



INDEPENDENT ASSURANCE OPINION STATEMENT

To the Directors of Marico Limited

Holds Statement No.: **BSIV 824377-1**

Introduction

The **British Standards Institution (BSI)** has been engaged by **Marico Limited** to provide an independent reasonable assurance of the sustainability information (described in the "Scope") included in the SEBI's Business Responsibility and Sustainability Report (BRSR) for the period April 1, 2024 to March 31, 2025 (FY 2024-25).

Scope

The scope of engagement agreed upon with Marico Limited includes the following:

The independent reasonable assurance covers sustainability information pertaining to SEBI-BRSR-Core, Key Performance Indicators (KPIs) in accordance with Annexure-I of the Securities and Exchange Board of India (SEBI) vide Circular-number SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12th July 2023.

This sustainability information is included in the Marico Limited's SEBI-BRSR for the period April 1, 2024 to March 31, 2025 (FY 2024-25).

BSI has performed a reasonable assurance engagement on whether the Marico Limited's disclosures in the SEBI-BRSR-Core are fairly presented, in all material respects in accordance with the reporting criteria (refer table below).

| Sustainability information subject to reasonable assurance | Period subject to assurance | Reporting criteria |
|---|--|---|
| SEBI-BRSR Core (Refer Annexure I of SEBI vide Circular number SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated July 12, 2023) | April 1, 2024 to March 31, 2025 (FY 2024-25) | <ul style="list-style-type: none">Regulation 34(2)(f) of SEBI's Listing Obligations and Disclosure Requirements (SEBI LODR)BRSR Core - Framework for assurance and ESG disclosures for value chain (SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated July 12, 2023)Guidance Note for Business Responsibility & Sustainability Reporting Format issued by SEBI (Annexure II - SEBI/HO/CFD/CMD-2/P/CIR/2021/562) |

The independent reasonable assurance covers the following BRSR Core KPIs which are included in Marico Limited's SEBI-BRSR for FY 2024-25:

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(*'P'* represents the 9 Principles of the National Guidelines for Responsible Business Conduct (NGRBC) / *'E'* represents Essential Indicators, within each Principle in the SEBI-BRSR Format)

- Green-house gas (GHG) footprint – P6:E7
- Water footprint – P6:E3 and P6:E4
- Energy footprint – P6:E1
- Embracing circularity – P6:E9
- Enhancing employee wellbeing and safety – P3:E1(c) and P3:E11
- Enabling gender diversity in business - P5:E3(b) and P5:E7
- Enabling inclusive development - P8:E4 and P8:E5
- Fairness in engaging with customers and suppliers - P9:E7 and P1:E8
- Open-ness of business - P1:E9

[The details of subject matters and their boundaries within the scope is described in Appendix A and Appendix B in this independent assurance opinion statement].

Opinion Statement

We have conducted a reasonable assurance engagement covering the sustainability information pertaining to SEBI-BRSR Core KPIs for the period April 1, 2024 to March 31, 2025 (FY 2024-25), covering disclosures on Green-house gas (GHG) footprint, water footprint, energy footprint, embracing circularity, enhancing employee wellbeing and safety, enabling gender diversity in business, enabling inclusive development, fairness in engaging with customers and suppliers, open-ness of business.

In our opinion, the accompanying sustainability information is fairly presented, in all material respects, in accordance with the reporting criteria stated above.

Methodology

Our assurance engagement was carried out in accordance with the ISAE3410 and ISAE3000 (Revised) assurance standards following the principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- Discussion with managers and staff in Marico Limited involved in sustainability-management, BRSR-report preparation, provision of data & information, implementation of controls, etc were carried out
- Document review of relevant systems, policies, controls and procedures where available
- Review of supporting evidence for claims made in the reports
- Visit of the 3 major factories and the Corporate Office of Marico Limited to confirm the data collection processes, record management practices, and check evidence physically

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- A sample-based assessment of the reliability and quality of information covered as part of the SEBI-BRSR Core KPIs with samples considered based on criticality of data points in line with requirements of Reasonable Assurance

Responsibility

Marico Limited is responsible for the preparation and fair presentation of the sustainability information described in the “Scope” above in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders of Marico Limited, giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence

BSI is independent to Marico Limited and has no financial interest in the operation of Marico Limited other than for the assurance of the sustainability statement contained in the SEBI Business Responsibility and Sustainability Report (BRSR).

This independent assurance opinion statement has been prepared for the stakeholders of Marico Limited, only for the purposes of verifying its statements relating to SEBI-BRSR Core (Annexure I) as notified by SEBI vide Circular number SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated July 12, 2023), more particularly described in the Scope above.

This independent assurance opinion statement is prepared based on review by BSI, of information presented to it by Marico Limited. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Marico Limited is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team that conducted the assurance has extensive experience in conducting assurance & verification over environmental, social & governance (ESG), and GRI Standards 2021, AA1000AS, ISO 14001, ISO 45001, ISO 14064, ISO 14068, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 7-7-2025

For and on behalf of BSI:

Sabyasachi Ghosh
Lead Assurer

Theuns Kotze
Managing Director BSI India

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Appendix A: SEBI BRSR CORE Attributes

| SEBI BRSR KPI | | Type of Assurance | Value |
|--|---|-------------------|-----------|
| PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment | | | |
| Attribute: Green-house gas (GHG) footprint | | | |
| P6:E7 | Total Scope 1 GHG emissions tCO2e | Reasonable | 1,207.5 |
| | Total Scope 2 GHG emissions tCO2e | Reasonable | 9,534.9 |
| | GHG emission intensity (Scope 1 +2) (Total tCO2e / Revenue from operations) - tCO2e/ Cr INR | Reasonable | 1.42 |
| | GHG emission intensity (Scope 1 +2) (Total tCO2e / Total Revenue from operations adjusted for PPP) - tCO2e/ million USD | Reasonable | 292.78 |
| | GHG emission intensity (Scope 1 +2) (Total tCO2e per MT of Finished Goods) – tCO2e / MT | Reasonable | 0.04 |
| Attribute: Water footprint | | | |
| P6:E3 | Total volume of water withdrawal KL | Reasonable | 144,659.2 |
| | Total volume of water consumption KL | Reasonable | 144,659.2 |
| | Water consumption intensity (KL / Revenue from operations) - KL/ Cr INR | Reasonable | 19.08 |
| | Water consumption intensity (KL / Total Revenue from operations adjusted for PPP) – KL / million USD | Reasonable | 3942.68 |
| | Water consumption intensity (KL per MT of Finished Goods) – KL/ MT | Reasonable | 0.49 |

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| SEBI BRSR KPI | | Type of Assurance | Value |
|--|---|-------------------|--|
| | | | |
| P6:E4 | Water discharge by destination & levels of Treatment | Reasonable | 0 KL After Primary+ Secondary+ Tertiary treatment |
| | | | |
| Attribute: Energy footprint | | | |
| P6:E1 | Total energy consumed (from renewable and non-renewable sources) GJ | Reasonable | 204,616.1 |
| | % of Energy consumed from renewable sources | Reasonable | 72.68% |
| | Energy intensity (Megajoules / Revenue from operations) – GJ / Cr INR | Reasonable | 26.99 |
| | Energy intensity (Megajoules / Total Revenue from operations adjusted for PPP) – GJ / million USD | Reasonable | 5576.81 |
| | Energy intensity (Giga joules / per MT of Finished Goods) – GJ / MT | Reasonable | 0.69 |
| | | | |
| Attribute: Embracing circularity - details related to waste management by the entity | | | |
| P6:E9 | Plastic waste, MT | Reasonable | 555.01 |
| | E-waste, MT | | 5.16 |
| | Biomedical waste, MT | | 0.00 |
| | Construction & Demolition waste, MT | | 0.00 |
| | Battery waste, MT | | 0.06 |
| | Radioactive waste, MT | | 0.00 |
| | Hazardous waste, MT | | 177.74 |
| | Other non-hazardous waste MT | | 2,646.91 |
| | Total waste generated - MT | Reasonable | 3,384.89 |

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| SEBI BRSR KPI | | Type of Assurance | Value |
|--|---|-------------------|--|
| | | | |
| | Waste intensity (MT / Revenue INR from operations) - MT/ Cr INR | Reasonable | 0.45 |
| | Waste intensity (MT / Total Revenue INR from operations adjusted for PPP) - MT/ million USD | Reasonable | 92.26 |
| | Waste intensity (MT / per MT of Finished Goods) – MT / MT | Reasonable | 0.01 |
| | For each category of waste, waste recovered through <ul style="list-style-type: none">recycling – Absolute & Intensityreusing – Absolute & Intensityrecovery – Absolute & Intensity | Reasonable | Total = 2,844.884 MT 2,445.324 MT and 72.2% 244.94 MT and 7.2% 154.62 MT and 4.6% |
| | For each category of waste, waste disposed by nature of disposal - <ul style="list-style-type: none">a. Incineration – Absolute & Intensityb. Landfill – Absolute & Intensityc. Coprocessing – Absolute & Intensity | Reasonable | Total = 540.003 MT 78.915 MT and 2.3% 334.745 MT and 10.0% 126.343 MT and 3.7% |
| | | | |
| PRINCIPLE 3 Businesses should respect and promote the well-being of all employees, including those in their value chains | | | |
| Attribute: Enhancing Employee Wellbeing and Safety | | | |
| P3:E1 (c) | Spending on measures towards well-being of employees and workers (cost incurred on wellbeing measures as a % of total revenue of the company) | Reasonable | 0.17 % |
| P3:E11 | Details of safety related incidents for employees and workers including contract-workforce <ul style="list-style-type: none">a. Number of permanent disabilitiesb. LTIFRc. Number of fatalities | Reasonable | 0 0.25 0 |

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| SEBI BRSR KPI | | Type of Assurance | Value |
|--|--|-------------------|--|
| | | | |
| | | | |
| PRINCIPLE 5 Businesses should respect and promote human rights | | | |
| Attribute: Enabling Gender Diversity in Business | | | |
| P5:E3 (b) | Gross wages paid to females as % of wages paid by the entity | Reasonable | 19.64 % |
| P5:E7 | Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH) | Reasonable | 02 |
| | Complaints on POSH as a % of female employees / workers | | 0.59% |
| | Complaints on POSH upheld | | 01 |
| | | | |
| PRINCIPLE 8 Businesses should promote inclusive growth and equitable development | | | |
| Attribute: Enabling Inclusive Development | | | |
| P8:E4 | Percentage of input material (inputs to total inputs by value) sourced from Suppliers: a. Directly sourced from MSMEs/ small producers b. Directly from within India | Reasonable | 30 % 95 % |
| P8:E5 | Job creation in smaller towns – Wages paid to persons employed in smaller towns (permanent or non-permanent/ on contract) as % of total wage cost | Reasonable | Rural – 0 % Semi-urban – 3 % Urban – 10 % Metropolitan – 87 % |
| | | | |
| PRINCIPLE 9 - Businesses should engage with and provide value to their consumers in a responsible manner | | | |
| Attribute: Fairness in Engaging with Customers and Suppliers | | | |

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| SEBI BRSR KPI | | Type of Assurance | Value |
|--|--|-------------------|------------------------------------|
| | | | |
| P9:E7 | Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events | Reasonable | 0% |
| | | | |
| PRINCIPLE 1 - Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable | | | |
| Attribute: Fairness in Engaging with Customers and Suppliers | | | |
| P1:E8 | Number of days of accounts payable | Reasonable | 54.49 |
| Attribute: Open-ness of business (audited data provided by Financial Auditors) | | | |
| P1:E9 | Concentration of purchases a. Purchases from trading houses as % of total purchases b. Number of trading houses where purchases are made from c. Purchases from top 10 trading houses as % of total purchases from trading houses | Reasonable | 8.54% 124 36.26% |
| | Concentration of sales a. Sales to dealers / distributors as % of total sales b. Number of dealers / distributors to whom sales are made c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors | Reasonable | 100% 1667 28% |
| | Share of RPTs (as respective percentage) in – • Purchases • Sales • Loans & advances • Investments | Reasonable | 1.42% 2.10% 66.02% 41.13% |
| | | | |
| | | | |

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Appendix B:

List of locations which form the boundaries of the sustainability information pertaining to BRSR Core Attributes and Indicators - "Green-house gas (GHG) footprint, water footprint, energy footprint, embracing circularity, enhancing employee wellbeing and safety, enabling gender diversity in business, enabling inclusive development, fairness in engaging with customers and suppliers, open-ness of business".

| S.NO | Location | Type |
|------|------------------|--|
| 1. | National – India | • Offices in India (Grande Palladium and Marks) in Mumbai city |
| 2. | National – India | • 7 factories across States and Union Territories of India - Tamil Nadu (Perundurai, Pondicherry), Maharashtra (Jalgaon), Gujarat (Sanand), Assam (NER1, NER2), Himachal Pradesh (Baddi) |

Exclusions: the international operations are completely excluded from all Attributes & Parameters of the SEBI BRSR Core report

Business Responsibility & Sustainability Report (BRSR)

Overview

At Marico, we view environmental and social responsibility as essential drivers of a resilient and future-fit enterprise. Anchored in our purpose-led growth philosophy, we integrate sustainability across the entire value chain from ethical sourcing and energy-efficient operations to inclusive innovation and sustainable delivery models. Our journey has been shaped by pioneering initiatives such as phasing out coal usage, commissioning agro-fuel boilers, achieving carbon-neutral certification for key plants, and investing in solar infrastructure.

FY25 marks a pivotal year in our ESG evolution, as we deepen our commitment to stakeholder value and long-term resilience. Under our Sustainability 2.0 roadmap, we continue to track over 50 performance indicators across material ESG themes, in alignment with global benchmarks including the UN SDGs, GRI, TCFD, and India’s BRSR guidelines. This report presents our FY25 progress across critical focus areas such as climate action, water security, responsible sourcing, waste circularity, diversity, community impact, and corporate governance. Our actions are rooted not just in regulatory alignment, but in a firm belief that sustainable growth lies in enabling shared value—for today and for generations to come.

Building on the 8-point commitment adopted in the past, FY25 saw Marico deepen its efforts across these strategic pillars. Our focus remained steadfast on delivering measurable progress across Net Zero domestic operations by 2030, enabling a

circular economy, scaling responsible sourcing practices, advancing inclusion and diversity, safeguarding human rights, and embedding ethical conduct across the value chain. These commitments continued to guide our actions, supported by robust governance mechanisms.

At Marico, we believe that transparency and accountability are vital to sustaining the trust placed in us by our stakeholders. Effective disclosure goes beyond compliance, it serves as a powerful enabler to communicate our strategic priorities, operational performance, and the long-term value we create across stakeholder groups. In line with this ethos, we are proud to present our third **Business Responsibility and Sustainability Report (BRSR)**, alongside an **Independent Reasonable Assurance statement on the BRSR Core**, reaffirming our commitment to credible and high-quality disclosures.

This BRSR aligns with the nine principles outlined in the National Guidelines on Responsible Business Conduct (NGRBC) and is fully compliant with the SEBI Listing Regulations. The financial disclosures are prepared in accordance with the Companies Act, 2013, Indian Accounting Standards, applicable SEBI regulations, and the Secretarial Standards issued by the Institute of Company Secretaries of India.

The non-financial section which highlights our performance across ESG and CSR domains is aligned with the Global Reporting Initiative (GRI) Standards – Core Option, the United Nations Sustainable Development Goals (UN SDGs), and other globally accepted sustainability reporting frameworks.

FY25 also marks the publication of Marico’s seventh **Integrated Annual Report**, setting out new strategic goals and performance targets aimed at creating sustainable value over the short, medium, and long term. Through these integrated disclosures, we continue to uphold the principles of responsible business conduct while aligning with emerging regulatory expectations and global best practices.

Climate Change

Water Stewardship

Circular Economy

Responsible Sourcing

Brands with purpose

Corporate Governance

Inclusion & Diversity

Sustainable Agriculture

Contents:



Section A
General Disclosure



Section B
Management &
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, behaviour 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.



Business Responsibility & Sustainability Report (BRSR)

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

| | | | |
|----|--|----|--|
| 1 | Corporate Identity Number (CIN) of the Listed Entity: L15140MH1988PLC049208 | 2 | Name of the Listed Entity Marico Limited |
| 3 | Year of incorporation 13-10-1988 | 4 | Registered office address 7 th Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai 400098 |
| 5 | Corporate address 7 th Floor, Grande Palladium, 175 CST Road, Kalina, Santacruz (East), Mumbai 400098 | 6 | E-mail investor@marico.com |
| 7 | Telephone 022 - 66480480 | 9 | Website www.marico.com |
| 9 | Financial year for which reporting is being done 2024-25 | 10 | Name of the Stock Exchange(s) where shares are listed 1. BSE Limited 2. National Stock Exchange of India Limited (NSE) |
| 11 | Paid-up Capital ₹ 1,29,54,97,599 | 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: sustainability@marico.com |
| 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. | 14 | Name of assessment / assurance provider BSI Group India Private Limited |
| 15 | Type of assessment / assurance obtained Reasonable Assurance for BRSR Core indicators and Limited Assurance for Scope 3 emissions. | | |

II. Products/services

II-16. Details of business activities (accounting for 90% of the turnover):

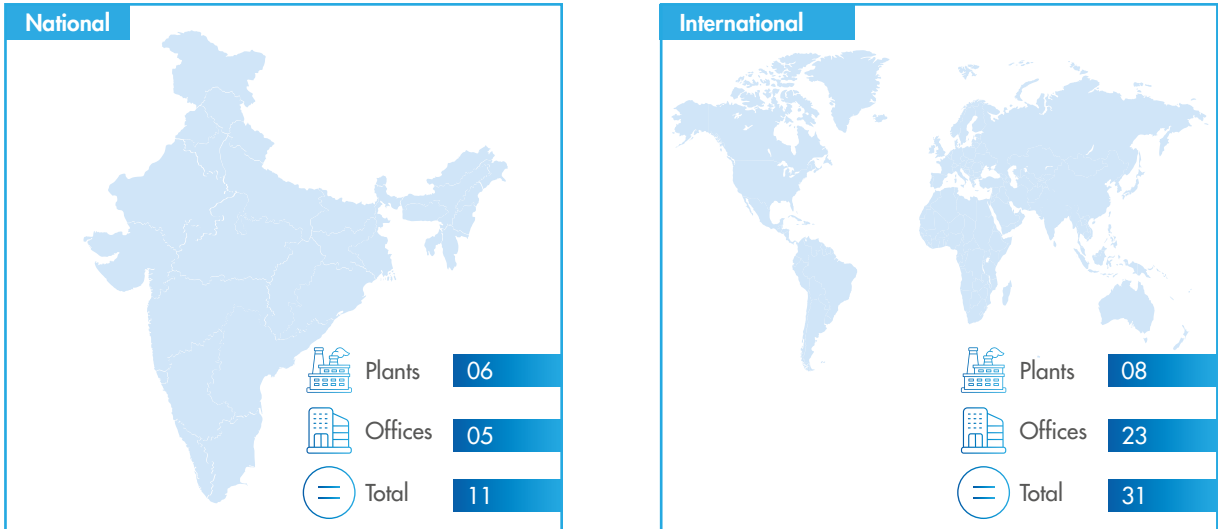
| No. | Description of Main Activity | Description of Business Activity | % of Turnover of the entity |
|-----|------------------------------|---|-----------------------------|
| 1 | Fast moving consumer goods | Food, skincare, hair care and personal care | 100 |

II-17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

| No. | Product/Service | NIC Code | % of total Turnover contributed |
|-----|--------------------|-----------------|---------------------------------|
| 1 | Edible Oil & Foods | 10402 and 10750 | 72% |
| 2 | Personal Care | 20236 and 20237 | 27% |

III. Operations

III-18. Number of locations where plants and/or operations/offices of the entity are situated:



III-19. Markets served by the entity:

a. Number of locations

| Locations | Number |
|----------------------------------|--------|
| National (No. of States) | 28 |
| International (No. of Countries) | 59 |

b. What is the contribution of exports as a percentage of the total turnover of the entity?

5.1%

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 5.8 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 60,000 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, 24 depots and 6 re-distribution centres.

IV. Employees

20. Details as at the end of Financial Year:

IV-20. Details as at the end of Financial Year:
a. Employees and workers (including differently abled)

| No. | Particulars | Total(A) | Male | | Female | |
|-----------|--------------------------|----------|-------|--------|--------|--------|
| | | | No(B) | %(B/A) | No(C) | %(C/A) |
| Employees | | | | | | |
| 1 | Permanent (D) | 1849 | 1487 | 80.42% | 362 | 19.58% |
| 2 | Other than Permanent (E) | 8 | 3 | 37.5% | 5 | 62.5% |
| 3 | Total employees (D + E) | 1857 | 1490 | 80.24% | 367 | 19.76% |
| Workers | | | | | | |
| 1 | Permanent (F) | 59 | 59 | 100% | 0 | 0% |
| 2 | Other than Permanent (G) | 0 | 0 | 0% | 0 | 0% |
| 3 | Total Workers (F + G) | 59 | 59 | 100% | 0 | 0% |

IV-20. Details as at the end of Financial Year:
b. Differently abled Employees and workers:

| No. | Particulars | Total(A) | Male | | Female | |
|-----------------------------|---|----------|-------|--------|--------|--------|
| | | | No(B) | %(B/A) | No(C) | %(C/A) |
| Differently Abled Employees | | | | | | |
| 1 | Permanent (D) | 7 | 6 | 85.71% | 1 | 14.29% |
| 2 | Other than Permanent (E) | 0 | 0 | 0% | 0 | 0% |
| 3 | Total differently abled employees (D + E) | 7 | 6 | 85.71% | 1 | 14.29% |
| Differently Abled Workers | | | | | | |
| 1 | Permanent (F) | 0 | 0 | 0% | 0 | 0% |
| 2 | Other than Permanent (G) | 0 | 0 | 0% | 0 | 0% |
| 3 | Total Workers (F + G) | 0 | 0 | 0% | 0 | 0% |

IV-21. Participation/Inclusion/Representation of women

| | Total(A) | No. and percentage of Females | |
|--------------------------|----------|-------------------------------|--------|
| | | No(B) | %(B/A) |
| Board of Directors | 11 | 02 | 18.18% |
| Key Management Personnel | 03 | 0 | 0% |

IV-22. Turnover rate for permanent employees and workers. (Disclose trends for the past 3 years)

| | (Turnover rate in FY25) | | | (Turnover rate in FY24) | | | (Turnover rate in FY23) | | |
|---------------------|-------------------------|--------|--------|-------------------------|--------|--------|-------------------------|--------|--------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Permanent Employees | 16.43% | 12.33% | 15.50% | 13.92% | 15.67% | 14.29% | 16.29% | 15.91% | 16.23% |
| Permanent Workers | 4.8% | NA | 4.8% | 4.7% | NA | 4.7% | 0% | NA | 0% |

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 Company for Investment and Industrial Development SAE | 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 | 100% | No |
| 17 | Marico Gulf LLC | Subsidiary | 100% | No |
| 18 | HW Wellness Solutions Private Limited | Subsidiary | 53.98% | No |
| 19 | Satiya Nutraceuticals Private Limited (SNPL) | Subsidiary | 51.36% | No |
| 20 | Juizo Advisory Private Limited (Wholly owned subsidiary of SNPL) | Subsidiary | 51.36% | No |
| 21 | Cocosecrets Consumer Care LLC | Subsidiary | 100% | No |

* Post regulatory approvals in Vietnam, the operations of Beauty X Joint Stock Company ceased on March 25, 2025 and its merger with Marico South-East Asia Corporation (WOS) was completed (effective date of merger is July 28, 2024)

VI. CSR Details

24. VI (i). Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - Yes
- VI (ii). Turnover (in ₹) – 69,240,087,111.34
- VI (iii). Net worth (in ₹) - 41,142,207,069

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 2024-25 | | | FY 2023-24 | | |
|---|--|--|--|---------|--|--|---------|
| | | 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 | 23 | 0 | - | 30 | 0 | - |
| Employees and workers | Yes https://marico.com/india/about-us/code-of-conduct | 21 | 0 | - | 29 | 7 | - |
| Customers | Yes https://marico.com/india/contact-us/query-form | 233 | 0 | - | 148 | 0 | - |
| Value Chain partners | Yes https://marico.com/india/about-us/code-of-conduct | 0 | 0 | - | 0 | 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 Resilience and Transition Risk | Risk & Opportunity | Risks: <ul style="list-style-type: none">Heavy reliance on agri-based raw materials exposes Marico to climate-related disruptions such as erratic rainfall, droughts, floods, and changing weather patterns, which may impact raw material quality and availability.Extreme weather events may disrupt manufacturing operations and value chains. Opportunity: <ul style="list-style-type: none">Climate adaptation efforts can lead to reduced environmental impact, operational efficiencies, and innovation in sustainable sourcing and low-carbon solutions. | <ul style="list-style-type: none">Expand use of renewable and clean energy sourcesInvest in energy-efficient and low-carbon technologiesUndertake afforestation to improve carbon sequestrationConduct climate risk mapping across sourcing regionsPromote climate-resilient practices among farmers and suppliers | Negative: Higher costs and supply chain disruptions due to climate impacts on agriculture and operations. Positive: Long-term cost savings, resilience, and competitive advantage through innovation in climate-smart practices and technologies. |
| 2 | Agricultural Productivity | Risk & Opportunity | Risk: <ul style="list-style-type: none">Marico's strong dependence on agricultural inputs for its food, personal care, and household product lines makes it vulnerable to disruptions in the agri-sector. Fluctuations in crop yields due to pests, poor farming practices, or environmental changes can lead to supply instability, increased procurement costs, and impact profitability. Opportunity: <ul style="list-style-type: none">Enhancing farm-level resilience through sustainable practices and traceability can strengthen supply security and unlock long-term value. | <ul style="list-style-type: none">Promote sustainable and climate-smart agricultural techniques among farmers.Build traceability systems to source raw materials directly from origin.Diversify supplier base to reduce dependency risks.Strengthen direct engagement with critical suppliers. | Negative: Lower agricultural output may drive commodity price volatility, increasing input costs and potentially reducing product demand due to price hikes. Positive: Opportunities to secure long-term supply, build resilient sourcing models, and enhance farmer livelihoods. |

| 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 | <p>Risk:</p> <ul style="list-style-type: none">Rising concerns around plastic pollution have led to stricter regulations and increased stakeholder expectations for responsible plastic usage. Compliance with Extended Producer Responsibility (EPR) norms requires Marico to ensure end-to-end plastic waste management, including collection, recycling, and safe disposal. These activities contribute to increased operational costs across packaging, logistics, and compliance functions. <p>Opportunity:</p> <ul style="list-style-type: none">There is significant potential to develop sustainable packaging solutions, reduce Scope 3 emissions, and align with circular economy principles—enhancing brand equity and operational efficiency. | <ul style="list-style-type: none">Transition to sustainable packaging materials including recycled and recyclable plasticsDrive packaging dematerialisation effortsEnsure 100% compliance with EPR requirements for collection and safe disposal of plastic wasteInnovate on circular packaging design and low-footprint packaging solutions | <p>Negative: Potential cost escalation due to investment in plastic waste infrastructure, compliance, and alternative packaging technologies.</p> <p>Positive: Opportunities for product innovation, improved brand value, and adoption of circular business models with long-term cost efficiency.</p> |
| 4 | Freshwater Availability | Risk & Opportunity | <p>Risk:</p> <ul style="list-style-type: none">Marico's operations and supply chain rely heavily on water-intensive raw materials and manufacturing processes, some of which are located in water-stressed geographies. Water scarcity can disrupt sourcing and production activities, increase operational costs, and ultimately affect product availability and pricing. <p>Opportunity:</p> <ul style="list-style-type: none">Strengthening local water ecosystems through recharge, reuse, and conservation efforts can reduce operational risks and create shared value for communities. | <ul style="list-style-type: none">Conduct source water vulnerability assessments across manufacturing sites using scientific methodsReplenish the water withdrawn in operations through watershed development, benefiting local communities and agricultureSwitch to rainwater harvesting and recycle treated wastewater for reuseImplement water-efficient technologies and promote zero liquid discharge across facilities | <p>Negative: Water scarcity may lead to increased operational expenses for sourcing alternative water or deploying advanced water-saving technologies, affecting margins.</p> <p>Positive: Significant potential for improving water security, reducing long-term costs, and enhancing social license to operate. Marico has cumulatively created 444 crore litres of water conservation potential till date.</p> |

| 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) |
|-------|----------------------------------|--|--|---|---|
| 5 | Product Safety | Risk & Opportunity | <p>Risk:</p> <ul style="list-style-type: none">Ensuring product safety is critical in both food and personal care segments. Any lapse in safety standards can lead to severe consequences such as consumer health issues, product recalls, regulatory action, and erosion of consumer trust and brand value. <p>Opportunity:</p> <ul style="list-style-type: none">Strengthening product stewardship practices can improve trust, enable safer innovation, and enhance Marico's positioning as a responsible and quality-driven brand. | <ul style="list-style-type: none">Conduct Product Sustainability Assessments (PSAs) for top-selling SKUs to assess quality, ingredient safety, and environmental footprint across the product lifecycleMaintain traceability of ingredients and raw materialsEnsure full compliance with global and domestic product safety and quality standards | <p>Negative: Recalls, legal liabilities, and loss of brand equity can lead to substantial financial loss and reduced consumer confidence.</p> <p>Positive: Enhanced consumer loyalty, market differentiation through safe and sustainable product innovation, and cost savings from quality excellence and compliance efficiencies.</p> |
| 6 | Talent Acquisition and Retention | Opportunity | <p>Opportunity:</p> <ul style="list-style-type: none">Strategic investments in hiring the right talent and implementing robust talent development, engagement, and upskilling initiatives help in attracting and retaining high-performing individuals.Cultivating an inclusive, ethical, and value-driven work culture fosters higher levels of ownership, trust, and productivity among employees. | Not applicable (as it's an opportunity) | <p>Positive: Improved talent retention reduces hiring and training costs, boosts productivity, and enhances organizational knowledge retention. It also strengthens employer branding and the company's ability to attract future talent.</p> |

| | | | | | |
|---|-------------------------------------|--------------------|---|---|---|
| 7 | Employee Health, Safety & Wellbeing | Risk & Opportunity | <p>Risk:</p> <ul style="list-style-type: none">Workplace hazards, injuries, and illnesses can result in increased healthcare expenses, operational downtime, and legal consequences. Poor health and wellbeing may also lead to higher absenteeism, lower productivity, and increased attrition. <p>Opportunity:</p> <ul style="list-style-type: none">Promoting a safe, healthy, and engaging work environment can significantly boost morale, motivation, and productivity. | <ul style="list-style-type: none">Strengthen health and safety protocols across operations through regular training, risk monitoring, and the adoption of best practices.Implement comprehensive employee wellbeing programs focusing on mental, physical, and emotional health. | <p>Negative: Health and safety incidents can cause financial loss due to downtime, compensation claims, and reputational damage.</p> <p>Positive: Proactive wellbeing and safety initiatives can reduce attrition, enhance engagement, and improve overall organizational efficiency.</p> |
|---|-------------------------------------|--------------------|---|---|---|

| Disclosure Questions | | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 |
|----------------------|--|--|-----|-----|-----|-----|-----|-----|-----|-----|
| 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 |
| 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. | <div>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.</div> <div>2. We have also ensured adherence to applicable laws and international standards like Global Reporting Initiative (GRI), IIRC, CDP, ILO, UN-SDGs etc.</div> <div>3. Administrative and factory building are designed as per ‘Green building codes of IGBC’.</div> <div>4. BRSR Core Reasonable Assurance and Limited Assurance on Scope 3 has been done by BSI Group.</div> | | | | | | | | |
| 5. | Specific commitments, goals and targets set by the entity with defined timelines, if any. | <div>Marico’s sustainability journey began with the identification of five core focus areas in FY17— climate change, water, responsible sourcing, circular economy, and social commitments. By FY22, we had successfully met the Phase 1 targets set under each of these areas. As the sustainability landscape continued to evolve and stakeholder expectations grew, we saw an opportunity to revisit our approach and set more ambitious, forward-looking goals. This reflection culminated in the launch of the Marico ESG 2.0 framework on the 50th anniversary of World Environment Day (5 June 2022)—our renewed commitment to driving impactful change through the next Decade of Action, leading up to 2030.</div> <div>The eight focus areas that will top the agenda are –</div> <div>1. Climate Change: Achieve net-zero emissions across global operations (owned manufacturing units) by 2040 and streamline decarbonization initiatives across value chain to reduce overall carbon footprint.</div> <div>2. Water Stewardship: Become a ‘water steward’ organization by creating water availability to community and ensure water neutral operations.</div> <div>3. Circular Economy: Minimize environmental impact of plastics throughout their life cycle through 100% recyclable plastic and usage of r-PCR.</div> <div>4. Responsible Sourcing: Promote and support adoption of responsible practices throughout the supply chain through certification for critical suppliers: 100% for Level 1 and 50% for Level-2.</div> <div>5. Brands with Purpose: Make a difference to our stakeholders by driving 5 purposeful brand programs.</div> <div>6. Inclusion and Diversity: Create an inclusive and diverse culture and work environment.</div> <div>7. Sustainable Agriculture: Boost economic self-sufficiency of farmers by improving the productivity of their farms.</div> <div>8. Governance & Ethics: Ensuring corporate governance by practicing ethical business practices and robust risk mitigation.</div> | | | | | | | | |

| Disclosure Questions | | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 |
|----------------------|--|--|-------------------------|---|----|----|----|----|----|----|
| 6. | Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met. | No. | Goal / Focus area | Achievement | | | | | | |
| | | 1 | Climate change | 1. Reduction in GHG emissions intensity: 80.49% (Against FY13 baseline) 2. Renewable energy share: 72.68% 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: 444 Cr Litres 3. Rainwater collected and used in operations: 6169 KL 4. Recycling and usage of effluent in operations: 100% | | | | | | |
| | | 3 | Circular economy | 1. Recyclable packaging material share: 95% 2. Recycled plastic (PCR): 30% recycled content in non-edible portfolio (2 product SKUs commercially launched)* 3. EPR compliance: 100% compliance (28,013 MT for all 3 categories) | | | | | | |
| | | 4 | Responsible sourcing | 1. Critical business associates certified for Level 1: 93% 2. Critical business associates certified for Level 2: 33% | | | | | | |
| | | 5 | Brands with purpose | 1. Parachute brand is committed for 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 11 Lakh students and 0.54 Lakh active teachers in FY25. | | | | | | |
| | | 6 | Inclusion and diversity | 1. Diversity: 28% 2. Inclusion index: 82.5 | | | | | | |
| | | 7 | Sustainable agriculture | No. of farmers enrolled: 1.22 Lakh | | | | | | |
| | | 8 | Corporate governance | 1. Code of conduct certification (employees): 100% 2. Critical vendors awareness creation about ‘Code of business ethics’: 73% | | | | | | |
| | | * This number shows the r-PCR share in non-food packaging applications | | | | | | | | |

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 (Page No.16) in the Integrated Annual Report. |
|----|--|--|

| Disclosure Questions | | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 |
|----------------------|--|---|----|----|----|----|----|----|----|----|
| 8. | Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies). | <p>The Managing Director & CEO holds the highest level of accountability for the implementation and oversight of Marico's Business Responsibility policies.</p> <p>As the Chair of the Sustainability Committee, the MD & CEO is supported by a core group of senior executives (CXOs), ensuring that the principles and commitments outlined in these policies are effectively embedded across the organisation's operations and decision-making processes.</p> <p>The Sustainability Committee is responsible for monitoring progress against defined sustainability objectives, overseeing the management of emerging risks and opportunities including those related to climate change, regulatory developments, and stakeholder expectations and ensuring alignment with the Company's strategic vision.</p> <p>Meeting on a biannual basis, the Committee also ensures that the Business Responsibility policies are operationalised with integrity, periodically reviewed for relevance, and transparently communicated to all stakeholders, including shareholders, regulators, and the wider public.</p> | | | | | | | | |
| 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. | <p>Yes. Marico has a "Sustainability Committee" overseen by the Board and led by the Managing Director & CEO, who is also a member of the Board of Directors (BoD). The Committee is responsible for progressively driving the organization's sustainability agenda, especially its strategic business targets. 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.</p> | | | | | | | | |

10. Details of Review of NGRBCs by the Company:

Indicate whether review was undertaken by Director / Committee of the Board / Any other Committee

[illegible][illegible]

12. If answer to question (1) above is No i.e. not all Principles are covered by a policy, reasons to be stated

[illegible]

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 | 09 | 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 and FMCG industry, innovation, ESG, CSR, technology, compliance and governance, code of conduct, insider trading, POSH, quick commerce growth, insights on digital brands. | 100% |
| Key Managerial personnel | 10 | Code of Conduct, Insider Trading, POSH, Safety, Diversity & Inclusion | 100% |
| Employees other than BoD and KMPs | 206 classroom & 2961 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 & POSH | 100% |
| Workers | 03 | Health and safety, Product quality, Operations | 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 | Additional Commissioner, CGST & CX Guwahati | 9,59,084 | Demand Order under Section 73 of the Central Goods & Services Act, 2017 (CGST) and Assam Goods & Services Act, 2017 (AGST) on account of disallowance of Input Tax Credit. | Yes |

| 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 2 | Principle 1 | State Tax officer, Uttarakhand | 1,34,884 | Demand Order under Section 129(3) of the Central Goods & Services Act, 2017 (CGST) and Uttarakhand Goods & Services Act, 2017 (UGST) due to alleged invalid documentation in connection with transportation of goods. | No |
| Penalty 3 | Principle 1 | State Tax officer, Ahmedabad, Gujarat | 67,418 | Demand Order under Section 73 for FY 2018-19 of the Central Goods & Services Act, 2017 (CGST); Gujarat Goods & Services Act, 2017 (GGST) and Integrated Goods & Services Act, 2017 (IGST) on account of disallowance of input tax credit. | Yes |
| Penalty 4 | Principle 1 | Deputy Commissioner, Dehradun, Uttarakhand | 5,62,608 | Demand Order under Section 73 for FY 2018-19 of the Central Goods & Services Act, 2017 (CGST) and Uttarakhand Goods & Services Act, 2017 (UGST) on account of disallowance of input tax credit. | Yes |
| Penalty 5 | Principle 1 | Central Ground Water Authority | 50,000 | Penalty paid to CGWA on May 28, 2024 as part of NOC renewal process. | No |
| Penalty 6 | Principle 1 | State Tax Officer, Roving Squad, Hosur Intelligence Division | 50,000 | Demand Order under Section 125 of the Central Goods & Services Act, 2017 (CGST) and Tamil Nadu Goods & Services Act, 2017 (TNGST) on account of ‘mismatch in address pin-code’ mentioned in Invoice vis-à-vis GST registration certificate. | No |

| 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 7 | Principle 1 | Assistant Commissioner, Mobile Squad, Kanpur, Uttar Pradesh | 89,889 | Demand Order under section 129 of the Central Goods & Services Act, 2017 (CGST) and Uttar Pradesh Goods & Services Act, 2017 (UPGST) on account of mismatch in documentation in connection with transportation of goods. | No |
| Penalty 8 | Principle 1 | Deputy Commissioner of State Tax, Rohtak, Haryana | 20,000 | Demand Order under Section 73 of the Central Goods & Services Act, 2017 (CGST) and Haryana Goods & Services Act, 2017 (HGST)on account of disallowance of Input Tax Credit. | Yes |
| Penalty 9 | Principle 1 | Joint Commissioner, CGST & CX, Kolkata North | 1,69,018 | Demand Order under Section 73 of the Central Goods & Services Act, 2017 (CGST) and West Bengal Goods & Services Act, 2017 (WBGST) on account of disallowance of Input Tax Credit. | Yes |

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.

| No. | Case Details | Name of the regulatory/ enforcement agencies/ judicial institutions |
|-----|--------------|--|
| 1 | Penalty 1 | Application filed under Amnesty scheme before Additional Commissioner u/s 128A of CGST Act |
| 2 | Penalty 3 | Application filed under Amnesty scheme before Assistant Commissioner u/s 128A of CGST Act |
| 3 | Penalty 4 | Joint Commissioner |
| 4 | Penalty 9 | Amnesty Application filed before Deputy Commissioner u/s 128A of CGST Act |
| 5 | Penalty 10 | Additional Commissioner |

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.

Marico has established a robust Anti-Corruption and Anti-Bribery Policy that reflects its commitment to conducting business with integrity and transparency. The policy is grounded in the Company's core values and aims to promote an ethical work environment for all members and partners. It reinforces a strict zero-tolerance approach to any form of bribery or corruption and outlines the responsibility of all stakeholders to comply with relevant anti-corruption laws and proactively address potential risks.

The policy document can be accessed at the following weblink - <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 2024-25 | FY 2023-24 |
|-----------|------------|------------|
| Directors | Nil | Nil |
| KMPs | Nil | Nil |
| Employees | Nil | Nil |
| Workers | Nil | Nil |

EI-6. Details of complaints with regards to conflict of interest:

| Stakeholder group from whom complaint is received | FY 2024-25 | | FY 2023-24 | |
|--|------------|---------|------------|---------|
| | 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 | Nil | - | Nil | - |

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 2024-25 | FY 2023-24 |
|-------------------------------------|------------|------------|
| Number of days of accounts payables | 54.49 | 68 |
| Accounts payable * 365 days | 306672.31 | 350217.50 |
| Cost of goods/service procured | 5717.77 | 5236.57 |

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 2024-25 | FY 2023-24 |
|----------------------------|--|------------|------------|
| Concentration of Purchases | a. Purchases from trading houses as % of total purchases | 8.54% | 16.9% |
| | b. Number of trading houses where purchases are made from | 124 | 130 |
| | c. Purchases from top 10 trading houses as % of total purchases from trading houses | 36.26% | 33.5% |
| Concentration of Sales | a. Sales to dealers / distributors as % of total sales | 100% | 100% |
| | b. Number of dealers / distributors to whom sales are made | 1667 | 1597 |
| | c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors | 28% | 27.05% |
| Share of RPTs in | a. Purchases (Purchases with related parties / Total Purchases) | 1.42% | 0.14% |
| | b. Sales (Sales to related parties / Total Sales) | 2.10% | 1.57% |
| | c. Loans & advances (Loans & advances given to related parties / Total loans & advances) | 66.02% | 93.69% |
| | d. Investments (Investments in related parties / Total Investments made) | 41.13% | 64.04% |

Leadership Indicators

LI-1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

| 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 | 50 | Supplier Quality Excellence, Copra Quality Training, Packaging Sustainability, Occupational Health & Safety, Fire Safety, Emergency Preparedness and Response, Aerosol Cage Safety, Importance of PPE's Spillage Control, Electrical Safety | 74% |

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 in conjunction with the Chairperson of the Nomination & Remuneration Committee review matter 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 2024-25 | FY 2023-24 | Details of improvements in environmental and social impacts |
|----------|------------|------------|--|
| R&D | 75.3% | 71.2% | 1. Sustainable Product Innovation (By Design and Formulation) 2. Circularity in Packaging 3. Enhancing product benefits (nutrition and wellness) |
| Capex | 16.2% | 11% | 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?

57%

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 is involved in business of food and cosmetics products. Our products are consumed at consumer's end and hence we do not reclaim products. Packaging material post consumption is going in municipal waste, and Marico runs EPR program for that. We have implemented a process for retrieving items from our supply chain that have expired, leaked, or been damaged during delivery. We ensure that the disposal or recycling of products and their packaging materials is conducted in an environmentally responsible way. Additionally, our robust waste management system at our facilities and throughout our value chain guarantees that all types of waste are accurately accounted for. We make certain that our waste management vendors are approved by the Central and State Pollution Control Boards, adhering to the established procedures.

(a) As mentioned earlier, plastics and other types of packaging materials are collected, recycled, or disposed of according to EPR guidelines as stipulated under the Plastic Waste Management regulations. Information regarding Marico's EPR-related initiatives can be found in the relevant sections of this documents.

(b) The products and packaging from Marico do not contain e-waste or hazardous materials. However, such waste is produced during our operations and is managed through waste disposal agencies authorized by the State and Central Pollution Control Boards exclusively.

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 waste collection plan has been submitted to the Pollution Control Board. Marico is registered as a Brand Owner as well as a Producer under the Plastic Waste Management Rules. During FY2024-25, Marico successfully collected, recycled, and safely disposed of 28,013 MT of post-consumer waste, which includes 23,344 MT of Category 1 Rigid, 3,509 MT of Category 2 Flexibles, and 1,160 MT of Category 3 Multi-layered Packaging through various waste management agencies throughout India. Furthermore, the legitimacy and reliability of the disposal certificates provided by all waste management agencies are internally verified, all of which were determined to be compliant 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?

| 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) | 69.3 | Cradle to grave | Yes | No |
| 2 | 10616 | Cereal breakfast foods (3 products) | 7.5 | Cradle to grave | Yes | No |
| 3 | 20236 | Hair oils (20 products) | 10.1 | Cradle to grave | Yes | No |

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.

Insights from the Life Cycle Assessment (LCA) guided the development of sustainable innovations across new and existing product portfolios, by assessing their current environmental and social footprints and highlighting areas with potential for short-term enhancements.

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 2024-25 | FY 2023-24 |
| | | |
| Recycled plastics (LDPE) | 0.207% of LDPE (By volume) | 6.39% of LDPE (By volume) |
| Recycled plastics (PET) | 0.821% of PET (By volume) | 0.251% 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.

| 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 | 1487 | 1487 | 100% | 1487 | 100% | NA | NA | 1487 | 100% | 1487 | 100% |
| Female | 362 | 362 | 100% | 362 | 100% | 362 | 100% | NA | NA | 362 | 100% |
| Total | 1849 | 1849 | 100% | 1849 | 100% | 362 | 19.58% | 1487 | 80.42% | 1849 | 100% |
| Other than Permanent Employees | | | | | | | | | | | |
| Male | 3 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Female | 5 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| Total | 8 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |

EI-1 .b. Details of measures for the well-being of 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 | 59 | 59 | 100% | 59 | 100% | NA | NA | 59 | 100% | 59 | 100% |
| Female | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| Total | 59 | 59 | 100% | 59 | 100% | NA | NA | 59 | 100% | 59 | 100% |
| Other than Permanent Workers | | | | | | | | | | | |
| Male | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| Female | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| Total | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA |

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 2024-25 | FY 2023-24 |
|---|------------|------------|
| Cost incurred on well-being measures as a % of total revenue of the company | 0.17% | 0.15% |

EI-2. Details of retirement benefits, for Current FY and Previous Financial Year.

| Benefits | FY 2024-25 | | | FY 2023-24 | | |
|-------------------------|--|--|--|--|--|--|
| | No. of employees covered as a % of total employees | No. of workers covered as a % of total workers | Deducted and deposited with the authority (Y/N/N.A.) | No. of employees covered as a % of total employees | No. of workers covered as a % of total workers | 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 | 3% | NA | Yes | 4% | 6% | Yes |
| Others – please specify | NA | NA | NA | NA | NA | NA |

EI-3. Accessibility of workplace

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.

At Marico, we are committed to fostering an inclusive culture, with a focused approach on creating an enabling and supportive environment for Persons with Disabilities (PwDs). Our primary objective under the PwD pillar has been to build and consolidate an inclusive work ecosystem tailored to individual needs. Specific support mechanisms, flexible working arrangements, and infrastructural modifications are designed based on the unique requirements of each individual, ensuring that every member can bring their authentic self to work and perform to their fullest potential.

To deepen this commitment, we measure progress through an Inclusion Index and conduct an annual Inclusion Survey, aimed at identifying existing challenges and facilitating timely interventions. Feedback is reviewed in collaboration with unit leaders to drive actionable change on the ground.

In 2024, we undertook a comprehensive internal accessibility audit of our Mumbai-based offices—Grande Palladium (GP) and Marico Knowledge and Research Centre (MARKS)—during August and September. Additionally, we have enhanced our digital infrastructure by making our global website accessible, ensuring it accommodates a wide range of disabilities, thus reinforcing our focus on both physical and digital inclusion.

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 | | Permanent workers | |
|--------|---------------------|----------------|---------------------|----------------|
| | Return to work rate | Retention rate | Return to work rate | Retention rate |
| Male | 100% | 85% | NA | NA |
| Female | 92% | 90% | NA | NA |
| Total | 99% | 85% | NA | NA |

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 2024-25 | | | FY 2023-24 | | |
|----------------------------------|--|---|---------------|--|---|---------------|
| | Total employees / workers in respective category (A) | No. of employees / workers in respective category, who are part of association(s) or Union(B) | % (B/A) | Total employees / workers in respective category (C) | No. of employees / workers in respective category, who are part of association(s) or Union(D) | % (D/C) |
| Total Permanent Employees | 1849 | NA | NA | 1772 | NA | NA |
| Male | 1487 | NA | NA | 1450 | NA | NA |
| Female | 362 | NA | NA | 322 | NA | NA |
| Total Permanent Workers | 59 | 54 | 91.53% | 62 | 57 | 91.94% |
| Male | 59 | 54 | 91.53% | 62 | 57 | 91.94% |
| Female | 0 | 0 | 0 | 0 | 0 | 0 |

EI-8. Details of training given to employees and workers:

| Category | FY 2024-25 | | | | | FY 2023-24 | | | | |
|----------|------------|-------------------------------|---------|----------------------|---------|------------|-------------------------------|---------|----------------------|---------|
| | Total (A) | On Health and safety measures | | On Skill upgradation | | Total (D) | On Health and Safety measures | | On Skill upgradation | |
| | | No. (B) | % (B/A) | No. (C) | % (C/A) | | No. (E) | % (E/D) | No. (F) | % (F/D) |
| | Employees | | | | | | | | | |
| Male | 1490 | 1487 | 99.80% | 1487 | 99.80% | 1453 | 1450 | 99.79% | 1450 | 99.79% |
| Female | 367 | 362 | 98.64% | 362 | 98.64% | 329 | 322 | 97.87% | 322 | 97.87% |
| Total | 1857 | 1849 | 99.57% | 1849 | 99.57% | 1782 | 1772 | 99.44% | 1772 | 99.44% |
| | Workers | | | | | | | | | |
| Male | 59 | 59 | 100% | 59 | 100% | 62 | 62 | 100% | 62 | 100% |
| Female | 0 | NA | 0% | NA | NA | 0 | NA | 0% | NA | NA |
| Total | 59 | 59 | 100% | 59 | 100% | 62 | 62 | 100% | 61 | 100% |

EI-9. Details of performance and career development reviews of employees and worker:

| Category | FY 2024-25 | | | FY 2023-24 | | |
|------------------|-------------|-------------|---------------|-------------|-------------|---------------|
| | Total (A) | No. (B) | % (B/A) | Total (C) | No. (D) | % (D/C) |
| Employees | | | | | | |
| Male | 1490 | 1296 | 86.98% | 1453 | 1367 | 94.08% |
| Female | 367 | 286 | 77.93% | 329 | 281 | 85.41% |
| Total | 1857 | 1582 | 85.19% | 1782 | 1648 | 92.48% |
| Workers | | | | | | |
| Male | 59* | NA | NA | 62 | NA | NA |
| Female | NA | NA | NA | NA | NA | NA |
| Total | 59 | NA | NA | 62 | NA | NA |

*Note - Workers are covered under LTA, their performance in discussed in collective bargain system

EI-10. Health and Safety Management System:

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 OH&S. The digitalisation 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.

Considering health and safety vulnerabilities in our supply chain, we have established OHS systems at our depots and third-party manufacturers as well. Each depot and third-party manufacturing location have identified a person to drive the OHS at their respective location. Marico conducts monthly reviews to check emergency preparedness and proactiveness to mitigate the risks. External agencies are also appointed to add an extra layer of due diligence to

existing health and safety practices at depots and third-party manufacturing units.

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 dedicated to applying the best safety practices in the industry at every stage to identify hazards related to work and evaluate risks associated with both routine and non-routine activities. For routine tasks, methodologies such as Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis, HAZOP (Hazard Operability), and both internal and external audits are effectively utilized. This approach has contributed to minimizing risk exposure across various operational sectors.

In the case of non-routine tasks, the majority of risks are managed through a work permit system. Additionally, specific guidelines and procedures are established for Project safety standards during infrastructure modifications. A strong Management of Change (MOC) process aids in assessing the

risks associated with changes and implementing the necessary precautions during execution.

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 multiple channels, both online and offline, available for employees and workers to report work-related hazards, such as notifying a supervisor, using a suggestion box, or submitting a report to the safety council. At Marico, we encourage all employees to speak up about unsafe practices and conditions. Additionally, we recognize and

reward individuals monthly for their contributions to enhancing health and safety through our "Hall of Fame" initiative. Every worker at Marico facilities receives training before beginning their jobs. We place special emphasis on training and ensure that no untrained personnel are assigned to tasks, whether they are routine or non-routine.

d. **Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)**

Yes

El-11. Details of safety related incidents, in the following format:

| Safety Incident/Number | Category | FY 2024-25 | FY 2023-24 |
|---|-----------|------------|------------|
| Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) | Employees | 0.25 | 0 |
| | Workers* | 0.24 | 1.10 |
| Total recordable work-related injuries | Employees | 1 | 0 |
| | Workers | 1 | 4 |
| 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.

In FY25, we enhanced our safety performance tracking by including Lost Time Injury Frequency Rate (LTIFR) data for our regional offices, R&D office & corporate office, in addition to the existing metrics for workers and employees across our manufacturing plants.

For manufacturing locations, LTIFR FY25 is 0.9 for employees & 0.28 for workers in comparison to FY24.

El-12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Marico has implemented several guidelines aimed at creating a safe and healthy working environment. The company implements leading industrial safety measures, including the segregation of personnel and material movements, dual emergency exits, and project safety protocols. All production facilities are equipped with an Occupational Health Centre and ambulance services. Additionally, we consistently conduct work zone monitoring across all plants to maintain a safe and healthy workplace for each employee. Marico emphasizes employee wellness by ensuring that all employees and workers undergo annual medical check-ups. Safety committee meetings, regular internal and external audits, risk assessment procedures, Job Safety Analyses and thorough incident investigations contribute to reducing workplace hazards.

El-13. Number of Complaints on the following made by employees and workers:

| Category | FY 2024-25 | | | FY 2023-24 | | |
|--------------------|-----------------------|---------------------------------------|---------|-----------------------|---------------------------------------|---------|
| | 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 | - | 2 | 0 | - |
| Health & Safety | 2 | 0 | - | 3 | 0 | - |

El-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% |

El-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 41 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 labour 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 2024-25 | FY 2023-24 | FY 2024-25 | FY 2023-24 |
| 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)

Transition support at Marico is tailored to individual circumstances, considering each member's skills, experience, and the relevance of their role within the organization. In certain cases, individuals may be engaged as consultants, allowing them to continue contributing in a specialized capacity. Where feasible, business or manufacturing units may be restructured to facilitate the redeployment of members into roles or teams that better align with their capabilities and the evolving needs of the organization.

LI-5. Details on assessment of value chain partners:

| | % 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% | 93% |
| Working Conditions | 100% | 100% | 93% |

*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.

Under Marico’s responsible sourcing initiative, SAMYUT, value chain partners including material suppliers, warehousing providers, and converters are subject to assessments conducted either by Marico’s internal teams or accredited external agencies. These evaluations focus on key areas such as labour practices, occupational safety, environmental compliance, and operational standards. In FY25, Marico facilitated both site visits and third-party audits, supporting partners in implementing corrective actions. These improvements encompassed enhancements in process design and safety measures, specifically targeting the reduction of operational risks, electrical safety, emergency preparedness, 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.

At Marico, we recognize that understanding and addressing the expectations and concerns of our stakeholders is essential to staying transformative, innovative, and purpose-driven in an ever-evolving industry landscape. Our commitment is to protect stakeholder interests and ensure the value we create remains relevant and resilient—across the short, medium, and long term. By placing stakeholder priorities at the centre of our business decisions, we aim to foster strong, symbiotic relationships built on trust, agility, resilience, and responsible growth.

Guided by our Sustainability 2.0 framework, we have identified our key stakeholders and developed tailored engagement strategies for each group, enabling us to align their interests with our long-term sustainability goals.

Marico’s approach to stakeholder capitalism is grounded in four core principles:

- Governance:** Embedding accountability, trust, and stewardship in our decision-making processes
- Planet:** Upholding our commitment to environmental responsibility
- People:** Promoting dignity, equality, diversity, and social inclusion
- Prosperity:** Creating and sharing value with all key stakeholders

Unique Value Propositions for Key Stakeholders:

1. CONSUMERS (DELIGHT)

Consumers are central to Marico’s value creation journey. We are committed to offering high-quality, trusted brands and pioneering product innovations that meet the dynamic needs of both core and emerging consumer segments. By ensuring timely availability

and value-driven pricing, we strive to enhance consumer satisfaction and foster long-term loyalty. Our unwavering focus on innovation and consumer-centricity continues to drive our competitive edge and sustainable growth in a rapidly evolving marketplace.

2. SHAREHOLDERS (DELIVER)

We are committed to generating consistent, long-term value for our shareholders. This is driven by a focus on strengthening our core businesses, exploring new growth opportunities, and fostering innovation with an entrepreneurial mindset. Even in the face of economic uncertainty, we prioritize market share growth, cost efficiency, and volume maximization. Our Dividend Distribution Policy reflects our belief in equitable wealth sharing by outlining clear parameters for profit disbursement and retained earnings and the same is available on the Company’s website at https://marico.com/investorspdf/Dividend_Distribution_Policy.pdf

3. VALUE CHAIN PARTNERS (INCLUDE)

Our value chain partners—suppliers, distributors, and others—are integral to our purpose of delivering shared prosperity. We focus on nurturing inclusive growth by investing in their capabilities, maintaining open channels of engagement, and co-creating value through responsive, long-term partnerships. Their growth is not only important to us—it is essential to our own sustainability.

4. EMPLOYEES (EMPOWER)

At Marico, our people are our strength. We offer a compelling talent value proposition that encourages individuals to go beyond their boundaries, grow beyond expectations, and make a meaningful impact. We empower our workforce through continuous learning, leadership development, and a culture that champions diversity, equity, and inclusion. These principles are woven into every initiative, enabling employees to thrive and contribute to Marico’s purpose.

5. COMMUNITIES (NURTURE)

Communities form the social fabric around which we operate. We are deeply invested in nurturing their well-being by addressing socio-economic and health challenges, especially in times of crisis. Through focused community development programs, we aim to build resilience, drive inclusive progress, and support sustainable livelihoods.

6. GOVERNMENT & REGULATORS (ADHERE)

We view government bodies and regulatory authorities as vital enablers of trust and accountability. Marico remains fully committed to complying with all regulatory frameworks, upholding ethical business practices, and exceeding safety and quality standards. We engage proactively to support policy goals and contribute positively to the regulatory ecosystem.

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 | <ul style="list-style-type: none">One-on-one interactionConsumer satisfaction surveyCall centre/ Consumer Cell to track insights and feedbackDigital platforms, social media handles | Continuous | <p>Material needs:</p> <ul style="list-style-type: none">Affordability, accessibility, quality, reliability, and safetyProduct innovationEnhancing health and nutritional quotient of productsMinimisation of products’ environmental footprint at each stage of the products’ lifecycle <p>Key engagement objectives:</p> <ul style="list-style-type: none">Develop relationships based on trust, loyalty, and social commitments.Understand the shift in preferences for innovationCreate shared vision on environmental and social commitments |
| SHAREHOLDERS | No | <ul style="list-style-type: none">Marico’s website and disclosure to stock exchangesAnnual General MeetingInvestor calls and servicesPress releasesPublished resultsNewspaper advertisements | Quarterly, Half-yearly, annually | <p>Material needs:</p> <ul style="list-style-type: none">Business resilience and agilitySafeguarding value: lives, assets, & reputationResponsible growth and profitabilityMainstreaming mitigation of ESG risks and maximising opportunities <p>Key engagement objectives:</p> <ul style="list-style-type: none">Become a better investee companyCreate high shareholder valueCommunicate performance and future growth plansUnderstand concerns and expectations and redress grievances of shareholders in a timely manner |

| 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 |
|----------------------|--|---|--|--|
| VALUE-CHAIN PARTNERS | No | <ul style="list-style-type: none">Periodic interactions (physical, telephone, mailer)Annual meets/eventsTraining programmes and workshops | Continuous | <p>Material needs:</p> <ul style="list-style-type: none">Cost-benefit terms, payment modalitiesQuality expectationsSupplier Code of ConductSafety and operational risk managementHarnessing the power of technology and data to provide traceabilityCommitments on responsible sourcing, circular economy, human rights, resource efficiency etc <p>Key engagement objectives:</p> <ul style="list-style-type: none">Sharing of mutual expectations and needs, especially regarding quality, cost and timely deliveryCapability building and growth plansSharing of best practices |
| EMPLOYEES | No | <ul style="list-style-type: none">Personal development programmeLearning and developmentEngagement surveyOrganisation communicationHealth and wellness drivesSocial inclusion based townhalls on themes like diversity, inclusion, human rights, sustainability, CSR etc | Continuous, Half-yearly, annually | <p>Material needs:</p> <ul style="list-style-type: none">Career growth opportunities, compensation packagesCapacity enhancement and competence buildingLeadership and people managementOccupational health, safety, and wellbeingDiversity, Equality, and InclusionTech-based support for improving quality of outputs <p>Key engagement objectives:</p> <ul style="list-style-type: none">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 trainingSupport career growth planWorkplace needs and expectationsOne-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 | <ul style="list-style-type: none">One-on-one interactionsField visits and trainingsDigital platformsCSR and sustainability initiatives | Continuous | <p>Material needs:</p> <ul style="list-style-type: none">Health and Community welfareEnhancing socio-economic development and livelihood restorationFostering social innovation that creates incremental value for communitiesDrive eco-conscious behaviour and lifestyles changes to improve sustainability footprint <p>Key engagement objectives:</p> <ul style="list-style-type: none">Maintain cordial relationshipImprove livelihood and create positive impactShared eco-system |
| GOVERNMENT & REGULATORS | No | <ul style="list-style-type: none">Engagement in industry forums, trade associations, interest groups, sectoral associations, and scientific/ R&D based thought leadership initiatives.Stakeholder consultations | On need basis | <ul style="list-style-type: none">Compliance, governance, and risk mitigationProduct safety assurancePropelling social leadership and empowermentSafeguarding natural assetsAdhering to all labour laws and ensuring implementation of human rights, safe and secure workplace and 100% adherence to ethical standards of work <p>Key engagement objectives:</p> <ul style="list-style-type: none">Understand compliance and applicable regulationsCollaborations 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 established a strong governance framework to facilitate meaningful consultation between its stakeholders and the Board on economic, environmental, and social matters. The Board, through dedicated bodies such as the Sustainability Committee, the Stakeholders' Relationship Committee and the CSR Committee, actively engages with stakeholders during Annual General Meetings to address their concerns and align their interests with the Company's CSR and sustainability agenda.

Each year, the scope of existing and new social value creation initiatives is determined in consultation with community representatives and the CSR Committee, ensuring a participatory approach. In parallel, the Sustainability Committee plays a pivotal role in steering the Company's sustainability agenda and annually reviews Marico's business responsibility and sustainability performance.

Furthermore, stakeholder consultations are facilitated through various internal functions that serve as key touchpoints for respective stakeholder groups. The Board also collaborates closely with the management on long-term strategic priorities including growth, innovation, ESG and sustainability, succession planning, talent development, organizational culture, go-to-market strategies, and technology integration. These strategic dialogues not only deepen the Board's understanding of the business but also enable senior leadership to benefit from the Board's diverse insights and experience.

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 is integral to Marico's strategy for identifying and addressing key environmental and social challenges. Demonstrating its commitment to inclusive and responsible growth, Marico has established its ESG 2.0 framework, built on a robust and evolving Materiality Model that aligns with its core purpose of creating meaningful impact for both people and the planet.

Each stakeholder group is aligned with a unique key proposition— a guiding principle that shapes Marico's approach to building long-term, meaningful relationships. This model emphasizes proactive engagement and is supported by over 50 key performance indicators (KPIs), which are monitored and disclosed on an annual basis.

The feedback and insights obtained through this structured stakeholder engagement process are systematically integrated into the company's policies and operations, ensuring that stakeholder expectations are closely aligned with Marico's strategic priorities.

As a result of this ongoing dialogue, Marico has defined an 8-point commitment focused on delivering measurable outcomes in critical areas such as climate change, water stewardship, responsible sourcing, sustainable agriculture and farmer livelihoods, inclusion and diversity, and corporate governance.

Aligned with this approach, Marico is focused on enabling its value chain partners to build resilient, future-ready, and sustainable businesses. At the same time, the company is integrating ESG-driven objectives into its talent acquisition, capability building, and employee engagement initiatives—nurturing a strong ESG-first culture across its broader ecosystem.

For detailed information on stakeholder-specific material needs, engagement objectives, frequency, and modes of engagement, please 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 stakeholders . The CSR team has identified their needs and is currently implementing CSR projects to provide benefits to the identified stakeholders.

PRINCIPLE 5. **Businesses should respect and promote human rights**

Essential Indicators

El-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 2024-25 | | | FY 2023-24 | | |
|------------------------|-------------|--|-------------|-------------|--|-------------|
| | Total (A) | No. of employees / workers covered (B) | % (B/A) | Total (C) | No. of employees / workers covered (D) | % (D/C) |
| Employees | | | | | | |
| Permanent | 1849 | 1849 | 100% | 1772 | 1772 | 100% |
| Other than permanent | 8 | 8 | 100% | 10 | 10 | 100% |
| Total Employees | 1857 | 1857 | 100% | 1782 | 1782 | 100% |
| Workers | | | | | | |
| Permanent | 59 | 59 | 100% | 62 | 62 | 100% |
| Other than permanent | NA | NA | NA | NA | NA | NA |
| Total Workers | 59 | 59 | 100% | 62 | 62 | 100% |

El-2. Details of minimum wages paid to employees, in the following format:

[illegible]

EI-3. a. Details of remuneration/salary/wages, in the following format:

Median remuneration/wages:

| | Male | | Female | |
|----------------------------------|--------|---|--------|---|
| | Number | Median remuneration/ salary/ wages of respective category | Number | Median remuneration/ salary/ wages of respective category |
| Board of Directors (BoD) | 09 | 51,00,000 | 02 | 48,50,000 |
| Key Managerial Personnel (KMP) | 03 | 124,290,382 | 0 | 0 |
| Employees other than BoD and KMP | 1136 | 13,10,193 | 261 | 15,21,852 |
| Workers | 59 | 6,39,166 | NA | NA |

EI-3. b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

| Particulars | FY 2024-25 | FY 2023-24 |
|---|------------|------------|
| Gross wages paid to females as % of total wages | 19.64% | 19.45% * |

***Note:** For FY 2023-24, the figure was reported based on the Cost to Company (CTC) values and included only permanent employees, as per the methodology followed during that reporting period.

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:

| Category | FY 2024-25 | | | FY 2023-24 | | |
|-----------------------------------|-----------------------|---------------------------------------|---------|-----------------------|---------------------------------------|---------|
| | 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 | 2 | 0 | - | 4 | 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 2024-25 | FY 2023-24 |
|---|------------|------------|
| Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH) | 2 | 2* |
| Complaints on POSH as a % of female employees / workers | 0.59% | 0.61% |
| Complaints on POSH upheld | 1 | 2 |

*Total complaints filed in FY23-24 were 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.

Marico has established a robust grievance redressal mechanism to address concerns related to Code of Conduct violations, Human Rights, discrimination, harassment, and matters under the POSH (Prevention of Sexual Harassment) policy. Well-defined procedures, regular awareness training, and a comprehensive reporting system ensure timely and transparent reporting of incidents. All grievances are handled confidentially by designated and trained committee members, in line with Marico’s policies and grievance resolution protocols. We are committed to ensuring that all investigations are conducted promptly, fairly, and sensitively, while safeguarding all individuals involved from any form of retaliation.

EI-9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Marico incorporates human rights requirements into all business agreements and contracts with vendors, suppliers, contractors, and business partners. Our Code of Conduct for Business Associates, which reflects the broader principles of Marico’s Code of Conduct, is a mandatory commitment signed by all service providers. To further reinforce our stance on human rights, we conduct annual certification-based online training for all critical suppliers and business partners, ensuring they are well-informed and aligned with Marico’s values and commitments in this area.

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 FY25.

Leadership Indicators

LI-1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

At Marico, we proactively address human rights-related grievances by adapting and enhancing our internal processes to embed a culture of respect for human rights across the organization. This approach includes integrating human rights considerations into decision-making, supply chain practices, and product development. We conduct human rights impact assessments to identify and mitigate potential risks within our operations and extended value chain. To support this, we continue to strengthen transparent and accessible grievance mechanisms that enable stakeholders to report concerns, ensuring timely investigation and appropriate remediation. Additionally, regular training and awareness programs are conducted to educate employees on human rights principles and responsibilities, fostering a culture of accountability and ethical conduct throughout 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. 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 | 33% |
| Discrimination at workplace | |
| Child Labour | |
| Forced Labour/Involuntary Labour | |
| Wages | |
| Others – please specify | |

Remarks: Human rights considerations are an integral part of Marico’s Responsible Sourcing program, **SAMYUT**, which adopts a comprehensive framework encompassing ethical responsibility, environmental stewardship, and social accountability. The program follows a structured, three-tier maturity model to engage and uplift critical value chain partners. At Level 1, partners are sensitized and encouraged to make voluntary commitments across all key pillars. Progressing to Level 2, these commitments are validated through third-party audits and detailed assessments aimed at identifying and addressing potential environmental, social, and ethical risks within the partners’ business ecosystems. This approach enables continuous improvement, transparency, and alignment with responsible sourcing principles.

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 2024-25 | FY 2023-24 |
|--|------------|------------|
| From renewable sources (in Gigajoules) | | |
| Total electricity consumption (A) | 47816.4 | 34666.3 |
| Total fuel consumption (B) | 100905.1 | 84074.9 |
| Energy consumption through other sources (C) | 0 | 0 |
| Total energy consumed from renewable sources (A+B+C) | 148721.5 | 118741.2 |
| From non-renewable sources (in Gigajoules) | | |
| Total electricity consumption (D) | 47215.5 | 48833.3 |
| Total fuel consumption (E) | 8679.0 | 8587.7 |
| Energy consumption through other sources (F) | 0.0 | 0 |
| Total energy consumed from non-renewable sources (D+E+F) | 55894.5 | 57421.0 |
| Energy intensity per rupee of turnover (Total energy consumption/ turnover in rupees) GJ/Cr. ₹ | 26.99 | 25.16 |
| Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP) GJ/Million \$ | 5576.81 | 5140.2* |
| Energy intensity in terms of physical output - (GJ/MT) | 0.69 | 0.67 |
| Energy intensity (optional) – the relevant metric may be selected by the entity | NA | NA |

*Intensity methodology is aligned with new BRSR definitions. PPP rate for FY24 updated as per revised IMF conversion rate.

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 ‘BSI Group’.

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 2024-25 | FY 2023-24 |
|--|------------|------------|
| Water withdrawal by source (in kilolitres) | | |
| (i) Surface water | 125172.4 | 809.5 |
| (ii) Groundwater | 19486.8 | 14373.8 |
| (iii) Third party water | 0 | 115249.7 |
| (iv) Seawater / desalinated water | 0 | 0.0 |
| (v) Others | 0 | 0 |
| Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v) | 144659.2 | 130433.0 |
| Total volume of water consumption (in kilolitres) | 144659.2 | 130433.0 |
| Water intensity per rupee of turnover (Total water consumption / Revenue from operations) (kilolitres/Cr. ₹) | 19.08 | 18.63 |
| Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (kilolitres/Million \$) | 3942.68 | 3805.86* |
| (Total water consumption / Revenue from operations adjusted for PPP) | | |
| Water intensity in terms of physical output (kilolitres/MT) | 0.49 | 0.4977 |
| Water intensity (optional) – the relevant metric may be selected by the entity. (KL / ₹ Cr of Turnover) | NA | NA |

*Intensity methodology is aligned with new BRSR definitions

*Source of third-party water is identified and volume shifted to relevant category (Surface water and ground water). PPP rate for FY24 updated as per revised IMF conversion rate.

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 ‘BSI Group’.

EI-4. Provide the following details related to water discharged: Water discharge by destination and level of treatment (in kilolitres)

| Parameter | FY 2024-25 | FY 2023-24 |
|---|------------|------------|
| 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 |

| Parameter | FY 2024-25 | | FY 2023-24 | |
|--|------------|------|------------|---|
| (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. Effluent water is treated and used in gardening.

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 ‘BSI Group’.

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 | Unit | FY 2024-25 | FY 2023-24 |
|-------------------------------------|---------|------------|------------|
| NOx | Kg/Year | 2680.961 | 2641.8 |
| SOx | Kg/Year | 175.674 | 173.2 |
| Particulate matter (PM) | Kg/Year | 1734.519 | 1505.9 |
| Persistent organic pollutants (POP) | - | NA | NA |
| Volatile organic compounds (VOC) | - | NA | NA |
| Hazardous air pollutants (HAP) | - | NA | NA |
| Others – please specify | - | Nil | Nil |

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 ‘BSI Group’.

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 2024-25 | FY 2023-24 |
|--|-------------------------------|------------|------------|
| Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) | tCO ₂ e | 1207.5 | 1052.6 |
| Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) | tCO ₂ e | 9534.9 | 9712.4 |
| Total Scope 1 & 2 emissions | tCO ₂ e | 10742.4 | 10765 |
| Total Scope 1 and Scope 2 emission intensity per rupee of turnover | tCO ₂ e/Cr. ₹ | 1.42 | 1.54 |
| Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) | tCO ₂ e/Million \$ | 292.78 | 314.11* |
| Total Scope 1 and Scope 2 emission intensity in terms of physical output | tCO ₂ e/MT | 0.04 | 0.0411 |
| Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity | tCO ₂ e/Cr. ₹ | NA | NA |

*Intensity methodology is aligned with new BRSR definitions. PPP rate for FY24 updated as per revised IMF conversion rate.

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 ‘BSI Group’.

EI-8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

The Company has committed to enhancing its energy footprint by adopting renewable energy, implementing energy-efficient technologies, and promoting eco-friendly practices. This year, efforts focused on improving energy efficiency, optimizing processes, and increasing renewable energy use. Over 15 initiatives across manufacturing sites resulted in annual energy savings of over 2.42 lakh KWH, avoiding 175.9 tCO emissions. Through procurement of green power tariffs company has avoided 367.2 tCO₂e emissions.

EI-9. Provide details related to waste management by the entity, in the following format:

| Parameter | FY 2024-25 | FY 2023-24 |
|---|----------------|-----------------|
| Total Waste generated (in metric tonnes) | | |
| Plastic waste (A) | 555.014 | 595.349 |
| E-waste(B) | 5.155 | 2.378 |
| Bio-medical waste (C) | 0.004 | 0.001 |
| Construction and demolition waste (D) | 0 | 0 |
| Battery waste (E) | 0.063 | 5.309 |
| Radioactive waste (F) | 0 | 0 |
| Other Hazardous waste. Please specify, if any. (G) | 177.742 | 96.685 |
| Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector) | 2646.909 | 2713.840 |
| Total (A + B + C + D + E + F + G + H) | 3384.89 | 3413.562 |
| Waste intensity per rupee of turnover | 0.45 | 0.49 |
| (Total Waste Generated / Revenue from operations) MT/Cr. INR | | |
| Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Waste Generated / Revenue from operations adjusted for PPP) MT/Million USD | 92.26 | 99.60* |
| Waste intensity in terms of physical output (MT/MT) | 0.01 | 0.0130 |
| Waste intensity (optional) the relevant metric may be selected by the entity | NA | NA |

*Intensity methodology is aligned with new BRSR definitions. PPP rate for FY24 updated as per revised IMF conversion rate.

| | | |
|---|----------------|----------------|
| 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 | 555.014 | 595.349 |
| (ii) Re-used | 0 | 0 |
| (iii) Other recovery operations | 0 | 0 |
| Total | 555.014 | 595.349 |
| Category of waste - E-Waste | | |
| (i) Recycled | 5.155 | 2.378 |
| (ii) Re-used | 0 | 0 |
| (iii) Other recovery operations | 0 | 0 |
| Total | 5.155 | 2.378 |
| 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 |

| Parameter | FY 2024-25 | FY 2023-24 |
|---|-----------------|-----------------|
| Category of waste - Battery waste | | |
| (i) Recycled | 0.063 | 0 |
| (ii) Re-used | 0 | 5.309 |
| (iii) Other recovery operations | 0 | 0 |
| Total | 0.063 | 5.309 |
| 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 | 64.640 | 5.118 |
| (ii) Re-used | 0 | 0 |
| (iii) Other recovery operations | 0 | 0 |
| Total | 64.640 | 5.118 |
| Category of waste - Other Non-Hazardous waste | | |
| (i) Recycled | 1820.452 | 1707.829 |
| (ii) Re-used | 244.940 | 177.870 |
| (iii) Other recovery operations | 154.620 | 0 |
| Total | 2220.012 | 1885.699 |
| 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 | 0.004 | 0.001 |
| (ii) Landfilling | 0 | 0 |
| (iii) Other disposal operations | 0 | 0 |
| Total | 0.004 | 0.001 |
| 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 |

| Parameter | FY 2024-25 | FY 2023-24 |
|--|----------------|----------------|
| Category of waste - Radioactive | | |
| (i) Incineration | 0 | 0 |
| (ii) Landfilling | 0 | 0 |
| (iii) Other disposal operations | 0 | 0 |
| Total | 0 | 0 |
| Category of waste - Other Hazardous waste. Please specify, if any | | |
| (i) Incineration | 20.522 | 0.690 |
| (ii) Landfilling | 92.580 | 90.877 |
| (iii) Other disposal operations | 0 | 0 |
| Total | 113.102 | 91.567 |
| Category of waste - Other Non-hazardous waste generated | | |
| (i) Incineration | 58.389 | 0 |
| (ii) Landfilling | 242.165 | 603.110 |
| (iii) Other disposal operations | 126.343 | 225.032 |
| Total | 426.897 | 828.142 |

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 ‘BSI Group’.

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 implemented a Product Stewardship Policy focused on boosting product safety, especially concerning chemical risks. This policy emphasizes the responsible use of materials and encourages better safety practices throughout a product’s entire lifecycle. Waste is meticulously sorted at the point of origin into hazardous and non-hazardous categories, with a daily log maintained to ensure precise monitoring and control.

Waste disposal vendors are selected only after a detailed review of their authorization credentials, ensuring adherence to regulatory requirements. To reduce the generation of hazardous waste, Marico began using synthetic lubricant oil last year. These oils offer greater chemical and thermal stability, resulting in fewer oil changes and, consequently, a decrease in hazardous waste output.

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:

| 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. |
|-----|--------------------------------|--------------------|---|
| | | | NA |

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.

El-12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

| 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 |
|-----|-----------------------------------|----------------------|------|---|--|-------------------|
| NA | | | | | | |

Remarks: As stated in question El-11, Marico's all facilities are located in industrial areas hence detailed environmental impact assessment is not required.

El-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:

| 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 |
|-----|---|---------------------------------------|---|---------------------------------|
| NA | | | | |

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

6 manufacturing sites/ offices 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. Mumbai- Kalina, Maharashtra- Head office 6. Mumbai- Andheri, Maharashtra- R&D centre

(ii) Nature of operations

- Puducherry, India- Manufacturing of coconut oils
- Perundurai, Tamil Nadu, India- Manufacturing of coconut oils
- Sanand, Gujarat, India- manufacturing of hair oils, cream, gel, serum, shampoo & masala oats
- Jalgaon, Maharashtra, India- Manufacturing of edible oils & instant noodles
- Mumbai- Kalina, Maharashtra- Head office
- Mumbai- Andheri, Maharashtra- R&D centre

(iii) Water withdrawal, and consumption in the following format:

| Parameter | FY 2024-25 | FY 2023-24 |
|---|-----------------|-----------------|
| Water withdrawal by source (in kilolitres) | | |
| (i) Surface water | 125172.45 | 809.5 |
| (ii) Groundwater | 8472.45 | 0.0 |
| (iii) Third party water | 0 | 115249.7 |
| (iv) Seawater / desalinated water | 0 | 0 |
| (v) Others | 0 | 0 |
| Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v) | 133644.9 | 116059.2 |
| Total volume of water consumption (in kilolitres) | 133644.9 | 116059.2 |

| Parameter | FY 2024-25 | FY 2023-24 |
|--|------------|------------|
| Water intensity per rupee of turnover (Water consumed / turnover) kilolitres/Cr. ₹ | 17.628 | 16.58 |
| Water intensity (optional) – the relevant metric may be selected by the entity KL / ₹ 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 | | |
| - 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 |

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 ‘BSI Group’.

LI-2. Please provide details of total Scope 3 emissions (tCO₂e) & its intensity, in the following format:

| Parameter | Unit | FY 2024-25 | FY 2023-24 |
|--|--------------------------|------------|------------|
| Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) | tCO ₂ e | 549808 | 560753.4 |
| Total Scope 3 emissions per rupee of turnover | tCO ₂ e/Cr. ₹ | 72.52 | 80.08 |
| Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity | tCO ₂ e/Cr. ₹ | 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 ‘BSI Group’.

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:

| 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 |

LI-5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Marico has adopted an integrated risk management framework designed to proactively identify, assess, and mitigate key risks that could impact the organization’s long-term sustainability. Risk mitigation strategies are aligned with Marico’s broader business objectives and are periodically reviewed by senior leadership to ensure continued relevance and effectiveness. The Company has established a robust system of policies, standard operating procedures, and internal controls to manage identified risks effectively.

In line with its Risk Management Policy, Marico has implemented a Business Continuity Plan (BCP) and a Crisis Management Plan (CMP) to ensure preparedness for potential high-impact, high-velocity risks. The BCP is designed to enable swift and effective responses when such risks materialize and is fully integrated into the company’s internal control systems and crisis response framework. This integration spans key operational areas, including manufacturing facilities, sales offices, and IT infrastructure.

The internal Crisis Management Committee plays a vital role in developing crisis response strategies, communication protocols, and overseeing regular training and capability-building initiatives. To further enhance preparedness, the committee conducts routine disaster recovery drills, ensuring the organization’s readiness to manage emergencies and maintain uninterrupted business operations.

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 FY25, critical value chain partners with a business share of more than **93%** are assessed for Level 1, while a business share of more than **33%** 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.

| 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 |
| 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.

| 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:

| 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 |

PRINCIPLE 8. Businesses should promote inclusive growth and equitable development

El-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 FY24-25 Integrated Report. |
| 2 | Sustainable Agriculture (Parachute Kalpavriksha Foundation) | NA | NA | Yes | Yes | |
| 3 | Education (Nihar Shanti Pathshaala Funwala) | NA | NA | Yes | Yes | |
| 4 | Social Innovation (Marico Innovation Foundation) | NA | NA | Yes | Yes | |

Remarks: SIA is not applicable to Marico; however, all CSR programs with an annual spend exceeding 1 crore are subjected to external impact assessments. The findings from these evaluations are disclosed in the Annual Report for the respective reporting year.

El-2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

| 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 (₹) |
|-----|--|-------|----------|---|--------------------------|------------------------------------|
| NA | | | | | | |

El-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, GIDC Sanand, 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.

El-4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

| Category | FY 2024-25 | FY 2023-24 |
|--|------------|------------|
| Directly sourced from MSMEs/ small producers | 30% | 32.4% |
| Sourced directly from within India | 95% | 93.8% |

El-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)

| Location | FY 2024-25 | FY 2023-24 |
|--------------|------------|------------|
| Rural | 0% | 0% |
| Semi-urban | 3% | 2% |
| Urban | 10% | 14.8% |
| Metropolitan | 87% | 84% |

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):

| No. | Details of negative social impact identified | Corrective action taken |
|-----|--|-------------------------|
| NA | | |

LI-2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

| No. | State | Aspirational District | Amount spent |
|-------|----------------|--|--------------|
| 1 | Jharkhand | Garhwa, Chatra, Giridih, Godda, Sahibganj, Pakur, Bokaro, Lohardaga, Purbi Singhbhum, Palamu, Latehar, Hazaribagh, Ramgarh, Ranchi, Kunti, Gumla, Simdega, Pashchimi | ₹14,982,724 |
| 2 | Chhattisgarh | Korba, Rajnandgaon, Mahasamund, Kanker, Narayanpur, Dantewada, Bijapur, Bastar, Kondagaon, Sukma | ₹7,069,092 |
| 3 | Madhya Pradesh | Chhatarpur, Damoh, Barwani, Rajgarh, Vidisha, Guna, Singrauli, and Khandwa | ₹3,011,760 |
| Total | | | ₹25,063,576 |

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:

| No. | Intellectual Property based on traditional knowledge | Owned/ Acquired (Yes/No) | Benefit shared (Yes / No) | Basis of calculating benefit share |
|-----|--|--------------------------|---------------------------|------------------------------------|
| 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.

| No. | Name of authority | Brief of the Case | Corrective action taken |
|-----|-------------------|-------------------|-------------------------|
| NA | | | |

LI-6. Details of beneficiaries of CSR Projects:

| No. | CSR Project | No. of persons benefitted from CSR Projects | % of beneficiaries from vulnerable and marginalized groups |
|-----|---|--|--|
| 1 | Parachute Kalpvriksha (Sustainable agriculture) | 1.22 lakhs of farmers enrolled (cumulatively) 4.33 lakh average amount of farmland enrolled (cumulatively) 17% improvement in productivity (cumulatively) | NA |
| 2 | Nihar shanti Pathshala Funwala | 11 Lakh students have undergone the programme; 1.26 Lakhs teachers trained and 0.54 Lakh active teacher in the program | NA |
| 3 | Community sustenance | 3.75 lakh beneficiaries (cumulative) reached till date through community sustenance program Nearly 24 lakh beneficiaries reach through “Eat Right” programme in FY2025 | NA |
| 4 | Jalashay | 4.44 billion (444 crore) litres water potential created (cumulatively) | 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 their feedback. The Consumer Services Cell is ISO 10002 certified since the last 11 years. With a customer-first approach, experienced customer service personnel respond with structured methods and document it. Recently in collaboration with the Salesforce team Marico has developed a best-in-class Consumer Response Management (CRM) portal - “ConCore” to enhance consumer experience, streamline complaint/queries resolution, and drive data-driven decision-making. This AI-powered platform integrates cutting-edge analytics, automation, and multi-channel case management, ensuring a seamless consumer interaction process. 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 “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 FY25, the satisfaction index is at 97%.

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 2024-25 | | | FY 2023-24 | | |
|--------------------------------|--------------------------|-----------------------------------|--|--------------------------|-----------------------------------|--|
| | 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 | | | Nil | 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 | 233 | 0 | This is related to product functionality | 148 | 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 | NA |
| Forced recalls | 0 | NA |

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, Marico has instituted an organization-wide Information Security Management System (ISMS) policy that outlines robust controls for data privacy and information security across all operations. The policy is aligned with globally recognized standards, including ISO/IEC 27001:2022 for information security and ISO/IEC 27701:2019 for privacy information management.

Further, from a governance standpoint, cyber security risks are systematically monitored and mitigated through Marico’s Enterprise Risk Management (ERM) framework, which is embedded within the company’s broader Risk Management Policy. This ensures accountability, timely identification of threats, and implementation of appropriate mitigation measures.

You may refer to the detailed policies here:

Marico’s Risk Management Policy - https://marico.com/investorspdf/Risk_Management_Policy.pdf

Marico’s ISMS Policy - <https://sustainability.marico.com/uploads/1710754824789-marico-isms-pims-11-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
Marico does not have any instance of data breach reported in FY25.
- b. Percentage of data breaches involving personally identifiable information of customers
Marico does not have any instance of data breach reported in FY25.
- c. Impact, if any, of the data breaches
Not applicable as Marico Limited does not have any instance of data breach reported in FY25.

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. 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. Marico encourages consumer to follow healthy lifestyle and good cooking practice through campaigns like WORLD HEART DAY. 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.