agriculture.

The farmers are highly dependent on the programme implementation team and thus needs to build on sustainability aspects.

Jalashay

The programme in Tamil Nadu focuses on large farmers as it needs to collaborate with farmers who can offer at least 2+ acres of land for building farm ponds. The small and marginal farmers are indirectly benefitted from the effort through the overall enhancement of the groundwater level in the region.

It is highly relevant for the selected operational area as it falls under moderate to high water stress regions of Maharashtra and Tamil Nadu. Moreover, the farmers in the area are mostly dependent on rainfed farming. Therefore, water storage is of immense importance to them.

The watershed project is designed based on consideration of local hydrogeology and farmers have reported increase in the groundwater table and farm production after the implementation of the project. All the water harvesting structures were found to be designed in alignment with necessary technical considerations.

The watershed development programme makes efforts to align with local government agencies such as Zilla Panchayat as well as various government departments including agriculture, horticulture and irrigation. It is also aligned with priorities of doubling farmers income, 'more crop per drop' and 'Har Khet Ko Pani'.

The programme has leveraged community participation to ensure long term sustainability of infrastructure. Under the farm pond project in Theni, the project leverages 15% of the financing of the farm pond from the farmer to ensure its maintenance.

Nihar Shanti Pathshala Funwala

The programme is inclusive, in terms of its outreach, as it targets the bottom of the pyramid communities through government schools.

The education system shows strong alignment, evidenced by Jharkhand government's integration of NHPF content into the DIKSHA portal. However, one of the key implementation barriers especially up to class 3, is that the implementing agency, LFW, is not a technical support partner for FLN in the state. Thus, convergence with FLN can be further strengthened.

The programme is not only contributing to multiple SDG targets [SDG 4.4, SDG 4.5, SDG 4.6, & SDG 4-C, but is also aligned to the idea of mother-tongue based learning propagated under the NEP 2020 (GoI). It is also in sync with the needs of government school teachers and students.

On one hand, high degree of government buy-in and capacity building of teachers increases the sustainability of the programme, but on the other hand the non-obligatory participation of teachers poses challenges for uniformity and long-term continuity. Complete dependence on the implementation partner's team for the two critical functions – (i) teacher support and (ii) programme monitoring also poses some sustainability risk.

Active government participation in planning and execution of the programme has made the initiative effective. The high quality of teacher's training followed by rigorous teacher support through the online platform and WhatsApp groups has paved the way for effective implementation of the programme. However, it was found that there is still a lot of scope for improvement in classroom level delivery, regularity and uniformity of sessions.

Marico Innovation Foundation

MIF's support is inherently inclusive, as it transcends specific sectors and business dimensions. This approach has yielded benefits, impacting a diverse array of organisations and end-beneficiaries, encompassing women, lactating and pregnant mothers, children, students, cancer patients as well as farmers and micro-entrepreneurs.

MIF's support for startups aligns seamlessly with the priorities and initiatives of the Government of India, including flagship programmes like Make in India and Start-up India. Furthermore, it actively contributes to achieving seven SDGs, emphasising the organization's dedication to aligning with India's overarching vision for sustainable development.

MIF's scale-up programme is designed to address the functional needs of startups with the goal of generating a positive socio-economic impact on society. This initiative not only tackles the challenges encountered by startups but also contributes to the overall well-being of the larger ecosystem.

The sustainability of MIF's support is evident, as all organisations studied reported having institutionalised the learnings to ensure ongoing and sustained benefits for their operations.

MIF's support for startups has expedited their growth, subsequently leading to positive impacts on society across social, environmental and economic dimensions.

ENVIRONMENT

Pursuit of a Better

Tomorrow

The more clearly we can focus our attention on the wonders and realities of the Earth, the less tolerance we will have for its destruction.

— Rachel Carson

In our pursuit of continued success, we recognise the profound importance of environmental stewardship. We are committed to operating in a way that minimises our impact on the planet. From implementing sustainable practices into our operations to partnering with environmentally conscious suppliers, this philosophy is deeply interwoven into the fabric of our decision-making process. With an emphasis on constantly reducing our environmental footprint, we ensure transparency in reporting our progress towards measurable goals. We believe, integrating environmental responsibility into our core values will enable us to sustain a thriving business and a healthy planet for generations to come.

Our Company's success is intrinsically linked to the well-being of the environment. We are dedicated to being responsible stewards, leaving a positive footprint through sustainable practices and innovation. We believe that environmental protection is not just a cost, but an investment in the future.

Saugata Gupta
Managing Director & Chief Executive Officer

Impact We Want to Make

Marico's C.O.M.M.I.T. framework

At Marico, we recognise that true success is intertwined with environmental responsibility. We navigate a mindful path, balancing resource utilisation and its replenishment.

This commitment manifests through concerted efforts for embracing sustainable practices across our operations. We go beyond limiting our environmental footprint and actively pursue value-added initiatives that not only reduce our impact but also contribute positively to the health of our planet. This pursuit strengthens the foundation of a future where our business flourishes in harmony with a thriving environment.

Our COMMIT framework enables us to futureproof natural assets across our operations and our stakeholders' ecosystem.

Conserve energy and meet Net Zero Targets

- Implementation of energy-efficiency measures and transition to renewable sources
- Reduction of direct and indirect GHG emissions footprint
- Investments in low-carbon projects, technologies and infrastructure that minimise GHG emission intensity
- Development of local carbon sinks through forestation

Offsetting water consumption

- Optimisation of freshwater consumption
- 100% replenishment of water consumed in operations through water stewardship initiatives
- Augmentation of freshwater availability using rainwater harvesting, watershed development and forestation in the vicinity of our manufacturing facilities
- Collaborative actions with communities including value chain partners to address existing and emerging water security challenges

Managing sustainability footprint of products

- Dematerialisation and resource efficiency in product design, manufacturing and packaging
- Cradle-to-grave assessment of life-cycle impacts of products
- Initiatives to reduce Product Carbon Footprint
- Innovation to develop Product Sustainability Index (PSI) and benchmark sustainability-led product design

Mitigate environmental risks in Operations and Value Chain

- Identification of critical environmental risks related to operations: air quality, water consumption, discharge of effluents and waste management including hazardous materials
- Assessment of climate-related physical and transition risks across manufacturing facilities and value chain, and accordingly, develop mitigation and adaptation plans;
- Preventive actions to minimise biodiversity and forest loss in and around manufacturing facilities as well as value chain
- Implementation of scientifically proven solutions to mitigate risks and accelerate the transition towards a low-carbon future

Integrate circularity into packaging

- Concerted efforts to increase recyclability of packaging
- Use of recycled materials in packaging
- Elimination of hazardous materials and non-recyclable materials from packaging

Transform value chain sustainability

- Adoption of a maturity based responsible sourcing framework that is defined by environmental, social and ethical standards
- Incorporation of traceability and accountability in value chain
- Partnership with suppliers to collaborate for environmental stewardship and climate action

Marico's Environmental Stewardship Journey

Since our inception, we considered environmental stewardship as a core value. Pioneering steps like transitioning to coal-free operations and implementing the first agro-fuel based boiler laid the foundation for further advancements. We have consistently sought the use of cleaner energy sources, culminating in the achievement of the first carbon-neutral plant certification and the installation of our first solar facility.

Building upon the Marico legacy of making a difference, we envision sustainable business-centric growth in the years to come. We strive to minimise our environmental footprint throughout the value chain, from sourcing to production and distribution. We are constantly innovating to improve energy efficiency and transition to renewable energy sources. By integrating environmental responsibility into every aspect of our operations, we are also committed to minimsing the environmental impact of our products and packaging and create a sustainable roadmap for building a healthier planet for generations to come

1990

Inception

1993

Coal free operations

2001

First agrofuel (Green fuel) based boiler

2012

- Furnace oil-free operations
- Nihar Shanti Pathshala launched

2017

- First Renewable electrical energy sourcing (Wind)
- Launch of 5-year Sustainability Plan & Parachute Kalpavriksha Program

2018

- Launch of Jalashay, Upcycle and Samyut programs
- First carbon-neutral plant certification

2020

First Solar plant installation

2022

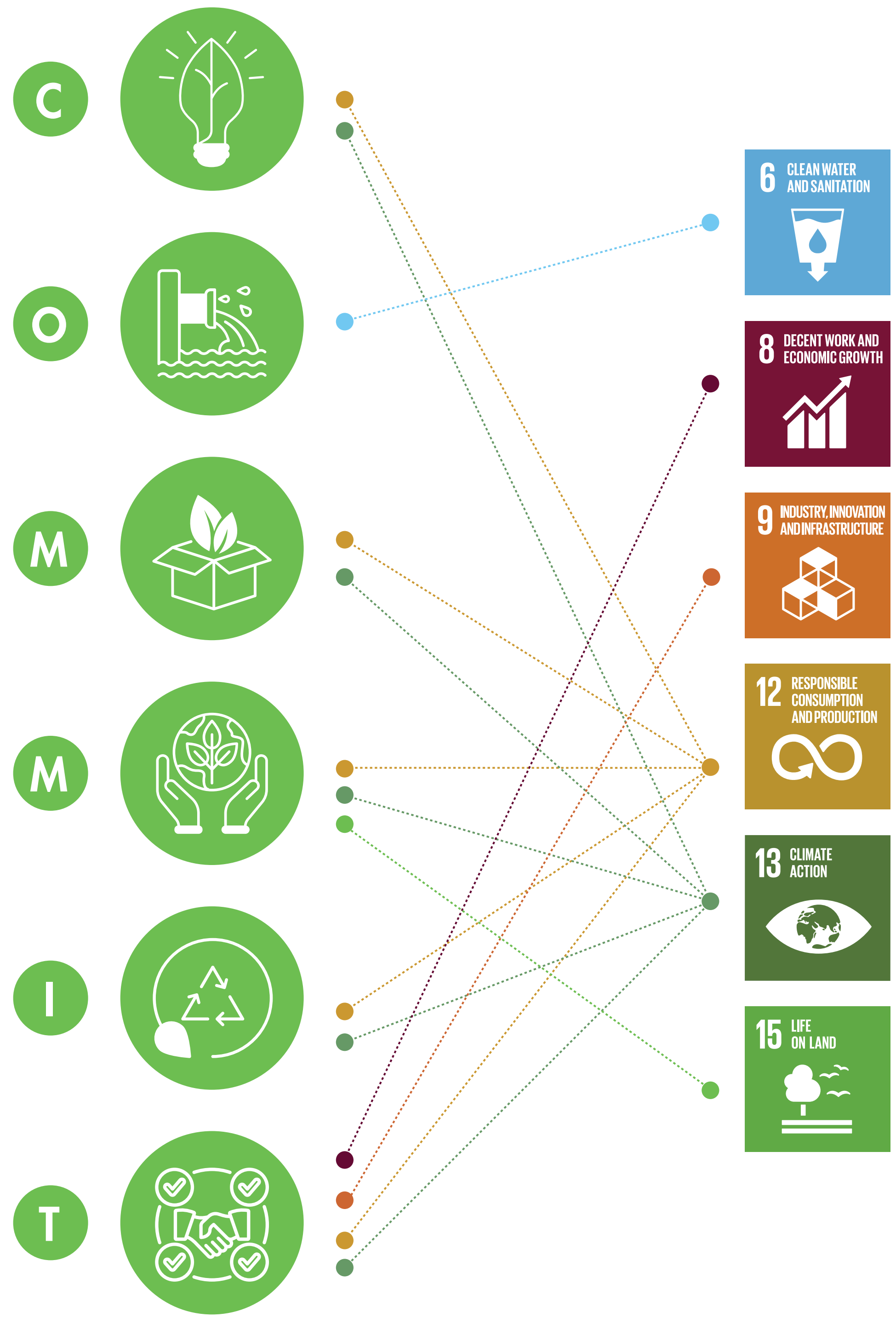
Launch of ESG 2030 Roadmap

2024

First water-neutral plant certification

Amplifying the race towards achieving the Sustainable Development Goals

At Marico, we believe that a strategic alignment between our ESG 2030 roadmap and the UN's Sustainable Development Goals (SDGs) can unlock significant value creation. By aligning quantitative metrics with the goals and their respective targets, we can track and report performances periodically. It also demonstrates a commitment to long-term sustainability, mitigating risk, attracting a purpose-driven workforce and enhancing brand reputation.

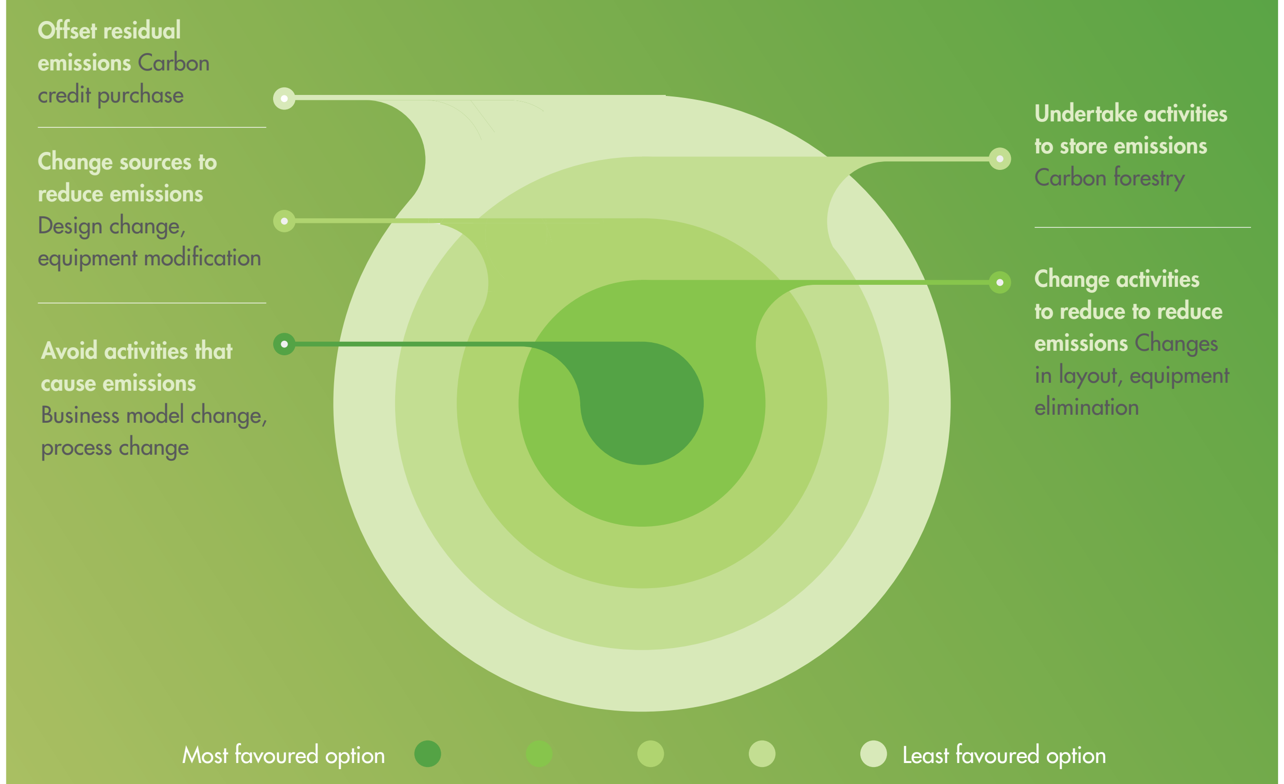


Conserve Energy & Meet Operational Net Zero Emission Targets

As the foundation for a climate-centric business agenda, at Marico, we prioritise energy conservation and the minimisation of our emissions footprint. Recognising the demonstrably significant risks associated with high energy demands arising from climate change, we have established a robust carbon management strategy.

The multi-pronged approach emphasises actions aimed at enhancing energy efficiency across all facets of Marico's operations. It also underscores the importance of fossil fuel avoidance and transitioning towards renewable energy sources, whenever feasible. The strategy also incorporates carbon forestry initiatives as a means to further mitigate the Company's environmental impact.

Course of action towards net zero target



Furthermore, we are firmly committed to minimising the carbon footprint of our products across its lifecycle. This commitment extends from the initial stages of production to product use and eventual disposal.

In the race towards achieving Net Zero emissions*

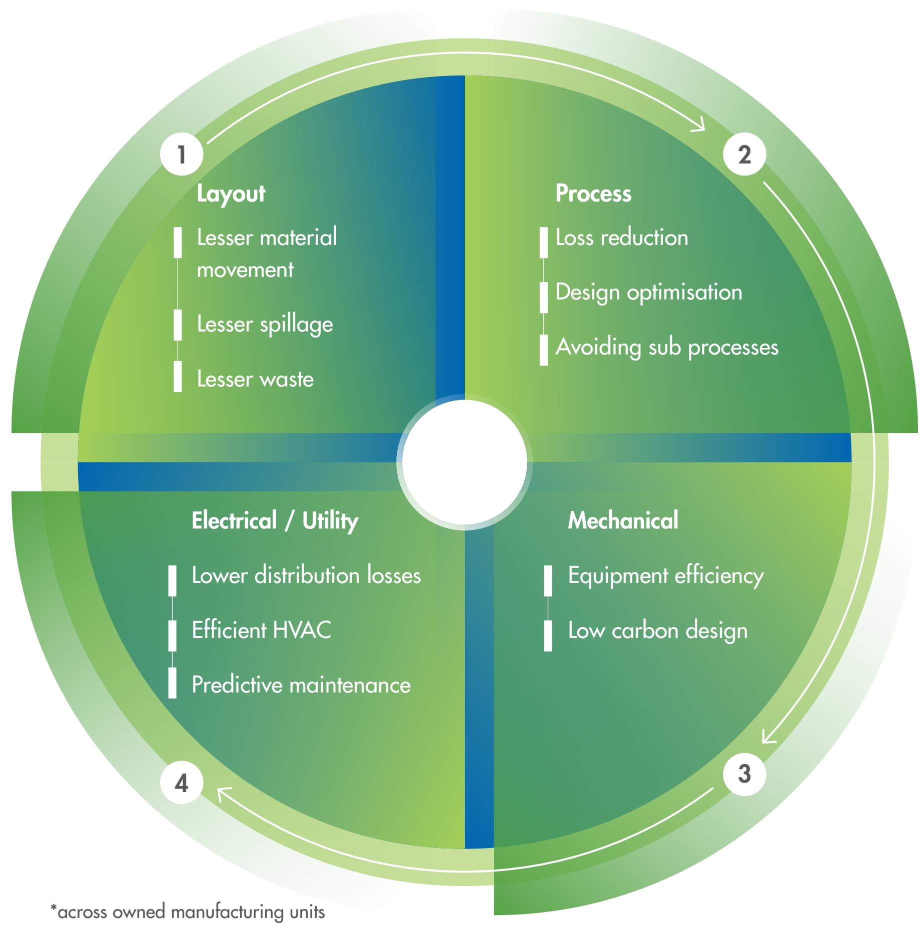
Our India business commits to reduce Scope 1 and Scope 2 GHG emissions (in owned manufacturing facilities) by 93%, and offset remaining 7% emissions through sequestration, and carbon offset by 2030, from the baseline year FY13. We have categorised our manufacturing profile, based on our climate-action potential to ensure cross-functional capacity enhancement and successful completion of targets with no major business barriers caused in the process. To further drive our net zero agenda, a systematic GHG inventory is maintained to identify and quantify all direct and indirect (Scope 1, 2 and 3) emissions from our operations and value chain. With an aim to gradually imbibe each of our units into the transitional pathway of carbon neutrality, we strive to optimise its energy footprint and invest in low-carbon technology to minimise operational emissions. We are actively adopting renewable sources of energy to meet operational requirements and opt for local carbon sinks to enable carbon sequestration.

The robust action plan delineated in FY24 significantly contributes to achieving our ambitious net-zero target in India operations (owned manufacturing units). Moreover, this plan ensures the conservation of valuable non-renewable resources, while simultaneously safeguarding the company's business.

Operational energy footprint

We have developed a central energy management cell to work on a defined energy reduction strategy, in conformance with our business goals and targets set for every year. Energy monitoring systems accurately capture the minutest opportunities for reducing our operational footprint. Through a set of strategically designed ideation sessions, energy management projects are executed throughout the year. Every change in process and equipment is checked against accepted standards for energy consumption to facilitate action and prudent decision making.

Energy Reduction Framework @ Marico



In FY24

176162 GJ
Marico's absolute energy consumption

Energy intensity
25.16 GJ/ unit crore revenue

71% ↓
reduction as compared to base year 2013.

*across owned manufacturing units

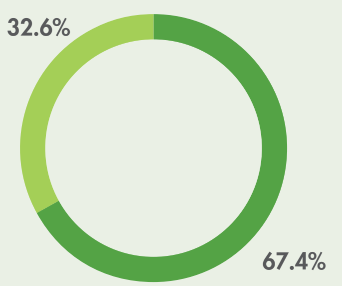
Renewable energy share

We are proactively minimising our environmental footprint by harnessing the power of renewable energy sources. A remarkable achievement has been the near-complete transition to bio-based briquettes for our thermal energy needs. This pioneering approach resulted in meeting more than 90% of our operational thermal energy needs from renewable sources.

For the remaining 1% of thermal energy requirements, we utilise Piped Natural Gas (PNG) and High-Speed Diesel (HSD) as transitional solutions. However, we are consistently exploring further advancements in renewable thermal technologies to achieve a complete shift to clean energy sources in the near future.

In FY24

67.4%
Our renewable energy share



42%
Renewable energy (electricity)

91%
Renewable energy (thermal)

1 MegaWatt Renewable Energy generation @ Sanand unit

In FY24, the Renewable Energy share for Sanand unit in Gujarat has increased by 2.8 times. With one of the most advanced manufacturing set up within the Marico business canvas, this plant has received the IGBC Platinum certification by the Indian Green Building Council.)

Certified Carbon Neutral Operations

Our Perundurai facility was externally certified as 'carbon neutral', for the fourth year in a row. The plant completely operates on renewable energy sources and has been upgraded with smart energy installations that enhance the overall operational efficiency. Further, this plant has a Miyawaki forest spread over 3,000 sq. ft. within its premises. This afforestation initiative has helped to develop a natural sink for carbon sequestration that significantly offsets the environmental footprint from our operations.

The facility has also been awarded the prestigious CII GreenCo Platinum rating certification . In pursuit of creating a safe and sustainable environment, it also received 'Platinum' level certification for achieving the Green Building Standards by CII - Indian Green Building Council (IGBC).

Absolute Emissions

Emissions from direct operations – Scope 1 & 2

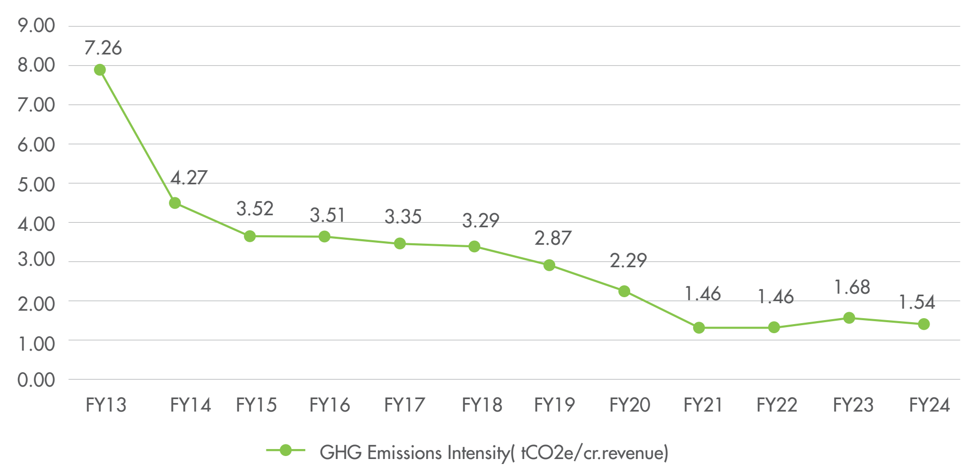
In FY24

10,765 tCO_2 e
absolute direct emissions (Scope 1+2)

GHG emission intensity
1.54 tCO_2 e/unit crore revenue

79% ↓
reduction as compared to base year 2013.

Scope 1 & Scope 2 GHG Emission Intensity tCO2e/unit crore Revenue for FY24: 1.54



1,053 tCO_2 e
Scope 1 emissions

9,712 tCO_2 e
Scope 2 emissions

10,765 tCO_2 e
Absolute direct emissions (Scope 1 + Scope 2)

Our constant efforts to improve operational efficiencies, adopt energy saving mechanisms, use clean fuel like bio-briquettes and inclusion of renewable energy in our portfolio have resulted in the steady decrease of y-o-y GHG emission intensity. These efforts have also helped us to over-achieve the set emission reduction target, despite a growing manufacturing footprint.

* The computation of GHG Emission Intensity is aligned with the guidelines prescribed by SEBI under the BRSR framework.

Emissions from value chain – Scope 3

More than 95% of our overall GHG emission is contributed by Scope 3 emissions. We calculate Scope 3 emission footprint of the entire organisation by compiling relevant category- wise emissions data. The reporting boundary of each Scope 3 category is limited to 'operational influence'. Emission factors for each material or fuel are referred from the Greenhouse Gas Protocol.

In FY24

5,60,753 tCO_2e
Scope 3 GHG emissions for India operations

80.08
Scope 3 GHG Emission Intensity

9.19% ↓
reduction as compared to base year FY19

We adopted quantifiable and pragmatic reduction targets on a short, medium and long-term basis through optimisation of business-related travels, reconfiguration of logistics footprint, sustainable packaging solutions, recycling and reuse of waste and collaborating with critical value chain partners to implement green projects.

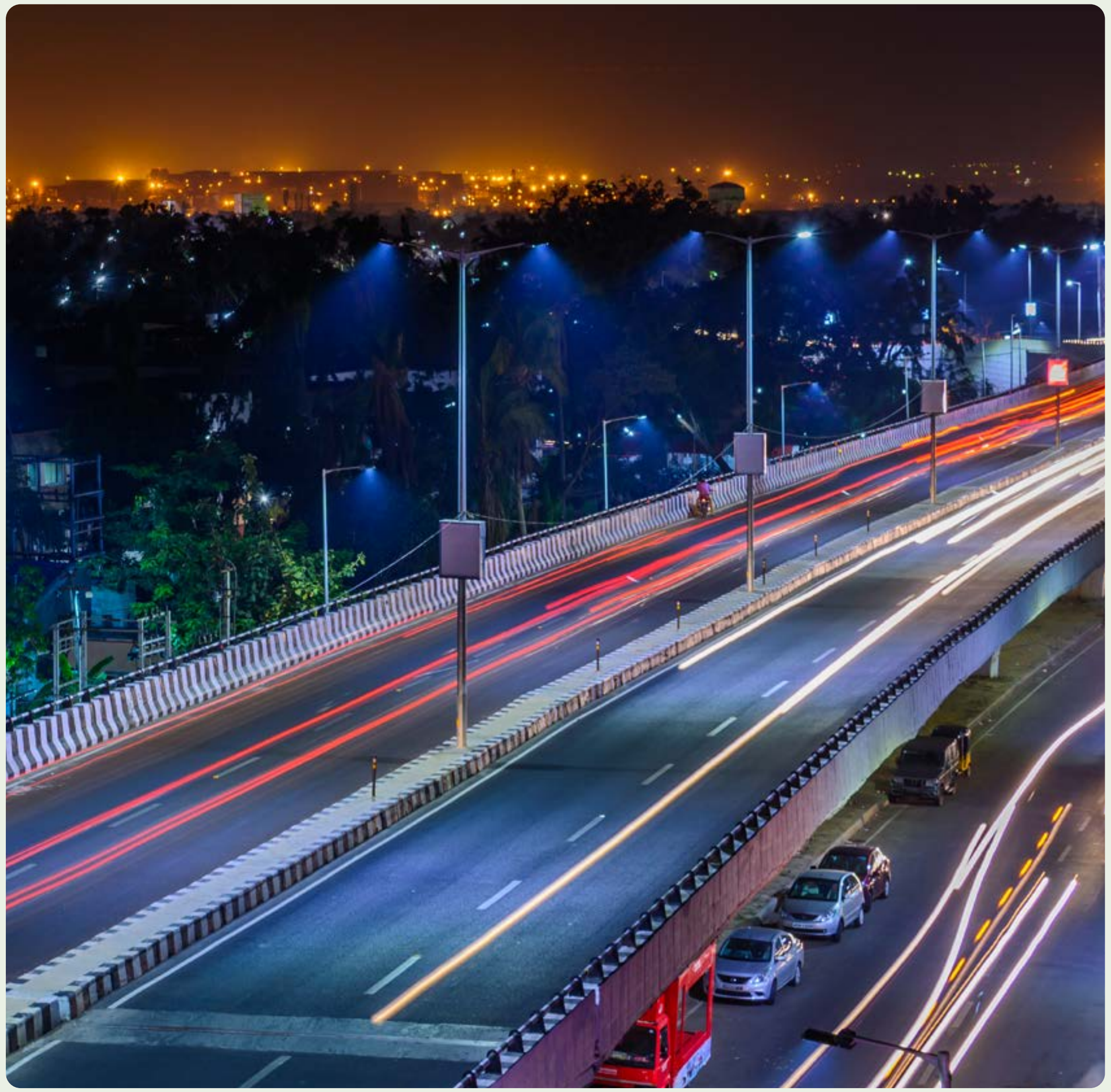
Scope 3 Emission Category	Description	tCO2e
Category 1 Purchased Goods	All our raw and packaging materials are covered under this category	4,27,797
Category 2 Capital goods	Emissions resulting from purchase of capital goods	3,947
Category 3 Fuel Activities	Total quantity of fuel consumed in operations is co	4,257
Category 4 Upstream Transportation	Distance between source and destination points for transportation of raw materials, packaging materials, and finished goods, is considered	51,123
Category 5 Waste Generated	Quantities of different categories of waste generated in operations are considered	6,852
Category 6 Business Travel	Details of emissions pertaining to total distance travelled by air, rail, and road, for business, are considered	2011
(Air; t CO2)		1,342.9
(Road; t CO2)		653.6
(Rail; t CO2)		14.9
Category 7 Employee Commuting	Average distance between office and employee residence is considered, along with total number of employees and working days	736
Category 8 Upstream Leased Assets	Energy utilisation of all our depots and relevant third-party manufacturing units is considered	29,698
Category 9 Downstream Transportation	Average distance covered for transportation of finished goods from retailers to consumers is considered	4,770
Category 12 End-of-life Treatment	Total quantity of post-consumer waste generated through packaging materials is considered	29,061
Category 15 Investment	Emissions from investments	501
Total		**5,60,753.40**

Emissions from Upstream Transportation and Logistics:

To achieve environmental stewardship, one of the major focus areas is the optimisation of emissions from upstream transportation and logistics. Modal shifts, network optimisation by route planning, consolidation of shipments and establishment of regional distribution centres have primarily helped to achieve this objective. We are also implementing telematics and route tracking systems in supplier transportation fleets to enable real-time monitoring, optimise fuel efficiency and minimise idle times. Additionally, we leveraged data analytics to gather valuable insights into transportation patterns and inefficiencies.

In FY24

55,893 tCO_2e
emissions from upstream transportation and logistics



Offsetting Water Consumption in Operations

One of the core pillars of our sustainability agenda is water stewardship. It enables us to ensure optimum water availability for community usage and agricultural purposes. As part of our comprehensive sustainability efforts, we have been actively engaged in managing and conserving water resources responsibly. Recognising the critical importance of water in our manufacturing processes and the communities in which we operate, we have established ambitious water stewardship goals. It is aimed at minimising water consumption, promoting efficient water use and contributing to water conservation efforts. We aim to offset 100% of water used in our operations through capacity creation and conservation measures.

Our strategic business imperatives under water stewardship include

Creation of Water Conservation Potential for Communities

We recognise our role in the broader ecosystem and acknowledge the importance of supporting local communities to create access to clean and sustainable water sources. In a country like India that experiences disproportionate rainfall throughout the year, it is important that we identify the environmental, social and economic concerns associated with water stress and take conscious efforts towards abating them. We have implemented a plethora of projects focused on watershed management, rainwater harvesting and community awareness programmes through partnerships with NGOs and community organisations. These initiatives not only contribute to the long-term sustainability of water resources but also enhance community well-being.

Till date, more than 3.73 billion litres of water conservation potential has been created under Jalashay, Marico's community-based programme for creating a water-secure future for India.

The key focus areas tracked and reported under this imperative, include:

- Water conservation potential created annually, in crore litres
- Number of infrastructural developments (like farm ponds) created annually for water conservation

FY24 progress

>2.5x
Water capacity created in FY24 as compared to total consumption in operations

Jalgaon manufacturing unit externally certified as
Water Neutral plant

373 crore litres
(cumulative) of water conservation potential created till date (84.31 crore litres created in FY24 alone)

936 farm ponds
created till date of which 214 farm ponds were constructed in FY24.

Jalgaon unit certified as Marico's first Water Positive plant
(Water conservation potential created for community usage is 1.58 times higher than that consumed in operations

Operational Resource Optimisation and Efficiency

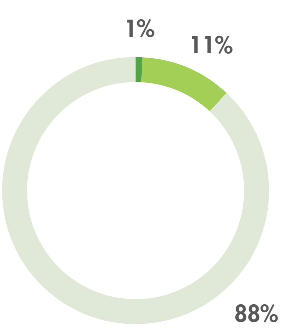
We strive to optimise water usage across our manufacturing facilities. To fulfil our water stewardship goals, we continuously monitor water stress quotients in the areas adjacent to our manufacturing facilities and invest in water efficient systems in operations. We practice rainwater harvesting and rainwater usage for process cooling purposes and deploying zero liquid discharge (ZLD) principles to reduce freshwater consumption in our manufacturing units. With dedicated investments in water-saving technologies and optimisation of water consumption, we seek to reduce our overall water footprint and contribute to the sustainable use of this precious resource.

The key focus areas tracked and reported under this imperative, include:

- Reduction in freshwater withdrawal across manufacturing footprint
- Reduction in water consumption intensity on an annual basis as compared to FY21 baseline.

FY24 progress

1,30,433 KL
Total water withdrawal across manufacturing footprint



18.63
Water Consumption Intensity (KL/unit crore revenue)

55% ↓
reduction as compared to base year FY21

Operational water consumption intensity was 17.46 (includes third party and groundwater sources only and excludes water used as raw material for product)

#SuccessStories

Demonstrating Purpose: Reduced Specific Water Consumption by Brand Saffola

Location: Jalgaon manufacturing unit, Maharashtra

Year of Implementation: FY23-24

Marico's Jalgaon unit manufactures refined edible oil. By nature, the process of oil refining is a water intensive operation. Reducing water consumption at this location was crucial, since 41% of the organisation's water consumption was single-handedly attributed to this manufacturing facility. Over the last few years, the manufacturing teams took proactive measures to address this issue. To reduce the overall specific water consumption by brand Saffola (water consumption in KL per unit of oil processed in KL), we are optimising processes, installing new equipment and reusing recycled water. The key interventions included process optimisation to reduce resource consumption by design, through tech-enabled upgrades and reuse of treated waste water (from STP) in cooling towers and recovery of condensed steam and efficient recycling of water using advanced equipment.

The impact our water stewardship initiatives is multifaceted. On a corporate level, the implementation of water-efficient practices ensures operational resilience and resource optimisation. For local communities, our interventions contribute to improved water availability, agricultural productivity and overall community well-being. By aligning our business practices with responsible water stewardship, Marico not only mitigates environmental risks but also exemplifies corporate leadership in addressing the global challenge of water scarcity and sustainability.

Water Recycling @ Puducherry manufacturing unit

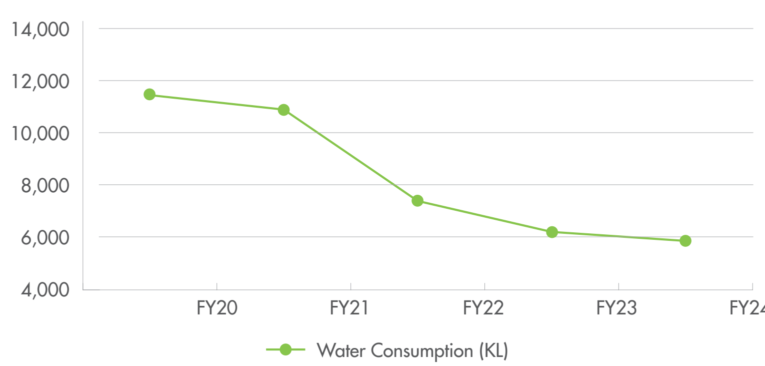
Location:
Puducherry

Year of Implementation:
FY20-FY24 (last 5 years)

At Marico's Puducherry manufacturing unit, we follow a strict process to produce edible grade coconut oil. The raw material utilised in this process is the dried coconut kernel or copra. To ensure procurement of premium quality raw material, we source copra from certified vendors. Strict quality control measures are followed by the factory to ensure high-quality of the final product. Extracted coconut oil is then sent to our third-party associates for packaging and distribution to the market.

Of late, the Puducherry area has been affected by scarcity of freshwater, primarily on account of factors such as rapid urbanisation, inefficient water management and seasonal variation in rainfall. Our manufacturing facility evaluated either of the two viable options available to address the crisis: purchase wastewater from nearby firms and treat it for reuse or reduce the consumption of water. We decided to pursue the consumption reduction and resource optimisation strategy, in alignment with our strong emphasis on water stewardship principles.

The Y-o-Y absolute and specific water consumption at the Puducherry unit has undergone remarkable reduction (as shown in the following graph). **The initiatives undertaken in the past 5 years have reduced water consumption by 39% in comparison to the baseline year of FY20.**



Some of the major interventions include:

- Utilisation of RO reject water for administrative purposes
- Boiler blowdown reduced with the use of demineralized water
- Increase in storage capacity to ensure optimised utilisation of municipal water even during limited supply periods.

Mitigating Sustainability Footprint of our Products

At Marico, we are dedicated to creating products that are good for people and the planet. Our Product Sustainability Index (or 'EcoIndex' as we have termed the concept) embodies this business imperative. This innovative framework is pivoted on the following value-based differentiators:

Unifies Sustainability Efforts

The EcoIndex streamlines the organisation's ESG canvas at product levels. It helps to track progress, identify areas of improvement and ensure measuring of all our products against the same sustainability criteria.

Drives Sustainable Business Practices

The EcoIndex is not only a scorecard, rather it acts as a roadmap for action. It helps us integrate sustainability attributed throughout a product's lifecycle, from selecting eco-friendly ingredients and sourcing materials responsibly to optimising manufacturing processes and minimising environmental impact across our supply chain.

Delivers Transparency and Trust

We believe informed consumers are empowered consumers. The EcoIndex ensures 100% compliance with product quality and ingredient safety standards. We are also committed to transparent disclosure of product formulations, for consumers to make informed and responsible choices.

Champions Eco-Conscious Consumerism

We understand that consumers are increasingly seeking out sustainable options. By prioritising sustainability throughout our product development process, the EcoIndex helps us create innovative products that deliver on our consumers' needs and values.

Why ECOINDEX®?

Organization reputation

Overall benefit to organization's reputation considering specific stakeholders like investors, regulatory bodies and employees

Product impact

A scientific understanding of environmental and social impact of products

Consumer delight

Providing eco-friendly or sustainable products will attract consumers who are inclined towards this aspect

Focused changes

Effective utilization of resources targeting focused changes

NPD gate

Guideline for new products

Marico's EcoIndex acts as a core principle that guides our product development philosophy. By focusing on environmental and social responsibility throughout the product lifecycle, we aspire to create sustainable products and build better future for all.

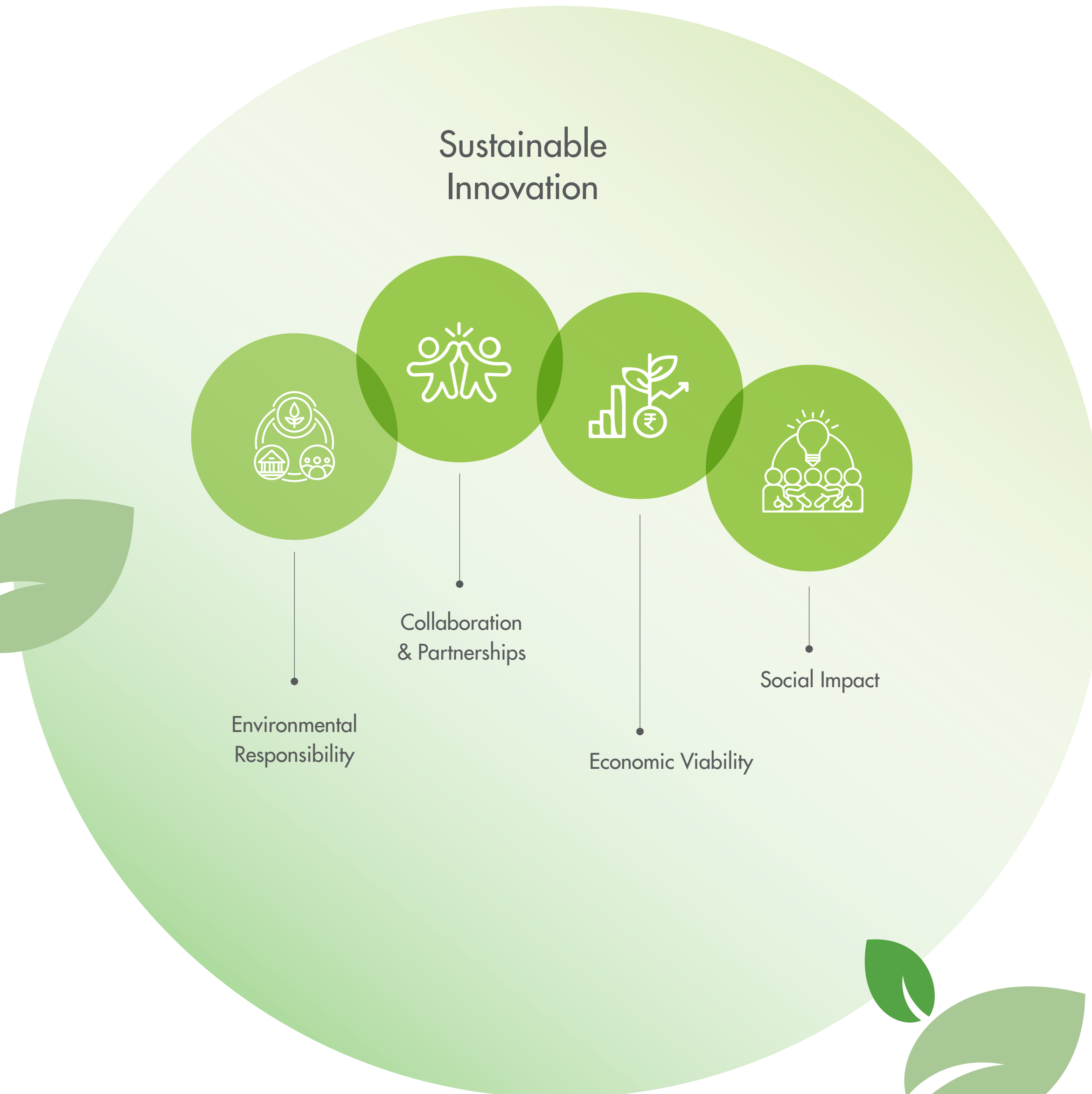
The key components of the EcoIndex framework include –

Raw Materials	Carbon emissions during cultivation/ processing, Natural Resource Consumption, Biodegradability, Ingredient Safety, Product Claims
Packaging	Circularity, Recyclability, Material Intensity, Emissions Savings, Recycled Materials share
Sourcing	Local and indigenous sourcing, Supplier Certification, Certified Materials
Operations, EoL & Use	Emissions from manufacturing operations, Natural Resource Consumption
Brand Purpose	Public disclosure of brand's purpose in alignment with UN-Sustainable Development Goals

FY24 Progress

With the help of our EcoIndex framework, we identify, manage and mitigate impacts related to sustainability in every stage of the product life cycle, from sourcing, to designing, manufacturing, transportation, distribution and end-life disposal. The aim of this framework is to foresee the potential environmental and social impacts of our products and enables informed decision-making. Drawing reference from multiple international frameworks, research-based publications and ecolabel certifications, it measures the sustainability footprint of products. The framework also supports benchmarking the sustainability footprint of our products with renowned world-class standards on product sustainability. With EcoIndex, we are institutionalising innovation within the organisation and across stakeholders.

The year FY23-24 focused on collaboratively institutionalising the conceptual elements of product sustainability into a structured and consistent EcoIndex framework. All relevant functions including R&D, Procurement, Marketing, Compliance and Manufacturing Operations worked cohesively to consolidate the EcoIndex model and its modus operandi. Approximately 50 products have been assessed using the EcoIndex lens to identify opportunities for improving the sustainability footprint of the products across environmental, social and governance aspects. Prototypes are also being developed to communicate and seek insights from our consumers on the value propositions of EcoIndex framework.



Mitigating Operational, Environmental & Social Risks

At Marico, we understand the importance of building a resilient and sustainable business without compromising our environmental and social responsibility. We have, therefore, implemented a comprehensive Environmental and Social Risk Management Framework (ESRM Framework). As a critical part of our overall business continuity plans, it helps us to proactively identify, assess and address potential environmental and social risks across our operations. This approach safeguards our business from potential operational disruptions and also contributes to a more sustainable future for our stakeholders and the environment.

Our ESRM Framework takes a multi-layered approach, considering risks at various levels within our ecosystem:

Levels

Strategic

We identify overarching environmental and social trends that could impact our long-term business strategy.

Organisational

We assess potential risks at the company-wide level, considering factors like company culture, policies and resource allocation.

Operational

We delve deeper into the day-to-day operations of our business, identifying risks associated with specific processes and activities.

Functional

We evaluate risks within individual departments and functions, ensuring comprehensive coverage across the entire organisation.

While our ESRM Framework addresses a wide range of environmental and social risks, we place particular emphasis on the following fundamental aspects that directly impact our operational boundaries:

Risks

Resource Management

We assess our impact on water, energy and raw materials, identifying opportunities for conservation and efficiency improvements.

Climate Change

We evaluate the risks associated with climate change, such as extreme weather events and resource scarcity and develop strategies to mitigate their impact.

Supply Chain Sustainability

We work closely with our suppliers to ensure responsible sourcing practices and ensure adherence to labour standards throughout our supply chain.

Community Engagement

We proactively engage with local communities to understand their concerns and address any potential environmental or social impacts related to our operations.

Interventions to mitigate Operational, Environment and Social Risks

Air and Emissions

- Air quality monitoring
- Air emissions control

Water

- Water intensity reduction
- Zero liquid discharge

Waste

- Zero hazardous waste to landfill
- Self-waste consumption

Community

- Community sustenance activities
- Social license to operate

FY24 Progress

In FY23-24, Marico did not register any environmental or social non-compliance.

Some of the noteworthy initiatives undertaken to reduce operational environmental and social risks include:

Water

Pursuing Zero Liquid Discharge (ZLD) principles

To safeguard water resources, we have adopted smart water recycling technologies and systems across operations. Based on the principles of 'Zero Liquid Discharge', our operations ensure that 100% of effluents are treated within the plant boundaries to prevent discharges to the external environment. The commitments towards Zero Liquid Discharge is fulfilled with the principles of Reduce, Reuse, Recycle and Replenish. The treated water is reused for various administrative and gardening purposes within the facilities.

A 4-R APPROACH FOR ZERO LIQUID DISCHARGE

Waste

Transitioning towards Zero Hazardous Waste to Landfill (ZHWL)

As part of our overall endeavour to mitigate environmental risks, we are committed to minimise waste generation across our operations. As on FY24, most Marico facilities in India have adopted the **'Zero Hazardous Waste to Landfill'** principle.

This accomplishment not only reiterates our to minimise our ecological footprint but also sets the precedent for responsible waste management. It is a significant step towards environmental sustainability and plays an integral role in reducing the impact of our industrial activities on the ecosystem. Three of our manufacturing units, namely Perundurai and two units at Guwahati have achieved ZHWL through rigorous waste management practices i.e. recycling and waste to energy.

Hazardous waste generated from these sites is periodically disposed to cement manufacturers/recyclers, as per the Central Pollution Control Board (CPCB) guidelines. Our plants have agreement with registered recyclers/incinerators approved by State Pollution Control Boards and all hazardous waste generated in these plants is directly sent to authorised recyclers for repurposing or disposal.

Biodiversity

Creating natural carbon sinks towards ecosystem restoration

Exercising the principles of biodiversity conservation, we have developed a Miyawaki forest within the periphery of three of our manufacturing facilities – Perundurai, Puducherry and Sanand. This initiative covers over 30,000 trees (more than 75 types of floral species) spread across 12,000 sq.mt. area. We attempt to sustain the forest through optimal usage of resources and processes that have minimal environmental footprint like the use of organic fertilizers, recycled water etc.

Social Accountability

Building Resilience: Adoption of Social Accountability principles across our operational footprint

SA8000 is an internationally recognised standard for social accountability, crafted by Social Accountability International (SAI). It delineates requirements for organisations to cultivate, sustain and implement socially responsible practices within the workplace.

Social Responsibility: These principles enable Marico to achieve its commitment to ethical business practices and social responsibility, thereby enhancing its corporate image and brand reputation.

Compliance and Risk Management: Adhering to social accountability principles ensure Marico's alignment with international labour standards, thereby mitigating risks related to labour disputes, legal issues and potential penalties.

Market Access and Competitiveness: Investors and partners prefer or mandate SA8000 certification for their suppliers unlocking new business opportunities and bolster Marico's competitiveness in international markets.

Stakeholder Trust: Social accountability fosters trust among stakeholders—including customers, investors and employees by ensuring ethical labour practices and workforce well-being.

Social Responsibility

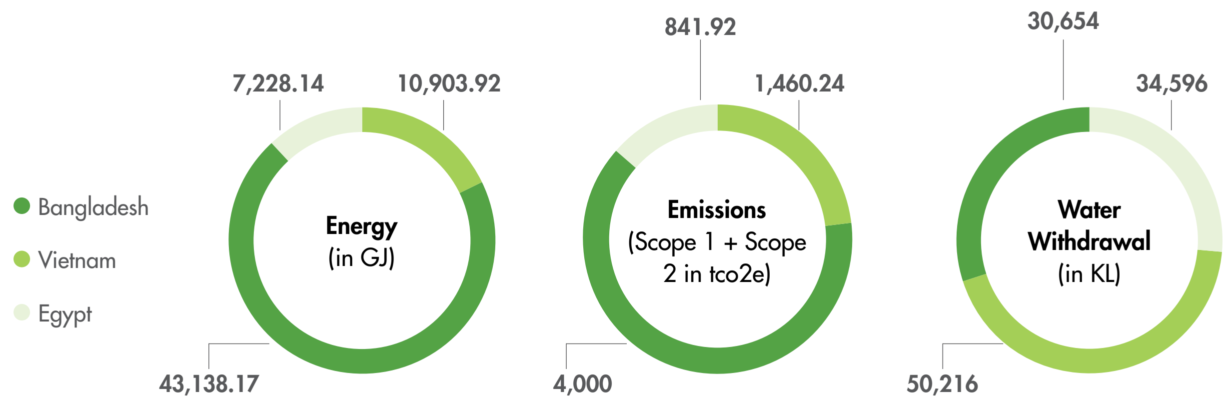
- Child Labor
- Forced or Compulsory Labor
- Health and Safety
- Freedom of Association & Right to Collective Bargaining
- Discrimination
- Disciplinary Practices
- Working Hours
- Remuneration
- Management System

In FY23-24, Marico initiated a series of internal audits specifically focusing on the SA8000 guidelines, which emphasise social accountability and adherence to workplace standards. Detailed assessments were carried out at three facilities: Jalgaon, Perundurai and Puducherry.

These assessments included a thorough review of labour practices, health and safety protocols, management systems and other critical areas outlined in the standard. Each facility underwent an extensive evaluation to ensure compliance with stringent requirements.

Mapping environmental footprint of international operations

As part of Marico's sustainability framework, we are committed to transforming the environmental performance of our international operations. This process commenced in FY20 with the collection, analysis and reporting of environmental performance data on the three critical parameters – Energy, GHG Emissions and Water. Going forward, we will be measuring all KPIs that attribute to Marico's group sustainability framework.

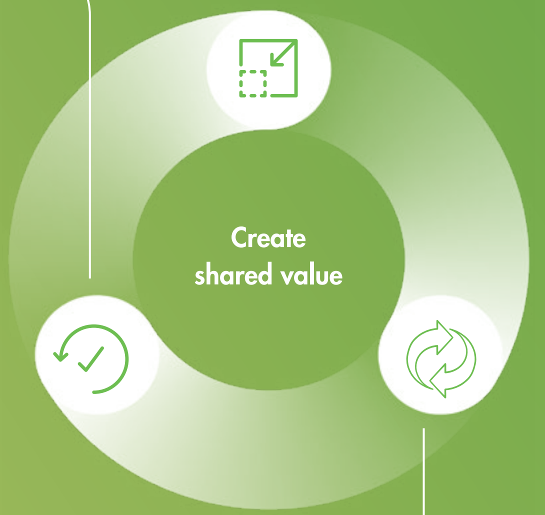


Integrating Circularity into Packaging

The growing awareness of environmental issues is driving a demand for sustainable packaging solutions. This shift is noticed across diverse facets including consumer behaviour, government policies and industry leadership. At Marico, we recognise this shift and are committed to embed circularity principles into our operations to develop sustainable packaging solutions. But this commitment goes beyond regulatory compliance and revolves around our emphasis on pushing the boundaries of innovation to develop sustainable solutions.

Marico's Upcycle programme is designed to integrate circularity principles and key performance metrics within our overall packaging portfolio. A set of 9 opportunity levers have been established to accomplish our 2030 goals that have been set towards this material topic –

Opportunity levers for circularity in packaging



1

Reduce
Re-configure Design

Elimination
Eliminate the use for materials that may have any potentially adverse impact on human health or disrupt ecosystem balance

Dematerialisation
Reduce or optimise material consumption by renovating product design

Alternative Material Substitution
Identify opportunities to include recycled, recyclable and/or bio-degradable content into the packaging portfolio

2

Reuse
Reimagine usage

Design Innovation
Create reusable packaging designs; Reuse the support packaging materials used for internal material movement with factory or form vendors to factory

Standardization
Standardise the packaging shippe sizes to improve the load-bearing capacity of vehicles without incurring product damages

3

Recover
Repurpose materiality

Zero pellet loss
Ensure zero pellet loss from operation and business associates sites

Recyclability
Ensure 100% recyclability of packaging material through design change

Self-waste consumption
Consume self industrial waste from operations or through business associate location through proper channel

EPR
Collection, co-processing and recycling of MLP, Rigids and Flexible plastic packaging

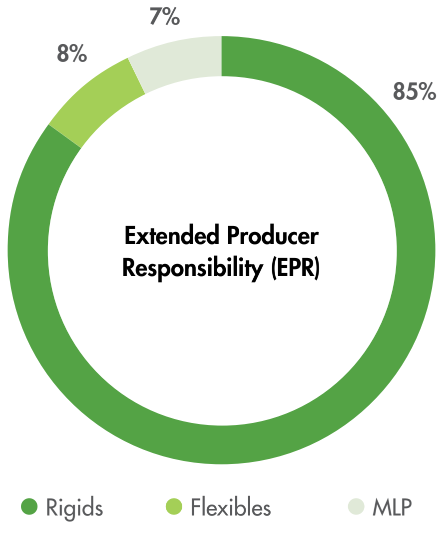
FY24 Progress

95.30%
recyclable packaging by weight, across product portfolios

2
successful projects on incorporation of Post Consumer Recycled plastic in packaging of non-edible portfolio

<1%
PVC in packaging

100%
compliance with Extended Producer Responsibility guidelines: **27,986 MT of post-consumer plastic waste collected and recycled/co-processed till date.**



Rethinking Plastic for a Sustainable Future

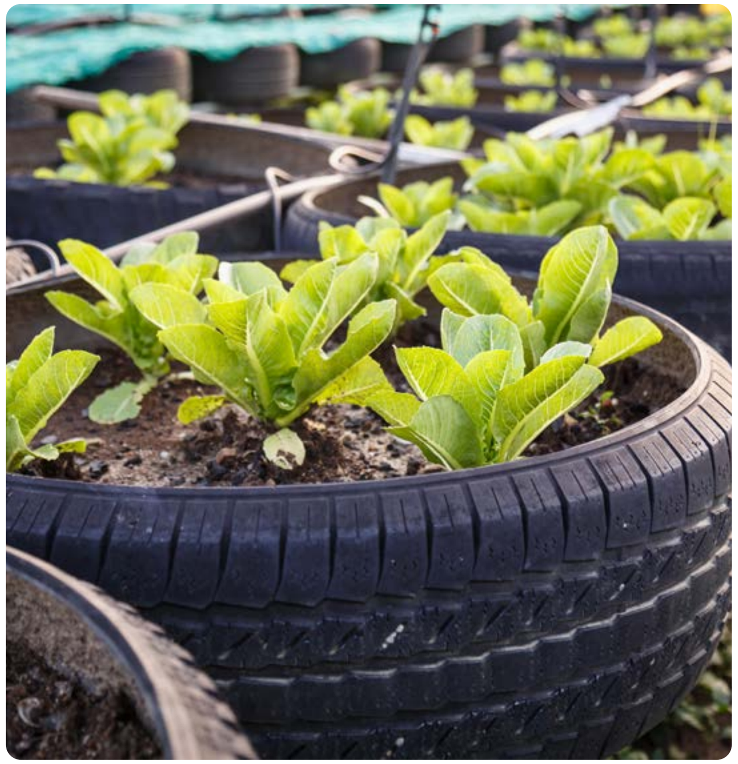
Plastic has long been the go-to choice for product packaging due to its lightweight and protective properties. However, we recognise the environmental impact of plastic pollution and our research and development team is actively seeking alternatives that can effectively replace the use of plastic for packaging.

Our focus is threefold

Reducing Plastic Waste	We are committed to minimising overall plastic usage by exploring alternative packaging material and optimising designs to use less plastic, without compromising on the quality of our packaging.
Shifting to Sustainable Materials	Through research, we are actively seeking recyclable, reusable and compostable plastic packaging solutions. This reduces reliance on virgin plastic and promotes a circular economy.
Closing the Loop with Recycled Content	We are exploring ways to incorporate recycled plastic into our packaging to reduce our environmental footprint and give plastic waste a new life.

We have taken a significant step to recover the plastic waste generated through our processes. This waste is converted into granules and reused for packaging production, thereby minimising virgin plastic use.

By embracing innovation and collaboration, we aim to minimise plastic waste and contribute to a cleaner, greener future.



1,343.9 MT

Overall material savings due to the aforementioned sustainable packaging interventions in FY24

4,800.6 tCO2e

Overall material savings due to the aforementioned sustainable packaging interventions in FY24

#SuccessStories

Transitioning to recycled plastic (r-PET) for Brand Nihar

Marico has embarked on a journey towards sustainability by incorporating recycled plastic (R-PET) into its packaging. This shift reflects Marico's recognition of the increasing environmental awareness among consumers and the critical need to implement sustainable practices to mitigate environmental impact.

The introduction of R-PET in value added hair-oil portfolio presented significant challenges, particularly in maintaining the sensory attributes and aesthetic appeal of the products. Marico adopted a methodical approach to address these challenges before market release. The process involved identifying and assessing vendors, conducting stability studies with pilot trials, executing transit trials, setting up additional equipment or making necessary modifications, and finally, producing and distributing the products in the market.

The smaller SKUs of the value-added hair oil brand contains 20% post-consumer recycled plastic (PCR) while the larger ones contain 10% PCR. Additionally, high PCR trials for other brands are underway, with implementation planned for FY26 in compliance with government regulations.

Optimizing use of paper as a resource in packaging

In FY24, Marico implemented High-Resolution Computed Tomography (HRCT) paper, significantly reducing overall virgin-paper consumption without compromising strength. The project involved the removal of centre plates and the optimization of CFC dimensions across various product lines at the Perundurai and Puducherry plants.

These changes were part of Marico's broader circularity strategy to reduce paper usage while maintaining product quality and strength, demonstrating the company's commitment to environmental responsibility and resource efficiency.

R-LDPE in secondary packaging

Marico has made significant strides in sustainability by incorporating recycled LDPE in the packaging of various brands.

Currently, 50% of recycled LDPE is used in the packaging of several value added hair oil and personal care products.

Strategic alliances to scale up the sustainable plastic agenda for India Inc

India Plastics Pact

To scale-up our circularity-based interventions within and beyond our sectoral boundaries, we have decided to join hands with the India Plastics Pact, a transformational and collaborative platform created by WWF India and CII, anchored at the CII-ITC Centre of Excellence for Sustainable Development (CESD), with support from WRAP, a global NGO based in the UK.

The Plastics Pact envisions 'a world, where plastic is valued and does not pollute the environment.' Marico is a founding member of the collaborative initiative that welcomes a multi-stakeholder approach to achieve the collective target of transforming linear plastics system into a circular plastics economy, by enabling innovative ways to eliminate, reuse or recycle plastic packaging across the plastics value chain. The Pact has outlined a 2030 roadmap for achieving quantifiable and aspirational targets, by accelerating business innovations through strategic alliances for scaling up the sustainable plastic agenda for India Inc. through engagement, research, workshops and co-creation activities. Besides driving circularity, the Pact aims to deliver significant GHG reductions through mitigations in fossil-derived plastics, greater use of recycled plastics and improvement of recycling efforts.

Bitumen road made out of plastic waste!

Marico's manufacturing unit at Jalgaon recently built a bitumen road using 800kg of non-recyclable plastic waste.

This initiative is part of a long-term circular economy agenda that Marico intends to pursue in the decade of action (up to 2030).

Transforming Value Chain Sustainably

We recognise the strategic importance of robust and responsible sourcing practices. By proactively managing value chain risks, we foster a more resilient and sustainable supply network. Additionally, responsible sourcing aligns with evolving consumer preferences, where ethical and sustainable production practices are increasingly valued.

Samyut – Marico's Responsible Sourcing Framework

Samyut in Sanskrit means coming together to achieve. It endorses our intent of sourcing material and services through suppliers and business associates who share our sustainability vision of upholding ethical standards, protecting the environment and empowering society through proper governance. The Samyut framework was first institutionalised in 2018, with a purpose of safeguarding stakeholder interests and creating shared value. Since then, it has undergone several modifications and improvements, keeping in mind emerging economic, environmental social and ethical risks and opportunities that are relevant to our value chain. These updates encompass all relevant parameters covered under international standards like the UN-SDGs, Universal Declaration of Human Rights and International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, among others.

Through the implementation of Samyut, we extend these practices throughout our value chain. Samyut transcends the fulfilment of basic compliance requirements. It signifies a deep commitment to integrating sustainability principles into all aspects of our sourcing activities. Through Samyut, we ensure not only the ethical procurement of high-quality ingredients and materials but also contribute to the creation of a more sustainable and inclusive environment for all our value chain partners. This holistic approach fosters trust and strengthens relationships with our suppliers, ultimately leading to a more resilient and sustainable business model for Marico. By prioritising responsible sourcing through Samyut, we aim to achieve sustainable and socially inclusive growth, generating positive outcomes not only for Marico, but for all stakeholders involved.

The key sustainability attributes tracked and reported under the Samyut framework include:

Samyut Indicators

Ethical Responsibility

- Legal and regulatory compliance
- Anti-Corruption and anti-bribery
- Gift and hospitality
- Conflict of interest
- Confidentiality
- Non-fradulence
- Non-fradulence
- Data privacy
- Fair competition
- Traceability
- Quality control

Reporting concern

- Human rights
- Child and forced labour
- Compensation and working hours
- Diversity and equal opportunity
- Harresment and abuse
- Freedom and association

Social Commitment

- Employee health and safety
- Employee skill development
- Local community development
- Land rights of communities

Environmental Protection

- Establishment of EMS
- Energy saving
- Emission control
- Water conservation
- Waste minimsation
- Reduction in plastic waste
- Bio-diversity preservation

Applicability of Samyut framework

The Samyut framework is applicable for all our critical value chain partners, business associates and approved sub-contractors, including raw material and packaging material suppliers, logistics and transportation partners, warehouse and depot associates, third party manufacturers and service providers. Critical value chain partners are defined using three criteria – Highest procurement share or volume share in the respective category, uniqueness of materials, products and/or services and dedicated association with Marico. We expect all our partners to refer and adhere to the terms indicated under Marico's Samyut policy and apply the outlined principles in their businesses.

Approach

Under the purview of the Samyut framework, we have implemented a maturity-based transition programme for critical supply chain partners, to foster joint sustainability efforts. The programme is split into three levels: Level 1 - Educate, Level 2- Evaluate and Level 3- Evolve.

Educate

Communicate and create awareness amongst suppliers on the Samyut requirement. The suppliers are expected to give their consent to adhere to Samyut framework to and self-declare their ESG performance as per Level 1 questionnaire

Evaluate

Includes a robust external auditing mechanism to assess risks and monitor the performance across the key thrust areas as per the selfdeclarations made, in Level 1

Evolve

Undertake joint projects and share technical know-how to create a positive trend in KPIs and also publically disclose performance metrics against relevant national and international standards (including Marico's framework)

FY24 progress

82%
critical suppliers completed Level 1 certification. This includes raw materials suppliers, packaging materials suppliers and third-party manufacturing units

26%
critical suppliers completed Level 2 certification. This includes raw materials suppliers, packaging materials suppliers and third-party manufacturing units

94%
procurement by spends was from local/ indigenous suppliers

19%
traceability (upto Tier-II levels) were established for agricultural raw materials

Samyut's Level 2 framework – Deepening ESG Risk Management across the Value Chain

Our value chain is a complex ecosystem comprising interconnected products and services. Within this network, Environmental, Social, and Governance (ESG) risk factors are intricately interwoven across all levels. To ensure transparency, accountability and responsible sourcing practices throughout this chain, Marico has developed its Level 2 principles as the most critical step within its Samyut responsible sourcing programme.

Level 2: Rigorous Evaluation for Maximum Impact

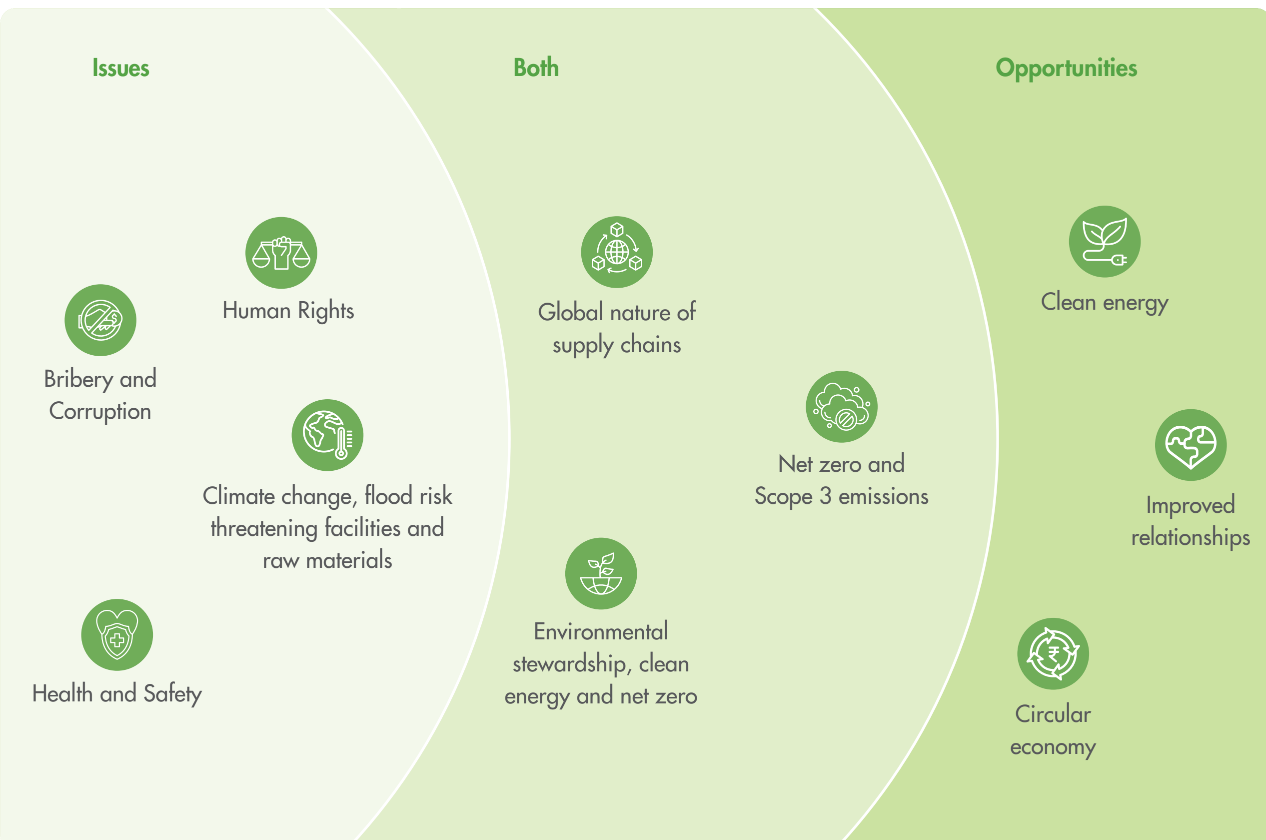
Engagement with critical suppliers is central to the Level 2 approach. Here, we utilise ethical, environmental and social parameters as a set of quantifiable Key Performance Indicators (KPIs). It helps to rigorously evaluate suppliers' commitments, compliance with regulations, potential risks and opportunities for maximising sustainability within the entire business ecosystem.

Independent Expertise for Objective Assessment

Level 2 assessments are typically conducted by independent third-party auditors. These auditors possess extensive cross-sector experience in sustainable supply chain management. It helps to accurately scrutinise the voluntary claims made by critical suppliers in Level 1 and identify potential risks and opportunities that could have a mutually beneficial impact on both Marico and the suppliers' own ecosystems.

By combining Marico's Samyut framework with their own experience, these independent auditors can provide an objective assessment of supplier practices. This in-depth evaluation fosters a deeper understanding of supplier performance and allows Marico to work collaboratively with its partners to address any identified risks and make way for positive sustainability outcomes.

Marico's ESG risk & opportunity-based supplier audit framework



From Farm to Facility: Marico's Commitment to Tier 2 Traceability in Agricultural Sourcing

We recognise the importance of venturing deeper into the agricultural supply chain to achieve tier 2 traceability for our raw materials. This necessitates gaining visibility into the very farms and agricultural practices that cultivate the ingredients that form the foundation of our products.

While achieving tier 2 traceability presents a complex challenge, we remain steadfast in our commitment to extend responsible sourcing parameters beyond immediate suppliers. Several strategic methods are being explored to achieve this objective. One approach involves cultivating partnerships with certified farms and farmer cooperatives that uphold stringent sustainability standards. This collaborative approach allows for rigorous verification of agricultural practices and the sourcing locations of our raw materials. By leveraging innovative solutions, we are determined to establish transparent and immutable records, meticulously tracking the journey of our raw materials from the farm gate to our processing facilities.

Agricultural Raw Materials	% Responsibly Sourced	% Traceable (upto Tier II)	% Locally Sourced (by spends)
Copra	31%	6%	**97%**
RBO	59%	62%	**100%**
Other vegetable oils	49%	0%	**100%**
Raw materials (Other foods)	78%	0%	**44%**
Raw materials (Non foods)	86%	0%	**97%**
Packaging material	51%	0%	**83%**

Corporate

Information

COMPANY SECRETARY & COMPLIANCE OFFICER

Mr. Vinay M A

AUDIT COMMITTEE

- **Mr. Milind Barve**
  Chairman
- **Ms. Apurva Purohit**
  Member
- **Mr. Ananth Sankaranarayanan**
  Member (w.e.f. January 1, 2024)
- **Mr. Vinay M A**
  Secretary to the Committee

NOMINATION AND REMUNERATION COMMITTEE

- **Mr. Rajeev Vasudeva**
  Chairman
- **Ms. Apurva Purohit**
  Member
- **Mr. Rajan Bharti Mittal**
  Member (w.e.f. January 1, 2024)
- **Mr. Amit Prakash**
  Secretary to the Committee

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

- **Mr. Ananth Sankaranarayanan**
  Chairman
- **Mr. Harsh Mariwala**
  Member
- **Mr. Saugata Gupta**
  Member
- **Mr. Milind Barve**
  Member
- **Ms. Nayantara Bali**
  Member
- **Mr. Amit Bhasin**
  Secretary to the Committee

RISK MANAGEMENT COMMITTEE

- **Mr. Milind Barve**
  Chairman
- **Mr. Saugata Gupta**
  Member
- **Mr. Pawan Agrawal**
  Member & Secretary to the Committee

STAKEHOLDERS' RELATIONSHIP COMMITTEE

- **Mr. Milind Barve**
  Chairman
- **Mr. Rajendra Mariwala**
  Member
- **Mr. Saugata Gupta**
  Member
- **Mr. Vinay M A**
  Secretary to the Committee

BANKERS

- State Bank of India
- Axis Bank Limited
- BNP Paribas
- Citibank N.A.
- HDFC Bank Limited
- ICICI Bank Limited
- Kotak Mahindra Bank Limited
- Standard Chartered Bank
- The Hong Kong and Shanghai Banking Corporation Limited
- Federal Bank

STATUTORY AUDITORS

M/s. B S R & Co. LLP

INTERNAL AUDITORS

Deloitte Touche Tohmatsu India LLP

COST AUDITOR

M/s. Ashwin Solanki & Associates

SECRETARIAL AUDITOR

Dr. K. R. Chandratre

REGISTERED OFFICE

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

OUR PRESENCE

- **Factories** – 15
  (7 in India and 8 overseas)
- **Regional Offices** – 5 in India
- **Depots** – 24 in India
- **Overseas Offices** – 24

WEBSITES

- www.marico.com
- www.niharnaturals.com
- www.parachuteadvansed.com
- www.mylivonmysalon.com
- www.saffolalife.com
- www.fittify.in
- www.setwet.com
- www.beardo.in
- www.mycocosoul.com
- www.puresense.co.in
- www.justherbs.in
- www.true-elements.com
- www.maricoinnovationfoundation.org
- www.parachutekalpavriksha.org
- www.studioxstyle.com
- https://www.plixlife.com/
- https://ascentfoundation.in/
- www.parachuteadvansedafrica.com
- https://coconutforlife.org/
- https://justforbaby.co/
- https://www.parachuteadvansedcis.com/
- https://sustainability.marico.com/

AWARDS AND ACCOLADES

Recognised for continued excellence

Corporate

Marico recognised as one of LinkedIn's Top Companies for 2024

Honoured with the Food Safety and Quality Company of the Year at the prestigious National Food Safety and Nutrition Summit, Delhi

Received the highest accolade in Coconut Oil Export at the 60th SEA Awards.

Awarded the Quality Manufacturing Award at The Corporate Titan Awards.

Marico's Consumer Cell won the 'Service Quality Excellence Award' at the Star of the Industry 2023 event, for providing 'Best Customer Service'

Amit Bhasin- BW Legal World Announced 'Top 100 General Counsels' for 2022

Honoured with two prestigious recognitions - Compliance Programme Award of the Year by Legasisservices & FMCG Legal Team of the Year Award by Assocham

Twin Win at MQH Best Practices Competition for Marico Guwahati and Perundurai operations

Marico's NER Operations awarded the 'IMC Ramkrishna Bajaj National Quality Performance Excellence Award' and Pondicherry Operations honoured with 'IMC RBNQA Milestone Merit award' in the Manufacturing business category by IMC RBNQA

Recognised with four notable awards at the 'Decoding the Changes and Future of Industry' symposium organised by Assocham

Vaibhav Bhanchawat - COO South East Asia & South Africa, Marico Limited, honoured as 'Visionary Leader' at the Vietnam Leadership Excellence Award 2023, hosted by ANPHABE.COM

Marketing & Innovation

Recognised among the 'Top 25 Digital Disruptors in India' by Redseer Strategy Consultants

Marico's Livon, in partnership with Ogilvy's Content Force, received 2 awards at the Campaign India Digital Crest Awards (CIDCA)

Marico's Saffola FITTIFY secured the 'D2C Brand of the Year - Digital Marketing Campaign' award from ETRetail - eDNA2023 Awards

Honoured with the prestigious 'Best Innovative Company of the Year Award' at The Fortune Leadership Awards, in partnership with the Economic Times, Delhi

Recognised as the 'Most Consumer Centric Brand of the Year' at the 3rd Smart CX Summit and Awards 2024 in Bangalore

Honoured with the 'Best Industry-Product Diversity' award in millets by Nutrihub TBI

Marico's Saffola Oils honoured with the prestigious National ASSOCHAM Award in the 'Finest Fortified Product'- Fortified Oil category, presented by Dr. Mrs. Bharati Pawar, Minister of State for Health and Family Welfare of India

Human Resources

Recognised as one of the Top 10 Most Desirable FMCG Companies of 2024 by Unstop.

Honoured with the 'ET NOW Best Organisations for Women 2024' award.

Recognised among the 'Top 50 Companies with Great Managers' by People Business

Marico SEA ranked among the 'Top 100 Best Places to Work in Vietnam' for the third consecutive year

Honoured as the 'Best Employer of India - 2023-24', by Kincentric, a Company that helps in unlocking the power of change and helps in driving better results.

Recognised as one of the 'Best Managed Companies India 2023' by Deloitte India

ESG

Felicitated by The Honourable Governor of Maharashtra, Honourable Shri Ramesh Bais for supporting the Millet Eat Right Programme, at an event organised by Food Safety and Standards Authority of India Western Region

Ranked among the 'Top 3 Sustainable Companies in the FMCG Sector' at the Sustainable World Conclave by BW Businessworld

Achieved 'ISO27001:2013 Certification' for Compliance with ISO Information Security Management System Standard by Alcumus ISOQAR

Marico's Parachute Kalpavriksha Foundation has been honoured with a '7-Star Rating' and won in the 'Social Responsibility Category at the 9th International Best Practice Competition (IBPC)

Honoured with the BW Sustainable Award by Businessworld

Awarded the 'Best Governed Company in Listed Segment: Medium Category' at the 23rd ICSI National Awards for Excellence in Corporate Governance

Recognised in the 'LEADERSHIP' category at the annual assessment of the Indian Corporate Governance Scorecard for 2023 by IiAS.

Management Discussion and Analysis

Economic Scenario

Global

The global economic landscape, shaped by the enduring impacts of the COVID-19 pandemic, geo-political tensions in Europe and inflationary pressures, has been fairly resilient. Inflation, having peaked in 2022, is now receding, with central bank measures effectively anchoring expectations. However, this favourable trend co-exists with persistent challenges as economic activity experiences a gradual softening, influenced by tight monetary policies, subdued global trade growth and intensified geopolitical risks, notably stemming from conflicts in the Middle East. Amidst this backdrop, the World Bank expects global economic growth to slow for a third year in a row from an estimated 2.6% in 2023 to 2.4% in 2024, before ticking up to 2.7% in 2025. While the outlook appears somewhat more benign than initially anticipated, ongoing tensions between major economies and the evolving dynamics of international trade underscore sustained uncertainty in the global economic landscape.

In **Advanced economies (AEs)**, growth is anticipated to slow in 2024, despite the conclusion of monetary tightening measures. The World Bank forecasts growth to bottom out at 1.2% during this period, with a subsequent rebound to 1.6% in 2025. This recovery will be supported by the gradual improvement in economic growth in key European nations and the expected easing of U.S. interest rates towards the long term trend rate. However, the tight stance of AE monetary policies is expected to persist, with government bond yields recently reaching their highest levels.

Emerging Markets and Developing Economies (EMDEs), particularly those with strong credit ratings, are expected to see a recovery in aggregate growth to near pre-pandemic levels. However, countries with weaker credit ratings face challenges due to high debt and financing costs, alongside other idiosyncratic headwinds. The World Bank forecasts EMDE growth to average 3.9% annually from 2024 to 2025. China's growth is anticipated to slow due to subdued consumer sentiment and ongoing challenges in the property sector. Excluding China, EMDE growth is projected to strengthen, driven by trade rebound and improving domestic demand, as inflation recedes.

India

In India, economic growth accelerated from 7.2 percent in fiscal year 2023 (ended 31 March 2023) to 7.6 (estimated) in fiscal year 2024 (ended 31 March 2024), driven by manufacturing, construction, robust public investment growth and vibrant services activity, thanks to resilient domestic demand for consumer services and exports of business services. In contrast, merchandise exports slowed, reflecting weak external demand. India's growth strategy is predicated on substantial export growth, which can be achieved through integration into global value chains. A target of $2 trillion in exports of goods and services has been set by the government to be achieved by 2030. While India has been a global leader in service trade, evidence suggests that goods exports have a larger impact on employment and growth than do service exports.

India's economic landscape exhibits a complex interplay of underlying developments and headline indicators. While headline growth figures may not fully capture the depth of progress, the country has made significant strides in its underlying ecosystem. Over the past decade, advancements in telecom and internet penetration, infrastructure upgrades including improved road and rail networks and enhanced banking and financial services have laid a robust foundation for sustainable growth. These factors, though not immediately reflected in headline growth indices, are pivotal in driving widespread and inclusive development.

The diversification of income streams, particularly in non-agricultural sectors, has been a notable trend, contributing to the resilience of Indian economy. This diversification serves to reduce the sensitivity of income growth to factors like monsoon variability, thereby fostering greater stability and predictability in economic outcomes. Urban markets, in particular, are witnessing the emergence of non-traditional income sources such as delivery services and home services, catering especially to mass consumers. This diversification not only expands the user base but also attracts new entrants across various sectors, fostering a competitive and dynamic business environment.

Despite these positive trends, challenges persist in certain segments of the economy. Wage growth, especially in the agricultural sector, has been sluggish, compounded by factors such as below-normal monsoons and global commodity price fluctuations. Macro headwinds and price hikes have delayed the recovery in rural markets, which are under pressure due to weak income growth. Inflationary pressures have significantly impacted consumption in the mass segment, particularly affecting FMCG products, which have the highest penetration in rural areas. However, softer inflation and price adjustments are gradually improving affordability, offering a glimmer of hope for volume recovery in the near future.

Looking ahead, India's economic outlook remains optimistic, with steady improvement anticipated in the coming years. Headline consumer price inflation has remained within monetary authorities' target band of 2-6%, with policy rates being kept unchanged since February 2023. Monetary policy is expected to remain supportive of growth as inflation abates, while fiscal policy aims for consolidation but retains support for capital investment. According to Asian Development Bank's Outlook, economic growth in India is estimated to remain strong at 7.0% in FY2025 and further improve to 7.2% in FY2026, driven by public and private sector investment demand and by gradual improvement in consumer demand as the rural economy improves. While challenges persist, particularly in rural and mass market segments, the overall trajectory remain positive. We believe companies that prioritize user acquisition and adapt to changing market dynamics are likely to thrive in this evolving landscape, leveraging the opportunities presented by India's ongoing economic transformation.

Bangladesh

Bangladesh's economic growth trajectory has been resilient on the back of its robust fundamentals, including a burgeoning market share in ready-made garments and a sizeable overseas workforce. Lately, the economy has faced some headwinds due to inflationary pressures and a balance of payments deficit. As per the Global Economic Prospects Report published by World Bank, in the fiscal year 2023 (ending 30 June 2023), real GDP growth stood at 5.8 percent, with moderation to 5.6 percent expected in fiscal year 2024 (ending 30 June 2024), before an uptick to 5.7 percent in fiscal year 2025 (ending 30 June 2025).

Despite the headwinds, the economic outlook of Bangladesh remains positive. The government has already taken steps to implement policy adjustments, including initiatives to reduce expenditure on subsidies and tighten monetary policy to curb inflation. With concerted efforts towards implementing structural reforms in the financial, fiscal, and monetary sectors, Bangladesh aims to overcome its current challenges and capitalize on its strong fundamentals to realize its full economic potential.

Vietnam

Vietnam's GDP growth decelerated to 5.0% in 2023 due to decreased global and Chinese demand for its exports, as well as power shortages, affecting its export-led manufacturing, which is the primary growth driver of the economy.

Despite facing global headwinds such as inflation and rising interest rates, the growth outlook for the Vietnamese economy remains positive in 2024. A timely switch to an accommodative monetary policy to support growth was among the key measures taken for the economy to move back on the path to recovery. Inflation remains manageable, with forecasts standing at 4.0% for the year. According to Asian Development Bank's Outlook, the economy is expected to grow 6.0% in 2024 and 6.2% in 2025, signalling expectations for a rebound in economic activity.

While the manufacturing sector faces challenges, Vietnam continues to attract substantial Foreign Direct Investment (FDI), particularly in electronics and manufacturing. This influx of FDI is expected to drive job creation, facilitate technology transfer, and spur infrastructure development throughout the year. Leveraging existing Free Trade Agreements (FTAs) and implementing targeted policies will be instrumental in overcoming obstacles and sustaining growth momentum. Public investment will also continue to play a vital role in driving sustainable economic growth and development.

Middle East and North Africa

In 2023, growth in the MENA region decelerated to 1.9 percent as estimated by World Bank in its Global Economic Prospects Report, driven by headwinds such as oil production cuts, elevated inflation and weak private sector activity in oil-importing economies.

Assuming the ongoing geo-political conflict does not escalate further, World Bank expects growth to rebound to 3.5 percent in 2024 and 2025. This upward revision reflects improved economic performance among oil exporters, driven by a stronger rebound in oil activity and export growth. However, the outlook for oil-importing economies appears weaker due to the adverse impact of the conflict on tourism and slower growth in private consumption and investment. In GCC countries, World Bank forecasts growth to rise, with Saudi Arabia expected to rebound to 4.1 percent growth in 2024, driven by increased oil production and non-oil-related investments under the Saudi Vision 2030.

In Egypt, growth is anticipated to be at 3.5 percent in fiscal year 2024 (ending 30 June 2024) before rising to 3.9 percent in fiscal year 2025 (ending 30 June 2025). The country is stepping up economic reform efforts. The exchange rate needs to become more flexible with monetary policy geared to bring down inflation to targeted levels. While public debt is high, committing to a credible consolidation strategy is key to restore public finance health, which would improve investor confidence and thereby reduce debt servicing costs.

South Africa

In South Africa, the economic growth slowed to 0.7 percent in 2023, reflecting the effects the energy shortage, transport bottlenecks and weaker demand. As per the Global Economic Prospects Report published by World Bank, the economy is projected to firm up to 1.3 percent in 2024 and then inch up to 1.5 percent in 2025. Reforms in the energy sector support the improving outlook. Supply constraints will diminish through fewer power outages and easing of transport bottlenecks. Lower lending rates will support a modest rise in investment. Declining energy and food prices will drive a further reduction in inflation. Increasing purchasing power, real wages and employment will support a gradual increase in consumption growth

Fast Moving Consumer Goods (FMCG) Sector in India

The Fast Moving Consumer Goods (FMCG) sector ranks as the fourth largest sector in India and is a pivotal contributor to the nation's economy. The medium and long-term growth prospects in the sector are fuelled by steadily growing economic activity, strong fiscal and monetary policies, rising disposable incomes and aspirations, a burgeoning working population and increasing brand consciousness among consumers.

Post the pandemic, the FMCG sector has encountered a variety of challenges such as volatile input prices, inflationary pressures, geopolitical instability and logistical bottlenecks, which have impacted the volume growth trajectory over the last few years. A combination of weak demand sentiment due to persistent inflation, especially in rural areas, and lower share of wallet due to pent up demand in discretionary goods and services, also had a bearing on the growth trends in recent years. This has resulted in a slower pace of recovery in rural and mass segments, while urban and premium segments have led growth. Over the years, this sector has demonstrated remarkable agility in overcoming challenges and adapting to meet evolving consumer needs, shaping its trajectory for sustainable growth.

Key Opportunities and Trends Shaping the FMCG Industry

The sector landscape has been in a constant state of flux, marked by shifting consumer behaviours, higher exposure to global trends, newer distribution channels and technological advancements.

1. **Evolving Consumer Preferences:**

Health and Wellness:

Consumers are becoming increasingly health-conscious, seeking products that promote well-being and vitality. This trend is driving the demand for organic, natural, herbal and nutrient-rich foods, beverages and personal care products. The industry is also expected to witness a sustained focus on conscious snacking, striking a delicate balance between health and taste.

Convenience:

Busy lifestyles and the desire for instant gratification have fuelled the demand for convenient products and services. Ready-to-eat/ready-to-cook offerings, quick commerce, and home delivery services cater to consumers' need for convenience. This trend is likely to be fuelled by the growing preference of the working population for convenient foods that are not only tasty but also high in nutritional value.

Transparency:

With a focus on making swift and informed choices regarding nutritional content, consumers are actively scrutinising product formulations. The key driver behind this trend is the growing emphasis on genuineness and authenticity, values deeply cherished by consumers. This authenticity drive manifests in an increased demand for products boasting free-from claims and streamlined ingredient lists.

Premiumization:

Consumers, even when grappling with the repercussions of price inflation, are not willing to compromise on quality and have exhibited a strong preference for branded products. Rural consumers are increasingly upgrading from unbranded products to affordable local/regional brands, while urban customers were willing to spend on premium products.

Sustainability:

With heightened consumer awareness of climate change and environmental impact, companies are increasingly scrutinised for their social responsibility. Consumers are increasingly exhibiting a preference for brands with eco-friendly packaging, transparent labelling and ethical sourcing. As a response, FMCG firms are expected to intensify efforts not only in reimagining product presentation and packaging, but also in the conscientious selection of materials used in production. Brands must also navigate a complex regulatory landscape, including regulations related to product labeling, quality standards, advertising and taxation. Compliance with these regulations is essential for ensuring consumer safety and maintaining market credibility.

2. **Emerging Digital Distribution Channels:**

E-commerce Boom:

Amid the pandemic, consumer behaviour and their preference of channels shifted significantly. E-commerce emerged not as a passing trend but a permanent fixture within the FMCG landscape post-COVID as customers started preferring contactless and cashless retail experiences. Efficient logistics as well as multiple modes of digital payments have also fuelled the exponential growth of e-commerce in the last few years. The proliferation of e-commerce platforms has transformed the retail landscape, offering consumers greater convenience and accessibility to FMCG products. Lately, the emergence of Quick Commerce represents a disruptive force in the retail landscape, offering consumers unprecedented convenience and immediacy in accessing essential goods.

Direct-to-Consumer (D2C) Models:

FMCG companies are bypassing traditional distribution channels and selling directly to consumers through online platforms, enhancing control over the customer experience. Even large established players have been expanding their reach on various social media platforms and investing towards creating superior D2C website experiences for consumers.

Omni-channel Strategies:

The General Trade channel continues to contribute to a large majority of FMCG sales and is now evolving to meet consumers' growing demand for convenience. Given the extent of employment generated by the channel, it holds considerable significance for the economy as well. Traditional kirana stores, which are small independent grocery stores, are adopting digital payments and offering wider assortments, home delivery facilities and promotions. Retailers are also investing in digital technologies to enhance their operations, in terms of inventory management, accounting, billing, payments and customer management, to compete in this evolving FMCG distribution landscape. As a result, brands are integrating online and offline channels to provide a seamless shopping experience, allowing customers to engage and purchase products through their preferred channels.

3. **Integration of Digital Technologies:**

Data Analytics:

In the post-pandemic world, building capabilities in digital technologies and data analytics is crucial to navigate rapidly evolving consumer behaviour and distribution landscape. Advanced data analytics techniques, such as predictive analytics and machine learning, help identify trends, understand consumer behaviour and forecast demand. These insights inform decision-making across product development, pricing and marketing strategies.

Artificial Intelligence:

AI-powered systems offer the potential to streamline operations, enhance customer experiences, and enable data-driven decision-making across various functions, from inventory management to marketing strategies while also proving to be cost effective.

Personalization:

Digital technologies allow brands to deliver personalized experiences to consumers, leveraging real-time data to tailor marketing campaigns, product recommendations and promotions. Digital marketing capabilities namely, influencer marketing, social commerce and social listening also help create targeted marketing campaigns and engage better with their customers.

This dynamic landscape presents both challenges and opportunities for FMCG companies. Therefore, FMCG companies must remain agile and forward-thinking, leveraging emerging trends to not only overcome challenges but also capitalize on opportunities for sustained growth and maintain their competitive advantage. As the FMCG industry embraces these trends, it charts a course towards a more interconnected, sustainable and customer-centric future, marked by innovation and responsiveness to consumer needs.

Performance Review

In FY24, Marico Limited posted a consolidated turnover of INR 9,653 Crores (USD 1.2 billion), with underlying domestic volume growth at 2% and constant currency growth in the international business at 9%. Operating profit stood at INR 2,026 Crores, up 12% over the last year, with record high operating margin of 21.0%, up 245 bps from the previous year. Recurring net profit was at INR 1,470 Crores, up 15% over the last year, adjusting for one-offs in the base and current year.

Domestic Business (74% of Consolidated Revenues)

The domestic segment recorded a turnover of INR 7,132 Crores, down 3% YoY, mainly impacted by pricing corrections in key portfolios. Underlying volume growth was 2%, owing to slower than anticipated uptick in consumption, especially in rural, and persistent sluggishness in General Trade. The operating margin of the India business stood at 22.4% in FY24 vs 19.8% in the previous year. The improved profitability was a result of moderation in the prices of key commodities such as copra and vegetable oils as well as a favourable portfolio mix.

Coconut Oil (~38% of Domestic Business)

Parachute Rigids (packs in blue bottles) delivered 1% volume growth in FY24. While the last phase of trade scheme rationalization implemented to correct the historical Q1 revenue skew led to a slow start, the subsequent inching up of copra prices led to gradual pickup in loose to branded conversions. The brand gained ~53 bps in volume market share on MAT basis. We expect to maintain an improving trajectory in volumes during the year ahead as copra prices trend up favourably. The non-focused Coconut Oil portfolio had a flattish year in the given operating environment. Overall, the volume market share of the Coconut Oil franchise (including Nihar Naturals and Oil of Malabar) was at 63% (Mar 2024 MAT).

Parachute Coconut Oil continues to be the dominant market leader in the branded coconut oil market, while approximately 30% of the coconut oil market is still unbranded, which presents an attractive opportunity to capture a significant share of the transitioning market and sustain or improve its growth trajectory. Proactive pricing strategies will be employed, particularly in core markets, to monitor the balance between premium and loose oil offerings. Efforts to bolster Parachute's brand presence will continue, emphasizing the natural goodness of pure coconut oil through targeted marketing initiatives, particularly in regions with substantial unbranded market segments. Anticipated rural demand recovery in FY25, combined with a lower rural volume market share for Parachute, presents an opportunity to expand market penetration in rural India over the medium term.

Saffola Edible Oils (~19% of Domestic Business)

Saffola Edible Oils recorded low-single digit volume growth in a year marked by a sharp decline in revenues, due to multiple rounds of pricing corrections in the portfolio in response to dropping vegetable oils prices. As a result, revenue decline was in the low twenties in FY24. While offtakes remained healthy, the reported performance was primarily affected by prolonged sluggishness in trade sentiment during the year. As the pricing base normalizes early next year, we expect the portfolio to resume a steady growth trajectory during the course of FY25.

Saffola has always been more than just a brand—it's a commitment to a healthier lifestyle. With "Saffola Wala Khana," we are on a mission to **#MakeADifference** by promoting a healthier nation through our range of products. We launched a powerful campaign, which was an initiation of range advertising under the master branding of **'Saffola'**, on the importance of taking **'Roz ka Healthy Step!**' which cleverly brings out the short-lived World-Health-Day-enthusiasm, that usually ends up in returning to unhealthy habits and junk food consumption. The emphasis here is built on the fact that healthy eating extends beyond World Health Day—it's a lifelong journey.

Saffola also launched **40 Under 40**, an 8-week-long health movement that aimed at inspiring young Indians to prioritise their health, on the backdrop of a significant rise in lifestyle diseases. With an objective to eat better and live healthier, the 360-degree campaign spread awareness about celebrating success in health, as one would with the 40 under 40 milestone in career. Roping in 40 young achievers from varied fields, under 40 years of age, Saffola guided them across their journey of health by adopting **'Roz Ka Healthy Step'** after taking the Saffola Lifestyle Score. The campaign culminated on World Heart Day with over 25,000 individuals taking the Saffola Lifestyle Score. It led to improvement in key imagery statements leading the brand's journey from **'Heart Anxious consumers' to 'Health Includers'.**

Foods (~10% of Domestic Business)

Foods delivered a robust 23% growth in FY24 in value terms led by double digit growth in organic core franchises and increasing traction across newer launches during the year. We continued to focus on scaling up Foods as we aggressively invested behind market development, strengthening the cost structure, and refining supply chain and GTM strategies.

Saffola Oats emerged as India's #No.1 oats brand as per the data reported by Kantar Household Panel data for the Oats Category during FY24. During the year, offtakes of Saffola Oats grew in double digits, as the brand continued to gain value market share. Saffola Masala Oats also registered healthy penetration-led growth.

Understanding the unique taste preferences of Indian consumers and the love for savoury localised flavours, Saffola was one of the first to introduce savoury oats. We continued to reinforce thematic campaigns ""Mazedaar Khao Jee Bhar Ke" as its key proposition. The thematic highlights the constant struggle that taste-loving Indians who are on healthy diets face and the need a 'healthier-for-you', yet a flavoursome offering. In addition, regional media continued its efforts to accelerate growth across key markets. Going forward, the brand aims to enhance adoption and penetration by intensifying media investments to boost relevance and salience in key markets. Additionally, it will prioritize enhancing visibility in top stores across both General Trade (GT) and Modern Trade (MT), while also focusing on increasing on-platform adoption in E-commerce channels.

Saffola Soya Chunks, our plant-based protein offering, continued its growth momentum and is well poised to be a INR 100+ crore brand in the near-term. The brand witnessed strong traction across key markets with its communication, "India's softest & tastiest soya".

Despite moderation in category growth, **Saffola Honey** garnered 20%+ market share in E-Commerce and nearly double-digit market share in Modern Trade. The brand refreshed with a dual offering strategy and unique narrative built on the source of honey, maintained active salience through media and activation in core markets. Since then, Saffola Honey has consistently gained penetration and delivered robust growth. We will continue the accelerated scale-up by broadening our presence and aim to continue gaining market share in the category.

Newer categories consisting of **Saffola Peanut Butter, Saffola Mayonnaise and Saffola Munchiez** have garnered favourable feedback. Each of the these meaningfully extended the 'better-for-you' portfolio of Saffola - peanut butter with jaggery, low-fat mayonnaise, Ragi Chips with 50% less saturated fat compared to chips fried in palm oil and Roasted Makhanas endeavouring to shift consumers away from fried snacks through the goodness of foxnuts.

We will continue to drive meaningful innovations in Foods and create a differentiation in the categories we operate in to stay relevant with our offerings.

True Elements

True Elements continued to scale up along expected lines in FY24. The brand has not only expanded its existing portfolio but has also remained steadfast in its commitment to innovation, venturing into new categories such as snacking, dry fruit mixes, and millet-based products, while continuously enhancing its current offerings. The brand is poised to further scale its operations across various channels, with emphasis on expanding its footprint in the Offline Trade and leveraging the potential of Quick Commerce platforms.

Plix

In July 2023, the Company announced a strategic investment in "Plix", a plant based, digital-first brand in the nutraceuticals and personal care segment. The brand has achieved remarkable growth fueled by its innovative plant-based nutraceutical and beauty products. Renowned for its health-conscious, flavourful effervescents and fruit-infused personal care formulas, Plix has cultivated a loyal consumer base grounded in quality and effectiveness. Offering a diverse range of products, including those for weight management and skin wellness, the brand has established a robust digital community targeting Gen-Z and Millennials.

Value-Added Hair Oils (~22% of Domestic Business)

Value Added Hair Oils declined marginally in value terms amidst persistent sluggishness at the bottom of the pyramid segment. Within the category, mid and premium segments continued to fare better than the mass segment, which was reflective of the weak consumption sentiment in rural. The franchise consolidated its leadership position at 27% value market share on MAT basis. We expect the franchise to exhibit a gradual pickup during the course of next year, given the greater emphasis on portfolio premiumization, led by product innovation and newer offerings and anticipated pickup in rural consumption.

In the given context, **Nihar Shanti Amla** had a sluggish year. However, we expect the brand to chart a gradual recovery on the back of focused interventions. We will continue to invest towards rural micromarketing to build incremental media reach in deep rural, media-dark geographies to improve brand awareness and enable penetration gain through upgrades. The brand also launched a new thematic film reinforcing its purpose of 'Baal Badhenge, Bachche Padhenge' with new celebrity endorser, Alia Bhatt. The film gained significant traction across key regions.

Parachute Advansed Jasmine was resilient and continued to gain market share during the year. The brand continued to focus on key strategic levers of maximizing spontaneous awareness through airing of new thematic communication on TV & Digital platforms. Going forward, the brand will continue its investments in building proposition through continuous media salience in core markets.

Hair & Care, with its revised proposition of 'damage repair', continues to drive penetration of the brand. The brand strengthened its association with damage repair by leveraging festive occasions-led relevance such as 'Holi Hair damage repair'. The brand will continue to accelerate trial packs reach via retail and wholesale to grow in its core states.

Parachute Advansed Aloe Vera continued to witness penetration gains in key markets.The brand also launched its new thematic communication, #KheloinBaalonSe, in key markets. With significant play in E-com and MT channels, the brand will continue to invest in these channels to drive growth.

Parachute Advansed Ayurvedic Hair Oil maintained its strong presence in the anti-hair fall segment in the South. We expect the brand to continue gaining salience in target markets.

Over the medium term, we aim to grow the Value-Added Hair Oils franchise by adopting a three-pronged strategy:

- Aggressively engage at the bottom of the pyramid by leveraging the growing consumer inclination towards value-consciousness in their purchasing behaviour and strong preference for trusted brands.
- Drive growth in the mid-segment through pricing decisions and brand renovation.
- Aim to expand market share in the premium segment, where we are relatively under-represented, by focusing on brand building and innovations offering higher order sensorial and functional values.

Premium Personal Care and Digital First Portfolio (~10% of Domestic Business)

Premium Personal Care grew handsomely in the twenties during the year.

In the Male grooming category consisting of Set wet gel, creams, waxes and sprays, we are pivoting the overall brand strategy to digital only with more investments in content to help revive the preference scores for Set Wet, while reaching out to the audience in their passion genres.

Livon Serums went on-air with its new proposition of **'Stylist in a Bottle**', where the brand promises to make salon-like styling easy. The advertisement has been digitally launched to strengthen its positioning and build relevance among its consumers.

Beardo

Beardo sustained its impressive growth trajectory, transitioning from its 2015 inception as a beard-centric brand to a comprehensive male grooming powerhouse. Today, more than two-thirds of its revenue is generated from non-beard grooming products, reflecting its evolution into a full-stack grooming brand. The brand had a remarkable year with 70%+ growth and turned EBITDA positive. We aim to move the brand towards double-digit EBITDA margin in FY25.

Beardo's brand essence lies in celebrating masculinity, with the beard symbolizing its core identity through the ages. This archetype-driven approach sets Beardo apart from its competitors in the male grooming landscape. The brand's commitment to innovation is evident in its recent product launches, including the Hair Styling Spray, Hair Growth Vitalizer, Rosemary Essential Oil, and Hair Removal Spray. Furthermore, Beardo has launched impactful marketing campaigns featuring notable personalities such as Aditya Roy Kapoor and Bobby Deol, amplifying its reach and engagement. Additionally, the brand has expanded its offline presence to encompass 5,000 salons with its exclusive Beardo Studio Professional range, trusted and endorsed by stylists nationwide.

Just Herbs

Just Herbs blends traditional Ayurvedic practices with modern knowledge to provide comprehensive beauty solutions that are safe, honest and effective. The brand crossed INR 1 bn in ARR in FY24, coupled with expansion in its wide-ranging portfolio through the launch of a range of natural make-up and pure fragrances. The brand has garnered significant social media reach through impactful marketing campaigns, including partnerships with celebrities like Athiya Shetty. The brand is poised to expand into luxury makeup, enhance skincare and haircare with herb-based ingredients, and explore new channels like organized trade and exports, while maintaining its online presence and partnerships with beauty retailers.

PureSense combines 100% real fruit extracts and proven actives in effective formulas to protect and nourish the skin while delighting the senses. The brand offers skincare, mood-lifting fragrances and bath products, aiming to promote inner and outer glow.

Coco Soul has created 100% ayurvedic and vegan products, using natural ingredients and traditional Ayurvedic principles in a way that is relevant to 21st-century skincare, hair care, and health concerns, leaving them less prone to the detrimental effects of the environment.

With a focus on building equity through influencer marketing and educational content, both Coco Soul and Pure Sense will aim to grow their relevance in the hair and skin care market and increase their share of voice.

Sales and Distribution in India

The Sales & Distribution network witnessed significant developments in FY24, building upon the Sales 3.0 framework initiated in the previous fiscal year. This framework enables us to continue winning in the marketplace by strengthening our micro market focus and execution, bringing enhanced agility with on-ground decision-making and leveraging technology and analytics. One of the key thrust areas this year was driving efficiency and productivity through initiatives like the sales control tower and Every Day Great Execution (EDGE) programme. The focus remained on enhancing retail presence, expanding direct distribution, and improving range selling in rural areas.

Marico's network expanded to reach nearly 5.8 million outlets through the strong distributor and stockist network, covering over 60,000 villages and almost all towns with a population over 5,000.

Despite rural markets facing headwinds, General Trade has shown sequential recovery across quarters and Organized Trade witnessed double-digit volume growth.

General Trade: Current GTM initiatives are centred around driving stability and efficiency around People, Infrastructure and Execution. With the objective to turnaround GT, we rolled out **PROJECT SETU** to create a fit for purpose and fit for future GTM Model that drives profitable growth and competitive advantage with prudent resource allocation. **Project SETU** lays a phased 3-year roadmap to improve our direct reach from **~1 million outlets currently to 1.5 million outlets** in FY27. This will be backed with substantial investments behind coverage and infrastructure enhancement and demand generation initiatives. These investments will be funded through re-allocation of resources viz. by optimizing promotional spends and indirect distribution costs in wholesale channel, reduction in organized trade promotional spends and savings from process inefficiencies and wastages. Therefore, Project SETU will be cost neutral.

Through Project SETU we will be taking initiatives towards:

Direct Coverage Expansion:

This expansion is planned across both urban and rural areas, with a particular emphasis on increasing the rural footprint.

Enhancing Assortment in Stores:

Initiatives towards driving in-store assortment improvements are leading to significant increase in distribution for key brands. We would also focus on enhancing the availability of mid and large packs to accelerate upgrades.

Optimizing Infrastructure Investments:

We will optimize infrastructure investments by improving the distribution model, increasing the footprint and enhancing the sales organization structure. This includes a transition to Cloud DMS for enhanced operational efficiency and data security.

Distributor ROI Enhancement:

Another key focus area is enhancing the return on investment for distributors. This involves improving sales capabilities through tech platforms and classroom sessions, optimising investments as well as integrating technology into operations for real-time collaboration and monitoring of in-market KPIs.

Project Saral aimed to improve transparency in commercial transactions with channel partners and will be scaled up with new features based on feedback. A 3-year Sales IT Roadmap was also introduced to transform IT systems, making them best-in-class and future-ready, including the deployment of AI/ML technology to boost productivity and assortment in stores.

Modern Trade remained a growth driver, with strong partnerships, channel-focused pack strategies, and superior in-store merchandising. Back-end technology interventions like AI-driven order processing and control tower improved fill rates, on-shelf availability (OSA), and reduced out-of-stock (OOS) events.

E-commerce grew in double digits, driven by portfolio interventions in personal care and strategic bets in foods. The focus is on diversifying the premium portfolio through new launches and engaging with fast-growing channels like quick commerce. E-commerce also drove premiumization in value-added hair oils through online-only launches. Collaboration with e-commerce platforms on supply chain efficiencies continued to deliver consumer delight.

International Business (26% of Consolidated Revenues)

The International business posted a turnover of ₹ 2,521 Crores, a growth of 4% over the last year. The business reported constant currency growth of 9%, thereby exhibiting resounding resilience amidst currency depreciation and macro-economic headwinds in certain markets. The operating margin of the International business was at 26.8% in FY24 vs. 23.7% in the previous year. The improved profitability was a result of benign input costs and scale benefits arising from the accelerated scale up in MENA and South African businesses.

Bangladesh (44% of International Business)

The Bangladesh business posted constant currency growth of 3% in FY24 in a challenging business environment during the year. We continue to focus on strengthening core portfolio in Bangladesh, while also scaling newer categories, namely Hair Care, Baby Care and Shampoos. With sustained investments guided towards expanding and developing newer categories, the business has progressively reduced its dependence on Coconut Oil portfolio to ~60%. The non-Coconut oil portfolio in Bangladesh grew 7% in constant currency terms in FY24. The Company will continue to leverage its strong distribution network and learnings from the Indian market to further scale up future engines of growth in Bangladesh and strengthen its brand presence across the categories.

South-East Asia (25% of International Business)

The South-east Asia (SEA) business delivered 4% constant currency growth in FY24, amidst the economic slow-down in Vietnam which subdued the HPC category. The ethnic Foods business remained steady during the year while the recently launched Female personal care brand 'Lashe' gained traction. Our acquired female personal care brands, 'Purité de Prôvence' and 'Ôliv', help us offer a range of premium and differentiated hair care and skin care products. The addition of these brands presents an opportunity to significantly expand our play in female beauty and personal care category and therefore increase the total addressable market in Vietnam.

Middle East and North Africa (MENA) (15% of International Business)

The MENA business posted 25% constant currency growth in FY2023-24, led by strong performance in the core portfolios in the Middle East and Fiancee portfolio in Egypt. The Middle East and Egypt businesses grew 15% and 55% respectively in constant currency terms.

During the year, we launched a range of hair oils under the aegis of the brand 'Herbsindia', with natural ingredients and 7 herbal seeds in a unique nourish tube for maintaining thick & luscious hair. With no added silicones, parabens & sulphates, this oil comes with a superior Indian concoction to make your hair thicker & shinier.

South Africa (8% of International Business)

The South Africa business grew 26% in constant currency terms in FY24, despite challenging macros. Growth was driven by robust performance across the skin care, health care and hair care portfolios.

New Country Development & Exports (8% of International Business)

The New Country Development & Exports business posted 24% in FY24. The Company remains positive on the future prospects of this business, as it incubates new geographies to expand its franchise.

Overview of Consolidated Results of Operations

Total Income

Our total income consists of the following:

1. Revenue from operations comprises sales from 'Consumer Products', including coconut oil, premium refined edible oils, value-added hair oils, anti-lice treatments, fabric care, functional and other processed foods, hair creams and gels, hair serums, shampoos, shower gels, hair relaxers and straighteners, deodorants and other similar consumer products, by-products, scrap sales and certain other operating income.
2. Other income primarily includes profits on sale of investments, dividends, interest, GST budgetary support and miscellaneous income.

   The following table states the details of income from sales and services for FY23 and FY24:

Particulars (INR crore)	FY23	FY24
Revenue from operations	9,764	9,653
Other income	144	142
Total Income	**9,908**	**9,795**

Expenses

The following table sets the key profit and loss account line items for FY23 and FY24:

Consolidated P&L (INR crore)	FY23	% of Revenue	FY24	% of Revenue
Revenue from operations	**9,764**		**9,653**	
Cost of materials	5,351	54.8%	4,748	49.2%
Employee Cost	653	6.7%	743	7.7%
Advertisement and Sales Promotion	842	8.6%	952	9.9%
Other Expenditure	1,108	11.3%	1184	12.3%
EBITDA	**1,810**	**18.5%**	**2,026**	**21.0%**
Depreciation and Amortization	155	1.6%	158	1.6%
Finance Charges	56	0.6%	73	0.8%
Profit before tax	1,743	17.9%	1,937	20.1%
Tax	421	4.3%	435	4.5%
Reported Profit after tax and MI	**1,302**	**13.3%**	**1,481**	**15.3%**
Recurring profit after tax and MI*	**1,280**	**13.1%**	**1,470**	**15.2%**

*For FY23, Recurring profit after tax (after minority interest) excludes the one-time gain on the sale of land in one of the overseas markets. For FY24, Recurring profit after tax (after minority interest) excludes the one-time gain (amounting to ~INR 14 cr. pre-tax) from the sale of fixed assets, classified under 'Other Income'.

Cost of Materials

Cost of materials comprises consumption of raw material, packing material and semi-finished goods, purchase of finished goods for re-sale and increase or decrease in the stocks of finished and work-in-progress goods and by-products. In FY24, price of domestic copra was up by 3%, rice bran oil decreased by 28%, LLP was down 1% and HDPE was down 12%.

Direct Tax

The effective tax rate (ETR) was 22.5% in FY2023-24.

Capital Utilisation

Given below is a snapshot of various capital efficiency ratios for Marico:

Particulars	FY24	FY23
Return on Capital Employed (%)	44.7	44.0
Return on Net Worth (%)	38.8	36.4
Debt Equity Ratio (x)	0.11	0.11
Current Ratio (x)	1.64	1.57
Interest Coverage Ratio (x)	25.6	29.6
Working Capital Ratios (Group)		
Debtor Turnover (Days)	40	31
Inventory Turnover (Days)	49	49
Net Working Capital (Days)	28	21

The Company has maintained healthy working capital and return ratios through the year.

Return on Net Worth (RONW) improved to 38.8%, owing to healthy growth in operating profit on the back of robust margin expansion in the year.

Interest Coverage Ratio has declined to 25.6x in FY24 as against 29.6x in the previous year primarily on account of higher finance cost following the rise in interest rates.

Debtor Turnover (days) has increased from 31 days to 40 days due to increasing salience of Modern Trade and E-commerce channels in the domestic business and extension of credit terms for select General Trade channel partners.

Shareholder Value

Your Company's wealth distribution philosophy aims at sharing its prosperity with its shareholders, through a formal earmarking/disbursement of profits to its shareholders, while retaining sufficient profits in the business for various purposes. The dividend pay-out ratio in FY24 was 83% of the recurring consolidated net profit after tax as compared to 45% on a similar basis in the previous year. Your Company is committed to maintaining a strong dividend pay-out, in accordance with its Dividend Distribution Policy.

Outlook

FY24 has been a mixed year with sectoral volume growth consolidating on a low base, while commodity and consumer pricing trended lower. While premium and discretionary segments within FMCG continued to witness positive traction, demand trends in mass consumption categories belied expectations of a visible pickup owing to the slower-than-anticipated recovery in rural and urban sentiment, subdued General Trade and resurgence of regional and unorganized competition.

Amidst the backdrop of improving macro-indicators and forecast of a normal monsoon, we expect **a gradual uptick in the growth of our core categories** through the ongoing initiatives to enhance the profitability of our General Trade (GT) channel partners and transformative expansion in our direct reach footprint with the roll out of **Project SETU**. We continue to draw confidence from **healthy offtakes and market share gains in our key portfolios**. We will continue our focus on driving **differential growth in our urban-centric and premium portfolios** through the organised retail and E-Commerce channels. Therefore, we expect to deliver consistent and competitive growth over the medium term through a much sharper and targeted portfolio and SKU strategy in each channel.

Sustained investment towards driving accelerated growth in new businesses has led to a significant shift in the revenue construct of the domestic business since FY20. We will continue to **aggressively diversify the portfolio through the scale up of Foods and Premium Personal Care portfolios,** while improving profitability parameters in line with our medium-term strategic priorities. After successful initiatives towards refinements in supply chain and GTM during FY24, **we aim to grow Foods at 20%+ CAGR and scale to 2x of its current scale in FY27**. The scale up of the Digital-first portfolio has met our stated aspirations and we expect the Annualised Run Rate of this portfolio to scale to **2x of its current run rate in FY27. Consequently, we expect the domestic revenue share of the Foods and Premium Personal Care portfolios to expand from ~20% currently to ~25% by FY27.**

We will also focus on driving consistent improvements in profitability as constituent franchises of the Foods and Digital-First portfolios attain critical mass. Focused initiatives in this direction have led to a robust **GM expansion of ~800 bps in the Foods portfolio in FY24 alone.** We have also achieved **positive EBITDA in Beardo in FY24** through premiumisation and scale benefits and **aim to move towards double-digit EBITDA margin next year.** We will aim to replicate the Beardo playbook as we scale the Digital-first franchises and **achieve double-digit EBITDA margin in the portfolio in FY27.**

The International business has been resoundingly resilient in FY24 in the face of transient macroeconomic and currency devaluation headwinds in select regions. In addition to Bangladesh bouncing back, the strong growth momentum in the MENA and South Africa businesses has visibly strengthened the broad-based construct and offers margin upside over the medium term. This has resulted into visible geographical diversification in the overall international business, reflecting in the reducing revenue dependence on Bangladesh business from ~51% in FY22 to ~44% in FY24. We will continue to invest aggressively towards diversifying the portfolio, expanding the total addressable market and driving market share gains in each of the markets. We will aim to **maintain the double-digit constant currency growth momentum in FY25 and beyond.**

We will also **continue to scout for inorganic growth opportunities** that offer meaningful potential to consolidate our competitive position in existing categories, expand the total addressable market in existing geographies or access markets of interest, thereby adding visible levers to drive long term value creation.

While erstwhile pricing interventions in the domestic portfolio and currency devaluation headwinds in certain overseas markets have muted realizations this year, **consolidated revenue growth has moved into positive territory in Q4 and is expected to trend upwards during the course of FY25.** We expect **domestic revenue growth to outpace volume growth from Q1FY25,** in light of the upward bias in prices of some of the key commodities.

We have delivered our highest-ever operating margin in FY24 led by robust gross margin expansion, even while investments towards brand-building (A&P to Sales at ~10% in FY24) remained a key thrust area, in line with the strategic intent to strengthen the long-term equity of the core and drive differential growth in the new franchises. We will continue to drive steady progress towards our key strategic objectives in the domestic as well as the International businesses and aim to deliver **healthy revenue-led earnings growth in FY25.**

In the medium term, we aim to deliver **double-digit revenue growth** through consistent **outperformance vis-à-vis the category and market share gains in the domestic core portfolios, accelerated growth in the Foods and Premium Personal Care** and **double-digit constant currency growth in the International business.** We expect **operating margin to inch up over the next few years** with leverage benefits as well as premiumisation of the portfolios across both the India and International businesses.

Human Resources

We empower our employees to unleash their full potential, fostering collaboration and inclusive growth, guided by the distinctive **'Marico Way'**—a fusion of purpose, ethos, and values. Our commitment to cultivating a people-first culture, championing inclusion and diversity, streamlining digital processes and future-proofing our organization remains unwavering. Throughout the past year, we have diligently pursued initiatives outlined in the chapter titled **'Members'**, fostering a culture where talent thrives and contributes to our growth journey.

Information Technology & Digital

Our strategic investments in digital and analytics have fortified our operational framework, driven efficiencies and enhanced the overall customer experience. We have been tapping the potential of social media platforms, e-commerce channels and targeted digital marketing strategies to enhance customer engagement and foster brand loyalty across our diverse portfolio. By harnessing the power of analytics, we garner valuable consumer insights that fuel product innovation and elevate consumer satisfaction. Further details of the latest initiatives have been provided in the chapter titled **Consumers**.

Risk Management

Risk management is an essential practice for organizations to identify, assess and mitigate potential risks that can impact the operations, objectives of a firm. We have a comprehensive risk management framework where we have integrated the risk management, both through external environment and internal processes, with our strategy formulation and decision-making process. Details of the risks envisaged along with our strategic response to the same is presented in the chapter titled **'Risk Management'.**

Internal Control Systems and their Adequacy

We have a well-established and comprehensive internal control structure across the value chain to ensure that:

- Our assets are safeguarded and protected against loss from unauthorized use or disposition,
- Transactions are authorized, recorded and reported correctly and operations are conducted in an efficient and cost-effective manner.

The key constituents of the internal control system are:

- Establishment and periodic review of business plans
- Identification of key risks and opportunities and regular reviews by top management and the Board of Directors
- Policies on operational and strategic risk management
- Clear and well-defined organization structure and limits of financial authority
- Continuous identification of areas requiring strengthening of internal controls
- Standard Operating procedures to ensure effectiveness of business processes
- Systems of monitoring compliance with statutory regulations
- Well-defined principles and procedures for evaluation of new business proposals/capital expenditure
- Robust management information system
- Comprehensive Information Security Policies and guidelines
- Comprehensive internal audit and review system
- Well-defined Internal Financials Controls framework
- An effective whistle-blowing mechanism
- Training/awareness sessions on policies and code of conduct compliance
- Robust Crisis Management Framework

Enterprise Risk Management Framework

The internal control system is regularly tested and reviewed by Independent Internal Auditor. The independent internal auditor is appointed by the Audit Committee of the Board. All possible measures are taken by the Audit Committee to ensure the objectivity and independence of the Internal Auditor, including quarterly one on one discussions. The company also has a management audit team which carries out internal control reviews and follow-up audits. The team is also responsible for monitoring implementation of action points arising out of internal audits. There is robust process to drive adjacencies arising from audit to ensure proactive control across Marico group. The internal auditors and management audit team, as part of their audit process, carry out a systems and process audit to ensure that the ERP and other IT systems used for transaction processing have adequate internal controls embedded to ensure preventive and detective controls. The audit process includes validation of transactions on sample basis to check if the operations of the company are conducted in compliance to internal policies and ethical standards defined by the company. The audit report is reviewed by the management for corrective actions and the same is also presented to and reviewed by the Audit Committee of the Board. Internal audits and management reviews are undertaken on a continuous basis, covering various areas across the value chain like procurement, manufacturing, information technology, supply chain, sales, marketing, compliance, and finance with the intent to cover all material business processes and locations under internal audit at least once in every 3-4 years. The internal audit programme is reviewed by the Audit Committee at the beginning of the year to ensure that the coverage of the areas is adequate. Reports of the internal auditors are regularly reviewed by the management and corrective action is initiated to strengthen the controls and enhance the effectiveness of the existing systems. Summaries of the reports and actions taken on audit findings are presented to the Audit Committee of the Board. We have also deployed audit analytics in the domains of sales, procurement, manufacturing, supply chain and employee spends. It helps in continuous control monitoring of control effectiveness and areas where actions are required. The Internal Controls team reviews output of this tool and derives corrective action on timely basis. In order to strengthen control environment, audit analytics will be deployed in other functions of Marico's India operations as well as key international geographies. Deloitte Touche Tohmatsu India, LLP has carried out our internal audit in the year under review. The work of internal auditors is coordinated by an internal team at our end. This combination of our internal team and expertise of a professional firm ensure independence as well as effective value addition and protection.

Internal Financial Controls (IFC)

As per section 134(5)(e) of Companies Act 2013, IFC means the policies and procedures adopted by company for ensuring:

- Accuracy and completeness of accounting records
- Orderly and efficient conduct of business, including adherence to policies
- Safeguarding of its assets
- Prevention and detection of frauds

We have implemented a robust internal financial controls framework within the company. The Internal Financial Controls have been documented and embedded in the business processes.

Design and operating effectiveness of controls are tested by the management annually and later audited by statutory auditors. Statutory auditors have issued an unqualified report after checking the effectiveness of these controls.

The management believes that strengthening IFC is a continuous process and therefore it will continue its efforts to make the controls smarter with focus on preventive and automated controls as opposed to mitigating manual controls. The company has robust ERP and other supplementary IT systems which are integral part of internal control framework. The company continues to constantly leverage technology in enhancing the internal controls. On a voluntary basis, our material subsidiary, Marico Bangladesh Limited ("MBL") has also adopted this framework. Over time, we will extend this framework to our other overseas subsidiaries.

Independent Assurance Statement

To,
The Board of Directors
Marico Limited
Grande Palladium, 7th floor, CST Road
Santacruz East, Mumbai, 400098

Independent Assurance Statement to Marico Limited on select sustainability disclosures in the Business Responsibility and Sustainability Report for the financial year 2023-24.

Introduction and objective of engagement

Marico Limited (the 'Company') has developed its ***Business Responsibility and Sustainability Report (BRSR)*** (the 'Report') including the BRSR Core indicators based on the BRSR reporting guidelines prescribed by SEBI for listed entities. The reporting criteria have been derived from the Principles of National Guidelines on Responsible Business Conduct (NGRBC), 2018, and Greenhouse Gas (GHG) Protocol - A Corporate Accounting and Reporting Standard.

BDO India LLP was engaged by the Company to provide independent assurance on BRSR Core indicators of the Report that includes the Company's performance for the period 1st April 2023 through 31st March 2024.

The Company's responsibilities

The report content and its presentation are the sole responsibilities of the management of the Company. The Company management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement.

BDO's responsibilities

BDO's responsibility, as agreed with the management of the Company, is to provide reasonable assurance on the BRSR Core indicators as described in the 'Scope & boundary of assurance' section below. We do not accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance standard

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and ISAE 3410, "Assurance Engagements on Greenhouse Gas Statement" issued by the International Auditing and Standards Board. We applied the criteria of 'Reasonable' assurance.

Scope & boundary of assurance

We have assured the BRSR Core indicators in the Report, pertaining to the Company's non-financial performance for the period 1st April 2023 through 31st March 2024. We understand that the financial information in the BRSR Core are derived from the Company's audited financial records. The reporting scope and boundary cover the Company's operations.

Assurance methodology

Our assurance process entails conducting procedures to gather evidence regarding the reliability of the disclosures covered in the assurance scope. Verification of BRSR Core performance data, was conducted at the following sites, on a sample basis:

On-site review	On-line review
• Corporate Office, Mumbai, Maharashtra	• Pondicherry
• Perundurai, Tamil Nadu	• Sanand, Gujarat
• Jalgaon, Maharashtra	

Our professional judgement as Assurance Provider was used for selection of Company's locations/facilities and non-financial information for the verifications.

We conducted a review and verification of data collection, collation, and calculation methodologies, and a general review of the logic of inclusion/ omission of relevant information/ data in the Report. Our review process included:

- Evaluate and assess the appropriateness of the quantification methods used to arrive at the non-financial sustainability information of the BRSR Core indicators in the Report;
- Review of consistency of data/information within the Report as well as between the Report and source;
- Engagement through discussions with personnel at both corporate and business unit levels who are accountable for the data and information presented in the Report;
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation;
- Review of data collection and management procedures, and related internal controls.

Limitations and exclusions

There are inherent limitations in an assurance engagement, including, for example, the use of judgment and selective testing of data. Accordingly, there are possibilities that material misstatements in the sustainability information of the BRSR Core indicators in the Report may remain undetected.

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2023 to 31st March 2024);
- Review of the 'economic and/or financial performance indicators' included in the Report or on which reporting is based; we have been informed by the Company that these are derived from the Company's audited financial records;
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim, or future intention.

Our observations

The BRSR Core disclosures of the Company as defined under the scope of assurance are fairly reliable and in line with the SEBI guidelines. We have provided our observations to the Company in a separate Management Letter, which does not, however, affect our conclusions regarding the Report.

Our conclusion

We have reviewed the BRSR Core indicators in the "Report" for the reporting period from 1st April 2023 through 31st March 2024. Based on the scope of our review, we conclude that the disclosures as mentioned in 'Scope and boundary of assurance' reasonably fulfil the criteria of relevance, completeness, reliability, neutrality, and understandability.

Our assurance team and independence

BDO India LLP is a professional services firm providing services in Advisory, Assurance, Tax, and Business Advisory Services, to both domestic and international organizations across industry sectors. Our non-financial assurance practitioners for this engagement are drawn from a dedicated Sustainability and ESG Team in the organization. This team is comprised of multidisciplinary professionals, with expertise across the domains of sustainability, global sustainability reporting standards and principles, and related assurance standards. This team has extensive experience in conducting independent assurance of sustainability data, systems, and processes across sectors and geographies. As an assurance provider, BDO India LLP is required to comply with the independence requirements set out in the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. Our independence policies and procedures ensure compliance with the Code.

For BDO India LLP

Indra Guha
Partner | Sustainability & ESG
Business Advisory Services

Gurugram, Haryana
27 June 2024

Environmental, Social and Governance (ESG) and Business Responsibility and Sustainability Report (BRSR)

At Marico, sustainability is regarded as a business enabler that influences key strategic decisions. Having ingrained sustainability into its culture, Marico has spurred towards a carbon neutral future. This transformation is driven by robust sustainability governance structure, ethical business conduct, ESG risk mitigation strategies, ambitious targets towards transitioning to low-carbon sources, lowering GHG emission intensity, achieving water stewardship, incorporating responsible sourcing principles, and mapping product sustainability footprint. Considering the Company's deep focus on Sustainability, ESG is considered a Board-level mandate from a governance standpoint and discussed periodically as part of Board meetings.

As part of our commitment to drive sustainable value creation and stakeholder capitalism, we have continued to drive impactful initiatives and actions under the Sustainability 2.0 Framework launched in FY 22. Covering over 50 KPIs across the environmental, social, and governance pillars - the framework defines Marico's long-term sustainability goals that we aim to achieve by 2030. Marico's Sustainability 2.0 roadmap reaffirms our commitment to becoming a future-ready organization that creates value for all stakeholders, from our employees and business partners to the communities in which we operate. The program aims to reduce its environmental impact, balance profitability with social license to operate, and implement a more transparent, efficient, and effective corporate governance framework. A detailed write-up on Marico's stakeholder engagement process, covering inter alia the constituents of stakeholder ecosystem, engagement objectives and mode of engagement, has been provided as part of the Chapter titled "Stakeholder Engagement" Pg no. 74 of this Integrated Annual Report.

As part of the deployment, Marico has adopted an extensive 8-point commitment to effect change around key focus areas ranging from Net Zero emissions in domestic operations by 2030, Circular Economy, Responsible Sourcing, Inclusivity and Diversity, Human Rights and Ethics, etc.

At Marico, we realize the power of being transparent and accountable as an organization, which in turn, helps in maintaining the trust that stakeholders' have placed in us. Disclosure practices are considered as strong tools to share strategic developments, business performance and the overall value generated for various stakeholder groups over a period of time. Marico has published its sixth Integrated Annual Report underlining the new set of targets and business goals that pave the way for short, medium and long-term value creation of the Company. Keeping up with changes in regulatory requirements and evolving disclosure patterns, Marico is presenting its second Business Responsibility and Sustainability Report ("BRSR"), alongwith the Reasonable Assurance report on the BRSR Core from an independent agency. The BRSR covers the Company's performance against the nine principles of the 'National Guidelines on Responsible Business Conduct' and is in adherence to the SEBI Listing Regulations.

The financial sections of BRSR are presented in line with the requirements of the Act read with the rules made thereunder, the Indian Accounting Standards, the SEBI Listing Regulations and the requisite Secretarial Standards issued by the Institute of Company Secretaries of India. The non-financial section (Sustainability and Corporate Social Responsibility) is presented in conformance to the Global Reporting Initiative (GRI) Standard's Core Performance Indicators, the UN Sustainable Development Goals (SDGs) and other sector relevant international sustainability disclosure guidelines.

Section A : General Disclosures

Section B : Management and Process Disclosures

Section C: Principle-Wise Performance Disclosure

Principle 1

The principle aims to adopt, implement, and make disclosures about company's ethical conduct and transparency in business operations. The principle emphasizes the use of ethical business practices across the value chain of the company and is put into practice using the company governance structure by defining economic, social, and environmental responsibilities.

Principle 2

The principle emphasises that companies should put safety and resource efficiency first when designing and producing their goods. The goods must be produced in such a way that, from the time of their conception until their final disposal, they minimize and mitigate their negative effects on the environment and society while also adding value. This principle pushes organizations to comprehend all material sustainability challenges throughout the life cycle and value chain of their products.

Principle 3

The principle encompasses all practices and policies that promote equity, dignity, and well-being for all workers who are involved in a company's value chain or within its own organization, without discrimination and in a way that respects diversity, as well as the provision of decent work for all of them. A worker's welfare and the welfare of his or her family are both mentioned in the principle.

Principle 4

This principle acknowledges that businesses operate in an ecosystem that includes some stakeholders, such as shareholders and investors, and that their activities have an impact on natural resources, habitats, communities, and the environment. The principle emphasizes that businesses have a responsibility to maximize the positive effects while minimizing and mitigating the negative effects of their products, operations, and practices on their stakeholders.

Principle 5

The principle acknowledges that businesses operate in an ecosystem of stakeholders and that these operations impact the environment, natural resources, ecosystems and communities. It emphasizes that businesses must maximize the positive impact from their operations, behavior and products whilst minimizing and managing the negative effects. These rights are viewed as being inherent, unalienable, interconnected and indivisible.

Principle 6

This principle requires businesses to address and methodically manage problems like pollution, biodiversity conservation, sustainable resource use and climate change. It gives preference to environmental issues that are interconnected at local, regional and global levels. It encourages implementation of environmental procedures and practices to reduce or eliminate the negative impact of business activities, across the value chain. It also persuades companies to act in accordance with the precautionary principle at all times.

Principle 7

This principle acknowledges that business functions are under national and international regulatory and policy frameworks that direct their growth and give distinct limits and bounds. The idea acknowledges that corporations can legitimately interact with governments to have their complaints heard or to have their opinions heard in the formulation of public policy. Additionally, public policy advocacy must advance the common good according to the law.

Principle 8

The principle highlights the national and development agenda in accordance with the goals and priorities of the government, while identifying the country's social and economic development difficulties. This is important in areas where social unrest and low human development are prevalent. This principle encourages commercial, governmental and civil society collaboration. This idea affirms the interdependence of economic success, inclusive growth and equitable development.

Principle 9

According to this principle, a company's main goal is to provide safe products and services to its customers, thereby generating value for both. Acknowledging that consumers have several options for products and services, businesses work hard to offer their customers, products that are secure, reasonably priced, simple to use and safe to discard. Businesses, together with other important stakeholders, play a pivotal role in reducing the negative impacts of excessive consumption of their products on the society's overall well-being.

SECTION A- GENERAL DISCLOSURES

I. Details of the listed entity

I-1	Corporate Identity Number (CIN) of the listed entity	:	L15140MH1988PLC049208
I-2	Name of the listed entity	:	Marico Limited
I-3	Year of incorporation	:	13-10-1988
I-4	Registered office address	:	7th Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai 400098
I-5	Corporate address	:	7th Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai 400098
I-6	E-mail	:	investor@marico.com
I-7	Telephone	:	022 - 66480480
I-8	Website	:	www.marico.com
I-9	Financial year for which reporting is being done	:	01/04/2023 to 31/03/2024
I-10	Name of the Stock Exchange(s) where shares are listed	:	1. BSE Limited (BSE) 2. National Stock Exchange of India Limited (NSE)
I-11	Paid-up Capital:	:	₹ 1,29,41,01,828
I-12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	:	Name: Mr. Amit Bhasin Designation: Chief Legal Officer and General Counsel Email Id: amit.bhasin@marico.com
I-13	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together):	:	The financial information presented in this report pertains to Marico Limited ("Marico" or "Company") on a standalone basis. The non-financial disclosures are limited to Marico's India operations, unless otherwise specified at relevant sections.
I-14	Name of assurance provider	:	BDO India LLP
I-15	Type of assurance obtained	:	Reasonable Assurance for BRSR Core indicators.

II. Products/services

II-16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1	Fast moving consumer goods	Food, skincare, hair care and personal care	100

II-17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total Turnover contributed
1	Edible Oil & Foods	10402 and 10750	70%
2	Personal Care	20236 and 20237	29%

III. Operations

III-18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of Plants	Number of Operations/Offices	Total
National	7	5	12
International	8	24	32

In this document, 'NA' stands for 'Not Applicable'

III-19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	28
International (No. of Countries)	49

b. What is the contribution of exports as a percentage of the total turnover of the entity?

4.6%

c. A brief on types of customers

Marico is one of India's leading consumer products companies in the global beauty and wellness space. It operates in product categories such as Coconut Oil, Refined Edible Oils, Value Added Hair Oils, Leave-in Hair Conditioners, Male Grooming and Packaged Foods, among others. Marico's product portfolio caters to a diverse range of consumer needs and preferences, ranging from hair nourishment and styling to nutrition, immunity, and healthy snacking. Marico has a large distribution network of more than 7,500 distributors covering over 5.6 million retail outlets across urban and rural India as well as strong presence across key Modern Trade chains and E-Commerce platforms. This network helps us reach out to more than 59,000 villages in India and almost every Indian town with population over 5,000. The backbone of the well-connected distribution channel which ensures availability of our products to consumers are the state-of-the-art facilities which includes 6 manufacturing facilities, 25 warehouses and 4 re-distribution centres.

IV. Employees

IV-20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled)

S. No.	Particulars	Total(A)	Male		Female	
			No(B)	%(B/A)	No(C)	%(C/A)
	Employees					
1	Permanent (D)	1772	1450	81.83%	322	18.17%
2	Other than Permanent (E)	10	3	30.00%	7	70.00%
3	Total employees (D + E)	**1782**	**1453**	**81.54%**	**329**	**18.46%**
	Workers					
4	Permanent (F)	62	62	100.00%	0	0.00%
5	Other than Permanent (G)	0	0	0.0%	0	0.0%
6	Total Workers (F + G)	**62**	**62**	**100.00%**	**0**	**0.00%**

b. Differently abled Employees and workers:

S. No.	Particulars	Total(A)	Male		Female	
			No(B)	%(B/A)	No(C)	%(C/A)
	Differently Abled Employees					
1	Permanent (D)	15	6	40.00%	9	60.00%
2	Other than Permanent (E)	0	0	0.0%	0	0.0%
3	Total differently abled employees (D + E)	**15**	**6**	**40.00%**	**9**	**60.00%**
	Differently Abled Workers					
4	Permanent (F)	0	0	0.0%	0	0.0%
5	Other than Permanent (G)	0	0	0.0%	0	0.0%
6	Total Workers (F + G)	**0**	**0**	**0.0%**	**0**	**0.0%**

IV- 21. Participation/Inclusion/Representation of women

Particulars	Total(A)	No. and percentage of Females	
		No(B)	%(B/A)
Board of Directors	12	03	25.00%
Key Management Personnel	03	0	0.00%

IV-22. Turnover rate for permanent employees and workers. (Disclose trends for the past 3 years)

Particulars	Turnover rate in FY 2023-24			Turnover rate in FY 2022-23			Turnover rate in FY 2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	13.92%	15.67%	14.29%	16.29%	15.91%	16.23%	17.27%	15.89%	17.06%
Permanent Workers	4.7%	NA	4.7%	0%	NA	0%	1.5%	NA	1.5%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

V-23. (a) Names of holding / subsidiary / associate companies / joint ventures.

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Marico Bangladesh Limited (MBL)	Subsidiary	90%	No
2	MBL Industries Limited	Subsidiary	100%	No
3	Marico Middle East FZE	Subsidiary	100%	No
4	MEL Consumer Care S.A.E.	Subsidiary	100%	No
5	Egyptian American Investment and Industrial Development Company S.A.E	Subsidiary	100%	No
6	Marico South Africa (Pty) Limited	Subsidiary	100%	No
7	Marico South Africa Consumer Care (Pty) Limited	Subsidiary	100%	No
8	Marico Egypt for Industries S.A.E.	Subsidiary	100%	No
9	Marico for Consumer Care Products S.A.E.	Subsidiary	100%	No
10	Marico Malaysia Sdn.Bhd.	Subsidiary	100%	No
11	Marico South East Asia Corporation	Subsidiary	100%	No
12	Marico Innovation Foundation	Subsidiary	100%	Yes
13	Parachute Kalpavriksha Foundation	Subsidiary	100%	Yes
14	Marico Lanka (Private) Limited	Subsidiary	100%	No
15	Zed Lifestyle Private Limited	Subsidiary	100%	No
16	Apcos Naturals Private Limited	Subsidiary	60%	No
17	Marico Gulf LLC	Subsidiary	100%	No
18	HW Wellness Solutions Private Limited	Subsidiary	53.98%	No
19	Beauty X Joint Stock Company	Subsidiary	100%	No
20	Satiya Nutraceuticals Private Limited (SNPL)	Subsidiary	51.36%	No
21	Juizo Advisory Private Limited (Wholly owned subsidiary of SNPL	Subsidiary	51.36%	No

VI. CSR Details

VI-24. (i). Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - **Yes**

VI-24. (ii). Turnover (in Rs.). – **70,01,69,17,766**

VI-24. (iii). Net worth (in Rs.)- **41,14,11,35,929**

VII. Transparency and Disclosures Compliances

VII-25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2023-24			FY 2022-23		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes https://marico.com/india/contact-us/query-form	0	0	-	0	0	-
Investors (other than shareholders)	Yes https://marico.com/india/investors/investor-relations-grievances	0	0	-	0	0	-
Shareholders	Yes https://marico.com/india/investors/investor-relations-grievances	30	0	-	27	0	-
Employees and workers	Yes https://marico.com/aboutus_coc_pdf/Marico-Code-of-Conduct.pdf	29	7	-	16	4	-
Customers	Yes. https://marico.com/contact-us	148	0	-	66	0	-
Value Chain partners	Yes https://marico.com/india/about-us/code-of-conduct	0	0	-	3	0	-
Other (please specify)	-	-	-	-	-	-	-

VII-26. Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Climate Change	Risk & Opportunity	**Risk:** • Marico relies on agricultural produce for raw material sourcing. Climate change related events such as draught, flooding, change in weather patterns can have adverse impact on agricultural productivity and thus, affect raw material availability. • Marico's manufacturing facilities and associated value chains could be vulnerable to disruptions from climate change-related extreme weather events. Turning Risk into opportunity: Minimisation of environmental footprint from operations; enhanced fuel, energy, and cost savings	• Reduction in direct and indirect GHG emissions through: - Investment in low- carbon technologies Increase in share of renewable and clean energy. - Carbon sequestration through afforestation. - Mapping of physical climate risks across agriculture-value chain	Negative Implications due to climate related impacts on raw material availability and operations Positive implications due to opportunities for innovations for climate resilient agriculture and innovations for low carbon solutions.
2	Agricultural Productivity	Risk & Opportunity	**Risk**: Agriculture is a major source of raw materials for Marico's products, including food, personal care, and household products. Therefore, any disruption in the agricultural sector can potentially lead to supply chain disruptions, higher costs, and ultimately affect the profitability of the company. Turning Risk into opportunity: • Establishing traceability of agro-based raw materials directly from the source of origin • Boosting productivity and livelihood generation for farmers by deploying sustainable agricultural techniques	• Promotion of sustainable agricultural practices for farmers to adapt to environmental risks. • Diversification of supplier portfolio • Enhanced direct engagement with critical suppliers	Negative Implications include potential reductions in agricultural productivity that can result in price volatility for agricultural commodities leading to increased costs for the company. This may result in higher prices for consumers, which can impact demand for their products. Positive implications may include opportunities for sustainable agricultural practices and enhancing supply chain traceability for critical raw materials.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
3	Plastic Waste Management	Risk & Opportunity	**Risk:** Plastic waste management has become a critical issue in recent years due to its adverse impact on the environment. We, at Marico, understand the criticality of taking actions to reduce the plastic waste footprint of the company. However, the process of plastic waste management can incur an increase in the operations costs which include compliance costs (obtaining licenses, permits, and certifications), packaging costs (R&D, product testing, and design changes), plastic waste collection and disposal costs, and supply chain costs (higher costs for sourcing raw materials, transportation, and logistics). To comply with extended producer's responsibility, Marico must ensure collection, recycling, co-processing, and safe disposal of pre- and post-consumer plastic waste. This can lead to increase in cost of operations. Turning Risk into opportunity: • Creation of sustainable packaging portfolio based on circularity principles • Minimisation of products' emissions footprint, thus reducing the overall Scope 3 emission intensity • Active participation in promoting circular economy principles within sectoral and market dynamics	• Dematerialisation in packaging • Use of recycled as well as recyclable plastic materials in packaging. • 100% compliance to Extended Producer Responsibility (EPR) framework to ensure collection, proper recycling/co-processing, and environmentally safe disposal of pre- and postconsumer plastic waste.	Negative implications deal with handling and disposing of plastic waste which can be costly, particularly if the company needs to invest in additional waste management infrastructure or technologies. Positive implications may arise due to opportunities for product innovation and creation of circular business models.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4	Freshwater Availability	Risk & Opportunity	**Risk:** Marico relies on water-intensive raw materials and manufacturing processes which might be located in regions where water scarcity is a major concern. Water shortages can lead to supply chain disruptions, crop failures, and increased production costs for the company, which can ultimately impact the availability and price of goods for consumers. Turning Risk into opportunity: • Rejuvenation of water balance in the ecosystem through replenishment of reserves in areas of water stress • Reduced dependence on freshwater sources by switching to stored rainwater within facilities to meet process-related requirements, and recycling effluents for industrial and domestic consumption	• Source water vulnerability assessment for all operations (using scientific tools and methods) to identify water stress quotients near Marico's manufacturing footprint. Replenishment of equivalent volumes of water as consumed in operations, through various capacity creation measures that benefit local community and agriculture • Installation of water efficient measures, rainwater storage units and technological upgrades across commercial and operational premises • Integrating zero liquid discharge principles	Negative implications include water scarcity which can lead to increased costs for the company due to investments in water-saving technologies or switching to alternative and expensive water sources. This can lead to reduced profitability and increased product prices for consumers. Positive implications may arise due to opportunities for watershed development and freshwater demand management. Marico has created 373 Crore litres of water capacity for communities (cumulatively) equivalent to more than 2.5 times of the water consumption in Marico's operations.
5	Product Safety	Risk & Opportunity	**Risk**: Products that are not safe for consumption or use can pose significant health risks to consumers. This can result in product recalls, regulatory penalties, and reputational damage. Marico need to uphold highest levels of product safety standards in food products as well as personal care products to prevent any potential harms to consumers. Turning Risk into opportunity: • Improvement in environmental and social footprint of products • Establishment of traceability • Ensuring 100% compliance with world-class quality and safety norms	Conducting Product Sustainability Assessments for top product SKUs (by revenue) to measure product quality, ingredient safety, and product environmental footprint across lifecycle, and certify products on internal standards	Negative implication as product recalls from the market can result in significant costs, including the cost of product replacement, disposal, and potential legal fees Positive implications due to opportunities for consumer centric product innovation

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
6	Talent acquisition and retention	Opportunity	• Investing in 'hiring right', 'talent development and engagement' program helps attract and retain top talent. • Socially inclusive and responsible work culture that leads with ethics, ownership, and trust improves employee's productivity.		Positive implications as effective talent acquisition and retention strategies, will improve employee turnover rate, attract new talent, and overall enhance company's human capital
7	Employee Health, Safety & Wellbeing	Risk & Opportunity	**Risk:** Employees can face workplace hazards leading to Injuries and illnesses can result in increased medical costs, lost productivity, and legal liabilities. Additionally, poor employee health and well-being can result in increased absenteeism and turnover rates. Turning Risk into opportunity: • Risk- free operations and improved productivity • Building a safe and sustainable working environment to boost employee motivation	• Focus on reducing risk exposure and enhancement of mitigation practices across facilities though training, monitoring, and implementation of safe practices • Driving employee engagement and wellbeing programmes for better mental health and stress-free life	Negative implication as any workplace health and safety concerns can negative impact employee productivity. Positive implications due to opportunities for enhance employee engagement.
8	Health & Nutrition	Opportunity	Food products as well as personal care products made from healthier ingredients can promote healthy lifestyle for the consumers.		Positive Implications due to healthy and physical wellness related benefits created for consumers of tomorrow.
9	Supply chain disruptions	Risk & Opportunity	**Risk:** Marico relies on a complex network of suppliers, manufacturers, and distributors to produce and deliver their products to customers. Disruptions to any part of the supply chain can result in production delays and inventory shortages. Turning Risk into opportunity: • Adoption of responsible business practices across value chain • Promotion of local, indigenous produce that has a significantly lower environmental footprint	• Promoting local procurement • Implementation of responsible sourcing framework 'Samyut' for critical suppliers - raw material, packaging material suppliers, depots and warehouses, third party manufacturing units • Advocating business ethics and human rights principles through trainings and business communications for all suppliers to help them imbibe human rights principles in their operations	Negative implication as production delays can lead to increased costs and decreased revenue. Supply chain disruption can increase costs if the company is forced to source materials or products from alternative suppliers or manufacturers. Positive implications due to opportunities for enhanced engaged with suppliers and promotion of use of local, indigenous raw materials.

SECTION B- MANAGEMENT AND PROCESS DISCLOSURES

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	Policy nos. A, B, C, D	Policy nos. B, E, F	Policy nos. G, H, I, J	Policy nos. B, K	Policy nos. H, I	Policy nos. G, L	Policy no. B	Policy no. K	Policy nos. E, M
(See the list of policies enlisted here as A-M)	A. Anti-bribery & corruption policy https://sustainability.marico.com/pdfs/Anti \ Bribery-Anti-Corruption-Policy.pdf								
	B. Marico Code of Conduct https://marico.com/aboutus_coc_pdf/Marico-Code-of-Conduct.pdf								
	C. Related Party Transaction Policy https://marico.com/investorspdf/Policy_on_Related_Party_Transactions.pdf								
	D. Determining Materiality of Event or Information Policy https://marico.com/investorspdf/Policy_for_Determination_of_Materiality_of_Events_or_Information_July_28,_2023.pdf								
	E. Product Stewardship Policy https://sustainability.marico.com/pdfs/Product%20Stewardship%20policy.pdf								
	F. Responsible Sourcing Policy https://sustainability.marico.com/pdfs/Responsible%20Sourcing%20Policy.pdf								
	G. Health & Safety Policy https://sustainability.marico.com/pdfs/Occupational%20Health%20&%20Safety%20policy.pdf								
	H. Human Rights Policy https://sustainability.marico.com/pdfs/Human%20rights%20Policy.pdf								
	I. POSH Policy https://sustainability.marico.com/pdfs/Marico-PoSH-Policy.pdf								
	J. Equal Opportunity Policy https://sustainability.marico.com/pdfs/Equal%20opportunity%20policy.pdf								
	K. CSR Policy https://marico.com/investorspdf/Corporate_Social_Responsibility_Policy.pdf								
	L. Environment Policy https://sustainability.marico.com/pdfs/Environment%20Policy.pdf								
	M. Marico IT Policy https://sustainability.marico.com/pdfs/Marico-IT-Policy.pdf								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Disclosure Questions	P1 P2 P3 P4 P5 P6 P7 P8 P9
4. Name of the national and international codes/certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	1. Policies are aligned with International Standards like ISO 14001: Environment Management System, OHSAS 18001/ISO 45001: Occupational Health and Safety Management Systems, SA 8000: Social Accountability, and FSSC 22000/ISO 22000/ HACCP: Food Safety Management System. 2. We have also ensured adherence to applicable laws and international standards like Global reporting initiative (GRI), IIRC, CDP, ILO, UNSDG etc. 3. Administrative and factory building are designed as per "Green building codes of IGBC". 4. Our non-financial data is assured by BDO India LLP based on International Standard on Assurance Engagements 3000 (ISAE 3000).
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Marico declared sustainability focus areas and related targets in FY17 covering climate change, water, responsible sourcing, circular economy, and social commitments. Company has achieved phase 1 targets for all these focus areas in year ended with Mar 31, 2022. Considering the changing environment and expectations from leading corporates, we deliberated the need to review the focus areas and add new challenging and relevant goals. We have launched the Marico ESG 2.0 framework, which serves as a launchpad to the next Decade of Action (2030). The eight focus areas that will top the agenda are – 1. Climate Change: Achieve "Net Zero emissions" in global operations (own manufacturing facilities) and mitigate value chain climate impact in-line with the 1.50 scenario 2. Water Stewardship: Become a 'water steward' organization by creating water availability to community and ensure water neutral operations 3. Circular Economy: Minimize environmental impact of plastics throughout their life cycle through 100% recyclable or reusable plastic and usage of PCR 4. Responsible Sourcing: Promotion & support adoption of responsible practices throughout the supply chain through certification for critical suppliers: 100% for Level-1 and 50% for Level-2 5. Brands with Purpose: Make a difference to our stakeholders by driving 5 purposeful brand programs 6. Inclusion and Diversity: Create an inclusive & diverse culture and work environment 7. Sustainable Agriculture: Boost economic self-sufficiency of farmers by improving the productivity of their farms 8. Corporate Governance: Ensuring Corporate governance by practicing ethical business practices and robust risk mitigation.
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	(see table below)

No.	Goal / Focus area	Achievement
1	Climate change	1. Reduction in GHG emissions intensity: 79.9% (Against FY13 baseline) 2. Renewable energy share: 67.35% 3. Carbon neutral units: 01 4. Green building: 04
2	Water Stewardship	1. Operational water footprint offset through rain-water potential creation: 100%. 2. Rain-water conservation potential created: 373 Cr Litre 3. Rainwater collected and used in operations: 327.690 KL 4. Recycling and usage of effluent in operations: 100%

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	3	Circular economy	1. Recyclable packaging material share: 95.3% 2. Recycled plastic (PCR): 2 Successful projects with 20-50% PCR 3. EPR compliance: 100%						
	4	Responsible sourcing	1. Critical business associates certified for Level 1: 82% 2. Critical business associates certified for Level 2: 26%						
	5	Brands with purpose	1. Parachute brand is committed to driving sustainable agriculture and helping farmers with scientific farming practices to improve productivity. 2. Nihar is committed for helping under privileged children in education and has benefitted 15+ Lac children and 3.75 Lac+ teachers till date						
	6	Inclusion and diversity	1. Diversity: 28.9% 2. Inclusion index: 82						
	7	Sustainable agriculture	1. No. of farmers enrolled: 1.01 Lac						
	8	Corporate governance	1. Code of conduct certification (employees): 100% 2. Critical vendors awareness creation about "Code of business ethics": 100%						

Governance, leadership and oversight

7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	Please refer to MD's statement (Pg no. 30) in the Integrated Annual Report
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Managing Director & CEO is responsible for ensuring the business responsibility/ sustainability activities of the Company. The Sustainability Committee is chaired by the Chief Legal Officer & Group General Counsel and comprises three more senior officials, who assist the MD & CEO in driving the sustainability agenda.
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. Marico has a "Sustainability Committee" overseen by Board and led by the Managing Director & CEO. The Committee is responsible for strategy and decision making on sustainability related issues. Details of the composition of Sustainability Committee have been provided as part of the Corporate Governance Report. Further, the Board of Directors periodically discusses ESG/Sustainability matters as part of its meetings.

10. Details of Review of NGRBCs by the Company: Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	All NGRBC related policies are reviewed by the Committee of the Board and the Director respectively, with Principles 1,3,4,5 & 8 reviewed by the Committee of the Board and Principles 2,6,7 & 9 are reviewed by the Director.									Half yearly								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances is done by the Committee of the Board for Principles 1,3,4,5 & 8 by Director for Principles 2,6,7 & 9.									Half yearly								

		P1	P2	P3	P4	P5	P6	P7	P8	P9
11	Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	Yes, Marico has conducted independent assessments and evaluation of the working of its policies. Some of the specific principle-wise assessments are listed below: • BRSR Core Reasonable Assurance was conducted by BDO India LLP • P1: Auditing partners for Governance and risk management related aspects – Deloitte • P5: ISO 45001 standard certification on Occupational Health and Safety conducted by Intertek • P6: ISO 14001 standard certification on Environmental management systems conducted by Intertek and Limited Assurance on Scope 3 GHG emissions conducted by BDO India LLP • P8: CSR programs (Education, Water Stewardship, Sustainable Agriculture & Livelihood Improvement) by Research Triangle Institute (RTI) India. • P9: Complaint Handling Process conducted by DNV GL for the ISO 10002:2018 Standard. • ISO 27001:2013 standard certification on Information Security Management System conducted by Alcumus ISOQAR Ltd.								

12. If answer to question (1) above is No i.e. not all Principles are covered by a policy, reasons to be stated

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	NA								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1.

Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

EI-1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	Percentage of persons in respective category covered by the awareness programmes
Board of Directors	08	As part of familiarisation programmes and discussions during meetings, specific sessions are organized for Board Members with the Executive Management Team/KMPs to provide an in-depth perspective and insights regarding business, innovation, ESG, CSR, human capital management, culture, Go-to-Market strategies, technology, compliance and governance, code of conduct, insider trading, POSH, etc	100%
Key Managerial Personnel (KMP)	09	Code of Conduct, Insider Trading, POSH, Safety, Diversity & Inclusion	100%
Employees other than BoD & KMP	83 classroom and 912 online learning	Sample Topics: Code of Conduct, MS Excel, Relationship Management, Time Management, Stakeholder Management & Influencing, Habits for Self-Effectiveness, Safety, Diversity & Inclusion, Insider Trading and POSH	94.9%
Workers	06	Health and safety, Product quality	100%

EI-2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)

Category	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In ₹)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty-1	Principle 1	State Tax Officer, Uttarakhand	188,976/-	Demand Notice under Section 130 of the Central Goods and Services Tax Act, 2017 in connection with transport documentation.	No.
Penalty-2	Principle 1	Assistant Commissioner of State Tax, Ahmedabad	1,32,455/-	Demand Order under Section 73 of the Central Goods & Services Act, 2017 and Gujarat Goods & Services Act, 2017 on account of disallowance of Input Tax Credit.	Yes
Penalty-3	Principle 1	Excise & Taxation Officer, Rohtak (Haryana)	4,15,186/-	Demand Order under Section 73 of the Central Goods & Services Act, 2017 and Haryana Goods & Services Act, 2017 on account of disallowance of Input Tax Credit.	No.
Penalty-4	Principle 1	Joint Commissioner, CGST & CX Kolkata North	3,67,955/-	Demand Order for FY 2018-19 under Section 73 of the Central Goods & Services Act, 2017 and West Bengal Goods & Services Act, 2017 on account of disallowance of Input Tax Credit.	Yes, the Company is in the process of filing an appeal.

EI-3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

S. No.	Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
1	Penalty-2	Appeal filed with the Joint Commissioner, Ahmedabad, Gujarat

EI-4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, Marico has an anti-corruption and anti-bribery policy. The underlying philosophy of this Policy is to conduct business in an ethical manner as well as to create a work environment that is conducive to members and associates alike, based on our values and beliefs. The Company discourages bribery and corruption in any form. The policy highlights our responsibilities to be compliant to the anti-corruption laws and to combat corruption risks. The policy document can be accessed at the following webpage - https://sustainability.marico.com/uploads/1692554321888-anti-bribery-anti-corruption-policy-pdf.pdf

EI-5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Category	FY 2023-24	FY 2022-23
Directors	Nil	Nil
KMPs		
Employees		
Workers		

EI-6. Details of complaints with regards to conflict of interest:

Stakeholder group from whom complaint is received	FY 2023-24		FY 2022-23	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	-	Nil	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs		-		-

EI-7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not applicable

EI-8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

Particulars	FY 2023-24	FY 2022-23
Number of days of accounts payables	68	64

EI-9. Open-ness of business. Provide details of concentration of purchases with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format.

Parameter	Metrics	FY 2023-24	FY 2022-23
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	16.9%	16.59%
	b. Number of trading houses where purchases are made from	130	124
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	33.5%	36.57%
Concentration of Sales	a. Sales to dealers / distributors as % of total sales	100%	100%
	b. Number of dealers / distributors to whom sales are made	1597	1643
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	27.05%	25.61%
Share of RPTs in Workers	a. Purchases (Purchases with related parties / Total Purchases)	0.14%	0.29%
	b. Sales (Sales to related parties / Total Sales)	1.57%	1.90%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	93.69%	0.00%
	d. Investments (Investments in related parties / Total Investments made)	64.04%	40.11%

Leadership Indicators

LI-1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

S. No.	Total number of awareness programmes held	Topics / principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
1	22	Quality Excellence, Packaging Sustainability, Occupational Health & Safety, Fire Safety, Emergency Preparedness and Response, Aerosol Cage Safety, Importance of PPE's Spillage Control, Electrical Safety	58%

LI-2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No) If Yes, provide details of the same.

Conflict of interest provisions are embedded as part of Marico's Code of Conduct, which also applies to members of the Board. Quarterly affirmation is obtained from Directors on compliance with the code of conduct. Further, the Audit Committee reviews matters pertaining to the Code of Conduct on a quarterly basis.

Directors provide annual/periodic disclosures of the entities in which they are interested and nature of their relationship. Transactions with the Board Members or any entity in which such Board Members are concerned or interested are required to be approved by the Audit Committee (related party transactions). In such matters, interested Directors disclose their interest and refrain from participating in discussions as part of the Board process. In addition, Code of Independent directors is applicable to the independent directors which inter alia contains guidelines pertaining to avoidance of conflict of interest.

Code of Conduct: https://marico.com/aboutus_coc_pdf/Marico-Code-of-Conduct.pdf

Policy on Related Party Transactions: https://marico.com/investorspdf/Policy_on_Related_Party_Transactions.pdf

PRINCIPLE 2

Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

EI-1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Category	FY 2023-24	FY 2022-23	Details of improvements in environmental and social impacts
R&D	71.2%	70%	1. Sustainable Product Innovation (By Design and Formulation) 2. Circularity in Packaging 3. Enhancing product benefits (nutrition and wellness)
Capex	11%	32%	1. Low carbon technology and equipment 2. Renewable energy infrastructure

EI-2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes

EI-2. b. If yes, what percentage of inputs were sourced sustainably?

45%

Note: This share encompasses the entire spectrum of Marico's value chain i.e. material procurement, third party manufacturing units, warehousing, and logistics partners.

EI-3. Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Marico primarily manufactures products in the food and cosmetics categories. These products are commonly used or consumed by our customers. We do not reclaim post-consumer products or packaging, but we do have established a procedure for recovering products from our supply chain that have expired, leaked, or suffered damage during transit. We ensure that products and their packaging materials are recycled or disposed of in an eco-friendly manner. Moreover, accounting for every kind of waste is ensured by our strong waste management system at our plants and in our value chain. We ensure that the waste management is carried out by approved vendors of CPCB/SPCB as per the prescribed process.

(a). As previously indicated, the plastics and other packaging material are collected, recycled, or disposed of as per EPR guidelines as directed under Plastic Waste Management rules. Details of Marico's EPR related activities are provided in EI-4 of Principle 2 as well as in the Environment chapter (Pg no. 168) of Marico's FY24 Integrated Report.

(b). Marico's products & packaging does not include E-waste and hazardous wastes. However, these wastes are generated in operations and are disposed through waste management agencies authorized by State/Central Pollution Control Board only.

EI-4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes. EPR is applicable and the entity, Marico, is registered as both Brand owner and Producer under the Plastic waste management rules. The waste collection plan submitted to Pollution Control Boards is in line with the Extended Producer Responsibility plan. Marico has completed the collection, recycling and safe disposal of 27,947 MT of post-consumer waste, including 23,861 MT of Cat 1 Rigids, 2131 MT of Cat 2 Flexibles and 1955 MT of Cat 3 Multi-layered packaging, during FY2023-24. Additionally, an external agency has verified the authenticity and credibility of disposal certificates provided by the waste management agencies, ensuring compliance with applicable standards.

Leadership Indicators

LI-1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

S. No.	NIC Code	Name of Product /Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/ No) If yes, provide the web-link.
1	10402	Other vegetable oils (12 products)	70%	Cradle to grave	Yes	No
2	10616	Cereal breakfast foods (3 products)	6.70%	Cradle to grave	Yes	No
3	20236	Hair oils (20 products)	8.1%	Cradle to grave	Yes	No

Remarks: Numbers provided in above table includes studies carried out in FY 23 and FY24. Results are used for internal analysis and product development.

LI-2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

The outcomes of the LCA were used to influence sustainable product innovation in new and existing product portfolios considering their current environmental and social footprints and potential for improvement in the near future.

LI-3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2023-24	FY 2022-23
Recycled plastics (LDPE)	6.39% of LDPE (By volume)	2.7% of LDPE (By volume)
Recycled plastics (PET)	3.13% of PET (By volume)	3% of PET (By volume)

PRINCIPLE 3

Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

EI-1. a. Details of measures for the well-being of employees (Permanent Employees).

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No (B)	% (B / A)	No (C)	% (C / A)	No (D)	% (D / A)	No (E)	% (E / A)	No (F)	% (F / A)
Permanent Employees											
Male	1450	1450	100.0%	1450	100.00%	NA	NA	1450	100.00%	1450	100.00%
Female	322	322	100.00%	322	100.00%	322	100.00%	NA	NA	322	100.00%
Total	**1772**	**1772**	**100.00%**	**1772**	**100.00%**	**322**	**18.17%**	**1450**	**81.83%**	**1772**	**100.00%**
Other than permanent Employees											
Male	3	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Female	7	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	**10**	**0**	**0.00%**	**0**	**0.00%**	**0**	**0.00%**	**0**	**0.00%**	**0**	**0.00%**

EI-1.b. Details of measures for the well-being of workers. (Permanent Workers).

Category	Total (A)	% of Workers covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		No (B)	% (B / A)	No (C)	% (C / A)	No (D)	% (D / A)	No (E)	% (E / A)	No (F)	% (F / A)
Permanent Workers											
Male	62	62	100.00%	62	100.00%	NA	NA	62	100.00%	62	100.00%
Female						NA					
Total	**62**	**62**	**100.00%**	**62**	**100.00%**	**NA**	**NA**	**62**	**100.00%**	**62**	**100.00%**
Other than permanent Workers											
Male											
Female						NA					
Total											

EI-1.c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

Particulars	FY 2023-24	FY 2022-23
Cost incurred on well-being measures as a % of total revenue of the company	0.15%	0.15%

EI-2. Details of retirement benefits, for Current FY and Previous Financial Year.

Benefits	FY 2023-24 No. of employees covered as a % of total employees.	FY 2023-24 No. of workers covered as a % of total workers.	FY 2023-24 Deducted and deposited with the authority (Y/N/N.A.)	FY 2022-23 No. of employees covered as a % of total employees	FY 2022-23 No. of workers covered as a % of total workers	FY 2022-23 Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	4%	6%	Yes	4%	6%	Yes
Others – please specify	NA					

EI-3. Accessibility of workplaces : Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

We have a focused approach on building an inclusive culture, therefore when it comes to the PwD Pillars, our primary delivery was to build and consolidate an enabling environment and work ecosystem for Persons with Disabilities. Specific support mechanisms, working arrangements or infrastructural requirements for persons with disabilities are tailored based on individual needs. The organization follows customized approach to ensure that each member is able to bring their authentic self to work and perform to the best of their ability. We also measure Inclusion Index and run an annual Inclusion Survey, with an objective to identify challenges, and work on immediate actioning with the leaders of the unit to resolve the issues.

EI-4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

We have an equal opportunity policy published on our website. The policy document can be accessed at the following weblink. https://sustainability.marico.com/pdfs/Equal%20opportunity%20policy.pdf

EI-5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees Return to work rate	Permanent employees Retention rate	Permanent workers Return to work rate	Permanent workers Retention rate
Male	100%	100%	NA	NA
Female	100%	100%		
Total	100%	100%		

Remarks: Facility is available to workers also. However, no parental leave availed by permanent workers in the last three years.

EI-6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Category	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Workers	Yes. Marico Code of Conduct provides detailed information on grievance reporting and redressal procedures. Code of conduct is applicable to all employees (Permanent and other than permanent employees) and permanent workers of the organization. Apart from Code of Conduct, manufacturing facilities have safety committee and safety council where grievances can be received and redressed by employees as well as contract labour working in that area.
Other than Permanent Workers	Yes.
Permanent Employees	Yes. As mentioned above, Marico Code of Conduct details the grievance procedures applicable to all employees of Marico. We use multiple processes to capture feedback, suggestions and grievance, through regular Business HR connects, townhalls, open house, drop boxes, floor connects, skip level discussions etc. Periodic pulse surveys on engagement are conducted through an online platform called Glint to capture concerns related to engagement. A detailed analysis is done to arrive at actions to address these concerns either at a unit level or at an individual level. We have a central CoC committee and grievance redressal mechanism defined and communicated to all members which addresses cases regularly. We also have an internal database management system where cases / complaints are logged. These are reported, discussed and the investigation, report findings are shared with the COC committee.
Other than Permanent Employees	Yes

EI-7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2023-24 Total employees / workers in respective category (A)	FY 2023-24 No. of employees / workers in respective category, who are part of association(s) or Union(B)	FY 2023-24 % (B / A)	FY 2022-23 Total employees / workers in respective category (C)	FY 2022-23 No.of employees / workers in respective category, who are part of association(s)or Union(D)	FY 2022-23 %(D / C)
Total Permanent Employees	1772	NA		1741	NA	NA
- Male	1450	NA	NA	1446	NA	NA
- Female	322	NA	NA	295	NA	NA
Total Permanent Workers	62	57	91.94%	65	60	92.31%
- Male	62	57	91.94%	65	60	92.31%
- Female	0	0	0	0	0	0.0%

EI-8. Details of training given to employees and workers:

Category	FY 2023-24 Total (A)	FY 2023-24 On Health and safety measures No. (B)	FY 2023-24 On Health and safety measures % (B/A)	FY 2023-24 On Skill upgradation No. (C)	FY 2023-24 On Skill upgradation % (C/A)	FY 2022-23 Total (D)	FY 2022-23 On Health and safety measures No. (E)	FY 2022-23 On Health and safety measures % (E/D)	FY 2022-23 On Skill upgradation No. (F)	FY 2022-23 On Skill upgradation % (F/D)
Employees										
Male	1453	1450	99.79%	1450	99.79%	1448	1442	99.59%	1442	99.59%
Female	329	322	97.87%	322	97.87%	308	299	97.08%	299	97.08%
Total	**1782**	**1772**	**99.44%**	**1772**	**99.44%**	**1756**	**1741**	**99.15%**	**1741**	**99.15%**
Workers										
Male	62	62	100.00%	62	100.00%	65	65	100.00%	65	100.00%
Female	0	NA	0.0%	NA	NA	NA	NA	NA	NA	NA
Total	**62**	**62**	**100%**	**62**	**100%**	**65**	**65**	**100%**	**65**	**100%**

EI-9. Details of performance and career development reviews of employees and worker:

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. (B)	% (B / A)	Total (C)	No. (D)	% (D / C)
Employees						
Male	1453	1367	94.08%	1448	1334	92.13%
Female	329	281	85.41%	308	264	85.71%
Total	**1782**	**1648**	**92.48%**	**1756**	**1598**	**91.00%**
Workers						
Male	62	NA	NA	65	NA	NA
Female	NA	NA	NA	NA	NA	NA
Total	**62**	**NA**	**NA**	**65**	**NA**	**NA**

EI-10.a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?

Yes. Occupational health and safety management system is deeply integrated in all the functions of Marico. There is a robust system in all the manufacturing sites, offices and other operational locations to monitor leading and lagging indicators of occupational health and safety. The digitalization of safety management system has helped all the stakeholders to complete their task in time. In addition, all manufacturing facilities owned by Marico are ISO 45001:2018 certified.

EI-10. b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Marico is committed to implement best industrial safety practices at all stages to identify work related hazards and assess risk on a routine and non-routine activity. For routine activities, the methodologies like Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis, HAZOP (Hazard Operability), internal and external audits are effectively implemented. This has helped in reducing exposure of risk in various operational areas. For non-routine activities, most of the risks are being controlled through work permit system. However, there are guidelines and procedures defined for Project safety standards during infrastructural changes., A robust management of change (MOC) practice helps in evaluating risks involved in changes and take appropriate precautions while implementation.

EI-10. c. Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Y/N)

Yes. There are various channels (online and offline) through which workers can report the work-related hazards like reporting to supervisor, suggestion box or registering it in safety council. We, at Marico, encourages everyone to report unsafe acts and conditions. Moreover, individuals are being recognized and awarded on monthly basis for their contribution in improving health and safety in our initiative "Hall of Fame". All workers engaged in Marico facilities are being trained before they commence their jobs. Special emphasis is laid on training and it is ensured that no untrained workforce is carrying out the job, be it routine or non-routine.

EI-10. d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes

EI-11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2023-24	FY 2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0
	Workers**	1.10	0.569*
Total recordable work-related injuries	Employees	0	0
	Workers	4	2
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Remarks:
* The data related to FY 2023-24 has been updated in alignment with the prescribed format and definitions provided by SEBI for the reporting year.
** Workers LTIFR refers to contract labour working in our premises.

EI-12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Marico has devised various policies & guidelines with the intent to make a safe and healthy workplace. Company has implemented best industrial safety practices through design as segregated man and material movements, dual emergency exits, project safety etc. All manufacturing facilities are equipped with occupational Health Centre and Ambulance. Moreover, we rigorously perform the work zone monitoring at all the plants to ensure safe and healthy workplace for all our employees. Marico promotes healthy wellbeing and ensures all our employees and workers undergo medical examination on annual basis. Safety committee meetings, regular internal and third-party audits, Risk Assessment procedures, In-depth incident investigations also helps in minimizing exposure to hazards in the workplace.

EI-13. Number of Complaints on the following made by employees and workers

	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	2	0	-	3	0	-
Health & Safety	3	0	-	4	0	-

EI-14. Assessments for the year:

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	100%

EI-15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

All incidents in Marico are being properly investigated and various assessments has led to an implementation of approximately 29 corrective actions covering the improvements in trainings, machine guarding and SOP's.

Leadership Indicators

LI-1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, for both Employees and Workers. We provide Group Term Life Insurance & Employee Deposit Linked Insurance.

LI-2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company ensures that statutory dues as payable by business associates for their employees are checked through a process of internal controls and periodic audits. The company also emphasizes labor law compliance requirements to its value chain partners as part of contract requirements and conducts periodic reviews.

LI-3. Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2023-24	FY 2022-23	FY 2023-24	FY 2022-23
Employees	0	0	0	0
Workers	0	0	0	0

LI-4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Yes, transition assistance programs are provided to members on a case-to-case basis. This would largely depend on the skill set, expertise of the member, relevance of the role to the organization. In some cases, members are employed as consultants and work closely with us. In certain cases, there is restructuring of business / manufacturing units done, to facilitate transition of members to other units / teams depending on the role requirement and skillset fitment.

LI-5. Details on assessment of value chain partners:

Category	% of value chain partners (by value of business done with such partners) that were assessed		
	Value chain partners - Manufacturing	Value chain partners - Warehousing	Raw material and packaging material suppliers*
Health and safety practices	100%	100%	82%
Working Conditions	100%	100%	82%

*Through responsible sourcing program

Remarks: Assessments are carried out under Responsible sourcing framework for material suppliers, converters and warehousing partners.

LI-6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

As part of Marico's responsible sourcing program "Samyut", business associates in value chain (material suppliers, warehousing partners, converters etc.) undergo various assessments either by Marico team or by external agencies to assess labour conditions, safety, environment, and operations. In FY24, Marico organized such visits and external audits and helped associates to take correction actions. These actions include process and design improvements related to reducing operational hazards, electrical safety, emergency management and work-zone monitoring.

PRINCIPLE 4

Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

EI-1. Describe the processes for identifying key stakeholder groups of the entity.

Taking into cognizance the expectations and concerns of all stakeholders enables Marico to remain transformative, innovative and purpose-led at the core in a dynamic industry scenario. Our aim is to safeguard our stakeholders' interests and futureproof the value delivered to each one of them, over short, medium, and long term. We believe that by prioritizing our stakeholders' needs, we will create symbiotic bonds built on trust, resilience, agility and responsible growth. Using our Sustainability 2.0 framework as a lever, we have identified our critical stakeholders and devised our engagement strategies with each of our critical stakeholder groups.

Marico's philosophy on stakeholder capitalism is pivoted on 4 principles:

- Principles of Governance: To embed accountability, trust, stewardship in decision-making
- Planet: To demonstrate environmental stewardship
- People: To foster dignity, equality, diversity, and social inclusion in our way of doing business
- Prosperity: To fulfil the interest and aspirations of our key stakeholders

The unique value propositions offered to each of the critical stakeholders are described below:

1. **CONSUMERS (Delight)**

Consumers are a key stakeholder of Marico, as the company is committed to bringing innovation to every aspect of its operations to meet consumer needs and expectations. The company places great emphasis on offering uncompromising quality, trusted brands, and product innovations that differentiate itself across both core and aspirational market segments. Additionally, Marico ensures that its products are available at the right time and price, further demonstrating the importance placed on consumer satisfaction. Overall, these efforts highlight the crucial role that consumers play in the success of Marico as a company.

2. **SHAREHOLDERS (Deliver)**

Marico prioritizes consistent value creation for its shareholders. This is achieved by focusing on strengthening the Company's core segments and achieving growth in niche markets through innovation and an entrepreneurial approach. The Company's potential to create value for shareholders is reflected in its unwavering focus on maximizing volumes, market share gains, and cost optimization, even in the face of market slowdowns and macro headwinds that affect resource availability. Marico's wealth distribution philosophy aims at sharing its prosperity with its shareholders, through a formal earmarking/ disbursement of profits to its shareholders. Towards this end, the Board has adopted a Dividend Distribution Policy (https://marico.com/investorspdf/Dividend_Distribution_Policy.pdf) which details various parameters based on which the Board may recommend or declare Dividend, usage of retained earnings, etc. Marico's dedication to shareholder value creation highlights the crucial role that shareholders play in the Company's success, and the importance Marico places on delivering positive results for them.

3. **VALUE-CHAIN PARTNERS (Include)**

Value chain partners are a key stakeholder of Marico, as the company believes that their mutual and inclusive growth is critical to its overall purpose of creating shared value. Marico strives to achieve this by maintaining a balance that meets the needs of its partners through continuous capacity enhancement drives, proactive engagement, and timely response strategies. The company recognizes that playing a significant role in the growth stories of its value chain partners is a crucial part of its mission to drive inclusive growth across its stakeholder ecosystem.

4. **EMPLOYEES (Empower)**

Marico places great emphasis on offering its employees a defined talent value proposition that challenges, enriches, and fulfils their aspirations as it identifies the crucial role that employees play in the company's operations and success. Marico strives to enable its human capital to maximize its true potential to make a difference by instilling values based on the principles of 'go beyond,' 'grow beyond,' and 'be the impact.' The company is committed to cultivating a culture of diversity, equality, and inclusion, which serves as the guiding principles for any initiative taken for its employees.

5. **COMMUNITIES (Nurture)**

Communities are a key stakeholder of Marico, as the company recognizes that they influence and inspire its existence. Marico strives to touch the lives of communities in every possible way to make a difference. The company is committed to safeguarding communities from socio-economic and health-related disruptions caused by the pandemic by maximizing its efforts to help them sustain and thrive in these changing times.

6. **GOVERNMENT & REGULATORS (Adhere)**

Marico recognizes that the government and regulators are key stakeholders, as they set and enforce compliance and regulatory mandates for its products and processes. As a responsible corporate citizen, Marico is committed to being a leading consumer goods company that meets and exceeds these mandates to ensure the safety and satisfaction of its customers.

EI-2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
CONSUMERS	No	• One-on-one interaction • Consumer satisfaction survey • Call centre/ Consumer Cell to track insights and feedback • Digital platforms, social media handles	Continuous	**Material needs:** • Affordability, accessibility, quality, reliability, and safety • Product innovation • Enhancing health and nutritional quotient of products • Minimisation of products' environmental footprint at each stage of the products' lifecycle **Key engagement objectives:** • Develop relationships based on trust, loyalty, and social commitments. • Understand the shift in preferences for innovation • Create shared vision on environmental and social commitments
SHARE-HOLDERS	No	• Marico's website and disclosure to stock exchanges • Annual General Meeting • Investor calls and services • Press releases • Published results • Newspaper advertisements	Quarterly, Half-yearly, annually, event-based	**Material needs:** • Business resilience and agility • Safeguarding value: lives, assets, & reputation • Responsible growth and profitability • Mainstreaming mitigation of ESG risks and maximising opportunities **Key engagement objectives:** - Become a better investee company - Create high shareholder value - Communicate performance and future growth plans - Understand concerns and expectations and redress grievances of shareholders in a timely manner
VALUE-CHAIN PARTNERS	No	• Periodic interactions (physical, telephone, mailer) • Annual meets/events • Training workshops	Continuous	**Material needs:** • Cost-benefit terms, payment modalities • Quality expectations • Supplier Code of Conduct • Safety and operational risk management • Harnessing the power of technology and data to provide traceability • Commitments on responsible sourcing, circular economy, human rights, resource efficiency etc **Key engagement objectives:** - Sharing of mutual expectations and needs, especially regarding quality, cost and timely delivery - Capability building and growth plans - Sharing of best practices
EMPLOYEES	No	• Personal development programme • Learning and development • Engagement survey • Organisation communication • Health and wellness drives • Social inclusion based townhalls on themes like diversity, inclusion, human rights, sustainability, CSR, etc	Continuous, Half-yearly, annually	**Material needs:** • Career growth opportunities, compensation packages • Capacity enhancement and competence building • Leadership and people management • Occupational health, safety, and wellbeing • Diversity, Equality, and Inclusion • Tech-based support for improving quality of outputs **Key engagement objectives:** - Communicating organisational vision, purpose, ethos and integrity. Clear understanding provided on the role of each member to help achieve the purpose and goals of the organisation. - Technical and functional training - Support career growth plan - Workplace needs and expectations - One-to-one consultations and counselling on health, wellness, and other daily challenges

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
COMMUNITY	Few groups in community are identified and CSR programs are run for them	• One-on-one interactions • Field visits and trainings • Digital platforms • CSR and sustainability initiatives	Continuous	**Material needs:** • Health and Community welfare • Enhancing socio-economic development and livelihood restoration • Fostering social innovation that creates incremental value for communities • Drive eco-conscious behaviour and lifestyles changes to improve sustainability footprint **Key engagement objectives:** - Maintain cordial relationship - Improve livelihood and create positive impact - Shared eco-system
GOVERN-MENT & REGULATORS	No	• Engagement in industry forums, trade associations, interest groups, sectoral associations, and scientific/R&D based thought leadership initiatives. • Stakeholder consultations	On need basis	• Compliance, governance, and risk mitigation • Product safety assurance • Propelling social leadership and empowerment • Safeguarding natural assets • Adhering to all labour laws and ensuring implementation of human rights, safe and secure workplace and 100% adherence to ethical standards of work **Key engagement objectives:** - Understand compliance and applicable regulations - Collaborations on national agendas

Leadership Indicators

LI-1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Marico has a robust system in place for consultation between stakeholders and the Board on economic, environmental, and social topics. The Board at Marico, through Stakeholders' Relationship Committee and CSR committee, is actively involved in addressing stakeholders' queries in their annual general meetings and aligning its stakeholders' interests with the Company's CSR and sustainability initiatives/ practices. The scope of existing and new social value creation initiatives is worked out every year upon consultation with community representatives, and CSR committee. In addition to this, the Sustainability Committee at Marico steers the sustainability initiatives of the Company and reviews the business responsibility and sustainability performance of the Company on an annual basis. Further, the consultation with the Board on key stakeholders is driven through different functions within Marico which are responsible for the respective stakeholders. The Board also engages with the management on long-term strategic issues such as growth strategies, innovation, sustainability initiatives & ESG, succession planning & human capital management, culture, go-to-market strategies, technology, etc. These insightful sessions allow the Board members to gain a better understanding of the business of the Company, and the senior management can solicit different perspectives from the Board.

LI-2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes.

Stakeholder consultation has been used by Marico to support the identification and management of environmental and social topics. Marico has developed an ESG 2.0 framework, which includes a set of material issues developed with the intent of establishing a constantly evolving and monitoring strategy to strengthen the business's core purpose of making a difference to the planet and people who matter. The ESG 2.0 Materiality Model has been developed in consultation with stakeholders and encompasses more than 50 key performance issues that will be tracked and annually reported in Marico up to 2030. The input received from stakeholders on these topics was incorporated into policies and activities of the entity. Marico has outlined an extensive 8-point commitment to effect change around key focus areas such as Climate change, Water Stewardship, Responsible Sourcing (Samyut), Sustainable agriculture and boosting farmers' livelihoods, Inclusion and Diversity, and corporate governance. The Company is also committed to leveraging this framework to capacitate its value chain partners in building resilient and sustainable business enterprises. Additionally, Marico will integrate people and planet-positive goals within its overall talent attraction, retention, and engagement strategies to foster the culture of an ESG-first enterprise within its business ecosystem. For more details on the material needs and engagement objectives identified for each stakeholder along with the frequency and mode of stakeholder engagement, kindly refer to Principle 4 : Q2 under essential indicators

LI-3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

We have identified a few stakeholders in the community as vulnerable/marginalized stakeholder group. The CSR team has identified their needs and is currently implementing CSR projects to provide benefits to the identifies stakeholders.

PRINCIPLE 5

Businesses should respect and promote human rights

Essential Indicators

EI-1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. of employees / workers covered (B)	%(B / A)	Total (C)	No. of employees / workers covered (D)	% (D / C)
Employees						
Permanent	1772	1772	100.00%	1741	1741	100.00%
Other than permanent	10	10	100.00%	15	15	100.00%
Total Employees	**1782**	**1782**	**100.00%**	**1756**	**1756**	**100.00%**
Workers						
Permanent	62	62	100.00%	65	65	100.00%
Other than permanent	NA	NA	NA	NA	NA	NA
Total Workers	**62**	**62**	**100%**	**65**	**65**	**100%**

EI-2. Details of minimum wages paid to employees, in the following format:

Category	FY 2023-24					FY 2022-23				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/ A)	No. (C)	% (C/ A)		No. (E)	% (E/ D)	No. (F)	% (F/ D)
Employees										
Permanent	1772	0	0.00%	1772	100.00%	1741	0	0.00%	1741	100.00%
Male	1450	0	0.00%	1450	100.00%	1446	0	0.00%	1446	100.00%
Female	322	0	0.00%	322	100.00%	295	0	0.00%	295	100.00%
Other than Permanent	10	0	0.00%	10	100.00%	15	0	0.00%	15	100.00%
Male	3	0	0.00%	3	100.00%	6	0	0.00%	6	100.00%
Female	7	0	0.00%	7	100.00%	9	0	0.00%	9	100.00%
Workers										
Permanent	62	0	0%	62	100%	65	0	0%	65	100%
Male	62	0	0.00%	62	100.00%	65	0	0.00%	65	100.00%
Female										
Other than Permanent	NA									
Male										
Female										

EI-3. a. Details of remuneration/salary/wages, in the following format: Median remuneration/wages:

Gender	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	09	49,00,000	03	51,00,000
Key Managerial Personnel	03	7,96,91,496	0	NA
Employees other than BoD and KMP	1125	13,09,548	233	15,32,305
Workers	65	5,32,787	NA	NA

EI-3. b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Particulars	FY 2023-24	FY 2022-23
Gross wages paid to females as % of total wages	20.86%	20.25%

EI-4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes. We have an Internal Committee and Code of Conduct Committee to ensure that the relevant areas are addressed.

EI-5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Employees can reach out to any of the Safety Council members (In manufacturing facilities), Internal Committee or to the Code of Conduct (CoC) Committee. We also have an online portal where all the cases get registered, addressed, and reported to the CoC committee.

EI-6. Number of Complaints on the following made by employees and workers:

	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	4	0	-	0	0	-
Discrimination at workplace				0	0	
Child Labour	0	0	-	0	0	-
Forced Labour/ Involuntary Labour	0	0	-	0	0	-
Wages	0	0		0	0	
Other human rights related issues	0	0	-	0	0	-

EI-7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

Particulars	FY 2023-24	FY 2022-23
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	2*	0
Complaints on POSH as a % of female employees / workers	0.61%	0%
Complaints on POSH upheld	2	0

*Total complaints filed are 4 of which 2 were filed by Marico permanent employees and 2 were filed by trainees.

EI-8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

We have a well-defined grievance redressal mechanism to address Code of Conduct violations, Human Rights, discrimination, harassment, and POSH-related complaints. Clear procedures, regular training and comprehensive grievance reporting systems have been established to ensure prompt reporting of incidents. All cases are handled discreetly by designated committee members who have been appointed and trained to manage complaints in accordance with Marico's policies and grievance redressal mechanism. We also ensure that investigations into complaints are conducted promptly, impartially, and with sensitivity, and employees involved are protected against any form of retaliation.

EI-9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. Human rights requirements are included in our business agreement and contracts with all our vendors, supplies, contractors and business partners. MCOBE (Marico Code of Business Ethics) which is newly termed as Marico's Supplier Code of Conduct is an integral part of our Code of Conduct and is signed by our service providers. Additionally, a certification-based online training is conducted annually for all critical suppliers and business partners to educate and align them on Marico's principles and commitments towards human rights.

EI-10. Assessments for the year:

Category	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	NA

EI-11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

Not applicable as no significant risks were identified in FY24.

Leadership Indicators

LI-1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

At Marico, we address human rights-related grievances and complaints within the business by modifying or introducing processes to prioritize respect for human rights throughout the organization. This includes integrating human rights considerations into decision-making processes, supply chain management, and product development. For instance, we conduct human rights impact assessments to identify and mitigate potential risks across operations and supply chains. Additionally, we continuously strengthen transparent grievance mechanisms that allow stakeholders to report human rights concerns and ensure prompt investigation and remediation of complaints. Moreover, ongoing training and awareness programs are regularly conducted for employees on human rights principles and responsibilities that can help embed a culture of respect and accountability within the organization.

LI-2. Details of the scope and coverage of any Human rights due diligence conducted.

All facilities of Marico are assessed with ISO 45001 and OSHA 18001 which covers key requirements related to labour, working conditions, and human rights. Apart from that, Marico has initiated internal audits on principles of SA8000 and a detailed assessment is done in 3 facilities (Jalgaon, Sanand and PDRI). All observations are closed. Marico has also developed a robust ESG due diligence framework for all financial transactions and acquisitions. This framework is pivoted on the principles of ethical accountability (including maximum coverage of human rights related material issues), environmental stewardship and social responsibility. This framework is used during the screening process of potential acquisitions.

LI-3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes. Marico's offices are accessible to differently-abled visitors as per the requirements of the Rights of Persons with Disabilities Act, 2016. The company has done relevant improvements in infrastructure to improve accessibility for all stakeholders.

LI-4.Details on assessment of value chain partners:

Category	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	45% of total value chain (across categories) have completed L1 of Marico's Responsible Sourcing Framework which comprises of Ethical Responsibility, Environmental Sustainability and Workplace Health & Safety related parameters. All human rights related parameters are covered within the gamut of the Ethical Responsibility pillar of this framework.
Discrimination at workplace	
Child Labour	
Forced Labour/ Involuntary Labour	
Wages	
Others – please specify	

Remarks: Human rights related parameters are covered in Marico's Supplier Code of Conduct and hence form a part of the vendor screening process every year. Additionally, Marico's Responsible Sourcing program, Samyut, encompasses a comprehensive set of criteria on ethical responsibility, environmental stewardship and social accountability. Using a three-pronged maturity-based approach, the critical partners are educated and encouraged to provide voluntary commitments on all three types of criteria in Level 1. In Level 2, third-party audits and assessments are conducted to validate the commitments made by partners as well as assess the environmental, social, and ethical risks that may exist across the relevant partners' business ecosystems.

LI-5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

No significant risks have been identified till date.

PRINCIPLE 6

Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

EI-1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2023-24	FY 2022-23
From renewable sources		
Total electricity consumption (A)	34666.3	24727.0
Total fuel consumption (B)	84074.9	90657.5
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**118741.2**	**115384**
From non-renewable sources		
Total electricity consumption (D)	48833.3	52042.6
Total fuel consumption (E)	8587.7	6942.2
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**57421.0**	**58,984.8**
Energy intensity per rupee of turnover (Total energy consumption/ turnover in rupees)	25.16	23.32*
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	557.72	526.35
Energy intensity in terms of physical output	0.67	0.69
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA

*Intensity methodology is aligned with new BRSR definitions

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

No facility of Marico is identified as designated consumer under PAT scheme.

EI-3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	809.5	5041
(ii) Groundwater	14373.8	16336.6
(iii) Third party water	115249.7	107453.6
(iv) Seawater / desalinated water	0.0	0
(v) Others	0	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**130433.0**	**128831.2**
Total volume of water consumption (in kilolitres)	**130433.0**	**128831.2**

Parameter	FY 2023-24	FY 2022-23
Water intensity per rupee of turnover (Water consumed / turnover)	18.63	17.23*
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	412.9443	388.8883
Water intensity in terms of physical output	0.4977	0.5078
Water intensity (optional) – the relevant metric may be selected by the entity. KL / Rs. Cr of Turnover	NA	NA

*Intensity methodology is aligned with new BRSR definitions

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-4. Provide the following details related to water discharged: Water discharge by destination and level of treatment (in kilolitres)

Parameter			FY 2023-24	FY 2022-23
Water discharge by destination and level of treatment (in kilolitres)				
(i) To Surface water				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(ii) To Groundwater				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(iii) To Seawater				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(iv) Sent to third parties				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(v) Others				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
Total water discharged (in kilolitres)			**0**	**0**

Remarks: No water is discharged from any of Marico's manufacturing units.

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

All manufacturing sites are operated on principle of zero liquid discharge. Entire quantity of industrial effluent and sewage is processed in effluent/ sewage treatment plants. Treated water is used for gardening and other domestic purposes.

EI- 6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2023-24	FY 2022-23
NOx	Kg/Year	2641.8	1823.3
SOx	Kg/Year	173.2	119.4
Particulate matter (PM)	Kg/Year	1505.9	1569
Persistent organic pollutants (POP)	-	Not applicable	Not applicable
Volatile organic compounds (VOC)	-	Not applicable	Not applicable
Hazardous air pollutants (HAP)	-	Not applicable	Not applicable
Others – please specify	-	Nil	Nil

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) in MTCO2E & its intensity, in the following format:

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)		1052.6	779.9
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)		9712.4	11775.8
Total Scope 1 and Scope 2 emission intensity per rupee of turnover	/ rupee of turnover	1.54	1.68*
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP)	/ rupee of turnover	34.0824	37.9005
Total Scope 1 and Scope 2 emission intensity in terms of physical output	/ rupee of turnover	0.0411	0.0495
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	/ Rs. Cr of Turnover	NA	NA

*Intensity methodology is aligned with new BRSR definitions

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Through various new initiatives in manufacturing units and optimization of current processes, Marico has avoided 619 tCO2e in FY2023-24. Below are the few key initiatives include installation of energy efficient induction motors, run time optimization, variable speed drive for air compressors and process flow optimization.

EI-9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2023-24	FY 2022-23
Total Waste generated (in metric tonnes)		
Plastic waste (A)	595.349	568.4
E-waste(B)	2.378	3.09
Bio-medical waste (C)	0.001	0
Construction and demolition waste (D)	0	0
Battery waste (E)	5.309	0
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	96.685	75.95
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2713.840	3615.07
Total (A + B + C + D + E + F + G + H)	3413.562	4262.51
Waste intensity per rupee of turnover (Total Waste Generated / Revenue from operations)	0.49	0.57*
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Waste Generated / Revenue from operations adjusted for PPP)	10.8072	12.8668
Waste intensity in terms of physical output	0.0130	0.0168
Waste intensity (optional) the relevant metric may be selected by the entity	NA	NA

*Intensity methodology is aligned with new BRSR definitions

Parameter	FY 2023-24	FY 2022-23
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste - Plastic		
(i) Recycled	595.349	568.369
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	595.349	568.369
Category of waste - E-Waste		
(i) Recycled	2.378	3.090
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	2.378	3.09
Category of waste - Bio-medical waste		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	0	0
Category of waste - Construction and demolition waste		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	0	0
Category of waste - Battery waste		
(i) Recycled	0	0
(ii) Re-used	5.309	0
(iii) Other recovery operations	0	0
Total	5.309	0
Category of waste - Radioactive waste		
(i) Recycled	0	0
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	0	0
Category of waste - Other Hazardous waste		
(i) Recycled	5.118	12.288
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	5.118	12.288
Category of waste - Other Non-Hazardous waste		
(i) Recycled	1707.829	3247.433
(ii) Re-used	177.870	0
(iii) Other recovery operations	0	0
Total	1885.699	3247.433
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste - Plastic		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0
Category of waste - E-Waste		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0
Category of waste - Bio-medical Waste		
(i) Incineration	0.001	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0.001	0
Category of waste - Construction and demolition waste		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0
Category of waste - Battery		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0
Category of waste - Radioactive		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	0	0
Total	0	0

Parameter	FY 2023-24	FY 2022-23
Category of waste - Other Hazardous waste. Please specify, if any		
(i) Incineration	0.690	4.533
(ii) Landfilling	90.877	59.125
(iii) Other disposal operations	0	0
Total	**91.567**	**63.658**
Category of waste - Other Non-hazardous waste generated		
(i) Incineration	0	0
(ii) Landfilling	603.110	367.691
(iii) Other disposal operations	225.032	0
Total	**828.142**	**367.691**

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

EI-10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Marico has developed a product stewardship policy in FY23 which focuses on improving product safety in terms of chemical hazardous. Waste segregation is carried out at the source, among several sub-categories of hazardous and non-hazardous waste. The log of stored waste is maintained on a daily basis. Upon thorough verification of the documents of authorization, the vendor is selected for the sale or dispatch of waste. In order to reduce hazardous waste generation, the company introduced synthetic lubricant oil last year. Synthetic oils have excellent chemical and thermal stability, which will reduce the frequency of oil changes.

EI-11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1	0	0	0

Remarks: The production facilities of Marico are situated in industrial parks or other approved regions. None of the Marico offices or plants are located near any sensitive or environmentally protected areas. Hence, Marico's offices and manufacturing facilities do not require the related environmental approvals.

EI-12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

S. No.	Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
1	0	0	0	0	0	0

Remarks: As stated in question EI-11, Marico's all facilities are located in industrial areas hence detailed environmental impact assessment is not required.

EI-13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
1	0	0	0	0

Remarks: Marico complies with all applicable environmental regulations

Leadership Indicators

LI-1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

(i) Name of the area 5 manufacturing sites are located in high and extremely high-water risk areas. Below are the locations of this sites 1. Puducherry, India 2. Perundurai, Tamil Nadu, India 3. Sanand, Gujarat, India 4. Jalgaon, Maharashtra, India 5. Baddi, Himachal Pradesh, India

(ii) **Nature of operations**

1. Puducherry, India- Manufacturing of coconut oils
2. Perundurai, Tamil Nadu, India- Manufacturing of coconut oils
3. Sanand, Gujarat, India- manufacturing of hair oils, cream, gel, serum, shampoo & masala oats
4. Jalgaon, Maharashtra, India- Manufacturing of edible oils & instant noodles
5. Baddi, Himachal Pradesh, India- Manufacturing of edible oils

(iii) **Water withdrawal, and consumption in the following format:**

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	809.5	5041
(ii) Groundwater	0	0
(iii) Third party water	115249.7	22699.5
(iv) Seawater / desalinated water	0	0
(v) Others	0	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**116059.2**	**27740.5**
Total volume of water consumption (in kilolitres)	**116059.2**	**27740.5**
Water intensity per rupee of turnover (Water consumed / turnover)	16.58	3.71*
Water intensity (optional) – the relevant metric may be selected by the entity.KL / Rs. Cr of Turnover	NA	NA
*Intensity methodology is aligned with new BRSR definitions		
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	0	0
With treatment – please specify level of treatment CY:0 PY:0	0	0
(ii) To Groundwater		
- No treatment	0	0
With treatment – please specify level of treatment CY:0 PY:0	0	0
(iii) To Seawater		

Parameter			FY 2023-24	FY 2022-23
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(iv) Sent to third-parties				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
(v) Others				
- No treatment			0	0
With treatment – please specify level of treatment	CY:0	PY:0	0	0
Total water discharged (in kilolitres)			0	0

Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

LI-2. Please provide details of total Scope 3 emissions (MTCO2E) & its intensity, in the following format:

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	MTCO2E	560753.4	547126
Total Scope 3 emissions per rupee of turnover	MTCO2E/ Rs. CR INR	80.08	73.16*
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity	MTCO2E / Rs. Cr of Turnover	NA	NA

*Intensity methodology is aligned with new BRSR definitions

LI-2. Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. Independent assessment of data is carried out by an external agency "BDO India LLP".

LI-3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

As stated in response at Question 11 of Essential indicators, all our manufacturing facilities are located in industrial parks and hence environmental impact assessment is not required.

LI-4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Reduction of packaging material in packaging	Through various initiatives and research advancement we could reduce packaging material consumption in different SKUs	Reduction in post-consumer waste generation
2	Use of Synthetic lubricant oil for gearboxes	Synthetic oil is used for lubrication of gearboxes. the company introduced synthetic lubricant oil last year. Synthetic oils have excellent chemical and thermal stability, which will reduce the frequency of oil changes.	Reduction in hazardous waste generation
3	Effluent reduction by use of multiple effect evaporator	By operating in a vacuum, the Multiple effect evaporator lowers the liquid's boiling point and hence lowers the amount of energy needed. Nearly 95% of the water in the wastewater is recovered by MEE's design, with the remaining 5% being turned into solid waste.	Fresh water consumption is reduced & reduction in waste generation

LI-5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Marico has embraced an integrated risk management approach aimed at identifying, evaluating, and mitigating all significant risks to ensure the organization's long-term sustainability. Moreover, the strategies to mitigate key risks are harmonized with the company's strategic business plans, subject to periodic review by senior leadership. The company maintains well-defined policies, standard operating procedures, and controls to minimize identified risks. As a result of its Risk Management Policy, Marico has adopted Business Continuity Plan (BCP) and Crisis Management Plan (CMP) to address potential risks effectively. BCP is tailored to address risks of high impact and velocity, enabling swift responses to mitigate their consequences upon materialization. Business Continuity Planning is seamlessly integrated into internal controls and the Crisis Management framework, spanning critical areas like manufacturing units, sales offices, and IT functions. The internal crisis management committee is tasked with formulating crisis response mechanisms, communication protocols, and providing periodic training and skill development in crisis management. Additionally, the Crisis Management Committee conducts regular disaster recovery mock drills to ensure the organization's readiness to promptly manage any crisis event for uninterrupted business continuity.

LI-6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

The value chain showed no significant adverse effects to the environment.

LI-7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

Marico has implemented the "SAMYUT" responsible sourcing initiative, which integrates labour practices, ethics, health and environmental concerns, and safety across the value chain. Three stages of maturity are included into the program: Level 1 involves self-evaluation of Marico's guidelines, while Level 2 involves thorough evaluation by third party. In FY24, critical value chain partners with a business share of more than 82% are assessed for Level 1, while a business share of more than 26% are assessed for Level 2 criteria. This includes raw material and packaging material suppliers as well as dedicated third party manufacturers.

PRINCIPLE 7

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

EI-1. a. Number of affiliations with trade and industry chambers/ associations.

We are affiliated with 20 trade and industry chambers / associations.

EI-1. b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/ National)
1	FICCI (Federation of Indian Chambers of Commerce and Industry)	National
2	CII (Confederation of Indian Industry)	National
3	IBHA (Indian Beauty & Hygiene Association)	National

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/ National)
4	ASSOCHAM (Associated Chambers of Commerce and Industry of India)	National
5	SEA (The Solvent Extractors' Association of India)	National
6	Retailers Association of India (RAI)	National
7	AFSTI Mysore & Mumbai (Association of Food Scientists and Technologists, India)	National
8	India plastic pact (IPP)	National
9	PFNDAI – Protein Foods & Nutrition Development Association of India	National
10	AIFPA – All India Food Processors Association	National

EI-2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

S. No.	Name of authority	Brief of the case	Corrective action taken
1	0	0	0

Remarks: No issues related to anti-competitive conduct were reported and no adverse orders from regulatory authorities were received in FY 23-24.

Leadership Indicators

LI-1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of Review by Board (Annually/ Half yearly/ Quarterly / Others – please specify)	Web Link, if available
1	Decriminalization and other policy changes in the Legal Metrology Act	Through Industry Bodies	Yes	Other: Event-based	NA
2	Regulatory Changes under the Foods Law including Health Rating on Packaged Commodities	Through Industry Bodies	Yes	Other: Event-based	NA
3	Plastic Waste Management	Through Industry Bodies	Yes	Other: Event-based	NA

Remarks: Through industry associations and other bodies, Marico engages with regulatory authorities and external stakeholders on various outreach activities including policy and regulatory matters, important issues relevant to the FMCG industry, and other best practices.

PRINCIPLE 8

Businesses should promote inclusive growth and equitable development

Essential Indicators

EI-1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

S. No.	Name and brief details of project	SIA Notification No.	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
1	Water Stewardship (Jalashay)	NA	NA	Yes	Yes	The CSR impact assessment outcomes are published in the 'Communities' chapter of the FY23-24 Integrated Report.
2	Sustainable Agriculture (Parachute Kalpavriksha Foundation)	-	-	Yes	Yes	NA
3	Education (Nihar Shanti Pathshaala Funwala)	-	-	Yes	Yes	NA
4	Social Innovation (Marico Innovation Foundation)	-	-	Yes	Yes	NA

Remarks: SIA is not applicable for Marico however all CSR programs with spends over and above 1 Crore undergo external CSR impact assessments. The results are included in the Annual Disclosure from the reporting year.

EI-2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)
1	NA	NA	NA	NA	NA	NA

EI-3. Describe the mechanisms to receive and redress grievances of the community.

Marico's manufacturing plants in India are located in designated industrial parks/area/centre (Brahmaputra Industrial Park, MIDC Jalgaon, Industrial Area in Nalagarh-Solan, SIPCOT Industrial growth Centre in Perundurai-Tamilnadu, and PIPDIC Electronic Park in Puducherry).However, representatives from the manufacturing facilities along with CSR team members regularly visit the villages that are in proximity to the industrial parks/areas to understand the community's requirements as well as grievances. The CSR team has also conducted community need assessment to understand education, health, infrastructure related requirements. Based on these inputs, CSR programs are designed and executed every year to enhance the social value creation efforts across our manufacturing ecosystem

EI-4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Category	FY 2023-24	FY 2022-23
Directly sourced from MSMEs/ small producers	32.4%	33%
Sourced directly from within India	93.8%	94%

EI-5. Job creation in smaller towns- Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost. (Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

Category	FY 2023-24	FY 2022-23
Rural	0%	0%
Semi-urban	6.27%	6.56%
Urban	6.16%	5.69%
Metropolitan	87.57%	87.75%

Leadership Indicators

LI-1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

S. No.	Details of negative social impact identified	Corrective action taken
1	NA	NA

LI-2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount spent (In ₹)
1	Bihar (8)	Chhatarpur, Damoh, Barwani, Rajgarh, Vidisha, Guna, Singrauli, and Khandwa	2,39,881
2	Chhattisgarh (19)	Garhwa, Chatra, Giridih,Godda, Sahibganj, Pakur, Bokaro, Lohardaga, Purbi Singhbhum, Palamu, Latehar, Hazaribagh, Ramgarh, Ranchi, Kunti, Gumla, Simdega, Pashchimi	48,30,921
3	Jharkhand (10)	Korba, Rajnandgaon, Mahasamund, Kanker, Narayanpur, Dantewada, Bijapur, Bastar, Kondagaon, Sukma	1,04,84,306
4	Madhya Pradesh (14)	Sitamarhi, Araria, Purnia, Katihar, Muzaffarpur, Begusarai, Khagaria, Banka, Sheikhpura, Aurangabad, Gaya, Nawada, Jamui	21,33,237
5	Gujarat (1)	Dahod	1,07,00,000

LI-3.a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)

No

LI-3. b. From which marginalized /vulnerable groups do you procure?

NA

LI-3.c. What percentage of total procurement (by value) does it constitute?

NA

LI-4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/ No)	Benefit shared (Yes / No)	Basis of calculating benefit share
1.	NA	NA	NA	NA

LI-5. Details of corrective actions taken or underway, based on any adverse order in intellectual property-related disputes wherein usage of traditional knowledge is involved

S. No.	Name of authority	Brief of the Case	Corrective action taken
1	NA	NA	NA

LI-6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1	Parachute Kalpvriksha (Sustainable agriculture)	1.01 Lakh Farmers (cumulative) 20,120 of Farmers enrolled against the target of 16,000 in FY24	NA
2	Nihar shanti Pathshala Funwala	15.16 Lakh students have undergone the programme and 1.75 Lakhs teacher training done in FY24	NA
3	Community sustenance	23,822 beneficiaries impacted in FY24; 3.68 Lakh beneficiary (cumulative) impacted till date	NA
4	Jalashay	3,027 beneficiaries impacted in FY24	NA

PRINCIPLE 9

Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

EI-1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback

Marico has created multiple channels for consumers to reach out and share feedback. The Consumer Services Cell is ISO 10002 certified since the last 10 years. With a customer-first approach, experienced customer service personnel respond with structured and documented methods. It consists of product-wise FAQs and protocols for the systematic resolution of all consumer feedback. Consumer complaints/feedback database is organized through an online portal "DARPAN" which helps in tracking the entire information flow. We connect with consumers through multiple touch points like product labelling, Consumer Services Cell, Marico website and brand web pages. Consumers can connect to Marico via a Toll-Free Number/ Email ID/ P.O. Box number and through brand social media channels like Facebook, Twitter etc. There is a dedicated Online Reputation Monitoring desk to handle the online responses in real-time. Marico connects to specifically identified consumers for insights on new product initiatives namely "Dawn to Dusk" and "Bond". Understanding and responding to our consumers' needs, concerns, and interests are of utmost importance to Marico. For this, the team conducts customer satisfaction surveys every year. For FY24, the satisfaction index is at 97% We have launched a mobile App based platform QINTEL to capture product use experience from internal stakeholders about Marico's and competition products.

EI-2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

Category	As a percentage to total turnover
Environmental and social parameters relevant to the product	100%
Safe and responsible usage	100%
Recycling and/or safe disposal	100%

EI-3. Number of consumer complaints in respect of the following:

	FY 2023-24			FY 2022-23		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	Nil	0	0	Nil
Advertising	0	0	Nil	0	0	Nil
Cyber-security	0	0	Nil	0	0	Nil
Delivery of essential services	0	0	Nil	0	0	Nil
Restrictive Trade Practices	0	0	Nil	0	0	Nil
Unfair Trade Practices	0	0	Nil	0	0	Nil
Other	148	0	This is related to product functionality	66	0	This is related to product functionality

EI-4. Details of instances of product recalls on account of safety issues:

Category	Number	Reasons for recall
Voluntary recalls	0	Not Applicable
Forced recalls	0	Not Applicable

EI-5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes. We have an organization-wide Information Security Management System (ISMS) policy that includes controls for data privacy to be followed across Marico's operations. This policy is designed as per the guidelines of ISO27001:2022 & ISO 27701:2019 standards. Further, from a governance perspective, cyber risks are monitored and mitigated through the Risk Management framework implemented under Marico's Risk Management Policy (https://sustainability.marico.com/uploads/1710754824789-marico-isms-pims-l1-information-security-privacy-information-system-policy-pdf.pdf).

EI-6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.

For cyber security and data privacy from customers' perspective, our Privacy Policy is published on our website. The policy addresses various aspects like information collected by the customers, information usage, security of the information, and access to the information. We have appointed a Data Grievance officer for Marico and have published the contact details of the officer on our website, to help customers reach designated officials and register complaints related to data privacy. The Marico privacy policy document can be accessed at the following weblink: https://marico.com/other/privacy-policy

EI-7. Provide the following information relating to data breaches.

a. Number of instances of data breaches along-with impact

Marico Limited does not have any instance of data breach reported in FY24.

b. Percentage of data breaches involving personally identifiable information of customers

Marico does not have any instance of data breach reported in FY24.

c. Impact, if any, of the data breaches

Not applicable as Marico Limited does not have any instance of data breach reported in FY24.

Leadership Indicators

LI-1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

Details of all Marico products can be accessed here - https://marico.com/india/brands

LI-2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

It is our ongoing endeavour at Marico to educate consumers on healthy lifestyles and nutritional intake. Marico works with government agencies like FSSAI and other industry bodies like CII, FICCI etc. to create awareness about hygiene, nutrition, food safety, and product regulations. We believe that consumer opinions, preferences, concerns, and inquiries are important sources of information for stimulating innovation and upgrading product portfolios. The Corporate Quality team consciously makes efforts to cater to all consumer concerns. Marico has introduced Augmented Reality (AR) technology for Saffola Honey Active, Gold, a platform for Interactive Digital Consumer Experience. A first-of-its-kind integration to a Marico Brand with benefits like digital engagement, education/ sensitization for our consumers, and the creation of a delightful consumer experience. Every consumer pack in all product categories contains consumer-relevant information enabling them to make meaningful choices i.e., in Foods "Appropriate Portion Guidance" based on serve size and "Recommended Daily Amount (RDAs)" is available along with ingredients, nutritional attributes, benefit/functional claims of the product. Similarly, in the personal care category. key product attributes, usage methods, functional benefits of ingredients along with safety and efficacy claims are provided for consumer awareness.

LI-3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

Marico has created multiple touchpoints for consumer connect. In case of disruption or adverse scenarios, we regularly reach out to consumers through channels like social media, TV, Print, e-commerce platforms, and dedicated Brand Websites. Emailers or messages can be sent out to consumers who are connected to Marico's engagement databases. In addition, the consumer cell team communicates directly with the consumers if felt necessary.

LI-4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes. Marico adheres to all the applicable regulations regarding product labelling and displays relevant information on it. Transcending beyond compliance boundaries, we also try to display critical product information on the product packaging as well as relevant marketing channels. This information is generally related to the benefits of product usage. Yes. Marico Quality Team leverages the consumer database and connects to sample consumers for insights on key products, and packaging quality through the initiative "Bond" in the form of surveys, personalized calls and visits.

Board's Report

To the Members,

Your Board of Directors ("**Board**") is pleased to present the Thirty Sixth Annual Report of Marico Limited ("**Marico**" or "**Company**" or "**your Company**") for the financial year ended March 31, 2024 ("**year under review**" or "**year**" or "**FY24**").

In compliance with the applicable provisions of the Companies Act, 2013 ("**Act**") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), this report covers the financial results and other developments during the financial year from April 1, 2023 to March 31, 2024, in respect of Marico and "Marico Consolidated" comprising Marico and its subsidiaries. The consolidated entity has been referred to as "**Marico Group**" or "**Group**" in this report.

FINANCIAL RESULTS – OVERVIEW

(₹ in Crore)

Particulars	Year ended March 31, 2024	Year ended March 31, 2023
Consolidated Summary for the Group		
Revenue from Operations	9,653	9,764
Profit before Tax	1,937	1,743
Profit before Tax and exceptional items	1,937	1,743
Profit after Tax	1,502	1,322
Marico Limited (Standalone) Revenue from Operations	**7,002**	**7,478**
Profit before Tax	1,402	1,492
Less: Provision for Tax for the current year	**324**	**313**
Profit after Tax for the current year	**1,078**	**1,179**
Other Comprehensive Income for the current year	0.41	0.15
Add: Surplus brought forward	3,471	2,874
Profit available for Appropriation	4,549	4,053
Appropriations: Distribution to shareholders	**1,229**	**582**
Surplus carried forward	3,320	3,471

REVIEW OF OPERATIONS

9,653
Consolidated turnover
(₹ in Crore)

2,026
Consolidated Operating profit
(₹ in Crore)

1,470
Recurring consolidated net profit after tax
(₹ in Crore)

7,132
Domestic business (turnover)
(₹ in Crore)

22.4%

Operating margin of the India business

2,521
International business (turnover)
(₹ in Crore)

26.8%

Operating margin of the International business

In FY24, the Company posted a consolidated turnover of ₹ 9,653 Crores (USD 1.2 billion), down 1% from the previous year. The underlying domestic volume growth for the year was 2% and constant currency growth in the international business was 9%. The business delivered operating profit of ₹ 2,026 Crores, up 12% over the last year. The operating margin stood at 21.0%, up ~245 bps from the previous year. Recurring net profit after tax was at ₹ 1,470 Crores, a growth of 15% over the last year on a like-to-like basis.

The domestic business achieved a turnover of ₹ 7,132 Crores, 3% lower than the last year, impacted by pricing corrections in key portfolios. Volume growth was at 2%, mainly attributable to slower than anticipated uptick in consumption, especially in rural, and persistent sluggishness in General Trade. The operating margin of the India business was at 22.4% in FY24 vs 19.8% in the previous year. The improved profitability was a result of moderation in the prices of key commodities such as copra and vegetable oils as well as a favourable portfolio mix.

The International business posted a turnover of ₹ 2,521 Crores, a growth of 4% over the last year. The business reported constant currency growth of 9%, thereby exhibiting resounding resilience amidst currency depreciation and macro-economic headwinds in certain markets. The operating margin of the International business was at 26.8% in FY24 vs. 23.7% in the previous year. The improved profitability was a result of benign input costs and scale benefits arising from the accelerated scale up in MENA and South African businesses.

Further details on Marico's business, outlook, financial and operational performance, etc. are provided as part of the Management Discussion and Analysis Report.

There are no material changes and commitments affecting the financial position of your Company, which have occurred between the end of FY24 and the date of this report.

Further, there has been no change in the nature of business of the Company.

RESERVES

There is no amount proposed to be transferred to the Reserves.

DIVIDEND

Your Company's wealth distribution philosophy aims at sharing its prosperity with its shareholders, through a formal earmarking/disbursement of profits to its shareholders while retaining sufficient profits in the business for various purposes. In accordance with Regulation 43A of the SEBI Listing Regulations, the Company has adopted the Dividend Distribution Policy, which details various parameters subject to consideration of which the Board may recommend or declare Dividend, including working capital and capital expenditure requirements, funds required for acquisitions, reducing debt, contingencies, etc. The Dividend Distribution Policy is available on the Company's website at https://marico.com/investorspdf/Dividend_Distribution_Policy.pdf.

Based on the principles enunciated in the above Policy, your Company paid the following dividend to equity shareholders during FY24:

Particulars	Dividend per equity share (in ₹)	Dividend payout (₹ In Crore)
First Interim Dividend (declared on October 30, 2023)	3.0	388.08
Second Interim Dividend (declared on February 27, 2024)	6.5	841.07
Total Equity Dividend	**9.5**	**1,229.15**

Thus, the dividend pay-out ratio was 83% of the recurring consolidated net profit after tax as compared to 45% in the previous year. Your Company is in compliance with the Dividend Distribution Policy as approved by the Board.

CHANGES IN SHARE CAPITAL

During FY24, the paid-up equity share capital of the Company increased from ₹ 129.31 Crores to ₹ 129.41 Crores, consequent to allotment of 10,17,450 equity shares of ₹ 1 each upon exercise of stock options under the Marico Employee Stock Option Plan, 2016.

SUBSIDIARIES

A list of bodies corporate which are subsidiaries of your Company is provided as part of the notes to the Consolidated Financial Statements. The following developments took place with regard to subsidiaries of Marico during FY24:

- Marico Bangladesh Limited continues to be the material subsidiary of the Company, in terms of provisions of Regulation 16(1)(c) of the SEBI Listing Regulations.
- Your Company acquired 32.75% equity stake in Satiya Nutraceuticals Private Limited ("**Plix**"/"**Satiya Nutraceuticals**") on a fully diluted basis and requisite majority control over its Board composition/total voting rights on July 26, 2023, and consequently, Plix became a subsidiary of the Company. Juizo Advisory Private Limited, a wholly owned subsidiary of Plix also became a step-down subsidiary of the Company on account of the aforesaid transaction. Subsequently, the Company acquired additional equity stake of 18.49% in Satiya Nutraceuticals, thereby increasing the total equity stake to 51.24% on a fully diluted basis as at March 31, 2024.
- On January 2, 2024, the Company received a certified copy of the order passed by the Hon'ble High Court of Bombay approving the dissolution of Halite Personal Care India Private Limited ("**Halite**"), a wholly owned subsidiary of the Company. In terms of the said order read with Section 497(6) of the Companies Act, 1956, the dissolution is effective from November 2, 2023, the date of submission of Official Liquidator's report to the Hon'ble High Court. Halite initiated voluntary liquidation in the year 2013 and had since remained dormant.

In accordance with Section 129(3) of the Act, a separate statement containing the salient features of the financial statements of all subsidiaries and associate companies/joint ventures, if any, in prescribed Form AOC - 1 forms part of this Report. The statement also provides details of performance and financial position of each of the subsidiaries.

The audited financial statements together with related information and other reports of each of the subsidiary companies are available on the Company's website at https://marico.com/india/investors/documentation/annualreports and the same are also available for inspection by the Members. Any Member desirous of inspecting the said financial statements or obtaining copies of the same may write to the Company Secretary & Compliance Officer at investor@marico.com.

In line with the requirements of the Act and SEBI Listing Regulations, your Company has approved a policy for determining material subsidiaries and the same is available on the Company's website at https://marico.com/investorspdf/Policy_for_Determination_of_Material_Subsidiary.pdf.

PARTICULARS OF LOANS, GUARANTEES AND INVESTMENTS

Details of the loans, guarantees and investments, as required under Section 186 of the Act and Schedule V of the SEBI Listing Regulations, are provided as part of the notes to the financial statements of the Company.

MANAGEMENT DISCUSSION AND ANALYSIS

A detailed Management Discussion and Analysis forms an integral part of this Report and gives an update, *inter-alia*, on the following matters:

- Economic Scenario
- Industry structure and developments
- Segment-wise overview of business performance
- Financial Overview
- Shareholder Value
- Outlook
- Human Resources
- Information Technology & Digital
- Risk Management
- Internal control systems and their adequacy & Internal Financial Controls (IFC)
- Enterprise Risk Management Framework

BOARD OF DIRECTORS & KEY MANAGERIAL PERSONNEL

Your Company actively seeks to adopt global best practices for an effective functioning of the Board and believes in having a truly diverse Board whose wisdom and strength can be leveraged for creating greater stakeholder value, protection of their interests and better corporate governance. Marico's Board comprises eminent persons with proven competence and integrity, who bring in vast experience and expertise, strategic guidance and leadership qualities.

As on March 31, 2024, the Board comprised one Executive Director, eight Non-Executive Independent Directors (including three Women Independent Directors) and three Non-Executive Non-Independent Directors.

The Company has received requisite declarations from all the Independent Directors of the Company confirming that they meet the criteria of independence prescribed under Section 149(6) of the Act read with Rule 5 of the Companies (Appointment and Qualification of Directors) Rules, 2014 and Regulation 16(1)(b) of the SEBI Listing Regulations. The Independent Directors have also confirmed that they are not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. In the opinion of the Board, all the Independent Directors satisfy the criteria of independence as defined under the Act, rules framed thereunder and the SEBI Listing Regulations, and that they are independent of the Management of the Company.

The Board has taken on record the declarations and confirmations submitted by the Independent Directors after undertaking due assessment of the veracity of the same.

In the opinion of the Board, all Independent Directors (including those appointed during the year) possess requisite qualifications, experience, expertise, proficiency and hold high standards of integrity for the purpose of Rule 8(5)(iiia) of the Companies (Accounts) Rules, 2014. In terms of the requirements under the SEBI Listing Regulations, the Board has identified list of key skills, expertise and core competencies of the Board, including the Independent Directors, details of which are provided as part of the Corporate Governance Report.

As required under Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, all the Independent Directors (including those appointed during the year) have registered themselves with the Independent Directors Databank and also completed the online proficiency test conducted by the Indian Institute of Corporate Affairs, wherever required.

The Board met five times during FY24 on May 5, 2023, July 28, 2023, October 30, 2023, January 29, 2024 and February 27, 2024. Necessary quorum was present for all the meetings. The maximum interval between any two meetings did not exceed 120 days.

CHANGES IN DIRECTORS AND KEY MANAGERIAL PERSONNEL

I. Appointment/Re-appointment of Directors

The Board at its meeting held on May 5, 2023, based on the recommendation of NRC, approved the below matters which were approved by Members at its 35th Annual General Meeting (AGM) held on August 11, 2023:

1. Re-appointment of Mr. Saugata Gupta (DIN: 05251806) as the Managing Director & CEO ("**MD & CEO**") of the Company for a term of 2 (two) years with effect from April 1, 2024 to March 31, 2026, not liable to retire by rotation, and terms thereof including remuneration.

2. Appointment of Mr. Rajan Bharti Mittal (DIN: 00028016) as an Independent Director for a term of 5 (five) consecutive years with effect from July 1, 2023 to June 30, 2028, not liable to retire by rotation.

In terms of the Company's Policy on Nomination, Remuneration and Evaluation ("**NRE Policy**"), the Board at its meeting held on February 27, 2024, based on the recommendation of NRC and considering Mr. Nikhil Khattau's experience, expertise, skills and contributions as part of his long-standing association with the Company, approved and recommended to the Members the appointment of Mr. Nikhil Khattau (DIN: 00017880) as a Non-Independent Non-Executive Director w.e.f. April 1, 2024 (post completion of his tenure as Independent Director w.e.f. end of day on March 31, 2024). Subsequently, the Members approved the aforesaid appointment vide resolution dated April 7, 2024 passed through postal ballot. Details of voting results of postal ballot have been provided as part of the Corporate Governance Report. Mr. Nikhil Khattau ceased to be the Lead Independent Director w.e.f. end of day on March 31, 2024. Further, Mr. Nikhil Khattau ceased to be the Chairman/Member of the Audit Committee, Risk Management Committee and Stakeholders' Relationship Committee as well as the Member of the Nomination and Remuneration Committee, upon completion of his tenure as an Independent Director.

Ms. Hema Ravichandar (DIN: 00032929) completed her second consecutive term as an Independent Director on March 31, 2024 and consequently ceased to be a Director of the Company with effect from end of day on March 31, 2024. Further, Ms. Hema Ravichandar ceased to be the Chairperson/Member of the Nomination and Remuneration Committee and Member of the Audit Committee, upon completion of her tenure as an Independent Director.

The Board of Directors and Management place on record their deep appreciation for the contributions made by Ms. Hema Ravichandar during her association with the Company over the years.

In accordance with the provisions of Section 152 of the Act read with the rules made thereunder and the Articles of Association of the Company, Mr. Rajendra Mariwala (DIN: 00007246), Non-Executive Director, retires by rotation at the 36th AGM and being eligible, has offered himself for re-appointment. Based on the recommendation of NRC, the Board has recommended for the approval of the Members, re-appointment of Mr. Rajendra Mariwala as a Non-Executive Director at the 36th AGM. A brief profile of Mr. Rajendra Mariwala and other requisite information are provided as part of the Notice of 36th AGM.

II. Key Managerial Personnel

Other than the re-appointment of Mr. Saugata Gupta as MD & CEO as aforesaid, there were no changes in the Key Managerial Personnel of your Company.

DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to Section 134(3)(c) of the Act, the Directors of your Company, to the best of their knowledge and based on the information and explanations received from the Company, confirm that:

a. in the preparation of the annual financial statements for the financial year ended March 31, 2024, the applicable accounting standards have been followed and there are no material departures from the same;

b. the Directors have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of your Company as at March 31, 2024 and of the profit of your Company for the said period;

c. proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d. the annual accounts have been prepared on a 'going concern' basis;

e. proper internal financial controls to be followed by the Company were laid down and such internal financial controls are adequate and were operating effectively; and

f. proper systems to ensure compliance with the provisions of all applicable laws were devised and that such systems were adequate and operating effectively.

PERFORMANCE EVALUATION

Your Company believes that the process of performance evaluation at the Board level is pivotal to its Board Engagement and Effectiveness. The Policy and criteria for Board Evaluation is duly approved by NRC. Performance evaluation is facilitated by the Chairman of the Board who is supported by the Chairperson of NRC. This process at Marico is conducted through structured questionnaires which cover various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Member's strengths and contribution, execution and performance of specific duties, obligations and governance.

Evaluation of Committees of the Board was based on criteria such as adequacy of Committee composition, adherence to charter and laying down the full year agenda, role of Chairperson including allocation of time and eliciting contributions from all Committee members, effectiveness of Committee's performance and quality of support/recommendation to the Board, etc.

Evaluation of Directors was based on criteria such as preparedness and participation in discussions, quality of inputs, managing Board relationships, understanding of corporate governance framework, financial reporting, industry and market conditions, exercising independent judgment, etc.

Evaluation of the Board was based on criteria such as information architecture, Board dynamics and composition, focus on substantive issues, capacity building and future readying the organisation, governance mechanisms, etc.

In addition to the questionnaires, detailed one-on-one in-sighting is carried out annually by the Chairperson of the NRC with individual Board members. Feedback is also taken from senior management personnel on relevant aspects of Board functioning and shared with the Chairperson of the NRC. A quantitative analysis and Board Effectiveness presentation with in-sighting feedback and trends is shared by the Chairperson of the NRC to all Board Members. Thereafter, the following process is followed to assimilate and process the feedback:

- A meeting of the Independent Directors is held wherein performance of Non-Independent Directors including the MD & CEO, Chairman of the Board and of the Board as a whole is evaluated.
- The entire Board discusses the findings of evaluation with the Independent Directors and also evaluates the performance of the Individual Directors including the MD & CEO, the Board as a whole and all Committees of the Board.
- As an outcome of the above process, individual feedback is shared with each Director subsequently during the year.

With respect to the focus areas identified by the Board last year, the following progress was made in the year under review:

Focus Areas	Progress made
Continued focus on Board effectiveness and assimilation of newer Board members	Board rejuvenation was completed in a phased manner to ensure continued Board effectiveness. Assimilation of newer Board members was undertaken through continuous engagement and other measures. A robust process for succession planning has been set up and regularly discussed at the Board and NRC.
Continued emphasis at a Board level on strategic risk management and building management capability in this area.	Key risks and mitigation measures were reviewed and metrices were re-articulated, wherever required, based on business priorities. Processes, systems and practices were further strengthened with a view to de-risk the organisation and to sustain and improve the long-term performance amidst a volatile macro environment.
Sustainability & ESG - deep focus on sustainable value creation and long-term win-win for all stakeholders.	During the year, significant progress was made to drive ESG leadership through cohesive and structured set of interventions under the Marico ESG 2.0 framework, aligned with the relevant United Nations (UN) Sustainable Development Goals (SDGs). The Company continued to implement best-in-class governance practices.
Mentoring the Senior Management to create an agile organisation that can adapt to the highly VUCA (Volatile, Uncertain, Complex & Ambiguous) environment.	During the year, the Board continued to deeply engage with the Executive management team to implement the strategic transformational initiatives in areas of innovation and diversification of foods business and premium brands, cost management, digital maturity and talent management.
Focus Areas for the Committees: Audit Committee: further strengthening the GRCC (governance, risk management, controls and compliance) policies, processes and systems in the Company with special focus on automation and analytics, cyber security and standardisation of practices across all units within Marico. Nomination and Remuneration Committee: - helping strengthen the culture within the organisation that is positive, enabling and inclusive with diverse talent across gender, ability and thought. - further strengthening the top talent pipeline and succession planning for MD & CEO and the Senior Management Personnel. Corporate Social Responsibility Committee: bringing focus on effectively measuring impact created through CSR spends by Marico.	As part of its terms of reference and focused discussions on agenda matters, the Committees continued to drive their respective priorities to augment governance and internal controls.

For the year under review, the performance evaluation exercise conducted has resulted in identification of following focus areas, for the Company to work upon in the coming years:

1. Marico 3.0: building a future-ready organisation- sustained focus of the Board and management on driving the future strategy of Marico, transformational agenda, portfolio mix and innovation, sustainable and profitable growth of digital business, bringing more 'outside-in' perspective and building critical capabilities to make the organisation future-ready. Continued emphasis at the Board level on strategic risk management, strengthening processes and systems coupled with robust monitoring, to mitigate key risks including volatility in international markets, exposure to currency fluctuations in certain geographies, etc.

2. Board effectiveness- continued strengthening of Board dynamics and assimilation of new Board members, with the objective of fostering a cohesive and high-performing Board. Ongoing engagement with Board members on strategic priorities, businesses and brands, policies and processes, as well as relevant industry developments.

3. Mentoring MD & CEO and Management- The Board will continue to mentor the MD & CEO and the senior management team on leadership development, succession planning, talent management, capability building to future ready the organisation across various dimensions and enabling cultural integration with acquired D2C businesses.

4. Sustainability & ESG- relentless focus on sustainable value creation and long-term win-win for all stakeholders. Under Marico ESG 2.0 framework, driving impactful interventions in the areas of net-zero emissions, responsible sourcing, water stewardship, inclusivity and diversity, etc., ethical business conduct, continued implementation of a robust sustainability governance structure and best-in-class practices under the able guidance of the Board.

5. For the Board Committees, the following focus areas will continue for the coming year:

    a. Audit Committee: Maintaining continued rigour in implementation of the GRCC policies, processes and systems in the Company with focus on regulatory changes, comprehensive internal audits, automation and analytics, cyber security and assimilation of best practices and learnings across all units within Marico.

    b. Nomination and Remuneration Committee:

        i. Continued reinforcement of Marico 3.0 cultures and values, fostering a positive, enabling and inclusive culture with diverse talent across gender, ability and thought. Focus on alignment of compensation structures with long-term performance.

        ii. Strengthening the top talent pipeline and succession planning for the MD & CEO and Senior Management Personnel.

    c. Corporate Social Responsibility Committee: Prioritise and focus on identified CSR programs to enhance the impact, long-term sustainability and reach of such programs. Continued focus on effectively measuring impact created through CSR spends by Marico.

    d. Risk Management Committee: Evaluating refresh of key risks based on strategic business plans and priorities. Continued monitoring of risk management systems and maintaining a robust system for tracking efforts and outcome metrics for risk mitigation.

The Board is also committed to review the progress on these priorities during the annual Board Retreats held every year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) AND BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT (BRSR)

At Marico, sustainability is regarded as a business enabler that influences key strategic decisions. Having ingrained sustainability into its culture, your Company has spurred towards a carbon neutral future. This transformation is driven by robust sustainability governance structure, ethical business conduct, ESG risk mitigation strategies, ambitious targets towards transitioning to low-carbon sources, lowering GHG emission intensity, achieving water stewardship, incorporating responsible sourcing principles, and mapping product sustainability footprint. Considering the Company's deep focus on Sustainability, ESG is considered a Board-level mandate from a governance standpoint and discussed periodically as part of Board meetings.

As part of its commitment to drive sustainable value creation and stakeholder capitalism, your Company has continued to drive impactful initiatives and actions under its Sustainability 2.0 Framework launched in FY22. Covering over 50 KPIs across the environmental, social and governance pillars - the framework defines Marico's long-term sustainability goals that it aims to achieve by 2030. Marico's Sustainability 2.0 roadmap reaffirms its commitment to becoming a future-ready organization that creates value for all stakeholders, from its employees and business partners to the communities in which it operates. The program aims to reduce its environmental impact, balance profitability with social license to operate, and implement a more transparent, efficient, and effective corporate governance framework. A detailed write-up on Marico's stakeholder engagement process, covering *inter alia* the constituents of stakeholder ecosystem, engagement objectives and mode of engagement, has been provided as part of the Chapter titled "Stakeholder Engagement" of this Integrated Annual Report.

As part of the deployment, Marico has adopted an extensive 8-point commitment to effect change around key focus areas ranging from Net Zero emissions in domestic operations by 2030, Circular Economy, Responsible Sourcing, Inclusivity and Diversity, Human Rights and Ethics, etc.

Your Company realizes the power of being transparent and accountable as an organization, which in turn, helps in maintaining the trust that stakeholders' have placed in us. Marico considers disclosure practices as a strong tool to share strategic developments, business performance and the overall value generated for various stakeholder groups over a period of time. Marico has published its sixth Integrated Annual Report underlining the new set of targets and business goals that pave the way for short, medium and long-term value creation of the Company. Keeping up with changes in regulatory requirements and evolving disclosure patterns, your Company is presenting its second Business Responsibility and Sustainability Report ("**BRSR**"), alongwith the reasonable assurance report on the BRSR Core from an independent agency. The BRSR covers the Company's performance against the nine principles of the 'National Guidelines on Responsible Business Conduct' and is in adherence to the SEBI Listing Regulations.

The financial sections of BRSR are presented in line with the requirements of the Act read with the rules made thereunder, the Indian Accounting Standards, the SEBI Listing Regulations and the requisite Secretarial Standards issued by the Institute of Company Secretaries of India. The non-financial section (Sustainability and Corporate Social Responsibility) is presented in conformance to the Global Reporting Initiative (GRI) Standard's Core Performance Indicators, the UN Sustainable Development Goals (SDGs) and other sector relevant international sustainability disclosure guidelines.

AUDIT COMMITTEE & AUDITORS

AUDIT COMMITTEE

Your Company has constituted an Audit Committee which performs the roles and functions as mandated under the Act, the SEBI Listing Regulations and such other matters as prescribed by the Board from time to time. The detailed terms of reference of the Audit Committee, attendance at its meetings and other details have been provided in the Corporate Governance Report. As on the date of this Report, the Audit Committee consists of three Independent Directors, Mr. Milind Barve, Ms. Apurva Purohit and Mr. Ananth Sankaranarayanan. Mr. Milind Barve is the Chairman of the Audit Committee.

During the year under review, the Board has accepted the recommendations of the Audit Committee on various matters. There have been no instances where such recommendations have not been accepted.

STATUTORY AUDITORS

Pursuant to the provisions of Section 139 of the Act, the Members at the 34th AGM held on August 5, 2022 approved the re-appointment of M/s. B S R & Co. LLP, Chartered Accountants (Firm registration No. 101248W/W-100022), as the Statutory Auditors of the Company for a second term of 5 (five) consecutive years, from the conclusion of 34th AGM upto the conclusion of 39th AGM to be held in the year 2027. Accordingly, the Statutory Auditors will hold office until the conclusion of 39th AGM of the Company.

The Auditor's Report on the financial statements of the Company for the financial year ended March 31, 2024 forms part of the Annual Report. The said report was issued by the Statutory Auditors with an unmodified opinion and does not contain any qualifications, reservations or adverse remarks. During the year under review, the Auditors have not reported any fraud under Section 143(12) of the Act and therefore disclosure of details under Section 134(3)(ca) of the Act is not applicable. The Audit Committee periodically reviews the independence of Auditors through quarterly affirmations, review of non-audit services, internal checks and balances to mitigate conflict of interest, etc.

COST AUDITORS

In terms of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the Company is required to maintain cost accounting records and have them audited every year. Your Company has made and maintained the cost accounts and records, as required. Accordingly, the Board at its meeting held on May 6, 2024, based on the recommendation of the Audit Committee, appointed M/s. Ashwin Solanki & Associates, Cost Accountants (Firm registration no.: 100392), as the Cost Auditors of the Company to conduct audit of the cost records for the financial year ending March 31, 2025. A remuneration of ₹ 10,50,000/- (Rupees Ten Lakhs and Fifty Thousand only) plus applicable taxes and out of pocket expenses, has been fixed for the Cost Auditors, subject to the ratification of such fees by the Members at the 36th AGM. Accordingly, the matter relating to ratification of the remuneration payable to the Cost Auditors for the financial year ending March 31, 2025 forms part of the Notice of the 36th AGM. The Company has received requisite consent and certificate of eligibility from M/s. Ashwin Solanki & Associates.

During the year under review, the Cost Auditor has not reported any fraud under Section 143(12) of the Act and therefore disclosure of details under Section 134(3)(ca) of the Act is not applicable.

SECRETARIAL AUDITOR

Pursuant to Section 204 of the Act, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Board at its meeting held on May 6, 2024, based on the recommendation of the Audit Committee, approved the appointment of Dr. K. R. Chandratre, Practicing Company Secretary (Certificate of Practice No. 5144), as the Secretarial Auditor of the Company to conduct audit of the secretarial records for the financial year ending March 31, 2025. The Company has received consent from Dr. K. R. Chandratre to act as such.

The Secretarial Audit Report in form MR-3 for FY24 is enclosed as "**Annexure A**" to this report. The Secretarial Audit Report does not contain any qualifications, reservations or adverse remarks. During the year under review, the Secretarial Auditor has not reported any fraud under Section 143(12) of the Act and therefore disclosure of details under Section 134(3)(ca) of the Act is not applicable.

RISK MANAGEMENT

Your Company believes that Risk Management is an integral and important aspect of Corporate Governance and a robust Risk Management Framework ensures adequate controls and monitoring mechanisms for smooth and efficient running of the business. A risk-aware organization is better equipped to maximize shareholder value.

The key cornerstones of your Company's Risk Management Framework are:

- A well-defined risk management policy;
- Periodic assessment and prioritization of risks that affect the business of your Company;
- Development and deployment of risk mitigation plans to reduce vulnerability to prioritized risks;

- Focus on both the results and efforts required to mitigate the risks;
- Defined review and monitoring mechanism wherein the functional teams, top management, Risk Management Committee, Audit Committee and the Board review the progress of the mitigation plans;
- Comprehensive Enterprise Risk Management Framework;
- Integration of Risk Management with strategic business plan, annual operating plans, performance management system and significant business decisions;
- Constant scanning of external environment for new and emerging risks;
- Wherever applicable and feasible, defining the risk appetite and implementing adequate internal controls to ensure that the limits are adhered to.

Your Company has also put in place a robust Crisis Management Framework monitored by internal crisis management committee which is responsible for laying out crisis response mechanism, communication protocols, and periodic training and competency building around crisis management.

Your Company has in place a Risk Management Committee ("**RMC**") chaired by an Independent Director, which assists the Board in monitoring and overseeing implementation of the risk management policy, including evaluating the adequacy of risk management systems and such other functions as mandated under the SEBI Listing Regulations and as the Board may deem fit from time to time. The composition, detailed terms of reference of the RMC and attendance at its meetings are provided as part of the Corporate Governance Report.

In terms of the applicable provisions of the SEBI Listing Regulations, your Board has adopted a Risk Management Policy, which is available on the Company's website at https://marico.com/investorspdf/Risk_Management_Policy.pdf.

Further details of the Risk Management Framework of the Company are provided as part of the Integrated Annual Report.

INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE FINANCIAL STATEMENTS

Internal Financial Controls are an integral part of the risk management process which in turn forms part of Corporate Governance addressing financial and financial reporting risks. The Internal Financial Controls have been documented and embedded in the business processes. Your Company has deployed the principles enunciated below to ensure adequacy of Internal Financial Controls with reference to:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations
- Prevention and detection of frauds
- Safeguarding of assets

Your Company has defined policies and standard operating procedures for all key business processes to guide business operations in an ethical and compliant manner. Compliance to these policies is ensured through periodic self-assessment as well as internal and statutory audits. The Company has robust ERP and other supplementary IT systems which are an integral part of internal control framework. The Company continues to constantly leverage technology in enhancing the internal controls. The Company also uses data analytics to identify trends and exceptions to pro-actively monitor any control deviations for corrective action.

Your Board reviews the internal processes, systems and the internal financial controls and accordingly, the Directors' Responsibility Statement contains a confirmation as regards adequacy of the internal financial controls. Assurances on the effectiveness of Internal Financial Controls is obtained through management reviews, self-assessment, continuous monitoring by functional heads as well as testing of the internal financial control systems by the internal auditors during the course of their audits. The Company believes that these systems provide reasonable assurance that its internal financial controls are designed effectively and are operating as intended.

On a voluntary basis, your Company's material subsidiary, Marico Bangladesh Limited **("MBL")** has also adopted this framework and its progress is reviewed by MBL's Audit Committee and its Board of Directors, which exhibits Marico's commitment to good governance at a group level.

RELATED PARTY TRANSACTIONS

In line with the requirements of the Act and the SEBI Listing Regulations as amended from time to time, the Company has adopted a Policy on Related Party Transactions and the same is available on its website at https://marico.com/investorspdf/Policy_on_Related_Party_Transactions.pdf. The Policy captures framework for Related Party Transactions and intends to ensure that proper reporting, approval and disclosure processes are in place for all transactions with related parties.

All transactions with related parties and subsequent material modifications are placed before the Audit Committee for its review and approval. Before the commencement of each financial year, an omnibus approval from Audit Committee is obtained for related party transactions for such year which are repetitive in nature, based on the approved criteria. In case of transactions which are unforeseen, the Audit Committee grants an approval to enter into such unforeseen transactions, provided the transaction value does not exceed the limit of ₹ 1 Crore per transaction in a financial year. The Audit Committee reviews all transactions entered into pursuant to the omnibus approvals so granted (including long-term or recurring RPTs), on a quarterly basis.

All transactions with related parties entered into during FY24 were at arm's length basis and in the ordinary course of business and in accordance with the provisions of the Act and rules made thereunder, the SEBI Listing Regulations and the Company's Policy on Related Party Transactions.

During the year under review, there were no transactions for which consent of the Board was required to be taken in terms of Section 188(1) of the Act and accordingly, no disclosure is required in respect of the related party transactions in Form AOC-2 under Section 134(3)(h) of the Act and rules framed thereunder. Further, there were no material related party transactions in terms of the SEBI Listing Regulations requiring approval of the Members during the year under review. Attention of the Members is drawn to note no. 30 of the standalone financial statements setting out the disclosures on related party transactions for FY24.

Pursuant to Regulation 23(9) of the SEBI Listing Regulations, your Company has filed the reports on related party transactions with the Stock Exchanges within statutory timelines.

NOMINATION AND REMUNERATION COMMITTEE AND COMPANY'S POLICY ON NOMINATION, REMUNERATION, BOARD DIVERSITY, EVALUATION AND SUCCESSION

Your Company has in place an NRC which performs the functions as mandated under the Act, the SEBI Listing Regulations and such other functions as prescribed by the Board from time to time. The composition of NRC, attendance at its meetings and other details have been provided as part of the Corporate Governance Report.

In terms of the applicable provisions of the Act read with the rules framed thereunder and the SEBI Listing Regulations, your Board has approved the Policy for appointment, removal and remuneration of Directors, Key Managerial Personnel ("**KMP**") and Senior Management Personnel ("**SMP**") and also on Board Diversity, Succession Planning and Evaluation of Directors ("**NRE Policy**"). At its meeting held on May 5, 2023, the Board approved the revised NRE Policy incorporating certain amendments under the SEBI Listing Regulations. The remuneration paid to Directors, KMP and SMP of the Company are as per the terms laid down in the NRE Policy. The MD & CEO of your Company does not receive remuneration or commission from any of the subsidiaries of your Company.

The salient features of this Policy are outlined in the Corporate Governance Report and the NRE Policy is available on the Company's website at https://marico.com/investorspdf/Policy_on_Nomination,_Remuneration_and_Evaluation.pdf.

MARICO EMPLOYEE BENEFIT PLAN

Marico Employee Stock Option Plan, 2016

At the 28th AGM held on August 5, 2016, the Members approved institution of the Marico Employee Stock Option Plan, 2016 ("**Marico ESOP 2016 Plan**" or "**Plan**") as a long-term incentive plan for grant of employee stock options ("**Options**") to eligible employees of the Company including the MD & CEO and that of its subsidiaries, whether in India or outside India ("**Eligible Employee**"), which was further amended by the shareholders vide resolutions dated May 14, 2022 passed through Postal Ballot. Stock options have long been proven to be an effective tool for organizations to incentivize employees to accelerate profitable growth and wealth creation while also working as a performance reward and retention tool. Marico ESOP 2016 Plan aims to align individual goals and performance of employees to annual and long-term business objectives of the Company, reward employees for creating long-term value for shareholders by achieving the business objectives and accelerating Company performance and attract and retain high potential and critical employees in a competitive talent environment.

The NRC is entrusted with the responsibility of administering the Plan and the scheme(s) notified or to be notified thereunder, from time to time.

The Board at its meeting held on May 6, 2024 approved amendments to the Marico ESOP 2016 Plan, subject to approval of Members at the 36th AGM, authorizing NRC to extend the Exercise Period within which the vested options are required to be exercised in the event of separation of employee(s) due to various reasons such as death, permanent disability, retirement, resignation or other separations, subject to the overall period being within 5 years from the date of vesting, as currently stipulated as maximum Exercise Period in the Plan. Further details of the proposed amendment and other requisite information are provided as part of the Notice of 36th AGM. The Board recommends the aforesaid amendments to the Marico ESOP 2016 Plan for approval of the Members of the Company.

As on March 31, 2024, an aggregate of 74,80,423 Options were outstanding which constitute about 0.58% of the paid-up equity share capital of the Company as on that date.

Marico Employees Stock Appreciation Rights Plan, 2011

The Company adopted Marico Stock Appreciation Rights Plan, 2011 ("**STAR Plan**") in the year 2011, for the welfare of its employees and those of its subsidiaries ("**Eligible Employees**").

Under the STAR Plan, various schemes are notified for conferring cash incentive benefit to the Eligible Employees through grant of stock appreciation rights ("**STARs**").

The NRC administers the STAR Plan and the scheme(s) notified thereunder, from time to time. The NRC notifies various schemes for granting STARs to the eligible employees. Each STAR is represented by one equity share of the Company. The eligible employees are entitled to receive in cash the excess of the maturity price over the grant price in respect of such STARs subject to fulfilment of certain conditions and applicability of Income Tax. The STAR Plan involves secondary market acquisition of the equity shares by an Independent Trust set up by your Company for the implementation of the STAR Plan. Your Company lends monies to such Trust for making secondary acquisition of equity shares, subject to the statutory ceilings and provisions of applicable law.

As on March 31, 2024, an aggregate of 13,87,084 STARs were outstanding which constitute about 0.11% of the paid-up equity share capital of the Company as on that date.

STATUTORY INFORMATION ON MARICO EMPLOYEE BENEFIT SCHEME/PLAN AND TRUST

The disclosure in terms of Regulation 14 of the SBEB Regulations is made available on the Company's website at https://marico.com/india/investors/documentation/annualreports. Further, the Company has complied with the applicable accounting standards in this regard. During the year under review, the Company has not given loan to any of its employees for purchase of shares of the Company.

It is hereby affirmed that the Marico ESOP 2016 Plan and STAR Plan instituted by the Company are in compliance with the SBEB Regulations, as amended from time to time, and the resolutions passed by the Members approving the same.

PARTICULARS OF EMPLOYEES AND RELATED DISCLOSURES

The ratio of remuneration of each Director to the median employees' remuneration as per Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended, is disclosed in "**Annexure B**" to this report.

The statement containing names of the top ten employees in terms of remuneration drawn and the particulars of employees as required under Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended, forms part of this Report. In terms of Section 136(1) of the Act, the Annual Report is being sent to the Members, excluding the aforesaid statement. The statement is open for inspection upon request by the Members and any Member desirous of obtaining the same may write to the Company Secretary at investor@marico.com.

CORPORATE GOVERNANCE

Your Company believes that effective leadership, robust policies, processes and systems and a rich legacy of values form the hallmark of our best corporate governance framework. The Board, in conjunction with the management, sets values of your Company and drives the Company's business with these principles. These ethics and values are reflected in Marico's culture, business practices, disclosure policies and relationship with its stakeholders. These ethics and values are practiced by Marico and its subsidiaries globally, which is at par with best international standards and good corporate conduct.

Pursuant to Regulation 34 of the SEBI Listing Regulations, a separate report on Corporate Governance is annexed to this report as "**Annexure C**". Further, a certificate from Dr. K. R. Chandratre, Practicing Company Secretary, on compliance with corporate governance norms under the SEBI Listing Regulations forms part of the Corporate Governance Report.

VIGIL MECHANISM

Your Company has a robust vigil mechanism in the form of Code of Conduct (**"CoC"**) which enables its stakeholders to report concerns about unethical or inappropriate behavior, actual or suspected fraud, leak of unpublished price sensitive information, unfair or unethical actions, or any other violation of the CoC. There are separate guidelines called Marico's Code of Business Ethics that are applicable to our associates who partner us in our organizational objectives. It is also made a part of agreements executed by your Company with its vendors. Your Company discourages bribery and corruption in any form and has adopted an Anti-Bribery and Anti-Corruption Policy, which is available on the website at https://marico.com/aboutus_coc_pdf/Anti-Bribery-Anti-Corruption-Policy.pdf. The objective of CoC is to ensure that your Company conducts its business in the most principled and ethical manner, the highest level of governance and a discrimination and harassment-free workplace for all its employees.

In compliance with the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 and rules made thereunder, your Company has adopted a policy ("**Anti-Sexual Harassment Policy**") for the prevention of sexual harassment and constituted Internal Committees to deal with complaints relating to sexual harassment at workplace. Details of complaint on sexual harassment are as under:

Particulars	Number of Complaint(s)
Complaint(s) filed during FY24	4
Complaint(s) disposed-off during FY24	4
Complaint(s) pending as at end of FY24	0

The Company conducts Global PoSH survey where members can anonymously confirm if they have experienced/witnessed instances of sexual harassment while working with Marico in the past one year. Further, the survey results are shared by members of Executive Committee in their respective constituency to strengthen the awareness and sensitize the employees on the requirements under law.

All cases involving violation/potential violation of code are referred to the CoC Committee. The vigil mechanism of the Company provides for adequate safeguards against victimization of Directors, employees and third parties who avail of the mechanism and also provides for direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases. The CoC guidelines are designed to ensure that Directors, employees and third parties may report genuine concerns on CoC adherence or violations thereof without fear of retaliation (including through anonymous reporting). To encourage such members to report any concerns, the Company has engaged an independent agency for managing the whistleblowing system.

At its meeting held on January 29, 2024, the Board approved certain amendments to the CoC incorporating administrative changes and procedures across various jurisdictions where the Company operates.

Any violation may also be reported anonymously. To this end, your Company has provided the below options for reporting:

1. **Globally accessible** toll-free telephone numbers in multiple countries and web-helpline in multiple languages which are available 24*7, through which grievances/concerns can be reported to the Company anonymously.
2. **CoC Website-** marico.ethicspoint.com (with an option to report anonymously).
3. **CoC Mobile Helpline -** maricomobile.ethicspoint.com (with an option to report anonymously).

For administration and governance of the Code, a committee called Code of Conduct Committee is constituted. All cases reported under the whistleblower policy are reported to the CoC Committee and are subject to review by the Audit Committee. In addition to the independent Ethics helpline system, your Company has also provided in its CoC, direct access to the members of the CoC Committee, Internal Committee, respective Business HR/CXO and a complaint drop box facility to report concerns or violations of the CoC (with an option to file a complaint anonymously).

All new employees go through a detailed personal orientation on CoC and anti-sexual harassment policy, along with an e-learning module which can be completed and referred to throughout the year. Your Company seeks affirmation on compliance of CoC on a quarterly basis from the Directors and the employees at senior level. Additionally, separate trainings (classroom/online) on CoC principles on Anti-Sexual Harassment Policy and Marico Insider Trading Rules, 2015 are conducted to educate the employees on the said policy/rules. The education and sensitization are further strengthened through periodic email communications and focused group discussions with employees to ensure the CoC is followed in spirit and failures are minimized. In addition to above, the Company ensures notifying the members in Townhall about the cases CoC Committee dealt with in the previous year in the form of case studies by concealing the identity of the members involved. The Company also ensures capability building of and mandatory certifications by its business partners on Marico's Code of Conduct and Marico's Code of Business Ethics. Further details on vigil mechanism are available on the website of the Company at https://marico.com/india/about-us/code-of-conduct.

The Board and Audit Committee are informed periodically on the matters reported under CoC and the status of resolution of such cases.

The Company affirms that no personnel has been denied access to the Audit Committee.

ENERGY CONSERVATION, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014, as amended, is enclosed as "**Annexure D**" to this report.

CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

Marico's stated purpose is to "Make a Difference" and your Company's CSR philosophy is anchored on this core purpose of making a difference to the lives of all its stakeholders to help them achieve their full potential. Your Company believes that economic value and social value are inter-linked, and it has a commitment towards the inter-dependent ecosystem consisting of various stakeholders.

Based on recommendation of the CSR Committee, the Board at its meeting held on May 6, 2024 amended the CSR Policy to align certain key thrust areas as per the Company's CSR philosophy and other administrative practices. The amended policy is available on the website at https://marico.com/investorspdf/Corporate_Social_Responsibility_Policy.pdf.

The Company has in place a CSR Committee, which functions in accordance with the applicable provisions of the Act and such other matters as prescribed by the Board from time to time. The detailed terms of reference of the CSR Committee, attendance at its meetings and other details have been provided in the Corporate Governance Report. As on the date of this Report, the CSR Committee consists of five Directors, Mr. Ananth Sankaranarayanan, Mr. Harsh Mariwala, Mr. Saugata Gupta, Mr. Milind Barve and Ms. Nayantara Bali. Mr. Ananth Sankaranarayanan is the Chairman of the CSR Committee.

During FY24, your Company spent ₹ 23.79 Crores towards its CSR activities. A brief outline of the CSR Philosophy, salient features of the CSR Policy of the Company, the CSR initiatives undertaken during the financial year 2023-24 together with progress thereon and the report on CSR activities in the prescribed format including details on impact assessment, as required by the Companies (Corporate Social Responsibility Policy) Rules, 2014, are set out in "**Annexure E**" to this Report.

Further, the Chief Financial Officer of the Company has certified that CSR spends of the Company for FY24 have been utilized for the purpose and in the manner approved by the Board of Directors of the Company.

SECRETARIAL STANDARDS

During the year under review, the Company has complied with all the applicable provisions of Secretarial Standard – 1 and Secretarial Standard – 2 issued by the Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs.

DEPOSITS

There were no outstanding deposits within the meaning of Sections 73 and 74 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014, as amended, at the end of FY24 or the previous financial year. Your Company did not accept any deposits during FY24.

DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS

During the year under review, there were no significant/material orders passed by the regulators or courts or tribunals impacting the going concern status of your Company and its operations in future.

ANNUAL RETURN

Pursuant to Section 134(3)(a) of the Act, the draft annual return for FY24 prepared in accordance with Section 92(3) of the Act is made available on the website of the Company at https://marico.com/india/investors/documentation/annualreports.

COST RECORDS

The maintenance of cost records as specified under Section 148 of the Act, is applicable to the Company and accordingly all the cost records are made and maintained by the Company and audited by the cost auditors.

OTHER DISCLOSURES

a. There are no proceedings made or pending under the Insolvency and Bankruptcy Code, 2016 and there are no instances of one-time settlement with any Bank or Financial Institution, during the year under review.

b. Your Company has not issued shares with differential voting rights and sweat equity shares during the year under review.

c. Details of unclaimed dividends and equity shares transferred to the Investor Education and Protection Fund authority have been provided as part of the Corporate Governance report.

ACKNOWLEDGEMENT

Your Board takes this opportunity to thank the employees for their dedicated service and firm commitment to the goals and vision of the Company. Your Board also wishes to place on record its sincere appreciation for the wholehearted support received from the Members, distributors, third party manufacturers, bankers and all other business associates and from the neighbourhood communities of various Marico locations. We look forward to continued support of all these partners in the future.

On behalf of the Board of Directors

Harsh Mariwala
Chairman
DIN: 00210342

Place: Mumbai
Date: May 6, 2024

Annexure 'A' to the Board's Report

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024
[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To:
The Members,
Marico Limited,
7th Floor, Grande Palladium,
175, CST Road, Kalina,
Santacruz – (East), Mumbai – 400 098.

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Marico Limited (hereinafter called 'the Company'). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on 31 March 2024 ('Audit Period') complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31 March 2024 according to the provisions of:

(i) The Companies Act, 2013 ('the Act') and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investment. There were no Foreign Direct Investment and External Commercial Borrowings transactions during the Audit Period;

(v) The following Regulations prescribed under the Securities and Exchange Board of India Act, 1992: —

  (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

  (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

  (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not applicable to the Company during the Audit Period);

  (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

  (e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; (Not applicable to the Company during the Audit Period);

  (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

  (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; (Not applicable to the Company during the Audit Period) and

  (h) The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018 (Not applicable to the Company during the Audit Period).

(vi) **I further report that**, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof on test-check basis, the Company has complied with the following laws applicable specifically to the Company:

  (a) The Drugs and Cosmetics Act, 1940 and the Rules made thereunder;

  (b) Blended Edible Vegetable Oils Grading and Marking Rules, 1991;

  (c) Food Safety and Standards Act, 2006 and the Rules and Regulations made thereunder;

  (d) The Legal Metrology Act, 2009 and the Rules made thereunder;

  (e) Plastic Waste Management Rules, 2016; and

  (f) The Bureau of Indian Standards (BIS) Act, 2016 and the Rules made thereunder, as applicable.

I have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards with respect to Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) issued by The Institute of Company Secretaries of India; and

(ii) Listing Agreements entered into by the Company with BSE Limited and the National Stock Exchange of India Limited read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

I further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were generally sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at Board Meetings and Committee Meetings were carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committees of the Board, as the case may be.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that during the audit period no specific events/ actions took place having a major bearing on the company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc.

Dr. K. R. Chandratre
Practicing Company Secretary
FCS No.: 1370, C. P. No.: 5144
UDIN: F001370F000320810 **Place: Pune**
Peer Review Certificate No. : 1206/2021 **Date: 6 May 2024**

This report is to be read with my letter of even date which is annexed as Annexure and forms an integral part of this report.

Annexure to the Secretarial Audit Report

To:
The Members,
Marico Limited,
7th Floor, Grande Palladium,
175, CST Road, Kalina,
Santacruz – (East), Mumbai – 400 098.

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.

2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test-check basis to ensure that correct facts are reflected in secretarial records. I believe that the process and practices I followed provide a reasonable basis for my opinion.

3. I have not verified the correctness and appropriateness of financial records and books of accounts of the Company.

4. Wherever required, I have obtained Management Representation about the compliance of laws, rules and regulations and happening of events, etc.

5. The compliance of the provisions of corporate and other applicable laws, rules, regulations, standards is the responsibility of management. My examination was limited to the verification of procedures on test-check basis.

6. The Secretarial Audit report is neither an assurance as to future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Dr. K. R. Chandratre
Practicing Company Secretary
FCS No.: 1370, C. P. No.: 5144
UDIN: F001370F000320810 **Place: Pune**
Peer Review Certificate No. : 1206/2021 **Date: 6 May 2024**

Annexure 'B' to the Board's Report

INFORMATION REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

A] Ratio of Remuneration of each Director to the median remuneration of all the employees of your Company and details of percentage increase in the remuneration of each Director for the financial year 2023-24 are as follows:

Name of Director	Designation	Ratio of Remuneration to MRE*	% Increase/ (Decrease) in Remuneration
Mr. Harsh Mariwala[1]	Chairman & Non-Executive Director	9.38	-54.89%
Mr. Saugata Gupta[2]	Managing Director & CEO	175.77	-5.57%
Mr. Ananth S	Independent Director	3.71	8.70%
Ms. Apurva Purohit[3]	Independent Director	3.78	16.13%
Ms. Hema Ravichandar	Independent Director	4.23	7.55%
Ms. Nayantara Bali[4]	Independent Director	3.48	13.48%
Mr. Nikhil Khattau[5]	Independent Director	6.51	12.13%
Mr. Milind Barve	Independent Director	3.63	5.38%
Mr. Rajan Bharti Mittal[6]	Independent Director	2.63	N.A.
Mr. Rajeev Vasudeva	Independent Director	3.60	12.79%
Mr. Rajendra Mariwala	Non-Executive Director	3.36	7.09%
Mr. Rishabh Mariwala	Non-Executive Director	3.34	9.76%

The remuneration of all Non-Executive Directors includes sitting fees paid during the financial year.

*MRE - Median Remuneration of Employees.

[1] During FY23, the Board of Directors on the recommendation of Nomination and Remuneration Committee (NRC), revised the commission payable to Mr. Harsh Mariwala from ₹ 2.35 Crores per annum to ₹ 1.15 Crores per annum with effect from November 1, 2022. The commission to Mr. Harsh Mariwala for FY24 was ₹ 1.20 Crores.

[2] The remuneration of Mr. Saugata Gupta includes fixed pay, variable pay, retiral benefits, performance incentives/rewards as per the Company's policies and as determined by the NRC and the Board, and perquisite value of stock options exercised (wherever applicable) during the respective financial years (FY 2023-24: Nil; FY 2022-23: Nil).

[3] Ms. Apurva Purohit was appointed as Independent Director w.e.f. April 7, 2022. The % Increase/(Decrease) in remuneration has been computed considering FY23 remuneration from the date of her appointment till March 31, 2023.

[4] Ms. Nayantara Bali was appointed as Independent Director w.e.f. April 7, 2022. The % Increase/(Decrease) in remuneration has been computed considering FY23 remuneration from the date of her appointment till March 31, 2023.

[5] Remuneration payable to Mr. Nikhil Khattau for the FY 2022-23 and FY 2023-24 includes commission towards his role as Lead Independent Director. Mr. Khattau was appointed as Non-Independent Non-Executive Director w.e.f. April 1, 2024 upon completion of his second consecutive term as an Independent Director w.e.f. end of day on March 31, 2024.

[6] Mr. Rajan Bharti Mittal was appointed as Independent Director w.e.f. July 1, 2023. His remuneration pertains to the period from the date of appointment till March 31, 2024 and accordingly is not comparable with the previous financial year.

B] Details of percentage increase in the remuneration of Chief Financial Officer and Company Secretary in the financial year 2023-24 are as follows:

Name of KMP	Designation	% Increase/ (Decrease) in Remuneration
Mr. Pawan Agrawal[7]	Chief Financial Officer	192.56%
Mr. Vinay M A	Company Secretary & Compliance Officer	17.71%

[7] Remuneration of Mr. Pawan Agrawal for the financial year 2023-24 includes perquisite value of stock options exercised during that financial year. There were no such perquisites towards exercise of stock options during the financial year 2022-23.

C) Percentage increase in the Median Remuneration of all employees in the financial year 2023-24 is as follows:

	FY 2023-24	FY 2022-23	Increase (%)
	Median	Median	
Median[$] remuneration of all employees per annum	13,48,921	12,73,388	5.93%

[$] For calculation of median remuneration, the employee count taken is 1,361 and 1,307 for the financial year 2023-24 and 2022-23 respectively, which comprise employees (excluding workmen) who have served for the whole of the respective financial years.

D] Number of permanent employees on the rolls of company as of March 31, 2024:

1,834 (inclusive of workmen)

E) Comparison of average percentage increase in remuneration of all employees other than KMP and the percentage increase in the remuneration of KMP:

	Increase/ (Decrease) %
Average percentage increase in the Remuneration of all Employees other than KMP[@]	4.55%
Average Percentage increase in the Remuneration of KMP[&]	
Mr. Saugata Gupta, Managing Director & CEO[2]	-5.57%
Mr. Pawan Agrawal, Chief Financial Officer[7]	192.56%
Mr. Vinay M A, Company Secretary & Compliance Officer	17.71%

[@] Employees, other than KMPs, who have served for the whole or part of the respective financial years have been considered. Remuneration includes performance incentives and perquisite value of stock options exercised during the respective financial years.

[&] For further details on change in remuneration of KMPs, please refer the explanations provided in respective note nos. 2 and 7 above.

F] Affirmation:

Pursuant to Rule 5(1)(xii) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, it is affirmed that the remuneration paid to the Directors, Key Managerial Personnel and Senior Management is as per the Company's Policy on Nomination, Remuneration & Evaluation.

For Marico Limited

Harsh Mariwala
Chairman
DIN: 00210342

Place: Mumbai
Date: May 6, 2024

Annexure 'C' to the Board's Report

CORPORATE GOVERNANCE REPORT

Governance at Marico

- Philosophy on Code of Corporate Governance
- Board of Directors
- Audit Committee
- Nomination & Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Other Committees
- General Body Meetings
- Material Related Party Transactions
- Governance of Subsidiaries
- Commodity Price Risk/Foreign Exchange Risk and Hedging Activities
- Means of Communication
- General Shareholder Information

*At **Marico**, since inception, we have embraced **strong corporate governance, transparency & integrity** as part of our ethos and values. These principles continue to guide how **we think and act**. Good governance builds **trust** with all stakeholders and is crucial for **long-term sustainable growth** of the organisation.*

*- **Harsh Mariwala***
Chairman

PHILOSOPHY ON CODE OF CORPORATE GOVERNANCE

Basic Philosophy

Your Company believes that Corporate Governance is foundational to the culture of the organisation and aims to promote transparency, integrity and accountability within which all stakeholders of the Company viz., its shareholders, directors and management, society and environment at large, have aligned objectives. It provides the framework for balancing the interests of all its stakeholders and ensuring that the Company's businesses are being conducted in an accountable and fair manner. While the philosophy of your Company on governance has been set out since early days, the framework is broad-based to enable the Company to cater to the dynamic needs of the society.

Your Company believes that Corporate Governance is also about what the Board does and how it establishes values of the Company and drives the Company's business with these principles. The Board strongly agrees that good governance is an imperative for operating as a global citizen. It extends beyond the day-to-day operational engagement of the Company by full-time executives. The responsibilities of your Board thus include implementing the principles of Corporate Governance in the Company, setting the Company's strategic aims, guiding the management with their leadership, and reporting to shareholders on their stewardship. Together, the Management, the Board and Committees thereof ensure that Marico continues to remain a company of uncompromised integrity, excellence and is driven towards responsible growth.

At Marico, we believe effective leadership, robust corporate governance practices and a rich legacy of values form the hallmark of our best corporate governance practices. Our culture, business practices, disclosure policies and relationship with our stakeholders demonstrates these values. These ethics and values are practised by Marico and its subsidiaries, globally, which is at par with best international standards and good corporate conduct.

Marico confirms adherence to the prescribed corporate governance requirements under law. In addition, it also believes that corporate governance is more than merely meeting the applicable legal requirements. It strives to adopt and embrace the best practices and governance standards being followed across the world and continuously reviews them to benchmark with the highest industry practices and certain global guidelines. The numerous awards and recognitions received by your Company in the area of corporate governance are a testimony to the Company's commitment towards driving best-in-class governance. Your Company is cognizant of the fact that effective corporate governance is about creating long term sustainable value for its stakeholders. In its endeavour to achieve the highest standards of governance, it continues to refine its ongoing practices.

Your Company has been recognised under the 'LEADERSHIP' category of the S&P BSE Listed Companies for the fourth consecutive year on the "IFC-BSE-IiAS Indian Corporate Governance Scorecard", a study conducted by the Institutional Investor Advisory Services India Limited. Further, your Company was adjudged as the "Best Governed Company Listed Segment: Medium Category" at the 23rd ICSI National Awards for Excellence in Corporate Governance, 2023. Marico is among few Indian companies to be rated 'AA' in MSCI's ESG Ratings.

Risk assessment and risk mitigation framework

Marico believes that risks are an integral part of any business environment and it is essential that we create structures that are capable of identifying and mitigating risks in a continuous and vibrant manner.

Risks are multi-dimensional and therefore its assessment is looked at holistically covering both the external environment and the internal processes. Marico's Risk Management processes therefore envisage that all significant activities are analysed across the value chain taking into account *inter alia* the following types of risks:

- Strategic Risks
- Financial Risks
- Compliance and Governance Risks
- ESG Risk
- Operational Risks, including Commodity Risks and Cyber and Data Security risks

Following this analysis, the relevant functions in your Company classify and prioritize the risks, basis their potential impact and then track and report status on the mitigation plans for periodic management reviews. This ensures that each significant strategic and business risk is identified, assessed and mitigated for long term sustainable growth of business and embedded in the ways of working within relevant functions. Further details of the risk management framework of your Company are provided as a part of the Integrated Annual Report.

The Risk Management Committee of your Company assists the Board in monitoring and reviewing the risk management plan and implementation of the risk management framework of the Company. The terms of reference of the Committee are captured in the latter part of this report. At defined periodicity, Marico's Board also reviews progress on the plans for mitigation of the top risks that your Company is exposed to. The Audit Committee, in coordination with the Risk Management Committee, reviews the risk management systems in the Company. Your Company has implemented a well-defined risk management policy, which is available on the website at https://marico.com/investorspdf/Risk_Management_Policy.pdf.

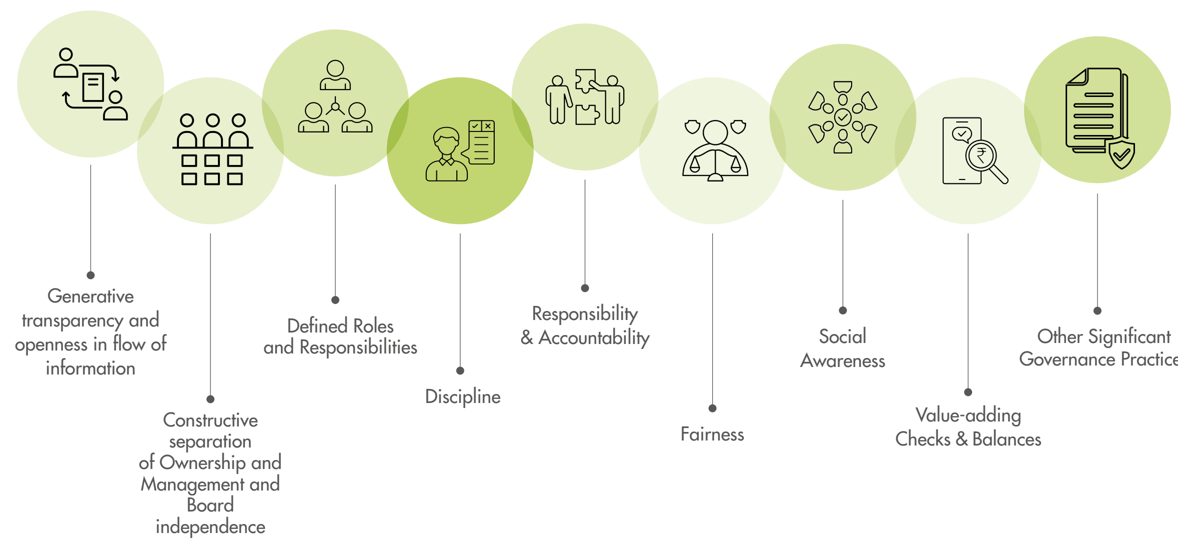
Your Company has an internal control system commensurate to the size of the Company and the nature of its business. The Internal control system is periodically tested and reviewed by an Independent Internal Auditor. Deloitte Touche Tohmatsu India, LLP were appointed as the Internal Auditors of the Company for the year under review. The Company also has a management audit team which carries out internal control reviews and follow-up audits. The Audit Committee has the authority and responsibility to select, evaluate and where appropriate, replace the Independent Internal Auditor in accordance with law. All possible measures are taken by the Audit Committee to ensure the objectivity and Independence of the Internal Auditor. The Audit Committee, independent of the management, holds periodic one-on-one discussions with the Internal Auditor to review the scope and findings of the audit and to ensure adequacy and independence of the internal audit in the company. The Audit Committee reviews the internal audit plan for each year and approves the same in consultation with the top Management and the Internal Auditor. The internal audit plan covers key manufacturing locations, warehouses, sales offices and corporate functions of the Company as well as subsidiaries periodically based on risk assessment and existing control framework. Significant audit observations and follow up actions thereon are reviewed by the Audit Committee on a quarterly basis.

The Internal Auditor and management audit team, as part of their audit process, carry out a systems and process audit to ensure that the ERP and other IT systems used for transaction processing have adequate internal controls embedded to ensure preventive and detective controls. The audit process includes validation of transactions on sample basis to check if the operations of the Company are conducted in compliance with internal policies and ethical standards defined by the Company. Further, Internal audits and management reviews are undertaken on a continuous basis, covering various areas across the value chain like procurement, manufacturing, information technology, supply chain, sales, marketing, compliance and finance with the intent to cover all material business processes and locations under internal audit at least once in every 3-4 years. Reports of the Internal Auditor are regularly reviewed by the management and corrective actions are initiated to strengthen the controls and enhance the effectiveness of the existing systems. These audit reports and summary of actions taken are presented to the Audit Committee periodically. In addition, internal audit team on a quarterly basis identifies adjacencies (action plan identified basis observation of audits conducted in previous quarter) to take pro-active actions across the group entities.

Further, to ensure effective oversight over the financial statements of the Group, the Audit Committee holds periodic one-on-one discussions with the Statutory Auditors of the Company. The Audit Committee also holds one-on-one discussions with the Statutory Auditors of the material subsidiary. After completion of one-on-one discussions, the Audit Committee holds a feedback session with the Managing Director & CEO and CFO, in the presence of Auditors and Chairman of the Board. This ensures that feedback from Auditors, wherever required, is taken into account and also ensures independence and oversight over the financial reporting process of the Company and the group. This framework ensures a unified and comprehensive perspective of the Governance, Risk and Control landscape.

Cornerstones of Corporate Governance at Marico

Your Company follows Corporate Governance practices around the following philosophical cornerstones:



Generative transparency and openness in flow of information

Marico believes in timely and relevant disclosures about the Company's policies and actions to relevant stakeholders, with transparency and openness. Greater transparency not only fosters accountability, but also generates an atmosphere which enables stakeholders to take informed decisions about the Company. The essence of Corporate Governance lies in maintaining transparency and ensuring equal access to all reasonable information about the Company. This reflects externally in making extensive disclosures without jeopardising the Company's strategic interests as also internally in the Company's relationship with its employees and in the conduct of its business.

Transparency and openness are organizational values and practised across at all levels. Every year at the Company's flagship annual conference titled 'Organization Communication-OC', the Company's virtue of transparency is showcased. The Chairman as well as the Managing Director & Chief Executive Officer ("**MD & CEO**") share the strategic plans and direction the organization is moving towards and insights on the Company's mission and vision. These sessions are broadcasted live at all its Indian and

International locations. Thereafter, the same message is shared with all the employee members across the globe at their respective OCs conducted at their locations. These sessions also incorporate leadership views on the local business context and way ahead designed for these business units.

OC events also host a segment called the 'Open House' session, where the leadership team addresses queries of Marico employee members while they are encouraged to share their views with everyone in the organization.

Mr. Saugata Gupta, MD & CEO, conducts regular webinars throughout the year called 'Facetime with Saugata', which is broadcasted live globally across the Marico group. These sessions are designed to update Marico employee members on the various accomplishments achieved by the organization so far and the way forward. Members post their questions during the session which are then addressed by Mr. Saugata Gupta live on air. This ensures every member has unrestricted access to the office of the MD & CEO, which helps maintain a seamless flow of necessary information within the organization.

All the Directors are provided with comprehensive information, details and documents relating to the operations and Company finances to enable effective decision making. Further, the agenda is bifurcated into items requiring approval and items which are to be taken note of by the Board to facilitate constructive discussions. Your Company continues to use a user-friendly digital platform for sharing information on a regular basis with the Directors and maintains a seamless and secure flow of information between the Management and the Board. The Company has an effective governance mechanism as part of which important decisions and suggestions of the Board and Committees are promptly communicated to the respective functional departments and report on actions taken, if any, basis the same are placed at the subsequent meetings.

Your Company shares quarterly performance updates to the Stock Exchanges and Shareholders, by the first week from the close of every quarter, by releasing a brief update which is a summary of the operating performance and demand trends witnessed during the preceding quarter. This update is first intimated to the Stock Exchanges and also posted on the Company's website.

The Company announces its financial results every quarter, usually within 35-40 days from the end of the quarter. Apart from disclosing these in a timely manner to the Stock Exchanges, the Company also hosts the results on its website together with a detailed information update and media release discussing the results. The financial results are published in leading newspapers and an email update is also sent to the Shareholders who have registered their email addresses with the Depositories. Once quarterly results are announced, the Company organizes post-earning calls with the analysts and investor community to share an update on the results and performance, and also respond to any queries. The recording and transcripts of these calls are hosted on the Company's website. Marico is a regular participant and organizer of analyst and investor conference calls, one-on-one meetings and investor conferences. A detailed investor presentation is additionally uploaded on the Company's website, with the latest information providing a consolidated glimpse of the history, current and future potential of the business. Through these meetings, presentations and information updates, the Company shares its broad strategy and business outlook with the investor community. As a matter of policy, no unpublished price sensitive information pertaining to the Company is shared at such meetings with analysts/ investors. The Company promptly discloses details of the conference calls, investor meetings and road shows being conducted within and outside the Country, to the Stock Exchanges as required and updates its website with the same simultaneously.

Constructive separation of Ownership and Management and Board independence

Marico's philosophy is to have a constructive separation of the Management of the Company from its Owners, which manifests itself in the composition of the Board of Directors wherein the office of Chairman of the Board and Managing Director & CEO are held by distinct individuals. The Company has appointed a professional MD & CEO since April 1, 2014. As on March 31, 2024, the Board consisted of 12 (twelve) Directors, with 8 (eight) Independent Directors (~67%), 3 (three) Non-Executive Non-Independent Directors (including Chairman) and 1 (one) Managing Director & CEO. This ensures Board independence and exercise of independent judgement in Board deliberations. Further, your Board also consisted of 3 Women Independent Directors (25%) as on March 31, 2024, which is one of the indicators of high diversity at the Board level. The Company's shareholders ultimately approve appointment of Directors to the Board, who are in turn entrusted with the responsibility of governing the affairs of the Company. The Independent Directors ensure protection of interests of all the stakeholders of the Company. The Board does not consist of representatives of creditors or banks. The Board composition attempts at maximizing the effectiveness of both Ownership and Management by sharpening their respective accountability whilst also serving in the best interests of its stakeholders.

During the year under review, the Independent Directors met one-on-one without the presence of Non-Independent Directors on March 21, 2024. In addition to this, the Independent Directors held separate discussions during the quarterly meetings. Also, interactions outside the Board Meetings took place between the Chairman and Independent Directors.

Senior Management Personnel are regular attendees at Board and Committee meetings. This helps the Board/ Committee members to directly liaise with and seek explanations from the core Management team during the proceedings of the meeting itself.

Defined Roles and Responsibilities

At Marico, the Board plays a supervisory role rather than an executive role. Its role is to guide the Management, provide constructive critique on the strategic business plans and operations of the Company and advice on matters requiring domain expertise. Mr. Saugata Gupta, MD & CEO, continues to head the Company's business and is responsible for running the management and operations of the Company and reports to the Board.

The Committees of the Board function as extended arms of the Board and play a pivotal role in ensuring good governance while also periodically monitoring the affairs of the Company. The Board has also constituted certain committees for considering matters requiring urgent approvals. This ensures smooth and timely execution of strategic and non-strategic activities.

The Audit Committee, Nomination & Remuneration Committee (NRC) and the Board meet at least once every quarter to consider *inter alia*, the business performance, financial results, board effectiveness, monitor statutory compliances and other matters of importance. The Audit Committee additionally meets once every quarter to have detailed deliberations *inter alia*, on matters relating to Governance, Risk Management, Statutory Compliances, Internal Controls, Internal Audit, Related Party Transactions, and other matters. The Audit Committee meets quarterly to discuss the Vigil Mechanism, summary of cases (if any) and the status of compliance under Prevention of Sexual Harassment Policy, Marico Insider Trading Rules and the Code of Conduct.

The Corporate Social Responsibility ("**CSR**") Committee typically meets thrice in a financial year in order to approve the programs and action plan for CSR activities to be undertaken during the year, closely monitor the functioning of these programs, progress made and impact thereof on the beneficiaries. The CSR Committee is also responsible for guiding and mentoring the CSR Team, which consists of various Marico employees who look into the day-to-day operations and ground level execution of the approved CSR activities. Further, the Risk Management Committee meets at least twice in a year to monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems, assessment of risks associated with the Company and mitigation measures for the same.

Discipline

Sustainable profitable growth can be ensured if an enterprise is disciplined about its areas of focus. Your Company has articulated a medium-term game plan to become an admired emerging market multinational in beauty and wellness categories in its chosen markets of Asia and Africa.

Your Company has always adopted a conservative approach with respect to debt and foreign exchange exposure management. Your Company periodically reviews its investment policy to align Company's practices with everchanging market situations. All actions having financial implications are well deliberated upon before execution. The Company raises funds, which are used for expansion of business either organically or inorganically. The Company has also consistently refrained from entering into risky derivative transactions, considering the security and stability of the financial health of the organisation.

The Dividend Distribution Policy adopted by the Company warrants the right balance between the quantum of dividend paid and amount of profits re-deployed to fund organic and inorganic growth of the Company. The Company has maintained a strong dividend pay-out ratio for 9 consecutive years and will continue to act in accordance with the said policy in the coming future. The Dividend Distribution Policy is available on the Company's website at https://marico.com/investorspdf/Dividend_Distribution_Policy.pdf.

Responsibility & Accountability

Marico's Senior Management is always mindful of the necessity for sound Corporate Governance practices. They are experts in their respective fields of work and are driven towards building an environment of Trust, Accountability and Ethics. Good Corporate Governance practices are the foundation of your Company's legacy with a focus on ensuring that robust practices are followed at all levels across the organisation.

An organisation's responsibility extends beyond its own operations to the broader eco-system in which it operates. The Company has put in place various mechanisms and policies to ensure orderly and smooth functioning of operations and also defined measures in case of transgressions by employees.

The Company has integrated its internal regulations relating to these mechanisms, into a Code of Conduct. The Code of Conduct serves as a guide and reference module for ensuring ethical conduct of business practices and compliance of laws in the Company. In order to ensure that such Code of Conduct reflects the changing environment, both social and regulatory, given the increasing size and complexity of the business and the human resources deployed, the NRC reviews the Code of Conduct periodically.

The Company's Code of Conduct is applicable to all members viz: the members of the Board and employees (permanent and temporary). The Code of Conduct prescribes the guiding principles to promote and support ethical conduct in compliance with the inherent values of Marico and also to meet statutory requirements. The Whistle Blower Policy for all the stakeholders is embedded in the Code of Conduct. The Code also covers a separate section on guidelines expected to be followed by all external associates who partner us in our organizational endeavours and to all customers, for whom we exist. The Board of Directors at its meeting held on January 29, 2024 approved the revised Code of Conduct which is available on the website of the Company at https://marico.com/india/about-us/code-of-conduct. The Company has launched a mandatory 'Code of Conduct E-Learning and Certification Module' which helps the members understand the desired behaviours and actions within the organisation.

The Company seeks a quarterly affirmation from all the Directors and senior employees of the Company on a voluntary basis, confirming adherence to the Company's Code of Conduct. The CEO declaration in accordance with Para D of Schedule V to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), certifying compliance to the above, is annexed to this report as **Annexure C1**.

A certificate as per Regulation 33 read with Regulation 17 of the SEBI Listing Regulations, jointly signed by the Managing Director & CEO and the Chief Financial Officer of the Company certifying the financial statements for the financial year ended March 31, 2024, is annexed to this report as **Annexure C2**.

The efforts made by the Company over the years on sustainability and stakeholder value creation are detailed in the Integrated Annual Report (including Business Responsibility and Sustainability Reporting) which forms part of this Annual Report.

Fairness

The Board approves all actions with conscious deliberation and after considering its impact on the interests of all its stakeholders, including the benefit of its minority shareholders. All shareholders have *pari-passu* rights and can convene general meetings in accordance with the provisions of the Companies Act, 2013 ("**Act**"). Investor Relations is given due priority and a separate department is in place which is dedicated for handling this function and ensuring necessary flow of information from the Company to external stakeholders. Comprehensive disclosures with detailed information are shared at general meetings for all matters proposed for the approval of the Shareholders. Notices of the general meetings or postal ballot are comprehensive, and the presentations made at general meetings are informative and conclusive of the intent behind the proposal being placed for approval.

Keeping in view the contributions to the growth and success of the organization, the Board is remunerated appropriately, which is commensurate with the growth in the Company's profits and in line with the general compensation trend followed in the industry.

Your Company is an equal opportunity employer and promotes diversity and inclusion in its workforce, in terms of skills, ethnicity, nationalities and gender. The Company does not tolerate any form of discrimination at the workplace. It hosts awareness sessions where employees are sensitized on the topics ranging from inclusion, self-care, health, challenges faced by certain sections of employees and means to address them and other issues after factoring the suggestions and feedback received from employees.

Social Awareness

Your Company has an explicit policy emphasising ethical behaviour. It follows a strict rule of not employing any minors in its workforce. The Company is a firm believer of gender equality and neither practices nor condone any type of discrimination across the organization. All policies are free of bias and discrimination. Environmental responsibility and social consciousness are given equal importance. The Company ensures that sufficient measures are taken at all locations to warrant ethical and responsible discharge of duties by all members by educating and equipping them adequately.

Value-adding Checks & Balances

Marico relies on a robust structure with value adding checks and balances designed to:

- prevent misuse of authority;
- facilitate timely response to change; and
- ensure effective management of risks, especially those relating to statutory compliance.

At the same time, the structure provides scope for adequate executive freedom, so that bureaucracies do not take value away from the governance objective.

Other Significant Governance Practices

Other significant Corporate Governance practices followed are listed below:

❖ Proceedings of Board are segregated and matters are delegated to Committees as under:
  - Audit Committee is responsible for, *inter alia*, approval of related party transactions, review of internal controls and audit systems, oversight on risk management systems, financial reporting, compliance issues and vigil mechanism, appointment and remuneration to various auditors of the Company and their scope of work, etc.
  - NRC is responsible for, *inter alia*, appointment and approval of remuneration of the Directors, Key Managerial Personnel and Senior Management Personnel. The Committee acts as the Compensation Committee for the purpose of administration of the Marico Employee Stock Option Plan, 2016 and the Marico Employee Stock Appreciation Rights Plan, 2011, as amended from time to time. NRC is also entrusted with the responsibility of framing the criteria for evaluation of the individual Directors, Chairperson of the Board, the Board as a whole and its Committees. It also manages the succession planning for Board members and Senior Management Personnel.
  - Stakeholders' Relationship Committee specifically looks into various aspects of interest of the stakeholders.
  - CSR Committee recommends, reviews and monitors the impact and progress of CSR initiatives taken by the Company.
  - Risk Management Committee assists the Board in monitoring and reviewing the risk management plan and implementation of the risk management and mitigation framework of the Company.
  - Administrative Committee approves the routine transactional/operational matters.
  - Investment and Borrowing Committee supervises management and deployment of funds.
  - Securities Issue Committee approves the issue and allotment of securities and allied matters.
  - Share Transfer Committee approves the formalities concerning transfer/transmission of shares and other share-related procedures.
  - Sustainability Committee steers the sustainability initiatives of the Company and ensures sufficient assistance to the Business Responsibility & Sustainability Head from time to time.

❖ Each Non-Executive Director brings value through his or her specialisation and respective functional expertise.

❖ Directorships held by Directors in other companies are within the permitted ceiling limits under the Act and SEBI Listing Regulations. Further, the memberships and chairpersonships held by Directors are also within the permitted ceiling limits. The Company also emphasises the Independent Directors to manage their time commitments and engagements in other listed companies.

❖ An online compliance management system has been instituted within the organization to monitor compliances and provide updates to the senior management and Board on a periodic basis. The Board periodically monitors status of compliances with applicable laws. Statutory compliance report along with the Compliance Certificate is placed before the Board at every quarterly meeting.

❖ The meetings of Board and Committees are pre-scheduled in consultation with the Board members. A tentative annual calendar of these meetings is finalised well in advance, to enable the Directors or members of the Committee to attend the same.

❖ All Directors endeavour to attend all the Board/ Committee meetings and also the General Meetings of the Company. The Chairpersons of the Audit Committee, the NRC and the Stakeholders' Relationship Committee attend the Annual General Meeting (AGM) to address shareholders' queries. Further, Secretaries of most of the Committees are subject matter experts for their respective Committees. This enables Committee members to directly communicate and liaise with related domain experts heading the respective function of the Company.

❖ The Chief Financial Officer, Secretary to the NRC, Secretary to the CSR Committee and the Company Secretary & Compliance Officer, in consultation with the Chairman of the Board/respective Committees and the Managing Director & CEO, formalise the agenda for each of the Board/Committee Meetings.

❖ The Board/Committees, at their discretion, invite Senior Management Personnel and other employees of the Company and/or external Advisors to any of their meetings.

BOARD OF DIRECTORS

Your Company actively seeks to adopt global best practices and has a diverse Board whose wisdom and strength can be leveraged for increasing stakeholder value, protection of their interests and better corporate governance. Therefore, Marico's Board is an ideal mix of knowledge, perspective, professionalism, divergent thinking and experience. Marico Board's uniqueness lies in the fact that the Board balances several deliverables, achieves sound corporate governance objectives in a promoter-owned organisation and acts as a catalyst in creation of stakeholder value.

In line with the applicable provisions of the Act and the SEBI Listing Regulations, your Company's Board had an optimum combination of Executive and Non-Executive Directors with more than half of the Board comprising Independent Directors (~67%) as at March 31, 2024. Your Board comprises qualified members who collectively bring in the skills, expertise and competencies stated below that allow them to make effective contributions to the Board and its Committees as required in context of its business and to ensure highest standards of corporate governance.

The table below highlights the Core Areas of expertise/skills/competencies of the Board members. However, absence of mention of a skill/expertise/competency against a member's name does not necessarily indicate that the member does not possess that competency or skill.

Core Areas of Expertise/ Skills/ Competencies	Mr. Harsh Mariwala	Mr. Saugata Gupta@	Mr. Ananth S	Ms. Apurva Purohit	Ms. Hema Ravichandar*	Mr. Milind Barve	Ms. Nayantara Bali	Mr. Nikhil Khattau$	Mr. Rajeev Vasudeva	Mr. Rajendra Mariwala	Mr. Rishabh Mariwala	Mr. Rajan Bharti Mittal#
Corporate Strategy and Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Entrepreneurship	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Global business & Consumer Understanding	✓	✓	✓	✓			✓	✓	✓	✓		✓
Brand Building	✓	✓	✓	✓			✓			✓	✓	✓
New Age Consumer Channel & Digital Skills		✓	✓	✓			✓	✓			✓	
Retail & GTM	✓	✓	✓				✓	✓			✓	
M&A, Strategy and Investment Management	✓	✓	✓	✓		✓		✓		✓	✓	✓
Financial & Accounting			✓	✓	✓	✓		✓	✓	✓		✓
Corporate Governance, Risk & Compliance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Human Capital Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Geographic, Gender and cultural diversity	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Legal		✓		✓		✓		✓	✓			✓

@ Mr. Saugata Gupta was re-appointed as the Managing Director & CEO for a period of 2 consecutive years with effect from April 1, 2024 to March 31, 2026.

** Ms. Hema Ravichandar completed her second consecutive term as an Independent Director and consequently ceased to be a Director of the Company with effect from end of day on March 31, 2024.*

$ Mr. Nikhil Khattau was appointed as a Non-Independent Non-Executive Director with effect from April 1, 2024 upon completion of his second consecutive term as an Independent Director with effect from end of day on March 31, 2024.

 # Mr. Rajan Bharti Mittal was appointed as an Independent Director for a term of 5 consecutive years with effect from July 1, 2023.

Board's Vision

Marico's Board has adopted the following vision for itself:

> *We will be a group of competent individuals who will work cohesively to co-create **Marico's vision** along with management to deliver a **best-in-class** organization surpassing the expectations of all stakeholders.*

Towards fulfilling this vision, the Board has been working relentlessly for the past many years. Some of the unique aspects of the Board functioning in Marico are illustrated below:

i) Apart from the agenda of evaluation of the performance of the Board and Committees, the Board engages with the management on long term strategic issues such as growth strategies, innovation, succession planning & human capital management, culture, go to market strategies, technology, etc. These insightful sessions allow the Board members to get a better understanding of the business of the Company and allows the senior management to solicit different perspectives from the Board.

ii) Interaction with the Board is not limited only to the meetings of the Board and Committees. The Chairman of the Board actively encourages interactions between the Board Members and Senior Management outside the meetings. Depending on the area of expertise of an individual Director, the Functional Heads are encouraged to have separate sessions with the Director to discuss specific issues concerning the functional area. These are mentoring sessions aimed at broadening the Senior Management vision, and also help build empathy and deeper understanding.

iii) Apart from the evaluation of individual Board Member by other Board Members, the Board also solicits feedback from the Senior Management. This initiative underlines Marico's core philosophy of openness and transparency. The feedback obtained is objective and accepted by the Board members.

iv) The Chief Financial Office, the Chief Human Resource Officer and the Chief Legal Officer hold separate sessions with the Chairpersons of the Audit Committee, the NRC and the CSR committee respectively, to ensure planning on the agenda of the meetings of these committees.

v) At each Board meeting, Chairperson of respective Committees briefs the Board on matters discussed by the Committee at their respective meetings.

vi) The Board does not step into the role of Management, rather, it critiques the strategy, asks the right questions and mentors the Senior Management for sustainable and profitable growth of the Company. There is a complete alignment between the Board and the Management on their respective roles.

vii) The strong alignment of business activities with the vision and mission of the Company are driven, *inter alia*, by a combination of consistent "tone at the top", practice and re-enforcement of purpose, culture and values demonstrated by leaders and senior employees, embedding key values into policies and processes within the organization and periodically evaluating and evolving, while keeping the vision and mission as the constant driving factor.

Board Composition

12
Board Members

67%
Independent Directors

25%
Women Independent Directors

Separate positions
of Chairman and MD & CEO

Independent Chairperson
for all Statutory Committees

93.33%
Average attendance at Board Meetings

As on March 31, 2024, the Board consistsed of 12 Directors, with 8 Independent Directors, 3 Non-Executive Non-Independent Directors (including Chairman) and 1 Managing Director & Chief Executive Officer. Further, your Board also consisted of 3 Women Independent Directors which is one of the indicators of high diversity at the Board level. All statutory committees are chaired by an Independent Director.

During the financial year, your Board met 5 (five) times viz., on May 5, 2023, July 28, 2023, October 30, 2023, January 29, 2024 and February 27, 2024. The composition of the Board, attendance of the Directors at the Board meetings and the AGM held during the period from April 1, 2023 to March 31, 2024 and the number of Board/Committees of other companies in which the Director is a member or chairperson as on March 31, 2024, are as under:

Name	Category	Attendance at Board Meetings	Attendance at last AGM held on August 11, 2023	Board Positions in other companies$	Committee Positions^		Attendance at Board Meetings
					As Member	As Chairperson	
Mr. Harsh Mariwala	Chairman & Non-Executive	5 of 5	✓	10	1	-	100%
Mr. Saugata Gupta@	Managing Director & CEO	5 of 5	✓	5	2	1	100%
Mr. Ananth S	Independent	4 of 5	✓	11	1	-	80%
Ms. Apurva Purohit	Independent	4 of 5	✓	4	2	1	80%
Ms. Hema Ravichandar*	Independent	5 of 5	✓	4	2	-	100%
Mr. Milind Barve	Independent	4 of 5	-&	2	1	1	80%
Ms. Nayantara Bali	Independent	5 of 5	✓	1	1	-	100%
Mr. Nikhil Khattau%	Independent	4 of 5	✓	5	4	2	80%
Mr. Rajeev Vasudeva	Independent	5 of 5	✓	1	1	-	100%
Mr. Rajendra Mariwala	Non-Executive	5 of 5	✓	5	2	-	100%
Mr. Rishabh Mariwala	Non-Executive	5 of 5	✓	5	-	-	100%
Mr. Rajan Bharti Mittal#	Independent	4 of 4	✓	15	4	2	100%

Chairperson Member

$ *Includes directorship in Indian companies and excludes directorship held in Marico Limited.*

^ *Includes committee positions held in Audit Committee and Stakeholders' Relationship Committee and excludes committee positions held in Marico Limited, private limited companies, foreign companies and section 8 companies.*

@ *Mr. Saugata Gupta was re-appointed as the Managing Director & CEO for a period of 2 consecutive years with effect from April 1, 2024 to March 31, 2026.*

* *Ms. Hema Ravichandar completed her second consecutive term as an Independent Director and consequently ceased to be a Director of the Company with effect from end of day on March 31, 2024.*

& *Mr. Milind Barve was unable to attend the 35th Annual General Meeting due to medical reasons.*

% *Mr. Nikhil Khattau was appointed as a Non-Independent Non-Executive Director with effect from April 1, 2024 upon completion of his second consecutive term as an Independent Director with effect from end of day on March 31, 2024. Consequently, he also ceased to be the Lead Independent Director.*

Mr. Rajan Bharti Mittal was appointed as an Independent Director with effect from July 1, 2023, and the details of his attendance pertain to Board meetings held after such date.

At its meeting held on May 5, 2023, the Board based on the recommendation of NRC, approved, *inter alia*, the re-appointment of Mr. Saugata Gupta (DIN: 05251806) as the MD & CEO of the Company for a term of 2 (two) years with effect from April 1, 2024 to March 31, 2026 and appointment of Mr. Rajan Bharti Mittal (DIN: 00028016) as an Independent Director for a term of 5 (five) consecutive years with effect from July 1, 2023, not liable to retire by rotation. Subsequently, the shareholders approved the aforesaid re-appointment/appointment at the 35th AGM of the Company held on August 11, 2023.

At its meeting held on February 27, 2024, the Board based on the recommendation of NRC and considering the experience, expertise, skills and contributions of Mr. Nikhil Khattau (DIN: 00017880), as part of his long-standing association with the Company, approved his appointment as a Non-Independent Non-Executive Director with effect from April 1, 2024, liable to retire by rotation (post completion of Mr. Khattau's tenure as Independent Director with effect from end of day on March 31, 2024). Subsequently, the shareholders approved the aforesaid appointment vide resolution dated April 7, 2024 passed through postal ballot. The results of postal ballot were declared by the Company on April 8, 2024 and details of the same have been disclosed as part of this Report.

Names of other listed entities where a Director of the Company is a Director and the category of Directorship as on March 31, 2024

Name	Name of Listed entities in which he/she holds Directorship	Category of Directorship
Mr. Harsh Mariwala	Thermax Limited	Independent Director
	Zensar Technologies Limited	Independent Director
	Kaya Limited	Chairman & Managing Director
Mr. Saugata Gupta	Ashok Leyland Limited	Independent Director
	Delhivery Limited	Independent Director
Mr. Ananth S	Birlasoft Limited	Independent Director
Ms. Apurva Purohit	L&T Technology Services Limited	Independent Director
	LTI Mindtree Limited	Independent Director
	Navin Fluorine International Limited	Independent Director
Ms. Hema Ravichandar	Bosch Limited	Independent Director
	The Indian Hotels Company Limited	Independent Director
	Trent Limited	Independent Director
Mr. Milind Barve	-	-
Ms. Nayantara Bali	Torrent Pharmaceuticals Limited	Independent Director
Mr. Nikhil Khattau	Kaya Limited	Independent Director
	Torrent Pharmaceuticals Limited	Independent Director
Mr. Rajeev Vasudeva	Pidilite Industries Limited	Independent Director
Mr. Rajendra Mariwala	Kaya Limited	Non-Executive Director
Mr. Rishabh Mariwala	Kaya Limited	Non-Executive Director
Mr. Rajan Bharti Mittal	Global Health Limited	Independent Director
	Indus Towers Limited	Non-Executive Director

During the year under review, the Independent Directors met on March 21, 2024 without the presence of any other Non-Independent Director *inter alia* to discuss the performance of Non-Independent Directors, Chairman of the Board and the Board as a whole and asses the quality, quantity and timeliness of flow of information between the Management of the Company and the Board that is necessary for the Board to effectively and reasonably perform its duties. All Independent Directors were present at the meeting.

The Company has received requisite declarations from all the Independent Directors of the Company confirming that they meet the criteria of independence prescribed under Section 149(6) of the Act read with Rule 5 of the Companies (Appointment and Qualification of Directors) Rules, 2014 and Regulation 16(1)(b) of the SEBI Listing Regulations. The Independent Directors have also confirmed that they are not aware of any circumstance or situation that exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence. The Board has taken on record the declarations and confirmations submitted by the Independent Directors after undertaking due assessment of the veracity of the same. In the opinion of the Board, all the Independent Directors satisfy the criteria of independence as defined under the Act, rules framed thereunder and the SEBI Listing Regulations, and that they are independent of the Management of the Company.

Except those mentioned below, none of the Directors of your Company are related to each other:

a. Mr. Harsh Mariwala and Mr. Rishabh Mariwala are related as Father and Son;

b. Mr. Harsh Mariwala and Mr. Rajendra Mariwala are first cousins;

c. Mr. Rajendra Mariwala and Mr. Rishabh Mariwala are related to each other as uncle and nephew; and

d. Mr. Harsh Mariwala, Mr. Rajendra Mariwala and Mr. Rishabh Mariwala are members of the Promoter and Promoter group of the Company.

AUDIT COMMITTEE

Fully Independent
Committee Composition

90%
Average attendance

The Audit Committee of the Board is fully independent and comprised five members as at March 31, 2024. All Members of the Audit Committee are financially literate, and the Chairman is a financial expert. The Audit Committee invites the Statutory Auditor and the Internal Auditor for one-on-one discussions on a quarterly basis, and such meetings are independent of Management participation. The Chief Financial Officer and members of the finance team associated with Internal Audit and Governance, Risk & Compliance are also present at the meetings of the Audit Committee during discussions pertaining to agenda matters relevant to their functions. Members of the Senior Management team are also invited to attend meetings if the matter being discussed requires their expertise or insights. Mr. Vinay M A, Company Secretary & Compliance Officer, acts as the Secretary to the Audit Committee.

The Audit Committee met 8 (eight) times during the year i.e. on April 12, 2023, May 5, 2023, July 11, 2023, July 28, 2023, October 10, 2023, October 30, 2023, January 12, 2024 and January 29, 2024. The composition of Audit Committee along with attendance at its meetings is detailed below:

Name	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Mr. Nikhil Khattau*	Independent	Chairperson	8	7
Ms. Hema Ravichandar^	Independent	Member	8	7
Mr. Milind Barve#	Independent	Member	8	6
Ms. Apurva Purohit	Independent	Member	8	8
Mr. Ananth S$	Independent	Member	2	2

Chairperson Member

** Mr. Nikhil Khattau ceased to be the Chairman/Member of the Audit Committee with effect from end of day on March 31, 2024, consequent to completion of his second consecutive term as an Independent Director of the Company.*

^ Ms. Hema Ravichandar ceased to be the Member of the Audit Committee with effect from end of day on March 31, 2024, consequent to completion of her second consecutive term as an Independent Director of the Company.

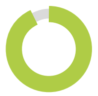
 # Mr. Milind Barve was appointed as the Chairman of Audit Committee with effect from April 1, 2024.

$ Mr. Ananth S was appointed as a member of the Audit Committee with effect from January 1, 2024 and the details of attendance pertain to meetings held after such date.

The Charter of the Audit Committee, *inter alia*, articulates its role, responsibilities and powers as follows:

1. Oversight of the Company's financial reporting processes and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of Auditors of the Company;
3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;
4. Reviewing, with the Management, the annual financial statements before submission to the Board for approval, with particular reference to:
   a. Matters required to be included in the Directors' Responsibility Statement to be included in the Board's Report in terms of Section 134(3)(c) of the Act;
   b. Changes, if any, in accounting policies and practices and reasons for the same;
   c. Major accounting entries involving estimates based on the exercise of judgment by Management;
   d. Significant adjustments made in the financial statements arising out of audit findings;
   e. Compliance with listing regulations and other legal requirements relating to financial statements;
   f. Disclosure of related party transactions;
   g. Modified opinion(s), if any, in the draft audit report.
5. Reviewing with the Management, the quarterly financial statements before submission to the Board for approval;
6. Reviewing with the Management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency monitoring utilization of proceeds of a public or rights issue and making appropriate recommendations to the Board to take up steps in this matter;
7. Review and monitor the auditor's independence and performance and effectiveness of audit process;
8. Approval of transactions with related parties and any subsequent modification of such transactions in accordance with the Act read with the Rules made thereunder and the SEBI Listing Regulations;
9. Scrutiny of inter-corporate loans and investments;
10. Valuation of undertakings or assets of the Company, wherever it is necessary;
11. Evaluation of internal financial controls and risk management systems;
12. Reviewing with the Management, performance of statutory and internal auditors, adequacy of the internal control systems;
13. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of the internal audit;
14. Discussion with the internal auditors on any significant findings and follow up thereon;
15. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
16. Discussion with the statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
17. Looking into the reasons for substantial defaults in payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors, if any;
18. Approval of appointment of Chief Financial Officer (i.e., the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;
19. Reviewing mandatorily the following information:
   a. Management discussion and analysis of financial condition and results of operations;
   b. Statement of significant related party transactions, (as defined by the Audit Committee), submitted by the Management;
   c. Management letters/letters of internal control weaknesses issued by the statutory auditors;
   d. Internal audit reports relating to internal control weaknesses;
   e. The appointment, removal and terms of remuneration of the internal auditor; and
   f. Statement of deviations, if any:
      i. quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of the SEBI Listing Regulations;
      ii. annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/ notice in terms of Regulation 32(7) of the SEBI Listing Regulations.
20. Vigil Mechanism:
   a. Ensuring establishment of vigil mechanism for Directors, employees and third parties to report genuine concerns;
   b. Providing for adequate safeguards against victimization of persons who use such mechanism and provision for direct access to the Chairman of the Audit Committee in appropriate or exceptional cases;
   c. Ensuring that the existence of vigil mechanism is appropriately communicated within the Company and also made available on the Company's website;
   d. Overseeing the functioning of vigil mechanism and the Whistle blower mechanism and decide on the matters reported thereunder; and
   e. Ensuring that the interests of a person who uses such a mechanism are not prejudicially affected on account of such use;
21. Reviewing the utilization of loans and/or advances from/investment in the subsidiary exceeding ₹ 100 crores or 10% of the asset size of the subsidiary, whichever is lower, including existing loans/ advances/investments;
22. Reviewing compliances with SEBI (Prohibition of Insider Trading) Regulations, 2015 atleast once in a financial year; and
23. Verifying effective operation and adequacy of internal control systems.

NOMINATION & REMUNERATION COMMITTEE



Fully Independent
Committee Composition

93.33%
Average attendance

As at March 31, 2024, the Nomination & Remuneration Committee ("**NRC**") comprised five Members all of whom are Independent Directors. Mr. Amit Prakash, Chief Human Resources Officer, acts as the Secretary to the NRC. The NRC also acts as the Compensation Committee for the purpose of SEBI (Share Based Employee Benefits and Sweat Equity), Regulations, 2021.

The NRC met 6 (six) times during the year i.e. on April 18, 2023, May 5, 2023, July 28, 2023, October 30, 2023, January 25, 2024 and February 27, 2024. The composition of NRC along with attendance at its meetings is detailed below:

Name of Director	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Ms. Hema Ravichandar*	Independent	Chairperson	6	6
Mr. Nikhil Khattau^	Independent	Member	6	5
Mr. Rajeev Vasudeva#	Independent	Member	6	6
Ms. Apurva Purohit	Independent	Member	6	5
Mr. Rajan Bharti Mittal$	Independent	Member	2	2

Chairperson Member

** Ms. Hema Ravichandar ceased to be the Chairperson/Member of the NRC with effect from end of day on March 31, 2024, consequent to completion of her second consecutive term as an Independent Director of the Company.*

^ Mr. Nikhil Khattau ceased to be the Member of the NRC with effect from end of day on March 31, 2024, consequent to completion of his second consecutive term as an Independent Director of the Company.

 # Mr. Rajeev Vasudeva was appointed as the Chairman of the NRC with effect from April 1, 2024.

$ Mr. Rajan Bharti Mittal was appointed as a member of the NRC with effect from January 1, 2024 and the details of attendance pertain to meetings held after such date.

The charter of the NRC and provisions of the SEBI Listing Regulations, *inter alia*, articulates its responsibilities and authority as follows:

1. Formulate criteria for qualifications, positive attributes and independence of a Director, Key Managerial Personnel and Senior Management Personnel;
2. Identify the candidates who are qualified to be appointed as Director, Key Managerial Personnel and Senior Management Personnel and recommend to the Board their appointment and removal;
3. For every appointment of an Independent Director, evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an Independent Director for recommendation to the Board.
4. Recommend to the Board a policy relating to the remuneration of the Director, Key Managerial Personnel and Senior Management Personnel;
5. Approve the remuneration (including revisions thereto) of the Director, Key Managerial Personnel and Senior Management Personnel and further recommend the same to the Board for its approval;
6. Formulate the criteria for evaluation of performance of Board, its Committees, individual Directors and the Chairperson of the Company;
7. Devise a policy on Board diversity;
8. Devise a succession plan for the Board, Key Managerial Personnel and Senior Management Personnel;
9. Decide whether to extend/continue the term of appointment of Independent Directors on the basis of their performance evaluation report;
10. Participate in the review of Vigil Mechanism conducted by Audit Committee of the Board, as required;
11. Design for Board Retreat and Board Effectiveness; and
12. Administer Long Term Incentive Schemes such as Employee Stock Option Plan(s) (including Schemes notified thereunder) and Stock Appreciation Rights Plan(s) (including Schemes notified thereunder) and such other employee benefit schemes/plans as the Board may approve from time to time.

Policy on Nomination, Removal, Remuneration and Board Diversity

In terms of Section 178 of the Act and corresponding provisions contained in the SEBI Listing Regulations, the Board has adopted the policy on Nomination, Remuneration and Evaluation (hereinafter referred to as "**NRE Policy**"). At its meeting held on May 5, 2023, the Board approved the revised NRE Policy incorporating certain amendments under the SEBI Listing Regulations.

The NRE Policy covers the following aspects:

- Appointment and removal of Directors, Key Managerial Personnel and employees in Senior Management;
- Remuneration to the Directors, Key Managerial Personnel and employees in Senior Management;
- Familiarization Programme for Independent Directors;
- Board Diversity;
- Succession plan for Directors, Key Managerial Personnel and employees in Senior Management; and
- Formulation of criteria for evaluation of individual Directors, Chairperson of the Board, the Board as a whole and the Committees of the Board.

The NRE Policy of the Company can be accessed at: https://marico.com/investorspdf/Policy_on_Nomination_Remuneration_and_Evaluation.pdf.

The process of evaluation of individual Directors, Chairperson, the Board as a whole and its Committees is provided as part of the Board's Report.

Process and criteria for selection of Directors

The Company has a well-defined process and criteria for selection of new Directors. The NRC, in consultation with the Chairman of the Board, determines the essential and desirable skills, competencies, expertise and experience required for the office of a Director and defines the role specifications for a Director. Identification of the candidates may be done by the Chairperson of the NRC and Chairman of the Board, who may use the services of an external search agency, if required. Upon completion of interview and selection process, the NRC reviews and recommends the appointment to the Board, along with terms of appointment and remuneration. Approval of shareholders is sought as per the provisions of applicable laws.

The NRC considers, *inter alia*, the following key criteria for selection of Directors:

1. Professional background, experience, qualifications and time commitment of the individual.
2. Skills, expertise and competencies relevant to the business of the Company, including in the areas of Corporate Strategy and Planning, Leadership, Global business & Consumer Understanding, New Age Consumer Channel & Digital Skills, Retail & GTM, Brand Building, Financial & Accounting, Corporate Governance, Risk & Compliance and Human Capital Management.
3. High levels of integrity, accountability and values.
4. Having a diverse Board, with diversity of gender, thought, experience, knowledge, perspective and culture.
5. In case of appointment of Independent Directors:
    a. Satisfaction of criteria of independence under applicable laws and independence from the management.
    b. Skills and capabilities required for the role and the manner in which the proposed appointee meets such requirements.
    c. In case of re-appointment of an Independent Director, outcome of performance evaluation and contributions made by such Director during the first term.
6. Satisfaction of necessary qualifications, attributes, criteria and conditions for appointment as a Director under applicable laws.

Subsequent to appointment of an Independent Director, the Company issues a formal letter of appointment outlining the role, duties and responsibilities. The template of letter of appointment is available on our website at https://marico.com/investorspdf/specimen-of-terms-appointment-of-independent-director.pdf.

Remuneration to Executive Director

The Company's Board presently consists of one Executive Director viz. Mr. Saugata Gupta, MD & CEO. The NRC approves annual revisions in the remuneration of the MD & CEO within the overall limits approved by the shareholders of the Company, which are then placed before the Board for its approval.

The annual remuneration to the MD & CEO consists of two broad terms - Fixed Remuneration and Variable Remuneration in the form of performance incentive and/or long-term performance rewards/incentives as per the Company's incentive schemes as amended from time to time. The performance incentive is based on the Remuneration Policy of the Company. The performance criteria for variable remuneration includes, *inter alia*, driving growth in consolidated business performance, targets on revenues, profits and market share, driving long-term and strategic transformational initiatives in the area of innovation and diversification of foods business and premium brands, cost management, digital business and GTM transformation, achievement of identified sustainability and ESG metrics, retention of key leadership talent and capability building and such other areas as may be determined by the NRC and Board from time to time. Additionally, the MD & CEO is entitled to grant of employee stock options under Employee Stock Option Scheme(s) of the Company. The MD & CEO is not paid sitting fees for any of the Board or Committee meetings attended by him. At the 35th AGM held on August 11, 2023, the shareholders approved the re-appointment of Mr. Saugata Gupta (DIN: 05251806) as the MD & CEO of the Company for a term of 2 (two) years with effect from April 1, 2024 to March 31, 2026 and terms thereof including remuneration.

The current agreement between the MD & CEO and the Company can be terminated by either party by giving three months' notice. The Company may require the MD & CEO to serve an additional notice period of 90 days to enable transition. The terms of severance, confidentiality and other matters are governed as per the terms and conditions of agreement entered between him and the Company.

Remuneration to Non-Executive Directors

The Non-Executive Directors add significant value to the Company through their contribution to the Management of the Company and thereby play an appropriate control role in safeguarding the interests of the stakeholders at large. They bring in their vast experience and expertise on the deliberations at the Marico's Board and its Committees. Although the Non-Executive Directors contribute to Marico in several ways, including advising the MD & CEO and the Senior Managerial Personnel outside the Board/ Committee meetings, significant portion of their measurable inputs comes in the form of their contribution at Board/ Committee meetings.

The Company, therefore, has a structure for remuneration to Non-Executive Directors, based on certain financial parameters like the performance of the Company, its market capitalization, etc., and other parameters viz. industry benchmarks, role of the Director, contributions to deliberations, Committee Chair position(s) and such other relevant factors. Non-Executive Directors are entitled to receive remuneration by way of sitting fees as may be approved by the Board for attending Board/Committee(s) meetings, reimbursement of expenses for participation in meetings, and such commission as may be approved by the Board from time to time based on recommendation of the NRC. They are not entitled to any stock options or stock appreciation rights of the Company.

At the 27th AGM held on August 5, 2015, the shareholders approved the payment of remuneration to Non-Executive Directors (in addition to the sitting fees), in aggregate, not exceeding 3% of the net profits of the Company calculated in accordance with the provisions of the Act, with a delegation to the Board of Directors to decide the mode, quantum, recipients and the frequency of payment of such remuneration within the said limit. Accordingly, the Board fixes the remuneration payable to the Non-Executive Directors from time to time which is well within the limit approved by the shareholders.

Remuneration to the Chairman of the Board

Mr. Harsh Mariwala as the Chairman of the Board and a Non-Executive Director continues to foster and promote the integrity of the Board while nurturing an environment so as to ensure harmony amongst the Directors for the long-term benefit of all its stakeholders. The Chairman is entrusted with the responsibility of ensuring effective governance in the Company and continues to play an important role in guiding the MD & CEO and the Senior Management team on strategic business planning, leadership development, corporate social responsibility, image building, Board effectiveness and sustainable profitable growth of the Company.

The Chairman is entitled to a remuneration commensurate with his engagement beyond the Board meetings and within the provisions of Regulation 17(6)(ca) of the SEBI Listing Regulations.

The Company indemnifies its Directors and Officers for claims brought on them to the fullest extent permitted by applicable law. Further, the Company maintains a Directors' & Officers' insurance policy covering the liability of its Directors and Officers as per the terms of the policy.

Directors' Remuneration and Shareholding

Details of the remuneration of Directors for the financial year ended March 31, 2024 and their shareholding in the Company as on March 31, 2024, are as under:

Name	Category	Remuneration (₹ per annum)	Sitting Fees (₹)	Salary & Perquisites (₹)	Annual Performance Incentives (₹)	Long Term Performance Incentives/ ESOPs (₹)	Contribution to Provident & Pension Funds (₹)	Total (₹)	No. of Equity shares held in the Company
Mr. Saugata Gupta	Managing Director & CEO	-	-	9,48,31,464	3,80,29,306	10,00,00,000	42,42,156	23,71,02,926*	8,43,052
Non-Executive Directors									
Mr. Harsh Mariwala	Chairman & Non-Executive	1,20,00,000	6,50,000	-	-	-	-	1,26,50,000	9,84,54,000#
Mr. Ananth S	Independent	43,00,000	7,00,000	-	-	-	-	50,00,000	-
Ms. Apurva Purohit	Independent	40,00,000	11,00,000	-	-	-	-	51,00,000	-
Ms. Hema Ravichandar	Independent	45,00,000	12,00,000	-	-	-	-	57,00,000	-
Ms. Nayantara Bali	Independent	40,00,000	7,00,000	-	-	-	-	47,00,000	
Mr. Nikhil Khattau	Independent	76,00,000@	11,80,000	-	-	-	-	87,80,000	-
Mr. Milind Barve	Independent	40,00,000	9,00,000	-	-	-	-	49,00,000	-
Mr. Rajeev Vasudeva	Independent	40,00,000	8,50,000	-	-	-	-	48,50,000	-
Mr. Rajan Bharti Mittal	Independent	30,00,000$	5,50,000					35,50,000	
Mr. Rajendra Mariwala	Non-Executive	40,00,000	5,30,000	-	-	-	-	45,30,000	2,39,35,840#
Mr. Rishabh Mariwala	Non-Executive	40,00,000	5,00,000	-	-	-	-	45,00,000	2,49,76,500

* *The remuneration of Mr. Saugata Gupta includes fixed pay, variable pay, retiral benefits, performance incentives/rewards as per the Company's policies and as determined by the NRC and the Board, and perquisite value of stock options exercised (wherever applicable) during the financial year (FY 2023-24: Nil).*

The details of stock options granted to the MD & CEO during the financial year 2023-24 are as follows:

Particulars	*No. of Options*	*Date of Vesting*
ESOPs (exercise price linked to market price: average of closing market prices on the stock exchanges for 22 trading days immediately preceding the grant date)	*9,58,478*	*March 31, 2025*
RSUs (exercise price: ₹ 1)	*2,20,893*	*March 31, 2025*

@ Includes commission payable towards role as Lead Independent Director.
 # Denotes shares held jointly with immediate family members.
$ Remuneration for the period from July 1, 2023 till March 31, 2024.

For the year ended March 31, 2024, the remuneration payable to any single Non-Executive Director of the Company did not exceed 50% of the total annual remuneration payable to all Non-Executive Directors.

Pecuniary relationship or transactions of the Non-Executive Directors vis-à-vis the listed entity

There is no pecuniary or business relationship between the Non-Executive/Independent Directors and the Company, except for the sitting fees for attending meetings of the Board/Committees thereof and remuneration payable to them annually.

Succession Planning

The Company follows a people-first culture and offer all its employees a defined talent value proposition to go beyond, grow beyond and be the impact so that they can maximise their true potential to make a difference. Evaluation of talent pipeline and building a potential succession pool is a continuous process. As part of the Company's talent review process, individual development plans are discussed on an annual basis, and key talent are identified for potential higher roles in the future. Further, a 360-feedback process enables employees identify strengths and areas of development to scale up their leadership capacity. As nurturing talent is integral to the Company's culture, senior management is also involved in mentoring to build a stronger succession pipeline. Potential successors for each of the key roles is identified through personal development planning process and a robust development plan is defined by supervisor and the Chief Human Resources Officer. The succession plan and depth of Talent for Key Managerial Personnel & Senior Management Personnel is also reviewed by NRC annually.

As part of the Company's NRE policy, a robust process for succession planning for appointments to the Board and the position of MD & CEO is defined. NRC develops and recommends to the Board a succession plan for the appointments made to the Board. The plan is reviewed by NRC annually and it recommends revisions to the Board (if any). In addition, the NRC, in consultation with the Board, also periodically reviews the Board structure based on various factors such as current composition and balance of skills, experience and diversity on the Board, tenure of Directors, outcome of performance evaluation and business requirements.

Familiarisation Programme for Independent Directors

The Company has designed a Familiarisation Programme for its Independent Directors which is imparted at the time of appointment of an Independent Director on Board as well as during the year. The Programme aims to provide insights into the Company to enable the Independent Directors to understand its business in depth, to acclimatise them with the processes, business and functionaries of the Company and to assist them in performing their role as Independent Directors of the Company. Specific sessions are organized with the members of Executive Management Team and KMPs to provide an in-depth perspective to the Independent Directors on various aspects of the Company's business and ways-of-working. Apart from review of matters as required by the charter, the Board also discusses various business strategies periodically. This deepens the Independent Directors' understanding and appreciation of Company's business and thrust areas. On the new trends and regulations, the Management also organises presentations by experts. Further, the Company also provides periodic insights and updates to the entire Board, including Independent Directors and other Non-Executive Directors, regarding business, innovation, ESG, human capital management, culture, Go-to Market strategies, technology, etc. As part of the Board retreats held each year, the Management conducts deep-dive sessions for the entire Board on core strategic priorities and other critical business matters.

The Familiarisation Programme, topics covered and details of programs conducted during the year under review have been disclosed on the website of the Company at https://marico.com/india/investors/documentation/corporate-governance.

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Independent
Chairperson

100%
Average attendance

In accordance with the statutory requirements, the Company has constituted Stakeholders' Relationship Committee and as at March 31, 2024, the Committee comprised three members viz. an Independent Director, a Non-Executive Director and the MD & CEO of the Company. Mr. Vinay M A is the Company Secretary & Compliance Officer of the Company and acts as the Secretary to the Committee.

The Committee met once during the year i.e. on January 29, 2024. The composition of the Committee along with attendance at its meeting is detailed below:

Name of the Director	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Mr. Nikhil Khattau*	Independent	Chairperson	1	1
Mr. Rajendra Mariwala	Non-Executive	Member	1	1
Mr. Saugata Gupta	Managing Director & CEO	Member	1	1

Chairperson   Member

** Mr. Nikhil Khattau ceased to be the Chairman/Member of the Stakeholders' Relationship Committee with effect from end of day on March 31, 2024, consequent to completion of his second consecutive term as an Independent Director of the Company. Mr. Milind Barve was appointed as the Chairman/Member of the Stakeholders' Relationship Committee with effect from April 1, 2024.*

The primary objective of the Committee is to specifically look into various aspects of interest of the shareholders, debenture holders and other security holders. The terms of reference of the Committee, *inter alia*, include:

1. To resolve the grievances of the security holders of the Company including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.;
2. To review of measures taken for effective exercise of voting rights by shareholders;
3. To review adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent; and
4. To review various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the Company.

Status Report of Investor Complaints for the year ended March 31, 2024

Particulars	No. of complaints
Total complaints received during the year	30*
Total complaints resolved during the year	30
Complaints pending at the end of the year	-

**Complaints received during the year mainly pertain to non-receipt of dividend, request for duplicate share certificates, transmission of shares, annual reports, TDS matters, etc.*

The Company gives utmost priority to the interests of the investors. All the requests/complaints of the shareholders have been generally resolved to the satisfaction of the shareholders within the statutory time limits.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Independent
Chairperson

83.33%
Average attendance

As at March 31, 2024, the Company's Corporate Social Responsibility Committee ("**CSR Committee**") comprised three Independent Directors, one Non-Executive Director and the MD & CEO of the Company. Mr. Amit Bhasin, Chief Legal Officer, acts as the Secretary to the CSR Committee.

The CSR Committee met thrice during the year i.e. on May 4, 2023, October 27, 2023 and January 25, 2024. The composition of the CSR Committee along with attendance at its meetings is detailed below:

Name of Director	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Mr. Ananth S	Independent	Chairperson	3	3
Mr. Harsh Mariwala	Non-Executive	Member	3	3
Mr. Milind Barve	Independent	Member	3	3
Mr. Saugata Gupta	Managing Director & CEO	Member	3	3
Ms. Nayantara Bali	Independent	Member	3	3
Mr. Rajendra Mariwala*	Non-Executive	Member	1	0

Chairperson   Member

** Mr. Rajendra Mariwala ceased to be a Member of the CSR Committee with effect from May 5, 2023. The average attendance of other Members of CSR Committee was 100%.*

The CSR Committee is entrusted with the following responsibilities:

1. To formulate and approve revisions to the CSR Policy and recommend the same to the Board for its approval;
2. To formulate and recommend an Annual Action Plan (including any revisions thereto) to the Board for its approval;
3. Identify project(s) of the Company as 'Ongoing Project(s)';
4. To recommend the annual CSR expenditure budget to the Board for its approval;
5. To approve unbudgeted CSR projects where the expenditure involving an annual outlay of more than ₹ 2 Crores,
6. Review implementation of CSR activities of the Company within the applicable framework;
7. To nominate members of the CSR Team and advise the team for effective implementation of the CSR programs and approve any changes thereto;
8. To undertake wherever appropriate, benchmarking exercises with other corporates to reassure itself of the effectiveness of the Company's CSR spends;
9. To review:
   a. Report on feedback obtained, if any, from the beneficiaries on the CSR programmes; and
   b. Outcome of social audit, if any, conducted with regards to the CSR programmes.

10. To carry out an impact assessment through an independent agency of project(s) having an outlay of ₹ 1 Crore or more and in respect of which a period of one year has elapsed since completion of such project.
11. To review adequacy of the CSR charter at such intervals as the CSR Committee may deem fit and recommend changes, if any, to the Board from time to time;
12. To approve the CSR disclosures that will form part of the Annual Report, website of the Company, etc.
13. To carry out any other function as delegated by the Board from time to time and/or enforced by any statutory notification, amendment or modification as may be applicable or as may be necessary or appropriate for the performance of its duties.

RISK MANAGEMENT COMMITTEE

Independent
Chairperson

100%
Average attendance

As at March 31, 2024, the Risk Management Committee ("**RMC**") comprised one Independent Director, the Managing Director & CEO and the Chief Financial Officer, which is in line with the provisions of the SEBI Listing Regulations. The Chief Financial Officer also acts as the Secretary to the RMC. The Chairman of the Board and other members of the Senior Management Team may also be invited to participate at the meetings of the RMC.

The RMC met twice during the year i.e. on June 6, 2023 and November 29, 2023. The composition of the RMC along with attendance at its meetings is detailed below:

Name of Director	Category	Nature of Membership	No. of Meetings Held	No. of Meetings Attended
Mr. Nikhil Khattau*	Independent Director	Chairperson	2	2
Mr. Saugata Gupta	Managing Director & CEO	Member	2	2
Mr. Pawan Agrawal	Chief Financial Officer	Member & Secretary	2	2

Chairperson Member Member & Secretary

** Mr. Nikhil Khattau ceased to be the Chairman/Member of the RMC with effect from end of day on March 31, 2024, consequent to completion of his second consecutive term as an Independent Director of the Company.*

Mr. Milind Barve was appointed as the Chairman/Member of the RMC with effect from April 1, 2024.

The primary responsibility of the RMC is to assist the Board in monitoring and reviewing the risk management plan, implementation of the risk management framework of the Company, including cyber security.

The terms of reference of the Risk Management Committee, *inter alia*, include:

1. Formulating a detailed risk management policy, which includes the following and recommend the same to the Board for its approval:
    - Identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks, reputation risks or any other risk as may be determined by the RMC;
    - Defining measures for risk mitigation including systems and processes for internal control of identified risks; and
    - Business continuity plan.
2. To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems.
3. To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.
4. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company, which shall include:
    - Defining the calendar for reviews of existing risks of every function/business unit with the objective to refresh the prioritized risks at defined periodicity.
    - Reviewing the top risks of the company at defined periodicity.
    - Refreshing at defined intervals the top risks at the group level so that the Board can refresh the risk review calendar.
    - Ensuring that the calendar defined by the Board for review of the top risks of the Company is adhered to.
5. To ensure risk assessment and mitigation procedures are implemented which shall include:
    - Formulating measures for risk mitigation including systems and processes for internal control of identified risks.
    - Ensuring Business continuity plan and Crisis Management Framework.
    - Being aware and concurring with the Company's Risk appetite including risk levels, if any, set for financial and operational risks.
    - Ensuring that the Company is taking appropriate measures to achieve prudent balance between risk and reward in both on going and new business activities.
    - Being apprised of significant risk exposures of the Company and whether management is responding appropriately to them in a timely manner.
    - While reviewing the top risks at function/business unit/company level, critically examine whether the mitigation plans as agreed are on track or not and whether any interventions are required.
6. To review the appointment, removal and terms of remuneration of the Chief Risk Officer (if any).
7. The RMC shall have access to any internal information necessary to fulfil its oversight role. It shall also have authority to obtain advice and assistance from internal or external legal, accounting or other advisors.
8. The RMC shall have powers to seek information from any employee and secure attendance of outsiders with relevant expertise, as it deems necessary.
9. Evaluation:
    a. The RMC may conduct a performance evaluation relative to its purpose, duties, responsibilities and effectiveness and recommend, any changes, it considers necessary for the approval of the Board.
    b. The Board may critique such evaluation done by the RMC basis the performance and suggest suitable changes to improve effectiveness. The Board shall ensure that RMC is functioning in accordance with its Charter.
    c. The RMC may conduct such evaluation and reviews at such intervals and in such manner as it deems appropriate.

OTHER COMMITTEES

ADMINISTRATIVE COMMITTEE

The Administrative Committee constituted by the Board is authorised to approve operational matters such as banking relations, authorizations/issuance of power of attorney, appointment of nominees under statutes, etc.

Mr. Vinay M A, Company Secretary & Compliance Officer, acts as the Member and Secretary to the Administrative Committee. The Administrative Committee met 10 (Ten) times during the year i.e. on April 12, 2023, June 8, 2023, July 12, 2023, August 10, 2023, October 5, 2023, November 30, 2023, January 4, 2024, January 29, 2024, February 22, 2024 and March 13, 2024.

The composition of the Administrative Committee along with details of attendance at the meetings is detailed below:

Name of the Member	Category	Nature of Membership	No. of Meetings Held	No. of Meetings Attended
Mr. Saugata Gupta	Managing Director & CEO	Member	10	10
Mr. Rajendra Mariwala	Non-Executive	Member	10	9
Mr. Pawan Agrawal	Chief Financial Officer	Member	10	10
Mr. Vinay M A	Company Secretary & Compliance Officer	Member & Secretary	10	10

Member Member & Secretary

INVESTMENT & BORROWING COMMITTEE

The Investment & Borrowing Committee constituted by the Board is *inter alia* responsible for approving investments borrowing/lending monies, extending guarantee/security on behalf of subsidiaries, if required, with a view to ensure smooth operation and timely action. The investments, loans, borrowings, guarantees/security transactions are sanctioned by the Committee within the ceiling limits and on the terms approved by the Board from time to time.

The Investment & Borrowing Committee is also entrusted with the powers relating to certain matters in connection with any acquisition/takeover opportunity that the Company may explore.

Mr. Vinay M A, Company Secretary & Compliance Officer, acts as the Secretary to the Investment & Borrowing Committee. The Committee met 9 (nine) times during the year i.e. on April 12, 2023, June 8, 2023, August 2, 2023, October 3, 2023, November 29, 2023, January 8, 2024, January 29, 2024, March 13, 2024 and March 28, 2024.

The composition of the Investment & Borrowing Committee along with the details of the meetings held and attended during the aforesaid period is detailed below:

Name of the Director	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Mr. Harsh Mariwala	Non-Executive	Member	9	9
Mr. Rajendra Mariwala	Non-Executive	Member	9	8
Mr. Saugata Gupta	Managing Director & CEO	Member	9	8

Member

SHARE TRANSFER COMMITTEE

The Share Transfer Committee constituted by the Board is responsible to approve transfer, transmission, sub-division, consolidation, issuance of duplicate share certificate and other requests lodged by the shareholders of the Company.

The Share Transfer Committee met 5 (five) times during the year i.e. on April 14, 2023, December 12, 2023, December 20, 2023, January 8, 2024 and March 6, 2024. Mr. Vinay M A, Company Secretary & Compliance Officer, acts as the Secretary to the Share Transfer Committee.

The composition of the Share Transfer Committee along with attendance at its meetings is detailed below:

Name of the Director	Category	Nature of Membership	No. of Meetings	
			Held	Attended
Mr. Harsh Mariwala	Non-Executive	Member	5	5
Mr. Rajendra Mariwala	Non-Executive	Member	5	4
Mr. Saugata Gupta	Managing Director & CEO	Member	5	5

Member

SECURITIES ISSUE COMMITTEE

The Securities Issue Committee constituted by the Board approves matters pertaining to issuance and allotment of securities and other matters incidental thereto. Mr. Vinay M A, Company Secretary & Compliance Officer, acts as the Secretary to the Securities Issue Committee. The composition of the Securities Issue Committee is as follows:

Name of the Director	Category	Nature of Membership
Mr. Harsh Mariwala	Non-Executive	Member
Mr. Rajendra Mariwala	Non-Executive	Member
Mr. Rishabh Mariwala	Non-Executive	Member
Mr. Saugata Gupta	Managing Director & CEO	Member

Member

The approval of the Securities Issue Committee on relevant matters is typically obtained through means of resolutions passed by circulation from time to time.

SUSTAINABILITY COMMITTEE

The Sustainability Committee was constituted by the Board in 2016 to steer the sustainability activities of the Company. Mr. Amit Bhasin, Chief Legal Officer, is the Business Responsibility & Sustainability Head. Mr. Saugata Gupta, Managing Director & CEO, is responsible for implementation of Business Responsibility and Sustainability policies. The Committee met twice during the year on May 4, 2023 and January 29, 2024.

The composition of the Sustainability Committee is as below:

Name of the Member	Designation	Nature of Membership
Mr. Amit Bhasin	Chief Legal Officer	Chairperson
Mr. Pawan Agrawal	Chief Financial Officer	Member
Dr. Shilpa Vora	Chief Technology Officer, R&D	Member
Mr. Bhaskar Balakrishnan	Executive Vice President & Head, Manufacturing & Operations Excellence	Member

Chairperson Member

** Mr. Bhaskar Balakrishnan ceased to be a Member of the Sustainability Committee with effect from May 27, 2024.*

GENERAL BODY MEETINGS

Details of the last three Annual General Meetings:

Year	Venue	Date	Time	Nature of Special Resolutions Passed
2021	Video Conferencing/Other Audio-Visual Means (Deemed venue: Registered Office of the Company at 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai – 400 098, Maharashtra)	August 30, 2021	11.00 a.m.	Approval of the remuneration payable to Mr. Harsh Mariwala (DIN: 00210342), Chairman of the Board and Non-Executive Director of the Company, for the financial year 2021-22.
2022	Video Conferencing/Other Audio-Visual Means (Deemed venue: Registered Office of the Company at 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai – 400 098, Maharashtra)	August 5, 2022	09.00 a.m.	None
2023	Video Conferencing/Other Audio-Visual Means (Deemed venue: Registered Office of the Company at 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai – 400 098, Maharashtra)	August 11, 2023	09.00 a.m.	Approval of the appointment of Mr. Rajan Bharti Mittal (DIN: 00028016) as an Independent Director of the Company from July 1, 2023 to June 30, 2028.

Postal Ballot

Postal ballots are conducted in accordance with the provisions of Section 110 and other applicable provisions, if any, of the Companies Act, 2013, read with Rule 22 of the Companies (Management and Administration) Rules, 2014. Shareholders are provided the facility to vote either by physical ballot or through e-voting and the postal ballot notice is sent to shareholders as per the permitted mode wherever applicable.

Shareholders holding equity shares as on the cut-off date can cast their votes through e-voting or through postal ballot during the voting period fixed for this purpose. After completion of scrutiny of votes, the scrutinizer submits his report to the Chairman, or any other person authorized by the Chairman and the results of voting by postal ballot are announced within 2 working days of conclusion of the voting period. The results are displayed on the website of the Company and communicated to the Stock Exchanges, Depositories, and Registrar and Share Transfer Agent. The resolutions, if passed by the requisite majority, are deemed to have been passed on the last date specified for receipt of duly completed postal ballot forms or e-voting.

The Ministry of Corporate Affairs ("**MCA**") has permitted companies to transact items through postal ballot as per the framework set out in relevant MCA Circulars, up to September 30, 2024. In accordance with these circulars, only e-voting facility is to be provided to all shareholders to cast their votes electronically. Hence, there is no requirement of sending physical copy of Postal Ballot Notice along with postal ballot forms and pre-paid business envelope to shareholders. Further, there is a requirement to publish a notice in the newspapers and arrange for shareholders to register their e-mail address with the company to enable ease of electronic voting process.

During the year under review, the Company vide the postal ballot notice dated February 27, 2024, sought approval of the shareholders for appointment of Mr. Nikhil Khattau (DIN: 00017880) as Non-Independent Non-Executive Director of the Company through an ordinary resolution. The resolution was passed with requisite majority on April 7, 2024.

Mr. Makarand M. Joshi (Membership No: 5533) and in his absence Mrs. Kumudini Bhalerao (Membership No: 6667), Partners of M/s. Makarand M. Joshi & Co., Practising Company Secretaries, Mumbai, were appointed as the Scrutinizers for conducting the Postal Ballot through Remote E-voting in a fair and transparent manner.

The results of voting by postal ballot through the Remote E-voting process were declared on April 8, 2024, details of which are as under:

Resolution	No. of Votes Polled	No. of Votes Cast in Favour	No. of Votes Cast Against	% of Votes Cast in Favour on Votes Polled	% of Votes Cast Against on Votes Polled
Appointment of Mr. Nikhil Khattau (DIN: 00017880) as a Non-Independent Non-Executive Director of the Company.	1,17,69,47,960	1,16,41,54,539	1,27,93,421	98.91	1.09

Disclosures

There has not been any non-compliance, penalties or strictures imposed on the Company by the Stock Exchanges, SEBI or any other statutory authority, on any matter relating to the capital markets during the last three years.

The Company has adopted a Code of Conduct to regulate, monitor and report trading by designated persons and their immediate relatives as per the requirements under the SEBI (Prohibition of Insider Trading) Regulations, 2015. This Code of Conduct also includes code for practices and procedures for fair disclosure of unpublished price sensitive information as required under the said regulations.

The Company has also adopted various corporate governance policies as required under the SEBI Listing Regulations and the same are available on the website at https://marico.com/india/investors/documentation/corporate-governance.

Compliance with mandatory and non-mandatory requirements of the SEBI Listing Regulations

Your Company has complied with all the mandatory corporate governance requirements under the SEBI Listing Regulations. Specifically, your Company confirms compliance with corporate governance requirements specified in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI Listing Regulations and has obtained a certificate from Dr. K. R. Chandratre, Secretarial Auditor, regarding compliance of conditions of Corporate Governance as stipulated in this clause, which is annexed to this report as **Annexure C3**.

Further, the Company has complied with the following non-mandatory requirements as per the provisions of Part E of Schedule II of the SEBI Listing Regulations:

- The office of Chairman is occupied by a Non-Executive Director of the Company.
- The financial statements contain an unmodified audit opinion.
- The Company has a separate Non-Executive Chairman and a Managing Director & CEO who are not related to one another.
- The quarterly/half-yearly/annual financial results are published in the newspapers, hosted on the Company's website and also emailed to the shareholders who have registered their email ids with the Company/Depositories.
- The Internal auditors of the Company directly report to the Audit Committee of the Board of Directors.

Vigil Mechanism

The Company has a well-defined vigil mechanism/whistle blower policy embedded in the Code of Conduct and it is fully implemented by the Management, particulars of which have been explained in greater detail as part of the Board's Report.

No personnel have been denied access to the Audit Committee and/or its Chairman.

Fund Utilisation

The Company does not have any unutilised funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32(7A) of the SEBI Listing Regulations.

Directors Non-Disqualification

A certificate from Dr. K. R. Chandratre, Practicing Company Secretary, has been obtained and annexed to this report as **Annexure C4** stating that as on March 31, 2024, none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by SEBI/Ministry of Corporate Affairs or any such statutory authority(ies).

Recommendation by the Committees to the Board

During the year under review, there were no instances of non-acceptance of any recommendation of any statutory committees of the Board.

Senior Management Personnel:

In accordance with the applicable provisions of SEBI Listing Regulations and the NRE Policy, the following officers constituted the Senior Management Personnel ("**SMP**") of the Company as on March 31, 2024:

Name	Designation
Mr. Akash Banerji	Executive Vice President – Premium Personal Care, Media and Digital Transformation
Mr. Amit Bhasin	Chief Legal Officer (CLO)
Mr. Amit Prakash	Chief Human Resources Officer (CHRO)
Mr. Ashish Goupal	CEO - International Business
Mr. Koteshwar L N	Executive Vice President & Head Digital Business
Mr. Pawan Agrawal	Chief Financial Officer (CFO)
Dr. Shilpa Vora	Chief R&D Officer
Ms. Somasree Bose Awasthi	Chief Marketing Officer (CMO)
Mr. Vaibhav Bhanchawat	Chief Operating Officer – India & Foods Business
Mr. Vrijesh Nagathan	Chief Information & Digital Technology Officer
Mr. Vinay M A	Company Secretary & Compliance Officer

During the year under review, the following changes took place in the SMP of the Company:

1. Mr. Sanjay Mishra, COO – India Business and CEO New Business, tendered his resignation on September 11, 2023 and subsequently ceased to be an SMP, as per the service rules of the Company.
2. Mr. Vaibhav Bhanchawat, an SMP and designated as Chief Operating Officer – South East Asia & South Africa, moved to the role of Chief Operating Officer – India & Foods Business w.e.f. October 1, 2023.
3. Mr. Ashish Goupal, an SMP and designated as Chief Operating Officer - Marico Bangladesh, MENA & New Country Development (NCD), took over the role of CEO – International Business w.e.f. October 1, 2023.
4. Mr. Koteshwar L N was appointed as Executive Vice President & Head Digital Business with effect from November 1, 2023.
5. Mr. Akash Banerji was appointed as Executive Vice President- Premium Personal Care, Media and Digital Transformation with effect from March 20, 2024.

Brief profiles of the SMPs are available on the website of the Company at https://marico.com/india/about-us/leadership.

MATERIAL RELATED PARTY TRANSACTIONS

There were no materially significant related party transactions entered into by the Company during the financial year 2023-24 that may have potential conflict with the interests of the Company at large. Further, as on March 31, 2024, Marico Bangladesh Limited continues to be the material subsidiary of the Company in terms of Regulation 16(1)(c) of the SEBI Listing Regulations.

The policy for determining material subsidiary is available at https://marico.com/investorspdf/Policy_for_Determination_of_Material_Subsidiary.pdf and the policy on dealing with related party transactions is available at https://marico.com/investorspdf/Policy_on_Related_Party_Transactions.pdf.

GOVERNANCE OF SUBSIDIARIES

All subsidiaries of the Company are managed by their Boards having rights and obligations in accordance with applicable laws. The Company nominates its representatives on the Boards of subsidiaries to monitor its operations and performance. Oversight on subsidiaries is also maintained *inter alia* through the following:

- Review of financial statements of subsidiaries and statement containing significant transactions and arrangements entered into by the subsidiaries.
- Review of minutes of Board Meetings of the subsidiaries on a quarterly basis.
- Extending necessary guarantees, letter of comfort and other support for their day-to-day operations from time-to-time.

COMMODITY PRICE RISK/FOREIGN EXCHANGE RISK AND HEDGING ACTIVITIES

Commodity risks for your Company arise mainly due to fluctuations in prices of agricultural commodities, edible oils and crude oil. Unexpected changes in commodity prices and supply disruptions could impact business margins and ability to service demand. In view of the sharp swings and volatility in key input prices in the past few years, there is considerable uncertainty in the operating environment. The Company does not enter into any derivative instruments for trading or speculative purposes. The details of foreign exchange exposures as on March 31, 2024 are disclosed in the Notes to the standalone financial statements.

The details of the exposure of the Company to material commodity risks is given below:

Commodity Name

Commodity Name	Exposure in ₹ (Crore)	Exposure in quantity terms (MT)
Edible Oils	₹ 862	97,585
CNO	₹ 1,322	1,52,733
Crude Oil Derivatives	₹ 614	73,529
Total	₹ 2,798	3,23,847

MEANS OF COMMUNICATION

Publication of financial results

Quarterly and Annual Financial results for Marico Limited and consolidated financial results for the Marico Group are typically published in Free Press Journal, an English financial daily, Financial Express, and Navshakti, a vernacular newspaper. The Company also sends this information through email updates to the shareholders who have registered their email address with the Company or Depository Participant.

Website of the Company

All official news releases and financial results are communicated by the Company through its corporate website - www.marico.com. The Schedule of investor/analyst meet, transcripts and recordings of investor call, presentations made to Institutional Investors/Analysts at Investor Meets organized/participated by the Company are also hosted on the Investor Relations section of the Company's website for wider dissemination. All the intimations made to the stock exchanges are also hosted on the website of the Company.

The Annual Reports including the Management Discussion and Analysis Report, are also uploaded on the website of the Company.

Stock Exchanges

The Quarterly Results, Shareholding Pattern and all other corporate communications to the Stock Exchanges are filed through NSE Electronic Application Processing System (NEAPS)/Digital Portal and BSE Listing Centre, for dissemination on their respective websites.

GENERAL SHAREHOLDER INFORMATION

Annual General Meeting through Video Conferencing/Other Audio-Visual Means Facility	
Date	: August 9, 2024
Time	: 9:00 a.m. IST
Deemed Venue for Meeting	: Registered Office: Marico Limited, 7th floor, Grande Palladium, 175 CST Road, Kalina, Santacruz, Mumbai – 400 098
Financial calendar	
Financial Year	: April 1 - March 31
For the year ended March 31, 2024, results were announced on	
• First quarter	: July 28, 2023
• Half year	: October 30, 2023
• Third quarter	: January 29, 2024
• Annual	: May 6, 2024
Tentative Schedule for declaration of financial results during the financial year 2024-25	
• First quarter	: First week of August, 2024
• Half-year	: Last week of October, 2024
• Third quarter	: Last week of January, 2025
• Annual	: Last week of April, 2025
Listing Details	
Name of Stock Exchange	: Stock/Scrip Code
BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001	: 531642
The National Stock Exchange of India Limited (NSE) Exchange Plaza, Bandra Kurla Complex, Mumbai - 400 051	: MARICO
ISIN	: INE196A01026
Corporate Identification Number	: L15140MH1988PLC049208

The Company hereby confirms that it has made the payment of Annual Listing Fees to BSE Limited and NSE.

Transfer of Unclaimed Dividend to Investor Education and Protection Fund (IEPF)

Section 124 of the Act read with the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("**Rules**") stipulates transfer of dividend that has remained unclaimed for a period of seven years, from the unpaid dividend account to IEPF. Further, the Rules also stipulate transfer of shares in respect whereof the dividend has not been paid or claimed for a period of seven consecutive years or more to the demat account of the IEPF Authority.

The Company has appointed a Nodal Officer under the provisions of the Rules, the details of which are available on the website at https://marico.com/india/investors/documentation/dividend.

In view of the above, during FY24, the Company transferred the following unpaid/unclaimed dividend to IEPF:

Financial Year	Type of Dividend	Dividend per share (in ₹)	Date of Declaration	Date of transfer to IEPF	Amount transferred (in ₹)
2015-16	3rd Interim Dividend	1.00	10-03-2016	04-05-2023	5,40,207
2016-17	1st Interim Dividend	1.50	04-11-2016	19-12-2023	6,67,237
	2nd Interim Dividend	2.00	02-02-2017	14-03-2024	8,65,804

Further, dividend for the following years will be transferred to IEPF on respective due dates, as below:

Financial Year	Type of Dividend	Dividend per share (in ₹)	Date of Declaration	Due Date for transfer to IEPF
2017-18	1st Interim Dividend	1.75	30-10-2017	05-12-2024
	2nd Interim Dividend	2.50	09-02-2018	17-03-2025
2018-19	1st Interim Dividend	2.00	01-11-2018	07-12-2025
	2nd Interim Dividend	2.75	05-02-2019	13-03-2026
2019-20	1st Interim Dividend	2.75	25-10-2019	30-11-2026
	2nd Interim Dividend	3.25	30-01-2020	06-03-2027
	3rd Interim Dividend	0.75	06-03-2020	11-04-2027
2020-21	1st Interim Dividend	3.00	28-10-2020	03-12-2027
	2nd Interim Dividend	4.50	03-03-2021	08-04-2028
2021-22	1st Interim Dividend	3.00	28-10-2021	03-12-2028
	2nd Interim Dividend	6.25	28-01-2022	05-03-2029
2022-23	Interim Dividend	4.50	27-02-2023	04-04-2030
2023-24	1st Interim Dividend	3.00	30-10-2023	05-12-2030
	2nd Interim Dividend	6.50	27-02-2024	03-04-2031

Transfer of shares to IEPF

Pursuant to the provisions of the Act, read with the Rules, the Company is required to transfer equity shares (including shares lying in the Unclaimed Suspense Account) in respect of which dividends have not been claimed for a period of seven consecutive years to IEPF. Accordingly, the Company transferred 33,842 shares to IEPF during the financial year. Details of these shares are available on the Company's website at the following link: https://marico.com/india/investors/documentation/dividend.

Further, shares in respect of which dividend will remain unclaimed progressively for seven consecutive years, will be reviewed for transfer to the IEPF as required by law. The Company will transfer the said shares, after sending an intimation of the proposed transfer in advance to the concerned shareholders, as well as publish a public notice in this regard. Names of such transferees will be available on the Company's website at the link: https://marico.com/india/investors/documentation/dividend.

Reminder letters are periodically sent by the Company to the concerned shareholders advising them to claim their dividends. Shareholders may note that both the unclaimed dividend and underlying shares transferred to IEPF including all benefits accruing on such shares, if any, can be claimed back from IEPF Authority by following the procedure prescribed in the Rules.

Equity Shares in the Unclaimed Suspense Account

In terms of Regulation 39 of the SEBI Listing Regulations, details of the equity shares lying in the Unclaimed Suspense Account are as follows:

Particulars	No. of Shareholders	No. of Shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year (i.e. April 1, 2023)	6	34,000
Number of shareholders who approached listed entity for transfer of shares from suspense account during the Financial Year 2023-24	2*	8,000
Number of shareholders to whom shares were transferred from suspense account during the Financial Year 2023-24	2*	8,000
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year (i.e. March 31, 2024)	4	26,000

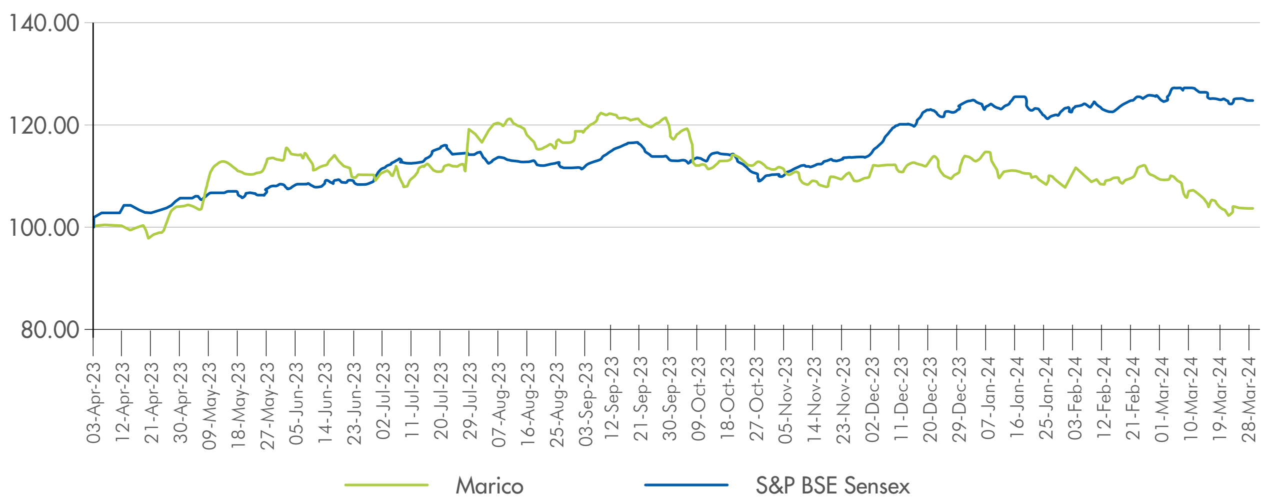
**During the financial year ended March 31, 2024, 4,000 shares of 1 shareholder were transferred to the IEPF. Further, 4,000 shares were transferred to 1 shareholder upon verification of claim.*

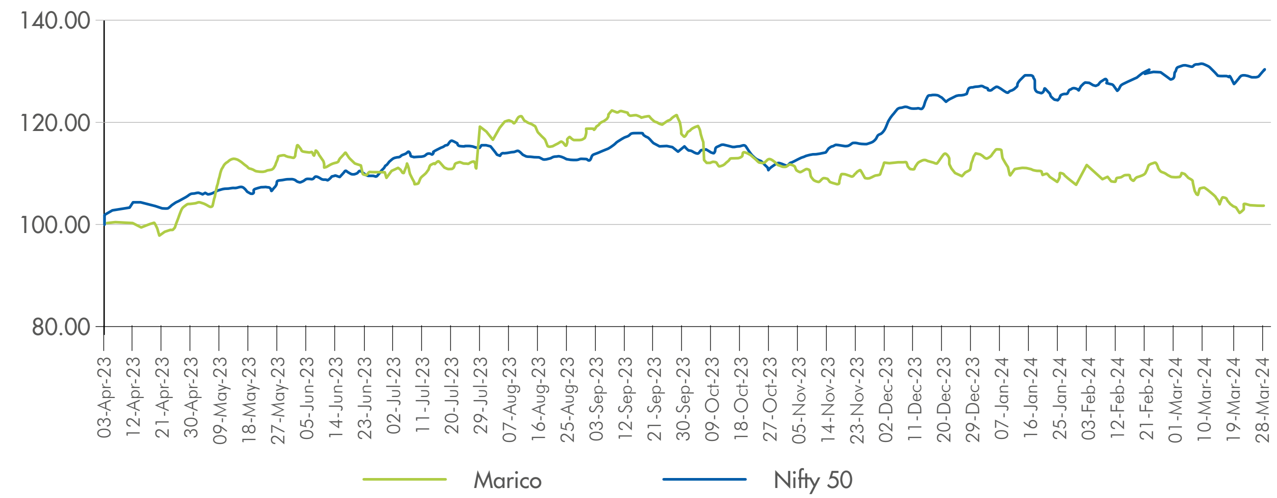
Your Company confirms that the voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.

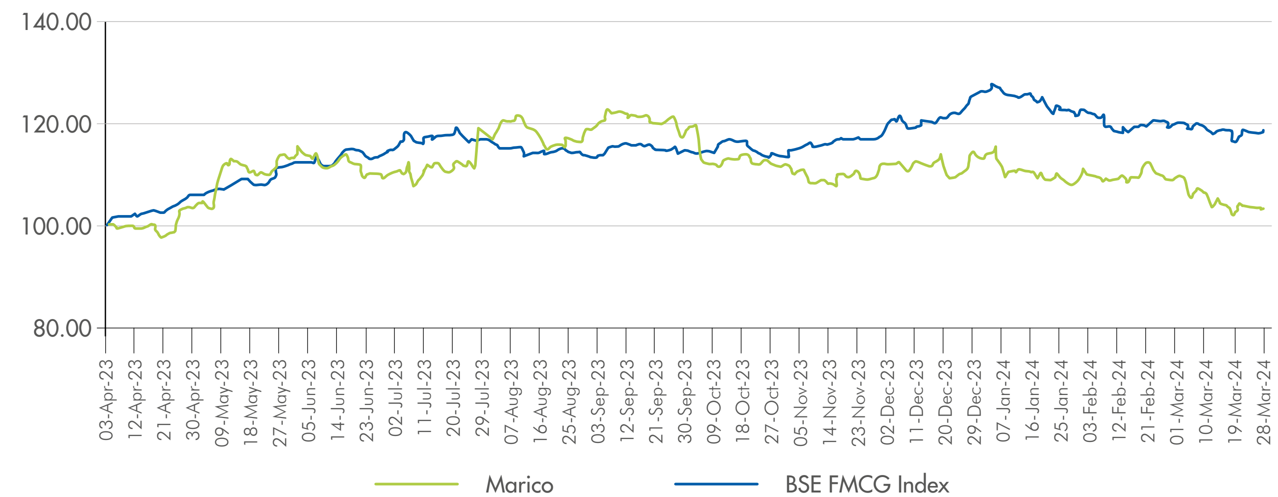
Market Price Data

Month	BSE			NSE		
	High (In ₹)	Low (In ₹)	Volume (No. of shares)	High (In ₹)	Low (In ₹)	Volume (No. of shares)
Apr-23	500.00	462.95	7,45,314	499.90	462.70	2,89,40,905
May-23	549.50	491.15	9,82,796	549.50	492.05	3,25,97,772
Jun-23	559.00	520.65	7,87,551	558.75	520.40	2,70,70,189
Jul-23	577.25	513.00	12,44,614	578.15	513.30	3,94,26,316
Aug-23	587.00	545.10	7,21,377	587.90	546.05	3,57,34,397
Sep-23	591.70	556.35	8,92,846	591.75	556.00	3,00,31,434
Oct-23	595.00	522.10	6,57,000	595.00	521.85	2,96,96,745
Nov-23	545.50	516.20	9,64,358	545.75	516.05	2,71,53,730
Dec-23	553.50	520.85	11,42,429	553.85	520.85	3,45,68,267
Jan-24	557.45	512.40	9,36,012	557.50	508.60	2,85,19,166
Feb-24	554.60	515.00	14,37,236	554.70	515.50	3,62,78,896
Mar-24	529.65	486.75	19,49,112	529.90	486.30	2,89,62,570

PERFORMANCE IN COMPARISON: BSE SENSEX, NIFTY 50 AND BSE FMCG (The values of S&P Sensex, Nifty 50, BSE FMCG Index and share price of the Company have been indexed to begin from '100' to show comparative movements)







Distribution of Shareholding as on March 31, 2024:

No. of Equity Shares held	No. of Shareholders	% of Shareholders	No. of Shares held	% of Shareholding
1- 500	3,12,275	96.04	1,42,53,669	1.10
501-1000	5,825	1.79	44,44,151	0.34
1001 -2000	2,932	0.90	44,82,641	0.35
2001-3000	823	0.25	21,05,390	0.16
3001-4000	581	0.18	21,56,344	0.17
4001- 5000	355	0.11	16,48,620	0.13
5001-10000	913	0.28	68,03,453	0.53
10001 & above	1,457	0.45	1,25,82,07,560	97.23
Total	3,25,161	100.00	1,29,41,01,828	100.00

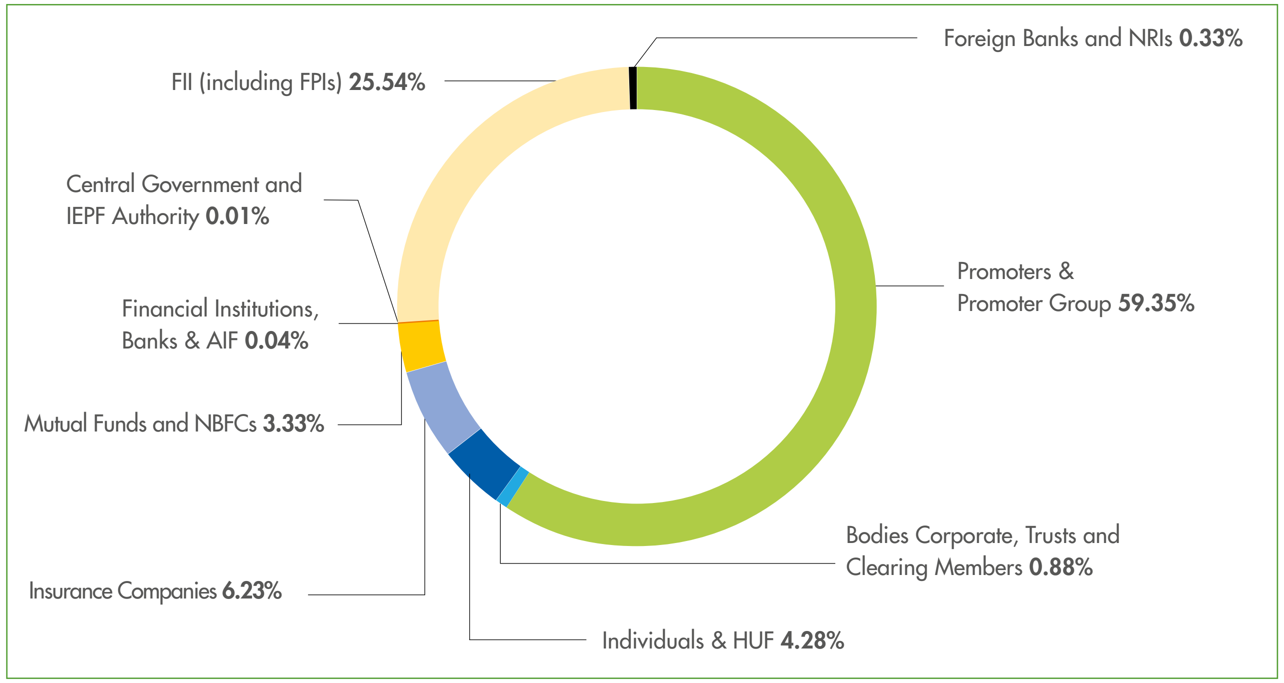
Share Transfer System	The Board has delegated the authority for approving transfer/transmission/transposition of securities of the Company pursuant to Regulation 40 of the SEBI Listing Regulations to the Share Transfer Committee. The Share Transfer Committee meets as may be warranted based on the number of share transaction requests received by the Company. All requests for dematerialisation of shares are processed and the confirmation is given to respective Depositories i.e. National Securities Depository Limited and Central Depository Services (India) Limited, generally within 21 days. In accordance with the proviso to Regulation 40(1) of the SEBI Listing Regulations, effective from April 1, 2019, transfers of shares of the Company shall not be processed unless the shares are held in the dematerialized form with a depository. Accordingly, shareholders holding equity shares in physical form are urged to have their shares dematerialized so as to be able to freely transfer them.
Registrar & Transfer Agent	Link Intime India Private Limited (Unit: Marico Ltd.), C 101, 247 Park, LBS Marg, Vikhroli West, Mumbai – 400 083

Shareholding Pattern as on March 31, 2024

Categories	No. of Shares	% of total share capital*
Indian		
Promoters and Promoter Group	76,80,15,739	59.35
Bodies Corporate, Trusts and Clearing Members	1,14,12,470	0.88
Individuals and HUF	5,54,42,854	4.28
Insurance Companies	8,05,96,241	6.23
Mutual Funds and NBFCs	4,31,22,528	3.33
Financial Institutions, Banks and Alternative Investment Fund (AIF)	5,47,427	0.04
Central Government and IEPF Authority	1,10,950	0.01
TOTAL	**95,92,48,209**	**74.12**
Foreign		
Promoters and Promoter Group	2,000	0.00
FIIs (including Foreign Portfolio Investors)	33,05,63,402	25.54
Foreign Banks and NRIs	42,88,217	0.33
TOTAL	**33,48,53,619**	**25.88**
GRAND TOTAL	**1,29,41,01,828**	**100**
Total Demat Holding	1,29,37,77,090	99.97
Total Physical Holding	3,24,738	0.03

**Rounded off upto two decimals*

Shareholding Pattern as on March 31, 2024



Top 10 shareholders of the Company (other than Promoters and Promoter Group)

Sr. No.	Name of the Shareholder	Shareholding as at March 31, 2024		Shareholding as at March 31, 2023	
		No. of shares	% of total shares	No. of shares	% of total shares
1	First Sentier Investors ICVC - Stewart Investors Asia Pacific Leaders Sustainability Fund, along with Persons acting in concert	6,30,87,269	4.88	8,60,84,065	6.66
2	Life Insurance Corporation of India	5,79,63,245	4.48	4,69,70,380	3.63
3	Government Pension Fund Global	1,22,73,507	0.95	1,33,78,510	1.04
4	UTI	1,07,80,933	0.83	1,40,15,803	1.08
5	NPS Trust	77,37,157	0.60	1,51,95,238	1.18
6	ICICI Prudential	77,21,747	0.60	55,55,913	0.43
7	Fidelity Funds - India Focus Fund	77,04,024	0.60	90,84,023	0.70
8	Vanguard Total International Stock Index Fund	71,32,965	0.55	68,29,280	0.53
9	Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds	69,90,580	0.54	73,29,261	0.57
10	Franklin India	68,12,150	0.53	78,00,000	0.60
11	Bajaj Allianz Life Insurance Company Limited	60,45,366	0.47	70,48,250	0.55
12	Government of Singapore	50,08,255	0.39	81,16,332	0.63

Notes:

a. Serial Nos. 1 to 5, 7, 9 and 10 are part of Top 10 shareholders as at March 31, 2023 and March 31, 2024.

b. Serial No. 6 and 8 are part of Top 10 shareholders only as at March 31, 2024.

c. Serial No. 11 and 12 are part of Top 10 shareholders only as at March 31, 2023.

Dematerialization of Shares and Liquidity	As on March 31, 2024, 99.97% of shareholding was held in Dematerialised form with National Securities Depository Limited and Central Depository Services (India) Limited.
Outstanding GDR/ADR/Warrants or any convertible instruments, conversion date and impact on equity	The Company has not issued any GDR/ADR/Warrants or any convertible instruments.
Credit Ratings and revisions thereto for all debt instruments or any fixed deposit programme or any scheme or proposal of the Company obtained during the year under review	The Company did not have any debt instruments or any fixed deposit programme or any scheme or proposal during the year under review.
Plant Locations	Perundurai, Sanand, Puducherry, Jalgaon, Baddi, NER-1 (Guwahati) and NER-2 (Guwahati). Further details on the same can be accessed at https://marico.com/india/contact-us.
Disclosure of foreign exchange risks, commodity price risks and hedging activities	Please refer Commodity Price Risk/Foreign Exchange Risk and Hedging Activities herein and Notes to the Financial Statements for the same.
Disclosure of certain types of agreements binding listed entities	In terms of Regulation 30(2) and Regulation 30A read with Clause 5A of Para A of Part A of Schedule III of the SEBI Listing Regulations, the Company has submitted with the stock exchanges the requisite details regarding a subsisting shareholders' agreement dated August 20, 2022 ("**SHA**") entered into amongst the Promoters & Promoter Group of the Company and their relatives. The SHA captures *inter alia* certain rights and obligations of the parties in relation to their shareholding as well as management and governance of the Company. Further information on the same can be accessed on the website of the Company at https://marico.com/investorspdf/Disclosure_under_Regulation_30(2)_and_30A_of_SEBI_Listing_Regulations.pdf.
Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part	₹ 2,65,48,541/-
Disclosure under Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013	Please refer Board's Report.
Disclosure by listed entity and its subsidiaries of 'Loans and advances' in the nature of loans to firms/companies in which directors are interested by name and amount	Please refer Notes to the Financial Statements.
Details of material subsidiaries of the listed entity, including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries.	As on March 31, 2024, the Company continues to have one material subsidiary i.e. Marico Bangladesh Limited ("**MBL**"), details of which are as under: Date of incorporation: September 6, 1999 Place of incorporation: Bangladesh As on March 31, 2024, the statutory auditors of MBL were A. Qasem & Co., first appointed at the Annual General Meeting of MBL held on July 26, 2021, and further re-appointed at their 23rd Annual General Meeting held on July 26, 2023.

Investor Information

Your Company has put in place a "Shareholders' Manual" which contains comprehensive information *inter alia* on the rights of shareholders, general FAQs, process for handling investor grievances and escalation matrix for complaints/queries of the shareholders. Further details on the above can be accessed at https://marico.com/india/investors/investor-relations-grievances/shareholders-guide.

Address for correspondence

Shareholding related queries

Link Intime India Private Limited

Company's Registrar & Transfer Agent (RTA):
Unit: Marico Limited
C 101, 247 Park, L B S Marg, Vikhroli West,
Mumbai - 400 083
Tel.: 08108116767 / 49186060

Members may also submit their queries by clicking on "Service Request" option under "Investor Services" tab available on the website of the RTA at https://www.linkintime.co.in.

General Correspondence

Marico Limited

Grande Palladium, 7th Floor, 175, CST Road,
Kalina, Santa Cruz (East), Mumbai - 400 098
Tel.: 022–66480480, Fax: 022–26500159
E-mail: investor@marico.com

Mr. Vinay M A

Company Secretary & Compliance Officer
Contact no.: 022-66480480 (Extn.: 202)
E-mail: vinay.ma@marico.com

Mr. Harsh Rungta

Investor Relations Team
Contact no.: 022-66480480 (Extn.: 983)
E-mail: harsh.rungta@marico.com

For Marico Limited

Harsh Mariwala
Chairman
DIN: 00210342

Place: Mumbai
Date: May 6, 2024

Annexure 'C1' to the Corporate Governance Report

CHIEF EXECUTIVE OFFICER (CEO) DECLARATION

This is to confirm that the Company has adopted a Code of Conduct for its Board Members and Senior Management Personnel as well as all the employees of the Company. This Code of Conduct is available on the Company's website.

I hereby declare that all the Members of the Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Conduct as adopted by the Company.

This certificate is being given pursuant to Part D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

Saugata Gupta
Managing Director & CEO
DIN: 05251806

Date: May 6, 2024
Place: Mumbai

Annexure 'C2' to the Corporate Governance Report

CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF FINANCIAL OFFICER (CFO) CERTIFICATION

We hereby certify that:

a) We have reviewed the financial statements and the cash flow statement for the financial year ended March 31, 2024 ("**the Period**") and to the best of our knowledge and belief:

   (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

   (ii) these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

b) There are, to the best of our knowledge and belief, no transactions entered into by the Company during the Period which are fraudulent or illegal or violative of the Company's code of conduct.

c) We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of the internal control systems of the Company pertaining to financial reporting and we have disclosed to the auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

d) We have indicated to the auditors and the Audit Committee:

   (i) significant changes in internal control during the Period;

   (ii) significant changes in accounting policies during the Period and that the same have been disclosed in the notes to the financial statements; and

   (iii) instances of significant fraud of which we have become aware and the involvement therein, if any, of the Management or an employee having a significant role in the Company's internal control system over financial reporting.

This certificate is being given to the Audit Committee of the Board and the Board of Directors of Marico Limited, pursuant to Regulation 17(8) read with Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

Thank you.
Yours truly,

For Marico Limited

Saugata Gupta
Managing Director & CEO
DIN: 05251806

Date: May 6, 2024
Place: Mumbai

For Marico Limited

Pawan Agrawal
Chief Financial Officer

Date: May 6, 2024
Place: Mumbai

Annexure 'C3' to the Corporate Governance Report

CERTIFICATE ON COMPLIANCE WITH SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS), REGULATIONS, 2015 BY MARICO LIMITED RELATING TO CORPORATE GOVERNANCE REQUIREMENTS

I have examined compliance by Marico Limited (the Company) with the requirements under the SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 (Listing Regulations) relating to corporate governance requirements for the year ended on 31 March 2024.

In my opinion and to the best of my information and according to the explanations given to me and the representation by the Directors and the management, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations.

The compliance of conditions of Corporate Governance is the responsibility of the management of the Company. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance under the Listing Regulations. The examination is neither an audit nor an expression of opinion on the financial statements of the Company or the Corporate Governance Report of the Company.

I state that no complaint relating to investor's grievance received by the Company is pending unresolved as on 31 March 2024.

I further state that such compliance is neither an assurance to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Dr. K. R. Chandratre
Practising Company Secretary

FCS No.: 1370, C. P. No.: 5144
Place: Pune
Date: May 6, 2024

UDIN: F001370F000320942
Peer Review Certificate No. : 1206/2021

Annexure 'C4' to the Corporate Governance Report

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) read with Schedule V Para C Clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To:
The Members
Marico Limited
7th Floor, Grande Palladium
175, CST Road, Kalina, Santacruz (East)
Mumbai - 400098.

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Marico Limited having CIN: L15140MH1988PLC049208 and having registered office at 7th Floor, Grande Palladium, 175, CST Road, Kalina, Santacruz (East), Mumbai - 400098 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Director Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the financial year ended on 31 March 2024, have been debarred or disqualified from being appointed or continuing as Directors of companies, by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority(ies).

Sr. No.	Name of Director	DIN	Date of appointment in Company
1	Mr. Harsh Mariwala	00210342	13/10/1988
2	Mr. Rajendra Mariwala	00007246	26/07/2005
3	Mr. Nikhil Khattau	00017880	18/07/2002
4	*Ms. Hema Ravichandar	00032929	26/07/2005
5	Mr. Rishabh Mariwala	03072284	02/05/2017
6	Mr. Saugata Gupta	05251806	01/04/2014
7	Mr. Ananth Sankaranarayanan	07527676	26/06/2017
8	Mr. Milind Barve	00087839	02/08/2021
9	Mr. Rajeev Vasudeva	02066480	01/11/2021
10	Ms. Apurva Purohit	00190097	07/04/2022
11	Ms. Nayantara Bali	03570657	07/04/2022
12	Mr Rajan Bharti Mittal	00028016	01/07/2023

** Ceased to be director of the Company with effect from end of day on 31 March 2024 on completion of second term as independent director.*

Ensuring eligibility of the appointment /continuity of every Director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these based on my verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Dr. K. R. Chandratre
Practising Company Secretary

FCS No.: 1370, C. P. No.: 5144
Place: Pune
Date: May 6, 2024

UDIN: F001370F000320887
Peer Review Certificate No. : 1206/2021

Annexure 'D' to the Board's Report

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO

A. Conservation of Energy

1. Steps taken/impact on conservation of energy:

In pursuit of driving a sustainable business, your Company has pledged to upgrade its operational energy footprint. This commitment encompasses utilizing renewable energy sources in manufacturing facilities, implementing energy-efficient technologies and promoting eco-friendly practices within the environment. By prioritizing energy conservation, your Company aims to lessen its environmental footprint and contribute to a greener future. This year, your Company's resource conservation efforts focussed on improving energy efficiency, process optimization and increasing usage of renewable energy. During the year under review, more than 25 initiatives were undertaken across the manufacturing locations to save energy of more than 3.2 lakh KWH/ annum. Some of the energy and fuel saving initiatives taken during FY 2023-24 are outlined below:

- Optimization of raw material and in-process material conveying system run hours in Puducherry plant.
- Installation of variable frequency drives for high-capacity rotating equipment.
- Synchronization of compressor and other utility equipment to reduce losses at lower input production runs at Perundurai plant.
- Usage of high efficiency induction motors at Jalgaon plant.
- Energy saving measures in expellers, cookers, and conveying equipment deployed at Perundurai plant.
- Variable Speed Drive (VSD) air compressor, timer-based operating system and Variable Frequency Drive (VFD) installation at Sanand unit to reduce the power consumption for hair oil production.
- Improvement in physical refining process for Rice bran oil at Jalgaon unit for thermal energy reduction.

2. Steps taken for utilizing alternate sources of energy:

Marico is committed to achieve 'net-zero emissions' globally by 2040. Transitioning to renewable energy plays the most critical element of this roadmap that the Company has set up to shape a sustainable future.

All Marico manufacturing facilities are 100% coal-free and are constantly focusing on transitioning to renewable sources for meeting its operational energy requirements. During the year under review, 67.4% of the total energy requirement (electrical and thermal) for operations were met through renewable sources. Three significant renewable energy interventions in the year included:

(i) Increased energy requirements due to capacity expansion of Perundurai unit was catered through solar group captive model by entering into Power Purchase Agreement (PPA) with service provider. This initiative has supported in achieving 94% of Renewable energy consumption at this manufacturing unit.

(ii) The Perundurai unit promulgated renewable energy transition in its value chain (one of the third-party filling units) by entering into a PPA for Hybrid power under a group captive model starting from February 2024.

(iii) Solar installations at the Sanand unit have created 1MW renewable power for operations.

3. Capital investment on energy conservation equipment:

For the year under review, the capital investment on energy conservation projects was ₹ 86.55 crores. Going forward, your Company will focus on increased adoption of solar-wind hybrid power and deployment of storage capacity to address intermittency issues. Expansion of waste heat recovery technologies and other low-carbon technological interventions for process optimisation and effectiveness will be considered for capital investment towards building a carbon neutral future.

B. Technology absorption

1. Research and Development (R&D):

In the past year, the R&D team directed their efforts in the key areas of:

- Consumer insight-led product development.
- Product Innovation for international markets.
- Adapting to the evolving new ways of working
- Focus on premiumization and sustainable packaging.

Marico, in line with its value of Consumer First, continued to research and innovate into various product categories, focusing on sustainability agenda and ensuring expansion in International Markets.

This year as well, your Company continued with its vision of providing healthier food products for its consumers in the form of various meals and snacking options. In its quest to solve for consumer desires and preferences, your Company continued on the path of manufacturing "Better For You" products meeting consumer demands. Your Company is committed to ensuring its products are always safe for intended use and comply with the local regulatory guidelines.

Saffola proudly became India's #1 Oats Brand (April 2023) offering a variety of consumer delighting flavors and formats with oats. In celebration of the International Year of Millets (IYOM), India's super grains and SriAnna, Marico launched the millet added version of plain Oats as Saffola Oats Gold.

2 new variants of Saffola Masala Oats - Masala Coriander and Saffola Curry & Pepper were launched (September 2023) with 16% millets added to strengthen our endeavor of delivering the "Goodness of Millets" to our consumers.

In celebration of the 10th anniversary of Saffola masala oats, 2 sweet and 2 savoury flavors were launched. Saffola Oats Apple & Almonds and Saffola Oats Nutty Chocolate are sweet flavors, while the savoury ones are Saffola Masala Oats Spicy Mexicana and Saffola Masala Oats Cheesy Italiaa, all of which have 16% millets included in them.

As part of the long-term fat reduction strategy in the foods portfolio, Saffola Mayonnaise offered better recipes as 40% reduced fat in newer flavours viz. eggless tandoori and Garlic & Herbs.

Saffola Peanut Butter category was extended to include a chocolate variant and continued with the goodness of jaggery.

Saffola Honey Gold 100% pure and with no added sugar was restaged with Kashmir honey to bring the essence of valleys as Saffola sweetness, and Saffola Honey Active made using Honey from Sundarbans, which are naturally sweet, aromatic, fruity, and have no added sugar.

In Edible oils, Saffola Tasty was restaged as Saffola Tasty+ with an increase in the oryzanol content by 50%. Oryzanol is a beneficial component in Rice bran Oil which is known to help reduce bad cholesterol.

Saffola Fittify, the functional brand of Saffola, expanded the portfolio by launching the Saffola Fittify Hi-Protein Diabetic Shake. It is curated with scientifically proven ingredients, extracts and nutrients (Vitamins, minerals, fibre and protein) which are known to help manage diabetes along with modified diet and lifestyle.

As a responsible brand providing "Better for You" food options for our consumers, Saffola products are carefully crafted in line with and benchmarked against national and international scientific/dietary guidelines like FSSAI, ICMR, WHO, ADA, AHA to meet product guidelines and consumer needs on health benefits. Your Company will continue the journey of manufacturing better options with reduction in the concerning components and increase in the beneficial components, wherever applicable.

Marico R&D Team has always pursued deep science and continued its collaboration with research institutes in India and Internationally to decode the science of its products. This year, Marico signed MOUs with very distinguished research centres such as Indian Institute of Technology (IIT) Delhi, Indian Institute of Toxicological Research (IITR), Indian Institute of Millet Research (IIMR) and Indian Fisheries Institute. Your Company actively collaborates with these government recognised centres of excellence for taking its research initiatives forward. Several innovative products were launched as a result of these collaborations.

Further, Marico R&D Team has always pursued scientific exploration for understanding skin and hair structure, and its interaction with products that consumers use. The Parachute Advansed Body care portfolio was extended into shower gels.

This year Parachute Advansed baby care portfolio was successfully launched in select Indian states. The baby care portfolio has 8 products including cream, lotion, soap, talcum powder, gentle powder, shampoo, body wash and massage oil.

In the male grooming space, an innovative Styling powder was launched under the Set Wet brand. Set wet also launched EDP variants to capitalise on the booming fragrance trends.

In Hair Oils space, Parachute Advansed Coconut Hair Oil Range enriched with unique ingredients like Rosemary, Argan, Bhringraj, Hibiscus and Shea Oil was launched in India. Premium Amla Hair Oil with goodness of actual seeds was launched under Nihar Amla Gold. Nihar Coconut + Hibiscus hair oil, a new product, was launched under the Nihar brand.

In MENA & Egypt, a new brand - Herbs India was launched, which includes unique diffusion technology of natural ingredients. This range includes Onion, Amla, Rosemary, Clove and Shea variants. Parachute Advansed hair oil Range was expanded in MENA & NCD markets with trending ingredients like Rosemary and Blackseed. In addition to this, in the Middle East, Parachute Advansed 7 in 1 Hair Oil Range was introduced with unique hair care ingredients like Rosemary, Amla, Vitamin E & Keratin. Apart from India & Middle East, Parachute Advansed Multivitamin Hair Oil was launched in the Bangladesh Market.

We have launched premium hair serum range in the India Modern-Trade channel - Livon professional Vitamin E smoothening Serum, Livon Professional Nourishing serum Argan & Shea and Livon Professional hydrating Serum-K+H. In addition to hair serum, we have introduced a female grooming range under the new brand Livon style Pro: Hair cream for curly hair, Styling hair gel, Keratin serum and Clay wax.

In Bangladesh, we also launched Parachute Egg protein shampoo - the latest addition to the Parachute Naturale Shampoo portfolio.

Many new products were launched by the brand Puresense on the digital platforms e.g. sulphate free shower gels, face washes and perfume ranges.

On packaging, your Company continued to focus on premiumization and sustainability. Consumer insighting is being done to understand the drivers of premium packaging. This coupled with Design thinking principles are being deployed to create premium yet consumer centric designs. Marico is committed to drive packaging sustainability initiatives and is on track to meet the committed targets. Addition of recycled content in Packaging to meet the latest Plastic Waste Management regulations and addition of 30% PCR in category-I plastic packaging, at a portfolio level in Non-Food category by FY26 is planned. We are also phasing out PVC shrink sleeves and moving to PET sleeves going forward. We are also working on converting the non-recyclable packaging materials to recyclable packaging materials in the coming years. Your Company also launched a collaborative circular packaging initiative with Lucro plastecycle towards the usage of post-consumer recycled (PCR) shrink films for the brand Parachute Advansed Aloe Vera Hair Oil, Nihar Shanti Badam Amla Hair Oil, Hair and Care, Nihar Naturals Hair Oil - Jasmine and Rose.

Consumer & Product Insighting is an integral part of Marico R&D and forms the foundation of all innovations. This is in line with one of Marico's Values 'Consumer First - Make Consumer Delight a Way of Life'. Empathy based innovations continue to be at the core which enable addressing consumer's needs and wants in the most desirable manner. This approach also ensures success in the market and innovations that would get consumer repeats, thereby driving sustained brand growth. Saffola Oats is now a leader in the oats category with the highest market share. This was possible since innovation of Saffola Masala Oats was based on an understanding of a rooted Indian consumer insight with respect to their breakfast and snacking habits. Similarly, Marico's innovation success of Red King Cooling Oil in Bangladesh and Parachute Amla Hair Oil range in the Middle East are noteworthy. Integrating digitisation in understanding of consumers has further strengthened the process and enables faster go-to-market for business.

Marico's Quality Team has continued its focus on building quality in design, thereby ensuring value for consumers. We have further sharpened our focus on quality assurance of our products across geographies and ensured process excellence, harmonisation, customised quality guidelines, etc. We made a conscious effort to drive risk assessment, mitigation plan and began the journey towards "Predictive Quality Management". We also focussed on building a quality fraternity network which will aid in adopting best practices and quicker integrations. With Marico's foray into several international markets and digital brands, Quality team continues its pivotal role in delivering consistent Quality, consumer safe and regulatory compliant products and offerings.

Marico's Technical Regulatory functions have partnered with various government regulatory departments for capability and capacity development initiatives and helped them in framing consumer-centric legislations. Your Company has also supported various Government programs for strong Nation Building under PPP (public private partnership) model, for example under the Eat Right certification.

2. Benefits derived as the result of the above efforts:

- Launch of new products and entry into new categories i.e. shower gels, cooling oil, baby care, face washes, etc.
- Enhanced connect with regulators and presence in industry forums.
- Increased focussed on Sustainability and contribution to the Marico's Goals & Vision on ESG.

3. Technology absorption, adaptation and Innovation:

New technologies from vendors, universities, etc. were evaluated for implementation keeping in mind your Company's business needs. Clinical research organizations and University experts were engaged to develop new products and deploy them at a faster pace. These efforts allowed higher generation of ideas and quicker conversion of ideas into products. Marico has received 18 patents across personal care, foods and packaging.

4. **Technology imported during the last three years reckoned from the beginning of the financial year:** Not Applicable.

5. **The expenditure incurred on Research and Development:**

Particulars	As at March 31, 2024 ₹ in Crore	2023 ₹ in Crore
(a) Capital	0.61	0.47
(b) Recurring	44.02	31.91
Total	**44.63**	**32.38**
As a % of revenues	0.64	0.43

C. Foreign Exchange Earnings and Outgo

The foreign exchange earnings and outgo during the period under review were as under:

Particulars	As at March 31, 2024 ₹ in Crore	2023 ₹ in Crore
Foreign Exchange earned	362.69	265.55
Foreign Exchange used	339.75	147.32

For Marico Limited

Harsh Mariwala
Chairman
DIN: 00210342

Place: Mumbai
Date: May 6, 2024

Annexure 'E' to the Board's Report

DISCLOSURE ON CORPORATE SOCIAL RESPONSIBILITY ("CSR")

1. A Brief Outline of the Company's CSR Policy

Marico's CSR Philosophy

Marico's stated purpose is to "Make a Difference". We believe that we exist to benefit the entire ecosystem of which we are an integral part. We have a commitment towards our interdependent ecosystem of shareholders, consumers, associates, employees, Government, environment and society. We believe that economic value and social value are inter-linked. An organization creates economic value by creating social value by playing a role in making a difference to the lives of its key stakeholders. Further, an organization cannot do this in isolation and needs the support and participation of other constituents of the ecosystem. Sustainability comes from win-win partnerships in the ecosystem.

Marico's CSR Policy is therefore anchored on this core purpose of making a difference to the lives of all its stakeholders to help them achieve their full potential. Pursuant to the requirements of Section 135 of the Companies Act, 2013 read with the rules made thereunder, the Board of Directors has adopted the CSR Policy encapsulating the Company's approach towards meeting its CSR objectives. Based on recommendation of the CSR Committee, the Board at its meeting held on May 6, 2024 amended the CSR Policy to align certain key thrust areas as per the Company's CSR philosophy and other administrative practices.

Salient features of the CSR Policy are as under:

- CSR philosophy
- Key thrust areas for CSR contributions
- Implementation
- Governance: CSR Team, CSR Committee and at Board level
- Annual Action Plan
- Mechanisms for CSR Expenditure and Budget
- Monitoring and Impact Assessment of the CSR Programs

CSR Pivots:

While the Ministry of Corporate Affairs has provided a list of activities qualifying for CSR under Schedule VII to the Companies Act, 2013, in order to build focus and have a more impactful execution with a view to make a difference, Marico's CSR efforts are primarily dedicated in areas which cover the following:

Theme	Program
Sustainable Agriculture and Livelihood Improvement	Parachute Kalpavriksha Foundation
	Jalashay
	Afforestation
	Community Sustenance
Education	Nihar Shanti Pathshala Funwala
Social Innovation	Marico Innovation Foundation

2. Composition of the CSR Committee:

Composition of the CSR Committee as at March 31, 2024 is given below and can also be accessed at: https://marico.com/page/Committees_of_Board_March_31_2024.pdf.

Name of the Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
Mr. Ananth S	Independent (Chairman of the CSR Committee)	3	3
Mr. Harsh Mariwala	Chairman of the Board & Non-Executive	3	3
Mr. Saugata Gupta	Managing Director & CEO	3	3
Mr. Milind Barve	Independent	3	3
Ms. Nayantara Bali	Independent	3	3

3. The CSR policy can be accessed at https://marico.com/investorspdf/Corporate-Social-Responsibility-Policy.pdf. The CSR Projects approved by the Board can be accessed at https://marico.com/india/investors/documentation/annual-reports. Further information regarding CSR projects and programs of the Company have been provided as part of the Chapter titled 'Communities' of this Integrated Annual Report.

4. The Company engaged RTI Global India Private Limited, an independent agency, to carry out impact assessment of the below CSR projects, as required under sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014:

(a) Jalashay

(b) Parachute Kalpavriksha Foundation

(c) Nihar Shanti Pathshala Funwala

(d) Marico Innovation Foundation (Social Innovation)

Executive Summary of the outcome of assessment, efficiency and effectiveness of projects and way forward have been provided as part of the Chapter titled 'Communities' of this Integrated Annual Report. Recommendations by the agency were noted by the CSR Committee and necessary actions will be taken basis internal evaluations and feasibility. The impact assessment reports are available on the Company's website at https://marico.com/india/investors/documentation/annual-reports.

5. (a) Average net profit of the company as per section 135(5) : ₹ 1,183.51 Crores

(b) Two percent of average net profit of the company as per section 135(5) : ₹ 23.67 Crores

(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years : Nil

(d) Amount required to be set-off for the financial year, if any : ₹ 0.16 Crore

(e) Total CSR obligation for the financial year [(b) + (c) – (d)] : ₹ 23.51 Crores

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) : ₹ 22.50 Crores

(b) Amount spent in Administrative Overheads : ₹ 1.00 Crore

(c) Amount spent on Impact Assessment, if applicable : ₹ 0.29 Crore

(d) Total amount spent for the Financial Year [(a)+(b)+(c)] : ₹ 23.79 Crores*

(e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (₹ in Crores)	Amount Unspent (₹ in Crores)				
	Total Amount transferred to Unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of transfer	Name of the fund	Amount	Date of transfer
23.79*	N.A.				

(f) Excess amount for set off, if any:

Sr. No.	Particulars		Amount (₹ in Crores)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135	:	23.67
(ii)	Total amount spent for the Financial Year	:	23.79*
(iii)	Excess amount spent for the financial year [(ii)-(i)]	:	0.12
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	:	-
(v)	Amount available for set-off in succeeding financial years [(iii)-(iv)]	:	0.12

** Includes excess CSR spends of ₹ 0.16 Crore spent in the previous financial year 2022-23, set-off in the financial year 2023-24.*

7. Details of Unspent CSR amount for the preceding three financial years:

Sr. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section 135(6) (₹ in Crores)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (₹ in Crores)	Amount Spent in the Financial Year (₹ in Crores)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub- section (5) of section 135, if any		Amount remaining to be spent in succeeding financial years (₹ in Crores)	Deficiency, if any
					Amount (₹ in Crores)	Date of transfer		
Nil								

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No

If Yes, enter the number of Capital assets created/acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sr. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
					CSR Regn.No.	Name	Regd. Address
N.A.							

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per Section 135(5): Not Applicable

Note: Figures in this report have been rounded off to 2 decimals.

Place: Mumbai
Date: May 6, 2024

Saugata Gupta
Managing Director & CEO
DIN: 05251806

Ananth S
Chairman of the CSR Committee
DIN: 07527676

Form AOC - 1: Annexure to the Board's Report

Statement containing salient features of the financials statements of subsidiaries, associate companies and joint ventures as at March 31, 2024. Pursuant to first proviso to sub-section (3) of Section 129 read with Rule 5 of the Companies (Accounts) Rules, 2014

Part "A": Subsidiaries

(All figures except exchange rates are in Crores)

Sr. No.	Name of the subsidiary	Reporting Currency	Exchange Rate	Date of becoming/ acquiring subsidiary	Start date of the Reporting Period	End date of the Reporting Period	Share Capital	Reserves	Total Assets	Total Liabilities	Details of Investment (Excluding Investment in Subsidiaries)	Turnover	Profit/ (Loss) Before Tax	Provision for Tax	Profit/ (Loss) After Tax	Proposed Dividend including Dividend declared during the year	% of Share holding
1	Marico Bangladesh Limited	BDT		6th September, 1999	1st April, 2023	31st March, 2024	32	790	1,691	870	-	1,452	586	(125)	461	63	90%
		₹	0.758				24	598	1,282	659	-	1,104	445	(95)	350	48	
2	MBL Industries Limited	BDT		2nd August, 2003	1st April, 2023	31st March, 2024	0	0	1	0	-	-	(0)	-	(0)	-	100%
		₹	0.758				0	0	0	0	-	-	(0)	-	(0)	-	
3	Marico Middle East FZE	AED		8th November, 2005	1st April, 2023	31st March, 2024	2	(13)	14	25	-	20	(0)	-	(0)	-	100%
		₹	22.712				50	(293)	327	571	-	444	(4)	-	(4)	-	
4	MEL Consumer Care SAE	EGP		1st October, 2006	1st April, 2023	31st March, 2024	0	(18)	0	18	-	-	(3)	-	(3)	-	100%
		₹	1.761				0	(32)	0	33	-	-	(7)	-	(7)	-	
5	Egyptian American Investment and Industrial Development Company S.A.E.	EGP		19th December, 2006	1st April, 2023	31st March, 2024	1	(1)	0	0	-	-	-	-	-	-	100%
		₹	1.761				1	(2)	0	1	-	-	-	-	-	-	
6	Marico South Africa (Pty) Limited	ZAR		17th October, 2007	1st April, 2023	31st March, 2024	11	6	24	7	-	46	7	(2)	5	-	100%
		₹	4.404				47	29	107	31	-	203	30	(8)	22	-	
7	Marico South Africa Consumer Care (Pty) Limited	ZAR		1st November, 2007	1st April, 2023	31st March, 2024	13	(5)	8	-	-	-	(0)	-	(0)	-	100%
		₹	4.404				59	(24)	35	-	-	-	(0)	-	(0)	-	
8	Marico Egypt for Industries SAE	EGP		1st January, 2008	1st April, 2023	31st March, 2024	1	(2)	0	0	-	-	(0)	-	(0)	-	100%
		₹	1.761				2	(3)	0	1	-	-	(0)	-	(0)	-	
9	Marico for Consumer Care Products SAE	EGP		19th December, 2017	1st April, 2023	31st March, 2024	1	(22)	39	59	0	40	(11)	(0)	(12)	-	100%
		₹	1.761				3	(38)	69	105	1	104	(29)	(1)	(30)	-	
10	Marico Malaysia Sdn. Bhd.	MYR		4th December, 2009	1st April, 2023	31st March, 2024	1.77	(1.77)	0.00	0.00	-	-	(0)	-	(0)	-	100%
		₹	17.619				31	(31)	0	0	-	-	(0)	-	(0)	-	
11	Marico South East Asia Corporation	VND		18th February, 2011	1st April, 2023	31st March, 2024	9,536	45,378	1,07,482	52,568	-	2,11,816	19,771	(4,016)	15,756	-	100%
		₹	0.00337				32	153	362	177	-	729	68	(14)	54	-	
12	Marico Innovation Foundation[5]	₹		15th March, 2013	1st April, 2023	31st March, 2024											100%
		₹	1.000				-	-	-	-	-	-	-	-	-	-	
13	Parachute Kalpvriksha Foundation[6]	₹		27th December, 2018	1st April, 2023	31st March, 2024											100%
		₹	1.000				-	-	-	-	-	-	-	-	-	-	
14	Marico Lanka (Private) Limited	LKR		3rd March, 2019	1st April, 2023	31st March, 2024	35	(31)	12	8	-	17	4	-	4	-	100%
		₹	0.278				10	(9)	3	2	-	4	1	-	1	-	
15	Zed Lifestyle Private Limited	₹		30th June, 2020	1st April, 2023	31st March, 2024	0	6	50	45	0	173	5	(1)	4	-	100%
		₹	1.000				0	6	50	45	0	173	5	(1)	4	-	
16	Apcos Naturals Private Limited	₹		21st July, 2021	1st April, 2023	31st March, 2024	0	11	50	39	1	96	(9)	2	(7)	-	60%
		₹	1.000				0	11	50	39	1	96	(9)	2	(7)	-	
17	Marico Gulf LLC	AED		17th January, 2022	1st April, 2023	31st March, 2024	0	1	3	2	-	4	1	-	1	-	100%
		₹	22.712				1	23	74	50	-	89	15	-	15	-	

Form AOC - 1: Annexure to the Board's Report

Sr. No.	Name of the subsidiary	Reporting Currency	Exchange Rate	Date of becoming/ acquiring subsidiary	Start date of the Reporting Period	End date of the Reporting Period	Share Capital	Reserves	Total Assets	Total Liabilities	Details of Investment (Excluding Investment in Subsidiaries)	Turnover	Profit/ (Loss) Before Tax	Provision for Tax	Profit/ (Loss) After Tax	Proposed Dividend including Dividend declared during the year	% of Share holding
18	HW Wellness Solutions Private Limited	₹		23rd May, 2022	1st April, 2023	31st March, 2024	0	37	54	16	8	76	(22)	7	(16)	-	53.98%
		₹	1.000				0	37	54	16	8	76	(22)	7	(16)	-	
19	Beauty X Joint Stock Company	VND		31st January, 2023	1st April, 2023	31st March, 2024	100	569	732	64	-	771	669	(89)	580	-	100%
		₹	0.00337				0	2	2	0	-	3	2	(0)	2	-	
20	Satiya Nutraceuticals Private Limited[7]	₹		26th July, 2023	1st April, 2023	31st March, 2024	0	56	82	25	36	145	(13)	4	(10)	-	51.36%
		₹	1.000				0	56	82	25	36	145	(13)	4	(10)	-	
21	Juizo Advisory Private Limited[7]	₹		26th July, 2023	1st April, 2023	31st March, 2024	0	1	4	3	-	31	0	(0)	0	-	51.36%
		₹	1.000				0	1	4	3	-	31	0	(0)	0	-	

Notes:

1) *% of shareholding includes direct and indirect holding through subsidiary.*

2) *Financial figures as provided in the table above are from the annual financials for each of the subsidiary company for their respective financial year.*

3) *Indian rupee equivalents of the figures given in foreign currencies in the accounts of the subsidiary companies, have been provided based on the exchange rates as on 31st March, 2024 as applicable.*

4) *On January 2, 2024, the Company received a certified copy of the order passed by the Hon'ble High Court of Bombay approving the dissolution of Halite Personal Care India Private Limited, a wholly owned subsidiary of the Company (has not been included in the above statement). In terms of the said order read with Section 497(6) of the Companies Act, 1956, the dissolution is effective from November 2, 2023, the date of submission of Official Liquidator's report to the Hon'ble High Court.*

5) *Marico Innovation Foundation, a company incorporated under Section 25 of the Companies Act, 1956 (being a private company limited by guarantee not having share capital) primarily with an objective of fuelling and promoting innovation in India, is a subsidiary of the Company with effect from March 15, 2013. Based on the Control assessment carried out by Marico Limited, the same is not consolidated as per IND AS 110.*

6) *Parachute Kalpavriksha Foundation, a company incorporated under Section 8 of the Companies Act, 2013 (being a private company limited by guarantee not having share capital) primarily with an objective of undertaking/channelizing the CSR activities of the Company towards community and ecological sustenance, is a subsidiary of the Company with effect from December 27, 2018. Based on the Control assessment carried out by Marico Limited, the same is not consolidated as per IND AS 110.*

7) *The Company acquired 32.84% equity stake in Satiya Nutraceuticals Private Limited ("SNPL") (equivalent to 32.75% on a fully diluted basis) and requisite majority control over its Board composition/total voting rights on July 26, 2023, and consequently, SNPL became a subsidiary of the Company. Juizo Advisory Private Limited , a wholly owned subsidiary of SNPL also became a step-down subsidiary of the Company on account of the aforesaid transaction. Subsequently, the Company acquired additional equity stake of 18.54% in SNPL during the quarter ended December 31, 2023. The Company holds 51.36% in SNPL (equivalent to 51.24% on a fully diluted basis) as at 31st March, 2024.*

8) *Figures below the rounding-off norm have been reflected as "0".*

Part "B": Associates and Joint Ventures

Not Applicable

For and on behalf of the Board of Directors

HARSH MARIWALA
Chairman
DIN: 00210342

SAUGATA GUPTA
Managing Director & CEO
DIN: 05251806

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
Membership No. FCS 11362

Place: Mumbai
Date: May 6, 2024

Independent Auditor's Report

To the Members of Marico Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Marico Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), which comprise the consolidated balance sheet as at 31 March 2024, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31 March 2024, of its consolidated profit and other comprehensive loss, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition

Refer note (e) of Material Accounting Policies and Note 19 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
Revenue is recognised based on the contract with customers. Revenue is recognised when control of the underlying products has been transferred to the customer. There is a risk of revenue being overstated due to the pressure management may feel to achieve performance targets for the reporting period.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • Evaluated appropriateness of the Company's revenue recognition accounting policies by comparing with applicable accounting standards. • Tested design, implementation and operating effectiveness of the Company's general IT controls and key manual and IT application controls with the assistance of our IT specialist over the Company's systems which govern recording of revenue in the general ledger accounting system. • Performed substantive testing by selecting statistical samples of revenue transactions recorded during the period and verified the underlying documents which includes sales invoices and shipping documents. • Inspected, on a sample basis, key customer contracts to identify terms and conditions for sale. • Assessed journals posted to revenue to identify unusual items. • Performed analytical procedures on sales such as trend analysis to identify any unusual fluctuations.

Uncertain Tax Position

Refer note (h) of Material Accounting Policies and Note 26 and 33 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Company operates in a complex tax jurisdiction with certain tax exemptions / deductions that may be subject to challenges and audits by tax authorities. There are significant open tax matters under litigation with tax authorities. Judgement is required in assessing the level of provisions and disclosure of contingent liabilities required in respect of uncertain tax position that reflects management's best estimates of the most likely outcome based on the facts available.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: (i) For uncertain tax positions, inspected relevant correspondences with tax authorities. (ii) Evaluated management's judgment regarding the expected resolution of matters with various tax authorities, based on external tax expert/ counsel opinions and the use of past experience, where available, with the tax authorities. (iii) Involved our tax specialists to evaluate the status of ongoing tax litigations and judgemental tax positions in tax returns and their most likely outcome, basis their expertise, industry outcomes and company's own past experience in respect of similar matters. (iv) Evaluated the adequacy of financial statement disclosures in respect of the tax provision / adjustments and contingencies.

Impairment assessment of goodwill and intangible assets with indefinite useful lives

Refer to note (j) of Material Accounting Policies, Note 2(d) and 5 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The carrying amount of goodwill aggregates Rs. 863 crores and intangible assets with indefinite lives aggregates Rs. 909 crores i.e. 12% and 13% of the total assets of the Group respectively as at 31 March 2024. The annual impairment testing of goodwill and intangible assets with indefinite lives is considered to be a key audit matter due to complexity of the accounting requirements and significant judgements required in determining the assumptions to be used to estimate the recoverable amount. The recoverable amount of the relevant cash generating units (CGUs), which has been determined based on value in use, has been derived from discounted forecast cash flow models. These models use several key assumptions, including estimates of future sales value, operating costs, terminal value growth rates and the weighted-average cost of capital (discount rate).	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • Evaluated the assumptions applied to key inputs such as sales value, operating costs, growth rates and discount rates. • Compared the inputs with the historical growth trends, evaluating the forecast used in prior year models to its actual performance of the business, agreeing current forecast to the board of directors / management approved plans as well as our own assessment based on our knowledge of the client. • Involved valuation specialists, where appropriate, to evaluate the reasonability of the methodology and approach used in the valuation carried out for determining the carrying amount of the CGUs. • Challenged management with our own sensitivity analysis and evaluated the effect of possible reductions in growth rates and forecasted cash flows on the estimated headroom. • Evaluated the adequacy of financial statement disclosures in respect of the impairment assessment for goodwill and intangible assets with indefinite lives.

Business combinations

Refer to note 42 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Group acquired control of Satiya Nutraceuticals Private Limited (Plix) effective 26 July 2023. As at 26 July 2023, the Company acquired 32.84% stake and signed definitive agreements to acquire further stake of Plix to increase the Company's holding to 58% on a fully diluted basis for a consideration aggregating upto Rs 369 crores in tranches by May 2025. Further, as at 31 March 2024, the Company has increased its stake to 51%. Also, the Group has incurred an obligation to buyout the non-controlling interest ('NCI') stake in Plix, contingent on achievement of future business milestones, which has been recorded at the estimated present value of Rs. 348 crore as at acquisition date. Accounting for the acquisition involves judgement in order to: • Determine whether the Group has acquired control over the investee. • Identify and measure the fair value of the identifiable assets acquired (including intangible assets) and liabilities assumed. • Allocate the consideration transferred between net identifiable assets and goodwill. Given the complexity and judgement involved, this is considered a key audit matter.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • We have read the underlying contract for the business acquisition to understand the key terms and conditions. • We have tested the appropriateness of the Management's conclusion that the Group has acquired control over the investee with reference to the criteria as per Ind AS 110 'Consolidated Financial Statements'. • We have assessed the appropriateness of the accounting treatment followed in terms of the requirements of Ind AS 103 'Business Combinations', Ind AS 109 'Financial instruments' and Ind AS 110 'Consolidated Financial Statements'. • Obtained an understanding of the process followed by the Management to determine the fair value of identifiable assets and liabilities and allocation of the purchase price. Evaluated the objectivity and competence of the expert engaged by the Company. • We have evaluated the purchase price allocation adjustments, the identification and valuation of acquired intangible assets by involving valuation specialists and based on our knowledge of the Company and industry. • We have evaluated the buyout obligation accounted for based on the future cash flow forecasts considering the historical performance and business prospects. • We have assessed the adequacy of the Company's disclosures in respect of the acquisition.

Other Information

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Annual report, but does not include the financial statements and auditor's report thereon. The Annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors'/Board of Trustees' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company/trust and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies/ Board of Trustees of the trust included in the Group are responsible for assessing the ability of each company/trust to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies/ Board of Trustees of the trust included in the Group are responsible for overseeing the financial reporting process of each company/trust.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial statements of such entities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding Company, regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a. We did not audit the financial statements of 11 subsidiaries, whose financial statements reflect total assets (before consolidation adjustments) of Rs. 2,360 crore as at 31 March 2024, total revenues (before consolidation adjustments) of Rs. 2,918 crore and net cash outflows (before consolidation adjustments) amounting to Rs. 5 crore for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

   Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

b. The financial statements of 8 subsidiaries, whose financial statements reflect total assets (before consolidation adjustments) of Rs. 120 crore as at 31 March 2024, total revenues (before consolidation adjustments) of Rs. 110 crore and net cash outflows (before consolidation adjustments) amounting to Rs. 41 crore for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. These unaudited financial statements have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, is based solely on such unaudited financial statements. In our opinion and according to the information and explanations given to us by the Management, these financial statements are not material to the Group.

   Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial statements certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate/consolidated financial statements of such subsidiaries, as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:

   a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

   b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the report/ reports of the other auditor(s) except for the matters stated in the paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 and in the case of one subsidiary, the server back-up to be done on a daily basis of the books of account and other books and papers of the subsidiary maintained in electronic mode as per proviso to Rule 3(5) of the Companies (Accounts) Rules, 2014, has been done by the subsidiary on a periodic basis.

   c. The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

   d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

   e. On the basis of the written representations received from the directors of the Holding Company, as on 31 March 2024 taken on record by the Board of Directorsof the Holding Company, and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

   f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

   g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies incorporated in India and the operating

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us

   a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2024 on the consolidated financial position of the Group. Refer Note 14 and Note 33 to the consolidated financial statements.

   b. The Group did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2024.

   c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies incorporated in India during the year ended 31 March 2024.

   d. (i) The management of the Holding Company represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 41 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

   (ii) The management of the Holding Company represented to us that, to the best of its knowledge and belief, other than as disclosed in the Note 41 to the consolidated financial statements, no funds have been received by the Holding Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

   (iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

   e. The interim dividend declared and paid by the Holding Company during the year and until the date of this audit report is in accordance with Section 123 of the Act.

   f. Based on our examination which included test checks and that performed by the other auditor of one subsidiary company, which is a company incorporated in India whose financial statements have been audited under the Act, and in accordance with requirements of the Implementation Guide on Reporting on Audit Trail under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, the Holding Company and one subsidiary company incorporated in India have used accounting softwares for maintaining the books of account which have a feature of audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the softwares except that:

(i) In case of the Holding Company, the audit trail (edit log) facility was not enabled (a) at the database level to log any direct data changes; and (b) for certain changes at the application level which can be performed by users having privileged access rights.

(ii) In case of one subsidiary incorporated in India, as reported by the auditors of such subsidiary, the feature of recording audit trail (edit log) facility has operated with effect from 3 April 2023 onwards.

Further, for the period audit trail (edit log) facility was enabled and operated, we and the other auditors did not come across any instance of audit trail feature being tampered with.

In case of two subsidiary companies incorporated in India, as reported by the auditors of such subsidiaries, the feature of recording audit trail (edit log) facility used by the said subsidiaries to maintain accounting transactions did not operate throughout the year for all relevant transactions recorded in the accounting Softwares. Since the audit trail feature was not operated throughout the year, the auditors of such subsidiaries were not able to comment on the tampering of the audit trail feature, if any.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of such subsidiary companies incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its subsidiary companies to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by Holding Company and its subsidiary companies is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHJ9441

Place: Mumbai
Date: 06 May 2024

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of Marico Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Sr. No.	Name of the entities	CIN	Holding Company/Subsidiary/ JV/ Associate	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Zed Lifestyle Private Limited	U74999GJ2016PTC091839	Subsidiary	(xvii) **
2	Apcos Naturals Private Limited	U74999PB2018PTC048652	Subsidiary	(vii) (a)*(xvii) **
3	HW Wellness Solutions Private Limited	U51900PN2013PTCI49864	Subsidiariy	(vii) (a)*(xvii) **

* This clause inter-alia pertains to whether there are any arrears of outstanding undisputed statutory dues as at the last day of the financial year concerned for a period more than six months from the date they become payable.

** This clause pertains to cash losses incurred in the current financial year and/or previous financial year by the respective entities.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHJ9441

Place: Mumbai
Date: 06 May 2024

Annexure B to the Independent Auditor's Report on the consolidated financial statements of Marico Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Marico Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2024, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, as of that date.

In our opinion and based on the consideration of reports of the other auditors on internal financial controls with reference to financial statements subsidiary companies, as were audited by the other auditors, the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by the Holding Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the relevant subsidiary companies in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements insofar as it relates to three subsidiary companies, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

The internal financial controls with reference to financial statements insofar as it relates to one subsidiary company, which is a company incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditor. In our opinion and according to the information and explanations given to us by the Management, such unaudited subsidiary company is not material to the Holding Company.

Our opinion is not modified in respect of this matter.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHJ9441

Place: Mumbai
Date: 06 May 2024

Consolidated Balance Sheet

as at 31st March, 2024

(₹ in crore)

Particulars	Notes	As at 31st March, 2024	As at 31st March, 2023
ASSETS			
Non-current assets			
Property, plant and equipment	3(a)	700	633
Capital work-in-progress	3(c)	44	67
Right of use assets	3(b)	209	175
Investment properties	4	15	16
Goodwill	5	863	862
Other intangible assets	5	937	560
Financial assets			
(i) Investments	6(a)	343	518
(ii) Loans	6(c)	4	4
(iii) Other financial assets	6(f)	100	32
Deferred tax assets (net)	7	68	146
Non current tax assets (net)	17	95	67
Other non-current assets	8	40	46
Total non-current assets		3,418	**3,126**
Current assets			
Inventories	9	1,336	1,225
Financial assets			
(i) Investments	6(a)	259	578
(ii) Trade receivables	6(b)	1,069	1,015
(iii) Cash and cash equivalents	6(d)	228	207
(iv) Bank balances other than (iii) above	6(e)	715	549
(v) Loans	6(c)	6	4
(vi) Other financial assets	6(g)	5	4
Current tax asset (net)	17	2	2
Other current assets	10	378	229
Assets classified as held for sale	11	5	7
Total current assets		4,003	**3,820**
Total assets		7,421	**6,946**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	12(a)	129	129
Share application money pending allotment		0	0
Other equity			
Reserves and surplus	12(b)	3,782	3,674
Other reserves	12(c)	(79)	(4)
Equity attributable to owners		3,832	3,799
Non-controlling interests	12(c)	337	157
Total equity		4,169	**3,956**
Liabilities			
Non-current liabilities			
Financial liabilities			
(i) Borrowings	13(a)	-	2
(ii) Lease liabilities		104	91
(iii) Other financial liabilities	13(b)	405	266
Provisions	14	1	4
Employee benefit obligations (net)	15	19	20
Deferred tax liabilities (net)	16	279	178
Total non-current liabilities		808	**561**
Current liabilities			
Financial liabilities			
(i) Borrowings	13(a)	383	473
(ii) Lease liabilities		41	42
(iii) Trade payables	13(c)		
Total outstanding dues of micro enterprises and small enterprises		71	68
Total outstanding dues of creditors other than micro enterprises and small enterprises		1,510	1,384
(iv) Other financial liabilities	13(b)	59	40
Other current liabilities	18	211	217
Provisions	14	7	44
Employee benefit obligations (net)	15	79	74
Current tax liabilities (net)	17	83	87
Total current liabilities		2,444	**2,429**
Total liabilities		3,252	**2,990**
Total equity and liabilities		7,421	**6,946**

Material accounting policies	1
Critical estimates and judgements	2

The accompanying notes are an integral part of these consolidated financial statements

As per our attached report of even date

For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024

Consolidated Statement of Profit and Loss

for the year ended 31st March, 2024

(₹ in crore)

Particulars	Notes	Year ended 31st March, 2024	Year ended 31st March, 2023
Revenue from operations	19	9,653	9,764
Other income	20	142	144
Total Income		9,795	**9,908**
Expenses			
Cost of materials consumed	21(a)	3,941	4,649
Purchases of stock-in-trade		752	541
Changes in inventories of finished goods, stock-in-trade and work-in progress	21(b)	55	161
Employee benefit expense	22	743	653
Finance costs	25	73	56
Depreciation and amortization expense	23	158	155
Other expenses	24	2,136	1,950
Total expenses		7,858	**8,165**
Profit before exceptional items and tax		1,937	**1,743**
Profit before tax		1,937	**1,743**
Income tax expense			
Current tax	26	353	377
Deferred tax charge/(credit)	26	82	44
Tax expense for the current year		435	**421**
Profit for the year (A)		1,502	**1,322**
Other comprehensive income			
Items that will not be reclassified to profit or loss in subsequent periods			
Remeasurements gain on post employment benefit obligations	15	2	2
Income tax relating to items that will not be reclassified to profit or loss in subsequent periods			
Remeasurements gain on post employment benefit obligations		(0)	(0)
Total		2	**2**
Items that will be reclassified to profit or loss in subsequent periods			
Exchange differences on translation of foreign operations	12 (c)	(75)	(34)
Change in fair value of hedging instruments	12 (c)	(0)	(0)
Income tax relating to items that will be reclassified to profit or loss in subsequent periods			
Change in fair value of hedging instruments	12 (c)	0	0
Total		(75)	**(34)**
Other comprehensive income for the year (B)		(73)	**(32)**
Total comprehensive income for the year (A+B)		1,429	**1,290**
Net Profit attributable to:			
Owners		1,481	1,302
Non-controlling interests		21	20
		1,502	**1,322**
Other comprehensive income attributable to:			
Owners		(72)	(32)
Non-controlling interests		(1)	0
		(73)	**(32)**
Total comprehensive income attributable to:			
Owners		1,409	1,270
Non-controlling interests		20	20
		1,429	**1,290**
Earnings per equity share for profit attributable to owners:	36		
Basic earnings per share (in ₹)		11.46	10.08
Diluted earnings per share (in ₹)		11.43	10.05

Material accounting policies	1
Critical estimates and judgements	2

The accompanying notes are an integral part of these consolidated financial statements

As per our attached report of even date

For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024

Consolidated Statement of Changes in Equity

for the year ended 31st March, 2024

A. Equity Share Capital

(₹ in crore)

Balance as at 1st April 2023	Changes in equity share capital during the year*	Balance as at 31st March 2024
129	0	129

(₹ in crore)

Balance as at 1st April 2022	Changes in equity share capital during the year*	Balance as at 31st March 2023
129	0	129

* Refer note 12(a)

B. Other Equity

(₹ in crore)

Particulars	Note	Attributable to owners: Reserves and surplus: Securities premium (note a)	Retained earnings (note b)	General reserve (note c)	Share based option outstanding account (note d)	Treasury shares (note e)	Capital reduction (note h)	Weoma reserve (note e)	Other reserves: Effective portion of cash flow hedge (note f)	Foreign currency translation reserve (note g)	Share application money pending allotment	Total other Equity	Non-controlling interests	Total equity
Balance as at 1st April, 2022		**484**	**3,072**	**299**	**27**	**(58)**	**(724)**	**88**	**0**	**30**	**-**	**3,219**	**57**	**3,276**
Profit for the year		-	1,302	-	-	-	-	-	-	-	-	1,302	20	1,322
Other comprehensive income for the year		-	2	-	-	-	-	-	(0)	(34)	-	(32)	0	(32)
Total comprehensive income for the year	-	**-**	**1,304**	**-**	**-**	**-**	**-**	**-**	**(0)**	**(34)**	**-**	**1,270**	**20**	**1,290**
Acqusitions through business combinations	42	-	-	-	-	-	-	-	-	-	-	-	104	104
Remeasurement changes arising on liability towrds obligation to acquire non-controlling interest		-	(266)	-	-	-	-	-	-	-	-	(266)	-	(266)
(Purchase)/sale of treasury shares by the trust during the year (net)	12(b)	-	-	-	-	(2)	-	-	-	-	-	(2)	-	(2)
Income of the trust for the year	12(b)	-	-	-	-	-	-	6	-	-	-	6	-	6
Exercise of employee stock options	12(b)	12	-	-	(3)	-	-	-	-	-	-	9	-	9
Share based payment expense	12(b)	-	-	-	19	-	-	-	-	-	0	19	-	19
Other adjustments	12(c)	-	(2)	-	-	-	-	-	-	-	-	(2)	0	(2)
Transactions with owners in their capacity as owners:		-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends paid on equity shares	12(b)	-	(582)	-	-	-	-	-	-	-	-	(582)	(25)	(607)
Balance as at 31st March, 2023		**496**	**3,526**	**299**	**43**	**(60)**	**(724)**	**94**	**(0)**	**(4)**	**0**	**3,670**	**157**	**3,827**
Balance as at 1st April, 2023		496	3,526	299	43	(60)	(724)	94	(0)	(4)	0	3,670	157	3,827
Profit for the year		-	1,481	-	-	-	-	-	-	-	-	1,481	21	1,502
Other comprehensive income for the year		-	2	-	-	-	-	-	(0)	(74)	-	(72)	(1)	(73)
Total comprehensive income for the year	-	-	1,483	-	-	-	-	-	(0)	(74)	-	1,409	20	1,429
Acqusitions through business combinations	42	-	-	-	-	-	-	-	-	-	-	-	219	219
Remeasurement changes arising on liability towrds obligation to acquire non-controlling interest		-	(138)	-	-	-	-	-	-	-	-	(138)	-	(138)
Acquisition of non-controlling interest		-	(81)	-	-	-	-	-	-	-	-	(81)	(60)	(141)
(Purchase)/sale of treasury shares by the trust during the year (net)	12(b)	-	-	-	-	(6)	-	-	-	-	-	(6)	-	(6)
Income of the trust for the year	12(b)	-	-	-	-	-	-	8	-	-	-	8	-	8
Exercise of employee stock options	12(b)	44	-	-	(9)	-	-	-	-	-	0	35	-	35
Share based payment expense	12(b)	-	-	-	35	-	-	-	-	-	-	35	1	36
Transactions with owners in their capacity as owners:		-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends paid on equity shares	12(b)	-	(1,229)	-	-	-	-	-	-	-	-	(1,229)	-	(1,229)
Balance as at 31st March, 2024		540	3,561	299	69	(66)	(724)	102	(0)	(78)	0	3,703	337	4,040

Nature and purpose of reserves

a) Securities premium account

Securities premium account is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of the Companies Act, 2013

b) Retained earnings

Retained earnings are the net profits and remeasurement of post-employment benefit obligations (net of tax) attributable to owners earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

c) General reserve

The general reserve is used from time to time to record transfer of profit from retained earnings for appropriation purposes. As general reserve is created by transfer from one component of equity to another and it is not an item of other comprehensive income, item included in the general reserve will not be reclassified subsequently to profit or loss.

d) Share based option outstanding account

The Company has established various equity settled share based payment plans for certain category of employees of the group. Refer note 35 for further details of these plans.

e) WEOMA reserve and Treasury shares

The company has formed Welfare of Mariconions Trust (WEOMA trust) for implementation of the schemes that are notified or may be notified from time to time by the Company under the plan, providing share based payment to its employees. WEOMA purchases shares of the Company out of funds borrowed from the Company. The Company treats WEOMA as its extension and shares held by WEOMA are treated as treasury shares. Profit on sale of treasury shares (net of tax) and dividend earned on the same by WEOMA trust is recognised in WEOMA reserve.

f) Hedge reserve

The Company uses forward and options contracts to hedge its risks associated with foreign currency transactions relating to certain firm commitments and forecasted transactions. The Company also uses Interest rates swap contracts to hedge its interest rate risk exposure. The Company designates these as cash flow hedges. These contracts are marked to market as at the year end and resultant exchange differences, to the extent they represent effective portion of the hedge, are recognized directly in hedge reserve. The ineffective portion of the same is recognized immediately in the Statement of Profit and Loss. Exchange differences taken to hedge reserve account are recognized in the Statement of Profit and Loss upon crystallization of firm commitments or occurrence of forecasted transactions or upon discontinuation of hedge accounting resulting from expiry / sale / termination of hedge instrument or upon hedge becoming ineffective.

g) Foreign currency translation reserve

Exchange differences arising on translation of the foreign operations are recognised in other comprehensive income as described in accounting policy and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed-off.

h) Adjustment pursuant to the Scheme of Capital Reduction of MCCL

During the year ended 31st March, 2014, Hon'ble High Court of Bombay had approved the Scheme of Capital Reduction vide its order dated 21st June, 2013 in accordance with the provisions of Section 78 (read with Sections 100 to 103) of the Companies Act, 1956, pertaining in the Group's wholly owned subsidiary, Marico Consumer Care Limited (MCCL). Pursuant to the Capital Reduction Scheme, intangible assets aggregating ₹ 724 Crore, were adjusted against the Share capital to the extent of ₹ 54 Crore and securities premium to the extent of ₹ 670 Crore. Consequently, in the consolidated financial statements of Marico Limited, intangible assets to the extent of ₹ 724 Crore were adjusted under Reserves and Surplus.

The accompanying notes are an integral part of these consolidated financial statements

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No. 101248W/W-100022

SADASHIV SHETTY
Partner
Membership No. 048648

Place : Mumbai
Date : May 06, 2024

For and on behalf of the Board of Directors

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Consolidated Statement of Cash Flows

for the year ended 31st March, 2024

(₹ in crore)

	Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
A	CASH FLOW FROM OPERATING ACTIVITIES		
	Profit before income tax	1,937	1,743
	Adjustments for:		
	Depreciation and amortisation expense	158	155
	Finance costs	73	56
	Interest income from financial assets	(77)	(49)
	(Gain) /Loss on disposal of property, plant and equipment & ROU (net)	(15)	(28)
	Net fair value changes in financial assets and profit on sale of investments	(73)	(50)
	Employees stock option charge	35	19
	Bad debt written off and provision for doubtful debts	2	1
		2,040	1,847
	Change in operating assets and liabilities:		
	(Increase) / Decrease in inventories	(101)	191
	(Increase) in trade receivables	(52)	(360)
	(Increase) / Decrease in other financials assets	(4)	13
	(Increase) in other non-current assets	(6)	(4)
	(Increase) in other current assets	(145)	(13)
	(Increase) / Decrease in loans and other assets	9	1
	(Decrease)/ Increase in provisions	(40)	26
	Increase in employee benefit obligations	5	5
	(Decrease) in other current liabilities	(7)	(9)
	Increase in trade payables	106	99
	Increase / (Decrease) in other financial liabilities	9	(8)
	Changes in working capital	(226)	(59)
	Cash generated from operations	1,814	1,788
	Income taxes paid (net of refunds)	(378)	(369)
	Net cash generated from operating activities (A)	1,436	1,419
B	CASH FLOW FROM INVESTING ACTIVITIES		
	Payment for property, plant and equipment and intangible assets	(153)	(182)
	Acquisition of subsidiary under business combination net of cash (refer note 42)	(103)	(277)
	Proceeds from sale of property, plant and equipment	18	25
	(Payment for)/ proceeds from purchase / sale of investments (net)	380	(130)
	(Purchase) / redemption of Inter-corporate deposits (net)	200	(90)
	Investment in bank deposits (having original maturity more than 3 months) (net)	(232)	(259)
	Interest received	66	48
	Net cash generated / (utilised) in investing activities (B)	176	(865)
C	CASH FLOW FROM FINANCING ACTIVITIES		
	Proceeds from issuance of share capital	34	9
	(Purchase)/ sale of investments by WEOMA trust (net)	2	4
	Other borrowings (repaid) / taken (net)	(91)	128
	Dividend paid to minority Interest	-	(25)
	Acquisition of non controlling interest	(141)	-
	Interest paid	(54)	(42)
	Repayment of principal portion of lease liabilities	(52)	(41)
	Interest on lease liabilities	(11)	(11)
	Dividends paid to company's shareholders	(1,229)	(582)
	Net cash utilised in financing activities (C)	(1,542)	(560)

(₹ in crore)

	Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
D	Effect of exchange difference on translation of foreign currency (D)	(49)	(63)
E	**NET INCREASE / (DECREASE) IN CASH & CASH EQUIVALENTS (A+B+C+D)**	21	(69)
F	**Cash and cash equivalents at the beginning of the financial year**	207	276
G	Cash and cash equivalents at end of the year (Refer note 6 (d))	228	207

Reconciliation of the movements of liabilities to cash flows arising from financing activities

(₹ in crore)

Particulars	Year ended 31st March, 2024			Year ended 31st March, 2023		
	Lease liabilities	Borrowings	Total	Lease liabilities	Borrowings	Total
Balance at April 1,	133	475	608	134	345	479
Changes from financing cash flows						
Repayment of lease liabilities - principal portion	(52)	-	(52)	(41)	-	(41)
Payment of interest on lease liabilities	(11)	-	(11)	(11)	-	(11)
Other borrowings (repaid) / taken (net)	-	(91)	(91)	-	128	128
Payment of interest on borrowings from banks and financial institutions	-	(54)	(54)	-	(42)	(42)
Total changes from financing cash flows	(63)	(145)	(208)	(52)	86	34
Other changes						
New leases net off closures/disposals	64	-	64	39	-	39
Interest expense on lease liabilities	11	-	11	11	-	11
Interest expense on borrowings from banks and financial institutions	-	53	53	-	46	46
Other borrowing costs	-	-	-	-	-	-
Acqusitions through business combinations (refer note no. 42)	-	-	-	-	(2)	(2)
Total changes	75	53	128	50	44	94
Balance at March 31,	145	383	528	133	475	608

The cash flow statement has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS 7) statement of cash flows.

The accompanying notes are an integral part of these consolidated financial statements

As per our attached report of even date
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Background and operations

Marico Limited (herein after referred to as 'the Company'), headquartered in Mumbai, Maharashtra, India, together with its subsidiaries is referred as 'Marico' or 'Group'. Marico carries on business in branded consumer products. In India, Marico manufactures and markets products under the brands such as Parachute, Saffola, Saffola FITTIFY, Hair & Care, Parachute Advansed, Nihar Naturals, Mediker, Pure Sense, Coco Soul, Revive, Set Wet, Livon, Beardo, Just Herbs, True Elements and Plix. The international products portfolio of the Group includes brands like Parachute, Parachute Advansed, HairCode, Fiancée, Purité de Prôvence, Ôliv, Caivil, Hercules, Black Chic, Code 10, Ingwe, X-Men, Thuan Phat and IsoPlus.

Note 1: Material accounting policies:

This note provides a list of the material accounting policies adopted in preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented unless otherwise stated.

The consolidated financial statements are approved for issue by the Company's Board of Directors on 6th May, 2024.

a) Basis of preparation:

i. Compliance with IND AS:

These consolidated financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) read with rule 4 of the Companies (Indian Accounting standards) Rules, 2015 and other generally accepted accounting principles in India.

ii. Current versus non-current classification:

All assets and liabilities have been classified as current or non-current as per the Groups normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time taken between acquisition of assets for processing and their realization in cash and cash equivalents, the Group has ascertained its operating cycle as twelve months for the purpose of the classification of assets and liabilities into current and non-current.

iii. Historical cost convention:

The consolidated financial statements have been prepared on a historical cost basis, except for the following:

- certain financial instruments (including derivative instruments) that are measured at fair value (Refer Note 27);
- assets held for sale measured at lower of cost or fair value less cost to sell;
- net liability for defined benefit plans that are measured at fair valued; and
- share-based payments liability measured at fair value.

b) Principles of consolidation

i. Subsidiaries

Subsidiaries are all entities over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the group. The group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated.

ii. Changes in ownership interests

The group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised within equity.

c) Segment Reporting:

Operating segments are reported in a manner consistent with internal reporting provided to the Chief Operating Decision Maker (CODM). The Managing Director and CEO is designated as the CODM.

d) Foreign currency transactions:

i) Functional and presentation currencies:

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in ₹ which is the functional and presentation currency for Marico Limited.

ii) Transactions & Balances:

Foreign currency transactions are translated into the functional currency at the exchange rates on the date of transaction. Foreign exchange gains and losses resulting from settlement of such transactions and from translation of monetary assets and liabilities at the year-end exchange rates are generally recognized in the Statement of Profit and Loss. They are deferred in equity if they relate to qualifying cash flow hedges.

Foreign exchange differences regarded as an adjustment to borrowing costs are presented in the statement of profit and loss, within finance costs. All other foreign exchange gains and losses are presented in the Statement of Profit and Loss on a net basis.

Non-monetary foreign currency items are carried at cost and accordingly the investments in shares of foreign subsidiaries are expressed in Indian currency at the rate of exchange prevailing at the time when the original investments are made, or fair values determined.

iii) Group Companies:

The results and financial position of foreign operations that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities are translated at the closing rate as on that balance sheet date.
- income and expenses are translated at average exchange rates, and
- all resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to other equity.

When a foreign operation is sold, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

e) Revenue recognition:

Revenue from sale of goods is recognised when control of the products being sold is transferred to our customer and when there are no longer any unfulfilled obligations. The Performance Obligations in our contracts are fulfilled at a point in time i.e at the time of dispatch, delivery or upon formal customer acceptance depending on customer terms.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold, and services rendered is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. The customers have the right to return goods only when authorised by the Group. An estimate is made of goods that will be returned and a liability is recognised for this amount using a best estimate based on accumulated experience.

The Group recognizes revenue when the amount can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Group's activities as described below. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

i. Sale of goods:

Timing of recognition: Sale of goods is recognized when control of the goods has transferred to the customers, depending on individual terms, i.e. at the time of dispatch, delivery or formal customer acceptance depending on agreed terms.

Measurement of revenue: Accumulated experience is used to estimate and provide for discounts, rebates, incentives & subsidies. No significant element of financing is deemed present as the sales are made with credit terms, which is consistent with market practice.

f) Income recognition

i. Interest income from debt instruments is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) The expected credit losses are

Notes

to the Consolidated financial statements for the year ended 31st March 2024

considered if the credit risk on that financial instrument has increased significantly since initial recognition.

ii. Dividends are recognised in Statement of Profit and Loss account only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be measured reliably.

iii. Revenue from royalty income is recognized on accrual basis.

g) Government Grants:

Grants from the government are recognized at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate and reduced from corresponding cost.

Income from incentives such as government budgetary support scheme, premium on sale of import licenses, duty drawback etc. are recognized under other operating income on accrual basis to the extent the ultimate realization is reasonably certain.

Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets and presented within other operating income.

h) Income Tax:

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by the changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company and its subsidiaries and associates operate and generate taxable income and any adjustments to taxes in respect of previous years. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the Balance Sheet method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in the Statement of Profit and Loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Minimum Alternative Tax (MAT) credit, which is equal to the excess of MAT (calculated in accordance with provisions of Section 115JB of the Income tax Act, 1961) over normal income-tax is recognized as an item in deferred tax asset by crediting the Statement of Profit and Loss only when and to the extent there is convincing evidence that the Company will be able to avail the said credit against normal tax payable during the period of fifteen succeeding assessment years.

i) Property, plant and equipment:

Property, plant and equipment is recognised when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Property, plant and equipment is stated at original cost net of tax/duty credits availed, if any, less accumulated depreciation and cumulative impairment, if any.

Freehold land is carried at historical cost. All other items of property, plant and equipment are stated at historical cost, less accumulated depreciation/amortisation and impairments, if any. Historical cost includes taxes, duties, freight and other incidental expenses related to acquisition and installation. Borrowing costs attributable to acquisition, construction of qualifying asset are capitalized until such time as the assets are substantially ready for their intended use. Indirect expenses during construction period, which are required to bring the asset in the condition for its intended use by the management and are directly attributable to bringing the asset to its position, are also capitalized.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs & maintenance are charged to profit or loss during the reporting ¬period in which they are incurred.

Capital work-in-progress comprises cost of Property, Plant and Equipments that are not yet ready for their intended use at the year end.

Depreciation and amortization:

Depreciation is calculated using the straight-line method to allocate the cost of Property, Plant and Equipment, net of their residual values, over their estimated useful lives.

As per technical evaluation of the Group, the useful life considered for the following items is lower than the life stipulated in Schedule II to the Companies Act, 2013:

Assets	Useful life (years)
Motor vehicle – motor car, bus and lorries, motorcycle, scooter	5
Office equipment – mobile and communication tools	2
Computer – server network	3
Plant & equipment - moulds	3 – 5
Leasehold land	Lease period
Right to use asset	Lease period

Apart from the above, the useful lives of other class of assets are in line with that prescribed in the Schedule II to the Companies Act, 2013.

Extra shift depreciation is provided on "Plant" basis.

Depreciation in respect of assets of foreign subsidiaries is provided on a straight-line basis based on useful life of the assets as estimated by the Management which are as under:

Assets	Useful life (years)
Factory and office buildings	5 to 25
Plant and machinery	2 to 15
Furniture and fixtures (including leasehold improvements)	2 to 15
Vehicles	3 to 10

Assets individually costing ₹ 25,000 or less are depreciated fully in the year of acquisition.

Fixtures in leasehold premises are amortized over the primary period of the lease or useful life of the fixtures, whichever is lower.

Depreciation on additions / deletions during the year is provided from the month in which the asset is capitalized up to the month in which the asset is disposed off.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss within other income.

j) Intangible Assets:

i. Goodwill:

Goodwill on acquisitions of subsidiaries is included in intangible assets. It is not amortised but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses arising on the disposal of an entity are calculated after netting of the carrying amount of Goodwill relating to the entity sold, from the proceeds of disposal.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

ii. Intangible assets with finite useful life:

Intangible assets with finite useful life are stated at cost of acquisition, less accumulated amortisation and impairment loss, if any. Cost includes taxes, duties

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and other incidental expenses related to acquisition and other incidental expenses.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of respective intangible assets, but not exceeding the useful lives given here under:

Assets	Useful life (years)
Computer software	3 to 5

iii. Intangible assets with indefinite useful life:

The Intangible asset with indefinite useful life comprises of Trademark and Copyrights. Intangible assets with indefinite useful lives are measured at cost and are not amortised but are tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired.

iv. Research & Development:

Capital expenditure on research and development is capitalized and depreciated as per accounting policy mentioned in para i & j above. Revenue expenditure is charged off in the year in which it is incurred.

k) Investment property

Property (land or a building or part of a building or both) that is held (by the owner or by the lessee under a lease) for long term rental yields or for capital appreciation or both, rather than for:

(a) use in the production or supply of goods or services or for administrative purposes; or

(b) sale in the ordinary course of business; is recognized as investment property in the books.

Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalized to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred, when part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

Depreciation is provided on all Investment Property on straight line basis, based on useful life of the assets determined in accordance with para "i" above.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

l) Non-Current Asset held for Sale:

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non¬-current asset is recognised at the date of derecognition.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are presented separately from the other assets in the balance sheet.

m) Lease

(i) As a lessee

The Group's lease asset classes primarily consist of leases for Land and Buildings and Plant & Equipment. The Group assesses whether a contract is or contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

i) the contract involves the use of an identified asset

ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and

iii) the Group has the right to direct the use of the asset.

At the date of commencement of the lease, the Group recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and leases of low value assets. For these short-term and leases of low

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value assets, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease. The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses, if any. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset.

The lease liability is initially measured at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability and reducing the carrying amount to reflect the lease payments made.

A lease liability is remeasured upon the occurrence of certain events such as a change in the lease term or a change in an index or rate used to determine lease payments. The remeasurement normally also adjusts the leased assets.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

(ii) As a lessor

Lease income from operating leases where the group is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the Balance Sheet based on their nature.

n) Investment & financial assets:

i. Classification:

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost.

Classification of debt assets will be driven by the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

ii. Measurement:

At initial recognition, the group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss. However, trade receivables are measured at transaction price.

Debt instruments

Subsequent measurement of debt instruments depends on the company's business model for managing the asset and the cash flow characteristics of the asset.

- Amortised Cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income.
- Fair value through other comprehensive income (FVOCI): Assets that are held for collection of contractual cashflows & for selling the financial assets, where the asset's cash flow represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/ (losses). Interest income from these financial assets is included in other income.

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- Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the Statement of Profit and Loss within other gains/(losses) in the period in which it arises. Interest income from these financial assets is included in other income.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss. Dividends from such investments are recognised in profit or loss as other income when the company's right to receive the dividend is established.

iii. Impairment of financial assets:

The Group assesses if there is any significant increase in credit risk pertaining to the assets and accordingly creates necessary provisions, wherever required.

iv. Derecognition of financial assets:

A financial asset is derecognised only when

- the Group has transferred the rights to receive cash flows from the financial asset or
- The Group retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows so received to one or more recipients.

Where the entity has transferred an asset, the Group evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Where the entity has neither transferred a financial asset nor retained substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the Group has not retained control of the financial asset. Where the Group retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

o) Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The Group designates certain derivatives as either:

- hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedges) or
- hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges),

The Group documents at the inception of the hedging transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

The fair values of various derivative financial instruments used for hedging purposes are disclosed in Note 27. Movements in the hedging reserve in shareholders' equity are shown in Note 12(c). The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

Cash flow hedge reserve

The effective part of the changes in fair value of hedge instruments is recognized in other comprehensive income, while any ineffective part is recognized immediately in the statement of profit and loss.

p) Inventories:

Raw materials, packing materials, stores and spares are valued at lower of cost and net realizable value.

Work-in-progress, finished goods and stock-in-trade (traded goods) are valued at lower of cost and net realizable value.

By-products and unserviceable / damaged finished goods are valued at estimated net realizable value.

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Cost of raw materials and traded goods comprises cost of purchases. Cost of work-in progress and finished goods comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost of inventories also includes all other costs incurred in bringing the inventories to their present location and condition. Cost is assigned on the basis of weighted average method. In case of Marico Middle East FZE costs of inventories are ascertained on First In First Out basis instead of weighted average basis, the impact of which is not material. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

q) Trade Receivables:

Trade receivables are recognised initially at transaction price and subsequently measured at cost less provision made for doubtful trade receivables as per expected credit loss method over the life of the asset depending on the customer ageing, customer category, specific credit circumstances and the historical experience of the Group.

r) Trade and other payables:

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.

s) Borrowings:

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

t) Borrowing Cost:

General and specific borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

Other borrowing costs are expensed in the period in which they are incurred.

u) Employee Benefits:

i. Short term obligations:

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognized in respect of employees' services upto the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

ii. Defined contribution plan:

a. Superannuation Fund:

The Group makes contribution to the Superannuation Scheme, a defined contribution scheme, administered by insurance companies. The Group has no obligation to the scheme beyond its monthly contributions.

b. Provident fund:

Provident fund contributions are made to a trust administered by the Group in India. The Group's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund balance maintained by the Trust set up by the Group is additionally provided for in India. Actuarial losses and gains are recognized in other comprehensive income and shall not be reclassified to the Statement of Profit and Loss in a subsequent period.

iii. Defined benefit plan:

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The

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Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

a. Gratuity:

Liabilities with regard to the gratuity benefits payable in future are determined by actuarial valuation at each Balance Sheet date using the Projected Unit Credit method and contributed to Employees Gratuity Fund. Actuarial gains and losses arising from changes in actuarial assumptions are recognized in other comprehensive income and shall not be reclassified to the Statement of Profit and Loss in a subsequent period.

b. Leave encashment / Compensated absences:

The Group provides for the encashment of leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment / availment. The liability is provided based on the number of days of unutilized leave at each Balance Sheet date on the basis of an independent actuarial valuation and classified as long term and short term. Actuarial gains and losses arising from changes in actuarial assumptions are recognized in the Statement of Profit and Loss.

iv. Share based payments:

- **Employee Stock Option Plan:**

  The fair value of options granted under the Group's employee stock option scheme (excess of the fair value over the exercise price of the option at the date of grant) is recognised as an employee benefit expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted:

  - including any market performance conditions (e.g. the entity's share price),
  - excluding the impact of any service and non-market performance vesting conditions (e.g. profitability, sales growth targets and remaining an employee of the entity over a specified time period), and
  - including the impact of any non-vesting conditions (e.g. the requirement for employees to save or holdings shares for a specific period of time).

  The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied.

- **Employee Stock Appreciation Rights Scheme:**

  Liability for the Group's Employee Stock Appreciation Rights (STAR), granted pursuant to the Group's Employee Stock Appreciation Rights Plan, is measured, initially and at the end of each reporting period until settled, at the fair value of the STARs, by applying an option pricing model, and is recognized as employee benefit expense over the relevant service period. The liability is presented as employee benefit obligation in the Balance Sheet.

v. Treasury Shares:

The Company has created a "Welfare of Mariconians Trust", (WEOMA) for providing share-based payment to its employees under the STAR scheme. In order to fund the STAR schemes, the Trust, upon intimation from the Company, carries out secondary market acquisition of the equity shares, of the Company. They are equivalent to STARs granted to its employees. The Company provides loan to the Trust for enabling such secondary acquisition. As and when the STARs vest in eligible employees, upon intimation of such details by the Company, the Trust sells the equivalent shares and hands over the net proceeds to the Company in accordance with the Trust Rules framed. The company treats, WEOMA as its extension and shares held by WEOMA are treated as treasury shares.

Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase or sale of the Company's own equity instruments. Any difference between the carrying amount and the consideration is recognised in WEOMA reserve.

v) Provisions and Contingent Liabilities:

Contingent Liabilities are disclosed in respect of possible obligations that arise from past events but their existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or where any present obligation cannot be measured in terms of future outflow of resources or where a reliable estimate of the obligation cannot be made.

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Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

A contingent asset is disclosed, where an inflow of economic benefits is probable. An entity shall not recognise a contingent asset unless the recovery is virtually certain.

w) Commitments:

Commitments are future liabilities for contractual expenditure, classified and disclosed as follows:

(i) estimated amount of contracts remaining to be executed on capital account and not provided for;

(ii) uncalled liability on shares and other investments partly paid;

(iii) funding related commitment to subsidiary, associate and joint venture companies; and

(iv) other non-cancellable commitments, if any, to the extent they are considered material and relevant in the opinion of management.

Other commitments related to sales/procurements made in the normal course of business are not disclosed to avoid excessive details

x) Cash and Cash Equivalents

For the purpose of presentation in the Statement of Cash Flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value net of outstanding bank overdraft.

y) Exceptional items:

An item of income or expense which by its size, type or incidence requires disclosure in order to improve an understanding of the performance of the Group is treated as an exceptional item and disclosed as such in the financial statements.

z) Impairment of assets:

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which asset's carrying amount exceeds its recoverable amount. The recoverable amount is higher of an asset's fair value less cost of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

aa) Earnings Per Share:

(i) Basic earnings per share: Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the group
- by the weighted average number of equity shares outstanding during the financial year, adjusted for bonus elements in equity shares issued during the year and excluding treasury shares.

(ii) Diluted earnings per share: Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

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ab) Contributed Equity:

Equity shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

ac) Dividend:

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

ad) Business Combinations:

Business combinations are accounted for using the acquisition accounting method as at the date of the acquisition, which is the date at which control is transferred to the Group. The consideration transferred in the acquisition and the identifiable assets acquired and liabilities assumed are recognised at fair values on their acquisition date. Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets. Consideration transferred does not include amounts related to settlement of pre-existing relationships. Such amounts are recognised in the Statement of Profit and Loss.

Transaction costs are expensed as incurred, other than those incurred in relation to the issue of debt or equity securities. Any contingent consideration payable is measured at fair value at the acquisition date. Subsequent changes in the fair value of contingent consideration are recognised in the Statement of Profit and Loss.

Business combinations arising from transfers of interests in entities that are under common control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if later, at the date that common control was established; for this purpose comparatives are revised. The assets and liabilities acquired are recognized at their carrying amounts. The identity of the reserves is preserved and they appear in the financial statements of the Group in the same form in which they appeared in the financial statements of the acquired entity. The difference, if any, between the consideration and the amount of share capital of the acquired entity is transferred to Other equity in a separate reserve account.

ae) Rounding off:

All amounts disclosed in the consolidated financial statement and notes have been rounded off to the nearest crores, unless otherwise stated.

Transactions and balances with values below the rounding off norm adopted by the Group have been reflected as "0" in the relevant notes in these financial statements.

af) Obligation to acquire non-controlling interest:

As part of the acquisition of a subsidiary, when the Group enters into an arrangement to acquire shares of the subsidiary held by non controlling shareholders for settlement in cash or in another financial asset, a financial liability is recognised for the present value of the amount of the obligation.

In cases where the non-controlling shareholders still have present access to the returns associated with the underlying ownership interests in the subsidiary, the Group continues to recognise non controlling interest as a separate component of equity. The financial liability for the obligation to purchase non controlling interest is recognised with a corresponding debit to retained earning.

Subsequent to initial recognition of the financial liability, the Group recognises the changes in the carrying amount of the financial liability within retained earning.

ag) Recent Indian Accounting Standards (Ind AS):

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2024, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

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2 Critical Estimates and Judgements

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies. This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be different than those originally assessed. Detailed information about each of these estimates and judgements is included in relevant notes together with information about the basis of calculation for each affected line item in the financial statements.

The preparation of the financial statements in conformity with GAAP requires the Management to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to contingent assets and liabilities as at the date of the financial statements and reported amounts of income and expenses during the period. These estimates & associated assumptions are based on historical experience & management's best knowledge of current events & actions the Group may take in future.

Information about critical estimates & assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets & liabilities are included in the following notes:

(a) Impairment of financial assets (including trade receivable) (Note 28)

(b) Estimation of defined benefit obligations (Note 15)

(c) Estimation of current tax expenses and payable (Note 26)

(d) Estimated impairment of goodwill & intangible assets with indefinite useful life (Note 5)

(e) Estimation of provisions & contingencies (Note 14 and 33)

(f) Recognition of deferred tax assets including MAT credit (Note 7)

(g) Lease Accounting (Note 3 (b))

(h) Business combination and assumption used in discounted cash flow (DCF) projection (Note 42)

(a) Impairment of financial assets (including trade receivable)

Impairment testing for financial assets (other than trade receivables) is done at least once annually and upon occurrence of an indication of impairment. The recoverable amount of the individual financial asset is determined based on value-in-use calculations which required use of assumptions.

Allowance for doubtful trade receivables represent the estimate of losses that could arise due to inability of the Customer to make payments when due. These estimates are based on the customer ageing, customer category, specific credit circumstances & the historical experience of the Group as well as forward looking estimates at the end of each reporting period.

(b) Estimation of defined benefit obligations

The liabilities of the Group arising from employee benefit obligations & the related current service cost, are determined on an actuarial basis using various assumptions. Refer Note 15 for significant assumptions used.

(c) Estimation of current and deferred tax expenses and payable

The Group's tax charge is the sum of total current and deferred tax charges. Taxes recognized in the financial statements reflect management's best estimate of the outcome based on the facts known at the balance sheet date. These facts include but are not limited to interpretation of tax laws of various jurisdictions where the Group operates. Any difference between the estimates & final tax assessments will impact the income tax as well as the resulting assets & liabilities.

(d) Estimated impairment of goodwill & intangible assets with indefinite useful life

The Intangible assets with indefinite useful life comprises of Trademark and Copyrights

Impairment testing for Goodwill & intangible assets with indefinite useful life is done at least once annually and upon occurrence of an indication of impairment. The recoverable amount of a cash generating unit (CGU) is determined based on value-in-use calculations which require the use of assumptions.

Goodwill and intangible assets with indefinite useful life held in Satiya Nutraceuticals Private Limited ('SNPL'), Zed Lifestyle Private Limited ('Zed Life'), APCOS Naturals Private Limited ('APCOS'), HW Wellness Solution Private Limited ('HWWPL'), Vietnam (Marico South East Asia Limited & Beauty X Joint Stock Company) and South Africa (Marico South Africa Consumer Care (Pty) Limited) are considered significant CGUs in terms of size and sensitivity to assumptions used. No other CGUs are considered significant in this respect.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

As at 31st March 2024

(₹ in crore)

CGU	Goodwill	Intangible assets with indefinite useful life
Vietnam	648	58
Zed Life (Beardo)	98	164
South Africa	8	25
APCOS (Just Herbs)	17	72
HWWPL (True Elements)	46	213
SNPL (Plix)	46	353
Others	0	25
Total	**863**	**909**

(₹ in crore)

Particulars	Vietnam	SNPL (Plix)	HWWPL (True Elements)	APCOS (Just Herbs)	Zed Life (Beardo)	South Africa
Period of Cash flow projections	10 years	10 years	10 years	10 years	10 years	10 years
Average Sales Growth (%)	7.1%	20.4%	25.0%	17.1%	12.3%	8.4%
Average Gross Contribution %	52.1%	58.5%	36.6%	67.5%	59.3%	34.6%
Terminal Sales Growth %	2.0%	5.0%	5.0%	5.0%	5.0%	2.0%
Post tax discount rate	10.9%	17.2%	17.0%	18.4%	13.0%	19.7%

As at 31st March 2023

(₹ in crore)

CGU	Goodwill	Intangible assets with indefinite useful life
Vietnam	692	47
Zed Life (Beardo)	98	164
South Africa	8	26
APCOS (Just Herbs)	17	72
HWWPL (True Elements)	46	213
Others	1	25
Total	**862**	**546**

(₹ in crore)

Particulars	Vietnam	HWWPL (True Elements)	APCOS (Just Herbs)	Zed Life (Beardo)	South Africa
Period of Cash flow projections	10 years	10 years	10 years	10 years	8 years
Average Sales Growth (%)	8.0%	34.0%	25.0%	19.0%	6.4%
Average Gross Contribution %	51.0%	33.0%	65.0%	51.0%	29.8%
Terminal Sales Growth %	2.0%	5.0%	5.0%	5%	2.0%
Post tax discount rate	12.8%	20.6%	24.6%	13.0%	20.9%

Notes

to the Consolidated financial statements for the year ended 31st March 2024

The growth rates and margins used to estimate future free cash flows are based on past performance and accumulated experience. The projections extend over a duration of ten years, being the most suitable timeframe for evaluating the annual performances. Ten years period has been used to recognise the longer period of faster growth in expected cash flows, before averaging to a lower pace of growth till perpetuity. Post-tax discount rates reflect specific risks relating to the relevant segments & geographies in which the CGUs operate.

The Group has performed sensitivity analysis and has concluded that there are no reasonably possible changes to key assumptions that would cause the carrying amount of a CGU to exceed its recoverable amount

(e) Estimation of provisions & contingencies

Provisions are liabilities of uncertain amount or timing recognised where a legal or constructive obligation exists at the balance sheet date, as a result of a past event, where the amount of the obligation can be reliably estimated and where the outflow of economic benefit is probable. Contingent liabilities are possible obligations that may arise from past event whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not fully within the control of the Group. The Group exercises judgement & estimates in recognizing the provisions and assessing the exposure to contingent liabilities relating to pending litigations. Judgement is necessary in assessing the likelihood of the success of the pending claim & to quantify the possible range of financial settlement. Due to this inherent uncertainty in the evaluation process, actual losses may be different from originally estimated provision.

(f) Recognition of deferred tax assets including MAT credit

The recognition of deferred tax assets is based upon whether it is more likely than not that sufficient and suitable taxable profits will be available in the future against which the reversal of temporary differences can be deducted. Where the temporary differences are related to losses, relevant tax law is considered to determine the availability of the losses to offset against the future taxable profits. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(g) Lease Accounting

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Group determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option. In assessing whether the Group is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Group to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Group revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

The Group has considered leases with term up to 12 (Twelve) months as short term leases. Also leases where the value of the asset is less than ₹ 350,000 have been considered as low value. Such short term and low value leases are accordingly excluded from the scope for the purpose of Ind AS 116 reporting.

(h) Business Combination and assumption used in discounted cash flow (DCF) projection

The estimated value of investment or business is based on future cashflow projection. The DCF projections assumes that the value of its future cash flows, which are discounted at an appropriate discount rate to reflect the time value of money and the risk associated with the investment. The Group determines the fair value of the identifiable assets in the business combination using DCF model.

Further, judgement is exercised in determining whether the Group has obtained control over an investee in cases where the stake held is less than 50% but the Group is able to exercise the control woth other rights held over investee such as majority voiting rights, control over board composition, etc. Judgement is also exercised in determining whether the acquisition represents a business combination or an asset acquisition.

Notes

to the Financial Statements for the year ended 31st March 2024

3(a) Property, plant and equipment

(₹ in crore)

Particulars	Freehold land	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Leasehold improvements	Total
Year ended 31st March, 2023								
Gross carrying amount								
Opening gross carrying amount	**17**	**327**	**664**	**36**	**6**	**26**	**19**	**1,095**
Acqusitions through business combinations (refer note no. 42)	-	-	1	0	0	0	-	2
Additions	-	28	106	5	0	4	2	145
Disposals	-	(0)	(33)	(1)	-	(1)	-	(35)
Reclassified to held for Sale (refer note no. 11)	(2)	-	-	-	-	-	-	(2)
Exchange Differences	(1)	(5)	(13)	(1)	(0)	(1)	-	(21)
Closing gross carrying amount	**14**	**350**	**725**	**39**	**6**	**29**	**21**	**1,184**
Accumulated depreciation								
Opening accumulated depreciation	**-**	**88**	**349**	**25**	**3**	**21**	**9**	**495**
Depreciation and amortization expense	-	19	72	4	1	4	2	102
Disposals	-	(0)	(32)	(1)	-	(1)	-	(35)
Exchange Differences	-	(2)	(8)	(1)	(0)	(0)	-	(11)
Closing accumulated depreciation	**-**	**105**	**381**	**27**	**4**	**23**	**11**	**551**
Net carrying amount	**14**	**245**	**344**	**12**	**2**	**6**	**10**	**633**
Year ended 31st March, 2024								
Gross carrying amount								
Opening gross carrying amount	14	350	725	39	6	29	21	1,184
Acqusitions through business combinations (refer note no. 42)	-	-	0	0	-	0	-	1
Additions	-	38	118	7	0	7	0	171
Disposals	-	(0)	(18)	(0)	(0)	(2)	(0)	(21)
Exchange Differences	(0)	(3)	(8)	(0)	0	(0)	-	(12)
Closing gross carrying amount	14	385	818	45	6	33	22	1,323
Accumulated depreciation								
Opening accumulated depreciation	-	105	381	27	4	23	11	551
Depreciation and amortization expense	-	13	74	4	1	5	2	99
Disposals	-	(0)	(18)	(0)	(0)	(2)	(0)	(21)
Exchange Differences	-	(1)	(4)	(0)	0	(0)	0	(6)
Closing accumulated depreciation	-	116	433	30	5	25	14	623
Net carrying amount	14	269	385	15	1	8	8	700

(i) Contractual obligations

Refer to Note 34 for disclosure of contractual commitments for acquisition of property, plant and equipment.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

3(b) Right of use assets

(₹ in crore)

Particulars	Leasehold land	Buildings	Plant and equipment	Total
Year ended 31st March, 2023				
Gross carrying amount				
Opening gross carrying amount	**64**	**274**	**7**	**345**
Acqusitions through business combinations (refer note no. 42)	-	1	-	1
Additions	-	45	16	61
Disposals	(8)	(41)	0	(48)
Exchange Differences	1	(6)	(0)	(5)
Closing gross carrying amount	**57**	**274**	**23**	**354**
Accumulated amortisation				
Opening accumulated amortisation	5	162	0	167
Amortisation charge during the year	1	41	2	44
Disposals	(0)	(30)	-	(30)
Exchange Differences	0	(2)	0	(2)
Closing accumulated amortisation	**6**	**171**	**2**	**179**
Net carrying amount	**51**	**103**	**21**	**175**
Year ended 31st March, 2024				
Gross carrying amount				
Opening gross carrying amount	57	274	23	354
Acqusitions through business combinations (refer note no. 42)	-	3	-	3
Additions	21	76	2	99
Disposals	-	(49)	(6)	(55)
Exchange Differences	(1)	(5)	0	(5)
Closing gross carrying amount	77	299	20	396
Accumulated amortisation				
Opening accumulated amortisation	6	171	2	179
Amortisation charge during the year	1	45	2	48
Disposals	-	(26)	(1)	(27)
Exchange Differences	(0)	(13)	0	(13)
Closing accumulated amortisation	7	176	4	187
Net carrying amount	70	123	16	209

Leased assets

Gross carrying amount of leasehold land represents amounts paid under lease agreements which are due for renewal in the years ranging from 2089 to 2119.

3(c) Capital work-in-progress

(₹ in crore)

Particulars	Total
Opening Balance as at 1st April 2022	39
Additions	146
Capitalisations	(118)
Balance as at 1st April 2023	**67**
Additions	175
Capitalisations	(198)
Balance as at 31st March 2024	**44**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

31st March, 2023

(₹ in crore)

Particulars	Amount in CWIP for a period of				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Project in Progress	53	14	0	-	67
Projects temporarily suspended	-	-	-	-	-
Total	**53**	**14**	**0**	**-**	**67**

31st March, 2024

(₹ in crore)

Particulars	Amount in CWIP for a period of				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Project in Progress	28	16	0	-	44
Projects temporarily suspended	0	-	-	-	0
Total	**28**	**16**	**0**	**-**	**44**

For capital-work-in progress, whose completion is overdue compared to its original plan

31st March, 2023

(₹ in crore)

Project	To be Completed in				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Capacity Expansion Jalgaon PSI	12	-	-	-	12
Oats TDC-Saffola Masala Otas	0	-	-	-	0
Infra Improvement	1	-	-	-	1
CNO LTCP	1	-	-	-	1
Total	**14**	**-**	**-**	**-**	**14**

31st March, 2024

(₹ in crore)

Project	To be Completed in				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
PON Oil Mill Sustenance	25	-	-	-	25
2000 KL Farm Tank	1	-	-	-	1
CNO Mould Procurement	1	-	-	-	1
Food Plant expansion and sales incentive application	0	-	-	-	0
Total	**27**	**-**	**-**	**-**	**27**

Note: There were no material projects, which have exceeded their original plan cost as on 31st March,2024 and 31st March, 2023.

4 Investment property

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Gross carrying amount		
Opening gross carrying amount	**22**	**94**
Additions	-	0
Reclassified to Right of use assets	-	-
Reclassified to held for Sale	-	(72)
Reclassified from held for sale	-	-
Closing gross carrying amount	**22**	**22**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Accumulated Depreciation	**6**	**72**
Depreciation charge during the year	1	1
Reclassified to Right of use assets	-	-
Reclassified to held for Sale	-	(67)
Reclassified from held for sale	-	-
Closing accumulated depreciation	**7**	**6**
Net carrying amount	**15**	**16**

(i) Amounts recognised in profit or loss for investment properties

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Rental income	1	1
Direct operating expenses for property that generated rental income	0	0
Profit from investment properties before depreciation	**1**	**1**
Depreciation	(1)	(1)
Profit from investment properties	**0**	**0**

(ii) Leasing arrangements

Investment properties are leased to tenants with rentals payable monthly. Minimum lease payments receivable under non-cancellable operating leases of investment properties are as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Within one year	1	1
Later than one year but not later than 5 years	0	1
Later than 5 years	-	-

(iii) Fair value

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Investment properties	28	28

(iv) Estimation of fair value

The Group obtains independent valuations for its investment properties at least annually. The fair values of investment properties have been determined by a Registered Valuer in terms of Section 247 of the Companies Act, 2013. The Main inputs used are stamp duty ready recknor rates of the location where the properties are situated and other features of the respective property such as the built up area, the age of the property, Estimated future life, structural features e.t.c.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

5 Goodwill and Other intangible assets

(₹ in crore)

Particulars	Trademarks and copyrights (Refer note (i) below)	Computer software	Non Compete	Customer Database and Relatioship	Total	Goodwill
Year ended 31st March 2023						
Opening gross carrying amount	**291**	**27**	**7**	**10**	**335**	**654**
Acqusitions through business combinations (refer note no. 42)	260	-	6	-	266	181
Additions	-	1	-	-	1	-
Disposals	-	(5)	-	-	(5)	-
Exchange differences	(4)	(0)	-	-	(4)	27
Closing gross carrying amount	**547**	**23**	**13**	**10**	**593**	**862**
Accumulated amortisation	**0**	**22**	**1**	**5**	**29**	**-**
Amortisation charge for the year	0	3	3	3	8	-
Disposals	-	(5)	-	-	(5)	-
Exchange differences	0	(0)	-	-	(0)	-
Closing accumulated amortisation	**1**	**20**	**4**	**8**	**33**	**-**
Closing net carrying amount	**546**	**3**	**9**	**2**	**560**	**862**
Year ended 31st March 2024						
Opening gross carrying amount	547	23	13	10	593	862
Acqusitions through business combinations (refer note no. 42)	353	0	5	5	363	46
Additions	-	4	-	-	4	-
Disposals	-	(0)	-	-	(0)	-
Exchange differences	(1)	(0)	-	-	(1)	(22)
Other Adjustments (refer note 1 below)	11	-	-	11	22	(23)
Closing gross carrying amount	910	26	18	26	980	863
Accumulated amortisation	1	20	4	8	33	-
Amortisation charge for the year	-	4	3	3	10	-
Disposals	-	(0)	-	-	(0)	-
Exchange differences	-	(0)	-	-	(0)	-
Closing accumulated amortisation	1	24	7	11	43	-
Closing net carrying amount	909	2	11	15	937	863

Note 1:

The purchase price allocation for Beauty X Joint Stock Company aquisition has been finalised during the year. However comparative numbers have not been restated as the difference between provisional and final purchase price allocation amount is not material and the same has been adjusted in the current year. Refer note 42 (III) for further details.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

6(a) Investments

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non current investment		
Other investments		
(A) Quoted		
Tax free bonds (at amortised cost)	17	17
Bonds (at amortised cost)	84	223
Mutual funds and Exchange traded funds (at FVTPL)	242	226
	343	**466**
(B) Unquoted		
Government securities (at amortised cost)	0	0
Intercorporate deposits (at amortised cost)	-	52
	0	**52**
Total Non-current Other Investments (A+B)	343	**518**
Current investments		
(A) Quoted		
Bonds (at amortised cost)	17	51
Mutual funds and Exchange traded funds (at FVTPL)	242	372
	259	**423**
(B) Unquoted		
Intercorporate deposits (at amortised cost)	-	155
	-	**155**
Total Current Investments (A+B)	259	**578**
Aggregate carrying amount of quoted investments	602	889
Market value/ Net asset value of quoted investments	602	889
Aggregate carrying amount of unquoted investments	0	207

6(b) Trade receivables

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Trade Receivables	1,093	1,032
Less: Allowance for doubtful debts	(24)	(17)
Total receivables	1,069	**1,015**
Current portion	1,069	1,015
Non-current portion	-	-
Break up of security details		
Trade receivables considered good - Secured	-	-
Trade receivables considered good - Unsecured	1,069	1,015
Trade receivables which have significant increase in credit risk	24	17
Less: Allowance for doubtful debts	(24)	(17)
Total	1,069	**1,015**

For credit risk and provision for loss allowance refer note 28(A)

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Trade Receivables ageing schedule

31st March, 2023

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	< 6 months	6 months -1 year	1-2 years	2 - 3 Year	> 3 Years	
(i) Undisputed Trade receivables – considered good	557	415	16	16	11	1	1,015
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	1	-	0	0	1
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	2	0	0	11	4	16
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
	557	**417**	**16**	**16**	**22**	**5**	**1,032**
Less: Allowance for doubtful debts	-	2	1	0	11	4	17
Total	**557**	**414**	**16**	**16**	**11**	**1**	**1,015**

31st March, 2024

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	< 6 months	6 months -1 year	1-2 years	2 - 3 Year	> 3 Years	
(i) Undisputed Trade receivables – considered good	505	486	47	22	5	4	1,069
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	1	0	0	0	0	1
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	0	0	7	0	15	23
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
	505	487	47	29	6	19	1,093
Less: Allowance for doubtful debts	-	1	0	7	0	15	24
Total	505	486	47	22	5	4	1,069

6(c) Loans

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non current		
Unsecured, considered good		
Loans to employees	4	4
Total non current loans	4	**4**
Current		
Unsecured, considered good		
Loan to employees	6	4
Loan others	0	-
Total current loans	6	**4**

Note: Loans are non-derivative financial assets which generate a fixed or variable interest income for the Group. The carrying value may be affected by changes in the credit risk of the counterparties.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

6(d) Cash and Cash equivalents

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Balances with banks		
Bank balance in current accounts	200	194
Deposits with original maturity of less than three months	27	11
Remittance in Transit	1	2
Cash on hand	0	0
Total cash and cash equivalents	228	**207**

6(e) Bank balances other than cash and cash equivalents

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Fixed deposits with maturity more than 3 months but less than 12 months	713	547
Balances with banks for unclaimed dividend (refer note below)	2	2
Total bank balance other than cash and cash equivalents	715	**549**

Note: These balances are available for use only towards settlement of corresponding unpaid dividend liabilities

6(f) Other non current financial assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Unsecured considered good (unless otherwise stated)		
Fixed deposits-maturing after 12 months (refer note below)	80	16
Security deposits		
Considered good	18	14
Considered doubtful	1	1
	19	**15**
Less: Provision for doubtful deposits	(1)	(1)
	18	14
Others	2	2
Total other non current financial assets	100	**32**

Note : Fixed deposits with banks includes deposits held as lien by banks against guarantees and for other earmarked balances.

6(g) Other current financial assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
(i) Derivatives		
Foreign exchange forward contracts and options.	1	1
	1	**1**
(ii) Others		
Security deposits	0	0
Other deposits	2	1
Interest accrued and due on loans / deposits	0	(0)
Others	1	2
	4	**3**
Total other current financial assets	5	**4**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

7 Deferred tax assets (net)

The balance comprises temporary differences attributable to :

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Liabilities / provisions that are deducted for tax purposes when paid	35	33
Tax Losses	23	13
Defined benefit obligations	1	0
On intangible assets adjusted against capital redemption reserve and securities premium account under the capital restructuring scheme	1	1
MAT Credit entitlement	57	131
	116	178
Other items:		
Other temporary differences	6	4
Allowance of doubtful debts	2	1
Leases	6	7
	15	12
Total deferred tax assets	131	190
Set off of deferred tax liabilities pursuant to set off provisions	(63)	(44)
Net deferred tax assets	68	146

Movement in deferred tax assets

Particulars	Liabilities / provisions that are deducted for tax purposes when paid	Tax Losses	Defined benefit obligations	On Intangible assets	MAT Credit entitlement	Other items	Total deferred tax assets
As at 31st March, 2022	28	3	1	2	173	17	224
(Charged)/credited :							
to Profit and loss	4	10	-	(0)	(42)	(5)	(34)
to other comprehensive income	-	-	(0)	-	-	-	(0)
Exchange translation Difference	1	-	-	-	-	(0)	1
As at 31st March, 2023	33	13	0	1	131	12	190
(Charged)/credited :							
to Profit and loss	2	10	-	(0)	(74)	3	(60)
to other comprehensive income	-	-	1	-	-	-	1
Exchange translation Difference	-	-	-	-	-	-	-
As at 31st March, 2024	35	23	1	1	57	15	131

8 Other non-current assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Capital advances	15	27
Advances to vendors	3	3
Prepaid expenses	2	2
Deposits with statutory/government authorities	20	14
Total other non-current assets	40	46

Notes

to the Consolidated financial statements for the year ended 31st March 2024

9 Inventories

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Raw materials:		
In stock	553	437
In transit	16	11
Packing materials		
In stock	156	111
In transit	2	1
Work-in-progress	204	215
Finished goods:		
In stock	343	380
In transit	0	2
Stock in Trade	37	48
By-products	10	4
Stores and spares	15	16
Total Inventories	1,336	1,225

Refer Note 1 (p) for basis for valuation

During the year an amount of ₹ 71 crores (31st March, 2023: ₹ 70 crores) was charged to the Statement of Profit and Loss on account of damaged and slow moving inventory.

10 Other current assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Advances to vendors	181	85
Balances with government authorities	68	56
Input tax credit receivable	104	70
Prepaid expenses	25	19
Total other current assets	378	229

11 Assets classified as held for sale

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Land and building (refer note below)	4	6
Plant and Machinery (refer note below)	1	1
Total assets classified as held for sale	5	7

Non-recurring fair value measurements

i. During the year 31st March, 2024 Land and building with carrying amount of ₹ 2 crores classified as held for sale was sold for a consideration of ₹ 16 crores. Net gain on sale of ₹ 14 crores has been recognised in "other income".

ii. During the year 31st March, 2023 following asset held for sale was reclassified from Investment property:
   - Building - ₹ 4 crores.

iii. During the year 31st March, 2023 following asset held for sale was reclassified from Property, Plant and Equipments:
   - Building - ₹ 2 crores.
   - Plant and Machinery - ₹ 1 crore.

iv. The valuation of assets held for sale of the Company, is determined basis the details obtained from "The Ready Reckoner", location factor and physical verification of the property.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

12(a) Equity share capital

Particulars	No. of shares (in Crore)	Amount
I Authorised share capital		
As at 31st March, 2023		
Equity shares of ₹ 1/- each	150	150
Equity shares of ₹ 10/- each	8	80
Preference shares of ₹ 10/- each	7	65
Total	**165**	**295**
As at 31st March, 2024		
Equity shares of ₹ 1/- each	150	150
Equity shares of ₹ 10/- each	8	80
Preference shares of ₹ 10/- each	7	65
Total	**165**	**295**
II Issued, subscribed and paid-up		
As at 31st March, 2023		
1,29,30,84,378 equity shares of ₹ 1/- each fully paid-up	129	129
Total	**129**	**129**
As at 31st March, 2024		
1,29,41,01,828 equity shares of ₹ 1/- each fully paid-up	129	129
Total	**129**	**129**

(i) Movements in equity share capital

(₹ in crore)

Particulars	No of shares (in crore)	Equity Share capital (par value)
As at 1st April, 2022	129	129
Increases during the year		
Shares issued during the year - ESOP (Refer Note 35)	0	0
As at 31st March, 2023	**129**	**129**
Increases during the year		
Shares issued during the year - ESOP (Refer Note 35)	0	0
As at 31st March, 2024	**129**	**129**

(ii) Rights, preferences and restrictions attached to equity shares

Equity Shares: The authorised share capital of the Company comprises of 150 Crores equity share of Re. 1 each and 8 Crores equity shares of ₹ 10 each. .

Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(iii) Shares reserved for issue under options

Information relating to Marico ESOP 2016, including details of options issued, exercised and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in Note 35.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

(iv) Details of shareholders holding more than 5% shares in the Company

Name of Shareholder	As at 31st March, 2024		As at 31st March, 2023	
	No. of Shares held	% of Holding	No. of Shares held	% of Holding
Equity Shares of ₹ 1/- each fully paid-up				
Harsh C Mariwala with Kishore V Mariwala (For Valentine Family Trust)	14,38,84,950	11.12	14,38,84,950	11.13
Harsh C Mariwala with Kishore V Mariwala (For Aquarius Family Trust)	14,38,71,950	11.12	14,38,71,950	11.13
Harsh C Mariwala with Kishore V Mariwala (For Taurus Family Trust)	14,38,90,750	11.12	14,38,90,750	11.13
Harsh C Mariwala with Kishore V Mariwala (For Gemini Family Trust)	14,38,86,350	11.12	14,38,86,350	11.13
First State Investments Services (UK) Ltd (along with Persons acting in concert)	6,30,87,269	4.87	8,60,84,065	6.66

Notes
to the Consolidated financial statements for the year ended 31st March 2024

(v) For the period of preceding five years as on the Balance Sheet date, Issued, Subscribed and Paid-up Share Capital includes::

Aggregate of 32,37,430 (31st March, 2023: 22,19,980) Equity shares allotted under the Employee stock option plan schemes as consideration for services rendered by employees for which only exercise price has been received in cash.

Shares held by Promoters at the end of the year i.e. March 31, 2024

Sr. No.	Promoter Name	No. of shares as on March 31, 2024	% of total shares as on March 31, 2024	No. of shares as on March 31, 2023	% of total shares as on March 31, 2023	Difference (i.e. March 31, 2024 - March 31, 2023)	% of change during the year
1	Harsh C Mariwala with Kishore V Mariwala for Taurus Family Trust	14,38,90,750	11.12%	14,38,90,750	11.13%	-	-0.01%
2	Harsh C Mariwala with Kishore V Mariwala for Gemini Family Trust	14,38,86,350	11.12%	14,38,86,350	11.13%	-	-0.01%
3	Harsh C Mariwala with Kishore V Mariwala for Valentine Family Trust	14,38,84,950	11.12%	14,38,84,950	11.13%	-	-0.01%
4	Harsh C Mariwala with Kishore V Mariwala for Aquarius Family Trust	14,38,71,950	11.12%	14,38,71,950	11.13%	-	-0.01%
5	Rajvi H Mariwala	2,84,08,000	2.20%	2,84,08,000	2.20%	-	0.00%
6	Harsh C Mariwala	2,81,02,900	2.17%	2,81,02,900	2.17%	-	0.00%
7	Rishabh H Mariwala	2,49,76,500	1.93%	2,49,76,500	1.93%	-	0.00%
8	Archana H Mariwala	1,69,66,600	1.31%	1,69,66,600	1.31%	-	0.00%
9	Ravindra K Mariwala	2,24,23,410	1.73%	2,24,23,410	1.73%	-	0.00%
10	Hema K Mariwala	-	-	-	-	-	0.00%
11	Paula R Mariwala	1,23,83,470	0.96%	1,23,83,470	0.96%	-	0.00%
12	Anjali R Mariwala	1,42,54,440	1.10%	1,42,54,440	1.10%	-	0.00%
13	Rishabh Mariwala with Priyanjali Mariwala For Valley of Light Trust	54,00,000	0.42%	54,00,000	0.42%	-	0.00%
14	Rishabh Mariwala with Priyanjali Mariwala For Valour Trust	54,00,000	0.42%	54,00,000	0.42%	-	0.00%
15	Rajen K Mariwala	76,81,400	0.59%	76,81,400	0.59%	-	0.00%
16	Kishore V Mariwala	25,29,219	0.20%	24,89,220	0.19%	39,999	0.00%
17	Pallavi Jaikishan Panchal	18,32,000	0.14%	18,32,000	0.14%	-	0.00%
18	Malika Chirayu Amin	18,00,000	0.14%	18,00,000	0.14%	-	0.00%
19	Kishore V Mariwala for Anandita Trust	6,700	0.00%	6,700	0.00%	-	0.00%
20	Kishore V Mariwala for Arnav Trust	6,700	0.00%	6,700	0.00%	-	0.00%
21	Kishore V Mariwala for Vibhav Trust	6,700	0.00%	6,700	0.00%	-	0.00%
22	Kishore V Mariwala for Taarika Trust	6,700	0.00%	6,700	0.00%	-	0.00%
23	Sharrp Ventures Capital Private Limited (Formerly The Bombay Oil Private Limited)	1,82,97,000	1.41%	1,82,97,000	1.41%	-	0.00%
24	Vibhav Ravindra Mariwala	2,000	0.00%	2,000	0.00%	-	0.00%
25	Anandita Arjun Kothari	10,00,000	0.08%	10,00,000	0.08%	-	0.00%
26	Taarika Rajendra Mariwala	10,00,000	0.08%	10,00,000	0.08%	-	0.00%
27	Preeti Gautam Shah	-	-	4,00,000	0.03%	(4,00,000)	-0.03%
	Total	**76,80,17,739**	**59.35%**	**76,83,77,740**	**59.42%**	**(3,60,001)**	**-0.07%**

Notes
to the Consolidated financial statements for the year ended 31st March 2024

12(b) Reserves & surplus

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Securities premium	540	496
General reserve	299	299
Share based option outstanding account	69	43
Treasury shares	(66)	(60)
Capital reserve	0	0
WEOMA reserve	102	94
Retained earnings	3,561	3,526
Adjustment pursuant to the Scheme of Capital Reduction of MCCL (Refer Note (h) to the statement of changes in equity)	(724)	(724)
Total reserve & surplus	**3,782**	**3,674**

(i) Securities premium

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	496	484
Add: Exercise of employee stock options	44	12
Closing Balance	**540**	**496**

(ii) General reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	299	299
Closing Balance	**299**	**299**

(iii) Share based option outstanding account (Refer Note 35)

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	43	27
Exercise of employee stock options	(9)	(3)
Share based payment expense	35	19
Closing Balance	**69**	**43**

(iv) Treasury shares

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	(60)	(58)
Add : (Purchase) /sale of treasury shares by the Trust during the year (net)	(6)	(2)
Closing Balance	**(66)**	**(60)**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

(v) WEOMA reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	94	88
Add : Income of the trust for the year	8	6
Closing Balance	**102**	**94**

(vi) Retained earnings

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening Balance	3,526	3,072
Net profit attributable to owners	1,481	1,302
Remeasurement of post empoyment benefit obligation, net of tax	2	2
Less: Dividend	(1,229)	(582)
Less: Remeasurement changes arising on liability towards obligation to acquire non-controlling interest	(138)	(266)
Less: Adjustment on acquiring additional stake in subsidiary	(81)	(2)
Closing Balance	**3,561**	**3,526**

12(c) Other reserves

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Hedge reserve	(0)	(0)
Foreign currency translation reserve	(78)	(4)
Total other reserves	**(79)**	**(4)**

Hedge reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	(0)	(0)
Changes in fair value of hedging instruments	(1)	(0)
Reclassified to statement of profit and loss	0	0
Deferred tax on above	0	0
Closing Balance	**(0)**	**(0)**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Foreign currency translation reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	(4)	30
Exchange gain/(loss) on translation during the year	(74)	(34)
Closing Balance	**(78)**	**(4)**

Non controlling interest (NCI)

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	157	57
Acqusitions through business combinations (refer note no. 42)	219	104
Total comprehensive income for the year attributable to non controlling interest	20	20
Acquisition of non controlling interest	(60)	-
Other adjustment	1	0
Less : Dividend distributed to minority shareholders	-	(25)
Closing Balance	**337**	**157**

13(a) Borrowings

I. Non-Current Borrowings

(₹ in crore)

Particulars	Maturity Date	Terms of repayment	Coupon / Interest rate	As at 31st March, 2024	As at 31st March, 2023
Unsecured - Term loan from Standard Bank of South Africa Limited (in ZAR)	**31st March 2023:** Repayable in 3 years	**31st March 2023:** Repayable in 3 years	South African Prime Lending Rate plus 0.5%	-	2
Total non-current borrowings				-	**2**
Less: Interest accrued (Refer Note 13(b))				-	0
Non-current borrowings				-	**2**

The scheduled maturity of long term borrowings is summarized as under:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Within one year (Current maturities of long term debt)	-	0
After 1 year but within 2 years	-	2
Total	-	**2**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

II. Current Borrowings

(₹ in crore)

Particulars	Maturity Date	Terms of repayment	Coupon /Interest rate	As at 31st March, 2024	As at 31st March, 2023
Unsecured					
Short term Loan from Standard Bank of South Africa Limited (in ZAR)	**31st March 2023:** Repayable in Nov 2023	**31st March 2023:** Equal monthly instalments from Apr 2023 to Nov 2023	South African Prime Lending Rate plus 0.5% per annum	-	3
Short term Loan from Citi Bank Vietnam (in VND)	31st March 2024: Repayable during April 24 to Mar 25 **31st March 2023:** Repayable during April 23 to Mar 24	For a term upto 12 months	Relevant Bank's Benchmark Rate plus applicable spread	25	86
Working capital demand loan in UAE (in USD)	31st March 2024: Repayable during April 24 to Mar 25 **31st March 2023:** Repayable during April 23 to Mar 24	For a term upto 12 months	SOFR from 0.85% per annum	186	221
Cash credit in UAE (in USD)	Payable on demand	Payable on demand	SOFR plus 0.9% per annum	15	108
Short Term Loan in Bangladesh (in BDT)	April 2024	For a term of 1 month to 2 months	6.5% per annum	40	-
Working capital demand loan in India (in ₹)	31st March 2024 Apr 2024 to Jun 2024 - ₹ 12 crores Feb 2025 - ₹ 30 crores **31st March 2023** Apr 2023 to Jun 2023 - ₹ 12 crores Feb 2024 - ₹ 30 crores	For a term of 3 months to 12 months	Relevant Bank's Benchmark Rate plus applicable spread	42	42
Export packing credit in India (in ₹)	31st March 2024 Aug 2024 - ₹ 22 crores **31st March 2023** Aug 2023 - ₹ 17 crores	For a term of 6 months	Relevant Bank's Benchmark Rate plus applicable spread less subvention 2%	22	17
Commercial Card Borrowing in India from HDFC (in ₹)	April 2024	For a term of 1 month to 2 months	6.26% per annum	59	-
Cash credit in India (in ₹)	31st March 2024: Repayable during April 24 to Mar 25	For a term of 3 months to 12 months	Relevant Bank's Benchmark Rate plus applicable spread	6	-
Total current borrowings				396	477
Less: Interest accrued (Refer Note 13(b))				13	4
Current borrowings				383	473

Notes

to the Consolidated financial statements for the year ended 31st March 2024

13(b) Other financial liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non-current		
Obligation to buy non controlling interest	405	266
Total other non-current financial liabilities	405	266
Current		
Interest accrued and due on borrowings (refer note 13(a))	13	4
Interest accrued and not due on borrowings (refer note 13(a))	0	0
Creditors for capital goods	6	6
Salaries, bonus and other benefits payable to employees	35	27
Trade deposits from customers and others	2	1
Unclaimed dividend (refer note below)	2	1
Others	0	0
Derivative designated as hedges	0	0
Total other current financial liabilities	59	40

Note : As at 31st March, 2024, there is no amount due and outstanding to be transferred to the Investor Education and Protection Fund (IEPF) by the Group. Unclaimed dividend if any, shall be transferred to IEPF as and when they become due.

13(c) Trade payables

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Current		
Trade payables:		
Total outstanding dues of micro enterprises and small enterprises	71	68
Total outstanding dues of creditors other than micro enterprises and small enterprises	1,510	1,384
Total Trade Payable	1,581	1,452

Trade Payables ageing schedule

31st March, 2023

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Accrued	Not Due	< 1 year	1-2 years	2-3 years	> 3 years	
(i) Undisputed dues - MSME	-	27	38	2	0	0	68
(ii) Undisputed dues - Others	409	238	611	93	27	6	1,384
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**409**	**266**	**649**	**96**	**28**	**6**	**1,452**

31st March, 2024

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Accrued	Not Due	< 1 year	1-2 years	2-3 years	> 3 years	
(i) Undisputed dues - MSME	30	26	15	0	0	-	71
(ii) Undisputed dues - Others	277	770	428	30	3	2	1,510
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	307	796	443	30	3	2	1,581

Notes

to the Consolidated financial statements for the year ended 31st March 2024

14 Provisions

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non Current		
Others (refer Note (a))	1	4
Total Non current provisions	1	**4**
Current		
Disputed indirect taxes (refer Note (b))	7	16
Others (refer Note (a))	-	28
Total current provisions	7	**44**

These provisions have not been discounted as it is not practicable for the Group to estimate the timing of the provision utilization and cash outflows, if any, pending resolution.

(a) Movement of provisions during the year as required by Ind AS-37 "Provisions, Contingent Liabilities and Contingent Asset" specified under Section 133 of the Companies Act, 2013

Particulars	Indirect tax matters	Others
Balance as at 1st April 2022	**16**	**6**
Add: Additions due to Business Combination	-	-
Add: Provision recognised during the year	1	26
Less: Amount utilised/reversed during the year	(0)	-
Balance as at 1st April 2023	**16**	**32**
Add: Additions due to Business Combination	-	-
Add: Provision recognised during the year	3	-
Less: Amount utilised/reversed during the year	(12)	(31)
Balance as at 31st March 2024	7	1

(b) During the year ended March 31, 2024, the Group has settled indirect tax litigation pertaining to Entry tax dispute in the state of West Bengal under the "Amnesty Scheme" introduced by West Bengal Government, which has resulted in the utilization of provision and consequent reduction in outstanding balance.

15 Employee benefit obligation

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non Current		
Gratuity (refer note (i) & (a) below)	4	5
Leave encashment/compensated absences (refer note (iii) below)	13	10
Share-appreciation rights (refer note (iv) below)	1	4
Others	1	1
Total non current employee benefit obligations	19	**20**
Current		
Gratuity (refer note (i) & (a) below)	5	6
Leave encashment/compensated absences (refer note (iii) below)	5	6
Share-appreciation rights (refer note (iv) below)	2	2
Incentives / bonus	67	60
Total current employee benefit obligations	79	**74**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Notes:-

(i) Gratuity

The Group provides for gratuity for employees, wherever applicable. Amount of gratuity payable on retirement/termination is computed basis the law of the respective geographies. The gratuity plan in India is funded through gratuity trust in India,the gratuity plan in Bangladesh is funded through gratuity trust in Bangladesh, the gratuity plan in United Arab Emirates and Vietnam is unfunded.

(ii) Provident fund

In India, contributions are made to a trust administered by the Company. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund balance maintained by the trust set up by the Company is additionally provided for. There is no shortfall as at 31st March 2024 and 31st March 2023.

(iii) Leave Encashment/Compensated absences.

The Group provides for the encashment of leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment / availment. The liability is provided based on the number of days of unutilized leave at each Balance Sheet date on the basis of an independent actuarial valuation. The Current leave obligations are expected to be settled within the next 12 months.

(iv) Share-appreciation rights

In respect of Employee Stock Appreciation Rights (STAR) granted pursuant to the Group's Employee Stock Appreciation Rights Plan, 2011, the liability shall be measured, initially and at the end of each reporting period until settled, at the fair value of the stock appreciation rights, by applying an option pricing model (excess of fair value as at the period end over the Grant price) and is recognized as Employee compensation cost over the vesting period (refer note 35 (b)).

(a) Balance sheet amounts - Gratuity

Particulars	Present value of obligation	Fair value of plan assets	Net Amount
Balance as on 1st April, 2022	**50**	**40**	**10**
Opening adjustment on business combinations	0	-	0
Current service cost	8	-	8
Interest expense	3	2	1
Total amount recognised in profit or loss	**11**	**2**	**9**
Remeasurements			
Return on plan assets,excluding amounts included in interest expense/ (income)	(0)	(0)	0
(Gain)/loss from change in demographic assumptions	(1)	-	(1)
(Gain)/loss from change in financial assumptions	(2)	-	(2)
Experience (gains)/ losses	1	(1)	1
Total amount recognised in other comprehensive income	**(3)**	**(0)**	**(2)**
Employer contributions	-	5	(5)
Benefit Payments	(5)	(5)	(0)
Benefit Paid from the fund	(1)	(1)	-
Balance as on 31st March, 2023	**52**	**41**	**11**

Notes
to the Consolidated financial statements for the year ended 31st March 2024

Particulars	Present value of obligation	Fair value of plan assets	Net Amount
Balance as on 1st April, 2023	52	41	11
Current service cost	7	-	7
Interest expense	4	3	1
Total amount recognised in profit or loss	11	3	8
Remeasurements			
Return on plan assets,excluding amounts included in interest expense/ (income)	-	(0)	0
(Gain)/loss from change in demographic assumptions	(0)	-	(0)
(Gain)/loss from change in financial assumptions	(1)	-	(1)
Experience (gains)/ losses	(0)	0	(0)
Total amount recognised in other comprehensive income	(2)	0	(2)
Employer contributions	-	5	(5)
Benefit Payments	(7)	(4)	(3)
Benefit Paid from the fund	(1)	(1)	-
Balance as on 31st March, 2024	53	44	9

The net liability disclosed above relates to funded and unfunded plans are as follows

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Present value of funded obligations	49	47
Fair value of plan assets	(44)	(42)
Deficit of funded plan	5	5
Unfunded plans	4	6
Deficit of gratuity plan	9	11

The following table shows a breakdown of the defined benefit obligation (Gratuity) and plan assets by country:

Plan type	As at 31st March, 2024				As at 31st March, 2023			
	India	Bangladesh	Dubai	Total	India	Bangladesh	Dubai	Total
Present value of obligations	43	8	2	53	40	8	4	52
Fair value of plan assets	(38)	(6)	-	(44)	(36)	(6)	-	(41)
Total liability	5	2	2	9	5	2	4	11

The significant actuarial assumptions were as follows

Experience (gains)/ losses	As at 31st March, 2024			As at 31st March, 2023		
	India	Bangladesh	Dubai	India	Bangladesh	Dubai
Discount rate	7.20%	12.05%	4.80%	7.39%	8.20%	4.23%
Rate of return on Plan assets*	7.20%	12.05%	NA	7.39%	8.20%	NA
Future salary rise**	10.00%	10.00%	5.00%	10.00%	10.00%	5.00%
Attrition rate	20% & 25%	16.00%	10.00%	20% & 25%	16.00%	5.25%

*The expected rate of return on plan assets is based on expectation of the average long term rate of return expected on investment of the fund during the estimated term of the obligations (The expected rate of return on plan assets is based on the current portfolio of assets, investment strategy and market scenario.)

**The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

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Sensitivity Analysis

The sensitivity of defined benefit obligation to changes in the weighted principal assumptions is:

(₹ in crore)

Experience (gains)/ losses	As at 31st March, 2024	As at 31st March, 2023
Projected benefit obligation on current assumptions	53	52
Delta effect of +1% change in rate of discounting	(2)	(2)
Delta effect of -1% change in rate of discounting	2	2
Delta effect of +1% change in rate of salary increase	2	2
Delta effect of -1% change in rate of salary increase	(1)	(2)
Delta effect of +1% change in rate of Employee turnover	(0)	(0)
Delta effect of -1% change in rate of Employee turnover	0	0

The sensitivity analysis have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The sensitivity analysis presented above may not be representative of the actual change in the projected benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the projected benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the projected benefit obligation as recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

The major categories of plan assets are as follows :

(₹ in crore)

Particulars	As at 31st March, 2024		As at 31st March, 2023	
	Amount	in %	Amount	in %
Special deposit scheme	1	1.19%	1	1.28%
Insurer Managed funds	36	81.07%	32	75.97%
Cash and Cash Equivalents	6	14.40%	8	19.23%
Other	1	1.61%	1	3.53%
Total	44	98.26%	42	100%

Defined benefit liability and employer contributions

The weighted average duration of the gratuity for the Group ranges from 5 to 12 years as at 31st March 2024 and 31st March 2023.

The expected maturity analysis of gratuity is as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Within the next 12 months	9	9
Between 2 and 5 years	29	28
Between 6 and 10 years	19	19
Beyond 10 years	7	9
Total	64	65

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(b) Provident Fund

(₹ in crore)

Amount recognised in the Balance Sheet	As at 31st March, 2024	As at 31st March, 2023
Liability at the end of the year		
Fair value of plan assets at the end of the year	301	265
Present value of benefit obligation as at the end of the period	(292)	(242)
Difference	9	23
Unrecognized past service Cost	(9)	(23)
(Assets) / liability recognized in the Balance Sheet	-	-

(₹ in crore)

Changes in defined benefit obligations:	As at 31st March, 2024	As at 31st March, 2023
Liability at the beginning of the year	242	238
Opening balance adjustment	17	(0)
Interest cost	22	2
Current service cost	16	15
Employee contribution	21	19
Liability Transferred in	6	13
Liability Transferred out	(20)	(31)
Benefits paid	(12)	(13)
Liability at the end of the year	**292**	**242**

(₹ in crore)

Changes in fair value of plan assets:	As at 31st March, 2024	As at 31st March, 2023
Fair value of plan assets at the beginning of the year	265	244
Expected return on plan assets	22	2
Contributions	37	34
Transfer from other Company	6	13
Transfer to other Company	(20)	(31)
Benefits paid	(12)	(13)
Actuarial gain/(loss) on plan assets	3	16
Fair value of plan assets at the end of the year	**301**	**265**

(₹ in crore)

Expenses recognised in the Statement of Profit and Loss :	As at 31st March, 2024	As at 31st March, 2023
Current service cost	16	15
Interest cost	22	2
Expected return on plan assets	(22)	(2)
(Income) / Expense recognised in the Statement of Profit and Loss	**16**	**15**

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Major categories of plan assets are as follows:

(₹ in crore)

Particulars	As at 31st March, 2024		As at 31st March, 2023	
	Amount	in %	Amount	in %
Central Government securities	142	47.30%	11	4.15%
State loan/State government Guaranteed Securities	-	0.00%	4	1.62%
Government Securities debt instruments	-	0.00%	110	41.46%
Public Sector Units	-	0.00%	8	3.00%
Private Sector Units	-	0.00%	2	0.85%
Debt Securities	125	41.47%	98	36.88%
Equity / Insurance Managed Funds	13	4.47%	25	9.28%
Special Deposit	1	0.37%	1	0.42%
Cash & Cash Equivalents	4	1.24%	1	0.28%
Others	16	5.16%	6	2.08%
Total	**301**	**100.00%**	**265**	**100.00%**

The significant actuarial Assumptions were as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Discount rate	7.20%	7.39%
Rate of return on plan assets*	8.25%	8.15%
Future salary rise**	10%	10%
Attrition rate	20%-25%	20%-25%
Mortality	Indian Assured Lives Mortality (2012-14) Ultimate	

*The expected rate of return on plan assets is based on expectation of the average long term rate of return expected on investment of the fund during the estimated term of the obligations. (The expected rate of return on plan assets is based on the current portfolio of assets, investment strategy and market scenario.)

**The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion, and other relevant factors such as supply and demand factors in the employment market.

(c) Leave Encashment (Privileged leave - Compensated absences for employees):

Amount recognized in the Balance Sheet and movements in net liability:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance of compensated absences	16	16
Present value of compensated absences (As per actuarial valuation) as at the year end	18	16

The privileged leave liability is not funded.

(d) Employee State Insurance Corporation

Marico India has recognised ₹ 0 Crore (₹ 0 Crore for the year ended 31st March 2023) towards employee state insurance plan in the Statement of Profit and Loss.

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(e) Risk exposure (For Gratuity and Provident Fund)

Through its defined benefit plans, the Group is exposed to below risk:

Asset volatility : The plan liabilities are calculated using a discount rate set with reference to bond yields; if plan assets underperform this yield, this will create a deficit. Most of the plan assets has investments in insurance/equity managed fund, fixed income securities with high grades, public/private sector units and government securities. Hence assets are considered to be secured.

Changes in bond yields : A decrease in bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plans' bond holdings.

The Trust ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the employee benefit plans. Within this framework, the Group's ALM objective is to match assets to the obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due.

16 Deferred tax liabilities (net)

The balance comprises temporary differences attributable to :

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Deferred tax liability:		
Additional depreciation/amortisation on PPE and Investment property for tax purposes due to higher tax depreciation rates	44	34
Intangible assets	261	163
Financial assets at fair value through Profit & Loss	19	10
Outside basis tax	14	11
Other timing differences	4	4
Total deferred tax liabilities	**342**	**221**
Set off of deferred tax assets pursuant to set off provisions	(63)	(44)
Net deferred tax liabilities	**279**	**178**

Movement in deferred tax liabilities

Particulars	Property plant and equipment and Investment property	Intangible assets	Financial assets at fair value through Profit & Loss	Outside basis tax	Other items	Total deferred tax liabilities
As at 31st March, 2022	**29**	**88**	**23**	**10**	**(4)**	**146**
Charged/(credited) :						
to profit and loss	5	9	(13)	1	9	10
to other comprehensive income	-	-	-	-	-	-
Pursuant to business combination (refer note 42 (II) & (III))	-	66	-	-	-	66
Exchange translation Difference	-	(0)	-	0	(1)	(1)
As at 31st March, 2023	**34**	**163**	**10**	**11**	**4**	**221**
Charged/(credited) :						
to profit and loss	10	-	9	3	(0)	22
to other comprehensive income	-	-	-	-	-	-
Pursuant to business combination (refer note 42 (I))	-	94	-	-	-	94
Other Adjustments (refer note 42 (III) (e))	-	4	-	-	-	4
As at 31st March, 2024	**44**	**261**	**19**	**14**	**4**	**342**

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17 Tax assets and liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non current tax assets (net)	95	67
Current tax assets	2	2
Current tax liabilities (net)	83	87

The Current tax assets and liabilities has been derived based on individual entity.

18 Other current liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Statutory dues (including provident fund, tax deducted at source and others)	48	48
Deferred income on government grants (refer note below)	-	3
Other Liabilities	7	0
Other current liabilities	**55**	**50**
Contractual & Constructive obligation	125	118
Advance from customer	30	46
Others	1	3
Total other payables	**156**	**167**
Total other current liabilities	**211**	**217**

The Group is eligible for government grants which are conditional upon construction of new factories in North East region. The factories had been constructed and been in operation since May 2016 and March 2017. These grants, recognized as deferred income, are being amortized over the useful life of the plant and machinery, and accounted as "Incentives (includes government grant, budgetary support, export incentives and others)" under the head "Other operating revenue" (Refer note 19), in proportion to depreciation expense.

19 Revenue from operations

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Sale of products	9,573	9,689
Other operating revenue:		
Incentives (includes government grant, export incentives, budgetary support and others)	69	64
Sale of scrap	11	11
Total Revenue from continuing operations	**9,653**	**9,764**

Reconciliation of Revenue from sale of products with the contracted price

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Contracted Price	11,014	10,949
Less: Discounts	1,441	1,260
Sale of Products (refer note 30 for further details in revenue from operations)	**9,573**	**9,689**

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20 Other income

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
(a) Other income		
Rental income	1	1
Interest income from financial assets at amortised cost	77	49
Royalty income	0	0
Others	9	11
Total of other income	**87**	**61**
(b) Other gains/(losses):		
Net gain on disposal of property, plant and equipment	15	28
Net gain on financial assets mandatorily measured at fair value through profit or loss and net gain on sale of investments	73	50
Net foreign exchange gain/(loss)	(33)	4
Other gains/(losses)	-	1
Total of other gain/(losses)	**55**	**83**
Total other income	**142**	**144**

21(a) Cost of materials consumed

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Total raw materials consumed	3,397	4,038
Total packing materials consumed	544	611
Total cost of materials consumed	**3,941**	**4,649**

21(b) Changes in inventories of finished goods, stock-in-trade and work-in-progress

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Opening inventories		
Finished goods	382	470
Work-in-progress	215	300
By-products	4	4
Stock-in-trade	48	36
Closing inventories		
Finished goods	343	382
Work-in-progress	204	215
By-products	10	4
Stock-in-trade	37	48
Total changes in inventories of finished goods, stock-in-trade and work-in-progress	**55**	**161**

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22 Employee benefit expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Salaries, wages and bonus	638	564
Contribution to provident fund (refer note 15 (b))	28	27
Share based payment expense (refer note 35(c))	39	21
Staff welfare expenses	38	41
Total employee benefit expense	**743**	**653**

23 Depreciation and amortization expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Depreciation on property, plant and equipment (refer note 3 (a))	99	102
Depreciation on investment properties (refer note 4)	1	1
Amortisation of intangible assets (refer note 5)	10	8
Depreciation on lease assets (refer note 3(b))	48	44
Total depreciation and amortization expense	**158**	**155**

24 Other expenses

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Advertisement and sales promotion	952	842
Freight, forwarding and distribution expenses	416	387
Processing and other manufacturing charges	243	238
Rent and storage charges	33	20
Legal & professional charges	76	101
Outside services	54	50
Repairs and maintenance	81	59
Power, fuel and water	37	35
Travelling, conveyance and vehicle expenses	62	55
Consumption of stores, spare and consumables	19	20
Provision for doubtful debts	7	1
Miscellaneous expenses (refer note (i) below)	156	141
Total other expenses	**2,136**	**1,950**

(i) Miscellaneous expense includes printing and stationery, communication, rates and taxes, insurance and other expenses.

(ii) Research and development expenses aggregating to ₹ 45 Crores have been included under the relevant heads in the Statement of Profit and Loss (Previous year ended 31st March, 2023 aggregating ₹ 32 Crore). Further capital expenditure pertaining to this of ₹ 1 Crore have been incurred during the year (Previous year ended 31st March, 2023 aggregating ₹ 1 Crore).

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25 Finance costs

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Interest and finance charges on bank and other borrowings.	37	21
Bank and other financial charges	23	22
Lease finance cost (refer note 1 m - Lease)	11	11
Other borrowing costs	2	2
Total finance costs	**73**	**56**

26 Income tax expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
a Income tax expense		
Current tax on profits for the year	353	377
Deferred tax charge/(credit)	82	44
Total income tax expenses	**435**	**421**

b Reconciliation of tax expense and the accounting profit multiplied by India's tax rate:

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Profit before tax (a)	1,937	1,743
Income tax rate as applicable (b)	34.944%	34.944%
Calculated taxes based on above without any adjustment for deductions [(a) * (b)]	**677**	**609**
Tax effect of amounts which are not deductible (allowable) in calculating taxable income :		
Effect of income that is exempt from taxation	(6)	(1)
Effect of Income which is taxed at special rate	(14)	(84)
Effect of expenses that are not deductible in determining taxable profit	24	10
Effect of expenses that are deductible in determining taxable profit	(0)	(0)
Income tax incentives	(166)	(131)
Difference in tax rates in foreign jurisdictions	(68)	14
Others	(12)	4
Income tax expense recognised in profit or loss for the year	**435**	**421**

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27 Fair value measurements

(a) Financial instruments by category

(₹ in crore)

	Note	31st March, 2024			31st March, 2023		
		FVTPL	FVOCI	Amortized Cost	FVTPL	FVOCI	Amortized Cost
Financial assets							
Investments							
Bonds, debentures and commercial papers	6(a)	-	-	118	-	-	291
Mutual funds and Exchange traded Funds	6(a)	484	-	-	598	-	-
Government securities	6(a)	-	-	0	-	-	0
Trade receivables	6(b)	-	-	1,069	-	-	1,015
Inter corporate deposits	6(a)	-	-	-	-	-	207
Loan to employees	6(c)	-	-	10	-	-	8
Derivative financial assets	6(f)	-	1	-	-	1	-
Security deposits	6(f)	-	-	18	-	-	14
Cash and cash equivalent	6(d)	-	-	228	-	-	207
Bank balance for unclaimed dividend	6(e)	-	-	2	-	-	2
Fixed deposits	6(d),6(e) &6(f)	-	-	793	-	-	563
Other financial assets	6(g) & 6(f)	-	-	6	-	-	5
Total financial assets		**484**	**1**	**2,244**	**598**	**1**	**2,313**
Financial liabilities							
Borrowings (including interest accrued)	13(a)	-	-	383	-	-	475
Derivative financial liabilities	13(b)	-	(0)	-	-	0	-
Trade payables	13(c)	-	-	1,581	-	-	1,452
Lease liabilities		-	-	145	-	-	133
Obligation to buy non controlling interest	13(b)	-	405	-	-	266	-
Other financial liabilities	13(b)	-	-	59	-	-	40
Total financial liabilities		**-**	**404**	**2,168**	**-**	**266**	**2,100**

(b) Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value. To provide an indication about the reliability of the inputs used in determining fair value, the company has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

(₹ in crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements as 31st March 2024	Note	Level 1	Level 2	Level 3	Total
Financial assets					
Mutual funds and Exchange Traded Funds	6(a)	-	484	-	484
Derivative designated as hedges					
Foreign exchange forward contracts, options and interest rate swaps	6(f)	-	1	-	1
Total financial assets		**-**	**485**	**-**	**485**
Financial liabilities					
Obligation to buy non controlling interest	13(b)	-	-	405	405
Derivatives designated as hedges					
Foreign exchange forward contracts	13(b)	-	(0)	-	(0)
Total financial liabilities		**-**	**(0)**	**405**	**404**

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(₹ in crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements as 31st March 2023	Note	Level 1	Level 2	Level 3	Total
Financial assets					
Mutual funds and Exchange Traded Funds	6(a)	-	598	-	598
Derivative designated as hedges					
Foreign exchange forward contracts, options and interest rate swaps	6(f)	-	1	-	1
Total financial assets		**-**	**599**	**-**	**599**
Financial liabilities					
Obligation to buy non controlling interest	13(b)	-	-	266	266
Derivatives designated as hedges					
Foreign exchange forward contracts	13(b)	-	0	-	0
Total financial liabilities		**-**	**0**	**266**	**266**

The fair value of financial instruments as referred to in note above has been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active market for identical assets or liabilities (level 1 measurement) and lowest priority to unobservable inputs (level 3 measurements). The categories used are as follows:

Level 1: Financial instruments measured using quoted prices.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is considered here. For example, the forward contracts is valued based on Mark to Market statements from banks, the mutual funds and exchange traded funds are valued using the closing NAV pubhlished by issuer.

Level 3: The fair value of financial instruments that are measured on the basis of entity specific valuations using inputs that are not based on observable market data (unobservable inputs).

Cash and cash equivalents, trade receivables, investments in term deposits , other financial assets (except derivative financial instruments), trade payables, and other financial liabilities (except derivative financial instruments) have fair values that approximate to their carrying amounts due to their short-term nature.

(c) Significant unobservable inputs used in level 3 fair values

As at 31st March, 2024	Valuation techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
Financial liability for obligation to buy non controlling interest	**Discounted cash flows (DCF) :** The valuation model considers the present value of the expected future payments, discounted using a risk-adjusted discount rate.	i) Forecast revenue	5% increase would increase the fair value by ₹ 28 crores and 5% decrease would reduce the fair value by ₹27 crores.
		ii) Forecast EBITDA %	0.5% increase would increase the fair value by ₹ 3 crores and 0.5% decrease would reduce the fair value by ₹4 crores.

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As at 31st March, 2023	Valuation techniques	Significant unobservable inputs	Sensitivity of input to fair value measurement
Financial liability for obligation to buy non controlling interest	**Discounted cash flows (DCF) :** The valuation model considers the present value of the expected future payments, discounted using a risk-adjusted discount rate.	i) Forecast revenue	5% increase would increase the fair value by ₹ 17 crores and 5% decrease would reduce the fair value by ₹18 crores.
		ii) Forecast EBITDA %	0.5% increase would increase the fair value by ₹ 2 crores and 0.5% decrease would reduce the fawir value by ₹ 3 crores.

(d) Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below:

Reconciliation of movements in Level 3 valuations	Year ended 31st March, 2024	Year ended 31st March, 2023
Opening balance	266	-
Additions through business combination (refer note 42 I & II)	348	248
Fair value adjustment through equity	(73)	18
Reduction due to acquisition of non controlling interest	(137)	-
Closing balance	**405**	**266**

28 Financial risk management

Financial risks

In the course of its business, the Group is exposed to a number of financial risks: credit risk, liquidity risk, market risk (including foreign currency risk and interest rate risk, commodity price risk and other price risk). This note presents the Group's objectives, policies and processes for managing its financial risk and capital.

Boards of Directors of Marico Limited and some of its subsidiaries have approved Risk Management Framework through policies regarding Investment, Borrowing and Foreign Exchange Management policy for the respective entities. Management ensures the implementation of strategies and achievement of objectives as laid down by the Board through central Treasury function.

Treasury Management Guidelines define, determine & classify risk, by category of transaction, specific approval, execution and monitoring procedures.

In accordance with the aforementioned policies, the group only enters into plain vanilla derivative transactions relating to assets, liabilities or anticipated future transactions.

(A) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the group. Credit risk arises on liquid assets, financial assets, derivative assets, trade and other receivables.

In respect of its investments, the Group aims to minimize its financial credit risk through the application of risk management policies. Credit limits are set based on a counterparty value . The methodology used to set the list of counterparty limits includes , counterparty Credit Ratings (CR) and sector exposure. Evolution of counterparties is monitored regularly, taking into consideration CR and sector exposure evolution. As a result of this review, changes on credit limits and risk allocation are carried out. The Group avoids the concentration of credit risk on its liquid assets by spreading them over several asset management companies and monitoring of underlying sector exposure.

Trade receivables are subject to credit limits, controls and approval processes. Concentration of credit risk with respect to trade receivables are limited, due to the Group's customer base being large and diverse. All trade receivables are reviewed and

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assessed for default on a regular basis. Our historical experience of collecting receivables indicate a low credit risk. Hence, trade receivables are considered to be a single class of financial assets. The Group follows simplified approach wherein an amount equal to lifetime ECL is measured and recognised as loss allowance depending on the customer ageing, customer category, specific credit circumstances and the historical experience of the Group.

The gross carrying amount of trade receivables is ₹ 1093 crore as at 31st March, 2024 (₹ 1032 Crore as at 31st March, 2023).

Reconciliation of loss allowance provision- Trade receivables

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Loss allowance at the beginning of the year	17	16
add : Changes in loss allowances	7	1
Loss allowance at the end of the year	**24**	**17**

Security deposits are interest free deposits given by the group for properties taken on lease. Provision is taken on a case to case basis depending on circumstances with respect to non recoverability of the amount. The gross carrying amount of security deposit is ₹ 19 crore as at 31st March, 2024 and ₹ 15 Crore as at 31st March, 2023.

Other financial asset includes loans to employees and other receivables (refer note 6(a), 6(c), 6(f) and 6(g)). Provision is made were there is significant increase in credit risk of the asset.

Reconciliation of loss allowance provision- Deposits/advances

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Loss allowance at the beginning of the year	1	1
add : Changes in loss allowances due to provision	-	-
Loss allowance at the end of the year	**1**	**1**

(B) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. Due to the dynamic nature of the underlying businesses, group treasury maintains flexibility in funding by maintaining availability under committed credit lines.

The current ratio of the Group as at 31st March, 2024 is 1.64 (31st March, 2023 is 1.57) whereas the liquid ratio of the group as at 31st March, 2024 is 0.99 (31st March, 2023 is 1.05).

Maturities of financial liabilities

Contractual maturities of financial liabilities 31st March,2024

(₹ in crore)

Particulars	Note	Less than 1 year	1 year to 2 years	2 year to 3 years	3 Years And Above	Total
Non-derivatives						
Borrowings	13(a)	383	-			383
Trade payables	13(c)	1,581	-	-	-	1,581
Lease liabilities		51	43	38	42	174
Obligation to buy non controlling interest	13(b)	-	214	246	-	460
Other financial liabilities	13(b)	59	-	-	-	59
Total non- derivative liabilities		**2,074**	**257**	**284**	**42**	**2,658**
Derivative (net- settled)						
Foreign exchange forward contracts	13(b)	(0)	-	-	-	(0)
Total derivative liabilities		**(0)**	**-**	**-**	**-**	**(0)**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Contractual maturities of financial liabilities 31st March,2023

(₹ in crore)

Particulars	Note	Less than 1 year	1 year to 2 years	2 year to 3 years	3 Years And Above	Total
Non-derivatives						
Borrowings	13(a)	473	2			475
Trade payables	13(c)	1,452	-	-	-	1,452
Lease liabilities		43	30	24	36	133
Obligation to buy non controlling interest	13 (b)	-	306	-	-	306
Other financial Liabilities	13(b)	40	-	-	-	40
Total Non- derivative liabilities		**2,008**	**338**	**24**	**36**	**2,406**
Derivative (net- settled)						
Foreign exchange forward contracts	13(b)	0	-	-	-	0
Total derivative liabilities		**0**	**-**	**-**	**-**	**0**

(C) Market risk

The group is exposed to risk from movements in foreign currency exchange rates, interest rates and market prices that affect its assets, liabilities and future transactions.

(i) Foreign currency risk

The group is exposed to foreign currency risk from transactions and translation.

Transactional exposures arise from transactions in foreign currency. They are managed within a prudent and systematic hedging policy in accordance with the Group's specific business needs through the use of currency forwards and options.

The group's exposure to foreign currency risk at the end of the reporting period expressed in ₹ crores as on 31st March, 2024

(₹ in crore)

Particulars	AED	AUD	CAD	SAR	SGD	USD	VND	EUR	ZAR
Financial assets									
Foreign currency debtors for export of goods	0	-	1	0	0	243	-	-	-
Bank balances	-	-	-	-	-	6	0	0	0
Derivative asset									
Foreign exchange forward contracts sell foreign currency	-	-	-	-	-	(84)	-	-	-
Foreign exchange option contracts sell option	-	-	-	-	-	(68)	-	-	-
Net Exposure to foreign currency risk (assets)	**0**	**0**	**1**	**0**	**0**	**97**	**0**	**0**	**0**

(₹ in crore)

Particulars	AED	GBP	BDT	SAR	SGD	USD	VND	EUR	ZAR
Financial liabilities									
Foreign currency creditors for import of goods and services	-	(1)	(0)	-	(0)	(24)	-	0	(0)
Loan from Banks	-	-	-	-	-	194	-	-	-
Derivative liabilities									
Foreign exchange forward contracts buy foreign currency	-	(0)	-	-	-	(70)	-	(0)	-
Foreign exchange option contracts buy option	-	-	-	-	-	(24)	-	-	-
Net Exposure to foreign currency risk (liabilities)	**-**	**(1)**	**(0)**	**-**	**(0)**	**75**	**-**	**(0)**	**(0)**

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to the Consolidated financial statements for the year ended 31st March 2024

The group's exposure to foreign currency risk at the end of the reporting period expressed in ₹ crores as on 31st March, 2023

(₹ in crore)

Particulars	AUD	CAD	GBP	MYR	USD	VND	EUR	ZAR	IDR
Financial assets									
Foreign currency debtors for export of goods	-	1	-	-	116	-	-	-	-
Bank balances	-	-	-	0	3	0	0	-	0
Derivative asset									
Foreign exchange forward contracts sell foreign currency	-	-	-	-	(93)	-	-	-	-
Foreign exchange option contracts sell option	-	-	-	-	(75)	-	-	-	-
Net Exposure to foreign currency risk (assets)	**0**	**1**	**-**	**0**	**(49)**	**0**	**0**	**0**	**0**

(₹ in crore)

Particulars	BDT	CAD	EUR	GBP	THB	SAR	ZAR	SGD	USD
Financial liabilities									
Foreign currency creditors for import of goods and services	0	-	0	0	-	11	-	0	(3)
Loan from Banks	-	-	-	-	-	-	-	-	303
Derivative liabilities									
Foreign exchange forward contracts buy foreign currency	-	-	0	(4)	0	0	0	-	(118)
Foreign exchange option contracts buy option	-	-	(4)	-	0	0	0	(1)	(1)
Net Exposure to foreign currency risk (liabilities)	**0**	**-**	**(4)**	**(4)**	**0**	**11**	**0**	**(1)**	**181**

(₹ in crore)

Particulars	Impact on profit after tax 31st March, 2024	Impact on profit after tax 31st March, 2023
USD Sensitivity		
INR/USD Increase by 6%	1	6
INR/USD Decrease by 6%	(1)	(6)

(ii) Interest rate risk

The group is exposed primarily to fluctuation in USD and INR interest rates.

The group's fixed rate borrowings are carried at amortised cost. They are therefore not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure of the group's borrowing to interest rate changes at the end of the reporting period are as follows:

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Variable rate borrowings	285	475
Fixed rate borrowings	99	-
Total borrowings (including interest accrued)	**383**	**475**

As at the end of the reporting period, the group had the following variable rate borrowings outstanding:

	31st March, 2024			31st March, 2023		
	Weighted Average Interest Rate	Balance	% of Total Loans	Weighted Average Interest Rate	Balance	% of Total Loans
Bank overdrafts, bank loans	6.17%	285	74%	6.54%	475	100%
Net exposure to cash flow interest rate risk		**285**			**475**	

Interest bearing Financial assets classified at amortized cost, such as Fixed Deposit balances with Banks, inter Corporate Deposits, Commercial Papers. Bonds debentures etc have fixed interest rate. Hence, the Company is not subject to interest rate risk on such financial assets.

Sensitivity

(₹ in crore)

Sensitivity impact on interest rate changes on borrowings	Impact on profit after tax 31st March, 2024	Impact on profit after tax 31st March, 2023
Interest rates - Increase by 50 basis point (50 bps)	(1)	(2)
Interest rates - decrease by 50 basis point (50 bps)	1	2

(iii) Price risk

Mutual fund Net Asset Values (NAVs) are impacted by a number of factors like interest rate risk, credit risk, liquidity risk , market risk in addition to other factors. A movement of 1% in NAV on either side can lead to a gain/loss of ₹ 5 Crores on the overall portfolio as at 31st March, 2024 and ₹ 6 Crores as at 31st March, 2023.

Impact of hedging activities

Derivate asset and liabilites through hedge accounting

Derivative financial instruments

The Group's derivatives mainly consist of currency forwards and options. Derivatives are mainly used to manage exposures to foreign exchange, interest rate and commodity price risk as described in section Market risk.

Derivatives are initially recognised at fair value. They are subsequently remeasured at fair value on a regular basis and at each reporting date as a minimum, with all their gains and losses, realised and unrealised, recognised in the profit and loss statement unless they are in a qualifying hedging relationship.

Hedge accounting

The group designates and documents certain derivatives and other financial assets or financial liabilities as hedging instruments against changes in fair values of recognised assets and liabilities (fair value hedges), highly probable forecast transactions (cash flow hedges).The effectiveness of such hedges is assessed at inception and verified at regular intervals.

Cash flow hedges

The group uses cash flow hedges to mitigate a particular risk associated with a recognised asset or liability or highly probable forecast transactions, such as anticipated future export sales, purchases of equipment and raw materials.

The effective part of the changes in fair value of hedging instruments is recognised in other comprehensive income, while any ineffective part is recognised immediately in the Statement of Profit and Loss.

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to the Consolidated financial statements for the year ended 31st March 2024

31st March, 2024

Type of hedge and risks	Nominal value		Carrying amount of Hedging Instrument		Maturity date	Hedge ratio effectiveness	Weighted average strike price/ rate	Changes in fair value of hedging instrument	Change in the value of hedged item used as the basis for recognising hedge effectiveness
	Assets	Liabilities	Assets	Liabilities					
Foreign Exchange Risk									
Foreign Exchange Forward Contracts	84	70	(0)	(0)	April 2024-March 2025	1:1	USD=83.78 EUR=105.09 GBP= 90.41	(0)	0
Foreign Exchange Options Contracts	68	24	0	0	April 2024-March 2025	1:1	USD/ INR=83.05	(0)	0

31st March, 2023

Type of hedge and risks	Nominal value		Carrying amount of Hedging Instrument		Maturity date	Hedge ratio effectiveness	Weighted average strike price/ rate	Changes in fair value of hedging instrument	Change in the value of hedged item used as the basis for recognising hedge effectiveness
	Assets	Liabilities	Assets	Liabilities					
Foreign Exchange Risk									
Foreign Exchange Forward Contracts	91	122	(0)	0	April 2023-March 2024	1:1	USD=82.42 EUR=89.38 GBP= 98.51	(0)	0
Foreign Exchange Options Contracts	75	6	1	0	April 2023-March 2024	1:1	USD/ INR=75.31	(1)	1

Disclosure of effects of Hedge Accounting on Financial Performance

Type of hedge	Change in the value of the hedging instrument recognised in other comprehensive income		Hedge ineffectiveness recognised in profit or loss		Amount reclassified from cash flow hedging reserve to profit or loss		Line item affected in Statement of Profit and Loss because of the reclassification
	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023	
Cash Flow							
Foreign Exchange Risk	(1)	(0)	-	-	0	0	Other expenses

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to the Consolidated financial statements for the year ended 31st March 2024

29 Capital management

(a) Risk management

The Group's capital management is driven by Group's policy to maintain a sound capital base to support the continued development of its business. The Board of Directors seeks to maintain a prudent balance between different components of the Company's capital with a view to enusure development of its business & maximise shareholders value. The Management monitors the capital structure and the net financial debt by currency. Net financial debt is defined as current and non current borrowings.

The debt equity ratio highlights the ability of a business to repay its debts. Refer below for Debt equity ratio.

The Group complies with all statutory requirement as per the extant regulations.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Debt	383	475
Total equity	4,169	3,956
Debt to equity ratio	0.09	**0.12**

(b) Dividends

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
(i) Equity shares		
First Interim dividend for the year of ₹ 3.00 per share for FY 2023-24 (2022-23: ₹ 4.50 per share)	388	606
Second Interim dividend for the year of ₹ 6.5 per share for FY 2023-24 (2022-23: ₹ 0.00 per share)	841	-

30 Segment information

i) Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM") of the Group. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and CEO of the Group. The CODM examines the Group's performance from a geographic perspective and has identified two of its following business as identifiable segments :

a) India - this part of the business comprises domestic consumer goods

b) International

ii) The amount of the Group's revenue is shown in the table below.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Segment revenue (sales and other operating income)		
India	7,132	7,351
International	2,521	2,413
Total segment revenue	9,653	**9,764**
Less : Inter segment revenue	-	-
	9,653	**9,764**

Notes

to the Consolidated financial statements for the year ended 31st March 2024

Revenue from sale of products to external customers broken down by major product categories :

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Edible	4,919	5,356
Hair oils	2,043	2,111
Personal care	1,593	1,254
Others	1,098	1,043
	9,653	9,764

The Group does not have revenue more than 10% of total revenue from single customer.

The amount of revenue from external customers broken down by location of the customers is shown in the table below:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
India	7,132	7,351
Bangladesh	1,103	1,159
Vietnam	626	593
Others	792	661
	9,653	9,764

iii) The amount of the Group's profit before tax is shown in the table below.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Segment results		
India	1,523	1,373
International	634	535
Total segment results	2,157	1,908
Less : (i) Finance costs	73	56
(ii) Other un-allocable expenditure net of unallocable income	147	109
Profit before tax	1,937	1,743

iv) The amount of the Group's assets and liabilities are shown in the table below.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Segment assets		
India	3,557	3,406
International	2,088	1,483
Unallocated	1,776	2,062
Total segment assets	7,421	6,951
Segment liabilities		
India	1,131	1,165
International	874	630
Unallocated	1,247	1,199
Total segment liabilities	3,252	2,994

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to the Consolidated financial statements for the year ended 31st March 2024

v) Geographical non-current assets (Property, plant and equipment, Right to use assets, capital work in progress, investment properties, goodwill, other intangible assets and other non-current assets) are allocated based on the location of the assets.

Information regarding geographical non-current assets is as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
India	1,850	1,450
Bangladesh	137	131
Vietnam*	778	730
Others	44	47
	2,809	2,358

* Includes goodwill on consolidation amounting to ₹648 Crore as at 31st March, 2024 and ₹ 692 Crore as at 31st March, 2023.

31 Interests in other entities

(a) Subsidiaries

The Group's subsidiaries at 31st March, 2024 are set out below. Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

Name of Entity	Place of Business/ Country of Incorporation	Ownership interest held by the Group		Ownership interest held by the non controlling interest	
		31st March, 2024 %	31st March, 2023 %	31st March, 2024 %	31st March, 2023 %
Subsidiary companies:					
Marico Bangladesh Limited (MBL)	Bangladesh	90	90	10	10
Marico Bangladesh Industries Limited (MBLIL)	Bangladesh	100	100	-	-
Marico Middle East FZE (MME)	UAE	100	100	-	-
Marico Gulf LLC (MLLC)	UAE	100	100	-	-
Marico Malaysia Sdn. Bhd. (MMSB)	Malaysia	100	100	-	-
Egyptian American Investment and Industrial Development Company S.A.E (EAIIDC)	Egypt	100	100	-	-
MEL Consumer Care SAE (MELCC)	Egypt	100	100	-	-
Marico Egypt Industries Company (MEIC)	Egypt	100	100	-	-
Marico for Consumer Care Products SAE	Egypt	100	100	-	-
Marico South Africa Consumer Care (Pty) Limited (MSACC)	South Africa	100	100	-	-
Marico South Africa (Pty) Limited (MSA)	South Africa	100	100	-	-
Marico South East Asia Corporation (MSEA)	Vietnam	100	100	-	-
Beauty X Joint stock Company* (BX)	Vietnam	100	100	-	-
Marico Lanka (Private) Limited	Sri Lanka	100	100	-	-
Halite Personal Care India Private Limited (Halite)**	India	-	100	-	-
Marico Innovation Foundation (MIF)	India	NA	NA	-	-
Parachute Kalpavriksha Foundation (PKF)	India	NA	NA	-	-
Zed Lifestyle Private Limited (ZED)	India	100	100	-	-

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to the Consolidated financial statements for the year ended 31st March 2024

Name of Entity	Place of Business/ Country of Incorporation	Ownership interest held by the Group		Ownership interest held by the non controlling interest	
		31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
		%	%	%	%
Apcos Naturals Private Limited (APCOS)	India	60	60	40	40
HW Wellness Solutions Private Limited*** (HWW)	India	53.98	53.98	46.02	46.02
Satiya Nutraceuticals Private Limited (SNPL) ****	India	51.36	-	48.64	-
Juizo Advisory Private Limited**** (JAPL) [Wholly-owned subsidiary of SNPL]	India	51.36	-	48.64	-

* Beauty X Joint Stock Company has became a step down subsidiary of Marico Limited, pursuant to completion of acquisition by MSEA on January 31, 2023 as per the closing conditions and terms of the definitive agreement between the parties.

** In terms of the order of the Hon'ble High Court of Bombay read with Section 497(6) of the Companies Act, 1956, Halite was dissolved w.e.f November 2, 2023, i.e. the date of submission of Official Liquidator's report to the Hon'ble High Court of Bombay.

*** The Group acquired 53.98% stake in HW Wellness Solutions Private Limited, and accordingly it became a subsidiary of Marico Limited w.e.f. May 23, 2022.

**** The Group acquired 32.84% equity stake in SNPL (equivalent to 32.75% on a fully diluted basis) and requisite majority control over its Board composition/ total voting rights on July 26, 2023, and consequently, SNPL became a subsidiary of the Group. JAPL, a wholly owned subsidiary of SNPL also became a step-down subsidiary of the Group on account of the aforesaid transaction. Subsequently, the Group acquired additional equity stake of 18.54% in SNPL during the quarter ended December 31, 2023. The Group holds 51.36% in SNPL (equivalent to 51.24% on a fully diluted basis) as at 31st March , 2024.

The Marico Innovation Foundation ("MIF"), a company incorporated under Section 25 of the Companies Act, 1956 (being a private company limited by guarantee not having share capital) primarily with an objective of fuelling and promoting innovation in India, is a subsidiary of the Company with effect from 15 March, 2013.

Parachute Kalpavriksha Foundation ("PKF"), a company incorporated under Section 8 of the Companies Act, 2013 (being a private company limited by guarantee not having share capital) primarily with an objective of undertaking/channelizing the CSR activities of the Company towards community and ecological sustenance, is a subsidiary of the Company with effect from 27 December, 2018.

32 Related party transactions

I Name of related parties and nature of relationship:

(a) Subsidiaries - Not consolidated

Marico Innovation Foundation (MIF)

Parachute Kalpavriksha Foundation (PKF)

(b) Key management personnel (KMP):

Mr. Harsh Mariwala, Chairman and Non-Executive Director

Mr. Saugata Gupta, Managing Director and CEO

Mr. Ananth Sankaranarayanan, Independent Director

Ms. Hema Ravichandar, Independent Director (Ceased w.e.f. end of day on March 31, 2024)

Mr. Nikhil Khattau, Independent Director (Ceased to be an Independent Director w.e.f. end of day on March 31, 2024. Mr. Khattau was appointed as a Non-Independent Director Non-Executive Director w.e.f. April 1, 2024)

Mr. Rajendra Mariwala, Non-Executive Director

Ms. Apurva Purohit, Independent Director

Ms. Nayantara Bali, Independent Director

Mr. Milind Barve, Independent Director

Mr. Rajan Bharti Mittal, Independent Director (Appointed w.e.f. July 1, 2023)

Mr. Rajeev Vasudeva, Independent Director

Mr. Rishabh Mariwala, Non-Executive Director

Mr. Pawan Agrawal, Chief Financial Officer

Mr. Vinay M A, Company Secretary & Compliance Officer

(c) Individual holding directly / indirectly an interest in voting power & their relatives (where transactions have taken place) - Significant Influence:

Mr. Harsh Mariwala, Chairman and Non Executive Director

Mr. Rajen Mariwala, Non executive Director

Mr. Rishabh Mariwala, Non-Executive Director and son of Mr. Harsh Mariwala, Chairman and Non-Executive Director

(d) Post employment benefit controlled trust

Marico Limited Employees Provident Fund

Marico Limited Employees Gratuity Fund

Marico Limited Pension Scheme

(e) Others - Entities in which above (c) and (d) has significant influence and transactions have taken place:

Ascent India Foundation

Kaya Limited

Mariwala Health Foundation

Sharrp Ventures Capital Private Limited (Formerly known as The Bombay Oil Private Limited)

Leap India Private Limited (Ceased w.e.f. September 14, 2023)

Surfboats Solutions Private Limited

Koyla-Ki Pyrolysers Private Limited

Harsh Mariwala Enterprises LLP

II Transactions with related parties

The following transactions occurred with related parties:

Key management personnel compensation

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Employee share-based payment	1	-
Short-term employee benefits	31	28
Total compensation	**32**	**28**
Remuneration / sitting fees to Chairman	**1**	**3**
Remuneration / sitting fees to Non-Executive Directors and Independent Directors (Excluding the Chairman)	**5**	**4**

i. Provision for contribution to gratuity fund, leave encashment on retirement and other defined benefits which are made based on actuarial valuation on an overall Company basis are not included in remuneration to key management personnel.

ii. Also ESOP & STAR grant accrued annually are included in the KMP's remuneration in the year in which the same are excercised.

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Contribution to post employment benefit controlled trust

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Marico Limited Employees Provident Fund	36	34
Marico Limited Employees Gratuity Fund	4	2
Total	**41**	**36**

Dividend paid on equity shares held by KMPs and Promoter group - ₹ 731 crores (31st March, 2023 : ₹ 346 crores)

(a) Transaction during the period with related parties	Subsidiaries		Others (Referred in I (e) above)	
	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
Expenses paid on behalf of related parties	-	-	1	1
Kaya Limited	-	-	1	1
Ascent India Foundation	-	-	0	0
Mariwala Health Foundation	-	-	0	0
Sharp ventures	-	-	0	0
Harsh Mariwala Enterprises LLP	-	-	-	0
Lease Rental Income	-	-	1	1
Kaya Limited	-	-	1	1
Harsh Mariwala Enterprises LLP	-	-	-	0
Ascent India Foundation			0	0
Mariwala Health Foundation			0	0
Sharp ventures			0	0
Donation Given / CSR Activities	10	12	-	-
Marico Innovation Foundation	2	4	-	-
Parachute Kalpavriksha Foundation	9	7	-	-
Other Services	-	-	1	2
Leap India Private Limited	-	-	1	2
Centum Learning Limited	-	-	-	0
Others	-	-	-	0

(b) Outstanding balances at the reporting period end with related parties	Subsidiaries		Others (Referred in I (e) above)	
	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
Other receivables	-	-	0	-
Kaya Limited	-	-	0	-
Ascent India Foundation	-	-	0	-
Mariwala Health Foundation	-	-	0	-
Sharp ventures	-	-	0	-
Trade payable	-	-	-	0
Leap India Private Limited	-	-	-	0

All the transactions are in ordinary course of business.

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to the Consolidated financial statements for the year ended 31st March 2024

33 Contingent liabilities:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Disputed tax demands / claims		
Sales tax / GST	90	109
Income tax	289	289
Employees state insurance corporation	0	0
Excise duty	1	33
Claims against the group not acknowledged as debts	18	18
Corporate guarantees given to banks on behalf of Broadcast Audience Research Council (BARC)	1	1

Note:

1. The Group has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its financial statements.
2. The Group has ongoing disputes with income tax authorities in India. The disputes relate to tax treatment of certain expenses claimed as deductions, computation or eligibility of tax incentives and allowances. The Group have contingent liability of ₹ 289 crore and ₹ 289 crore as at March 31, 2024 and 2023, respectively, in respect of tax demands, which are being contested by the Group based on the management evaluation and advice of tax consultants.
3. The Group periodically receives notices and inquiries from tax authorities related to the Group's operations in the jurisdictions it operates in. The Group has assessed these notices and inquiries and estimated that any consequent tax claims or demands by the income tax authorities will not succeed on ultimate resolution.

34 Commitments

Capital commitments:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	21	33
Total	**21**	**33**

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35 Share-based payments

(a) Employee stock option plan

Marico ESOP 2016

During the year ended 31st March, 2017, the Group implemented Marico Employee Stock Option Plan, 2016 ("Marico ESOP 2016" or "the Plan"). The Marico ESOP 2016 was approved by the shareholders at the 28th Annual General Meeting held on 5th August, 2016, enabling grant of stock options to the eligible employees of the Group not exceeding in the aggregate 0.6% of the issued equity share capital of the Group as on the commencement date of the Plan i.e. 5th August, 2016. Further, the stock options to any single employee under single scheme under the Plan shall not exceed 0.15% of the issued equity share capital of the Group as on the commencement date (mentioned above). The Marico ESOP 2016 envisages to grant stock options to eligible employees of the Group on an annual basis through one or more Scheme(s) notified under the Plan. Each option represents 1 equity share in the Group. The vesting period under the Plan is not be less than one year and not more than five years. Pursuant to the said approval, the Group notified below schemes under the Plan:

As at March 31 2024

					Number of options granted, exercised and forfeited					
Scheme	Part	Options outstanding as at 31st March, 2024	Exercise price	Vesting date	Weighted average share price of options exercised	Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme IV	Part I	-	256.78	30-Nov-19	-	5,080	-	5,080	-	-	-
Scheme VI	Part III	-	1.00	30-Nov-20	-	740	-	740	-	-	-
Scheme VII	Part I	-	307.77	30-Nov-20	-	86,140	-	84,900	1,240	-	-
	Part II	-	316.53	30-Nov-20	-	11,880	-	11,880	-	-	-
	Part III	-	346.47	30-Nov-20	-	15,920	-	15,920	-	-	-
Scheme IX	Part I	-	1.00	30-Nov-21	-	10,290	-	10,290	-	-	0.33
Scheme X	Part I	80,080	346.47	30-Nov-21	-	2,42,010	-	1,61,930	-	80,080	0.33
	Part II	-	357.51	30-Nov-21	-	6,210	-	6,210	-	-	0.33
	Part III	18,900	346.00	30-Nov-21	-	28,890	-	9,990	-	18,900	0.33
Scheme XI	Part I	2,22,700	357.65	31-Mar-22	-	2,22,700	-	-	-	2,22,700	0.50
Scheme XII	Part I	26,630	357.65	31-Mar-22	-	3,86,380	-	3,59,750	-	26,630	0.50
Scheme XIII	Part I	1,66,520	346.00	30-Nov-22	-	3,24,050	-	1,57,530	-	1,66,520	0.83
	Part II	(4,410)	330.38	30-Nov-22	-	16,220	-	20,630	-	(4,410)	0.83
	Part III	49,920	372.10	30-Nov-22	-	1,03,420	-	53,500	-	49,920	0.83
Scheme XIV	Part I	4,25,100	330.38	31-Mar-23	-	4,25,100	-	-	-	4,25,100	1.00
Scheme XV	Part I	16,050	1.00	30-Nov-23	-	38,840	-	22,790	-	16,050	1.33
	Part II	6,548	1.00	30-Nov-23	-	6,548	-	-	-	6,548	1.33
Scheme XVI	Part I	3,61,050	372.10	30-Nov-23	-	4,96,350	-	96,310	38,990	3,61,050	1.33
	Part II	47,349	451.56	30-Nov-23	-	75,548	-	-	28,199	47,349	1.33
	Part III	1,05,613	545.34	30-Nov-23	-	1,05,613	-	-	-	1,05,613	1.33
Scheme XVII	Part I	52,080	1.00	31-Mar-24	-	52,080	-	-	-	52,080	1.50
Scheme XVIII	Part I	2,97,940	451.56	31-Mar-24	-	2,97,940	-	-	-	2,97,940	1.50
Scheme XIX	Part I	35,773	1.00	30-Nov-24	-	48,046	-	-	12,273	35,773	2.17
	Part II	15,794	1.00	30-Nov-24	-	15,794	-	-	-	15,794	2.17
	Part III	5,311	1.00	30-Nov-24	-	5,311	-	-	-	5,311	2.17
Scheme XX	Part I	5,67,071	545.34	30-Nov-24	-	7,05,295	-	-	1,38,224	5,67,071	2.17
	Part II	1,03,200	520.96	30-Nov-24	-	1,06,300	-	-	3,100	1,03,200	2.17
	Part III	55,934	498.25	30-Nov-24	-	1,03,843	-	-	47,909	55,934	2.17
	Part IV	4,428	505.15	30-Nov-24	-	4,428	-	-	-	4,428	2.17
Scheme XXI	Part II	24,510	1.00	31-Mar-24	-	44,935	-	-	20,425	24,510	1.50
Scheme XXII	Part I	24,017	545.34	31-Mar-24		24,017	-	-	-	24,017	1.50
	Part II	3,29,032	498.25	31-Mar-24		5,85,443	-	-	2,56,411	3,29,032	1.50
Scheme XXIII	Part I	86,601	1.00	31-Mar-24		86,601	-	-	-	86,601	1.50
Scheme XXIV	Part I	5,75,837	520.96	31-Mar-24		5,75,837	-	-	-	5,75,837	1.50
Scheme XXV	Part I	21,898	1.00	31-Mar-25		40,147	-	-	18,249	21,898	2.50
Scheme XXVI	Part I	81,277	1.00	30-Nov-25		99,072	-	-	17,795	81,277	3.17
	Part II	763	1.00	30-Nov-25			4,909	-	4,146	763	3.17

As at March 31 2024

					Number of options granted, exercised and forfeited					
Scheme	Part	Options outstanding as at 31st March, 2024	Exercise price	Vesting date	Weighted average share price of options exercised	Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme XXVII	Part I	6,27,598	498.25	30-Nov-25		7,48,562	-	-	1,20,964	6,27,598	3.17
	Part II	16,699	483.50	30-Nov-25		-	17,673	-	974	16,699	3.17
	Part II	92,144	527.68	08-Dec-23			1,24,901	-	32,757	92,144	3.17
Scheme XXVIII	Part I	12,604	1.00	31-Mar-25		12,604	-	-	-	12,604	2.50
Scheme XXIX	Part I	1,76,516	498.25	31-Mar-25		2,72,856	-	-	96,340	1,76,516	2.50
Scheme XXX	Part I	2,20,893	1.00	31-Mar-25		-	2,20,893	-	-	2,20,893	2.50
Scheme XXXI	Part I	9,58,478	483.50	31-Mar-25	-	-	9,58,478	-	-	9,58,478	2.50
Scheme XXXII	Part I	29,156	1.00	31-Mar-26	-	-	29,156	-	-	29,156	3.50
Scheme XXXIII	Part I	1,96,560	483.50	31-Mar-26	-	-	1,96,560	-	-	1,96,560	3.50
Scheme XXXIV	Part I	97,101	1.00	30-Nov-26	-		1,19,585	-	22,484	97,101	4.17
Scheme XXXV	Part I	9,49,226	527.68	30-Nov-26	-		10,56,747	-	1,07,521	9,49,226	4.17
Scheme XXXVI	Part I	22,983	527.68	15-Dec-24	-		22,983	-	-	22,983	2.21
Scheme XXXVII	Part I	6,269	1.00	31-Mar-25	-		6,269	-	-	6,269	2.50
	Part II	6,319	1.00	31-Mar-25	-		6,319	-	-	6,319	2.50
Scheme XXXVIII	Part I	1,15,157	527.68	31-Mar-25	-		1,15,157	-	-	1,15,157	2.50
	Part II	1,49,204	534.41	31-Mar-25	-	-	1,49,204	-	-	1,49,204	2.50
Total		74,80,423				64,37,040	30,28,834	10,17,450	9,68,001	74,80,423	

As at March 31 2023

					Number of options granted, exercised and forfeited					
Scheme	Part	Options outstanding as at 31st March, 2023	Exercise price	Vesting date	Weighted average share price of options exercised	Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme IV	Part I	5,080	256.78	30-Nov-19	-	83,340	-	78,260	-	5,080	-
	Part II	-	302.34	30-Nov-19	-	6,200	-	6,200	-	-	-
	Part III	-	307.77	30-Nov-19	-	7,570	-	7,570	-	-	-
Scheme VI	Part III	740	1.00	30-Nov-20	-	740	-	-	-	740	0.33
Scheme VII	Part I	86,140	307.77	30-Nov-20	-	1,38,780	-	47,440	5,200	86,140	0.33
	Part II	11,880	316.53	30-Nov-20	-	13,760	-	1,880	-	11,880	0.33
	Part III	15,920	346.47	30-Nov-20	-	22,570	-	6,650	-	15,920	0.33
Scheme IX	Part I	10,290	1.00	30-Nov-21	-	15,290	-	5,000	-	10,290	0.83
	Part II	-	1.00	30-Nov-21	-	8,100	-	8,100	-	-	0.83
Scheme X	Part I	2,42,010	346.47	30-Nov-21	-	3,35,440	-	86,540	6,890	2,42,010	0.83
	Part II	6,210	357.51	30-Nov-21	-	11,200	-	4,990	-	6,210	0.83
	Part III	28,890	346.00	30-Nov-21	-	37,280	-	5,830	2,560	28,890	0.83
Scheme XI	Part I	2,22,700	357.65	31-Mar-22	-	2,22,700	-	-	-	2,22,700	1.00
Scheme XII	Part I	3,86,380	357.65	31-Mar-22	-	3,86,380	-	-	-	3,86,380	1.00
Scheme XIII	Part I	3,24,050	346.00	30-Nov-22	-	7,17,540	-	28,690	3,64,800	3,24,050	1.33
	Part II	16,220	330.38	30-Nov-22	-	45,230	-	6,260	22,750	16,220	1.33
	Part III	1,03,420	372.10	30-Nov-22	-	1,09,550	-	-	6,130	1,03,420	1.33
Scheme XIV	Part I	4,25,100	330.38	31-Mar-23	-	4,25,100	-	-	-	4,25,100	1.50
Scheme XV	Part I	38,840	1.00	30-Nov-23	-	65,040	-	-	26,200	38,840	2.17
	Part II	6,548	1.00	30-Nov-23	-	6,548	-	-	-	6,548	2.17
Scheme XVI	Part I	4,96,350	372.10	30-Nov-23	-	6,95,890	-	3,690	1,95,850	4,96,350	2.17
	Part II	75,548	451.56	30-Nov-23	-	87,435	-	-	11,887	75,548	2.17
	Part III	1,05,613	545.34	30-Nov-23	-	1,45,866	-	-	40,253	1,05,613	2.17
Scheme XVII	Part I	52,080	1.00	31-Mar-24	-	52,080	-	-	-	52,080	2.50
Scheme XVIII	Part I	2,97,940	451.56	31-Mar-24	-	2,97,940	-	-	-	2,97,940	2.50
Scheme XIX	Part I	48,046	1.00	30-Nov-24	-	54,196	-	-	6,150	48,046	3.17
	Part II	15,794	1.00	30-Nov-24	-	-	15,794	-	-	15,794	3.17
	Part III	5,311	1.00	30-Nov-24	-	-	5,311	-	-	5,311	3.17

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As at March 31 2023

Scheme	Part	Options outstanding as at 31st March, 2023	Exercise price	Vesting date	Weighted average share price of options exercised	Number of options granted, exercised and forfeited					Weighted average remaining contractual life of options outstanding at end of period (in years)
						Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	
Scheme XX	Part I	7,05,295	545.34	30-Nov-24	-	8,39,114	-	-	1,33,819	7,05,295	3.17
	Part II	1,06,300	520.96	30-Nov-24	-	-	1,12,859	-	6,559	1,06,300	3.17
	Part III	1,03,843	498.25	30-Nov-24		-	1,03,843	-	-	1,03,843	3.17
	Part IV	4,428	505.15	30-Nov-24		-	4,428	-	-	4,428	3.17
Scheme XXI	Part II	44,935	1.00	31-Mar-24		-	44,935	-	-	44,935	2.50
Scheme XXII	Part I	24,017	545.34	31-Mar-24	-	24,017	-	-	-	24,017	2.50
	Part II	5,85,443	498.25	31-Mar-24	-	-	5,85,443	-	-	5,85,443	2.50
Scheme XXIII	Part I	86,601	1.00	31-Mar-24	-	-	86,601	-	-	86,601	2.50
Scheme XXIV	Part I	5,75,837	520.96	31-Mar-24	-	-	5,75,837	-	-	5,75,837	2.50
Scheme XXV	Part I	40,147	1.00	31-Mar-25	-	-	40,147	-	-	40,147	3.50
Scheme XXVI	Part I	99,072	1.00	30-Nov-25	-	-	99,072	-	-	99,072	4.17
Scheme XXVII	Part I	7,48,562	498.25	30-Nov-25	-	-	7,62,976	-	14,414	7,48,562	4.17
Scheme XXVIII	Part I	12,604	1.00	31-Mar-25	-	-	12,604	-	-	12,604	3.50
Scheme XXIX	Part I	2,72,856	498.25	31-Mar-25	-	-	2,72,856	-	-	2,72,856	3.50
										-	
Total		**64,37,040**				**48,54,896**	**27,22,706**	**2,97,100**	**8,43,462**	**64,37,040**	

Weighted average equity share price at the date of exercise of options during the year 2023-24 was ₹ 543.73 (2022-23 was ₹ 501.34)

Particulars	2024	2023
Aggregate of all stock options outstanding as at the year end to current paid-up equity share capital (percentage)	0.58%	0.50%

The following assumptions were used for calculation of fair value of grants using Black-Scholes:

Scheme	Part	Risk-free interest rate (%)	Expected life of options (years)	Expected volatility (%)	Dividend yield (%)	Fair value of the option
Scheme II		7.25%	3 years 2 months	25.80%	0.96%	85.53
Scheme III	Part I	6.75%	3 years 6 months	26.10%	0.96%	246.12
	Part II	6.25%	3 years 1 month	26.70%	1.07%	308.10
	Part III	6.50%	2 years 6 months	23.10%	1.07%	301.35
Scheme IV	Part I	6.75%	3 years 6 months	26.10%	0.96%	68.80
	Part II	6.25%	3 years 1 month	26.70%	1.07%	86.70
	Part III	6.50%	2 years 6 months	23.10%	1.07%	64.28
	Part III	7.30%	2 years 6 months	22.54%	1.29%	346.10
	Part II	7.00%	3 years	23.84%	1.29%	77.50
	Part III	7.30%	2 years 6 months	22.54%	1.29%	79.70
Scheme IX	Part I	7.39%	3 years 6 months	23.40%	1.29%	341.70
	Part II	7.04%	3 years 1 month	22.27%	1.29%	325.60
	Part II	7.04%	3 years 1 month	22.27%	1.29%	69.20
	Part III	6.35%	3 years 5 months	22.14%	1.29%	74.50
Scheme XI	Part I	6.86%	3 years 4 months	23.13%	1.29%	89.50
Scheme XII	Part I	6.86%	3 years 4 months	23.13%	1.29%	89.50

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Scheme	Part	Risk-free interest rate (%)	Expected life of options (years)	Expected volatility (%)	Dividend yield (%)	Fair value of the option
Scheme XIII	Part I	6.42%	4 years 5 months	22.94%	1.29%	89.40
	Part II	4.90%	3 years 11 months	24.68%	1.71%	80.79
	Part III	4.65%	3 years 6 months	24.83%	1.71%	80.90
Scheme XIV	Part I	4.90%	4 years 3 months	24.47%	1.71%	83.53
Scheme XV	Part I	4.98%	4 years 6 months	24.51%	1.71%	345.30
	Part II	5.42%	3 years 6 months	25.08%	1.88%	488.70
Scheme XVI	Part I	4.98%	4 years 6 months	24.51%	1.71%	93.00
	Part II	5.27%	4 years	24.39%	1.71%	112.20
	Part III	5.42%	3 years 6 months	25.08%	1.88%	107.30
Scheme XVII	Part I	5.27%	4 years 4 months	24.22%	1.71%	452.40
Scheme XVIII	Part I	5.27%	4 years 4 months	24.22%	1.71%	116.20
Scheme XIX	Part I	5.73%	4 years 6 months	24.14%	1.88%	479.60
	Part II	6.80%	4 years 1 months	25.50%	1.90%	480.10
	Part III	7.03%	3 years 6 months	25.75%	2.06%	474.30
Scheme XX	Part I	5.73%	4 years 6 months	24.14%	1.88%	123.10
	Part II	6.80%	4 years 1 months	25.50%	1.90%	137.80
	Part III	7.03%	3 years 6 months	25.75%	2.06%	131.30
	Part IV	7.10%	3 years 4 months	25.80%	2.10%	114.60
Scheme XXI	Part I	5.13%	2 years 10 months	25.03%	1.88%	494.80
	Part II	6.60%	3 years 5 months	25.30%	1.90%	486.30
Scheme XXII	Part I	5.13%	2 years 10 months	25.02%	1.88%	93.60
	Part II	6.96%	2 years 10 months	26.41%	2.06%	119.20
Scheme XXIII	Part I	6.60%	3 years 5 months	25.30%	1.90%	486.30
Scheme XXIV	Part I	6.60%	3 years 5 months	25.30%	1.90%	123.60
Scheme XXV	Part I	6.90%	4 years 5 months	25.30%	1.90%	477.10
Scheme XXVI	Part I	7.13%	4 years 6 months	25.40%	2.06%	464.70
	Part II	7.13%	3 years 6 months	22.79%	2.06%	493.00
Scheme XXVII	Part I	7.13%	4 years 6 months	25.40%	2.06%	148.60
	Part II	6.83%	4 years 1 month	24.80%	2.06%	132.10
	Part II	7.13%	3 years 6 months	22.79%	2.06%	124.00
Scheme XXVIII	Part I	7.09%	3 years 10 months	25.36%	2.06%	471.10
Scheme XXIX	Part I	7.09%	3 years 10 months	25.36%	2.06%	136.80
Scheme XXX	Part I	6.81%	3 years 5 months	25.55%	2.06%	459.30
Scheme XXXI	Part I	6.81%	3 years 5 months	25.55%	2.06%	122.70
Scheme XXXII	Part I	6.85%	4 years 5 months	24.37%	2.06%	450.00
Scheme XXXIII	Part I	6.85%	4 years 5 months	24.37%	2.06%	136.20
Scheme XXXIV	Part I	7.16%	4 years 6 months	24.53%	2.06%	483.00
Scheme XXXV	Part I	7.16%	4 years 6 months	24.53%	2.06%	147.80
Scheme XXXVI	Part I	7.09%	2 years 6 months	22.39%	2.06%	102.30
Scheme XXXVII	Part I	7.11%	2 years 10 months	22.97%	2.06%	499.80
	Part II	6.98%	2 years 8 months	22.35%	2.06%	496.00
Scheme XXXVIII	Part I	7.11%	2 years 10 months	22.97%	2.06%	110.60
	Part II	6.98%	2 years 8 months	22.35%	2.06%	98.30

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(b) Share appreciation rights

The Nomination and Remuneration Committee has granted Stock Appreciation Rights ("STAR") to certain eligible employees pursuant to the Group's Employee Stock Appreciation Rights Plan, 2011 ("Plan"). The grant price is determined based on a formulae as defined in the Plan. There are schemes under each Plan with different vesting periods. Scheme I to VII have matured on their respective vesting dates. Under the Plan, the specified eligible employees are entitled to receive a Star Value which is the excess of the maturity price over the grant price subject to certain conditions. The Plan is administered by Nomination and Remuneration Committee comprising independent directors.

Scheme	Grant Date	Grant Price (₹)	Vesting Date	As at March 31 2024							As at March 31 2023						
				Number of grants outstanding (Nos)					Carrying amount of liability - included in employee benefit obligation (₹ in Crore)		Number of grants outstanding (Nos)					Carrying amount of liability - included in employee benefit obligation (₹ in Crore)	
				at the beginning of the year	Add : Granted during the year	Less : Forfeited during the year	Less : Exercised during the year	at the end of the year	Classified as long-term	Classified as short-term	at the beginning of the year	Add : Granted during the year	Less : Forfeited during the year	Less : Exercised during the year	at the end of the year	Classified as long-term	Classified as short-term
STAR IX	04-Dec-18	346.47	30-Nov-21	-				-			-	-	-	-	-	-	-
	06-May-19	357.51	30-Nov-21	-				-			-	-	-	-	-	-	-
	20-Dec-19	346.04	30-Nov-21	-				-			-	-	-	-	-	-	-
STAR X	20-Dec-19	346.04	30-Nov-22	-				-			2,95,280	-	37,430	2,57,850	-	-	-
	23-Jun-20	330.38	30-Nov-22	-				-			45,230	-	5,870	39,360	-	-	-
	01-Dec-20	372.1	30-Nov-22	-				-			31,820	-	25,690	6,130	-	-	-
STAR XI	01-Dec-20	372.1	30-Nov-22	4,30,410		65,880	3,64,530	-			5,52,910	-	1,22,500	-	4,30,410	-	4
	26-May-21	451.56	30-Nov-23	88,591		28,199	60,392	-			94,255	-	5,664	-	88,591	-	
	07-Dec-21	545.34	30-Nov-23	55,281		-	55,281	-			95,534	-	40,253	-	55,281	-	
STAR XII	07-Dec-21	545.34	30-Nov-24	5,76,624		82,422		4,94,202		2	7,26,106	-	1,49,482	-	5,76,624	1	-
	05-May-22	520.96	30-Nov-24	39,590		14,805		24,785			-	46,185	6,595	-	39,590		-
	07-Dec-22	498.25	30-Nov-25	35,038		8,979		26,059			-	35,038	-	-	35,038		-
STAR XIII	07-Dec-22	498.25	30-Nov-25	5,27,739		83,174		4,44,565	1		-	5,51,002	23,263	-	5,27,739	0	-
	05-May-23	483.50	30-Nov-25	-	13,134	-		13,134									
	08-Dec-23	527.68	30-Nov-25	-	1,32,386	-		1,32,386									
Star XIV	08-Dec-23	527.68	30-Nov-26	-	7,54,911	10,388		7,44,523									
	Total			17,53,273	9,00,431	2,93,847	4,80,203	18,79,654	1	2	**18,41,135**	**6,32,225**	**4,16,747**	**3,03,340**	**17,53,273**	**2**	**4**

The Group has formed "Welfare of Mariconians Trust" (The Trust) for the implementation of the schemes that are notified or may be notified from time to time by the Group under the Plan. The Group has advanced ₹ 55 Crores as at 31st March, 2024 (₹ 50 Crore as at 31st March, 2023) to the Trust for purchase of the Company's shares under the Plan. As per the Trust Deed and Trust Rules, upon maturity, the Trust shall sell the Company's shares and hand over the proceeds to the Group. The Group, after adjusting the loan advanced and interest thereon (on loan advanced after1 April, 2013), shall utilize the proceeds towards meeting its STAR Value obligation.

The fair value of the STAR's was determined using the Black-Scholes model using the following inputs at the grant date and as at each reporting date:

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Share price at measurement date (₹ per share)	497.2	479.8
Expected volatility (%)	18.72%-22.01%	19.5% - 23.2%
Dividend yield (%)	2.06%	2.10%
Risk-free interest rate (%)	6.88%-6.94%	6.9% - 7.1%

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(c) Expense arising from share-based payment transactions recognised in Profit or Loss as part of employee benefit expense were as follows:

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Employee stock option plan	35	19
Stock appreciation rights	4	2
Total employee share based payment expense	**39**	**21**

36 Earnings per share

Basic EPS amounts are calculated by dividing the profit after tax for the year attributable to equity holders of the parent by the weighted average number of Equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit after tax for the year attributable to equity shareholders by weighted average number of Equity shares outstanding during the year plus the weighted average number of Equity shares that would be issued on conversion of all the dilutive potential Equity shares into Equity shares.

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
(a) Basic earnings per share		
Basic earnings per share attributable to the equity holders of the company (in ₹)	11.46	10.08
(b) Diluted earnings per share		
Diluted earnings per share attributable to the equity holders of the company (in ₹)	11.43	10.05
(c) Earnings (₹ in Crores) used in calculating earnings per share	1,481	1,302
(d) Weighted average number of equity shares used as denominator		
Weighted average number of equity shares outstanding	1,29,35,16,521	1,29,29,42,177
Shares held in controlled trust (refer note ii below)	(12,94,043)	(13,98,033)
Weighted average number of equity shares in calculating basic earnings per share	1,29,22,22,478	1,29,15,44,144
Options	31,99,036	39,42,599
Weighted average number of equity shares and potential equity shares in calculating diluted earnings per share	**1,29,54,21,514**	**1,29,54,86,743**

(e) Information concerning the classification of securities

(i) Options

Options granted to employees under Marico Employee Option Plan 2016 are considered to be potential equity shares. They have been included in the determination of diluted earnings per share to the extent to which they are dilutive. The options have not been included in the determination of basic earnings per share. Details relating to the options are set out in Note 35.

(ii) Treasury shares

Treasury shares are excluded for the purpose of calculating basic and diluted earnings per share.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

37 Additional information required by Schedule III

Name of the Entities	Net Assets i.e. total assets minus total liabilities				Share in profit or (loss)				Share in other comprehensive income				Share in other comprehensive income			
	As a % of consolidated net assets		Amount (₹ in Crore)		As a % of consolidated profit or loss		Amount (₹ in Crore)		As a % of other comprehensive income		Amount (₹ in Crore)		As a % of other comprehensive income		Amount (₹ in Crore)	
	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
Parent:																
Marico Limited	86.28%	92.94%	3,597	3,677	71.74%	89.21%	1,078	1,179	-0.73%	-0.47%	1	0	75.46%	91.43%	1,078	1,179
Subsidiaries:																
- **Indian**																
Zed Lifestyle Private Limited	0.13%	0.05%	6	2	0.24%	-0.46%	4	(6)	0.08%	0.00%	(0)	-	0.25%	-0.48%	4	(6)
Apcos Naturals Private Limited	0.26%	0.45%	11	18	-0.46%	-0.87%	(7)	(12)	0.04%	-0.22%	(0)	0	-0.49%	-0.89%	(7)	(11)
HW Wellness Solutions Private Limited	0.89%	1.30%	37	52	-1.06%	-1.11%	(16)	(15)	0.07%	0.13%	(0)	(0)	-1.12%	-1.14%	(16)	(15)
Satiya Nutraceuticals Private Limited	1.35%	0.00%	56	-	-0.25%	0.00%	(4)	-	0.00%	0.00%	-	-	-0.26%	0.00%	(4)	-
Juizo Advisory Private Limited	0.03%	0.00%	1	-	0.12%	0.00%	2	-	0.00%	0.00%	-	-	0.12%	0.00%	2	-
- **Foreign**																
Marico Bangladesh Limited	14.93%	7.09%	622	280	23.30%	24.05%	350	318	-1.81%	-4.51%	1	1	24.59%	24.76%	351	319
Marico Bangaldesh Industries Limited	0.01%	0.01%	0	0	0.00%	0.00%	(0)	(0)	0.00%	0.00%	-	-	0.00%	0.00%	(0)	(0)
Marico Middle East FZE	-5.84%	-5.96%	(243)	(236)	-0.27%	-0.44%	(4)	(6)	-0.02%	-1.38%	0	0	-0.28%	-0.41%	(4)	(5)
MEL Consumer Care SAE	-0.77%	-1.03%	(32)	(41)	-0.49%	-0.58%	(7)	(8)	0.00%	0.00%	-	-	-0.52%	-0.59%	(7)	(8)
Marico Egypt Industries Company	-0.01%	-0.02%	(1)	(1)	-0.01%	0.04%	(0)	1	0.00%	0.00%	-	-	-0.01%	0.04%	(0)	1
Egyptian American Company for Investment and Industrial Development SAE	-0.02%	-0.02%	(1)	(1)	0.00%	0.00%	-	-	0.00%	0.00%	-	-	0.00%	0.00%	-	-
Marico South Africa Consumer Care (Pty) Limited	0.85%	0.93%	35	37	0.00%	0.00%	(0)	(0)	0.00%	0.00%	-	-	0.00%	0.00%	(0)	(0)
Marico South Africa (Pty) Limited	1.82%	1.43%	76	56	1.46%	0.62%	22	8	0.00%	0.00%	-	-	1.54%	0.63%	22	8
Marico for Consumer Care Products SAE	-0.86%	-0.59%	(36)	(23)	-2.00%	-0.75%	(30)	(10)	0.00%	0.00%	-	-	-2.10%	-0.77%	(30)	(10)
Marico Malaysia Sdn Bhd	0.00%	0.00%	(0)	(0)	0.00%	0.00%	(0)	(0)	0.00%	0.00%	-	-	0.00%	0.00%	(0)	(0)
Marico South East Asia Corporation	4.44%	3.45%	185	137	3.63%	5.39%	54	71	0.00%	0.00%	-	-	3.81%	5.52%	54	71
Marico Lanka Private Limited	0.02%	-0.24%	1	(9)	0.07%	-0.27%	1	(4)	0.00%	0.00%	-	-	0.08%	-0.28%	1	(4)
Marico Gulf LLC	0.57%	0.21%	24	8	1.01%	0.56%	15	7	0.02%	0.00%	(0)	-	1.07%	0.58%	15	7
Beauty X Joint stock Company	0.06%	0.00%	3	-	0.13%	0.00%	2	-	0.00%	0.00%	-	-	0.14%	0.00%	2	-
Subtotal			4,341	3,956			1,460	1,525			2	2			1,462	1,527
Intercompany Elimination & Consolidation Adjustments	-4.13%	0.01%	(172)	0	2.83%	-15.38%	43	(203)	102.35%	106.45%	(75)	(34)	-2.27%	-18.36%	(32)	(237)
Grand total			4,169	3,956			1,502	1,322			(73)	(32)			1,429	1,290
Non controlling interest in all subsidiaries	8.08%	3.96%	337	157	1.43%	1.51%	21	20	1.36%	-0.48%	(1)	0	1.43%	1.56%	20	20

Notes

to the Consolidated financial statements for the year ended 31st March 2024

38 The Group has a process whereby periodically all long term contracts (including derivative contracts if any) are assessed for material foreseeable losses. At the year end, basis the review performed, no provision was required for material foreseeable losses on long term contracts (including derivative contracts).

39 The Company did not have any material transactions with companies struck off under Section 248 of the Companies Act , 2013 or Section 560 of the Companies Act , 1956 during the financial year.

40 No transactions to report against the following disclosure requirements as notified by MCA pursuant to ammendment to Schedule III :

a) Crypto currency or Virtual currency

b) Benami property held under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and rules made thereunder.

c) Registration of charges or satisfaction with Registrar of Companies

d) relating to borrowed funds -

   i) Wilful defaulter

   ii) Utilisation of borrowed funds or Share Premium

   iii) Borrowings obtained on basis of security of current assets

   iv) Descripencies on utilisation of borrowings

   v) Current maturities of long term borrowings

41 (i) No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Group to or in any other person or entity, including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Group (Ultimate Beneficiaries).

(ii) The Group has not received any fund from any party (Funding Party) with the understanding that the Group shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Group ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

42 Acquisition of Subsidiary

I. Satiya Nutraceuticals Private Limited

The Group has acquired 32.84% stake for a consideration of ₹ 153 crores and signed definitive agreements to acquire further stake of Satiya Nutraceuticals Private Limited to increase the Groups's holding to 58% on a fully diluted basis for a consideration aggregating upto ₹ 369 crores in tranches by May 2025. As a part of the transaction, the Group has inter alia obtained requisite majority control over the Board composition and control over voting rights to the extent of 58%, thereby gaining control of Satiya Nutraceuticals Private Limited ("Plix") with effect from July 26, 2023.

At July 26, 2023, the fair value of assets and liabilities acquired have been determined by the Group and accounted for in accordance with IND AS 103 – "Business Combination".

Taking control of Satiya Nutraceuticals Private Limited, which owns the brand "The Plant Fix - Plix", a leading plant-based nutrition brand with a strong presence in health & wellness segment, will enable the Group to expand its total addressable market in the value added foods and nutrition segments as well as presence in the rapidly growing health & wellness category.

a. Details of purchase consideration, net assets acquired and goodwill

Acquisition related cost

The Group incurred acquisition related cost of ₹ 1 crore on legal fees. These costs have been included in "other expenses".

Notes
to the Consolidated financial statements for the year ended 31st March 2024

The following table summaries the recognised amounts of assets acquired and liabilities assumed at the acquition date

(₹ in crore)

Particulars	Amount
ASSETS	
Non-current assets	
Property, plant and equipment	1
Capital work-in-progress	0
Right of use assets	3
Intangible assets	363
Financial assets	
(i) Other financial assets	1
Current tax assets (net)	2
Other non-current assets	-
Total non-current assets	**369**
Current assets	
Inventories	11
Financial assets	
(i) Investments	-
(ii) Trade receivables	3
(iii) Cash and cash equivalents	51
(iv) Bank balances other than cash & cash equivalents	11
(vi) Other financial assets	0
Other current assets	4
Total current assets	**79**
Fair value of assets acquired	**448**
LIABILITIES	
Non-current liabilities	
Financial liabilities	
(i) Borrowings	-
(ia) Lease liabilities	2
Provisions	0
Total non-current liabilities	2
Current liabilities	
Financial liabilities	
(i) Borrowings	-
(ii) Lease liabilities	0
(iii) Trade payables	-
Total outstanding dues of micro enterprises and small enterprises	-
Total outstanding dues of creditors other than micro enterprises and small enterprises	23
(iv) Other financial liabilities	0
Other current liabilities	1
Provisions	-
Employee benefit liability	0
Total current liabilities	**26**
Fair value of liabilities acquired	**28**
Deferred Tax on acquisition	94
Total Identifiable net assets / (liabilities) acquired	**326**

Note : The fair value of Trade receivable and other receivables is the same as mentioned in above table

Notes
to the Consolidated financial statements for the year ended 31st March 2024

b. Goodwill

(₹ in crore)

Particulars	Amount
Consideration transferred	153
Non-controlled interest in the acquired entity, based on their proportionate interest in the recognised amounts of identifiable net assets of Plix	219
Less: Net Identifiable assets acquired	326
Goodwill	**46**

The goodwill is mainly attributable to the synergies expected to be achieved from integrating the Plix business into the Group's existing business. The goodwill is not expected to be deductible for tax purposes.

c. Disclosure of the revenue and profit for current reporting period.

(₹ in crore)

Particulars	Amount	
	Revenue	**(Loss)**
i. Since the acquisition date	105	(2)
ii. Had it been at the beginning of the reporting period	155	(9)

d. Analysis of cash flow of acquisition

(₹ in crore)

Particulars	Amount
Cash paid on acquisition of controlling stake	153
Cash and cash equivalents acquired from Plix	51
Net cash paid	**103**

e. Liability towards obligation to acquire non-controlling interest

Pursuant to the acquisition, the Group has an obligation to acquire the non-controlling interest contingent on achievement of certain business milestones at a future date. The obligation has been accounted for as a liability in the consolidated financial statements on the acquisition date at its present value of ₹ 348 crore with a corresponding debit to other equity.

II. HW Wellness Solutions Private Limited

On May 23, 2022, the Group has acquired 53.98% stake and gained control of HW Wellness Solutions Private Limited ("True Elements") as a subsidiary for a consideration of ₹ 168 crore as subsidiary.

At May 23, 2022, the fair value of assets and liabilities acquired have been determined by the Group and accounted for in accordance with IND AS 103 – "Business Combination".

Taking control of HW Wellness Solutions Private Limited, which owns the brand "True Elements", a clean label, digital-first brand playing in the rapidly growing healthy breakfast and snacks segment in India, will enable the Group to expand its total addressable market in the healthy foods segment.

a. Details of purchase consideration, net assets acquired and goodwill

Acquisition related cost

The Group incurred acquisition related cost of ₹ 5 crore on legal fees. These costs have been included in "other expenses".

Notes

to the Consolidated financial statements for the year ended 31st March 2024

The following table summaries the recognised amounts of assets acquired and liabilities assumed at the acquition date

(₹ in crore)

Particulars	Amount
ASSETS	
Non-current assets	
Property, plant and equipment	2
Right of use assets	1
Intangible assets	218
Financial assets	
(i) Other financial assets	1
Current tax assets (net)	0
Total non-current assets	**222**
Current assets	
Inventories	4
Financial assets	
(i) Investments	0
(ii) Trade receivables	5
(iii) Cash and cash equivalents	64
(vi) Other financial assets	2
Other current assets	3
Total current assets	**79**
Fair value of assets acquired	**301**
LIABILITIES	
Non-current liabilities	
Provisions	0
Total Non-current liabilities	**0**
Current liabilities	
Financial liabilities	
(i) Borrowings	2
(ii) Lease liabilities	1
(iii) Trade payble	
Total outstanding dues of micro enterprises and small enterprises	3
Total outstanding dues of creditors other than micro enterprises and small enterprises	6
(iv) Other financial liabilities	1
Other current liabilities	3
Provisions	1
Total current liabilities	**17**
Fair value of liabilities acquired	**17**
Deferred tax on acquisition	57
Total Identifiable net assets / (liabilities) acquired	**226**

Note : The fair value of Trade receivable and other receivables is the same as mentioned in above table

b. Goodwill

(₹ in crore)

Particulars	Amount
Consideration transferred	168
Non-controlled interest in the acquired entity, based on their proportionate interest in the recognised amounts of identifiable net assets of True Elements	104
Less: Net identifiable assets acquired	226
Goodwill	**46**

The good will is mainly attributable to the synergies expected to be achieved from integrating the True Elements business into the Group's existing business. The goodwill is not expected to be deductible for tax purposes.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

c. Disclosure of the revenue and profit for current reporting period.

(₹ in crore)

Particulars	Amount Revenue	Amount (Loss)
i. Since the acquisition date	51	(14)
ii. Had it been at the beginning of the reporting period	58	(18)

d. Analysis of cash flow of acquisition

(₹ in crore)

Particulars	Amount
Cash paid on acquisition of controlling stake	168
Cash and cash equivalents acquired from True Elements	64
Net cash paid	**104**

e. Liability towards obligation to acquire non-controlling interest

Pursuant to the acquisition, the Group has an obligation to acquire the non-controlling interest contingent on achievement of certain business milestones at a future date. The obligation has been accounted for as a liability in the consolidated financial statements on the acquisition date at its present value of ₹ 248 crore with a corresponding debit to other equity.

III. Beauty X Joint Stock Company

On January 31, 2023, Marico South-East Asia Corporation (MSEA), the wholly owned subsidiary of Marico Ltd, has acquired 100 % stake and gained control of Beauty X Joint Stock Company ("BTY X"), in Vietnam for a consideration of ₹ 173 crore as subsidiary.

The acquisition has been accounted for as a business combination in accordance with IND AS 103 – "Business Combination" as at the acquisition date January 31, 2023. The fair value of assets and liabilities acquired have been determined by the Group and accounted for in accordance with IND AS 103 – "Business Combination".

Taking control of Beauty X Joint Stock Company, which owns the female personal care brands "Purité de Prôvence" and "Ôliv" will enable the Group to further expand and strengthen product portfolio into the personal care categories in Vietnam.

a. Details of purchase consideration, net assets acquired and goodwill

Acquisition related cost

The Group incurred acquisition related cost of ₹ 3 crore on legal fees. These costs have been included in "other expenses".

The following table summaries the recognised amounts of assets acquired and liabilities assumed at the acquition date

(₹ in crore)

Particulars	Amount
ASSETS	
Non-current assets	
Intangible assets	47
Total non-current assets	**47**
Current assets	
Cash and cash equivalents	0
Other current assets	0
Total current assets	**0**
Fair value of assets acquired	**47**
LIABILITIES	
Fair value of liabilities acquired	**-**
Deferred Tax on acquisition	9
Total Identifiable net assets / (liabilities) acquired	**38**

Note: The fair value of Trade receivable and other receivables is the same as mentioned in above table.

Notes

to the Consolidated financial statements for the year ended 31st March 2024

b. Goodwill

(₹ in crore)

Particulars	Amount
Consideration transferred	173
Less: Net Identifiable assets acquired	38
Goodwill	**135**

The goodwill is mainly attributable to the synergies expected to be achieved from integrating the acquiree's business into the Group's existing business. The goodwill is expected to be deductible for tax purposes.

c. Disclosure of the revenue and profit for current reporting period.

(₹ in crore)

Particulars	Amount	
	Revenue	(Loss)
i. Since the acquisition date	-	0
ii. Had it been at the beginning of the reporting period	0	0

d. Analysis of cash flow of acquisition

(₹ in crore)

Particulars	Amount
Cash paid on acquisition of controlling stake	173
Cash and cash equivalents acquired from BTY X	0
Net cash paid	**173**

e. The fair value of assets and liabilities as were recorded on the the basis of provisional purchase price as at 31st March 2023. The purchase price allocation has been finalised during the current year. However comparative numbers have not been restated as the difference between provisional and final purchase price allocation amount is not material and the same is adjusted in current year. Refer note 5 and note 16 for the impact on account of finalisation of purchase price allocation.

43 In terms of Rule 3(1) of the Companies (Audit and Auditors) Rules, 2014, the accounting software used by the Company for maintaining its books of account has inter alia a feature of recording audit trail of each and every transaction, creating an edit log of each change made in books of account along with the date of such change and the audit trail cannot be disabled. Further, such feature has operated throughout the year and not been tampered with.

With a view to ensure continued system stability and performance, the Company has taken additional steps to augment access controls, wherever required, including at the database level as mentioned under the ICAI Guidance Note on Audit Trail feature and certain debug controls for privileged users.

44 Information with regards to other matters in the Companies Act are either Nil or Not applicable to the Company.

As per our attached report of even date
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

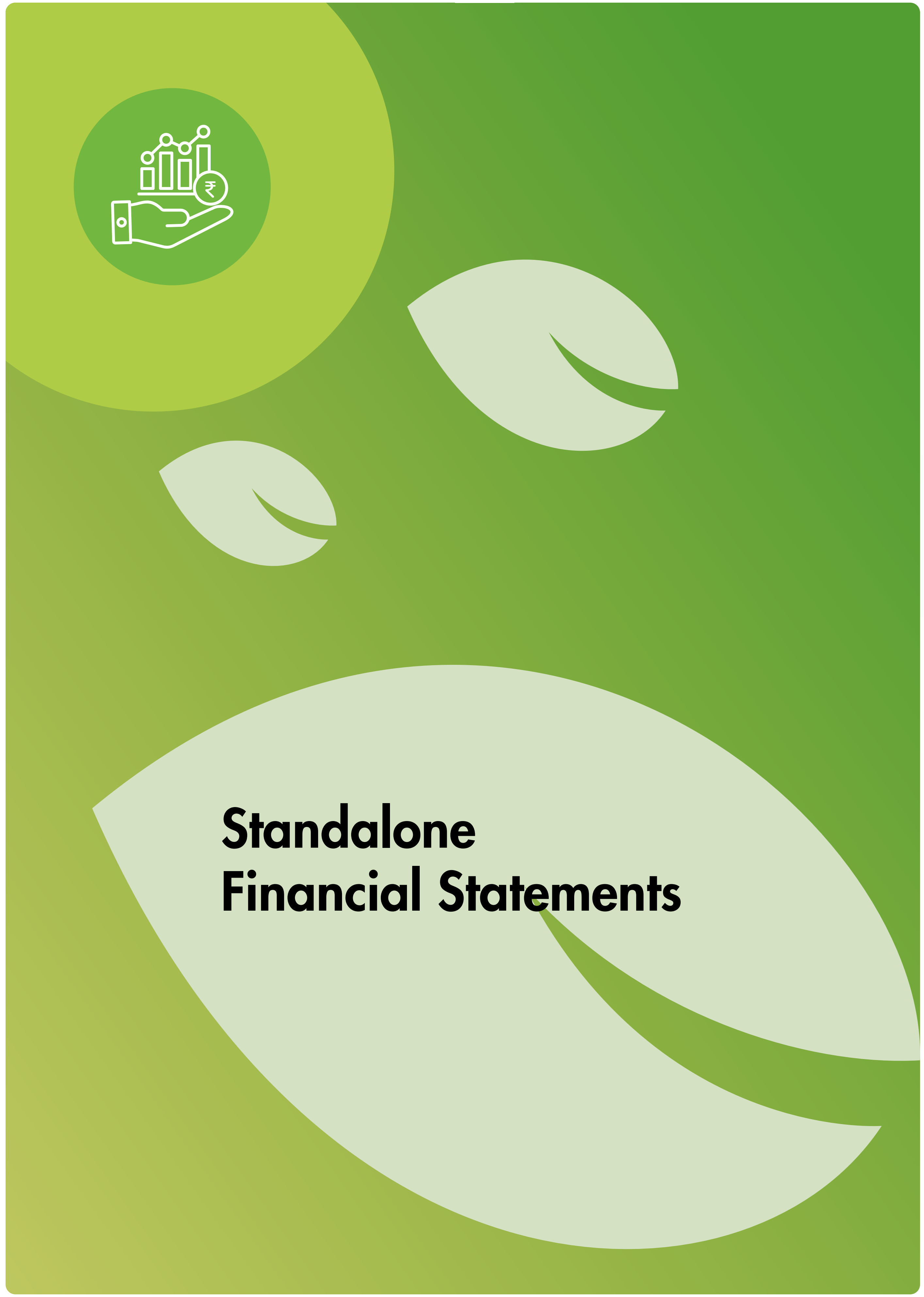
SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024



Independent Auditor's Report

To the Members of Marico Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Marico Limited (the "Company") and its employee welfare trust which comprise the standalone balance sheet as at 31 March 2024, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2024, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue Recognition

Refer Note (d) of Material Accounting Policies and Note 18 to thestandalone financial statements

The key audit matter	How the matter was addressed in our audit
Revenue is recognised based on the contract with customers. Revenue is recognised when control of the underlying products has been transferred to the customer. There is a risk of revenue being overstated due to the pressure management may feel to achieve performance targets for the reporting period.	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: • Evaluated appropriateness of the Company's revenue recognition accounting policies by comparing with applicable accounting standards. • Tested design, implementation and operating effectiveness of the Company's general IT controls and key manual and IT application controls with the assistance of our IT specialists over the Company's systems which govern recording of revenue in the general ledger accounting system. • Performed substantive testing by selecting statistical samples of revenue transactions recorded during the period and verified the underlying documents which includes sales invoices and shipping documents. • Inspected, on a sample basis, key customer contracts to identify terms and conditions for sale. • Assessed journals posted to revenue to identify unusual items. • Performed analytical procedures on sales such as trend analysis to identify any unusual fluctuations.

Uncertain tax position

Refer Note (g) of Material Accounting Policies and Note 25 and 31 to the standalone financial statements

The key audit matter	How the matter was addressed in our audit
The Company operates in a complex tax jurisdiction with certain tax exemptions/ deductions that may be subject to challenges and audits by tax authorities. There are significant open tax matters under litigation with tax authorities. Judgement is required in assessing the level of provisions and disclosure of contingent liabilities required in respect of uncertain tax position that reflects management's best estimates of the most likely outcome based on the facts available	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: i. For uncertain tax positions, inspected relevant correspondences with tax authorities. ii. Evaluated management's judgment regarding the expected resolution of matters with various tax authorities, based on external tax expert/counsel opinions and the use of past experience, where available with the tax authorities. iii. Involved our tax specialists to evaluate the status of ongoing tax litigations and judgemental tax positions in tax returns and their most likely outcome, basis their expertise, industry outcomes and company's own past experience in respect of similar matters. iv. Evaluated the adequacy of financial statement disclosures in respect of the tax provision /adjustments and contingencies.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and auditor's report thereon. The Company's annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under relevant laws and regulations.

Management's and Board of Directors'/Board of Trustees' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/Board of Trustees are responsible for overseeing the financial reporting process of the Company/trust.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance of the Company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2 A. As required by Section 143(3) of the Act, based on our audit we report, to the extent applicable, that:

a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for certain matters in respect of audit trail as stated in the paragraph 2B(f) below.

c. The standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

e. On the basis of the written representations received from the directors as on 31 March 2024 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3)(b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

a. The Company has disclosed the impact of pending litigations as at 31 March 2024 on its financial position in its standalone financial statements - Refer Note 14 and Note 31 to the standalone financial statements.

b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

d. (i) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 37 to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(ii) The management of the Company represented to us that, to the best of its knowledge and belief, as disclosed in the Note 37 to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(iii) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

e. The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with Section 123 of the Act.

f. Based on our examination which included test checks and in accordance with requirements of the Implementation Guide on Reporting on Audit Trail under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, the Company has used an accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that the audit trail (edit log) facility was not enabled (i) at the database level to log any direct data changes; and (ii) for certain changes at the application level which can be performed by users having privileged access rights. Further, where audit trail (edit log) facility was enabled and operated throughout the year, we did not come across any instance of audit trail feature being tampered with.

C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Company is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHI1595

Place: Mumbai
Date: 06 May 2024

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of Marico Limited for the year ended 31 March 2024

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(i) (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of 2 years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory, except goods-in-transit and stocks lying with third parties, has been physically verified by the management during the year. For stocks lying with third parties at the year-end, written confirmations have been obtained and for goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii) (b) of the Order is not applicable to the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided security or granted any advances in the nature of loans to companies, firms, limited liability partnerships or any other parties during the year. The Company has made investments in companies, in respect of which the information is as below. The Company has not made any investments in firms, limited liability partnerships or any other parties during the year. The Company has provided guarantees in favour of companies and granted loans to companies and employees during the year, in respect of which the requisite information is as below. The Company has not granted loans to any firms and limited liability partnership. The Company has not provided any guarantees or security to firms, limited liability partnership and other parties.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided guarantees in favour of companies and granted loans to companies and employees during the year, in respect of which the requisite information is as below:

Particulars	Guarantees (Rs in crore)	Loans (Rs in crore)
Aggregate amount during the year		
Subsidiaries*	-	103
Others**	-	6
Balance outstanding as at balance sheet date		
Subsidiaries*	553	103
Others**	-	6

*As per the Companies Act, 2013

** represents loans given to employees based on the Company's policies

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, we are of the opinion that the investments made, guarantees provided, and the terms and conditions of the grant of loans and guarantees provided are, prima facie, not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular except for the loan of Rs. 3 crore given to Apcos Naturals Private Limited which is repayable on demand. As informed to us, the Company has not demanded repayment of the loan during the year. Thus, there has been no default on the part of the party to whom the money has been lent. The payment of interest has been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan or advance in the nature of loan granted falling due during the year, which has been renewed or extended or fresh loans granted to settle the overdues of existing loans given to same parties.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment except for the following loan to its related party as defined in Clause (76) of Section 2 of the Companies Act, 2013 ("the Act"):.

	Related Parties
Aggregate of loans	
- Repayable on demand (A)	3
- Agreement does not specify any terms or period of Repayment (B)	Nil
Total (A+B)	3
Percentage of loans to the total loans	3%

(iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security to which the provisions of Section 185 of the Companies Act, 2013 ("the Act") apply. In respect of the investments made, loans given and guarantees provided by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion amounts deducted / accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Services Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2024 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Services Tax, Sales Tax, Value added tax Service tax, Income-tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute are as mentioned in Enclosure 1 to this Annexure:

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) According to the information and explanations given to us by the management, the Company has not obtained any term loans during the year. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries as defined under the Act.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries (as defined under the Act).

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the course of the audit.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) The Company is not part of any group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016 as amended). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in Annual report is expected to be made available to us after the date of this auditor's report.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

(b) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any ongoing project. Accordingly, clause 3(xx)(b) of the Order is not applicable.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHI1595

Place: Mumbai
Date: 06 May 2024

Annexure

Enclosure I to Annexure A to the Independent Auditors' Report - 31 March 2024

Name of the statute	Nature of the dues	Forum where dispute is pending	Period to which the amount relates	Amount under dispute (₹ in crore)	Amount paid under protest (₹ in crore)
The Central Sales Tax Act and Local Sales Tax Acts	Sales Tax (including interest and penalty if applicable)	High Court	Various years	1	0*
The Central Sales Tax Act, Local Sales Tax Acts and CGST Act	Sales Tax/GST (including interest and penalty if applicable)	Additional Commissioner -Sales Tax	Various years	3	1
The Central Sales Tax Act, Local Sales Tax Acts and CGST Act	Sales Tax/GST(incl uding interest and penalty if applicable)	Joint Commissioner -Sales Tax	Various years	6	2
The Central Sales Tax Act, Local Sales Tax Acts and CGST Act	Sales Tax/GST(incl uding interest and penalty if applicable)	Deputy Commissioner -Sales Tax	Various years	1	1
The Central Sales Tax Act and Local Sales Tax Acts	Sales Tax(including interest and penalty if applicable)	Assitant Commissioner -Sales Tax	Various years	0*	0*
The Central Sales Tax Act and Local Sales Tax Acts	Sales Tax(including interest and penalty if applicable)	Tribunal	Various years	7	2
Service Tax, (Finance Act, 1994)	Service Tax (including penalty if applicable)	Customs, Excise and Service Tax Appellate Tribunal	2006-2012	1	1
Income Tax Act, 1961	Income Tax	Commissioner of Income Tax (Appeals)	AY 2010 2011 to AY 2013- 2014 and AY 2017-2018 to 2018-2019 AY 2021 2022	135	0*

*less than Rs 0.50 crore

Annexure B to the Independent Auditor's Report on the standalone financial statements of Marico Limited for the year ended 31 March 2024

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Marico Limited ("the Company") and as of 31 March 2024 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2024, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For B S R & Co. LLP
Chartered Accountants
Firm's Registration No.:101248W/W-100022

Sadashiv Shetty
Partner
Membership No.: 048648
ICAI UDIN:24048648BKFQHI1595

Place: Mumbai
Date: 06 May 2024

Standalone Balance Sheet

As at 31st March, 2024

(₹ in crore)

Particulars	Notes	As at 31st March, 2024	As at 31st March, 2023
ASSETS			
Non-current assets			
Property, plant and equipment	3(a)	563	533
Capital work-in-progress	3(c)	38	32
Right of use assets	3(b)	135	132
Investment properties	4	15	15
Intangible assets	5	23	24
Investment in subsidiaries	6(a)	1,036	732
Financial assets			
(i) Investments	6(a)	342	518
(ii) Loans	6(c)	3	4
(iii) Other financial assets	6(f)	94	11
Deferred tax assets (net)	7	24	118
Non current tax assets (net)	16	90	64
Other non-current assets	8	32	32
Total non-current assets		**2,395**	**2,215**
Current assets			
Inventories	9	936	895
Financial assets			
(i) Investments	6(a)	239	575
(ii) Trade receivables	6(b)	870	838
(iii) Cash and cash equivalents	6(d)	28	11
(iv) Bank balances other than (iii) above	6(e)	8	138
(v) Loans	6(c)	107	3
(vi) Other financial assets	6(g)	68	206
Current tax asset (net)		1	1
Other current assets	10	308	200
Assets classified as held for sale	11	5	7
Total current assets		**2,570**	**2,874**
Total assets		**4,965**	**5,089**
EQUITY AND LIABILITIES			
Equity			
Equity share capital	12(a)	129	129
Share application money pending allotment		0	0
Other equity			
Reserves and surplus	12(b)	3,468	3,548
Other reserves	12(c)	(0)	(0)
Total equity		**3,597**	**3,677**
Liabilites			
Non-current liabilities			
Financial liabilities			
(i) Lease liabilities		80	78
Employee benefit obligations (net)	15	11	13
Total non-current liabilities		**91**	**91**
Current liabilities			
Financial liabilities			
(i) Borrowings	13(a)	123	59
(ii) Lease liabilities		27	29
(iii) Trade payables	13(c)		
Total outstanding dues of micro enterprises and small enterprises		65	64
Total outstanding dues of creditors other than micro enterprises and small enterprises		848	942
(iv) Other financial liabilities	13(b)	11	9
Other current liabilities	17	124	138
Provisions	14	5	17
Employee benefit obligations (net)	15	51	43
Current tax liabilities (net)	16	23	20
Total current liabilities		**1,277**	**1,321**
Total liabilities		**1,368**	**1,412**
Total equity and liabilities		**4,965**	**5,089**

Material accounting policies	1
Critical estimates and judgements	2

The accompanying notes are an integral part of these standalone financial statements

As per our attached report of even date
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024

Standalone Statement of Profit and Loss

For the year ended 31st March, 2024

(₹ in crore)

Particulars	Notes	Year ended 31st March, 2024	Year ended 31st March, 2023
Revenue :			
Revenue from operations	18	7,002	7,478
Other income	19	135	328
Total Income		**7,137**	**7,806**
Expenses :			
Cost of materials consumed	20(a)	3,431	3,822
Purchases of stock-in-trade		313	466
Changes in inventories of finished goods, stock-in-trade and work-in progress	20(b)	61	176
Employee benefit expense	21	463	409
Finance costs	24	32	36
Depreciation and amortization expense	22	107	109
Other expenses	23	1,328	1,296
Total expenses		**5,735**	**6,314**
Profit before tax		**1,402**	**1,492**
Income tax expense for current year			
Current tax	25	230	259
Deferred tax charge/(credit)	7	94	54
Total tax expense		**324**	**313**
Profit for the year (A)		**1,078**	**1,179**
Other comprehensive income			
Items that will not be reclassified to profit or loss in subsequent periods			
Remeasurements gain on post employment benefit obligations	15	1	0
Income tax relating to items that will not be reclassified to profit or loss in subsequent periods			
Remeasurements gain on post employment benefit obligations	7	(0)	(0)
Total		**1**	**0**
Items that will be reclassified to profit or loss in subsequent periods			
Change in fair value of hedging instruments	12 (c)	(0)	(0)
Income tax relating to items that will be reclassified to profit or loss in subsequent periods			
Change in fair value of hedging instruments	7	0	0
Total		**(0)**	**(0)**
Other comprehensive income for the year, net of tax (B)		**0**	**(0)**
Total comprehensive income for the year (A+B)		**1,078**	**1,179**
Earnings per equity share (in ₹)	34		
Basic earnings per share		8.34	9.13
Diluted earnings per share		8.32	9.10

Material accounting policies	1
Critical estimates and judgements	2

The accompanying notes are an integral part of these standalone financial statements

As per our attached report of even date
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

For and on behalf of the Board of Directors

SADASHIV SHETTY
Partner
Membership No. 048648

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Place : Mumbai
Date : May 06, 2024

Standalone Statement of Changes in Equity

For the year ended 31st March, 2024

A. Equity Share Capital

Balance as at 1st April 2023	Changes in equity share capital during the year*	Balance as at 31st March 2024
129	0	129

Balance as at 1st April 2022	Changes in equity share capital during the year*	Balance as at 31st March 2023
129	0	129

* Refer note 12(a)

B. Other Equity

(₹ in crore)

Particulars	Notes	Attributable to owners									
		Reserves and surplus							Other reserves		
		Securities premium (note a)	Retained earnings (note b)	General reserve (note c)	Share based option outstanding account (note d)	Treasury shares (note e)	Amalgamation adjustment deficit account (note g)	WEOMA reserve (note e)	Effective portion of cash flow hedge (note f)	Share application money pending allotment	Total other equity
Balance as at 1st April, 2022		**311**	**2,874**	**298**	**27**	**(58)**	**(621)**	**88**	**0**	**-**	**2,920**
Profit for the year		-	1,179	-	-	-	-	-	-	-	1,179
Other comprehensive income for the year		-	0	-	-	-	-	-	(0)	-	(0)
Total comprehensive income for the year		**-**	**1,179**	**-**	**-**	**-**	**-**	**-**	**(0)**	**-**	**1,179**
(Purchase)/sale of treasury shares by the trust during the year (net)	12 (b)	-	-	-	-	(2)	-	-	-	-	(2)
Dividend paid on equity shares	12 (b)	-	(582)	-	-	-	-	-	-	-	(582)
Income of the trust for the year	12 (b)	-	-	-	-	-	-	6	-	-	6
Exercise of employee stock options	12 (b)	12	-	-	(3)	-	-	-	-	0	9
Share based payment expense	12 (b)	-	-	-	19	-	-	-	-	-	19
Balance as at 31st March, 2023		**323**	**3,471**	**298**	**43**	**(60)**	**(621)**	**94**	**(0)**	**0**	**3,548**
Balance as at 1st April, 2023		323	3,471	298	43	(60)	(621)	94	(0)	0	3,548
Profit for the year		-	1,078	-	-	-	-	-	-		1,078
Other comprehensive income for the year		-	1	-	-	-	-	-	(0)		0
Total comprehensive income for the year		-	1,078	-	-	-	-	-	(0)	-	1,078
(Purchase)/sale of treasury shares by the trust during the year (net)	12 (b)	-	-	-	-	(6)	-	-	-	-	(6)
Dividend paid on equity shares	12 (b)	-	(1,229)	-	-	-	-	-	-	-	(1,229)
Income of the trust for the year	12 (b)	-	-	-	-	-	-	8	-	-	8
Exercise of employee stock options	12 (b)	44	-	-	(10)	-	-	-	-	0	34
Share based payment expense	12 (b)	-	-	-	35	-	-	-	-	-	35
Balance as at 31st March, 2024		367	3,320	298	68	(66)	(621)	102	(0)	0	3,468

The accompanying notes are an integral part of these standalone financial statements

Nature and purpose of reserves

a) Securities premium

Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of the Companies Act, 2013.

b) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

c) General Reserve

The General Reserve is used from time to time to record transfer of profit from retained earnings, for appropriation purposes. As General Reserve is created by transfer from one component of equity to another and it is not an item of other comprehensive income, item included in the General Reserve will not be reclassified subsequently to Profit or Loss.

d) Share based option outstanding account

The Company has estvablished various equity settled share based payment plans for certain category of employees of the company. Refer note 33 for further details of this plans.

e) WEOMA reserve and Treasury shares

The company has formed Welfare of Mariconions Trust (WEOMA trust) for implementation of the schemes that are notified or may be notified from time to time by the Company under the plan, providing share based payment to its employees. WEOMA purchases shares of the Company out of funds provided by the Company. The Company treats WEOMA as its extension and shares held by WEOMA are treated as treasury shares. Profit on sale of treasury shares (net of tax) and dividend earned on the same by WEOMA trust is recognised in WEOMA reserve.

f) Hedge Reserve

The Company uses forward and options contracts to hedge its risks associated with foreign currency transactions relating to certain firm commitments and forecasted transactions. The Company also uses Interest rates swap contracts to hedge its interest rate risk exposure. The Company designates these as cash flow hedges. These contracts are marked to market as at the year end and resultant exchange differences, to the extent they represent effective portion of the hedge, are recognized directly in hedge reserve. The ineffective portion of the same is recognized immediately in the Statement of Profit and Loss. Exchange differences taken to hedge reserve account are recognized in the Statement of Profit and Loss upon crystallization of firm commitments or occurrence of forecasted transactions or upon discontinuation of hedge accounting resulting from expiry / sale / termination of hedge instrument or upon hedge becoming ineffective.

g) Amalgamation Adjustment Deficit Account

Pursuant to the Scheme, the difference between the net assets of the merged undertaking transferred to the Company (adjusted for intercompany balance eliminations) aggregating ₹ 24 crore and the then carrying cost of the investment in the share capital of MCCL aggregating ₹ 642 crore, was adjusted in Other Equity. Of this, the retained earnings (accumulated loss) of MCCL of was accounted under the Retained earnings of the Company, and the remaining amount aggregating ₹ 621 crore was accounted in a separate reserve account termed as Amalgamation Adjustment Deficit Account.

For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

SADASHIV SHETTY
Partner
Membership No. 048648

Place : Mumbai
Date : May 06, 2024

For and on behalf of the Board of Directors

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Standalone Statement of Cash Flows

For the year ended 31st March, 2024

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
A CASH FLOW FROM OPERATING ACTIVITIES		
Profit before income tax	**1,402**	**1,492**
Adjustments for:		
Depreciation and amortization expense	107	109
Finance costs	32	36
Dividend income from subsidiary	-	(220)
Interest income from financial assets	(29)	(29)
(Gain)/ Loss on disposal of property, plant and equipment and right of use asset	(15)	(0)
Net fair value changes in financial assets and profit on sale of investments	(73)	(50)
Employees stock option charge	32	16
Provision for doubtful debts	0	0
Operating profit before working capital changes	**1,457**	**1,353**
Change in operating assets and liabilities:		
(Increase) / Decrease in inventories	(41)	198
(Increase) in trade receivables	(32)	(283)
Decrease in other financials assets	139	24
(Increase) in other non-current assets	(8)	(0)
(Increase) in other current assets	(108)	(23)
(Increase) / Decrease in loans and other assets	(0)	1
(Decrease)/ Increase in provisions	(12)	1
Increase in employee benefit obligations	6	6
(Decrease) in other current liabilities	(14)	(16)
(Decrease) / Increase in trade payables	(93)	7
Increase / (Decrease) in other financial liabilities	3	(7)
Changes in working capital	**(160)**	**(93)**
Cash generated from operations	**1,297**	**1,260**
Income taxes paid (net of refunds)	(253)	(258)
Net cash generated from operating activities (A)	**1,044**	**1,002**
B CASH FLOW FROM INVESTING ACTIVITIES		
Payment for property, plant and equipment and intangible assets	(107)	(129)
Proceeds from sale of property, plant and equipment	17	0
(Payment for) / Proceeds from purchase/ sale of investments (net)	397	(127)
Investment in subsidiaries	(304)	(188)
Loan given to subsidiaries	(103)	-
(Purchase) / Redemption of Inter-corporate deposits (net)	200	(90)
(Investment) in/Redemption of bank deposits (having original maturity more than 3 months) (net)	49	129
Dividend income from subsidiary	-	32
Interest received	18	27
Net cash generated / (utilised) in investing activities (B)	**167**	**(346)**
C CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from issuance of share capital	34	9
(Purchase)/ sale of investments by WEOMA trust (Net)	2	4
Other borrowings (repaid) / taken (net) (refer note 1 below)	64	(36)
Interest paid (refer note 1 below)	(24)	(27)
Repayment of principal portion of lease liabilities (refer note1 below)	(33)	(36)
Interest paid on lease liabilities (refer note 1 below)	(8)	(8)
Dividends paid to company's shareholders	(1,229)	(582)
Net cash utilised in financing activities (C)	**(1,194)**	**(676)**
D NET INCREASE / (DECREASE) IN CASH & CASH EQUIVALENTS (A+B+C)	**17**	**(20)**
E Cash and cash equivalents at the beginning of the financial year	11	31
F Cash and cash equivalents at end of the year (Refer note 6 (d))	**28**	**11**

The cash flow statement has been prepared under the indirect method as set out in Indian Accounting Standard (Ind AS 7) statement of cash flows.

The accompanying notes are an integral part of these standalone financial statements

Reconciliation of the movements of liabilities to cash flows arising from financing activities

(₹ in crore)

Particulars	Year ended 31st March, 2024 Lease liabilities	Borrowings	Total	Year ended 31st March, 2023 Lease liabilities	Borrowings	Total
Balance at April 1,	**106**	**59**	**165**	**104**	**95**	**199**
Changes from financing cash flows						
Repayment of lease liabilities - principal portion	(33)	-	(33)	(36)	-	(36)
Payment of interest on lease liabilities	(8)	-	(8)	(8)	-	(8)
Other borrowings (repaid) / taken (net)	-	64	64	-	(36)	(36)
Payment of interest on borrowings from banks and financial institutions	-	(24)	(24)	-	(27)	(27)
Total changes from financing cash flows	**(41)**	**40**	**(1)**	**(44)**	**(63)**	**(107)**
Other changes						
New leases net off closures/disposals	34	-	34	38	-	38
Interest expense on lease liabilities	8	-	8	8	-	8
Interest expense on borrowings from banks and financial institutions	-	24	24	-	27	27
Total changes	**42**	**24**	**66**	**46**	**27**	**73**
Balance at March 31,	**107**	**123**	**230**	**106**	**59**	**165**

For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No. 101248W/W-100022

SADASHIV SHETTY
Partner
Membership No. 048648

Place : Mumbai
Date : May 06, 2024

For and on behalf of the Board of Directors

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Notes

to the Standalone financial statements for the year ended 31st March 2024

Background and operations

Marico Limited ("Marico" or 'the Company'), headquartered in Mumbai, Maharashtra, India, carries on business in branded consumer products. Marico manufactures and markets products under the brands such as Parachute, Saffola, Saffola FITTIFY, Hair & Care, Parachute Advansed, Nihar Naturals, Mediker, Pure Sense, Coco Soul, Revive, Set Wet, Livon, etc. Marico's products reach its consumers through retail outlets serviced by Marico's distribution network comprising regional offices, carrying & forwarding agents, redistribution centers & distributors spread all over India.

Note 1: Material accounting policies:

This note provides a list of the material accounting policies adopted in preparation of these financial statements. These policies have been consistently applied to all the years presented unless otherwise stated.

The Standalone financial statements are approved for issue by the Company's Board of Directors on 6th May, 2024.

a) Basis of preparation:

i. Compliance with IND AS:

These financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) read with rule 4 of the Companies (Indian Accounting standards) Rules, 2015 as amended from time to time and other generally accepted accounting principles in India.

ii. Historical cost convention :

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial instruments (including derivative instruments) that are measured at fair value (Refer Note 26);
- assets held for sale measured at lower of cost or fair value less cost to sell;
- net liability for defined benefit plans that are measured at fair value; and
- share-based payments liability measured at fair value.

iii. Current versus non-current classification:

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time taken between acquisition of assets for processing and their realization in cash and cash equivalents, the Company has ascertained its operating cycle as twelve months for the purpose of the classification of assets and liabilities into current and non-current.

b) Segment reporting:

Operating segments are reported in a manner consistent with internal reporting provided to the Chief Operating Decision Maker (CODM). The Managing Director & CEO are designated as CODM.

c) Foreign currency transactions:

i. Functional and presentation currencies:

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian National Rupee ("INR") which is the functional and presentation currency for Marico Limited.

ii. Transactions & Balances:

Foreign currency transactions are translated into the functional currency at the exchange rates on the date of transaction. Foreign exchange gains and losses resulting from settlement of such transactions and from translation of monetary assets and liabilities at the year-end exchange rates are generally recognized in the Statement of Profit and Loss. They are deferred in equity if they relate to qualifying cash flow hedges.

Foreign exchange differences regarded as an adjustment to borrowing costs are presented in the Statement of Profit and Loss, within finance costs. All other foreign exchange gains and losses are presented in the Statement of Profit and Loss on a net basis.

Non-monetary foreign currency items are carried at cost and accordingly the investments in shares of foreign subsidiaries are expressed in Indian currency at the rate of exchange prevailing at the time when the original investments are made or fair values determined.

d) Revenue recognition:

Revenue from sale of goods is recognised when control of the products being sold is transferred to our customer and when there are no longer any unfulfilled obligations. The Performance Obligations in our contracts are fulfilled at a point in time i.e. at the time of dispatch, delivery or upon formal customer acceptance depending on customer terms.

Notes

to the Standalone financial statements for the year ended 31st March 2024

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold, and services rendered is net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract. The customers have the right to return goods only when authorised by the Company. An estimate is made of goods that will be returned and a liability is recognised for this amount using a best estimate based on accumulated experience.

The Company recognizes revenue when the amount can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Company's activities as described below. The Company bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

i. Sale of goods:

Timing of recognition:

Sale of goods is recognized when control of the goods has transferred to the customers, depending on individual terms. i.e. at the time of dispatch, delivery or formal customer acceptance depending on agreed terms.

Measurement of revenue: Accumulated experience is used to estimate and provide for discounts, rebates, incentives & subsidies. No significant element of financing is deemed present as the sales are made with credit terms, which is consistent with market practice.

e) Income recognition

i. Interest income from debt instruments is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) The expected credit losses are considered if the credit risk on that financial instrument has increased significantly since initial recognition.

ii. Dividends are recognised in profit or loss only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Company, and the amount of the dividend can be measured reliably.

iii. Revenue from royalty income is recognized on accrual basis.

f) Government grants:

Grants from the government are recognized at their fair value where there is a reasonable assurance that the grant will be received, and the Company will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate and reduced from corresponding cost.

Income from incentives such as government budgetary support scheme, premium on sale of import licenses, duty drawback etc. are recognized under other operating income on accrual basis to the extent the ultimate realization is reasonably certain.

Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets and presented within other operating income.

g) Income tax:

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by the changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the Balance Sheet method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Notes

to the Standalone financial statements for the year ended 31st March 2024

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in the Statement of Profit and Loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Minimum Alternative Tax (MAT) credit, which is equal to the excess of MAT (calculated in accordance with provisions of Section 115JB of the Income tax Act, 1961) over normal income-tax is recognized as an item in deferred tax asset by crediting the Statement of Profit and Loss only when and to the extent there is convincing evidence that the Company will be able to avail the said credit against normal tax payable during the period of fifteen succeeding assessment years.

h) Property, plant and equipment :

Property, plant and equipment is recognised when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Property, plant and equipment is stated at original cost net of tax/duty credits availed, if any, less accumulated depreciation and cumulative impairment, if any

Freehold land is carried at historical cost. All other items of property, plant and equipment are stated at historical cost, less accumulated depreciation/amortisation and impairments, if any. Historical cost includes taxes, duties, freight and other incidental expenses related to acquisition and installation. Indirect expenses during construction period, which are required to bring the asset in the condition for its intended use by the management and are directly attributable to bringing the asset to its position, are also capitalized.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs & maintenance are charged to profit or loss during the reporting period in which they are incurred.

Capital work-in-progress comprises cost of Property Plant and Equipments that are not yet ready for their intended use at the year end.

Depreciation and amortization

Depreciation is calculated using the straight-line method to allocate the cost of Property, Plant and Equipment, net of residual values, over their estimated useful lives.

As per technical evaluation of the Company, the useful life considered for the following items is lower than the life stipulated in Schedule II to the Companies Act, 2013:

Assets	Useful life (years)
Motor vehicle – motor car, bus and lorries, motorcycle, scooter	5
Office equipment – mobile and communication tools	2
Computer – server network	3
Plant & equipment - moulds	3 – 5
Leasehold land	Lease period
Right to use asset	Lease period

Apart from the above, the useful lives of other class of assets are in line with that prescribed in the Schedule II to the Companies Act, 2013.

Extra shift depreciation is provided on "Plant" basis.

Assets individually costing ₹ 25,000 or less are depreciated fully in the year of acquisition.

Fixtures in leasehold premises are amortized over the primary period of the lease or useful life of the fixtures whichever is lower.

Depreciation on additions / deletions during the year is provided from the month in which the asset is capitalized up to the month in which the asset is disposed off.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss within other income.

Notes

to the Standalone financial statements for the year ended 31st March 2024

i) Intangible assets:

i. Intangible assets with finite useful life:

Intangible assets with finite useful life are stated at cost of acquisition, less accumulated amortisation and impairment loss, if any. Cost includes taxes, duties and other incidental expenses related to acquisition and other incidental expenses.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of respective intangible assets, but not exceeding the useful lives given here under:

Assets	Useful life (years)
Computer Software	3 – 5

ii. Intangible assets with indefinite useful life:

The Intangible assets with indefinite useful life comprises of Trademark and Copyrights. Intangible assets with indefinite useful lives are measured at cost and are not amortised but are tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired.

iii. Research & Development:

Capital expenditure on research and development is capitalized and depreciated as per accounting policy mentioned in para h & i above. Revenue expenditure is charged off in the year in which it is incurred.

j) Investment property:

Property land or a building—or part of a building—or both that is held for long term rental yields or for capital appreciation or both, rather than for:

(i) use in the production or supply of goods or services or for administrative purposes; or

(ii) sale in the ordinary course of business; is recognized as Investment Property in the books.

Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalized to the assets carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

Depreciation is provided on all Investment Property on straight line basis, based on useful life of the assets determined in accordance with para "h" above .

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

k) Non-Current Asset held for Sale:

Non-current assets are classified as Non-Current asset held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised is recognised at the date of sale of the asset.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are presented separately from the other assets in the balance sheet.

l) Lease:

As a lessee

The Company's lease asset classes primarily consist of leases for Land and Buildings and Plant & Equipment. The Company assesses whether a contract is or contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

i) the contract involves the use of an identified asset

ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and

iii) the Company has the right to direct the use of the asset.

Notes

to the Standalone financial statements for the year ended 31st March 2024

At the date of commencement of the lease, the Company recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and leases of low value assets. For these short-term and leases of low value assets, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease. The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses, if any. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset.

The lease liability is initially measured at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability and reducing the carrying amount to reflect the lease payments made.

A lease liability is remeasured upon the occurrence of certain events such as a change in the lease term or a change in an index or rate used to determine lease payments. The remeasurement normally also adjusts the leased assets.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

As a lessor

Lease income from operating leases where the Company is a lessor is recognised in income on a straight-line basis over the lease term unless the receipts are structured to increase in line with expected general inflation to compensate for the expected inflationary cost increases. The respective leased assets are included in the balance sheet based on their nature.

m) Investment & financial assets:

i. Classification:

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost.

Classification of debt assets will be driven by the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

ii. Measurement:

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss. However, trade receivables are measured at transaction price.

Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset.

- Amortised Cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income.
- Fair value through other comprehensive income (FVOCI): Assets that are held for collection of contractual cashflows & for selling the financial assets, where the assets cash flow represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in the Statement of Profit and Loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/ (losses). Interest income from these financial assets is included in other income.
- Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the Statement of Profit and Loss within other gains/(losses) in the period in which it arises. Interest income from these financial assets is included in other income.

Equity instruments

The Company subsequently measures all equity investments at fair value. Where the Company's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss. Dividends from such investments are recognised in profit or loss as other income when the Company's right to receive the dividend is established.

iii. Impairment of financial assets:

The Company assesses if there is any significant increase in credit risk pertaining to the assets and accordingly creates necessary provisions, wherever required.

iv. Derecognition of financial assets:

A financial asset is derecognised only when

- the Company has transferred the rights to receive cash flows from the financial asset or
- the Company retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows so received to one or more recipients

Where the entity has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Where the entity has neither transferred a financial asset nor retained substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

n) Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The Company designates certain derivatives as either:

- hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedges)
- hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges).

The Company documents at the inception of the hedging transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Company also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

The fair values of various derivative financial instruments used for hedging purposes are disclosed in Note 27. Movements in the hedging reserve in shareholders' equity are shown in Note 12(c). The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

Cash flow hedge reserve

The effective part of the changes in fair value of hedge instruments is recognized in other comprehensive income, while any ineffective part is recognized immediately in the Statement of Profit and Loss.

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o) Inventories:

Raw materials, packing materials, stores and spares are valued at lower of cost and net realizable value.

Work-in-progress, finished goods and stock-in-trade (traded goods) are valued at lower of cost and net realizable value.

By-products and unserviceable / damaged finished goods are valued at estimated net realizable value.

Cost of raw materials and traded goods comprises cost of purchases. Cost of work-in progress and finished goods comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Cost of inventories also includes all other costs incurred in bringing the inventories to their present location and condition. Cost is assigned on the basis of weighted average method. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

p) Trade receivables:

Trade receivables are recognised initially at transaction price and subsequently measured at cost less provision made for doubtful receivables as per expected credit loss method over the life of the asset depending on the customer ageing, customer category, specific credit circumstances and the historical experience of the Company.

q) Trade and other payables:

These amounts represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.

r) Borrowings:

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

s) Borrowing cost

General and specific borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred.

t) Employee benefits:

i. Short term obligations:

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services upto the end of the reporting and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

ii. Defined contribution plan:

Provident fund:

Provident fund contributions are made to a trust administered by the Company. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund balance maintained by the Trust set up by the Company is additionally provided for. Actuarial losses and gains are recognized in other comprehensive income and shall not be reclassified to the Statement of Profit and Loss in a subsequent period.

iii. Defined benefit plan:

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The

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to the Standalone financial statements for the year ended 31st March 2024

Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

a) Gratuity:

Liabilities with regard to the gratuity benefits payable in future are determined by actuarial valuation at each Balance Sheet date using the Projected Unit Credit method and contributed to Employees Gratuity Fund. Actuarial gains and losses arising from changes in actuarial assumptions are recognized in other comprehensive income and shall not be reclassified to the Statement of Profit and Loss in a subsequent period.

b) Leave encashment / Compensated absences:

The Company provides for the encashment of leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment / availment. The liability is provided based on the number of days of unutilized leave at each Balance Sheet date on the basis of an independent actuarial valuation and classified as long term and short term. Actuarial gains and losses arising from changes in actuarial assumptions are recognised in the Statement of Profit and Loss.

iv. Share based payments:

- **Employee Stock Option Plan:**

  The fair value of options granted under the Company's employee stock option scheme (excess of the fair value over the exercise price of the option at the date of grant) is recognised as an employee benefit expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted.

  - including any market performance conditions (e.g. the entity's share price)
  - excluding the impact of any service and non-market performance vesting conditions (e.g. profitability, sales growth targets and remaining an employee of the entity over a specified time period), and
  - including the impact of any non-vesting conditions (e.g. the requirement for employees to save or holding shares for a specific period of time).

  The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied.

- **Employee Stock Appreciation Rights Scheme:**

  Liability for the Company's Employee Stock Appreciation Rights (STAR) granted pursuant to the Company's Employee Stock Appreciation Rights Plan, 2011, shall be measured, initially and at the end of each reporting period until settled, at the fair value of the STARs, by applying an option pricing model, be and is recognized as employee benefit expense over the relevant service period. The liability is presented as employee benefit obligation in the balance sheet.

v. Treasury shares:

The Company has created a "Welfare of Mariconians Trust," (WEOMA) for providing share-based payment to its employees under the STAR scheme. To fund the STAR schemes, the Trust, upon intimation from the Company, carries out secondary market acquisition of the equity shares, of the Company. They are equivalent to STARs granted to its employees. The Company provides loan to the Trust for enabling such secondary acquisition. As and when the STARs vest in eligible employees, upon intimation of such details by the Company, the Trust sells the equivalent shares and hands over the net proceeds to the Company in accordance with the Trust Rules framed. The company treats, WEOMA as its extension and shares held by WEOMA are treated as treasury shares.

Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase or sale of the Company's own equity instruments. Any difference between the carrying amount and the consideration is recognised in WEOMA reserve.

u) Provisions and Contingent Liabilities:

Contingent Liabilities are disclosed in respect of possible obligations that arise from past events but their existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control

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to the Standalone financial statements for the year ended 31st March 2024

of the Company or where any present obligation cannot be measured in terms of future outflow of resources or where a reliable estimate of the obligation cannot be made.

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

A contingent asset is disclosed, where an inflow of economic benefits is probable. An entity shall not recognise a contingent asset unless the recovery is virtually certain.

v) Commitments:

Commitments are future liabilities for contractual expenditure, classified and disclosed as follows:

(i) estimated amount of contracts remaining to be executed on capital account and not provided for;

(ii) uncalled liability on shares and other investments partly paid.

(iii) funding related commitment to subsidiary, associate and joint venture companies; and

(iv) other non-cancellable commitments, if any, to the extent they are considered material and relevant in the opinion of management.

Other commitments related to sales/procurements made in the normal course of business are not disclosed to avoid excessive details.

w) Cash and cash equivalents:

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value net of outstanding bank overdraft.

x) Impairment of assets:

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which asset's carrying amount exceeds its recoverable amount. The recoverable amount is higher of an asset's fair value less cost of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or group of assets (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

y) Exceptional items:

An item of income or expense which by its size, type or incidence requires disclosure in order to improve an understanding of the performance of the Company is treated as an exceptional item and disclosed as such in the financial statements.

z) Investment in subsidiaries and joint ventures:

Investments in subsidiaries and joint ventures are carried at cost less accumulated impairment losses, if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of investments in subsidiaries and associates, the difference between net disposal proceeds and the carrying amounts are recognised in the Statement of Profit and Loss.

aa) Earnings per share

i. **Basic earnings per share:** Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the Company
- by the weighted average number of equity shares outstanding during the financial year, adjusted for bonus elements in equity shares issued during the year and excluding treasury shares.

ii. **Diluted earnings per share:** Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

ab) Contributed equity:

Equity shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

ac) Business combinations:

Business combinations are accounted for using the acquisition accounting method as at the date of the acquisition, which is the date at which control is transferred to the Company. The consideration transferred in the acquisition and the identifiable assets acquired and liabilities assumed are recognised at fair values on their acquisition date. Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. The Company recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets. Consideration transferred does not include amounts related to settlement of pre-existing relationships. Such amounts are recognised in the Statement of Profit and Loss.

Transaction costs are expensed as incurred, other than those incurred in relation to the issue of debt or equity securities. Any contingent consideration payable is measured at fair value at the acquisition date. Subsequent changes in the fair value of contingent consideration are recognised in the Statement of Profit and Loss.

Business combinations arising from transfers of interests in entities that are under common control of the shareholder that controls the Company and the acquired entity are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if later, at the date that common control was established; for this purpose comparatives are revised. The assets and liabilities acquired are recognized at their carrying amounts. The identity of the reserves is preserved and they appear in the financial statements of the Company in the same form in which they appeared in the financial statements of the acquired entity. The difference, if any, between the consideration and the amount of share capital of the acquired entity is transferred to Other equity in a separate reserve account.

ad) Dividend:

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

ae) Rounding off:

All amounts disclosed in the financial statement and notes have been rounded off to the nearest crore, unless otherwise stated.

Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as "0" in the relevant notes in these financial statements.

af) Recent Indian Accounting Standards (Ind AS):

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended March 31, 2024, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

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2 Critical estimates and judgements

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Company's accounting policies. This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be different than those originally assessed. Detailed information about each of these estimates and judgements is included in relevant notes together with information about the basis of calculation for each affected line item in the financial statements.

The preparation of the financial statements in conformity with GAAP requires the Management to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to contingent assets and liabilities as at the date of the financial statements and reported amounts of income and expenses during the period. These estimates and associated assumptions are based on historical experience and management's best knowledge of current events and actions the Company may take in future.

Information about critical estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities are included in the following notes:

(a) Impairment of financial assets (including trade receivable) (Note 27)

(b) Estimation of defined benefit obligations (Note 15)

(c) Estimation of current tax expenses and payable (Note 25)

(d) Estimated impairment of intangible assets with indefinite useful life (Note 5)

(e) Estimation of provisions and contingencies (Note 14 and 31)

(f) Recognition of deferred tax assets including MAT credit (Note 7)

(g) Lease Accounting (Note 3b)

(h) Impairment of investment in subsidiaries (Note 6a)

(a) Impairment of financial assets (including trade receivable)

Impairment testing for financial assets (other than trade receivables) is done at least once annually and upon occurrence of an indication of impairment. The recoverable amount of the individual financial asset is determined based on value-in-use calculations which requires use of assumptions.

Allowance for doubtful trade receivables represent the estimate of losses that could arise due to inability of the Customer to make payments when due. These estimates are based on the customer ageing, customer category, specific credit circumstances and the historical experience of the company as well as forward looking estimates at the end of each reporting period.

(b) Estimation of defined benefit obligations

The liabilities of the company arising from employee benefit obligations and the related current service cost, are determined on an actuarial basis using various assumptions. Refer note 15 for significant assumptions used.

(c) Estimation of current and deferred tax expenses and payable

The Company's tax charge is the sum of total current and deferred tax charges. Taxes recognized in the financial statements reflect management's best estimate of the outcome based on the facts known at the balance sheet date. These facts include but are not limited to interpretation of tax laws of various jurisdictions where the company operates. Any difference between the estimates and final tax assessments will impact the income tax as well as the resulting assets and liabilities.

(d) Estimated impairment of intangible assets with indefinite useful life

The Intangible assets with indefinite useful life comprises of Trademark and Copyrights. Impairment testing for Intangible assets with indefinite useful life is done at least once annually and upon occurrence of an indication of impairment. The recoverable amount is determined based on the fair value (less) cost of disposal which has been measured using discounted cash flow projections, that require the use of assumptions.

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to the Standalone financial statements for the year ended 31st March 2024

The growth rates & margins used to make estimate future performance are based on past performance & our estimates of future growths & margins achievable. Post-tax discount rates reflect specific risks relating to the relevant segments & geographies in which the CGUs operate.

Based on sensitivity analyses performed around the base assumptions, there were no reasonably possible changes in key assumptions that would cause the carrying amount to exceed the recoverable amount.

(e) Estimation of provisions and contingencies

Provisions are liabilities of uncertain amount or timing recognised where a legal or constructive obligation exists at the balance sheet date, as a result of a past event, where the amount of the obligation can be reliably estimated and where the outflow of economic benefit is probable. Contingent liabilities are possible obligations that may arise from past event whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not fully within the control of the company. The Company exercises judgement and estimates in recognizing the provisions and assessing the exposure to contingent liabilities relating to pending litigations. Judgement is necessary in assessing the likelihood of the success of the pending claim and to quantify the possible range of financial settlement. Due to this inherent uncertainty in the evaluation process, actual losses may be different from originally estimated provision.

(f) Recognition of deferred tax assets including MAT credit

The recognition of deferred tax assets is based upon whether it is more likely than not that sufficient and suitable taxable profits will be available in the future against which the reversal of temporary differences can be deducted. Where the temporary differences are related to losses, relevant tax law is considered to determine the availability of the losses to offset against the future taxable profits. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(g) Recognition of MAT credit entitlements:

The credit availed under MAT is recognised as an asset only when and to the extent there is convincing evidence that the company will pay normal income tax during the period for which the MAT credit can be carried forward for set off against the normal tax liability. This requires significant management judgement in determining the expected availment of the credit based on business plans and future cash flows of the Company.

(h) Lease accounting

The Company evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. The Company uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Company determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Company is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Company is reasonably certain not to exercise that option. In assessing whether the Company is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Company to exercise the option to extend the lease, or not to exercise the option to terminate the lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

The Company has considered leases with term up to 12 (Twelve) months as short term leases. Also leases where the value of asset is less than ₹ 350,000 have been considered as low value. Such short term and low value leases are accordingly excluded from the scope for the purpose of Ind AS 116 reporting.

(i) Impairment of investment in subsidiaries

Impairment testing of investment in subsidiaries is done at least once annually and upon occurrence of an indication of impairment. The recoverable amount of the individual investment is determined based on value-in-use calculations which requires use of assumptions.

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to the Standalone financial statements for the year ended 31st March 2024

3(a) Property, plant and equipment

(₹ in crore)

Particulars	Freehold land	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Leasehold improvements	Total
Year ended 31st March 2023								
Gross carrying amount								
Opening gross carrying amount	**2**	**285**	**528**	**24**	**5**	**14**	**19**	**877**
Additions	-	25	84	3	-	1	2	116
Disposals	-	(0)	(28)	(0)	-	(0)	-	(28)
Reclassified to held for sale (Refer Note 11)	(2)	-	-	-	-	-	-	(2)
Closing gross carrying amount	**0**	**310**	**584**	**27**	**5**	**15**	**21**	**963**
Accumulated depreciation								
Opening accumulated depreciation	**-**	**66**	**274**	**16**	**3**	**12**	**9**	**380**
Depreciation and amortization expense	-	17	54	3	1	1	2	78
Disposals	-	(0)	(28)	(0)	-	(0)	-	(28)
Closing accumulated depreciation	**-**	**83**	**301**	**18**	**4**	**13**	**11**	**430**
Net carrying amount	**0**	**227**	**283**	**9**	**1**	**2**	**10**	**533**
Year ended 31st March 2024								
Gross carrying amount								
Opening gross carrying amount	0	310	584	27	5	15	21	963
Additions	-	6	94	2	0	1	0	103
Disposals	-	(1)	(19)	(0)	-	(0)	(0)	(20)
Closing gross carrying amount	0	315	659	29	5	16	21	1,046
Accumulated depreciation								
Opening accumulated depreciation	-	83	301	18	4	13	11	430
Depreciation and amortization expense	-	9	57	3	1	1	2	73
Disposals	-	(0)	(19)	(0)	-	(0)	(0)	(20)
Closing accumulated depreciation	-	91	339	21	5	13	13	483
Net carrying amount	0	224	320	8	0	2	8	563

(i) **Contractual obligations**

Refer to Note 32 for disclosure of contractual commitments for acquisition of property, plant and equipment.

(ii) All title deeds for immovable properties are in the name of the Company

Notes

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3(b) Right of use assets

(₹ in crore)

Particulars	Freehold land	Buildings	Plant and equipment	Total
Year ended 31st March 2023				
Gross carrying amount				
Opening gross carrying amount	**48**	**177**	**6**	**231**
Additions	-	32	16	48
Disposals / write off	-	(40)	-	(40)
Closing gross carrying amount	**48**	**169**	**22**	**239**
Accumulated depreciation				
Opening accumulated depreciation	**5**	**102**	**0**	**107**
Depreciation charge during the year	1	27	2	30
Disposals / write off	-	(29)	-	(29)
Closing accumulated depreciation	**6**	**100**	**2**	**107**
Net carrying amount	**42**	**69**	**20**	**132**
Year ended 31st March 2024				
Gross carrying amount				
Opening gross carrying amount	48	169	22	239
Additions	-	45	2	47
Disposals / write off	-	(39)	(1)	(40)
Closing gross carrying amount	48	175	23	246
Accumulated depreciation				
Opening accumulated depreciation	6	100	2	107
Depreciation charge during the year	1	28	2	31
Disposals / write off	-	(26)	(1)	(27)
Closing accumulated depreciation	7	102	3	111
Net carrying amount	41	74	20	135

i) **Leased assets**

Gross carrying amount of leasehold land represents amounts paid under lease agreements which are due for renewal in the years ranging from 2089 to 2119.

3(c) Capital work-in-progress

Particulars	Total
Balance as at 1st April 2022	**27**
Additions	117
Capitalisations	(112)
Balance as at 1st April 2023	**32**
Additions	105
Capitalisations	(99)
Balance as at 31st March 2024	38

Notes

to the Standalone financial statements for the year ended 31st March 2024

31st March, 2023

(₹ in crore)

Particulars	Amount in CWIP for a period of				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Project in Progress	31	0	0	-	32
Projects temporarily suspended	-	-	-	-	-
Total	**31**	**0**	**0**	**-**	**32**

31st March, 2024

Particulars	Amount in CWIP for a period of				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Project in Progress	34	4	0	-	38
Projects temporarily suspended	0	-	-	-	0
Total	**34**	**4**	**0**	**-**	**38**

For capital-work-in progress, whose completion is overdue compared to its original plan

31st March, 2023

Project	To be Completed in				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
Capacity Expansion Jalgaon PSI	12	-	-	-	12
Oats TDC-Saffola Masala Otas	0	-	-	-	0
Infra Improvement	1	-	-	-	1
CNO LTCP	1	-	-	-	1
Total	**14**	**-**	**-**	**-**	**14**

31st March, 2024

Project	To be Completed in				Total
	< 1 Year	1 - 2 Year	2 - 3 Year	> 3 Years	
PON Oil Mill Sustenance	25	-	-	-	25
2000 KL Farm Tank	1	-	-	-	1
CNO Mould Procurement	1	-	-	-	1
Total	**27**	**-**	**-**	**-**	**27**

Note: There were no material projects, which have exceeded their original plan cost as on 31st March 2024 and 31st March 2023.

4 Investment properties

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Gross carrying amount		
Opening gross carrying amount	**17**	**89**
Additions	-	-
Reclassified to held for Sale (refer note 11 (ii))	-	(72)
Closing gross carrying amount	**17**	**17**
Accumulated depreciation		
Opening accumulated depreciation	**2**	**68**
Depreciation charge	0	0
Reclassified to held for Sale (refer note 11 (ii))	-	(66)
Closing accumulated depreciation	**2**	**2**
Net carrying amount	**15**	**15**

(i) Amounts recognised in profit or loss for investment properties

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Rental income	1	1
Direct operating expenses	0	0
Profit from investment properties before depreciation	1	1
Depreciation	(0)	(0)
Profit from investment properties	1	1

(ii) Leasing arrangements

Investment properties are leased to tenants with rentals payable monthly. Minimum lease payments receivable under non-cancellable operating leases of investment properties are as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Within one year	1	1
Later than one year but not later than 5 years	0	1
Later than 5 years	-	-

(iii) Fair value

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Investment properties	28	28

(iv) Estimation of fair value

The company obtains independent valuations for its investment properties at least annually.

The fair values of investment properties have been determined by a Registered Valuer in terms of Section 247 of the Companies Act, 2013. The Main inputs used are stamp duty ready recknor rates of the location where the properties are situated and other features of the respective property such as the built up area, the age of the property, Estimated future life, structural features etc.

Notes

to the Standalone financial statements for the year ended 31st March 2024

5 Intangible assets

(₹ in crore)

Particulars	Trademarks and copyrights (Refer note (i) below)	Computer software	Total
Year ended 31st March 2023			
Gross carrying amount			
Opening gross carrying amount	**23**	**19**	**42**
Additions	-	1	1
Deletions	-	0	0
Closing gross carrying amount	**23**	**20**	**43**
Accumulated amortisation			
Opening accumulated amortisation	**-**	**17**	**17**
Amortisation charge for the year	-	1	1
Deletions	-	0	0
Closing accumulated amortisation	**-**	**19**	**19**
Closing net carrying amount	**23**	**1**	**24**
Year ended 31st March 2024			
Gross carrying amount			
Opening gross carrying amount	23	20	43
Additions	-	3	3
Deletions	-	(0)	(0)
Closing gross carrying amount	23	22	45
Accumulated amortisation			
Opening accumulated amortisation	-	19	19
Amortisation charge for the year	-	3	3
Deletions	-	(0)	(0)
Closing accumulated amortisation	-	22	22
Closing net carrying amount	23	0	23

(i) These intangible assets have indefinite useful life.

6(a) Investments

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non-current investments		
I Investment in subsidiaries		
Equity instruments		
(A) Quoted		
Subsidiaries	1	1
(B) Unquoted		
Subsidiaries	1,035	731
	1,036	**732**
II Other investments		
(A) Quoted		
Tax free bonds (at amortised cost)	17	17
Bonds (at amortised cost)	83	223
Mutual funds and Exchange traded funds (at FVTPL)	242	226
	342	**466**
(B) Unquoted		
Government securities (at amortised cost)	0	0
Intercorporate deposits (at amortised cost)	-	51
	0	**52**
Total Non-current other investments (A+B)	342	**518**

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to the Standalone financial statements for the year ended 31st March 2024

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Current investments		
(A) Quoted		
Intercorporate deposits (at amortised cost)	-	-
Bonds (at amortised cost)	-	51
Mutual funds and Exchange traded funds (at FVTPL)	239	369
	239	**420**
(B) Unquoted		
Intercorporate deposits (at amortised cost)	-	155
	-	155
Total current investments (A+B)	239	**575**
Non-current investments		
Investment in equity instruments (fully paid-up)		
Quoted at cost		
In Subsidiary company		
Marico Bangladesh Limited 2,83,50,000 (31st March, 2023 : 2,83,50,000) equity shares of Bangladesh taka 10 each fully paid	1	1
(Quoted on Dhaka Stock exchange and Chittagong Stock exchange).		
Unquoted at cost		
In Subsidiary companies		
Marico Middle East FZE (wholly owned) 22 (31st March, 2023 : 22) equity share of UAE dirham 10,00,000 fully paid	28	28
Marico South Africa Consumer Care (Pty) Limited (wholly owned) 1,569 (31st March, 2023 : 1,569) equity shares of SA Rand 1.00 fully paid	74	74
Less: Provision for impairment in value of investment	(27)	(27)
	47	**47**
Marico South East Asia Corporation (wholly owned) 95,35,495 (31st March, 2023 : 95,35,495) equity shares of VND 10,000 fully paid	255	255
Marico Lanka Private Limited (wholly owned) (refer note (ii) below) 3,45,73,143 (31st March, 2023 : 24,94,252) equity shares of LKR 10 fully paid	11	1
Zed Lifestyle Private Limited 12,534 (31st March, 2023 : 12,534) equity shares of ₹ 10 each fully paid	157	157
APCOS Naturals Private Limited (refer note (iv) below) 11,539 (31st March, 2023 : 11,539) equity shares of ₹ 10 each fully paid	75	75
HW Wellness Solutions Private Limited (refer note (iii) below) 12,121 (31st March, 2023 : 12,121) equity shares of ₹ 10 each fully paid	168	168
Satiya Nutraceuticals Private Limited (refer note (i) below) 8,026 (31st March, 2023 : NIL) equity shares of ₹ 10 each fully paid	294	-
Total investment in subsidiaries	1,036	**731**
Aggregate carrying amount of quoted investments	583	887
Market value/ Net asset value of quoted investments	5,835	6,255
Aggregate carrying amount of unquoted investments	1,035	938
Aggregate amount of Provision for impairment in the value of investments	27	27

Notes:

(i) The Company has acquired the 32.84% stake for a consideration of ₹153 crores in Satiya Nutraceuticals Private Limited on July 26, 2023 and additional stake of 18.54% for a consideration of ₹ 141 crores on 30th November 2023.

(ii) During the year ended 31st March, 2024, the Company has made additional investment of ₹ 9.55 crores in Marico Lanka Private Limited.

(iii) During the year ended 31st March, 2023, the Company has acquired the 53.98% stake for a consideration of ₹ 168 crores in HW Wellness Solutions Private Limited.

(iv) During the year ended 31st March, 2023, the Company has acquired additional stake for consideration of ₹ 20 crores in APCOS Naturals Private Limited to increase it's stake to 60% from 52.38% held as on 31st March, 2022.

Notes

to the Standalone financial statements for the year ended 31st March 2024

6(b) Trade receivables

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Trade receivables	823	798
Less: Allowance for doubtful debts	(17)	(16)
	806	782
Receivables from related parties (refer note 30)	64	56
Total receivables	870	838
Current	870	838
Non-current	-	-
Break up of security details		
Trade receivables considered good - Unsecured	870	838
Trade receivables which have significant increase in credit risk	17	16
Less: Allowance for doubtful debts	(17)	(16)
Total	870	838

Note :

For credit risk and provision for loss allowance refer note 27(A)

Trade Receivables ageing schedule

31st March, 2023

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	< 6 months	6 months -1 year	1-2 years	2 - 3 Year	> 3 Years	
(i) Undisputed Trade receivables – considered good	509	286	16	15	11	1	838
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	0	-	-	0	0
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	2	0	0	11	4	16
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Total	**509**	**288**	**16**	**15**	**22**	**5**	**854**
Less: Allowance for doubtful debts	-	2	0	0	11	4	16
	509	**286**	**16**	**15**	**11**	**1**	**838**

31st March, 2024

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	< 6 months	6 months -1 year	1-2 years	2 - 3 Year	> 3 Years	
(i) Undisputed Trade receivables – considered good	514	282	44	21	5	4	870
(ii) Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	0	-	-	0
(iii) Undisputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables–considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables – which have significant increase in credit risk	-	0	0	1	0	15	17
(vi) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
Total	514	283	44	22	5	19	887
Less: Allowance for doubtful debts	-	0	0	1	0	15	17
	514	282	44	21	5	4	870

Notes

to the Standalone financial statements for the year ended 31st March 2024

6(c) Loans

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non current		
Unsecured, considered good		
Loans to employees (refer note (ii) below)	3	4
Total non current loans	3	**4**
Current		
Unsecured, considered good		
Loan to related parties (refer note (i) below and note 30)	103	-
Loan to employees (refer note (ii) below)	4	3
Total current loans	107	**3**

(i) During the year ended 31st March, 2024 loan was given to below mentioned subsidaries for principal business activity of respective subsidaries.

Disclosure as per section 186 of Companies Act 2013 is as below:

(a) Marico Middle East FZE: ₹ 100 crores carrying interest rate of SOFR plus 1.3% per annum repayable within 12 months.

(b) APCOS Naturals Private Limited : ₹ 3 crores carrying interest rate of HDFC 3-months MCLR plus 1.4 % per annum repayable on demand.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	-	-
Loan given during the year	103	-
Repayment during the year	-	-
Closing balance	103	**-**

(ii) Loans to employees are non-derivative financial assets which generate a fixed or variable interest income for the Company. The carrying value may be affected by changes in the credit risk of the counterparties.

6(d) Cash and cash equivalents

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Bank balances in current accounts	21	10
Deposits with original maturity of less than three months	6	1
Cash on hand	0	0
Remittance in Transit	1	-
Total cash and cash equivalents	28	**11**

6(e) Bank balances other than cash and cash equivalents

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Fixed deposits with maturity more than 3 months but less than 12 months	7	137
Balances with banks for unclaimed dividend (Refer note below)	1	1
Total bank balance other than cash and cash equivalents	8	**138**

Note: These balances are available for use only towards settlement of corresponding unpaid dividend liabilities.

Notes

to the Standalone financial statements for the year ended 31st March 2024

6(f) Other non current financial assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Security deposits		
Considered good	14	11
Considered doubtful	1	1
	15	12
Less: Provision for doubtful deposits	(1)	(1)
	14	11
Fixed deposits-maturing after 12 months	80	0
Total other non-current financial assets	**94**	**11**

6(g) Other current financial assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
(i) Derivatives		
Foreign exchange forward contracts and options.	1	1
	1	1
(ii) Others		
Receivables from related parties (refer note 30)	63	205
Security deposits	0	0
Interest accrued and due on loans / deposits	3	-
	67	205
Total other current financial assets	**68**	**206**

7 Deferred tax asset (net)

The balance comprises temporary differences attributable to :

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Deferred tax assets:		
Liabilities / provisions that are deducted for tax purposes when paid	22	19
On Intangible assets adjusted against capital redemption reserve and securities premium account under the capital restructuring scheme.	1	1
MAT credit entitlement	56	131
	79	152
Other items:		
On hedge reserve	(0)	0
Lease assets	5	7
Provision for doubtful debts/ loans/ advances that are deducted for tax purposes when written off	1	1
Other temporary differences	2	3
	8	10
Total deferred tax assets	**87**	**162**

Notes

to the Standalone financial statements for the year ended 31st March 2024

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Deferred tax liabilities		
Additional depreciation/amortisation on property plant and equipment, and investment property for tax purposes due to higher tax depreciation rates.	44	34
Financial assets at fair value through Profit and loss	19	10
Other temporary differences	0	0
Total deferred tax liabilities	**(63)**	**(44)**
Net deferred tax assets (net)	**24**	**118**

Movement in deferred tax assets

(₹ in crore)

Particulars	Liabilities / provisions that are deducted for tax purposes when paid	On Intangible assets	MAT Credit entitlement	Other items	Total deferred tax assets
As at 1st April, 2022	**17**	**2**	**172**	**16**	**207**
(Charged)/credited :					
to Profit and Loss	2	(1)	(41)	(6)	(46)
As at 31st March 2023	**19**	**1**	**131**	**10**	**162**
(Charged)/credited :					
to Profit and loss	3	(0)	(75)	(2)	(75)
As at 31st March 2024	**22**	**1**	**56**	**8**	**87**

Movement in deferred tax liabilities

(₹ in crore)

Particulars	Property plant and equipment and Investment property	Change in fair value of hedging instruments	Other items	Total deferred tax liabilities
As at 1st April, 2022	**28**	**8**	**0**	**36**
Charged/(credited) :				
to Profit and loss	6	2	-	8
to other comprehensive income	-	(0)	-	(0)
As at 31st March 2023	**34**	**10**	**0**	**44**
Charged/(credited) :				
to Profit and loss	10	9	0	19
to other comprehensive income	-	(0)	-	(0)
As at 31st March 2024	**44**	**19**	**0**	**63**

8 Other non current assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Capital advances	10	18
Deposits with statutory/government authorities	20	13
Prepaid expenses	2	1
Total other non-current assets	**32**	**32**

Notes

to the Standalone financial statements for the year ended 31st March 2024

9 Inventories

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Raw materials		
- In stock	366	291
Packing materials	93	67
Work-in-progress	171	188
Finished goods		
- In stock	248	287
- In transit	0	1
Stock in Trade	37	45
By-product	9	4
Stores and spares	12	12
Total inventories	**936**	**895**

Refer note 1(o) for basis of valuation

Amounts recognised in profit or loss

During the year an amount of ₹ 32 crores (31st March, 2023: ₹ 33 crores) was charged to the Statement of Profit and Loss on account of damaged and slow moving inventory.

10 Other current assets

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Advances to vendors	138	65
Prepaid expenses	18	15
Balances with government authorities	61	59
Input tax credit receivable	91	61
Total other current assets	**308**	**200**

11 Assets classified as held for sale

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Land and building	4	6
Plant and Machinery	1	1
Total assets classified as held for sale	**5**	**7**

Non-recurring fair value measurements

i. During the year 31st March, 2024 Land and building with carrying amount of ₹ 2 crores classified as held for sale was sold for a consideration of ₹ 16 crores. Net gain on sale of ₹ 14 crores has been recognised in "other income".

ii. During the year 31st March, 2023 following asset held for sale was reclassified from Investment property:
   - Building - ₹ 4 crores.

iii. During the year 31st March, 2023 following asset held for sale was reclassified from Property, Plant and Equipments:
   - Building - ₹ 2 crores.
   - Plant and Machinery - ₹ 1 crore.

iv. The valuation of assets held for sale of the Company, is determined basis the details obtained from "The Ready Reckoner", location factor and physical verification of the property.

Notes

to the Standalone financial statements for the year ended 31st March 2024

12(a) Equity share capital

(₹ in crore)

Particulars	No. of shares (in Crore)	Amount
I Authorised Capital		
As at 31st March, 2023		
Equity shares of ₹ 1/- each	150	150
Equity shares of ₹ 10/- each	8	80
Preference shares of ₹ 10/- each	7	65
Total	**165**	**295**
As at 31st March, 2024		
Equity shares of ₹ 1/- each	150	150
Equity shares of ₹ 10/- each	8	80
Preference shares of ₹ 10/- each	7	65
Total	**165**	**295**
II Issued, subscribed and paid-up		
As at 31st March, 2023		
1,29,30,84,378 equity shares of ₹ 1/- each fully paid-up	129	129
Total	**129**	**129**
As at 31st March, 2024		
1,29,41,01,828 equity shares of ₹ 1/- each fully paid-up	129	129
Total	**129**	**129**

(i) Movements in equity share capital

(₹ in crore)

Particulars	No of shares (in crore)	Equity Share capital (par value)
As at 1st April, 2022	129	129
Increases during the year		
Shares issued during the year - ESOP (refer note 33(a))	0	0
As at 31st March, 2023	**129**	**129**
Increases during the year		
Shares issued during the year - ESOP (refer note 33(a))	0	0
As at 31st March, 2024	**129**	**129**

(ii) Rights, preferences and restrictions attached to equity shares

Equity Shares: The authorised share capital of the Company comprises of 150 Crores equity share of ₹ 1 each and 8 Crores equity shares of ₹ 10 each.

Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(iii) Shares reserved for issue under options

Information relating to Marico ESOP 2016 including details of options issued, exercised, forfeited and lapsed during the financial year and options outstanding at the end of the reporting period, is set out in note 33 (a).

Notes

to the Standalone financial statements for the year ended 31st March 2024

(iv) Details of shareholders holding more than 5% shares in the Company

(₹ in crore)

Name of Shareholder	As at 31st March, 2024		As at 31st March, 2023	
	No. of Shares held	% of Holding	No. of Shares held	% of Holding
Equity Shares of ₹ 1/- each fully paid-up				
Harsh C Mariwala with Kishore V Mariwala (For Valentine Family Trust)	14,38,84,950	11.12	14,38,84,950	11.13
Harsh C Mariwala with Kishore V Mariwala (For Aquarius Family Trust)	14,38,71,950	11.12	14,38,71,950	11.13
Harsh C Mariwala with Kishore V Mariwala (For Taurus Family Trust)	14,38,90,750	11.12	14,38,90,750	11.13
Harsh C Mariwala with Kishore V Mariwala (For Gemini Family Trust)	14,38,86,350	11.12	14,38,86,350	11.13
First State Investments Services (UK) Ltd (along with Persons acting in concert)	6,30,87,269	4.87	8,60,84,065	6.66

(v) For the period of preceding five years as on the Balance Sheet date, Issued, Subscribed and Paid-up Share Capital includes:

Aggregate of 32,37,430 (31st March, 2023: 22,19,980) Equity shares allotted under the Employee stock option plan schemes as consideration for services rendered by employees for which only exercise price has been received in cash.

(vi) Shares held by Promoters at the end of the year i.e. 31st March 2024

Sr. No.	Promoter Name	No. of shares as on 31st March 2024	% of total shares as on 31st March 2024	No. of shares as on 31st March 2023	% of total shares as on 31st March 2023	Difference (i.e. 31st March 2024 - 31st March 2023)	% of change during the year
1	Harsh C Mariwala with Kishore V Mariwala for Taurus Family Trust	14,38,90,750	11.12%	14,38,90,750	11.13%	-	-0.01%
2	Harsh C Mariwala with Kishore V Mariwala for Gemini Family Trust	14,38,86,350	11.12%	14,38,86,350	11.13%	-	-0.01%
3	Harsh C Mariwala with Kishore V Mariwala for Valentine Family Trust	14,38,84,950	11.12%	14,38,84,950	11.13%	-	-0.01%
4	Harsh C Mariwala with Kishore V Mariwala for Aquarius Family Trust	14,38,71,950	11.12%	14,38,71,950	11.13%	-	-0.01%
5	Rajvi H Mariwala	2,84,08,000	2.20%	2,84,08,000	2.20%	-	0.00%
6	Harsh C Mariwala	2,81,02,900	2.17%	2,81,02,900	2.17%	-	0.00%
7	Rishabh H Mariwala	2,49,76,500	1.93%	2,49,76,500	1.93%	-	0.00%
8	Archana H Mariwala	1,69,66,600	1.31%	1,69,66,600	1.31%	-	0.00%
9	Ravindra K Mariwala	2,24,23,410	1.73%	2,24,23,410	1.73%	-	0.00%
10	Paula R Mariwala	1,23,83,470	0.96%	1,23,83,470	0.96%	-	0.00%
11	Anjali R Mariwala	1,42,54,440	1.10%	1,42,54,440	1.10%	-	0.00%
12	Rishabh Mariwala with Priyanjali Mariwala For Valley of Light Trust	54,00,000	0.42%	54,00,000	0.42%	-	0.00%
13	Rishabh Mariwala with Priyanjali Mariwala For Valour Trust	54,00,000	0.42%	54,00,000	0.42%	-	0.00%
14	Rajendra K Mariwala	76,81,400	0.59%	76,81,400	0.59%	-	0.00%
15	Kishore V Mariwala	25,29,219	0.20%	24,89,220	0.19%	39,999	0.00%
16	Pallavi Jaikishan Panchal	18,32,000	0.14%	18,32,000	0.14%	-	0.00%
17	Malika Chirayu Amin	18,00,000	0.14%	18,00,000	0.14%	-	0.00%
18	Kishore V Mariwala for Anandita Trust	6,700	0.00%	6,700	0.00%	-	0.00%
19	Kishore V Mariwala for Arnav Trust	6,700	0.00%	6,700	0.00%	-	0.00%
20	Kishore V Mariwala for Vibhav Trust	6,700	0.00%	6,700	0.00%	-	0.00%

Notes

to the Standalone financial statements for the year ended 31st March 2024

Sr. No.	Promoter Name	No. of shares as on 31st March 2024	% of total shares as on 31st March 2024	No. of shares as on 31st March 2023	% of total shares as on 31st March 2023	Difference (i.e. 31st March 2024 - 31st March 2023)	% of change during the year
21	Kishore V Mariwala for Taarika Trust	6,700	0.00%	6,700	0.00%	-	0.00%
22	Sharrp Ventures Capital Private Limited (Foremrly The Bombay Oil Private Limited)	1,82,97,000	1.41%	1,82,97,000	1.41%	-	0.00%
23	Vibhav Ravindra Mariwala	2,000	0.00%	2,000	0.00%	-	0.00%
24	Anandita Arjun Kothari	10,00,000	0.08%	10,00,000	0.08%	-	0.00%
25	Taarika Rajendra Mariwala	10,00,000	0.08%	10,00,000	0.08%	-	0.00%
26	Preeti Gautam Shah	-	0.00%	4,00,000	0.03%	(4,00,000)	-0.03%
	Total	**76,80,17,739**	**59.35%**	**76,83,77,740**	**59.42%**	**(3,60,001)**	**-0.07%**

12(b) Reserves and surplus

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Securities premium	367	323
General reserve	298	298
Share based option outstanding account	68	43
Treasury shares	(66)	(60)
WEOMA reserve	102	94
Retained earnings	3,320	3,471
Amalgamation adjustment deficit account	(621)	(621)
Total Reserve and surplus	**3,468**	**3,548**

(i) Securities premium

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	323	311
Add: Exercise of employee stock options	44	12
Closing balance	**367**	**323**

(ii) General reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	298	298
Closing balance	**298**	**298**

(iii) Share based option outstanding account (refer note 33)

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	43	27
Exercise of employee stock options	(10)	(3)
Add : Share based payment expense	35	19
Closing balance	**68**	**43**

Notes

to the Standalone financial statements for the year ended 31st March 2024

(iv) Treasury shares

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	(60)	(58)
Add :(Purchase)/sale of treasury shares by the trust during the year (net)	(6)	(2)
Closing balance	**(66)**	**(60)**

(v) WEOMA reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	94	88
Add: Income of the trust for the year	8	6
Closing balance	**102**	**94**

(vi) Retained earnings

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	3,471	2,874
Net Profit for the year	1,078	1,179
Items of other comprehensive income recognised directly in retained earnings		
Remeasurements of post-employment benefit obligation, net of tax	1	0
Less: Dividend	(1,229)	(582)
Closing balance	**3,320**	**3,471**

12(c) Other reserves

Hedge reserve

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance	(0)	(0)
Changes in fair value of hedging instruments	(1)	(0)
Reclassified to statement of profit and loss	0	0
Deferred tax on above	0	0
Closing balance	**(0)**	**(0)**

Notes

to the Standalone financial statements for the year ended 31st March 2024

13(a) Current borrowings

Particulars	Maturity Date	Terms of repayment	Coupon /Interest rate	As at 31st March, 2024	As at 31st March, 2023
Unsecured					
Working capital demand loan (refer note (i) below)	**31st March 2024** Apr 2024 to Jun 2024 - ₹ 12 crores Feb 2025 - ₹ 30 crores **31st March 2023** Apr 2023 to Jun 2023 - ₹ 12 crores Feb 2024 - ₹ 30 crores	For a term of 3 months to 12 months	Relevant Bank's Benchmark Rate plus applicable spread	42	42
Export packing credit (refer note (i) below)	**31st March 2024** Aug 2024 - ₹ 22 crores **31st March 2023** Aug 2023 - ₹ 17 crores	For a term of 6 months	Relevant Bank's Benchmark Rate plus applicable spread less subvention 2%	22	17
HDFC commercial card borrowing	April 2024	For a term of 1 month to 2 months	6.26% per annum	59	
Total current borrowings				**123**	**59**
Less: Interest accrued not due on borrowings (refer note 13(b))				0	0
Current borrowings as per balance sheet				**123**	**59**

Note

i) Working capital demand loan, export packing credit and commercial card borrowing is unsecured. There is no charge against short term loan taken from banks.

13(b) Other financial liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Current		
Interest accrued but not due on borrowings (refer note 13(a))	0	0
Creditors for capital goods	3	5
Salaries, bonus and other benefits payable to employees	5	2
Derivatives liability	0	0
Trade Deposits from customers and other	1	1
Unclaimed Dividend (refer note below)	1	1
Others	0	0
Total other current financial liabilities	**11**	**9**

Note : As at 31st March, 2024, there is no amount due and outstanding to be transferred to the Investor Education and Protection Fund (IEPF) by the company. Unclaimed dividend if any, shall be transferred to IEPF as and when they become due.

Notes

to the Standalone financial statements for the year ended 31st March 2024

13(c) Trade Payables

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Current		
Trade payables:		
Total outstanding dues of micro enterprises and small enterprises (refer note below)	65	64
Total outstanding dues of creditors other than micro enterprises and small enterprises	843	934
Dues to related parties (refer note 30)	5	8
Total trade payables	**913**	**1,006**

Note:

The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED Act'). The disclosures pursuant to the said MSMED Act are as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
I. The Principal amount remaining unpaid to any supplier as at the end of accounting year included in trade payable	65	64
II. Interest due thereon	0	0
Trade payables due to micro and small enterprises	**65**	**65**
The amount of interest paid by the buyer under MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period (where the principal has been paid but interest under the MSMED Act, 2006 not paid)	0	0
The amount of interest accrued and remaining unpaid at the end of accounting year	0	0
The amount of further interest due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23	-	-

This information has been determined to the extent such parties have been identified on the basis of information available with the Company.

Trade payables aging schedule

31st March, 2023

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Accrued	Not Due	< 1 year	1-2 years	2-3 years	> 3 years	
(i) Undisputed dues - MSME	-	24	37	2	0	-	64
(ii) Undisputed dues - Others	417	-	407	86	23	9	942
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**417**	**24**	**444**	**88**	**24**	**9**	**1,006**

31st March, 2024

(₹ in crore)

Particulars	Outstanding for following periods from due date of payment						Total
	Accrued	Not Due	< 1 year	1-2 years	2-3 years	> 3 years	
(i) Undisputed dues - MSME	-	54	11	-	0	-	65
(ii) Undisputed dues - Others	263	531	47	2	1	4	848
(iii) Disputed dues – MSME	-	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-	-
Total	**263**	**585**	**58**	**2**	**1**	**4**	**913**

Notes

to the Standalone financial statements for the year ended 31st March 2024

14 Provisions

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Current		
Disputed indirect taxes (refer note (a) below)	5	17
Total current provisions	**5**	**17**

These provisions have not been discounted as it is not practicable for the Company to estimate the timing of the provision utilization and cash outflows, if any, pending resolution.

(a) Movement of provisions during the year as required by Ind AS-37 "Provisions, Contingent Liabilities and Contingent Asset" specified under Section 133 of the Companies Act, 2013:

(₹ in crore)

Disputed indirect taxes	As at 31st March, 2024	As at 31st March, 2023
Balance as at the beginning of the year	**17**	**16**
Add: Provision/reclassified recognised during the year	0	1
Less: Amount utilised/reversed during the year	(12)	(0)
Balance as at the end of the year	**5**	**17**

During the previous year ended March 31,2024, the Company has settled indirect tax litigations pertaining to entry tax dispute in the state of West Bengal under the "Amnesty Scheme" introduced by West Bengal Government, which has resulted in the utilizations of provision and consequent reduction in outstanding balance.

15 Employee benefit obligations

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non-current		
Leave encashment/ compensated absences (refer note (iii) below)	10	10
Share-appreciation rights (refer note (iv) below)	1	3
Total non-current employee benefit obligations	**11**	**13**
Current		
Gratuity (refer note (i) below)	4	4
Leave encashment/ compensated absences (refer note (iii) below)	3	2
Share-appreciation rights (refer note (iv) below)	2	1
Incentives / Bonus	43	35
Total current employee benefit obligations	**51**	**43**

Notes:-

(i) Gratuity

The Company provides for gratuity for employees in India as per the Payment of Gratuity Act, 1972. Employees who are in continuous service for a period of 5 years and more are eligible for gratuity. The amount of gratuity payable on retirement/ termination is the employee's last drawn basic salary per month computed proportionately for 15 days salary multiplied by the number of years of service. The gratuity plan is funded through gratuity trust and the company makes contributions to the trust.

Notes

to the Standalone financial statements for the year ended 31st March 2024

(ii) Provident fund

Contributions are made to a trust administered by the Company. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund balance maintained by the trust set up by the Company, is additionally provided for. There is no shortfall as at 31st March, 2024 and 31st March, 2023.

(iii) Leave Encashment/ compensated absences.

The Company provides for the encashment of leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment / availment. The liability is provided based on the number of days of unutilized leave at each Balance Sheet date on the basis of an independent actuarial valuation. Current leave obligations expected to be settled within the next 12 months.

(iv) Share-appreciation rights

In respect of Employee Stock Appreciation Rights (STAR) granted pursuant to the Company's Employee Stock Appreciation Rights Plan, 2011, the liability is measured, initially and at the end of each reporting period until settled, at the fair value of the share appreciation rights, by applying an option pricing model, (excess of fair value as at the period end over the Grant price) and is recognized as employee compensation cost over the vesting period (refer note 33).

(a) Balance sheet amounts - Gratuity

Particulars	Present value of obligation	Fair value of plan assets	Net Amount
Balance as on 1st April, 2022	**37**	**35**	**2**
Current service cost	5	-	5
Interest expense	2	2	0
Total amount recognised in profit or loss	**7**	**2**	**5**
Remeasurements			
(Gain)/loss from change in demographic assumptions	(1)	-	(1)
(Gain)/loss from change in financial assumptions	(1)	-	(1)
Experience (gains)/ losses	1	(1)	2
Total amount recognised in other comprehensive income	**(1)**	**(1)**	**(0)**
Employer contributions	-	2	(2)
Benefit Payments	(5)	(5)	-
Balance as on 31st March, 2023	**38**	**34**	**4**

Particulars	Present value of obligation	Fair value of plan assets	Net Amount
Balance as on 1st April, 2023	**38**	**34**	**4**
Current service cost	4	-	4
Interest expense	3	2	1
Total amount recognised in profit or loss	**7**	**2**	**5**
Remeasurements			
(Gain)/loss from change in demographic assumptions	-	-	-
(Gain)/loss from change in financial assumptions	0	-	0
Experience (gains)/ losses	(0)	1	(1)
Total amount recognised in other comprehensive income	**(0)**	**1**	**(1)**
Employer contributions	-	4	(4)
Benefit Payments	(4)	(4)	-
Balance as on 31st March, 2024	**41**	**37**	**4**

Notes

to the Standalone financial statements for the year ended 31st March 2024

The Net liability disclosed above relates to funded & unfunded plans are as follows

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Present value of funded obligations	41	38
Fair value of plan assets	(37)	(34)
Deficit of gratuity plan	**4**	**4**

The significant actuarial assumptions were as follows

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Discount rate	7.20%	7.39%
Rate of return on plan assets*	7.20%	7.39%
Future salary rise**	10.00%	10.00%
Attrition rate	20% & 25%	20% & 25%
Mortality	Indian Assured Lives Mortality (2012-14) Urban	

*The expected rate of return on plan assets is based on expectation of the average long term rate of return expected on investment of the fund during the estimated term of the obligations. (The expected rate of return on plan assets is based on the current portfolio of assets, investment strategy and market scenario).

**The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors such as supply and demand factors in the employment market.

Sensitivity analysis

The sensitivity of defined benefit obligation to changes in the weighted principal assumptions is:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Projected benefit obligation on current assumptions	41	38
Delta effect of +1% change in rate of discounting	(1)	(1)
Delta effect of -1% change in rate of discounting	1	1
Delta effect of +1% change in rate of salary increase	1	1
Delta effect of -1% change in rate of salary increase	(1)	(1)
Delta effect of +1% change in rate of Employee turnover	(0)	(0)
Delta effect of -1% change in rate of Employee turnover	0	0

The sensitivity analysis has been performed based on reasonably possible changes to the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The sensitivity analysis presented above may not be representative of the actual change in the projected benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the projected benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same method as applied in calculating the projected benefit obligation as recognised in the balance sheet.

Notes

to the Standalone financial statements for the year ended 31st March 2024

The major categories of plans assets are as follows :

(₹ in crore)

Particulars	As at 31st March, 2024		As at 31st March, 2023	
	Amount	in %	Amount	in %
Special deposit scheme	1	1.4%	1	1.6%
Insurer Managed funds	36	98.0%	32	94.1%
Other	0	0.6%	1	4.4%
Total	**37**	**100.0%**	**34**	**100.0%**

Defined benefit liability and employer contributions

The weighted average duration of the gratuity is 5 years as at 31st March, 2024 and 31st March, 2023.

The expected employers contribution towards gratuity for the next year is ₹ 7.79 crores.

(b) Provident Fund

(₹ in crore)

Amount recognised in the Balance sheet	As at 31st March, 2024	As at 31st March, 2023
Liability at the end of the year		
Fair value of plan assets at the end of the year	301	265
Present value of benefit obligation as at the end of the period	(292)	(242)
Difference	9	23
Unrecognized past service Cost	(9)	(23)
(Assets) / Liability recognized in the Balance Sheet	**-**	**-**

Changes in defined benefit obligations:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Liability at the beginning of the year	242	238
Opening balance adjustment	17	(0)
Interest cost	22	2
Current service cost	16	15
Employee contribution	21	19
Liability Transferred in	6	13
Liability Transferred out	(20)	(31)
Benefits paid	(12)	(13)
Liability at the end of the year	**292**	**242**

Changes in fair value of plan assets:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Fair value of plan assets at the beginning of the year	265	244
Expected return on plan assets	22	2
Contributions	37	34
Transfer from other Company	6	13
Transfer to other Company	(20)	(31)
Benefits paid	(12)	(13)
Actuarial gain/(loss) on plan assets	3	16
Fair value of plan assets at the end of the year	**301**	**265**

Notes

to the Standalone financial statements for the year ended 31st March 2024

Expenses recognised in the Statement of Profit and Loss :

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Current service cost	16	15
Interest cost	22	2
Expected return on plan assets	(22)	(2)
(Income) / Expense recognised in the Statement of Profit and Loss	**16**	**15**

The major categories of plan assets are as follows :

Particulars	As at 31st March, 2024		As at 31st March, 2023	
	Amount	in %	Amount	in %
Central Government securities	142	47.3%	11	4.1%
State loan/State government Guaranteed Securities	-	-	4	1.6%
Government Securities debt instruments	-	-	110	41.5%
Public Sector Units	-	-	8	3.0%
Private Sector Units	-	-	2	0.8%
Debt Securities	125	41.5%	98	36.9%
Equity / Insurance Managed Funds	13	4.5%	25	9.3%
Special Deposit	1	0.4%	1	0.4%
Cash & Cash Equivalents	4	1.2%	1	0.3%
Others	16	5.2%	6	2.1%
Total	**301**	**100.0%**	**265**	**100.0%**

The Significant actuarial assumptions were as follows :

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Discount rate	7.20%	7.39%
Rate of return on plan assets*	8.25%	8.15%
Future salary rise**	10.00%	10.00%
Attrition rate	20%-25%	20%-25%
Mortality	Indian Assured Lives Mortality (2012-14) Urban	

*The expected rate of return on plan assets is based on expectation of the average long term rate of return expected on investment of the fund during the estimated term of the obligations. (The expected rate of return on plan assets is based on the current portfolio of assets, investment strategy and market scenario).

**The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion, and other relevant factors such as supply and demand factors in the employment market.

(c) Leave Encashment (Privileged leave - Compensated absences for employees):

Amount recognized in the Balance Sheet and movements in net liability:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Opening balance of compensated absences (a)	12	12
Present value of compensated absences (As per actuarial valuation) as at the year end (b)	13	12

The privileged leave liability is not funded.

Notes

to the Standalone financial statements for the year ended 31st March 2024

(d) Employee State Insurance Corporation

The Company has recognised ₹ 0 crore (₹ 0 crore for the year ended 31st March 2023) towards employee state insurance plan in the Statement of Profit and Loss.

(e) Risk exposure (For Gratuity and Provident Fund)

Through its defined benefit plans, the company is exposed to below risk:

Asset volatility : The plan liabilities are calculated using a discount rate set with reference to bond yields; if plan assets underperform this yield, this will create a deficit. Most of the plan assets have investments in insurance/equity managed fund, fixed income securities with high grades, public/private sector units and government securities. Hence assets are considered to be secured.

Changes in bond yields : A decrease in bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the plans' bond holdings.

The Trust ensures that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the employee benefit plans. Within this framework, the group's ALM objective is to match assets to the obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due.

Defined benefit liability and employer contributions

The weighted average duration of the gratuity for the Company ranges from 5 to 10 years as at 31st March 2024 and 31st March 2023.

The expected maturity analysis of gratuity is as follows:

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Within the next 12 months	9	8
Between 2 and 5 years	23	23
Between 6 and 10 years	14	13
Beyond 10 years	9	8
Total	**55**	**52**

16 Tax assets and liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Non current tax assets (net)	90	64
Current tax liabilities (net)	23	20

17 Other current liabilities

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Statutory dues, including provident fund and tax deducted at source	28	22
Deferred income on government grants (refer note below)	3	3
Contractual & Constructive obligations	74	88
Advance from customer	13	24
Others	6	0
Total other current liabilities	**124**	**138**

The company is eligible for government grants which are conditional upon construction of new factories in North East region. The factories had been constructed and been in operation since May 2016 and March 2017. These grants, recognized as deferred income, are being amortized over the useful life of the plant and machinery, and accounted as "Incentives (includes government grant, budgetary support, export incentives and others)" under the head "Other operating revenue" (Refer note 18), in proportion to depreciation expense.

Notes

to the Standalone financial statements for the year ended 31st March 2024

18 Revenue from operations

The company derives the following types of revenue:

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Sale of products	6,924	7,404
Other operating revenue:		
Incentives (includes government grant, budgetary support, export incentives and others)	69	65
Sale of scrap	9	9
Total revenue	**7,002**	**7,478**

Details of sales

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Edible oils	4,190	4,602
Hair oils	1,612	1,690
Personal care	355	412
Others	768	700
Sale of products	**6,924**	**7,404**

Reconciliation of revenue from sale of products with the contracted price

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Contracted Price	8,113	8,393
Less: Discounts	1,189	989
Sale of products	**6,924**	**7,404**

19 Other income

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
(a) Other income		
Lease rental income	1	1
Dividend income from subsidiaries	-	220
Interest income from financial assets at amortised cost	29	29
Royalty income	20	19
Others	11	13
Total	**61**	**282**
(b) Other gains/(losses):		
Net gain on disposal of property, plant and equipment	15	0
Net gain on financial assets mandatorily measured at fair value through profit or loss and net gain on sale of investments	73	50
Net foreign exchange gain/(loss)	(14)	(5)
Total	**74**	**46**
Total other income	**135**	**328**

Notes

to the Standalone financial statements for the year ended 31st March 2024

20(a) Cost of materials consumed

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Raw materials consumed	2,994	3,320
Packing materials consumed	437	502
Total cost of materials consumed	**3,431**	**3,822**

20(b) Changes in inventories of finished goods, stock-in-trade and work-in-progress

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Opening inventories		
Finished goods	288	387
Work-in-progress	188	274
By-products	4	4
Stock-in-trade	45	36
	525	701
Closing inventories		
Finished goods	247	288
Work-in-progress	171	188
By-products	9	4
Stock-in-trade	37	45
	464	525
Total changes in inventories of finished goods, stock-in-trade and work-in-progress	**61**	**176**

21 Employee benefit expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Salaries, wages and bonus	386	349
Contribution to provident and other funds (refer note 15)	24	23
Share based payment expense (refer note 33)	34	18
Staff welfare expenses	19	19
Total employee benefit expense	**463**	**409**

22 Depreciation and amortization expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Depreciation on property, plant and equipment (refer note 3)	73	78
Depreciation on investment properties (refer note 4)	0	0
Amortisation of intangible assets (refer note 5)	3	1
Depreciation on lease assets (refer note 3b)	31	30
Total depreciation and amortization expense	**107**	**109**

Notes

to the Standalone financial statements for the year ended 31st March 2024

23 Other expenses

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Advertisement and sales promotion	485	462
Freight, forwarding and distribution expenses	272	267
Processing and other manufacturing charges	200	194
Rent and storage charges	19	12
Legal & professional charges	59	86
Outside services	47	45
Repairs and maintenance	68	50
Power, fuel and water	31	29
Travelling, conveyance and vehicle expenses	37	35
Consumption of stores, spare and consumables	13	14
Provision for doubtful debts	0	0
Payments to the auditor as :		
- Statutory audit fees (including Limited Review)	1	1
- for other services as statutory auditors	0	0
- for reimbursement of expenses	0	0
Miscellaneous expenses (refer note (a) below)	96	101
Total	**1,328**	**1,296**

(a) Miscellaneous expenses include printing and stationery, communication, rates and taxes, insurance and other expenses.

(b) Corporate social responsibility expenditure.

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
I. Amount required to be spent as per the section 135 of the Act	24	22
II. Amount spent during the year on		
(i) Construction/acquisition of an asset	-	-
(ii) On purposes other than (i) above	24	22
III. Shortfall at the end of the year	Nil	Nil
IV. Total of previous years shortfall	Not applicable	Not applicable
V. Reason for shortfall	Not applicable	Not applicable

VI. Nature of CSR activities include promoting education, health care including preventive health care , economic, empowerment, farmer livelihood enhancement, community and ecological sustenance.

VII. Above includes ₹10.48 crores (FY 2022-23 ₹ 11.8 crores) -

Contribution amounting to ₹ 1.60 crores (FY 2022-23 ₹ 4.4 crores) made to Marico Innovation Foundation (MIF), a subsidiary of the Company, which is a Section 25 registered Company under Companies Act, 1956, with the main objectives of fuelling innovation in India. The focus of the foundation is to work with people who have scalable ideas and help them scale it to benefit India in a direct way. MIF has already done work in the areas of renewable energy, waste management, employability, livelihoods and healthcare.

Contribution amounting to ₹ 8.88 crores (FY 2022-23 ₹ 7.4 crores), made to Parachute Kalpavriksha Foundation (PKF), a subsidiary of the Company, which is also Section 8 registered Company under Companies Act, 2013, with the main objectives of undertaking/channelizing the CSR activities of the Company towards community and ecological sustenance.

VIII. The Company does not carry any provisions for Corporate social responsibility expenses for current year and previous year.

Notes

to the Standalone financial statements for the year ended 31st March 2024

(c) Research and Development expenses aggregating to ₹ 45 crores have been included under the relevant heads in the Statement of Profit and Loss. (Previous year ended 31st March, 2023 aggregating ₹ 32 crores). Further Capital expenditure pertaining to this of ₹ 1 crore have been incurred during the year (Previous year ended 31st March, 2023 aggregating ₹ 1 Crore).

24 Finance costs

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Interest expenses on financial liabilities at amortised cost	4	6
Other borrowing costs	0	0
Bank and other financial charges	20	21
Lease finance cost	8	9
Finance costs expensed in profit or loss	**32**	**36**

25 Income tax expense

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Income tax expense		
Current tax on profit for the year	230	259
Deferred tax charge/(credit)	94	54
Income tax expense for the current year recognised in profit or loss	**324**	**313**

Reconciliation of tax expense and accounting profit multiplied by India tax rate

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
Profit before tax (a)	1,402	1,492
Income tax rate as applicable (b)	34.944%	34.944%
Calculated taxes based on above without any adjustment for deductions/ allowance/disallowances [(a) * (b)]	**490**	**521**
Tax effect of amounts which are not deductible (allowable) in calculating taxable income :		
Permanent tax differences due to:		
Effect of Income that is exempt from taxation	(1)	(1)
Effect of Income which is taxed at special rate	(11)	(84)
Effect of expenses that are not deductible in determining taxable profit	19	15
Effect of expenses that are deductible in determining taxable profit	(0)	(0)
Income tax Incentives	(166)	(141)
Others	(7)	3
Income tax expense for the current year recognised in profit or loss	**324**	**313**

Notes

to the Standalone financial statements for the year ended 31st March 2024

26 Fair value measurements

(a) Financial Instruments by category

	Note	31st March, 2024			31st March, 2023		
		FVTPL	FVOCI	Amortized Cost	FVTPL	FVOCI	Amortized Cost
Financial assets							
Investments							
Bonds, debentures and Commercial Papers	6(a)	-	-	101	-	-	291
Mutual funds and Exchange Traded Funds	6(a)	481	-	-	595	-	-
Government securities	6(a)	-	-	0	-	-	0
Trade receivables	6(b)	-	-	870	-	-	838
Inter corporate deposits (including interest accrued)	6(a)	-	-	-	-	-	207
Loans to employees	6(c)	-	-	7	-	-	7
Derivative financial assets	6(g)	-	1	-	-	1	-
Security deposits	6(f), 6(g)	-	-	14	-	-	11
Cash and cash equivalent	6(d)	-	-	28	-	-	11
Bank balances for unclaimed dividend	6(e)	-	-	1	-	-	1
Fixed deposits	6(d),6(e) &6(f)	-	-	87	-	-	137
Receivable from subsidiaries	6(f),6(g)	-	-	63	-	-	205
Loan to subsidaries	6(g)	-	-	103	-	-	-
Other financial assets		-	-	4	-	-	0
Total financial assets		**481**	**1**	**1,277**	**595**	**1**	**1,708**
Financial liabilities							
Borrowings (including interest accrued)	13(a)	-	-	123	-	-	59
Derivative financial liabilities	13(b)	-	(0)	-	-	-	-
Trade payables	13(c)	-	-	913	-	-	1,006
Lease liabilities		-	-	107	-	-	107
other financial liabilities	13(b)	-	-	11	-	-	9
Total financial liabilities		**-**	**(0)**	**1,155**	**-**	**-**	**1,181**

(b) Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised. To provide an indication about the reliability of the inputs used in determining fair value, the company has classified its financial instruments into the three levels prescribed under the Accounting Standard. An explanation of each level follows underneath the table.

(₹ in crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements as 31st March, 2024	Notes	Level 1	Level 2	Level 3	Total
Financial assets					
Mutual funds and Exchange Traded Funds	6(a)	-	481	-	481
Derivative designated as hedges					
Foreign exchange forward contracts, options and interest rate swaps	6(f)	-	1	-	1
Total financial assets		**-**	**482**	**-**	**482**
Financial liabilities					
Derivatives designated as hedges					
Foreign exchange forward contracts	13(b)	-	(0)	-	(0)
Total financial liabilities		**-**	**(0)**	**-**	**(0)**

Notes

to the Standalone financial statements for the year ended 31st March 2024

(₹ in crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements as 31st March, 2023	Notes	Level 1	Level 2	Level 3	Total
Financial assets					
Mutual funds and Exchange Traded Funds	6(a)	-	595	-	595
Derivative designated as hedges					
Foreign exchange forward contracts, options and interest rate swaps	6(f)	-	1	-	1
Total financial assets		**-**	**596**	**-**	**596**
Financial liabilities					
Derivatives designated as hedges					
Foreign exchange forward contracts	13(b)	-	-	-	-
Total financial liabilities		**-**	**-**	**-**	**-**

The fair value of financial instruments as referred to in note above has been classified into three categories depending on the inputs used in the valuation technique. The hierarchy gives the highest priority to quoted prices in active market for identical assets or liabilities (level 1 measurement) and lowest priority to unobservable inputs (level 3 measurements). The categories used are as follows:

Level 1: Financial instruments measured using quoted prices.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is considered here. For example, the forward contracts is valued based on Mark to Market statements from banks, the mutual funds and exchange traded funds are valued using the closing NAV pubhlished by issuer.

Level 3: The fair value of financial instruments that are measured on the basis of entity specific valuations using inputs that are not based on observable market data (unobservable inputs).

Cash and cash equivalents, trade receivables, investments in term deposits , other financial assets (except derivative financial instruments), trade payables, and other financial liabilities (except derivative financial instruments) have fair values that approximate to their carrying amounts due to their short-term nature.

27 Financial risk management

Financial risks

In the course of its business, the Company is exposed to a number of financial risks: credit risk, liquidity risk, market risk (including foreign currency risk, interest rate risk and commodity price risk). This note presents the Company's objectives, policies and processes for managing its financial risk and capital.

Board of Directors of the Company have approved Risk Management Framework through Investment, Borrowing and Foregin Exchange Management policy. Management ensures the implementation of strategies and achievement of objectives as laid down by the Board through central Treasury function.

Treasury Management Guidelines define, determine & classify risk, by category of transaction, specific approval, execution and monitoring procedures.

In accordance with the aforementioned policies, the company only enters into plain vanilla derivative transactions relating to assets, liabilities or anticipated future transactions.

Notes

to the Standalone financial statements for the year ended 31st March 2024

(A) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the company. Credit risk arises on liquid assets, financial assets, derivative assets, trade and other receivables.

In respect of its investments the company aims to minimize its financial credit risk through the application of risk management policies. Credit limits are set based on a counterparty value. The methodology used to set the list of counterparty limits includes, counterparty Credit Ratings (CR) and sector exposure. Evolution of counterparties is monitored regularly, taking into consideration CR and sector exposure evolution. As a result of this review, changes on credit limits and risk allocation are carried out. The company avoids the concentration of credit risk on its liquid assets by spreading them over several asset management companies and monitoring of underlying sector exposure.

Trade receivables are subject to credit limits, controls and approval processes. Concentration of credit risk with respect to trade receivables are limited, due to the Company's customer base being large and diverse. All trade receivables are reviewed and assessed for default on a regular basis. Our historical experience of collecting receivables indicate a low credit risk. Hence, trade receivables are considered to be a single class of financial assets. The Company follows simplified approach wherein an amount equal to lifetime ECL is measured and recognised as loss allowance depending on the customer ageing, customer category, specific credit circumstances and the historical experience of the Company.

The gross carrying amount of trade receivables is ₹ 887 Crores as at 31st March, 2024 and ₹ 854 Crores as at 31st March, 2023.

Reconciliation of loss allowance provision- trade receivables

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Loss allowance at the beginning of the year	16	16
Add : Changes in loss allowances	1	0
Loss allowance at the end of the year	**17**	**16**

Security deposits are interest free deposits given by the company for properties taken on lease. Provision is taken on a case to case basis depending on circumstances with respect to non recoverability of the amount. The gross carrying amount of Security deposit is ₹ 15 Crores as at 31st March, 2024 and ₹ 12 Crores as at 31st March, 2023.

Other financial asset includes investment, loans to employees and advances given to subsidiaries for various operational requirements and other receivables (refer note 6(a), 6(c) and 6(g)). Provision is made where there is significant increase in credit risk of the asset.

Reconciliation of loss allowance provision- other financial assets

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Loss allowance at the beginning of the year	1	1
Add : Changes in loss allowances due to provision/(reversal/write off)	-	-
Loss allowance at the end of the year	**1**	**1**

(B) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. Due to the dynamic nature of the underlying businesses, company treasury maintains flexibility in funding by maintaining availability of committed credit lines.

The current ratio of the company as at 31st March, 2024 is 2.01 (as at 31st March, 2023 is 2.18) whereas the liquid ratio of the company as at 31st March, 2024 is 1.23 (as at 31st March, 2023 is 1.49).

Notes

to the Standalone financial statements for the year ended 31st March 2024

Maturities of financial liabilities

(₹ in crore)

Contractual maturities of financial liabilities 31st March 2024	Note	Less than 1 year	1 year to 2 years	2 year to 3 years	3 Years And Above	Total
Non-derivatives						
Borrowings (including interest accrued)	13(a)	123	-	-	-	123
Trade Payables	13(c)	913	-	-	-	913
Lease liabilities		36	31	25	41	133
Other Financial Liabilities	13(b)	11	-	-	-	11
Total Non- derivative liabilities		**1,084**	**31**	**25**	**41**	**1,181**
Derivative						
Foreign exchange forward contracts	13(b)	(0)	-	-	-	(0)
Total derivative liabilities		(0)	-	-	-	(0)

(₹ in crore)

Contractual maturities of financial liabilities 31st March 2023	Note	Less than 1 year	1 year to 2 years	2 year to 3 years	3 Years And Above	Total
Non-derivatives						
Borrowings (including interest accrued)	13(a)	59	-	-	-	59
Trade payables	13(c)	1,006	-	-	-	1,006
Lease liabilities		29	25	19	34	107
Other financial liabilities	13(b)	9	-	-	-	9
Total Non- derivative liabilities		**1,103**	**25**	**19**	**34**	**1,181**
Derivative						
Foreign exchange forward contracts	13(b)	0	-	-	-	0
Total derivative liabilities		**-**	**-**	**-**	**-**	**-**

(C) Market risk

The Company is exposed to risk from movements in foreign currency exchange rates, interest rates and market prices that affect its assets, liabilities and future transactions.

(i) Foreign currency risk

The Company is exposed to foreign currency risk from transactions and translation.

Transactional exposures arise from transactions in foreign currency. They are managed within a prudent and systematic hedging policy in accordance with the company's specific business needs through the use of currency forwards and options.

Notes

to the Standalone financial statements for the year ended 31st March 2024

The company's exposure to foreign currency risk at the end of the reporting period expressed in ₹ as on 31st March 2024

(₹ in crore)

	AED	AUD	BDT	CAD	EGP	GBP	USD	VND	LKR	ZAR	EUR
Financial assets											
Foreign currency debtors for export of goods	-	-	-	1	-	-	113	-	-	-	-
Bank balances	-	-	-	-	-	-	0	0	-	-	-
Receivables from subsidiaries	7	-	11	-	0	-	37	1	0	-	-
Loan to subsidiaries	-	-	-	-	-	-	103	-	-	-	-
Derivative asset											
Foreign exchange forward contracts sell foreign currency	-	-	-	-	-	-	(84)	-	-	-	-
Foreign exchange option contracts sell option	-	-	-	-	-	-	(68)	-	-	-	-
Foreign exchange Loan repayment	-	-	-	-	-	-	(107)	-	-	-	-
Net Exposure to foreign currency risk (assets)	**7**	**0**	**11**	**1**	**0**	**0**	**(7)**	**1**	**0**	**0**	**0**

(₹ in crore)

	AED	AUD	BDT	EUR	GBP	THB	ZAR	SGD	USD
Financial liabilities									
Foregin currency creditors for import of goods and services	-	-	-	-	-	-	-	-	6
Derivative liabilities									
Foreign exchange forward contracts buy foreign currency	-	-	-	(0)	(0)	-	-	-	(70)
Foreign exchange option contracts buy option	-	-	-	-	-	-	-	-	(24)
Net Exposure to foreign currency risk (liabilities)	-	-	-	(0)	(0)	-	-	-	(88)

The company's exposure to foreign currency risk at the end of the reporting period expressed in ₹ as on 31st March 2023

(₹ in crore)

	AED	AUD	BDT	CAD	EGP	GBP	USD	VND	LKR
Financial assets									
Foreign currency debtors for export of goods	-	-	-	1	-	-	77	-	-
Bank balances	-	-	-	-	-	-	0	0	-
Receivables from subsidiaries	6	-	177	-	0	-	29	1	0
Derivative asset									
Foreign exchange forward contracts sell foreign currency	-	-	-	-	-	-	(93)	-	-
Foreign exchange option contracts sell option	-	-	-	-	-	-	(75)	-	-
Net Exposure to foreign currency risk (assets)	**6**	**-**	**177**	**1**	**0**	**-**	**(62)**	**1**	**0**

(₹ in crore)

	AED	AUD	BDT	EUR	GBP	THB	ZAR	SGD	USD
Financial liabilities									
Foregin currency creditors for import of goods and services	-	0	0	-	0	0	0	0	3
Foreign currency Loan	-	-	-	-	-	-	-	-	

Notes

to the Standalone financial statements for the year ended 31st March 2024

(₹ in crore)

	AED	AUD	BDT	EUR	GBP	THB	ZAR	SGD	USD
Derivative liabilities									
Foreign exchange forward contracts buy foreign currency	-	-	-	(0)	(4)	-	-	-	(118)
Foreign exchange option contracts buy option	-	-	-	-	(4)	-	-	-	(1)
Net Exposure to foreign currency risk (liabilities)	**-**		**0**	**(0)**	**(8)**	**0**	**0**	**0**	**(116)**

(₹ in crore)

	Impact on profit after tax	
	31st March, 2024	**31st March, 2023**
USD Sensitivity		
INR/USD Increase by 6%	3	4
INR/USD Decrease by 6%	(3)	(4)

(ii) Interest rate risk

The Company is exposed primarily to fluctuation in interest rates in domestic market.

The Company's fixed rate borrowings, if any, are carried at amortised cost. They are therefore not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure of the company's borrowing to interest rate changes at the end of the reporting period are as follows:

(₹ in crore)

Particulars	**31st March, 2024**	**31st March, 2023**
Variable rate borrowings	64	59
Fixed rate borrowings	59	-
Total borrowings (including interest accrued)	**123**	**59**

As at the end of the reporting period, the company had the following variable rate borrowings outstanding:

	31st March, 2024			31st March, 2023		
	Weighted Average Interest Rate	**Balance**	**% of Total Loans**	**Weighted Average Interest Rate**	**Balance**	**% of Total Loans**
Bank overdrafts, bank borrowings	6.87%	64	100%	6.47%	59	100%
Net exposure to cash flow interest rate risk		**64**			**59**	

Interest bearing Financial assets classified at amortized cost , such as Fixed Deposit balances with Banks , Inter Corporate Deposits, Commercial Papers, Bonds, debentures etc (except Loan given to subsidiary) have fixed interest rate. Hence, the Company is not subject to interest rate risk on such financial assets.

The exposure of the company's to variable interest rate changes in respect of Loan given to subsidiary at the end of the reporting period are as follows:

(₹ in crore)

Particulars	**31st March, 2024**	**31st March, 2023**
Loan to subsidiaries : Variable rate	103	-

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to the Standalone financial statements for the year ended 31st March 2024

Sensitivity

The sensitivity analysis below have been determined based on the exposure to interest rates for both derivatives and non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year.

(₹ in crore)

Sensitivity impact on interest rate changes on borrowings	Impact on profit after tax	
	31st March 2024	**31st March 2023**
Interest rates - Increase by 50 basis point (50 bps)	(0.21)	(0)
Interest rates - decrease by 50 basis point (50 bps)	0.21	0

(₹ in crore)

Sensitivity impact on interest rate changes on loan given to subsidiary	Impact on profit after tax	
	31st March 2024	**31st March 2023**
SOFR rates - Increase by 50 basis point (50 bps)	0.33	-
SOFR rates - decrease by 50 basis point (50 bps)	(0.33)	-

(iii) Price risk

Mutual fund Net Asset Values (NAVs) are impacted by a number of factors like interest rate risk, credit risk, liquidity risk , market risk in addition to other factors. A movement of 1% in NAV on either side can lead to a gain/loss of ₹ 5 Crores on the overall portfolio as at 31st March, 2024 and ₹ 6 Crores as at 31st March, 2023.

Impact of hedging activities

Derivate asset and liabilites through hedge accounting

Derivative financial instruments

The Company's derivatives mainly consist of currency forwards and options.

Derivatives are mainly used to manage exposures to foreign exchange, interest rate and commodity price risk as described in section Market risk.

Derivatives are initially recognised at fair value. They are subsequently remeasured at fair value on a regular basis and at each reporting date as a minimum, with all their gains and losses, realised and unrealised, recognised in the Profit and Loss statement unless they are in a qualifying hedging relationship.

Hedge accounting

The Company designates and documents certain derivatives and other financial assets or financial liabilities as hedging instruments against changes in fair values of recognised assets and liabilities (fair value hedges) and highly probable forecast transactions (cash flow hedges).The effectiveness of such hedges is assessed at inception and verified at regular intervals.

Cash flow hedges

The Company uses cash flow hedges to mitigate a particular risk associated with a recognised asset or liability or highly probable forecast transactions, such as anticipated future export sales, purchases of equipment and raw materials.

The effective part of the changes in fair value of hedging instruments is recognised in other comprehensive income, while any ineffective part is recognised immediately in the Statement of Profit and Loss.

Notes

to the Standalone financial statements for the year ended 31st March 2024

31st March 2024

Type of hedge and risks	Nominal value		Carrying amount of Hedging Instrument		Maturity date	Hedge ratio	Weighted average strike price/ rate	Changes in fair value of hedging instrument	Change in the value of hedged item used as the basis for recognising hedge effectiveness
	Assets	Liabilities	Assets	Liabilities					
Foreign exchange risk									
Foreign exchange forward contracts	191	70	(0)	(0)	April 2024-March 2025	1:1	USD=83.78 EUR=105.09 GBP= 90.41	(0)	0
Foreign exchange options contracts	68	24	0	0	April 2024-March 2025	1:1	USD/ INR=83.05	(0)	0

31st March 2023

Type of hedge and risks	Nominal value		Carrying amount of Hedging Instrument		Maturity date	Hedge ratio	Weighted average strike price/ rate	Changes in fair value of hedging instrument	Change in the value of hedged item used as the basis for recognising hedge effectiveness
	Assets	Liabilities	Assets	Liabilities					
Foreign exchange risk									
Foreign exchange forward contracts	91	122	(0)	0	April 2023-March 2024	1:1	USD=82.42 EUR=89.38 GBP= 98.51	(0)	0
Foreign exchange options contracts	75	6	1	0	April 2023-March 2024	1:1	USD=81.43	(1)	1

Disclosure of effects of hedge accounting on financial performance

Type of hedge	Change in the value of the hedging instrument recognised in other comprehensive income		Hedge ineffectiveness recognised in profit or loss		Amount reclassified from cash flow hedging reserve to profit or loss		Line item affected in Statement of Profit and Loss because of the reclassification
	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023	
Cash flow							
Foreign exchange risk	(1)	(0)	-	-	0	0	Other expenses

Notes

to the Standalone financial statements for the year ended 31st March 2024

28 Capital management

(a) Risk management

Capital management is driven by company's policy to maintain a sound capital base to support the continued development of its business and maximise shareholders value. The Board of Directors seeks to maintain a prudent balance between different components of the Company's capital with a view to enusure development of its business & maximise shareholders value. The Management monitors the capital structure and the net financial debt at individual level currency. Net financial debt is defined as current and non current borrowings.

The debt equity ratio highlights the ability of a business to repay its debts. Refer below for Debt equity ratio.

The Company complies with all statutory requirement as per the extant regulations.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Debt	123	59
Total equity	3,597	3,677
Debt to equity ratio	**0.03**	**0.02**

(b) Dividend

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
(i) Equity shares		
First Interim dividend for the year of ₹ 3.00 per share for FY 2023-24 (2022-23: ₹ 4.50 per share)	388	582
Second Interim dividend for the year of ₹ 6.5 per share for FY 2023-24 (2022-23: NIL)	841	-

29 Segment information

(i) In accordance with Indian Accounting Standard IND AS 108, the Company has disclosed Consolidated Segment information in Consolidated Financial statements.

(ii) Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM") of the company. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Managing Director and CEO of the Company. The Company operates only in one business segment i.e. manufacturing and sale of consumer products within India, hence does not have any reportable segment as per Indian Accounting Standard 108 "operating segments" in Standalone. The company while presenting the consolidated financial statements has disclosed the segment information as required under Indian Accounting Standard 108 "operating segments".

(iii) The amount of the company's revenue from external customers broken down by each product and service is shown in the table below.

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
Edible	4,190	4,602
Hair Oils	1,612	1,690
Personal care	355	412
Others	767	700
Total	**6,924**	**7,404**

(iv) The Company's assets located outside India are not material. Further, the Company does not have revenue more than 10% of total revenue from single customer.

Notes
to the Standalone financial statements for the year ended 31st March 2024

30 Related party transactions

I Name of related parties and nature of relationship:

a) Subsidiary companies:

Name of entity	Place of Business/ Country of Incorporation	Ownership interest held by the group		Ownership interest held by the non controlling interest	
		31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
		%	%	%	%
Subsidiary companies:					
Marico Bangladesh Limited (MBL)	Bangladesh	90	90	10	10
Marico Bangladesh Industries Limited (MBLIL)	Bangladesh	100	100	-	-
Marico Middle East FZE (MME)	UAE	100	100	-	-
Marico Gulf LLC (MLLC)	UAE	100	100	-	-
Marico Malaysia Sdn. Bhd. (MMSB)	Malaysia	100	100	-	-
Egyptian American Investment and Industrial Development Company S.A.E (EAIIDC)	Egypt	100	100	-	-
MEL Consumer Care SAE (MELCC)	Egypt	100	100	-	-
Marico Egypt Industries Company (MEIC)	Egypt	100	100	-	-
Marico for Consumer Care Products SAE	Egypt	100	100	-	-
Marico South Africa Consumer Care (Pty) Limited (MSACC)	South Africa	100	100	-	-
Marico South Africa (Pty) Limited (MSA)	South Africa	100	100	-	-
Marico South East Asia Corporation (MSEA)	Vietnam	100	100	-	-
Beauty X Joint stock Company* (BX)	Vietnam	100	100	-	-
Marico Lanka (Private) Limited	Sri Lanka	100	100	-	-
Halite Personal Care India Private Limited (Halite)**	India	-	100	-	-
Marico Innovation Foundation (MIF)	India	NA	NA	-	-
Parachute Kalpavriksha Foundation (PKF)	India	NA	NA	-	-
Zed Lifestyle Private Limited (ZED)	India	100	100	-	-
Apcos Naturals Private Limited (APCOS)	India	60	60	40	40
HW Wellness Solutions Private Limited*** (HWW)	India	53.98	53.98	46.02	46.02
Satiya Nutraceuticals Private Limited (SNPL) ****	India	51.36	-	48.64	-
Juizo Advisory Private Limited**** (JAPL) [Wholly-owned subsidiary of SNPL]	India	51.36	-	48.64	-

* Beauty X Joint Stock Company has became a step down subsidiary of Marico Limited, pursuant to completion of acquisition by MSEA on January 31, 2023 as per the closing conditions and terms of the definitive agreement between the parties.

** In terms of the order of the Hon'ble High Court of Bombay read with Section 497(6) of the Companies Act, 1956, Halite was dissolved w.e.f November 2, 2023, i.e. the date of submission of Official Liquidator's report to the Hon'ble High Court of Bombay.

*** The Company acquired 53.98% stake in HW Wellness Solutions Private Limited, and accordingly it became a subsidiary of Marico Limited w.e.f. May 23, 2022.

**** The Company acquired 32.84% equity stake in SNPL (equivalent to 32.75% on a fully diluted basis) and requisite majority control over its Board composition/total voting rights on July 26, 2023, and consequently, SNPL became a subsidiary of the Company. JAPL, a wholly owned subsidiary of SNPL also became a step-down subsidiary of the Company on account of the aforesaid transaction. Subsequently, the Company acquired additional equity stake of 18.54% in SNPL during the quarter ended December 31, 2023. The Company holds 51.36% in SNPL (equivalent to 51.24% on a fully diluted basis) as at 31st March, 2024.

Notes
to the Standalone financial statements for the year ended 31st March 2024

The Marico Innovation Foundation ("MIF"), a company incorporated under Section 25 of the Companies Act, 1956 (being a private company limited by guarantee not having share capital) primarily with an objective of fuelling and promoting innovation in India, is a subsidiary of the Company with effect from 15 March, 2013.

Parachute Kalpavriksha Foundation ("PKF"), a company incorporated under Section 8 of the Companies Act, 2013 (being a private company limited by guarantee not having share capital) primarily with an objective of undertaking/channelizing the CSR activities of the Company towards community and ecological sustenance, is a subsidiary of the Company with effect from 27 December, 2018.

b) Key management personnel (KMP):

Mr. Harsh Mariwala, Chairman and Non-Executive Director

Mr. Saugata Gupta, Managing Director and CEO

Mr. Ananth Sankaranarayanan, Independent Director

Ms. Hema Ravichandar, Independent Director (Ceased w.e.f. end of day on March 31, 2024)

Mr. Nikhil Khattau, Independent Director (Ceased to be an Independent Director w.e.f. end of day on March 31, 2024. Mr. Khattau was appointed as a Non-Independent Director Non-Executive Director w.e.f. April 1, 2024)

Mr. Rajendra Mariwala, Non-Executive Director

Ms. Apurva Purohit, Independent Director

Ms. Nayantara Bali, Independent Director

Mr. Milind Barve, Independent Director

Mr. Rajan Bharti Mittal, Independent Director (Appointed w.e.f. July 1, 2023)

Mr. Rajeev Vasudeva, Independent Director

Mr. Rishabh Mariwala, Non-Executive Director

Mr. Pawan Agrawal, Chief Financial Officer

Mr. Vinay M A, Company Secretary & Compliance Officer

c) Individual holding directly / indirectly an interest in voting power & their relatives (where transactions have taken place) - Significant Influence:

Mr. Harsh Mariwala, Chairman and Non Executive Director

Mr. Rajen Mariwala, Non executive Director

Mr. Rishabh Mariwala, Non-Executive Director and son of Mr. Harsh Mariwala, Chairman and Non-Executive Director

d) Post employment benefit controlled trust

Marico Limited Employees Provident Fund

Marico Limited Employees Gratuity Fund

Marico Limited Pension Scheme

e) Others - Entities in which above (c) and (d) has significant influence and transactions have taken place:

Ascent India Foundation

Kaya Limited

Mariwala Health Foundation

Sharrp Ventures Capital Private Limited (Formerly known as The Bombay Oil Private Limited)

Leap India Private Limited (Ceased w.e.f. September 14, 2023)

Surfboats Solutions Private Limited

Koyla-Ki Pyrolysers Private Limited

Harsh Mariwala Enterprises LLP

Notes

to the Standalone financial statements for the year ended 31st March 2024

II Transactions with related parties

The following transactions occurred with related parties:

Key management personnel compensation

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Employee share-based payment	1	-
Short-term employee benefits	31	28
Total compensation	**32**	**28**
Remuneration / sitting fees to Chairman	**1**	**3**
Remuneration / sitting fees to Non-Executive and Independent Directors (Excluding the Chairman)	**5**	**4**

i. Provision for contribution to gratuity fund, leave encashment on retirement and other defined benefits which are made based on actuarial valuation on an overall Company basis are not included in remuneration to key management personnel.

ii. ESOP & STAR grant accrued annually are included in the KMP's remuneration in the year in which the same are excercised.

Contribution to post employment benefit controlled trust

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Marico Limited Employees Provident Fund	36	34
Marico Limited Employees Gratuity Fund	4	2
	40	**36**

Dividend paid on equity shares held by KMPs and Promoter group - ₹731 crores (31st March, 2023 : ₹346 crores)

Particulars	Subsidiaries		Others (Referred in I (e) above)	
Transactions during the period with related parties	**31st March, 2024**	**31st March, 2023**	**31st March, 2024**	**31st March, 2023**
Sale of goods	**110**	**142**	**-**	**-**
Marico Bangladesh Limited	3	25	-	-
Marico Middle East FZE	76	80	-	-
Marico South East Asia Corporation	4	9	-	-
Marico Gulf LLC	25	26		
Marico for Consumer Care Products SAE	1	2		
Marico Lanka Private Limited	1	1		
Zed Lifestyle Private Limited	0	-		
Sale of assets	**1**	**0**	**-**	**-**
Marico Bangladesh Limited	-	0	-	-
Marico for Consumer Care Products SAE	1	0	-	-
Purchases of goods	**6**	**17**	**-**	**-**
Zed Lifestyle Private Limited	4	16	-	-
Apcos Naturals Private Limited	0	0	-	-
HW Wellness Solutions Private Limited	1	0	-	-
Satiya Nutraceuticals Pvt Ltd (Plix)	0	-	-	-
Marico Bangladesh Limited	0	0	-	-

Notes

to the Standalone financial statements for the year ended 31st March 2024

Particulars	Subsidiaries		Others (Referred in I (e) above)	
Transactions during the period with related parties	**31st March, 2024**	**31st March, 2023**	**31st March, 2024**	**31st March, 2023**
Other transactions				
Royalty income	**20**	**19**	**-**	**-**
Marico Bangladesh Limited	11	11	-	-
Marico Middle East FZE	5	4	-	-
Marico South East Asia Corporation	1	1	-	-
Marico Gulf LLC	2	2	-	-
Marico Lanka Private Limited	0	0	-	-
Marico For Consumer Care Products S.A.E (Erstwhile WIND)	0	0	-	-
Dividend income	**-**	**220**	**-**	**-**
Marico Bangladesh Limited	-	220	-	-
Interest income	**4**	**-**	**-**	**-**
Marico Middle East FZE	3	-	-	-
Apcos Naturals Private Limited	0	-	-	-
Marketing fees	**1**	**1**	**-**	**-**
Marico Middle East FZE	1	1	-	-
Expenses paid on behalf of related parties	**13**	**14**	**1**	**1**
Marico Bangladesh Limited	4	5	-	-
Marico Middle East FZE	5	3	-	-
Kaya Limited	-	-	1	1
Marico South East Asia Corporation	3	3	-	-
Marico Lanka Private Limited	-	0	-	-
Marico South Africa (Pty) Limited	0	1	-	-
Marico For Consumer Care Products S.A.E (Erstwhile WIND)	0	0	-	-
Zed Lifestyle Private Limited	-	2	-	-
Ascent India Foundation	-	-	0	0
Mariwala Health Foundation	-	-	0	0
Sharp ventures	-	-	0	0
Expenses paid by related parties on behalf of Marico Limited	**1**	**2**	**-**	**-**
Marico South East Asia Corporation	0	0	-	-
Marico Middle East FZE	0	2	-	-
Marico For Consumer Care Products S.A.E (Erstwhile WIND)	0	-	-	-
Marico Bangladesh Limited	0	0	-	-
Lease rental income	**-**	**-**	**1**	**1**
Kaya Limited	-	-	1	1
Ascent India Foundation	-	-	0	0
Mariwala Health Foundation	-	-	0	0
Sharp ventures	-	-	0	0

Notes

to the Standalone financial statements for the year ended 31st March 2024

Particulars	Subsidiaries		Others (Referred in I (e) above)	
Transactions during the period with related parties	31st March, 2024	31st March, 2023	31st March, 2024	31st March, 2023
Investments made during the year	**191**	**95**	**-**	**-**
HW Wellness Solutions Private Limited	-	75	-	-
Apcos Naturals Private Limited	-	20	-	-
Satiya Nutraceuticals Pvt Ltd (PLIX)	182	-	-	-
Marico Lanka Private Limited	10			
Donation given / CSR activities	**11**	**12**	**-**	**-**
Marico Innovation Foundations	2	4	-	-
Parachute Kalpavriksha Foundation	9	7	-	-
Corporate guarantee commission	**3**	**2**	**-**	**-**
Marico Middle East FZE	2	2	-	-
Marico South Africa (Pty) Limited	0	0	-	-
Marico South East Asia Corporation	0	0	-	-
Marico Lanka Private Limited	0	0	-	-
Zed Lifestyle Private Limited	0	0	-	-
Purchase returns	**2**	**0**	**-**	**-**
Apcos Naturals Private Limited	-	0		
Zed Lifestyle Private Limited	1	-	-	-
HW Wellness Solutions Private Limited	0	-		
Other Services	**-**	**-**	**1**	**2**
Leap India Private Limited	-	-	1	2
Centum Learning Limited	-	-	-	0
Delhivery Limited (formally known as Delhivery Private Limited)	-	-	-	-
Others	-	-	-	0
Loan Given	**103**	**-**	**-**	**-**
Marico Middle East FZE	100	-	-	-
Apcos Naturals Private Limited	3	-	-	-
Corporate guarantee given	**-**	**538**	**-**	**-**
Zed Lifestyle Private Limited	-	30	-	-
Marico Lanka Private Limited	-	2	-	-
Marico Middle East FZE	-	341	-	-
Marico South East Asia Corporation	-	164	-	-
Intra group service arrangement	**16**	**11**	**-**	**-**
Marico Bangladesh Limited	4	3	-	-
Marico South East Asia Corporation	1	1	-	-
Marico Middle East FZE	5	2	-	-
Marico For Consumer Care Products S.A.E	2	1	-	-
Zed Lifestyle Private Limited	4	4	-	-
Marico South Africa (Pty) Limited	0	0	-	-
Marico Lanka Private Limited	0	0	-	-

Notes

to the Standalone financial statements for the year ended 31st March 2024

Outstanding balances

Particulars	Subsidiaries		Others (Referred in I (e) above)	
b) Outstanding balances at the reporting period end with related parties	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023
Investments	**1,036**	**732**	**-**	**-**
Marico South East Asia Corporation	255	255	-	-
Zed Lifestyle Private Limited	157	157	-	-
Apcos Naturals Private Limited	75	75	-	-
HW Wellness Solutions Private Limited	168	168	-	-
Satiya Nutraceuticals Pvt Ltd (Plix)	294	-	-	-
Marico Bangladesh Limited	1	1	-	-
Marico Middle East FZE	28	28	-	-
Marico South Africa Consumer Care (pty) Limited	48	48	-	-
Marico Lanka Private Limited	11	1	-	-
Trade payables (purchases of goods and services)	**5**	**8**	**0**	**-**
Marico for Consumer Care Products SAE	0	-	-	-
Marico South East Asia Corporation	0	0	-	-
Marico Middle East FZE	3	2	-	-
Zed Lifestyle Private Limited	2	4	-	-
Apcos Naturals Private Limited	-	1	-	-
Marico Bangladesh Limited	0	0	-	-
HW Wellness Solutions Private Limited	0	0	-	-
Leap India Private Limited	-	-	0	-
Trade receivables (sale of goods and services)	**64**	**56**	**-**	**-**
Marico Middle East FZE	48	33	-	-
Marico Bangladesh Limited	-	2	-	-
Marico South East Asia Corporation	-	1	-	-
Marico Gulf LLC	14	11	-	-
Marico For Consumer Care Products S.A.E (Erstwhile WIND)	0	1	-	-
Marico Lanka Private Limited	1	2	-	-
Zed Lifestyle Private Limited	0	6	-	-
Apcos Naturals Private Limited	1	-	-	-
Other Receivable	**70**	**205**	**0**	**0**
Zed Lifestyle Private Limited	12	-	-	-
Apcos Naturals Private Limited	1	-	-	-
HW Wellness Solutions Private Limited	0		-	-
Marico Bangladesh Limited	38	195	-	-
Marico Middle East FZE	12	6	-	-
Marico South East Asia Corporation	4	2	-	-
Marico For Consumer Care Products S.A.E (Erstwhile WIND)	1	1	-	-
Marico South Africa (Pty) Limited	0	1	-	-
Marico Lanka Private Limited	0	0	-	-
Marico Gulf LLC	2	-		
Ascent India Foundation	-	-	0	-
Mariwala Health Foundation	-	-	0	-
Sharp ventures	-	-	0	-
Kaya Limited	-	-	0	0
Loan to related party	**103**	**-**	**-**	**-**
Marico Middle East FZE	100	-	-	-
Apcos Naturals Private Limited	3	-	-	-

Notes

to the Standalone financial statements for the year ended 31st March 2024

Particulars	Subsidiaries		Others (Referred in I (e) above)	
b) Outstanding balances at the reporting period end with related parties	As at 31st March, 2024	As at 31st March, 2023	As at 31st March, 2024	As at 31st March, 2023
Corporate guarantee	**553**	**545**	**-**	**-**
Marico Middle East FZE	346	341	-	-
Marico South East Asia Corporation	167	164	-	-
Marico South Africa (Pty) Limited	-	-	-	-
Marico Lanka Private Limited	7	6	-	-
Zed Lifestyle Private Limited	33	33	-	-

Terms and conditions of transaction with related parties for Transfer Pricing regulations

The Company's international transactions with related parties are at arm's length as per the independent accountants report for the year ended 31st March 2024. Management believes that the Company's international transactions with related parties post 31st March 2024 continue to be at arm's length and that the transfer pricing legislation will not have any material impact on these financial statements, particularly on amount of tax expense and that of provision for taxation.

For the year ended 31st March, 2024, the Company has not recorded any impairment of receivables relating to amounts owed by related parties (2022-23: Nil). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

31 Contingent liabilities

The company had contingent liabilities in respect of :

(₹ in crore)

Particular	As at 31st March, 2024	As at 31st March, 2023
Disputed tax demands / claims :		
Sales tax/GST	26	43
Income tax	289	289
Employees state insurance corporation	-	0
Excise duty	1	33
Guarantees excluding financial guarantees:		
Corporate guarantees given to banks on behalf of Broadcast Audience Research Council (BARC)	1	1
Credit and other facilities availed by subsidiaries from banks as at year-end against the corporate guarantee given by the Company	276	403

Note

1 The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its financial statements

2 The Company has ongoing disputes with tax authorities. The disputes relate to tax treatment of certain expenses claimed as deductions, computation or eligibility of tax incentives and allowances. The Company has contingent liability of ₹ 289 crores and ₹ 289 crores as at March 31, 2024 and March 31, 2023 respectively, in respect of tax demands which are being contested by the Company based on the management evaluation and advice of tax consultants.

3 The Company periodically receives notices and inquiries from income tax authorities. The Company has assessed these notices and inquiries and has estimated that any consequent income tax claims or demands by the income tax authorities will not succeed on ultimate resolution.

Notes

to the Standalone financial statements for the year ended 31st March 2024

32 Commitments

(₹ in crore)

Particulars	As at 31st March, 2024	As at 31st March, 2023
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	18	20
(b) Corporate guarantees given to banks against which no credit facilities are availed at the year end	277	141

33 Share-based payments

(a) Employee stock option plan

Marico ESOP 2016

During the year ended 31st March, 2017, the Company implemented Marico Employee Stock Option Plan, 2016 ("Marico ESOP 2016" or "the Plan"). The Marico ESOP 2016 was approved by the shareholders at the 28th Annual General Meeting held on 5th August, 2016, enabling grant of stock options to the eligible employees of the Company and its subsidiaries not exceeding in the aggregate 0.6% of the issued share equity share capital of the Company as on the commencement date of the Plan i.e. 5th August, 2016. Further, the stock options to any single employee under single scheme under the Plan shall not exceed 0.15% of the issued equity share capital of the Company as on the commencement date (mentioned above). The Marico ESOP 2016 envisages to grant stock options to eligible employees of the Company and it's subsidiaries through one or more Scheme(s) notified under the Plan. Each option represents 1 equity share in the Company. The vesting period under the Plan is not be less than one year and not more than five years. Pursuant to the said approval, the Company notified below schemes under the Plan:

As at March 31 2024

					Number of options granted, exercised and forfeited					
Scheme	Part	Options outstanding as at 31st March, 2024	Exercise price	Vesting date	Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme IV	Part I	-	256.78	30-Nov-19	5,080	-	5,080	-	-	-
Scheme VI	Part III	-	1.00	30-Nov-20	740	-	740	-	-	-
Scheme VII	Part I	-	307.77	30-Nov-20	86,140	-	84,900	1,240	-	-
	Part II	-	316.53	30-Nov-20	11,880	-	11,880	-	-	-
	Part III	-	346.47	30-Nov-20	15,920	-	15,920	-	-	-
Scheme IX	Part I	-	1.00	30-Nov-21	10,290	-	10,290	-	-	0.33
Scheme X	Part I	80,080	346.47	30-Nov-21	2,42,010	-	1,61,930	-	80,080	0.33
	Part II	-	357.51	30-Nov-21	6,210	-	6,210	-	-	0.33
	Part III	18,900	346.00	30-Nov-21	28,890	-	9,990	-	18,900	0.33
Scheme XI	Part I	2,22,700	357.65	31-Mar-22	2,22,700	-	-	-	2,22,700	0.50
Scheme XII	Part I	26,630	357.65	31-Mar-22	3,86,380	-	3,59,750	-	26,630	0.50
Scheme XIII	Part I	1,66,520	346.00	30-Nov-22	3,24,050	-	1,57,530	-	1,66,520	0.83
	Part II	(4,410)	330.38	30-Nov-22	16,220	-	20,630	-	(4,410)	0.83
	Part III	49,920	372.10	30-Nov-22	1,03,420	-	53,500	-	49,920	0.83
Scheme XIV	Part I	4,25,100	330.38	31-Mar-23	4,25,100	-	-	-	4,25,100	1.00
Scheme XV	Part I	16,050	1.00	30-Nov-23	38,840	-	22,790	-	16,050	1.33
	Part II	6,548	1.00	30-Nov-23	6,548	-	-	-	6,548	1.33
Scheme XVI	Part I	3,61,050	372.10	30-Nov-23	4,96,350	-	96,310	38,990	3,61,050	1.33
	Part II	47,349	451.56	30-Nov-23	75,548	-	-	28,199	47,349	1.33
	Part III	1,05,613	545.34	30-Nov-23	1,05,613	-	-	-	1,05,613	1.33
Scheme XVII	Part I	52,080	1.00	31-Mar-24	52,080	-	-	-	52,080	1.50
Scheme XVIII	Part I	2,97,940	451.56	31-Mar-24	2,97,940	-	-	-	2,97,940	1.50
Scheme XIX	Part I	35,773	1.00	30-Nov-24	48,046	-	-	12,273	35,773	2.17
	Part II	15,794	1.00	30-Nov-24	15,794	-	-	-	15,794	2.17
	Part III	5,311	1.00	30-Nov-24	5,311	-	-	-	5,311	2.17

Notes
to the Standalone financial statements for the year ended 31st March 2024

As at March 31 2024

Scheme	Part	Options outstanding as at 31st March, 2024	Exercise price	Vesting date	Number of options granted, exercised and forfeited: Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme XX	Part I	5,67,071	545.34	30-Nov-24	7,05,295	-	-	1,38,224	5,67,071	2.17
	Part II	1,03,200	520.96	30-Nov-24	1,06,300	-	-	3,100	1,03,200	2.17
	Part III	55,934	498.25	30-Nov-24	1,03,843	-	-	47,909	55,934	2.17
	Part IV	4,428	505.15	30-Nov-24	4,428	-	-	-	4,428	2.17
Scheme XXI	Part II	24,510	1.00	31-Mar-24	44,935	-	-	20,425	24,510	1.50
Scheme XXII	Part I	24,017	545.34	31-Mar-24	24,017	-	-	-	24,017	1.50
	Part II	3,29,032	498.25	31-Mar-24	5,85,443	-	-	2,56,411	3,29,032	1.50
Scheme XXIII	Part I	86,601	1.00	31-Mar-24	86,601	-	-	-	86,601	1.50
Scheme XXIV	Part I	5,75,837	520.96	31-Mar-24	5,75,837	-	-	-	5,75,837	1.50
Scheme XXV	Part I	21,898	1.00	31-Mar-25	40,147	-	-	18,249	21,898	2.50
Scheme XXVI	Part I	81,277	1.00	30-Nov-25	99,072	-	-	17,795	81,277	3.17
	Part II	763	1.00	30-Nov-25		4,909	-	4,146	763	3.17
Scheme XXVII	Part I	6,27,598	498.25	30-Nov-25	7,48,562	-	-	1,20,964	6,27,598	3.17
	Part II	16,699	483.50	30-Nov-25	-	17,673	-	974	16,699	3.17
	Part II	92,144	527.68	08-Dec-23		1,24,901	-	32,757	92,144	3.17
Scheme XXVIII	Part I	12,604	1.00	31-Mar-25	12,604	-	-	-	12,604	2.50
Scheme XXIX	Part I	1,76,516	498.25	31-Mar-25	2,72,856	-	-	96,340	1,76,516	2.50
Scheme XXX	Part I	2,20,893	1.00	31-Mar-25	-	2,20,893	-	-	2,20,893	2.50
Scheme XXXI	Part I	9,58,478	483.50	31-Mar-25	-	9,58,478	-	-	9,58,478	2.50
Scheme XXXII	Part I	29,156	1.00	31-Mar-26	-	29,156	-	-	29,156	3.50
Scheme XXXIII	Part I	1,96,560	483.50	31-Mar-26	-	1,96,560	-	-	1,96,560	3.50
Scheme XXXIV	Part I	97,101	1.00	30-Nov-26		1,19,585	-	22,484	97,101	4.17
Scheme XXXV	Part I	9,49,226	527.68	30-Nov-26		10,56,747	-	1,07,521	9,49,226	4.17
Scheme XXXVI	Part I	22,983	527.68	15-Dec-24		22,983	-	-	22,983	2.21
Scheme XXXVII	Part I	6,269	1.00	31-Mar-25		6,269	-	-	6,269	2.50
	Part II	6,319	1.00	31-Mar-25		6,319	-	-	6,319	2.50
Scheme XXXVIII	Part I	1,15,157	527.68	31-Mar-25		1,15,157	-	-	1,15,157	2.50
	Part II	1,49,204	534.41	31-Mar-25	-	1,49,204	-	-	1,49,204	2.50
Total		74,80,423			64,37,040	30,28,834	10,17,450	9,68,001	74,80,423	

Notes
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As at March 31 2023

Scheme	Part	Options outstanding as at 31st March, 2023	Exercise price	Vesting date	Number of options granted, exercised and forfeited: Balance as at beginning of the year	Granted during the year	Less : Exercised during the year	Less: Forfeited / lapsed during the year	Balance as at end of the year	Weighted average remaining contractual life of options outstanding at end of period (in years)
Scheme IV	Part I	5,080	256.78	30-Nov-19	83,340	-	78,260	-	5,080	-
	Part II	-	302.34	30-Nov-19	6,200	-	6,200	-	-	-
	Part III	-	307.77	30-Nov-19	7,570	-	7,570	-	-	-
Scheme VI	Part III	740	1.00	30-Nov-20	740	-	-	-	740	0.33
Scheme VII	Part I	86,140	307.77	30-Nov-20	1,38,780	-	47,440	5,200	86,140	0.33
	Part II	11,880	316.53	30-Nov-20	13,760	-	1,880	-	11,880	0.33
	Part III	15,920	346.47	30-Nov-20	22,570	-	6,650	-	15,920	0.33
Scheme IX	Part I	10,290	1.00	30-Nov-21	15,290	-	5,000	-	10,290	0.83
	Part II	-	1.00	30-Nov-21	8,100	-	8,100	-	-	0.83
Scheme X	Part I	2,42,010	346.47	30-Nov-21	3,35,440	-	86,540	6,890	2,42,010	0.83
	Part II	6,210	357.51	30-Nov-21	11,200	-	4,990	-	6,210	0.83
	Part III	28,890	346.00	30-Nov-21	37,280	-	5,830	2,560	28,890	0.83
Scheme XI	Part I	2,22,700	357.65	31-Mar-22	2,22,700	-	-	-	2,22,700	1.00
Scheme XII	Part I	3,86,380	357.65	31-Mar-22	3,86,380	-	-	-	3,86,380	1.00
Scheme XIII	Part I	3,24,050	346.00	30-Nov-22	7,17,540	-	28,690	3,64,800	3,24,050	1.33
	Part II	16,220	330.38	30-Nov-22	45,230	-	6,260	22,750	16,220	1.33
	Part III	1,03,420	372.10	30-Nov-22	1,09,550	-	-	6,130	1,03,420	1.33
Scheme XIV	Part I	4,25,100	330.38	31-Mar-23	4,25,100	-	-	-	4,25,100	1.50
Scheme XV	Part I	38,840	1.00	30-Nov-23	65,040	-	-	26,200	38,840	2.17
	Part II	6,548	1.00	30-Nov-23	6,548	-	-	-	6,548	2.17
Scheme XVI	Part I	4,96,350	372.10	30-Nov-23	6,95,890	-	3,690	1,95,850	4,96,350	2.17
	Part II	75,548	451.56	30-Nov-23	87,435	-	-	11,887	75,548	2.17
	Part III	1,05,613	545.34	30-Nov-23	1,45,866	-	-	40,253	1,05,613	2.17
Scheme XVII	Part I	52,080	1.00	31-Mar-24	52,080	-	-	-	52,080	2.50
Scheme XVIII	Part I	2,97,940	451.56	31-Mar-24	2,97,940	-	-	-	2,97,940	2.50
Scheme XIX	Part I	48,046	1.00	30-Nov-24	54,196	-	-	6,150	48,046	3.17
	Part II	15,794	1.00	30-Nov-24	-	15,794	-	-	15,794	3.17
	Part III	5,311	1.00	30-Nov-24	-	5,311	-	-	5,311	3.17
Scheme XX	Part I	7,05,295	545.34	30-Nov-24	8,39,114	-	-	1,33,819	7,05,295	3.17
	Part II	1,06,300	520.96	30-Nov-24	-	1,12,859	-	6,559	1,06,300	3.17
	Part III	1,03,843	498.25	30-Nov-24	-	1,03,843	-	-	1,03,843	3.17
	Part IV	4,428	505.15	30-Nov-24	-	4,428	-	-	4,428	3.17
Scheme XXI	Part II	44,935	1.00	31-Mar-24	-	44,935	-	-	44,935	2.50
Scheme XXII	Part I	24,017	545.34	31-Mar-24	24,017	-	-	-	24,017	2.50
	Part II	5,85,443	498.25	31-Mar-24	-	5,85,443	-	-	5,85,443	2.50
Scheme XXIII	Part I	86,601	1.00	31-Mar-24	-	86,601	-	-	86,601	2.50
Scheme XXIV	Part I	5,75,837	520.96	31-Mar-24	-	5,75,837	-	-	5,75,837	2.50
Scheme XXV	Part I	40,147	1.00	31-Mar-25	-	40,147	-	-	40,147	3.50
Scheme XXVI	Part I	99,072	1.00	30-Nov-25	-	99,072	-	-	99,072	4.17
Scheme XXVII	Part I	7,48,562	498.25	30-Nov-25	-	7,62,976	-	14,414	7,48,562	4.17
Scheme XXVIII	Part I	12,604	1.00	31-Mar-25	-	12,604	-	-	12,604	3.50
Scheme XXIX	Part I	2,72,856	498.25	31-Mar-25	-	2,72,856	-	-	2,72,856	3.50
					-		-		-	
Total		**64,37,040**			**48,54,896**	**27,22,706**	**2,97,100**	**8,43,462**	**64,37,040**	

Notes

to the Standalone financial statements for the year ended 31st March 2024

Weighted average equity share price at the date of exercise of options during the year 2023-24 was ₹ 543.73 (2022-23 was ₹ 501.34)

Particulars	2024	2023
Aggregate of all stock options outstanding as at the year end to current paid-up equity share capital (percentage)	0.58%	0.50%

The following assumptions were used for calculation of fair value of grants using Black-Scholes:

Scheme	Part	Risk-free interest rate (%)	Expected life of options (years)	Expected volatility (%)	Dividend yield (%)	Fair value of the option
Scheme II		7.25%	3 years 2 months	25.80%	0.96%	85.53
Scheme III	Part I	6.75%	3 years 6 months	26.10%	0.96%	246.12
	Part II	6.25%	3 years 1 month	26.70%	1.07%	308.10
	Part III	6.50%	2 years 6 months	23.10%	1.07%	301.35
Scheme IV	Part I	6.75%	3 years 6 months	26.10%	0.96%	68.80
	Part II	6.25%	3 years 1 month	26.70%	1.07%	86.70
	Part III	6.50%	2 years 6 months	23.10%	1.07%	64.28
Scheme VI	Part I	6.75%	3 years 6 months	25.50%	1.07%	298.18
	Part III	7.30%	2 years 6 months	22.54%	1.29%	346.10
Scheme VII	Part I	6.75%	3 years 6 months	25.50%	1.07%	83.77
	Part II	7.00%	3 years	23.84%	1.29%	77.50
	Part III	7.30%	2 years 6 months	22.54%	1.29%	79.70
Scheme IX	Part I	7.39%	3 years 6 months	23.40%	1.29%	341.70
	Part II	7.04%	3 years 1 month	22.27%	1.29%	325.60
Scheme X	Part I	7.39%	3 years 6 months	23.40%	1.29%	98.20
	Part II	7.04%	3 years 1 month	22.27%	1.29%	69.20
	Part III	6.35%	3 years 5 months	22.14%	1.29%	74.50
Scheme XI	Part I	6.86%	3 years 4 months	23.13%	1.29%	89.50
Scheme XII	Part I	6.86%	3 years 4 months	23.13%	1.29%	89.50
Scheme XIII	Part I	6.42%	4 years 5 months	22.94%	1.29%	89.40
	Part II	4.90%	3 years 11 months	24.68%	1.71%	80.79
	Part III	4.65%	3 years 6 months	24.83%	1.71%	80.90
Scheme XIV	Part I	4.90%	4 years 3 months	24.47%	1.71%	83.53
Scheme XV	Part I	4.98%	4 years 6 months	24.51%	1.71%	345.30
	Part II	5.42%	3 years 6 months	25.08%	1.88%	488.70
Scheme XVI	Part I	4.98%	4 years 6 months	24.51%	1.71%	93.00
	Part II	5.27%	4 years	24.39%	1.71%	112.20
	Part III	5.42%	3 years 6 months	25.08%	1.88%	107.30
Scheme XVII	Part I	5.27%	4 years 4 months	24.22%	1.71%	452.40
Scheme XVIII	Part I	5.27%	4 years 4 months	24.22%	1.71%	116.20
Scheme XIX	Part I	5.73%	4 years 6 months	24.14%	1.88%	479.60
	Part II	6.80%	4 years 1 months	25.50%	1.90%	480.10
	Part III	7.03%	3 years 6 months	25.75%	2.06%	474.30
Scheme XX	Part I	5.73%	4 years 6 months	24.14%	1.88%	123.10
	Part II	6.80%	4 years 1 months	25.50%	1.90%	137.80
	Part III	7.03%	3 years 6 months	25.75%	2.06%	131.30
	Part IV	7.10%	3 years 4 months	25.80%	2.10%	114.60
Scheme XXI	Part I	5.13%	2 years 10 months	25.03%	1.88%	494.80
	Part II	6.60%	3 years 5 months	25.30%	1.90%	486.30
Scheme XXII	Part I	5.13%	2 years 10 months	25.02%	1.88%	93.60
	Part II	6.96%	2 years 10 months	26.41%	2.06%	119.20

Notes

to the Standalone financial statements for the year ended 31st March 2024

Scheme	Part	Risk-free interest rate (%)	Expected life of options (years)	Expected volatility (%)	Dividend yield (%)	Fair value of the option
Scheme XXIII	Part I	6.60%	3 years 5 months	25.30%	1.90%	486.30
Scheme XXIV	Part I	6.60%	3 years 5 months	25.30%	1.90%	123.60
Scheme XXV	Part I	6.90%	4 years 5 months	25.30%	1.90%	477.10
Scheme XXVI	Part I	7.13%	4 years 6 months	25.40%	2.06%	464.70
	Part II	7.13%	3 years 6 months	22.79%	2.06%	493.00
Scheme XXVII	Part I	7.13%	4 years 6 months	25.40%	2.06%	148.60
	Part II	6.83%	4 years 1 month	24.80%	2.06%	132.10
	Part II	7.13%	3 years 6 months	22.79%	2.06%	124.00
Scheme XXVIII	Part I	7.09%	3 years 10 months	25.36%	2.06%	471.10
Scheme XXIX	Part I	7.09%	3 years 10 months	25.36%	2.06%	136.80
Scheme XXX	Part I	6.81%	3 years 5 months	25.55%	2.06%	459.30
Scheme XXXI	Part I	6.81%	3 years 5 months	25.55%	2.06%	122.70
Scheme XXXII	Part I	6.85%	4 years 5 months	24.37%	2.06%	450.00
Scheme XXXIII	Part I	6.85%	4 years 5 months	24.37%	2.06%	136.20
Scheme XXXIV	Part I	7.16%	4 years 6 months	24.53%	2.06%	483.00
Scheme XXXV	Part I	7.16%	4 years 6 months	24.53%	2.06%	147.80
Scheme XXXVI	Part I	7.09%	2 years 6 months	22.39%	2.06%	102.30
Scheme XXXVII	Part I	7.11%	2 years 10 months	22.97%	2.06%	499.80
	Part II	6.98%	2 years 8 months	22.35%	2.06%	496.00
Scheme XXXVIII	Part I	7.11%	2 years 10 months	22.97%	2.06%	110.60
	Part II	6.98%	2 years 8 months	22.35%	2.06%	98.30

Notes

to the Standalone financial statements for the year ended 31st March 2024

(b) Share appreciation rights

The Nomination and Remuneration Committee has granted Stock Appreciation Rights ("STAR") to certain eligible employees pursuant to the Company's Employee Stock Appreciation Rights Plan, 2011 ("Plan"). The grant price is determined based on a formulae as defined in the Plan. There are schemes under each Plan with different vesting periods. Scheme I to XI have matured on their respective vesting dates. Under the Plan, the specified eligible employees are entitled to receive a Star Value which is the excess of the maturity price over the grant price subject to certain conditions. The Plan is administered by Nomination and Remuneration Committee comprising independent directors.

Scheme	Grant Date	Grant Price (₹)	Vesting Date	As at March 31 2024							As at March 31 2023						
				Number of grants outstanding (Nos)					Carrying amount of liability - included in employee benefit obligation (₹ in Crore)		Number of grants outstanding (Nos)					Carrying amount of liability - included in employee benefit obligation (₹ in Crore)	
				at the beginning of the year	Add : Granted during the year	Less : Forfeited during the year	Less : Exercised during the year	at the end of the year	Classified as long-term	Classified as short-term	at the beginning of the year	Add : Granted during the year	Less : Forfeited during the year	Less : Exercised during the year	at the end of the year	Classified as long-term	Classified as short-term
STAR X	20-Dec-19	346.04	30-Nov-22	-	-	-	-	-	-	-	2,38,790	-	33,630	2,05,160	-	-	-
	23-Jun-20	330.38	30-Nov-22	-	-	-	-	-	-	-	39,740	-	17,260	22,480	-	-	-
	01-Dec-20	372.10	30-Nov-22	-	-	-	-	-	-	-	6,130	-	-	6,130	-	-	-
STAR XI	01-Dec-20	372.10	30-Nov-22	3,49,210	-	49,670	2,99,540	-	-	-	4,43,440	-	94,230	-	3,49,210	-	3
	26-May-21	451.56	30-Nov-23	61,188	-	28,199	32,989	-	-	-	66,852	-	5,664	-	61,188	-	
	07-Dec-21	545.34	30-Nov-23	9,112	-	-	9,112	-	-	-	49,365	-	40,253	-	9,112	-	
STAR XII	07-Dec-21	545.34	30-Nov-24	4,50,375	-	65,715	-	3,84,660	-	2	5,71,252	-	1,20,877	-	4,50,375	1	-
	05-May-22	520.96	30-Nov-24	19,241	-	3,100	-	16,141			-	19,945	704	-	19,241		-
	07-Dec-22	498.25	30-Nov-25	28,624	-	8,979	-	19,645			-	28,624	-	-	28,624		-
STAR XIII	07-Dec-22	498.25	30-Nov-25	3,98,999	-	53,171	-	3,45,828	1	-	-	4,13,509	14,510	-	3,98,999	0	-
	05-May-23	483.50	30-Nov-25	-	7,503	-	-	7,503			-	-	-	-	-	-	-
	08-Dec-23	527.68	30-Nov-25	-	53,000	-	-	53,000			-	-	-	-	-	-	-
STAR XIV	08-Dec-23	527.68	30-Nov-26	-	5,70,695	10,388	-	5,60,307			-	-	-	-	-	-	-
	Total			**13,16,749**	**6,31,198**	**2,19,222**	**3,41,641**	**13,87,084**	**1**	**2**	**14,15,569**	**4,62,078**	**3,27,128**	**2,33,770**	**13,16,749**	**1**	**3**

The Company has formed "Welfare of Mariconians Trust" (The Trust) for the implementation of the schemes that are notified or may be notified from time to time by the Company under the Plan. The Company has advanced ₹ 55 crores as at 31st March, 2024 (₹ 50 crores as at 31st March, 2023) to the Trust for purchase of the Company's shares under the Plan. As per the Trust Deed and Trust Rules, upon maturity, the Trust shall sell the Company's shares and hand over the proceeds to the Company. The Company, after adjusting the loan advanced and interest thereon (on loan advanced after 1 April, 2013), shall utilize the proceeds towards meeting its STAR Value obligation.

The fair value of the STAR's was determined using the Black-Scholes model using the following inputs at the grant date and as at each reporting date:

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Share price at measurement date (INR per share)	497.2	479.8
Expected volatility (%)	18.72%-22.01%	19.5%-23.2%
Dividend yield (%)	2.06%	2.10%
Risk-free interest rate (%)	6.88%-6.94%	6.9%-7.1%

Notes

to the Standalone financial statements for the year ended 31st March 2024

(c) Expense arising from share-based payment transactions recognised in Profit or Loss as part of employee benefit expense were as follows:

(₹ in crore)

Particulars	31st March, 2024	31st March, 2023
Employee stock option plan	32	16
Stock appreciation rights	3	2
Total employee share based payment expense	**34**	**18**

34 Earnings per share

Basic EPS amounts are calculated by dividing the profit after tax for the year attributable to equity holders of the Company by the weighted average number of Equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit after tax for the year attributable to equity shareholders by weighted average number of Equity shares outstanding during the year plus the weighted average number of Equity shares that would be issued on conversion of all the dilutive potential Equity shares into Equity shares.

(₹ in crore)

Particulars	Year ended 31st March, 2024	Year ended 31st March, 2023
(a) Basic earnings per share		
Basic earnings per share (in ₹)	8.34	9.13
(b) Diluted earnings per share		
Diluted earnings per share (in ₹)	8.32	9.10
(c) Earnings (₹ in Crores) used in calculating earnings per share	1,078	1,179
(d) Weighted average number of equity shares used as denominator		
Weighted average number of equity shares outstanding	1,29,35,16,521	1,29,29,42,177
Shares held in controlled trust (refer note ii below)	(12,94,043)	(13,98,033)
Weighted average number of equity shares in calculating basic earnings per share	1,29,22,22,478	1,29,15,44,144
Dilutive impact of Share Options	31,99,036	39,42,599
Weighted average number of equity shares and potential equity shares in calculating diluted earnings per share	**1,29,54,21,514**	**1,29,54,86,743**

Information concerning the classification of securities

(i) Share options

Options granted to Employees under Marico Employee Stock Option Plan 2016 are considered to be potential equity shares. They have been included in the determination of diluted earnings per share to the extent to which they are dilutive. The options have not been included in the determination of basic earnings per share. Details relating to the options are set out in note 33.

(ii) Treasury shares

Treasury shares are excluded for the purpose of calculating basic and diluted earnings per share.

Notes

to the Standalone financial statements for the year ended 31st March 2024

35 The Company has a process whereby periodically all long term contracts (including derivative contracts if any) are assessed for material foreseeable losses. At the year end, basis the review performed, no provision was required for material foreseeable losses on long term contracts (including derivative contracts).

36 Financial ratios

Ratio	Items included in numerator and denominator for computing	As at 31st March, 2024	As at 31st March, 2023	% Variance	Reason for variation
(a) Current Ratio,	Current Assets / Current Liabilities	2.01	2.18	-8%	
(b) Debt-Equity Ratio,	Total Borrowings/Shareholders' Funds (Share Capital + Reserves & surplus)	0.03	0.02	113%	Increase in working capital loan.
(c) Debt Service Coverage Ratio,	Net Profit before taxes + Non-cash operating expenses like depreciation and other amortizations + Interest + other adjustments like loss on sale of Fixed assets etc. /Debt service = Interest & Lease Payments + Principal Repayments	7.57	4.96	53%	Due to reduction in borrowed funds during the year.
(d) Return on Equity Ratio,	Net Profit after tax/ average Shareholders' Funds (opening + closing)/2)	29.7%	35.1%	-16%	
(e) Inventory turnover ratio,	Cost of Revenue from Operation /Average Inventory Cost of Revenue from Operation = Cost of materials consumed + purchase of stock-in-trade + change in Inventory (FG; WIP and Stock in trade) Average Inventory = (Opening Inventory + Closing Inventory)/2	4.16	4.49	-7%	
(f) Trade Receivables turnover ratio,	Revenue from Operations/ Average Trade Receivable Average Trade Receivable = (Opening Trade Receivable + Closing Trade Receivable)/2	8.20	10.74	-24%	Majorly on account of change in channel mix.
(g) Trade payables turnover ratio,	Cost of materials consumed + purchase of stock-in-trade + change in Inventory (FG; WIP and Stock in trade)+other expenses/ Average Trade Payable Average Trade Payable = (Opening Trade Payable + Closing Trade Payable)/2	5.35	5.74	-7%	
(h) Net capital turnover ratio,	Revenue from Operations / Working Capital working Capital = Currnet Assets - Current Liabilities	5.42	4.82	12%	
(i) Net profit ratio,	Net Profit after tax/ Revenue from Operations	15%	16%	-2%	
(j) Return on Capital employed,	Net Profit before interest and tax/ Capital Employed Capital Employed = Shareholders' Funds + Total debt + deferred tax liability	39%	41%	-6%	
(k) Return on investment.	Income from Investment / Average Investment Average Investment = (Opening Investment + Closing Investment)/ 2	12%	8%	49%	Due to reduction in investable surplus during the year.

37 (i) No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries).

(ii) The Company has not received any fund from any party (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Notes

to the Standalone financial statements for the year ended 31st March 2024

38 In terms of Rule 3(1) of the Companies (Audit and Auditors) Rules, 2014, the accounting software used by the Company for maintaining its books of account has inter alia a feature of recording audit trail of each and every transaction, creating an edit log of each change made in books of account along with the date of such change and the audit trail cannot be disabled. Further, such feature has operated throughout the year and not been tampered with.

With a view to ensure continued system stability and performance, the Company has taken additional steps to augment access controls, wherever required, including at the database level as mentioned under the ICAI Guidance Note on Audit Trail feature and certain debug controls for privileged users.

39 Information with regards to other matters in the Companies Act are either Nil or Not applicable to the Company.

As per our attached report of even date
For B S R & Co. LLP
Chartered Accountants
Firm Registration No. 101248W/W-100022

SADASHIV SHETTY
Partner
Membership No. 048648

Place : Mumbai
Date : May 06, 2024

For and on behalf of the Board of Directors

HARSH MARIWALA
Chairman
[DIN 00210342]

SAUGATA GUPTA
Managing Director and CEO
[DIN 05251806]

PAWAN AGRAWAL
Chief Financial Officer

VINAY M A
Company Secretary
[Membership No. FCS 11362]

Place : Mumbai
Date : May 06, 2024

Performance Trends

Consolidated Quarterly Financials

(Amount in ₹ Crore)

2023-24	Three Months Ended				Annual
Particulars	**30-Jun-23**	**30-Sep-23**	**31-Dec-23**	**31-Mar-24**	**FY24**
Revenue from Operations	2,477	2,476	2,422	2,278	9,653
Total Expenditure	1,903	1,979	1,909	1,836	7,627
Profit before Finance Cost, Tax, Depreciation and Amortisation	**574**	**497**	**513**	**442**	**2,026**
Other Income	46	38	43	15	142
Finance Cost	17	20	19	17	73
Depreciation and Amortisation	36	39	42	41	158
Profit before Share of Profit/(Loss) of Joint Ventures, Exceptional Items and Tax	**567**	**476**	**495**	**399**	**1,937**
Share of Profit/(Loss) of Joint Ventures	-	-	-	-	-
Exceptional Items	-	-	-	-	-
Profit before Tax	**567**	**476**	**495**	**399**	**1,937**
Tax Expense	131	116	109	79	435
Profit after Tax	**436**	**360**	**386**	**320**	**1,502**
Non controlling interest	9	7	3	2	21
Net Profit attributable to Owners of the Company	**427**	**353**	**383**	**318**	**1,481**
Equity Share Capital	129	129	129	129	129
Earning per Share - (INR)	**3.3**	**2.7**	**3.0**	**2.5**	**11.5**

(Amount in ₹ Crore)

2022-23	Three Months Ended				Annual
Particulars	**30-Jun-22**	**30-Sep-22**	**31-Dec-22**	**31-Mar-23**	**FY23**
Revenue from Operations	2,558	2,496	2,470	2,240	9,764
Total Expenditure	2,030	2,063	2,014	1,847	7,954
Profit before Finance Cost, Tax, Depreciation and Amortisation	**528**	**433**	**456**	**393**	**1,810**
Other Income	17	19	40	68	144
Finance Cost	10	15	14	17	56
Depreciation and Amortisation	36	37	39	43	155
Profit before Share of Profit/(Loss) of Joint Ventures, Exceptional Items and Tax	**499**	**400**	**443**	**401**	**1,743**
Share of Profit/(Loss) of Joint Ventures	-	-	-	-	-
Exceptional Items	-	-	-	-	-
Profit before Tax	**499**	**400**	**443**	**401**	**1,743**
Tax Expense	122	93	110	96	421
Profit after Tax	**377**	**307**	**333**	**305**	**1,322**
Non controlling interest	6	6	5	3	20
Net Profit attributable to Owners of the Company	**371**	**301**	**328**	**302**	**1,302**
Equity Share Capital	129	129	129	129	129
Earning per Share - (INR)	**2.9**	**2.3**	**2.5**	**2.3**	**10.1**

EVA analysis

₹ in Crore

	FY19	FY20	FY21	FY22	FY23	FY24
Average Capital Employed	3,111	3,363	3,534	3,775	4,367	5,056
Average Debt / Total capital (%)	10.6	10.2	9.7	9.2	9.4	8.5
Profit After Current Tax (excluding one-offs)	926	1,056	1,175	1,258	1,366	1,584
Add: Interest Post Tax	18	38	27	31	42	57
Net Operating Profit After Tax	**944**	**1,094**	**1,202**	**1,289**	**1,408**	**1,641**
Less: Cost of Capital	355	390	357	394	498	549
Economic Value Added	**589**	**704**	**845**	**894**	**910**	**1,092**

Sustainable Wealth Creation

Investment	Through	Shares	Amount (in ₹)	Indexed Value
April 1996 - Original Purchase	IPO	100	17,500	100
August 2002	Bonus (Equity 1:1)	200	-	-
September 2002	Bonus (Preference 1:1)	200	-	-
May 2004	Bonus (Equity 1:1)	400	-	-
February 2007	Share Split (10:1)	4000	-	-
December 2015	Bonus (Equity 1:1)	8000	-	-
Holdings and Cost as on March 31, 2024		**8,000**	**17,500**	**100**

Return	Through	Shares	Amount (in ₹)	Indexed Value
March 31, 2024	Market value	8000	39,75,200	22,715
March 2004	Redemption proceeds of Bonus Preference shares	200	2,000	11
April 1996 - March 2024	Dividend Received*#		4,83,899	2,765
Gross Returns			**44,61,099**	**25,492**
Compound Annual Return since IPO			**22%**	**22%**

* Dividends are inclusive of those received on Bonus Preference Shares

Subject to taxes as applicable

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Ten Years' Financial highlights

(₹ in Crore)

Year ended March 31,	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Income from Operations	5,733	6,024	5,936	6,333	7,334	7,315	8,048	9,512	9,764	9,653
EBITDA	870	1,051	1,159	1,138	1,326	1,469	1,591	1,681	1,810	2,026
Profit before Interest & Tax (PBIT)	845	1,050	1,166	1,133	1,298	1,453	1,546	1,640	1,799	2,010
Profit before Tax (PBT)	822	1,029	1,149	1,117	1,257	1,374	1,523	1,601	1,743	1,937
Net Profit attributable to Owners of the Company (refer note 3 below)	573	711	799	814	926	1,043	1,162	1,225	1,280	1,470
Cash Profits (Profit after Current Tax + Depreciation + Amortisation)	668	873	947	922	1,057	1,167	1,327	1,397	1,521	1,742
Economic Value Added	**419**	**558**	**610**	**550**	**589**	**704**	**845**	**894**	**910**	**1,092**
Goodwill on consolidation	489	497	479	486	503	538	613	654	862	863
Net Fixed Assets	590	620	616	801	842	916	1,023	1,145	1,451	1,905
Investments	284	513	608	543	450	733	854	828	1,096	602
Net Current Assets	749	655	846	1,105	1,420	1,094	1,034	1,056	1,286	1,683
Net Non Current Assets	163	35	41	(82)	(68)	(63)	(20)	(11)	34	115
Deferred Tax Asset (Net)	-	65	10	20	202	159	186	187	146	68
Total Capital Employed	**2,274**	**2,386**	**2,600**	**2,873**	**3,349**	**3,377**	**3,690**	**3,859**	**4,875**	**5,236**
Equity Share Capital	65	129	129	129	129	129	129	129	129	129
Reserves	1,760	1,888	2,197	2,394	2,846	2,894	3,111	3,219	3,670	3,703
Net Worth	**1,825**	**2,017**	**2,326**	**2,523**	**2,975**	**3,023**	**3,240**	**3,348**	**3,799**	**3,832**
Non controlling interest	14	14	13	12	12	13	18	57	157	337
Borrowed Funds	428	331	239	309	349	335	348	345	475	383
Deferred Tax Liability	8	23	22	29	13	6	84	109	178	279
Other Financial Liabilities	-	-	-	-	-	-	-	-	266	405
Total Funds Employed	**2,274**	**2,386**	**2,600**	**2,873**	**3,349**	**3,377**	**3,690**	**3,859**	**4,875**	**5,236**
EBITDA Margin (%)	15.2	17.5	19.5	18.0	18.1	20.1	19.8	17.7	18.5	21.0
Profit before Tax to Turnover (%)	14.3	17.1	19.4	17.6	17.1	18.8	18.9	16.8	17.9	20.1
Net profit attributable to owners of the Company to turnover (%)	10.0	11.8	13.5	12.9	12.6	14.3	14.4	12.9	13.1	15.3
Return on Net Worth (%) (PAT / Average Net Worth $)	**36.0**	**37.0**	**36.8**	**33.5**	**33.7**	**34.8**	**37.1**	**37.2**	**36.4**	**38.8**
Return on Capital Employed (PBIT / Average Total Capital Employed @)	**38.7**	**45.1**	**46.8**	**41.3**	**42.0**	**42.4**	**44.3**	**44.6**	**44.0**	**44.7**
Net Cash Flow from Operations per share (₹) (Refer Cash Flow Statement)	**10.3**	**6.5**	**5.0**	**4.0**	**8.2**	**9.4**	**15.5**	**7.9**	**11.0**	**11.1**
Earning per Share (EPS) (₹) (PAT / No. of Equity Shares)	**8.9**	**5.5**	**6.2**	**6.3**	**7.2**	**8.1**	**9.0**	**9.5**	**10.1**	**11.5**
Economic Value Added per share (₹)	6.5	4.3	4.7	4.3	4.6	5.5	6.5	6.9	7.0	8.4
Dividend per share (₹)	2.5	3.4	3.5	4.3	4.8	6.8	7.5	9.3	4.5	9.5
Debt / Equity	**0.2**	**0.2**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**
Book Value per share (₹) (Net Worth / No. of Equity Shares)	**28.3**	**15.6**	**18.0**	**19.5**	**23.0**	**23.4**	**25.1**	**25.9**	**29.4**	**29.6**
Sales to Average Capital Employed @	2.6	2.6	2.4	2.3	2.4	2.2	2.3	2.5	2.2	1.9
Sales to Average Net Current Assets #	8.1	8.6	7.9	6.5	5.8	5.8	7.6	9.1	8.3	6.5

@ Average Capital Employed = (Opening Capital Employed + Closing Capital Employed)/2

$ Average Net Worth = (Opening Net Worth + Closing Net Worth)/2

Average Net Current Assets = (Opening Net Current Assets + Closing Net Current Assets)/2

Note 1: FY16 onwards, per share numbers are calculated on the post bonus number of shares

Note 2: FY16 onwards, financials are as per IND - AS and hence not comparable with earlier years.

Note 3: Net Profit attributable to the owners of the Company excludes the impact of one-offs and extraordinary items.

Note 4 : P&L and Balance Sheet from FY19 onwards are as per Ind AS 116 and hence not comparable with earlier years.

Notes

marico
make a difference

Purpose Statement

To transform in a sustainable manner, the lives of those we touch, by nurturing and empowering them to maximise their true potential.

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