"Meet our new Chief of HR... his skills at capital deployment and treasury management are impeccable."



In a rapidly changing business environment, those who evolve and reinvent themselves are best poised to grasp opportunities in the marketplace.

At Marico, we believe, to accelerate growth, you need fertile minds that bring fresh insights and perspectives to the table. And what better

way than a free flow of talent across disciplines, to spur cross-functional thinking.

By moving our top performers across businesses and functions, we're able to leverage their strengths and harness their full potential.

But naturally, the results we deliver do not go unnoticed.

WE'VE BEEN RATED AMONG THE TOP EIGHT INDIAN GLOBAL CHALLENGERS.*

TIME TO QUESTION OUR MANAGEMENT.

^{*} Standard & Poor's global rating of mid-size companies as on December 31, 2006. The survey spanned 37 countries



In today's fast-moving business environment, you can't afford to get rooted in past success. A new class of consumer is emerging - with evolved tastes and preferences.

At Marico, we see this as an opportunity to leverage our brands to the fullest, and launch them on broader platforms.

By constantly re-engineering our power brands, we're able to address new consumer

segments with advanced products that they are seeking.

Today, Saffola, with its foray into functional foods like low-sodium salt and 'atta-mix', has become a way to healthy living.

While Parachute Advansed, with its unique product offerings, has become the hair care system of choice for discerning consumers.

IF YOUR BRANDS DOMINATE THE MARKET, THERE'S ONLY ONE THING LEFT TO DO:

REINVENT THEM.



If you see yourself as an FMCG company, you'll only be limited by your vision of who you are.

At Marico, we go where consumers take us. They seek solutions - and solutions don't necessarily come of out of a bottle.

With our foray into skincare services, we've

emerged stronger, more nimble, and better poised to grasp opportunities in the marketplace.

In just 4 years, Kaya has set up 48 skin clinics, with a loyalty base of over 2 lac customers.

Clearly, there's no limit to what we can achieve.

WE ARE ONE OF THE FASTEST GROWING FMCG COMPANIES TODAY.

HOW LIMITING.

"I've struck oil."

If you view yourself as an Indian company operating in Indian markets, you'll miss the bigger opportunity of being a global player. Precisely what we realized when we entered overseas markets like Bangladesh, UAE and Egypt.

Today, we dominate these markets - upsetting even our global competitors. Parachute leads with

over 60% share in Bangladesh. While Parachute Hair Cream has cornered 25% of the market in the UAE, winning the Outstanding Marketing Achievement Award in the Middle East.

And our acquisitions in Egypt continue to grow, taking our growth in international business to a whopping 65%.

LISTED AS ONE OF THE TOP 10 MARKETERS IN INDIA.*

OBVIOUSLY, WE HAD TO LOOK OUTSIDE.

^{*}By Business Today, September 2006